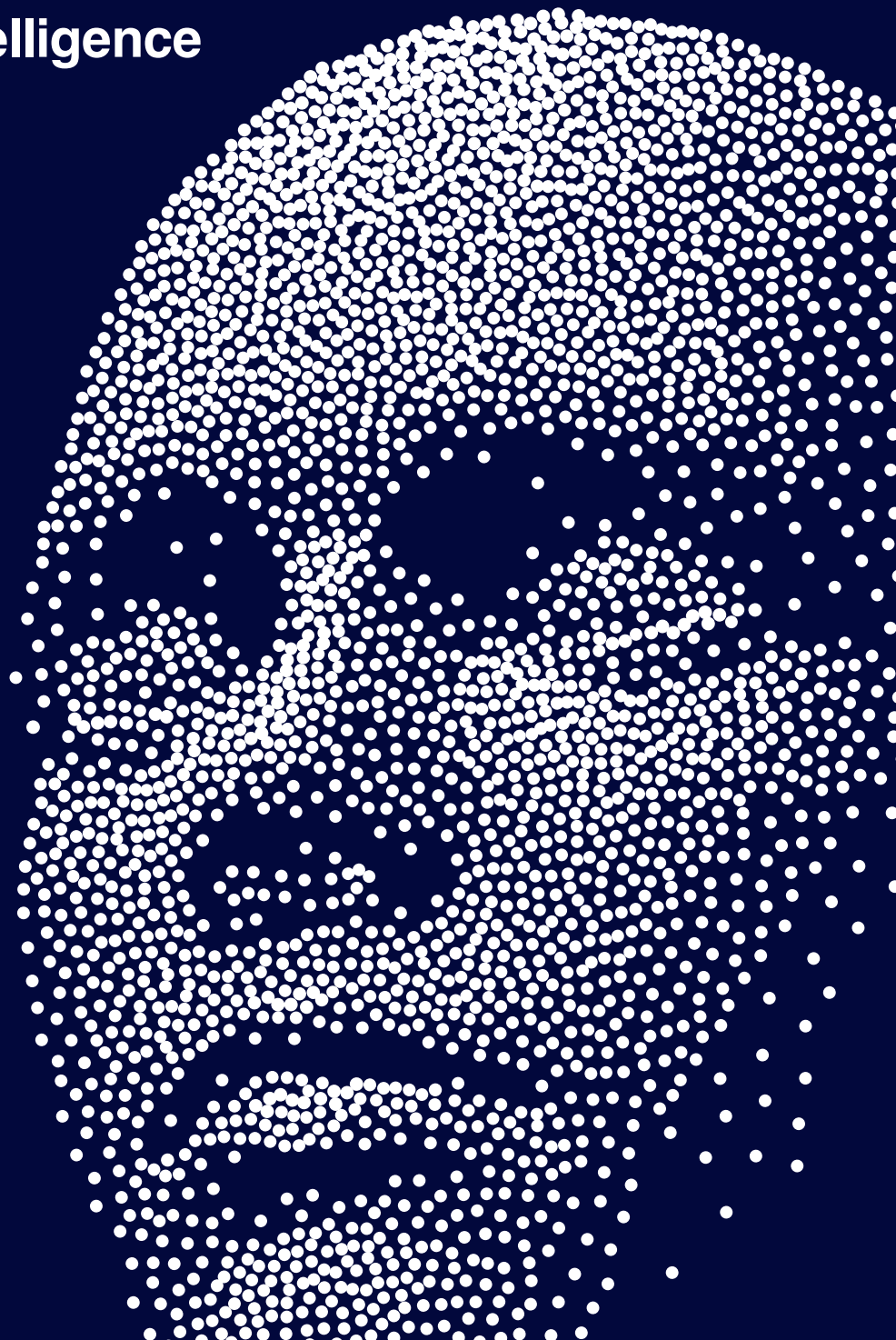


The Age of the Augmented Agent

Customer Experience
and **Artificial Intelligence**

 **capita**



Still human – **but better.**

The age of the Augmented Agent is upon us

It's still hard to believe that it is less than 12 months since the launch of ChatGPT brought generative AI (Gen AI) crashing into the public consciousness, seemingly changing the world forever. The landscape has been altered so radically that next month [November] the UK Prime Minister will host an AI Safety Summit, with the aim of striking voluntary agreements across nations to put guardrails around the new technology. The country's Science and Technology Secretary, Michelle Donellan, has herself called for a "smoke alarm" to halt development of potentially dangerous models. Meanwhile, in the US and Europe, regulators are considering and moving – albeit at different paces – towards their own regulatory frameworks.

But we cannot turn back time, nor should we want to; GenAI cannot be uninvented and should instead be (carefully) embraced. AI-focused summits will simply be the start of a long process in which society weighs up the ethical implications and risks associated with a revolutionary technology, against its immense potential benefits. One person's optimism over enhanced creativity, problem-solving, service delivery and productivity is another's concern over the potential of Gen AI to produce false information or intentionally deceive people – or replace millions of jobs.

The reality, however, is far more nuanced. It is easy to forget that AI has been with us for some considerable time. Predictive text, chatbots, and digital alternatives to human interactions are not just common but preferred in many situations due to their efficiency and accuracy. As AI technology advances yet further, customer demand for it continues to grow.

AI's potential to upgrade experiences for customers and employees is vast. But crucially it is designed to empower workers by supplementing, augmenting and enhancing their human abilities and intelligence - not replace them. AI lacks the depth of human creativity, empathy and complex reasoning. Instead of viewing AI as a threat, we should see it as a tool that empowers people to work smarter, faster, better. Technology companies worldwide are actively exploring Gen AI's applications, including Capita in our customer experience business alongside our service agents. But it must be backed by a strategy, including when it should and shouldn't be used – and how to ensure it is used safely.

In the new age of the 'augmented agent' now dawning, machine and human will improve each other turn by turn,

accelerating progress and raising the productivity bar. For employees, especially in remote-working situations, AI 'digital concierges' can provide real-time assistance, simplify administrative tasks and reduce the volume of simple queries, allowing agents to focus on complex problem-solving and meaningful, vital human interactions with customers.

But how do you solve the human challenge of integrating GenAI into the workforce? As I see it, there are a number of principles which need to be put in place for the 21st century workplace. The overarching one is "design for humans"; more specifically, deploy AI in a way that enhances human abilities rather than replacing them, with workflows that allow employees to focus on complex tasks while AI handles repetitive ones. We need to continuously provide training and education about AI, helping to reduce fear and resistance. Set clear rules for AI usage that prioritise respect and wellbeing, avoiding excessive monitoring or control, and transparently include workers in decision-making about AI implementation, to take them on the journey.

In a similar vein, we must ensure that AI implementation follows legal and labour laws, and privacy regulations, as well as using the technology to manage workloads – and gain regular feedback on how workers are using the technology. As AI does more, a focus on creating new roles that require human creativity and problem-solving, will encourage career growth in areas that can't be matched by an algorithm.

