



Andrew Reise

EBOOK

What Makes Change Stick

*Eight Leaders at the Forefront of
Transformation Share What It Takes to Make
Change Last in the AI Era*

Table of Contents

Introduction	03
At a Glance	04
Chapter 1: Make It Useful and Make It Measurable	06
Chapter 2: Build the Trust Before the Tool	09
Chapter 3: Plan for the People Before You Launch	12
Chapter 4: Make Change Part of the Work	15
Chapter 5: Start With the Truth and Make It Personal	18
Chapter 6: Listen to Resistance and Give People Time	21
Chapter 7: Make Change Visible Across the Enterprise	24
Chapter 8: Transformation Takes Longer Than the Plan	27
Ready to Make AI Adoption Stick?	29

Introduction

Change is easy to launch. Making it stick is the harder part. I've spent my career partnering with clients through organizational change. What I've seen first-hand—change sticks when people understand it, engage with it, and make it part of how they work.

To explore what lasting adoption looks like in practice, we sat down with eight leaders who have led change across business transformation, manufacturing, utilities, government, global operations, and the rapid rise of AI.

In the chapters ahead, we pair our own strategic frameworks with the best ideas from these conversations, along with our take on what AI does, and does not, change about the work of adoption.

“ Whether it's a new process, technology, or AI-enabled ways of working, people need the chance to see progress taking shape and to see their own fingerprints on transformation they helped bring to life.”



Gwen Wren,
Consulting Manager,
Andrew Reise

At a Glance

Across eight perspectives, one idea comes through clearly: change sticks when people understand it, engage with it, and make it part of how they work.

- ✓ Adoption starts with **trust**
- ✓ Give people room to **experiment**
- ✓ You can't measure progress without an **honest baseline**
- ✓ Resistance is **information**
- ✓ Change fatigue is usually an enterprise **visibility** problem
- ✓ Change needs to reach the **entire enterprise**, not just siloes
- ✓ Financial and operational metrics are easier to track, but they may miss the **human side** of whether change actually stuck
- ✓ **Transformation** has no end date

"Data is not emotional. Changing experiences and how people feel is very emotional, and everybody's got an opinion."

Data is a way to take the emotion out when you're making business decisions."



Michelle Perez,
Associate Director of Business
Transformation

CHAPTER 1

Make It Useful and Make It Measurable



Measure What People Actually Do

Michelle Perez, who works for a global telecommunications company, has spent her career connecting customer experience, organizational change, and measurable business outcomes. Her perspective is grounded in a simple idea: if people are not actually using something, it has not been adopted.

In her eyes, a successful rollout is not the same as successful adoption. Michelle's approach starts with defining what adoption looks like, measuring usage, and understanding who a new process or tool was *actually* designed for.

The goal is not to assume a change is working because it launched. It is to understand whether behavior has truly changed.

On AI: Let People Learn From Each Other

Michelle believes AI is moving too fast for organizations to control every use case from the top down. Instead, give people the tools, structure, and freedom to experiment, then let peer learning spread what works.

Sandboxes, hackathons, and informal peer learning sessions give employees opportunities to explore and share what they discovered.

Seeing how someone else uses a tool can often unlock more possibilities than formal training alone she explains.



“AI, we have to use it. Stop fighting with it. Find a way to use it and make it useful for yourself.”

- Michelle Perez,
Associate Director of Business
Transformation

"Adoption isn't access. It's moving the change down the chain to the people actually doing the work."



Camille Reynolds,
Operations & Business
Transformation Leader

CHAPTER 2

Build the Trust Before the Tool



Adoption Isn't Access

Camille Reynolds, an Operations & Business Transformation leader at a large financial institution, has spent her career at the intersection of law, information governance, and back-office operations. Her perspective is grounded in a simple idea: giving someone access to a tool is not the same as adoption.

In her experience, real adoption starts with the people already doing the work, not with a mandate from above. When a senior associate asked her to help turn a manual workaround into a shared dashboard, the request came from someone the team already trusted, not from an innovation office pitching a solution. That dashboard is still in use six years later.

The goal is not simply to hand someone a login. It is to move the change down the chain, to the people who will actually use it every day.

On AI: Governance Comes First, Not Last

For Camille, most AI adoption failures trace back to data governance, not the model itself. Every organization underestimates how ill governed its data really is, even in highly regulated industries. She has seen leaders bolt on controls only after a tool is already live, when that review should have started with the data long before launch.



“You can't bolt on governance and controls at the end. They have to be there at the beginning, and that starts with the data.”

*-Camille Reynolds,
Operations & Business
Transformation Leader*

"Are people choosing the new way of working even when nobody is monitoring compliance?"



Vanessa Brunelli,
PMO Director, Business
Transformation Office

CHAPTER 3

Plan for the People Before You Launch



Implementation Is Not Adoption

Vanessa Brunelli leads the North America PMO inside the business transformation office of a global medical technology company. Her work sits where strategic initiatives meet the teams expected to absorb them.

