

Future-Proofing Your People Strategy

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It's All About the People

The beating heart of every contact centre has always been its people. Five years ago, flexible working was the hottest topic in people strategy. Today, the focus is how technology can co-exist with people to raise efficiency and productivity. Inevitably, human colleagues are being replaced on certain tasks. In other circumstances, technology is there to help humans do a better job. What's more, entirely new tasks for humans are emerging in areas such as designing and training AI, and in data and analytics.

To thrive in the era of human/machine collaboration requires contact centres to find a sympathetic balance, understand how job responsibilities will change, bring colleagues on board and equip them with the skills they need.

In this research we delve into the three pillars of future-proofing people strategy that every contact centre must address:

- Integrating people and technology
- Evolving skills and roles
- Successfully delivering change

With thanks to

We spoke with six contact centre leaders in February and March 2025, representing a diverse mix of vertical markets and contact centre types. The CCMA and Zoom extend their sincere thanks to these leaders for their generous participation in the study.

Iain Banks, CEO, Ventrica

Kirk Bradley, Director of Customer Service, Bupa

Donna Czyzewski, Head of Customer Contact Centres, IAG Loyalty

Alan Mullen, Senior Customer Services Manager, Superdry

Sabina Onwuka, Head of Customer Services, London Borough of Barking and Dagenham

Francesca Rea, Director of Customer Operations, NewDay



We've covered people strategy in our research from many different angles over the years. But there are so many new topics to explore, and never more so right now.

Salary costs and customer expectations are growing faster than budgets can keep up. AI promises to get more done with less resource, but we still need people to design, implement and look after the AI systems. And in the near term at least there will always be situations where customers still want to talk to people. In addition to asking how robotic agents can do the job of human advisors, we must ask how robotic agents can augment and support human colleagues to do a better job.

Forging into unknown territory requires a readiness to do things in completely new ways, and it also obliges us to go back to first principles in treating our colleagues with openness, respect and inclusivity. Today's contact centre leaders need to meld left-brained foresight and technical ability with right-brained compassion and recognition of the needs of others. As this report shows, future-proofing people strategy is first and foremost about future-proofing leadership strategy.

Leigh Hopwood, CEO, CCMA



James Adamczuk,
CX Evangelist,
Zoom

A culture of care that prioritises people is what Zoom is founded upon. This report presents valuable insights from industry leaders regarding current challenges and opportunities. The success of automation, agent assistance, and self-service capabilities depends fundamentally on your organisation's information assets — from knowledge bases and work instructions to the expertise of your specialist teams. By effectively harnessing and utilising this knowledge through AI integration, you can deliver enhanced value to both customers and agents. This transformation enables analytics teams to generate meaningful insights into AI performance, facilitate continuous improvement through coaching, and evaluate new functionality implementation. In this evolution, your most skilled agents can transition into becoming tomorrow's conversation design specialists.

We are proud to present this research with the CCMA. The essential message remains clear — your people are your most valuable assets because they embody your brand and voice. True success in this new era of customer experience can only be achieved through the seamless integration of human expertise and technological innovation.

Integrating People and Technology

A core pillar of people strategy in today's contact centre is bringing together people and technology to get the best from both.

Guiding principles for integrating people and technology

- Understand how tech enhances human performance
- Meet rising demand without extra headcount
- New urgency to find efficiencies given wage and NI inflation
- Frontline reductions complemented by growth in support roles



Technology has already had a massive impact on customer contact and on contact centre colleagues. One of the most profound examples is the rapid increase in availability of self-serve channels: today, for many organisations self-serve is key to deflecting repetitive, high-volume queries away from human advisors, freeing them up to tackle the more complicated queries which cannot be self-served.

The higher demands made of the front line mean that the role is more highly skilled than in the past, entailing active listening, problem solving and rapport building.

"I'm now having to think about extra skills that my team need, because the low-hanging fruit is no longer there on the tree. I need my people to think more strategically around the conversations they're having."