Above all, we should encourage employees to leverage the human empathy and interpersonal skills that they possess in abundance and which AI simply cannot replicate. That means we must recognise that not all customer interactions can or should be automated, and it is crucial to maintain human touchpoints for personalised, empathetic service.

Embracing AI as a tool to augment human potential will lead us toward a future where technology and humanity work hand in hand to create a better world, rather than the dystopia some would have us believe.

Aldous Huxley, the author of *Brave New World*, once said: "Societies are composed of individuals, and are good only in so far as they help individuals to realise their potentialities and to lead a happy and fruitful life."¹ No matter how advanced our technology becomes, the human individual will remain – and remain irreplaceable. ●

Corinne Ripoche
CEO – Capita Experience

¹ Aldous Huxley, *Brave New World Revisited*, p27 (Vintage, 2004 [first published 1958])

Huge strides have been made in recent years in the development of artificial intelligence (AI), technology based on research that tries to model the human brain, and its applications in the workplace and in the delivery of corporate services. This technology has led in turn to an even more revolutionary version of AI – what is known as generative AI (Gen AI), software that can mimic the human ability to create text, images and computer code.

The rapid advances in AI – and in particular, most recently, Gen AI – have been taken up and adopted by businesses around the world, in the pursuit of improved services and productivity. But, amid all the excitement around the massive potential benefits of AI technology, there has also been widespread caution over potential risks and ethical implications.

When we think about AI, and the current mixed public perception of it, we tend to have Gen AI in mind.

On the one hand, there is optimism about the technology's potential to augment and enhance human creativity, automate tasks and push boundaries. However, there are also concerns about how it might be misused, such as inadvertently producing false information or intentionally deceiving people. There are also concerns related to privacy, bias, intellectual property rights and the impact on employment. In relation to jobs, the idea that AI could be set to replace hundreds of millions of roles has been on people's minds for years now, with the Harvard Business Review recently stating: 'Today advances in technology are changing the demand for skills at an accelerated pace... the average half-life of skills is now less than five years, and in some tech fields it's as low as two and a half years.'²

“Caution is always recommended, but we can turn any anxieties about AI into concrete action.”

Humanity has for centuries been captivated by the idea of creating artificial constructs: how can we build something that has the intelligence and capabilities to genuinely benefit us? From Ancient Greek myths to the science fiction of the 21st century, we have grappled with the **reality** of what is possible, and the balance needed between the **value** of ingenuity, the **risks** associated with any lack of foresight or failures, and our ethical **responsibility**, such as any unintended consequences caused by our creations.

Today, we are closer than ever to making real what was once mere fiction. Gen AI has started to permeate every aspect of modern society; its impact is felt in the music we listen to, the art we admire, the way we research information, and even how we communicate with one another. Recent advances have sparked a fresh wave of consideration as society finds itself wrestling with the very issues that poets, philosophers and writers have long pondered.

Definitions

AI Artificial Intelligence

A simulation of human intelligence in software and machines programmed to think, learn and act like humans. Encompasses a wide range of technologies and methodologies, including machine learning, natural language processing and more.

GEN AI Generative AI

A specific branch of AI focused on generating/creating new content, predictions or simulations based on existing data. Can write text or even software code, analyse and solve problems and generate images, video or audio.

ML Machine Learning

Algorithms that allow a computer to learn from and make predictions or decisions based on the data that is fed into it.

NLP Natural Language Processing

Machines understanding, interpreting and responding to human language. Used in applications like chatbots and translation programs and in sentiment analysis, and recently as a foundation component in Gen AI, enabling users to articulate complex tasks more simply.

Two questions drive the current debate about AI:

- **What can we gain from Gen AI?**

The potential benefits are vast, enabling advancements in creativity, efficiency, consistency and problem-solving.

- **What risks could arise from using Gen AI?**

Issues surrounding privacy, ethics, and the impact on employment and human development need to be carefully considered.

The rapid advances in Gen AI are being regarded as being as revolutionary as, if not more so, than the invention of the internet or the smartphone; and are now being urgently explored and invested in by the vast majority of technology companies.

A common trend is integrating large language models (such as the one built for Open AI's ChatGPT) into conversational AIs, knowledge bases and agent assistance tools. This allows users to interact in a very natural and intuitive way, reaching resolutions faster and more accurately, and is seen as an upgrade on building complex, time-consuming rules-based workflow tools, which tend to require large investments in time and resources to set up and maintain.

But, Gen AI prompts widespread debate, including in the world of customer experience (CX) and service delivery, not only on the potential rewards it can bring to organisations and their customers, but also how we should navigate its use.

In the face of these developments, we must undoubtedly be cautious about ethics and social value, with much of the regulation yet to be written – be that by organisations private or public, or by governments. Recent news that Google, Microsoft, OpenAI and Anthropic are forming a body to regulate AI development³ is encouraging, as are the steps being taken in California to instigate new AI safeguarding regulations.⁴

Caution is always recommended when it comes to the march of progress, but we can turn any anxieties about AI into concrete action – let's try to 'control the controllables'. The first step towards conquering fear is replacing it with knowledge, and using this knowledge responsibly through the productive relationships and transparent partnerships that we form. As we collectively shape the path forward together with our clients and their customers, we can and must ensure that our decisions prioritise the well-being and prosperity of society in the face of this transformative force. ●

Why AI won't replace humans



Consciousness

AI does not possess consciousness, emotions, or self-awareness. It operates based on algorithms and data, without inherent understanding or intention.



Ability to replace human intelligence

AI is designed to augment human intelligence, not replace it. It lacks our creativity, empathy, and complex reasoning.



Multiple technologies

AI is not a single technology, rather a collection of methods and tools that enable it to learn and develop in order to deliver a defined outcome.



