

USE CASE

Outsourcing: From Colleague to Service Provider



What is the topic?

A client in the service sector divests a business unit for rationalization purposes, only to continue using its services afterward. As a result, former colleagues become “service providers,” leading to emotional reactions, and subsequently to resistance and a decline in performance.



What is the main challenge?

- Outsourcing changes not only structures but also relationships – leaving its mark on both the buyer’s and the seller’s side. When dissatisfaction and turnover increase, service quality suffers – this creates pressure to quickly find sustainable solutions.
- The challenge lies in balancing emotional and economic interests and creating a framework that allows for both objective clarification and human understanding.



What does MES stand for in this change?

- We value emotions and help dissolve deep-rooted disagreements.
- We gather the perspectives of all involved parties and provide them in an anonymized format.
- We foster dialogue, understanding, and common ground in order to facilitate solution finding and professional discourse in reviews and retrospectives.



What does a process outline look like?

- Make the experiences of the involved parties and the perspectives of different roles visible, and foster understanding for the “other side.”
- Acknowledge perspectives and impacts, followed by team-building with the aim of getting to know the person behind the role.
- Ensure consistent and transparent change communication within the affected areas of the organization.
- Create a constructive working atmosphere where shared priorities are set, processes are defined, and interdisciplinary project teams are formed.
- A steering board facilitated by MES enables regular progress reviews, targeted resource allocation, and support in dealing with resistance and challenges.

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