Sabina Onwuka, Head of Customer Services, London Borough of Barking and Dagenham

For some queries a hybrid approach is suitable: automation takes care of the initial part of a customer journey, identifies the issue and the action to be taken, and then assigns the case to a human to follow up.

"The bot will do the initial heavy lifting, and then create a ticket for my staff."

Sabina Onwuka, Head of Customer Services, London Borough of Barking and Dagenham

In the future, agentic AI will reduce the need for human intervention, enabling more queries to be dealt with end to end by automation.

Understand How Tech Enhances Human Performance

While digital self-serve has already replaced humans for many high-volume, simpler queries, for complex needs where the human advisor is still needed, technology can augment human capability.

"All of our support tools are about liberating the agents, so they can have even better conversations with the customer."

Kirk Bradley, Director of Customer Service, Bupa



A powerful example of how technology can support the human front line is the use of contextual, real-time prompts tapping into CRM and knowledge systems, which make it easier for advisors to access relevant information at the moment of need.

“Emotionally charged moments call for human empathy. That’s where AI and people work best together – AI handles complexity and suggests personalised responses, freeing our front line to focus on empathy, problem-solving, and roles that require higher cognitive skills.”

Iain Banks, CEO, Ventrica

While consumers have become accustomed to automated decisioning in certain contexts, for example calculating home and car insurance prices, it’s critical that humans continue to own more nuanced and complicated decisions, especially when financial or health outcomes depend on it. Even if the machine isn’t making the final decision, it can support human decision-makers by providing timely and relevant information, relying less on the human decision-maker to source their own information and delivering more consistent outcomes.

“AI doesn’t always know how to do the right thing. A human always knows how to do the right thing, and what the right thing to do is.”

Iain Banks, CEO, Ventrica

Meet Rising Demand Without Extra Headcount

Most contact centres face ongoing cost pressures at the same time as contact demand is rising. Dialling up automation to cover a wider array of customer journeys is therefore a top priority.

“My strategy is to offset the rising cost of people with automation, because in today’s world budgets don’t tend to increase year on year.”

Alan Mullen, Senior Customer Services Manager, Superdry

“Our strategy is to use automated experiences and different channels so that we will not need to grow headcount to meet contact growth.”

Donna Czyzewski, Head of Customer Contact Centres, IAG Loyalty

“You’re looking to drive a more sophisticated customer journey with self-serve and automation in the right places. But you’ve got to be careful to not be too aggressive, as that can affect your brand.”

Iain Banks, CEO, Ventrica

There can be a time lag when making investments intended to save money: the payoff may not emerge right away.

“There’s a lot of outlay in the first year. In the first year when you need the savings, you won’t get it from AI. You’ve got to put a lot of work into APIs, into your knowledgebase.”

Francesca Rea, Director of Customer Operations, NewDay

Unrealistic expectations of technology as ‘silver bullets’ to reducing headcount are not uncommon, rooted in a lack of understanding of how the technology works and how it should be implemented. Widespread hype and high expectations around AI have no doubt contributed to this.

“Some people are trying to jump on the AI bandwagon but might not necessarily fully understand what they’re trying to deliver. That can be dangerous because it’s really easy to say ‘I want AI to reduce costs’, but there needs to be a foundation. I want to use AI to complement the journey and then hopefully save costs further down the line. That’s not the same as bringing in AI specifically to cut costs.”

Alan Mullen, Senior Customer Services Manager, Superdry

New Urgency to Find Efficiencies Given Wage and NI Inflation

As the role of the contact centre becomes more skilled, remuneration has risen. Recent changes in minimum wages in employers’ national insurance (NI) have further contributed to a growing salary bill. Inevitably, some contact centres are being forced to rethink recruitment and/or pay rises at least in the near term.

“It puts a little bit more pressure on employers, more fire in the belly to find ingenious ways to save money. Good customer service should cost less.”

Kirk Bradley, Director of Customer Service, Bupa



" [Higher NI] will make people stop and think before recruiting as many roles, or it could pause recruitment for a period."

Francesca Rea, Director of Customer Operations, NewDay

Salary increases at the entry level create a ripple effect on employee costs across the board.