She has seen initiatives that were delivered exactly as designed struggle to realize their value because stakeholder impacts surfaced too late. Teams that should have been preparing people for a new way of working ended up managing post-launch remediation instead.

Usage data helps, but the signal she looks for is behavior. Are teams making decisions differently? Are managers reinforcing the change? Has it become part of normal operations rather than a project activity?

On AI: Pilots Are Volunteers. Scale Is Everyone.

Vanessa points out that pilots run on people who want to be there. They have dedicated time, support, and genuine interest in the outcome. Scale has none of that built in.

At scale, organizations run into uneven readiness, competing priorities, workload constraints, and very different levels of digital confidence. The tool did not change. The population did.

She does not believe AI changes the fundamentals of change management. It changes the scale and speed of the impact, which puts more weight on the human side of the work.



"Organizations are most successful when they focus less on the technology itself and more on how work will change for the people expected to use it."

-Vanessa Brunelli,
PMO Director, Business
Transformation Office

“So many people think project: a discrete beginning and a discrete end, and then it's done. That's not transformation, that's project management.”



Vele Galovski,
VP of Business
Transformation and AI
Engagements

CHAPTER 4

Make Change Part of the Work



Change Is Not a Project

Vele Galovski has led transformation across manufacturing, financial services, and large-scale business operations. His perspective centers on connecting strategy, measurement, and daily behavior so that change becomes part of how an organization operates.

For Vele, transformation cannot have a finish line.

If a change disappears from meetings, priorities, and daily decisions when the project ends, it was never truly adopted. Real transformation has to become part of the operating rhythm.

On AI: AI Is a Change Issue

For Vele, AI does not fundamentally change the work of transformation. It may speed things up, but the real challenge is still helping people adopt new ways of working.



"I'm not a tech nerd, because I don't think AI is a technology issue. It's a change issue."

-Vele Galovski,
VP of Business Transformation
and AI Engagements

"If you don't understand your baseline, how will you know whether you're making progress?"



*Gretchen Stanford,
Chief Operating Officer &
Utility Advisor*

CHAPTER 5

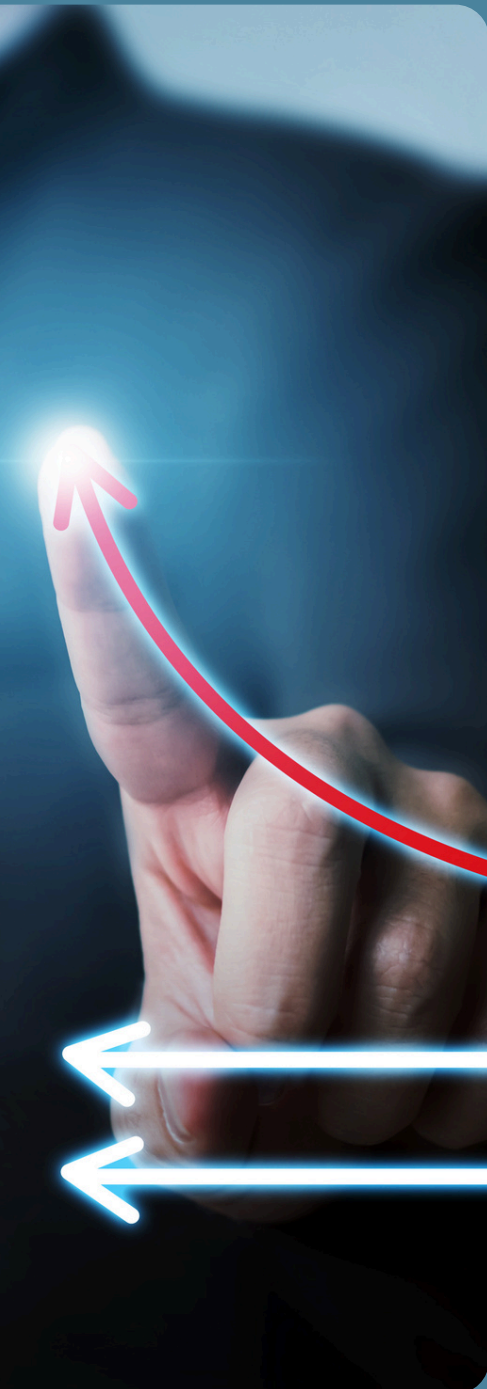
Start With the Truth and Make It Personal

Start With an Honest Baseline

Gretchen Stanford has led transformation work in utilities and municipal government, where large systems and established ways of working can make change especially difficult to sustain.

Her approach starts with understanding reality before trying to improve it.

Organizations cannot know whether change is working without knowing where they started. Gretchen emphasizes establishing a measurable baseline and being honest when an initiative is not producing the intended results.