³ CNN Business, *Google, Microsoft, OpenAI and Anthropic announce industry group to promote safe AI development*, 26 July 2023, <https://edition.cnn.com/2023/07/26/tech/ai-industry-group/index.html>

⁴ The Washington Post, *California Democrat readying legislation to prevent 'abuse' of AI*, 9 June 2023, <https://www.washingtonpost.com/politics/2023/06/09/california-democrat-readying-legislation-prevent-abuse-ai/>

Contents

This paper explores AI and Gen AI through a customer experience lens, splitting the topic into the following sections

1

Reality

AI adoption across the customer service industry over the last 20 years

2

Value

How AI can upgrade the experiences organisations offer their customers and employees

3

Risks

Making sure to always put people first when embedding Gen AI

4

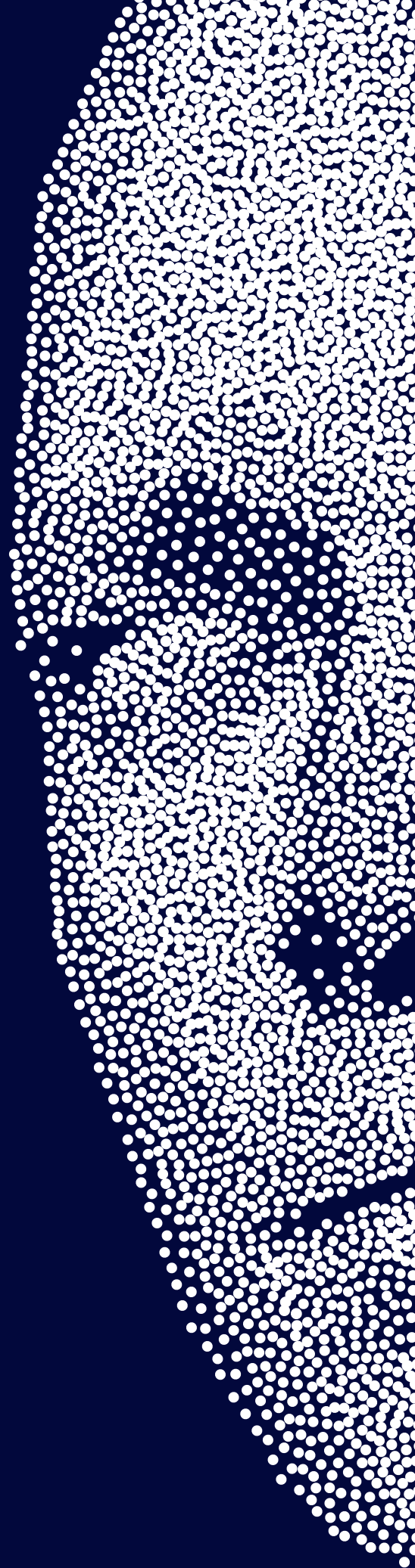
Responsibilities

The importance of using AI strategically – at the right times, in the right ways and with appropriate caution

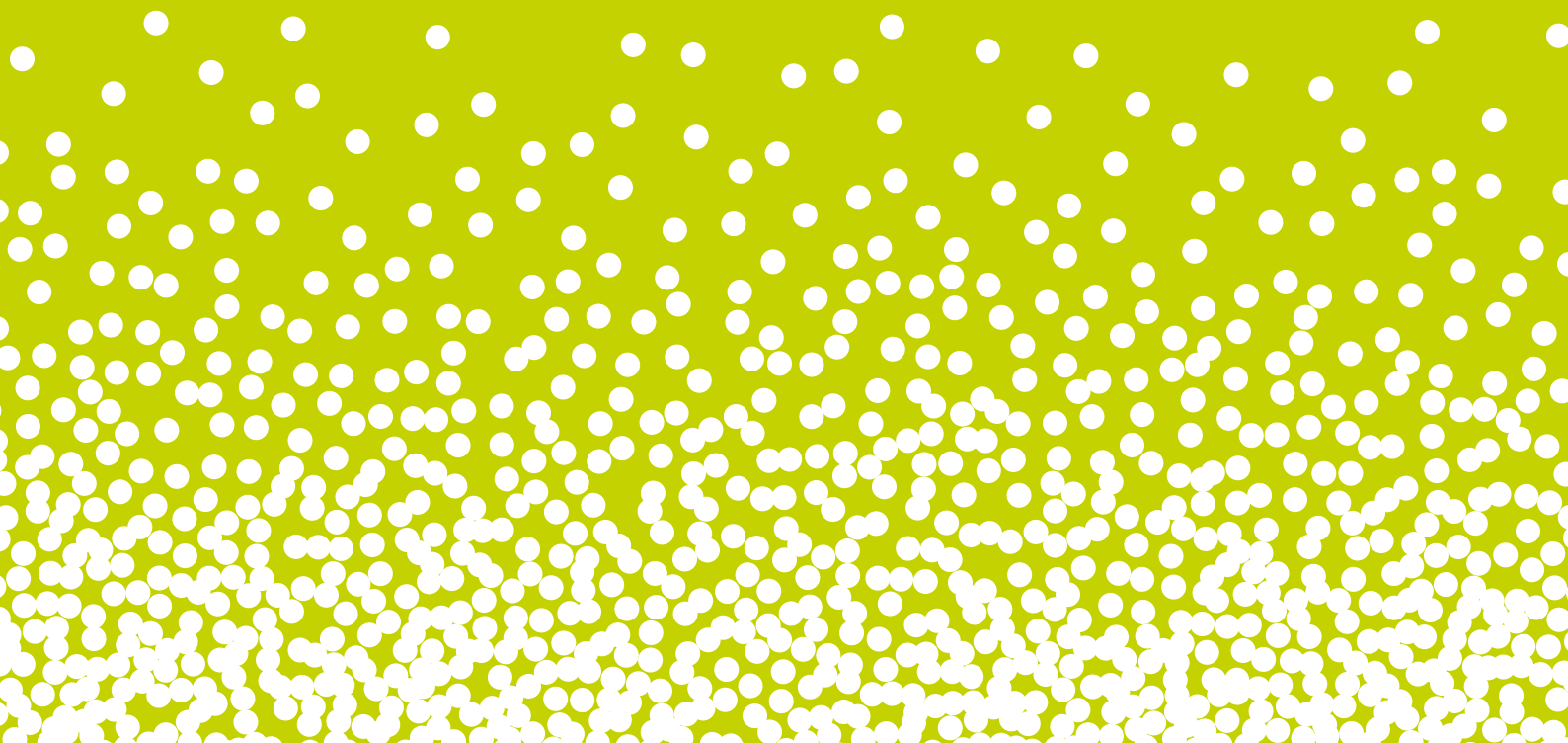
5

Future

As AI evolves, so does its potential to improve experiences



1 | Reality



● Reality

AI is hardwired into business solutions and services

AI has been used in customer experience for decades and has become the norm, not the exception.

“AI is table stakes for customer experience, firmly ingrained in expectations.”

Examples of AI
in customer experience

Chatbots

First developed in 1966, chatbots evolved and gained wide adoption for answering customer queries in the early 2010s, automating interactions, handling routine enquiries, providing information and resolving common issues.

Workforce Management

AI is used to analyse call patterns, durations and staff performance in order to forecast headcount requirements and automate advisor scheduling, maximising the availability and stability of call centre services.