" We found that every time we move the entry role, we're having to redefine the banding for the all the other roles. The gap needs to be enough where it's attractive for somebody to feel like they're being remunerated appropriately if they move."

Donna Czyzewski, Head of Customer Contact Centres, IAG Loyalty

Frontline Reductions Complemented by Growth in Support Roles

While the goal for most contact centres is to reduce the number of people on the front line, digitisation is creating new types of roles elsewhere in the contact centre.

One example of an emerging role is that of the 'digital concierge' – a human advisor who helps customers stay on the self-serve happy path.

" Agents will monitor the digital channels and intervene proactively when they see it go wrong."

Kirk Bradley, Director of Customer Service, Bupa

Another new type of role is to oversee customer-facing chatbots: comparable to a team leader, but one whose team consists of robotic not human agents.

" We need a digital team leader who doesn't manage people but manages the digital journey. Quality assurance isn't just for people: we need to quality assure the AI and bots as well and hold them to the same standards in terms of CSAT and FCR."

Alan Mullen, Senior Customer Services Manager, Superdry

" When we built Charlie, our AI agent, we had one of our [human] agents leading [development] with the supplier. If he didn't like the answer, the answer was incorrect, or it wasn't phrased properly, he would go in and then change it himself so that Charlie would handle it the way he would have handled it. The capability of being able to train that AI agent is what our agents will start to become."

Donna Czyzewski, Head of Customer Contact Centres, IAG Loyalty

Ultimately while roles may be made redundant from the front line, new roles created elsewhere means that the size of the contact centre workforce may not diminish as dramatically as some might expect. Furthermore, people with experience on the front lines tend to be well suited for these emerging roles.

" I can't see a situation where [AI] will take people's jobs. People have said that about many technology developments over the years. But my observation is it creates more jobs, new jobs. You need people to support the chatbots, do the root cause analysis, identify the customer sentiment, take action and drive the projects. With the growth that we have, we've never in my tenure had to reduce the number of roles for technology deployment."

Kirk Bradley, Director of Customer Service, Bupa

Evolving Skills and Roles

In contact centres large and small, conversations in human-assisted channels are becoming ever more demanding. At the same time, technology is redefining possibilities and

horizons. The combination of these factors means frontline jobs in the contact centre are changing, and new types of roles are emerging.

Principles underpinning skills and role evolution

- Transitioning frontline colleagues from voice to digital
- Dialling up cognitive skills
- Transition versus recruitment
- Renewed focus on coaching
- Redefining leadership for directors and heads of



Transitioning Frontline Colleagues from Voice to Digital

As live chat becomes more established, advisors whose prior experience has consisted mainly or wholly on phone calls are spending more time operating in the text environment. However, some require more help than others to make the transition.

“We can’t assume that an agent who can handle calls really well is going to be able to write as well. The skill set is different.”

Donna Czyzewski, Head of Customer Contact Centres, IAG Loyalty

Other than speaking and typing being different skills, the nature of the interaction and the customer expectation can be different by channel.

“When you’re interacting digitally, you don’t need to necessarily be too thorough. There’s a perception that the more thorough you are, better for the customer. But in a digital interaction customers want you to be quick. They don’t want to spend 15 minutes on a live chat.”

Alan Mullen, Senior Customer Services Manager, Superdry

Unlike voice calls where only one customer can be dealt with at a time, advisors working in text environments are usually expected to handle multiple conversations concurrently. The chance to work in digital channels is attractive especially for younger colleagues who are already accustomed to rapid-fire text chat and handling multiple information screens from their own personal screen usage.

“We put out two adverts, like an A/B test. We put an advert out for a traditional contact centre person, and we put an advert out for a digital agent. We got about four times as many applications for the digital agent than we did for the traditional agent, even though we didn’t specify that it was phones or digital. We have found that some younger people don’t like to be on the phones anymore. They like to interact digitally.”

Alan Mullen, Senior Customer Services Manager, Superdry

“When we look for people to move from voice to WhatsApp, hands go right up because they don’t want to do voice. We’ll need to transition from a voice-led role to a content-led role.”