On AI: Make Change Personal

For Gretchen, adoption often happens one person at a time. This is especially true with AI, where broad training may not be enough to overcome hesitation.

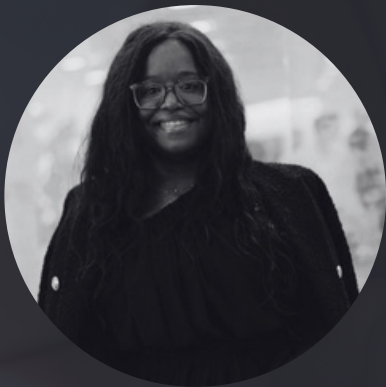
The breakthrough often comes when someone can see exactly how a new tool can help with the work already in front of them.



“Sit down with one person, look at their real workload, and teach them the tool in their own context. The intimidation is real, so intentionality is the unlock.”

-Gretchen Stanford,
Chief Operating Officer & Utility
Advisor

*“There's a million ways to
get to 10.”*



Camille Wright,
VP of Enterprise Transformation &
Global Operations

CHAPTER 6

Listen to Resistance and Give People Time



Resistance Is Information

Camille Wright is the VP of Enterprise Transformation & Global Operations at a global fashion retailer. She has led change across teams with different functions, cultures, and ways of working. Her perspective emphasizes understanding the people responsible for making change happen instead of assuming everyone will respond to it in the same way.

For Camille, resistance is not automatically something to overcome. It can reveal a legitimate problem with the plan or expose a gap in understanding.

The important thing is to listen closely enough to know the difference.

On AI: Slow and Steady Wins The Race

Camille believes AI adoption requires intentional change management. Organizations cannot simply deploy a tool and expect people to figure it out. Different teams need different levels of guidance, training, and support.

Taking the time to build understanding can ultimately speed up adoption.



“Sometimes you have to go slower to go fast.”

-Camille Wright,
VP, Enterprise Transformation &
Global Operations

*“You need a consistent,
top-down approach.”*



Jennifer Wyatt,
Vice President, Change
Management Director

CHAPTER 7

Make Change Visible Across the Enterprise



Everything Is Happening in Pockets

Jennifer Wyatt, Vice President and Change Management Director at a large bank, has spent nearly three decades working across customer experience, employee experience, and change management.

She's seen how easily change gets managed one business line at a time. Each team has its own priorities, intake process, and sense of what its people can handle. What's often missing is someone looking across the organization and seeing how it all adds up.

Jennifer believes that view needs to sit above any one team, through a centralized change management function or a joint change and PMO office. The goal is simple: someone needs to be looking at the whole picture.

On AI: Answer the Question Before They Ask It

For Jennifer, most AI rollouts stumble on the same unspoken question: is this here to help me, or to replace me? She believes leaders have to align on that answer, and say it plainly, before a tool ever reaches the front line. Employees are intimidated by AI by default, and silence just lets them assume the worst.



“Employees are intimidated by AI, so make sure everyone understands: is this tool here to help me, or is it taking over my job?”

-Jennifer Wyatt,
Vice President, Change
Management Director

"Everyone's forced into a change mentality by how fast the tools themselves change."



Steven Nodot,
Associate Director of Business
Transformation & Operations
Strategy

CHAPTER 8

Transformation Takes Longer Than the Plan



When Change Outlasts the Project

Steven is the Associate Director of Business Transformation & Operations Strategy at a global telecommunications company. In his experience, some changes do not fit neatly into a project timeline. Large integrations can take years, and priorities can shift before the cultural work has a chance to catch up.

He explains that many times financial measures such as cost savings, headcount, and operational efficiencies can become the primary definition of success. But the cultural and human side of change is often harder to measure and easier to deprioritize.

For change to truly stick, organizations also have to pay attention to what happens to the people, teams, and ways of working along the way.

On AI: The Same Organizational Problems Still Exist

Steven sees enterprise AI adoption as a progression from getting comfortable with the technology to finding practical productivity gains and eventually building more specialized applications.

Despite the speed of AI, many organizations are still early in the journey. AI has not eliminated silos or cross-functional misalignment. When pilots fail to scale, the organization may have framed the wrong problem or failed to align the people required to solve it.



"I still feel like we're very much in the crawl stage of AI."

-Steven Nodot,
Associate Director of Business
Transformation & Operations
Strategy

Andrew Reise

Ready to Make Change Stick?

AI enablement is about more than choosing the right tools.

Organizations need a clear strategy, practical use cases, the right governance, and a plan for helping employees and customers adapt to new ways of working.

Andrew Reise combines AI expertise with deep experience in change management, customer experience, employee experience, digital transformation, and contact center operations to help organizations move from experimentation to meaningful adoption.

- Visit us at andrewreise.com
- [Book a call](#) with one of our consultants