Voice Analytics

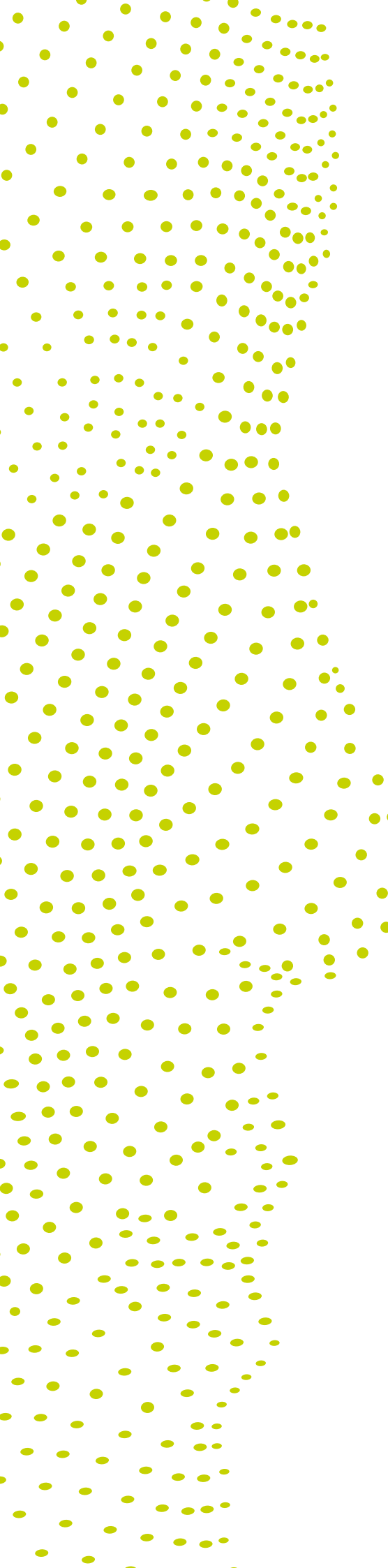
AI has been enabling contact centres since the early 2000s to accurately transcribe and analyse calls to derive actionable insights, relating to root causes, customer product feedback, sentiment and agent adherence to script and procedure.

Voice Biometrics

AI identifies and authenticates customers based on their unique voice characteristics, in order to reduce call handle times and increase security – something that has been widely adopted in, for example, the retail banking sector.

Call Routing Optimisation

AI algorithms analyse customer data and call history to intelligently route calls to the most suitable agent – factors considered include skills, expertise, and availability. This minimises transfers and reduces wait times, improving efficiency and increasing customer satisfaction.



The adoption of AI to improve CX has been evolving over the last 20 years or more, performing tasks automatically and to higher standards, with the examples in this section just a handful of ways the technology has been beneficial. So why are some people so nervous, specifically about Gen AI?

The examples given here are all of AI applications that have limited scope and/or come at significant cost and effort to setup and maintain.

But the very recent emergence of fully fledged Gen AI, the genesis of which dates back little more than six years, has made it clear that AI in CX is only going to become more prevalent and crucial – with its capacity to help handle even more complex tasks, alongside increased productivity and lower overheads.

And yet there are very serious concerns around the potential threat that Gen AI poses, amid fears it will become so autonomously successful and effective that it will make millions of workers redundant. Yet no-one looks furtively at a laptop or work phone and worries that the device is taking over.

However, we would suggest that we cherish our technological advances, many of which have already been proven to be enabling and enhancing, help people to work faster and better, but also smarter and more efficiently, for both people and processes.

And that's how we must also think of AI. It's true that at the generative level, where it can write articles, analyse and fix code, or form images purely based on a simple written command, it does resemble the human creative process. But the AI is still just doing what we have told it to do: fulfilling a set brief in a set manner to produce a set outcome – just like a calculator answers the sum we type into it by using the rules of mathematics with which it was programmed. Gen AI can just tackle vastly more complex and unstructured user requests, thanks to its raw processing power and advanced models.

So, while some (especially those in customer-facing roles) may be concerned about their jobs being at risk, the reality is that

AI should be deployed in the right, responsible ways to support colleagues, augmenting their capabilities and enhancing their roles, empowering them to do more and deliver even greater value.

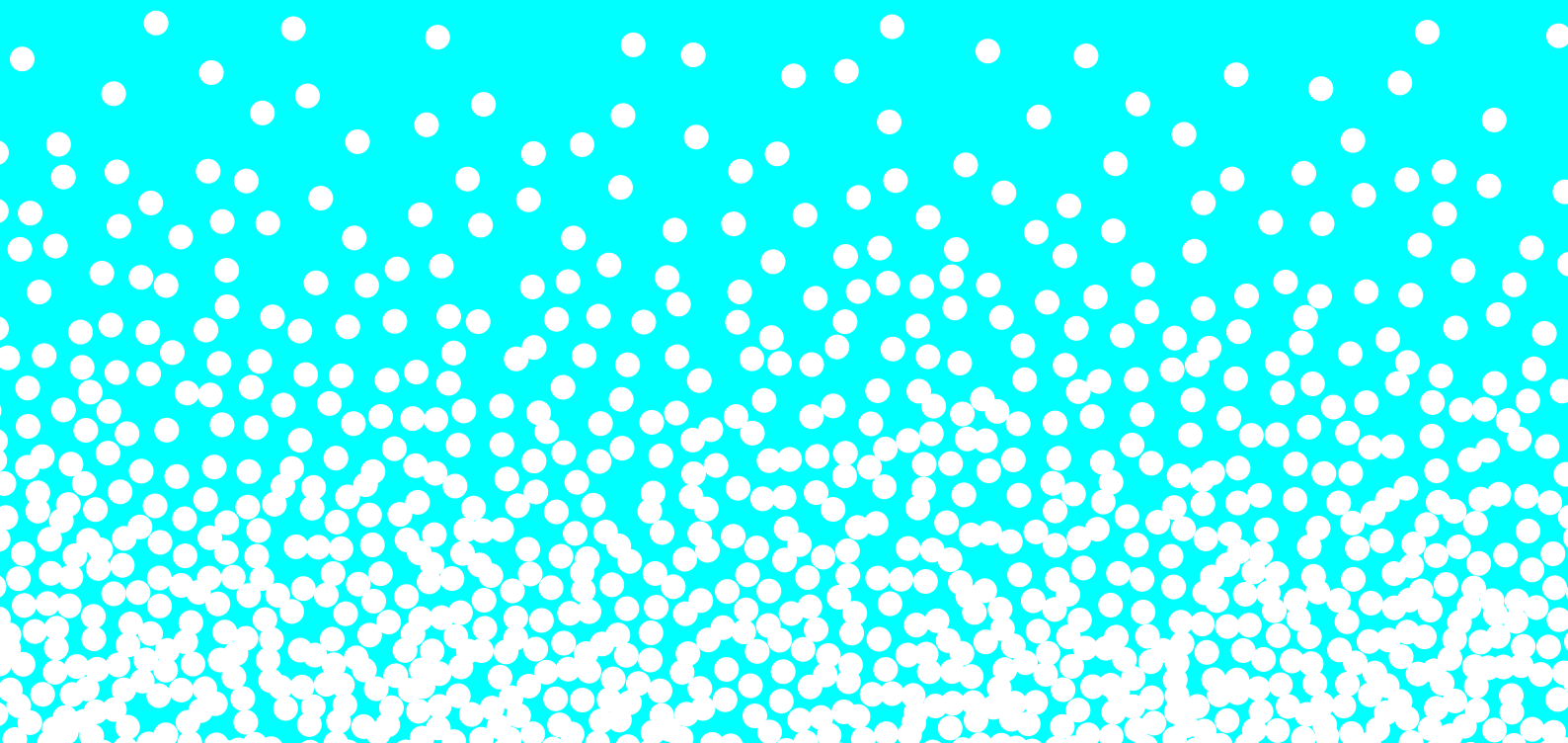
And the AI industry has, quite rightly, started taking steps to address people's anxieties, with Forbes noting, "The role of psychologists and mental health professionals in shaping the development of AI is being recognised, which is a move in the right direction."⁵