Donna Czyzewski, Head of Customer Contact Centres, IAG Loyalty

Dialling Up Cognitive Skills

Dealing with more complicated queries and building a connection with the customer demands more from colleagues on the front line. Further, the ability to dial up specific cognitive skills will enhance their performance: identifying vulnerability, working with data and analytics, and industry knowledge.

Identify Vulnerability

The ability to flag vulnerable customers is a key requirement especially in regulated industries. Most vulnerable customers don’t announce themselves as such, therefore it is up to the advisor to listen carefully and recognise tell-tale signs.

"I'm looking at the suicidal calls. Even though we might know the basics, I want to go an extra mile. We're looking at bringing in a training organisation. This is a skill that our people will have if they decide to leave us, which would allow them to work with organisations that handle those calls."

Sabina Onwuka, Head of Customer Services, London Borough of Barking and Dagenham

Work with Data and Analytics

As data and analytics become more abundant and easier to access, advisors are becoming adept at using this information to help deliver customer outcomes and to assess their own performance.

"The agent will change as we see more of this capability come in. It will be more about using customer insights."

Donna Czyzewski, Head of Customer Contact Centres, IAG Loyalty

"You might be spending more time looking at data to understand what went wrong in the process. Identifying the root cause."

Kirk Bradley, Director of Customer Service, Bupa

One example of a data and analytics skill is prompt engineering for generative AI. As gen AI gains traction within contact centres, so do the skills required to make the most of it.

"We use Copilot now instead of having to take full notes of conversations. We've saved about 10% of our capacity to free up team leaders by having Copilot transcribe one-to-ones and then using prompt engineering to summarise. I'm in awe of how team leaders can use prompts to make summaries even better. Things like being able to change a transcript into a table of results, automated prompts and add headings. It's not just as simple as switching Copilot on and just allowing it to do its thing. You need people who are able to use prompts to deliver the outcome that you want."

Kirk Bradley, Director of Customer Service, Bupa

Industry Knowledge

Industry knowledge is increasingly prized in the contact centre especially in fast-moving sectors, enabling the advisor to better diagnose the customer's problem, put into the right context and identify the correct course of action.

"A lot of organisations are now talking about vertical specialisation. Rather than being a jack of all trades, organisations are looking for personalisation, which is then linked to training. [New recruits] are positioning themselves as retail experts or e-commerce experts now."

Iain Banks, CEO, Ventrica

Transition Versus Recruit

While contact centres are supporting colleagues to be able to operate effectively in text-based channels and in





an environment of greater cognitive demands, there will naturally be some colleagues who are unable or unwilling to adapt. Some attrition and new recruitment may therefore be expected, to aid in upskilling.

"We've tried to train people on the job, but some roles require an entirely different skill set. For the real-time assistance roles we introduced last year, we brought in some external people."

Donna Czyzewski, Head of Customer Contact Centres, IAG Loyalty

While contact centres strive for low attrition, some attrition is considered desirable in order to bring in new skills.

"Attrition is a natural and sometimes necessary part of any organisation – but it's our culture of learning and adaptability, not attrition alone, that drives meaningful and lasting change."

Iain Banks, CEO, Ventrica

Recruitment today focuses much more on soft skills than it did in the past, dialling up roleplay in the interview process to assess a candidate's ability in this area.

"It's no longer just about how many years of experience you have answering telephone calls. Now we ask 'what else do you do? What other skills you can bring into the service, e.g. AI skills?'. We have to be more emotionally aware when handling calls. Our questions have changed to reflect the way the service is moving."

Sabina Onwuka, Head of Customer Services, London Borough of Barking and Dagenham

Renewed Focus on Coaching

Given the significant skills transition required in the contact centre, learning, development and coaching are more important than ever before.

"We've made the team managers go back to being people managers, so they're coaching more. And now every agent gets a minimum of five hours a month that is spent off phones doing things within what we call the coaching framework. They can work with their team manager on coaching sessions, or they can spend time as a team collaborating."

