

I rebuilt a reactive support function into a measured operation

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At the request of the SVP of North American Operations, I stepped out of an operations role to own the customer support function — Tier 1/2 technical support and ticketing system administration — for DDI's leadership assessment platform.

87% → 93%

CUSTOMER SATISFACTION

Top-two-box, 7-point scale — sustained, not a spike.

+169%

GROWTH IN SUPPORT VOLUME

Volume nearly tripled; headcount did not.

PROBLEM

Support was reactive. Tickets were absorbed one at a time against no defined quality standards, and leadership had no view of team efficiency, response trends or customer health.

Volume was climbing fast, so every unresolved ticket sat inside an active leadership program at a client organization.

Scope: the customers were the HR and L&D departments of DDI's client organizations using the leadership assessment platform. I owned the technology side of that platform, not DDI's broader consulting offering.

ACTION

Traced the volume to its causes, then secured executive buy-in. Root-cause data analysis tied more than 50% of support volume to systemic drivers rather than one-off user error; I took that up and won backing to fix causes instead of adding headcount against symptoms.

Led a combined code and process change. With Product, Engineering and Project Management, I eliminated the root causes in the platform and reworked the business process around what remained — directly increasing support capacity.

Built the measurement layer from the ground up. Quality standards, performance dashboards and KPI tracking gave leadership real-time visibility it had never had.

Deflected the repetitive work. A live AI-assisted self-service tool cut repeat ticket volume.

RESULT

72% faster first response, with coverage expanded to 24/5 plus weekend availability — no proportional headcount growth.

50%+ of volume addressed at the root, converting recurring load into permanent capacity.

Standards outlasted the fix. The dashboards and KPI framework stayed in place as volume kept climbing, which is why 93% held.

DDI Leadership Award, 2024 — companywide recognition, awarded for this turnaround.