But the reality is, AI has been 'table stakes' in the CX world for a long time: it's already firmly ingrained in customers' expectations. They expect predictive text that pre-fills in forms; they expect chatbots and other digital alternatives to speaking to a human being. Over the past couple of decades, features like these have become normal – and preferable in many circumstances, due to their efficiency, accuracy, and propensity to solve simple enquires at the first point of contact.

AI in some form is the minimum that customers will accept. And as the technology becomes more advanced, and therefore helpful, they are going to want it even more. ●

⁵ Forbes, *Psychologist's Take: 2 Reasons Not To Fear The AI Revolution*, 29 June 2023, <https://www.forbes.com/sites/traversmark/2023/06/29/psychologists-take-2-reasons-not-to-fear-the-ai-revolution>

2 | Value



● Value

AI and upgrading experiences for customers and colleagues

AI can make experiences better for end-customers and employees alike

“AI needs to enhance the experience in compelling ways that drive clear value to all parties.”

“It looks like you’re writing a letter.”

So came the common refrain from ‘Clippy’, the animated paperclip who used to pop up in Microsoft Word, debuting in Office for Windows 97. Unfortunately, the eager item of stationary soon became the subject of spoof and ridicule and was discontinued in 2004.

But Microsoft certainly didn’t abandon the idea of supporting users with AI. Like any successful tech company, it simply learnt its lessons and tried again, with Cortana arriving in 2014 and Microsoft Copilot launched this year.⁶

The lesson here is that in order for new forms of AI to be embraced and widely adopted, the technology needs to enhance the experience in compelling ways that drive clear value to all parties.

What follows here is a vision for how AI could transform the lives of customers, employees and business leaders by being used to power a **digital concierge**.

Improving the customer’s experience.

Customer expectations of speed and convenience have been increasing year on year. And AI is perfectly positioned to help address those demands and solve the challenges. ●

● AI deployed as a digital concierge on any channel could

identify and authenticate
customers
faster

solve queries 24/7
at the most
convenient
time

intelligently route customers
to the best
skilled
advisors

be able to
identify and appropriately support
vulnerable
customers

seamlessly
cater to
multiple language demands

⁶ Microsoft, *Introducing the Microsoft 365 Copilot Early Access Program and the 2023 Work Trend Index*, 9 May 2023, <https://news.microsoft.com/2023/05/09/introducing-the-microsoft-365-copilot-early-access-program-and-the-2023-work-trend-index/>

Businesses need AI to survive in a competitive environment.

Businesses are facing higher costs and increasing customer demand, two challenges that can appear to be at odds. AI can play a critical role in finding the balance.

The presence of a truly scalable, AI-powered digital concierge would mean:

- **less need to recruit large numbers of people temporarily for peak seasons**
- **reduced service degradation when there are spikes in demand due to unforeseen events**
- **a cost-effective way to extend service hours**
- **more consistent service delivery**
- **faster and greater insight into contact demand and ways to improve products, services and customer journeys**

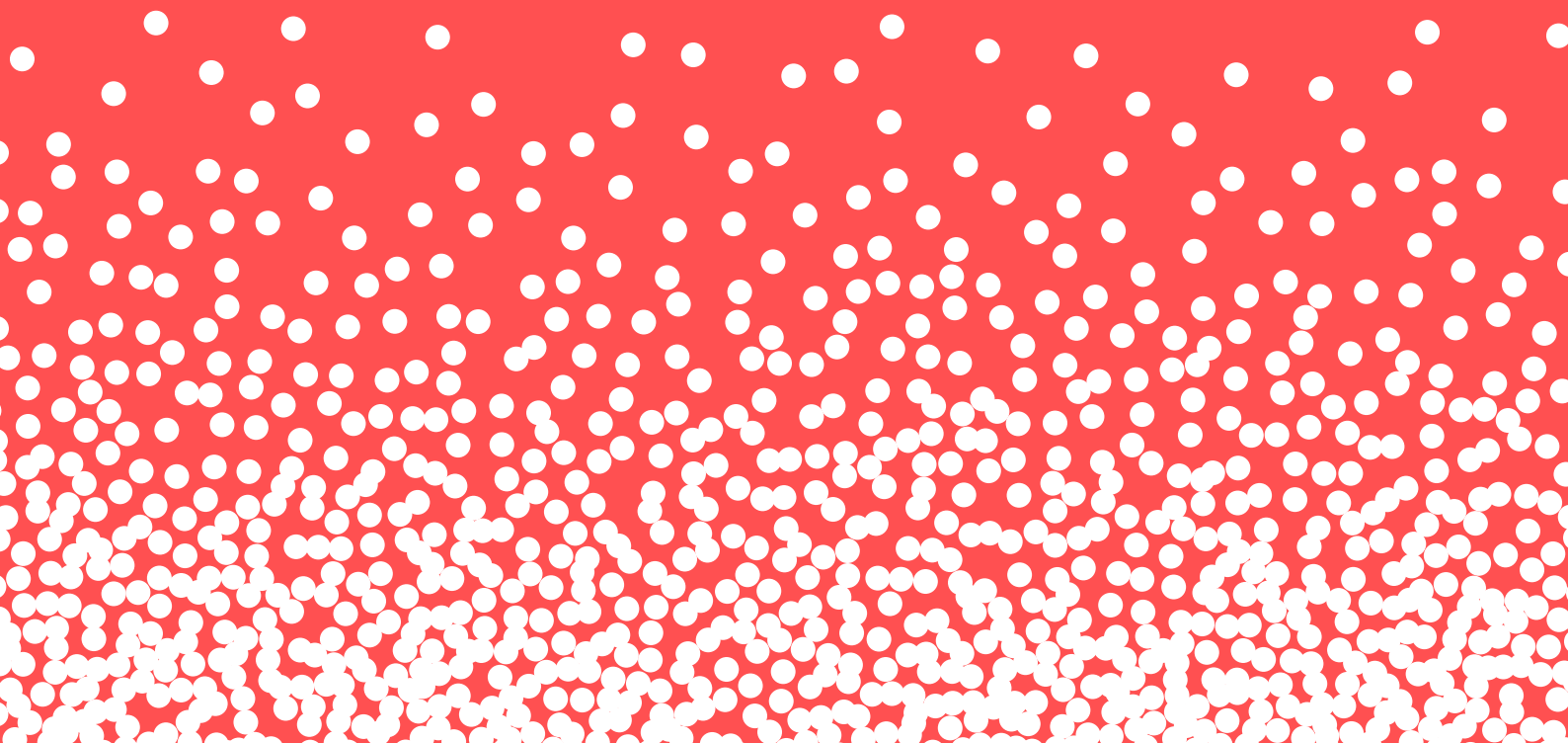
AI helps – not harms – colleagues.