Donna Czyzewski, Head of Customer Contact Centres, IAG Loyalty

Technology is transforming personal development: QA is increasingly automated, and the data captured is being used to deliver personalised coaching tips for individuals. And as a higher proportion of demand is handled via self-serve and customer sentiment and demand patterns are captured and documented in granular detail by QA systems, speech analytics and knowledgebases, there will be an onus on advisors to not only draw from their own experience interacting with customers, but to interrogate these platforms to identify patterns and find answers.

"I brought in AI to quality monitor our calls, assess vulnerability and assess the wellbeing of staff. It's taken away the onerous task from my coaches of looking for the calls, marking, scoring, and then providing coaching. It allows my coaches to do more coaching and side by side."

Sabina Onwuka, Head of Customer Services, London Borough of Barking and Dagenham

"Our coaching framework will have to change, as we don't retain knowledge on products that we're not talking about or using every day. If you're not doing it every day, you lose [the knowledge]."

Donna Czyzewski, Head of Customer Contact Centres, IAG Loyalty

As the requirement for knowledge grows, advisor roles could begin to resemble that of a product manager.

"We might start to break things down more than we do today, so you become more product-orientated. You're solely focused on everything to do with the product and the account and you'll be trained accordingly."

Donna Czyzewski, Head of Customer Contact Centres, IAG Loyalty

Developing skills on the front line not only facilitate the front line's ability to be effective, but also help prepare them for future roles both inside and outside the contact centre.

"I want my team to do more of what the back office does. If my staff want to go into a back-office role, they've already got the skills. It's going to help my residents too, because now my agents don't need to tell someone from the back office to contact them in some cases which they can resolve themselves."

Sabina Onwuka, Head of Customer Services, London Borough of Barking and Dagenham

"A number of our people are really interested in the iterative approach to continuous improvement, looking at what customers are saying. Some of those people will progress into project roles."

Francesca Rea, Director of Customer Operations, NewDay

Redefining Leadership for Directors and Heads of

Upskilling isn't just for the rank and file: it's equally important for those in charge. Some of the requirements that becoming top priority for contact centre leaders include mapping the future, connecting the team to the organisation's purpose, and promoting the contact centre across the organisation.

"As contact centre leaders, we've got to evolve. We've got to get our digital heads on and anticipate what's coming. A contact centre agent thinks a day ahead, a supervisor thinks a week ahead, team leader probably thinks a month ahead. And then when you're in my role you've got to think one, two, three years ahead. I like to be at the forefront of change and driving change, rather than people telling me it's got to change."

Alan Mullen, Senior Customer Services Manager, Superdry

"We need to be transformation specialists as much as a leader who does their best to inspire, motivate and care for the people in our charge. I think we all have to continue to develop our skills on the latest technology out there, keep our eyes up and out of what's happening, what we can bring into the organisation to make it better and then implement effectively into the business."

Kirk Bradley, Director of Customer Service, Bupa

Just as the front line is needing to dial up soft skills for customers, leaders also must demonstrate compassion and sensitivity with colleagues.

"I've had to work on myself and change my leadership skills and style, and after doing a course in Applied Customer Experience and Emotional Intelligence it has helped me in my day to day."

Sabina Onwuka, Head of Customer Services, London Borough of Barking and Dagenham





A fundamental building block of colleague engagement is feeling connected to the wider organisational mission and understand one's own contribution to it. Here the role of the leader is critical.

"The role of the contact centre leader is to be the champion of the organisation's purpose for their teams, get them involved, have people collaborating and demonstrating that the contact centre adds value to the organisation, bringing insight and input we can give into product design and transformation design."

Kirk Bradley, Director of Customer Service, Bupa

Conversely the leader of the contact centre is also expected to be the champion of the contact centre within the wider organisation, promoting the benefits it delivers to the organisation and its customers.

"We have a responsibility internally and as an industry to show the value that we bring to our organisation, to the industry, to the economy. I want us to think about how we can change the old perception of the contact centre industry; that it's not just a cost point. In fact it's a transformation team, a team that's helping you grow."