Colleague needs have changed in recent years, and with widespread remote working it can be harder to ensure that everyone gets the support they need. An AI digital concierge would be able to support colleagues in a number of ways:

- **real time assistance throughout customer conversations**
- **summarising case logs and completing background admin tasks for the advisor, leaving them to focus 100% on the customer**
- **conversational AIs can reduce the volume of simple queries and leave advisors to focus more on problem solving and conversations**
- **actively locating and suggesting content that will support with answering queries**
- **providing real time translation to advisors, allowing them to overcome language barriers**

It's clear there is huge potential to drive value for all those that interact with and work in CX. Even more broadly than the points raised above, Gen AI will continue to become more relevant and useful across organisations, impacting aspects of design, data and insight, ideation and content creation. ●

3 | Risks



● Risks

Humans are still in charge

Gen AI is here to augment us, not replace us, and human interaction will continue to lead the world

“There are always going to be times when speaking directly to another human will be necessary.”

It's easy to see why anxiety about being replaced by technology is felt so strongly today, since tech is so firmly rooted into our day-to-day lives. We can't go long without reaching for the devices on our desks, in our pockets, even on our wrists.

But the reality is, there are always going to be times in the customer service industry when speaking directly to another human will be necessary. Whether there's a complex issue that requires creative problem solving or negotiations, or a high-value opportunity that needs a personal touch to

close a sale, AI is not going to substitute people. As Business Reporter put it recently, “As long as there are humans with questions, there needs to be humans answering them – people want to speak with and deal with people. Generative AI solutions still can't be used without the human element of customer service backing them up and supporting customers.”⁷

AI can instead augment our skills and abilities – but even this may bring pitfalls about which we should be wary. ●

● Generative AI Further risks and suggested solutions

Risk

Bias and discrimination

Potential for AI models to reinforce or exacerbate existing biases

Quality control

Ensuring the quality and reliability of generated content

Regulatory compliance

Adhering to legal and regulatory requirements

Environmental impact

Energy consumption and ecological footprint of training and running AI models

Economic and employment impact

Potential disruption to labour markets and economic structures

Explanations and transparency

Difficulty in understanding and explaining AI decisions

Accessibility and inclusivity

Ensuring that AI is accessible and inclusive to all individuals

Solution

Implement fairness-aware algorithms, conduct regular audits, involve diverse stakeholders

Utilise Gen AI in QA, analyse data patterns, implement consistent testing methodologies

Carry out real-time monitoring, utilise natural language processing, collaborate with legal experts

Use energy-conserving methods, optimise energy and water consumption, educate on eco-friendly practices

Implement reskilling programmes, foster collaboration, conduct impact assessments

Carry out feature importance analysis, provide natural language explanations, develop standards

Design accessible systems, include diverse stakeholders, utilise Gen AI for inclusivity

With the increasing shift towards remote work, having knowledgeable and experienced colleagues nearby is not as ubiquitous as it once was.

However, the introduction of Gen AI in contact centres and CX in general can play a valuable role in assisting those who miss the helpfulness and immediacy of in situ co-workers. An augmentation of skills and abilities through AI can provide remote workers with real-time support, offering solutions and insights to complex customer queries or issues. By leveraging Gen AI, workers can access a wealth of information and expertise to better serve customers, even without any colleagues close to hand.

However, it is crucial to tread carefully. The implementation of Gen AI in contact centres can inadvertently make workers feel less human.

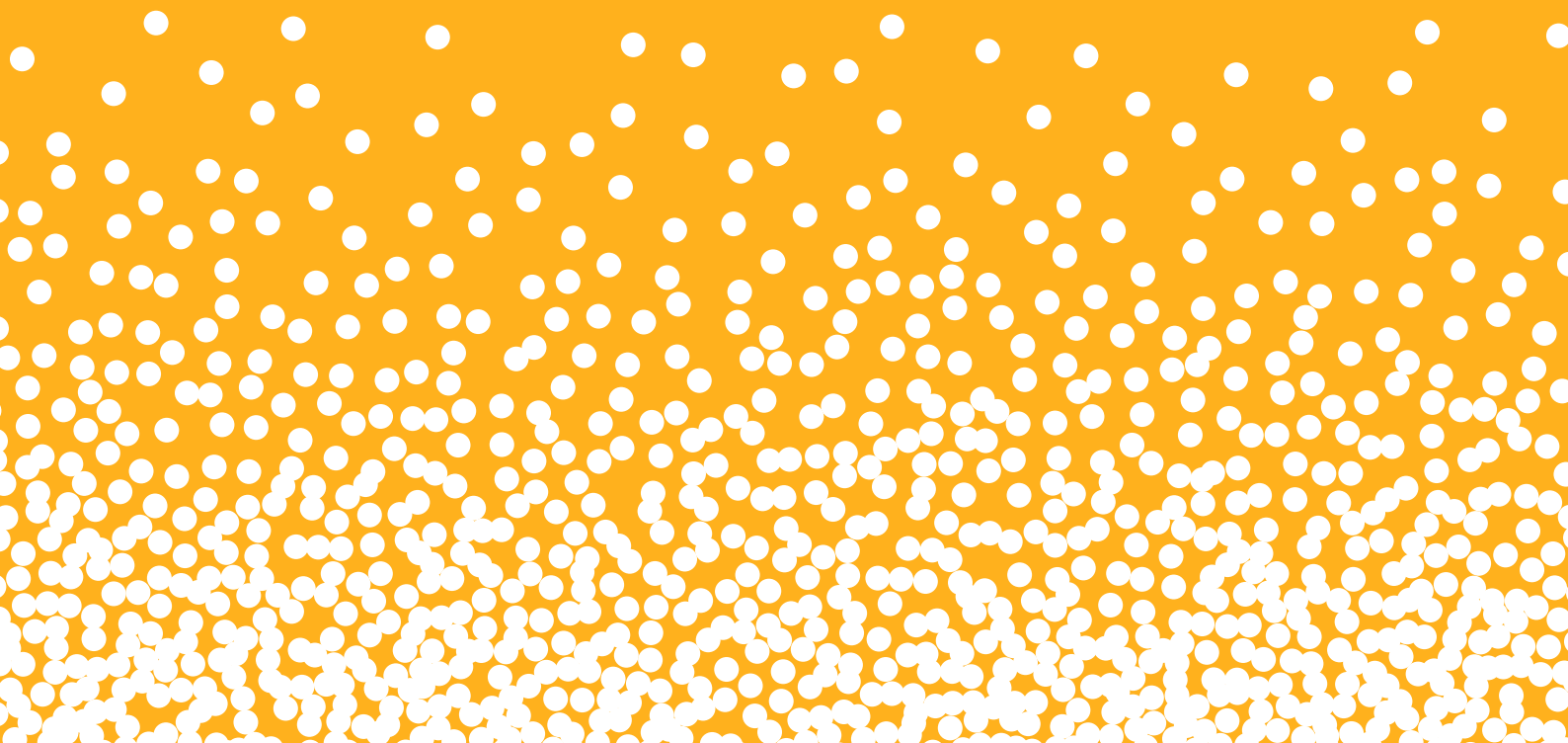
Striking the right balance between automation and human interaction is essential to avoid making the process overly robotic. And while Gen AI enhances productivity and efficiency, an overreliance on automated responses may compromise the sense of humanity and personal connection that customers seek. Therefore, finding the right blend of AI assistance and personalised human interaction is of paramount importance.

Aldous Huxley, the author of *Brave New World*, once said, “Societies are composed of individuals, and are good only in so far as they help individuals to realise their potentialities and to lead a happy and fruitful life.”⁸

No matter how advanced our technology becomes, the individual will remain – and remain irreplaceable. ●



4 | Responsibilities



● Responsibilities

Using AI in the right way is down to us

AI must be backed by a strategy, including when it should and shouldn't be used – and how to ensure it is used safely.

“Organisations must recognise the potential skill gaps and keep their fingers on the pulse of AI developments.”

A paper published in the International Journal of Human Resource Management identified the main ways that humans will need to upskill to bring continued value to the human-AI collaboration:

- data analysis skills
- digital competency
- complex cognitive skills
- decision making
- continuous learning⁹

And beyond this, the fact is that humans still have the advantage in some areas. For instance, AI can't handle subjective reasoning. It is purely objective – it does not have a point of view, or awareness of the background, or an understanding of the subtleties of human needs and behaviour. The machine is purely rational, and it's often the intuitive, instinctive, sometimes impulsive side of human nature that makes a real difference. Our ability to question what we are doing or go beyond rigid instructions when we perceive the imperative. Possessing sincerity; understanding nuances and context.

Refuse to be robots.

There is a very apposite quote from Arundhati Roy: “If we were to lose the ability to be emotional, if we were to lose the ability to be angry, to be outraged, we would be robots. And I refuse that.” We have to retain the humanity in the balance of the solutions we bring. Humans need other humans.

Something missing from the above list is empathy and emotional intelligence. We are a long way from trusting AI to deal with sensitive situations. The macroeconomic challenges we've all been going through recently have led to a rise in such situations on customer service calls, but even during less troubled times there can be upset people who need to speak to another human being. Someone on the

other end of the line who knows that the solution is not always black and white and can require true empathy and outside-the-box thinking to find a solution for the customer. Even if a customer does opt initially for a robot, we must endeavour to provide an 'off-ramp' from which they can receive assurance from a human who is enabled and empowered to give advice in an empathetic manner.

But at other times, people can actually be more comfortable trusting a machine over a human being, especially when the request is straightforward, and a procedure is clearly in place that can be followed and repeated time and again. The empathy might be lost, but then there's no human error, no forgetting or mislaying, no performance drops due to fatigue. That's the balance: in some cases, customers crave compassion; at other times, they don't want an emotional connection, just speed and consistency. And at other times, speaking to another human being may actually feel awkward to a customer: for example, if they have a debt issue they are embarrassed about, they may fear that they will be judged.

It's clear that, like any technology, AI needs to be used appropriately. And it's worth remembering that the AI landscape is far from fully mature. Organisations need to avoid rushing in and overcomplicating processes with excessive or non-strategic usage. A customer journey has many steps and using AI for all of them regardless of the situation is inadvisable.

As mentioned earlier in this paper, where AI can generally drive the most impact is by handling the straightforward, the routine, the basic – those tasks, often administrative or data-gathering, that are large in number but don't necessarily require a high level of skill. Anything more involved, needing skills like the ones listed above along with a measure of empathy, will still need human intervention.

⁹ Akanksha Jaiswal, C. Arun, A. Varma, *Rebooting employees: upskilling for artificial intelligence in multinational corporations*, 16 March 2021, <https://www.semanticscholar.org/paper/Rebooting-employees%3A-upskilling-for-artificial-in-Jaiswal-Arun/363c5dd29ea504721a974e2247cb5f426b09a313>

Here, too, however, it is important to bear the experience of our customer-facing colleagues in mind. There is the possibility that by automating all the straightforward and ‘easy’ customer enquiries and leaving agents with only the complicated ones, the agent’s role may become too demanding or stressful, with none of the relief that comes from having something routine to resolve – that can, of course, still provide great satisfaction when a customer is delighted with the outcome.

We need to stay ahead of the AI game.

To be prepared for the future, it is important to recognise the potential skill gaps that will need to be addressed in order to build, deploy and maintain AI models. eLearning Industry has published its five best practices for smoother AI implementation:

1. prepare your teams
2. understand your data
3. train your AI models
4. determine use cases
5. measure and track results¹⁰

Perhaps unsurprisingly, the need for coaching comes out on top, with the organisation stating, “It’s important to remember that AI is a tool that

needs direction from a team of experts. Therefore, before moving forward with the implementation of an AI system, you must first invest in stakeholder training.” There will also be a need to integrate the new technology with legacy systems, or to perhaps invest in new systems altogether – all the while being sure to not disrupt the multi-channel, consolidated journey to which customers have become accustomed.

And there must of course be caution and proper usage – and, as mentioned previously, proper regulation. Majorel’s Six steps towards the responsible use of AI offers some constructive guidelines, focusing on: fairness; robustness; human oversight; explainability; privacy; privacy; and accountability.¹¹ There are also the ethical factors of AI usage, as well as social responsibility and the need to monitor the environmental impact the technology can have. As ever, we must balance commercial considerations with doing the right thing.