Kirk Bradley, Director of Customer Service, Bupa

Leaders may need to untangle perceptions of seniority or 'worth' from headcount, in order to embrace the possibilities that automation offers.

"If you're thinking 'I manage 100 people, therefore I'm really important', this can be a barrier or blocker as leaders may feel that their remit or role is diminished. Actually, it should be about how many interactions you manage. You can manage a million interactions a year by using people, or using digital contacts, or ideally the best combination of both."

Alan Mullen, Senior Customer Services Manager, Superdry

Successfully Delivering Change

Change is a constant, and so is the requirement for contact centre leaders to ensure colleagues embrace change.

Fundamentals for delivering change

- Recognise different people adapt differently
- Use a knowledgebase to help people transition
- Involve colleagues from the start
- Openness and honesty go a long way
- Purposeful change is worthwhile
- Nurture collaboration across the enterprise



Recognise Different People Adapt Differently

Some colleagues will naturally embrace new ways of working, while others will take time to come on board. When it comes to moving from voice to digital or working with data and analytics, those with prior experience either at work or in their personal lives will be at an advantage while those who are less digitally-literate face a steeper learning curve.

"Everyone adapts at different speeds. They're given the bandwidth and the freedom to do that. We embrace that type of development and learning. And we also want to create a culture where our employees want to develop their own capabilities as well."

Iain Banks, CEO, Ventrica

Use a Knowledgebase to Help People Transition

A well-developed knowledgebase is invaluable in helping frontline colleagues make a major shift in their ways of working, as well as in on-boarding new colleagues.

"90% of people will be fine. You've got to invest time in the other 10%. Make a plan for them. Things like the frequently used responses, access to all the tools and talking them through how to use those tools."

Alan Mullen, Senior Customer Services Manager, Superdry

Involve Colleagues from the Start

Lasting and successful change only happens when colleagues are bought in, and that only happens when they feel involved from the beginning and along the way.

"We find frontline colleagues who can be role models and champions. We do a proof of concept with them and pilot with them. That pilot group becomes a group of advocates who then roll out to their colleagues. I've been through in previous lives so many top-down changes, which 'thou must do' rather than wanting to do. The involvement of our agents right from the beginning allows us to build something that they designed, they tested, and they drive themselves."

Kirk Bradley, Director of Customer Service, Bupa

"We closed the contact centre for a day and brought everybody to a hotel. We brought everybody together to ensure they were clear about the ambition, why we were doing it, what it was going to mean to them, and give them an opportunity to ask questions and answers. Taking that time has helped us no end."

Donna Czyzewski, Head of Customer Contact Centres, IAG Loyalty

Openness and Honesty Go a Long Way

Over-communicating and being transparent about the potential positive and negative impacts of change is a must. This is especially important in light of wider societal concerns around the impact of AI and automation on jobs.

"We never do things in an underhand way. If we do have to do something quickly, we take care of people and they trust us."

Francesca Rea, Director of Customer Operations, NewDay

"We're not trying to do it behind closed doors, which is where you can sometimes get unstuck. We were really open about our plans."

Donna Czyzewski, Head of Customer Contact Centres, IAG Loyalty

"With changes like National Insurance impacting the wider landscape, we've taken a thoughtful approach - evolving towards performance-related pay and introducing new benefits to support our colleagues. While pay rises may look different to previous years, we've been open about the reasons behind our decisions. When we explain the 'why', our colleagues understand and respect the bigger picture."

Iain Banks, CEO, Ventrica

Resistance to change can be rooted in a fear of becoming obsolete, or concern about the learning curve. Addressing this head-on is essential.

"We had sessions for individuals to express themselves. I didn't want them expressing it in the open with everybody else, because some people have moved further than they had. I had separate sessions with them. And all of it was about the risk of the unknown. I was able to plug the gap, offer advice, coaching and encouragement to help them overcome their fear of the unknown. Now they're some of the highest performers."

Sabina Onwuka, Head of Customer Services, London Borough of Barking and Dagenham

Purposeful Change is Worthwhile

Connecting change with the organisation's mission and direction of travel helps colleagues to understand why it is happening, and reassures them it is for the right reasons. A sense of purpose is a core building block of colleague engagement and retention, but never more than when going through change.

"The role of the contact centre leader is to be the champion of the organisation's purpose for their teams. Whatever industry you're in, you have that opportunity to create a much bigger emotional connection to where you want to be. There's a higher calling that enables you to push yourself to have a bolder and bigger ambition than just coming into work and doing a job."

Kirk Bradley, Director of Customer Service, Bupa

Nurture Collaboration Across the Enterprise

Building awareness across the organisation of what the contact centre is and does, and nurturing connections with other functions helps to ensure alignment between the contact centre and the wider enterprise during a change journey.

"We've introduced [internal] trade fairs, have departments speak to other departments. Myth-busting sessions showing how other departments are improving their processes. That gives people hope because often in the contact centre you see the things that go wrong, but you don't necessarily always see the things that go right."

Kirk Bradley, Director of Customer Service, Bupa

"Silo working doesn't work anymore, especially when budgets are involved. Look for who you're going to collaborate with, explain the benefits, and share the cost. And be the spokesperson for helping others to get a job done. We're operational people: we just go for it. Whereas everybody else can be more cautious and afraid to act. I'm afraid too. But the way I've brought up my team is to go out there with enthusiasm and with optimism. You may fail. But if we fail, we'll learn from it and we'll continue."

Sabina Onwuka, Head of Customer Services, London Borough of Barking and Dagenham

Core Considerations for Future-Proofing Every Contact Centre's People Strategy

- The three core pillars of a future-proofed people strategy are: integrating people and technology, evolving skills and roles, and successfully delivering change.
- Integrating people and technology entails understanding of how tech enhances human performance, meeting rising demand without extra headcount, and recognising any frontline reductions will be complemented by growth in support roles.
- Some of the core requirements for evolving skills and roles include transitioning frontline colleagues from voice to digital, dialling up cognitive skills, a renewed focus on coaching and redefining leadership for Directors and Heads of.
- To successfully deliver change, leaders should recognise different people adapt differently, use the knowledgebase to help people transition, involve colleagues from the start, communicate with openness and honesty, connect change with the wider organisation's direction of travel, and nurture collaboration across the enterprise.

About the CCMA

For more than 30 years, the CCMA has been absolutely dedicated to supporting contact centre professionals. We're constantly pushing ourselves to do more for our thriving community, which happens to be the largest community of contact centre professionals in the UK. The CCMA was founded with the goal of sharing best practice and networking to improve skills and knowledge in order to progress contact centre operations – and we live by that to this day.

We give those that work in contact centres the chance to discuss ideas and share experiences through member-only Special Interest Groups and online and in-person events.

Members are invited to become Accredited through the Contact Centre Standards Framework and get independent guidance on where to focus for improvements. There is also the opportunity to benchmark the operation against 25+ KPIs.

The CCMA Academy gives everyone a structured learning opportunity to support both personal and professional development for the benefit of their operation.

And of course, we celebrate the progress our industry is making through the UK National Contact Centres Awards. Those that win go on to share their stories through channels such as the UK National Contact Centre Conference, Best Practice Visits and CareerTalk. They are invited to input into the Special Interest Groups and other events.

www.ccma.org.uk

About Zoom

Zoom's mission is to provide an AI-first work platform for human connection. Reimagine teamwork with Zoom Workplace — Zoom's open collaboration platform with AI Companion empowers teams to be more productive. Together with Zoom Workplace, Zoom's Business Services for sales, marketing, and customer experience teams, including Zoom Contact Center, strengthen customer relationships throughout the customer lifecycle. Founded in 2011, Zoom is publicly traded (NASDAQ:ZM) and headquartered in San Jose, California.

www.zoom.com

Not a member?

There is no better time to join us. The industry is changing and we are giving our members more opportunities to learn, to network and to support each other.

www.ccma.org.uk/membership



0333 939 9964

www.ccma.org.uk

info@ccma.org.uk