All in all, proactive organisations are well-advised to keep their finger on the pulse of AI developments as the technology continues to evolve. Reactive implementation is likely to cause as many difficulties as it solves – it will be crucial to remain ahead of the game. ●

Key responsibilities when harmonising the human and AI collaboration

- 1 Involve employees in decision-making** and encourage their active participation in exploring Gen AI use cases.
- 2 Establish clear channels of communication** between management, technology departments and employees to proactively address concerns and clarify misconceptions.
- 3 Invest in robust training programmes** to equip employees with the necessary skills to collaborate effectively with Gen AI technologies and the tools to ensure a smooth transition, and encourage employees to perceive AI as an asset rather than a threat.
- 4 Foster a rapid and continuous learning culture** where employees are encouraged to adapt and acquire new skills for working effectively with Gen AI.
- 5 Establish methods for monitoring and gathering feedback** to continually assess the impact of Gen AI on employees. Use this information to address challenges, make iterative improvements and ensure a people-centric implementation process.

¹⁰ eLearning Industry, *What Are The Best Practices When Implementing AI In Your Organization?*, 23 February 2023, <https://elearningindustry.com/what-are-the-best-practices-when-implementing-ai-in-your-organization>

¹¹ Majorel, *Six steps towards the responsible use of AI*, 31 August 2023, <https://www.majorel.com/future-customer/expert-view/six-steps-towards-the-responsible-use-of-ai/>

How to solve the human challenge of integrating generative AI into a workforce

01/ **Design for humans**

Deploy the AI in a way that enhances human abilities rather than replacing them, with workflows that allow employees to focus on complex tasks while AI handles repetitive ones.

06/ **Monitor workload and well-being**

Use AI to manage workloads and prevent employees from being overwhelmed, prioritising initiatives that promote work-life balance.

02/ **Upskill and educate**

Continuously provide training and education about AI, helping to reduce fear and resistance.

07/ **Create new opportunities**

As AI does more, focus on creating new roles that require human creativity and problem-solving, encouraging career growth in areas that AI cannot replicate.

03/ **Set ethical guidelines**

Establish clear rules for AI usage that prioritise respect and wellbeing, avoiding excessive monitoring or control.

08/ **Regularly review and get feedback**

Assess how AI is impacting workers and make necessary adjustments, ensuring that the human aspect is not lost.

04/ **Use emotional intelligence**

Encourage employees to use their empathy and interpersonal skills, which AI cannot replicate.

09/ **Comply with laws and regulations**

Ensure that AI implementation follows legal and labour laws, as well as privacy regulations.

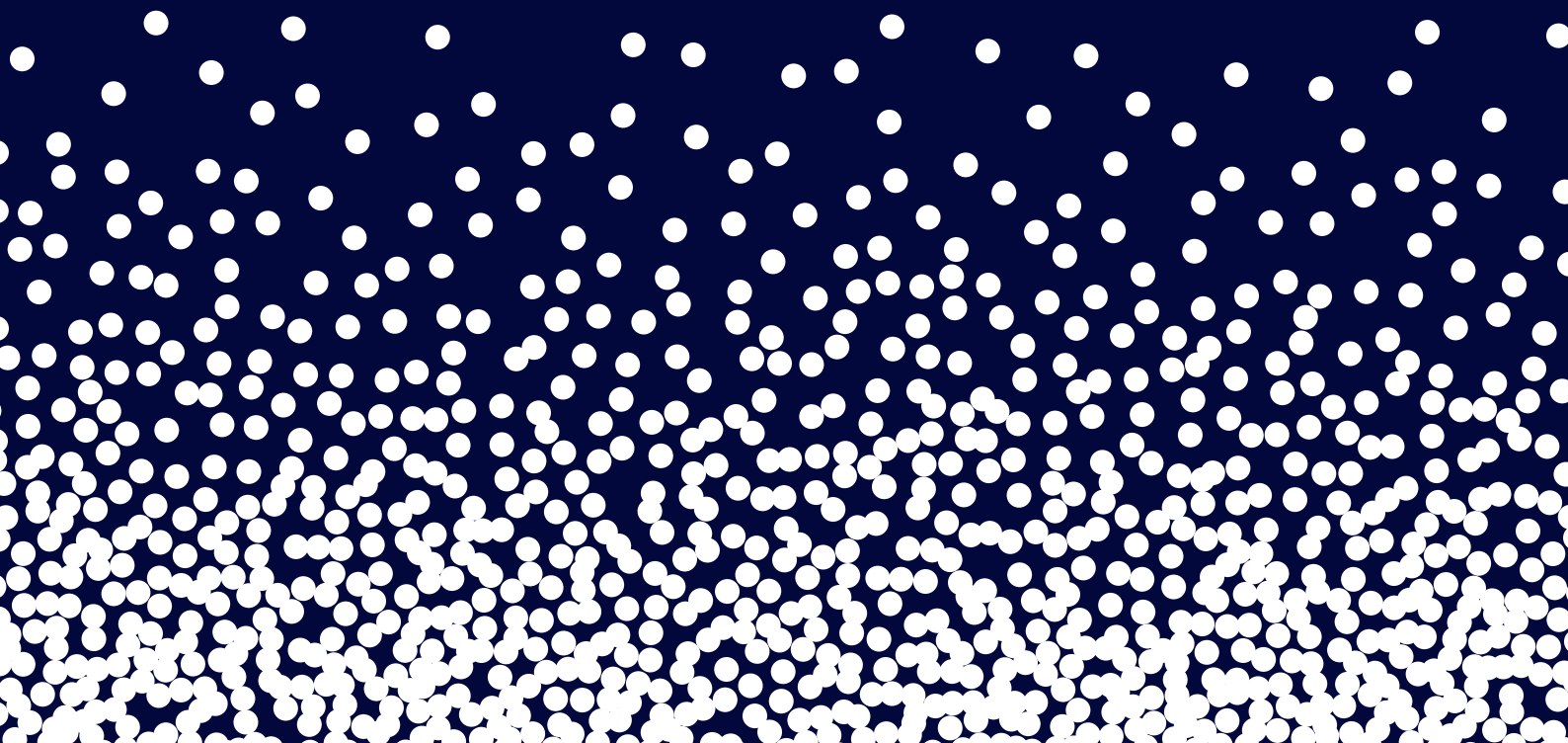
05/ **Be transparent and involve employees**

Include workers in decision-making about AI implementation, giving them a sense of ownership.

10/ **Consider CX carefully**

Recognise that not all customer interactions can or should be automated and maintain human touchpoints for personalised, empathetic service.

5 | Future



● Future

Making the workplace fit for the age of AI

Once seen as a revolutionary technology, much of AI is now embedded as another standard, technological component of nearly every business's ecosystem. Predictive text, chatbots, and digital alternatives to human interactions are not just common but preferred in many situations due to their efficiency and accuracy.

But, as AI technology advances, customer demand for it continues to grow. And the development of Gen AI marks another radical, revolutionary step for both people and businesses – with capacity to harmonise, not divide, and drive an empowering, two-way, human-machine collaboration – in support of the CX 'augmented agent'.

AI technology and humans should be able to work together – with multiple benefits, for both customers and

colleagues, providing: greater efficiencies; improved productivity; better transactional journeys; and more job satisfaction and time back for the workers.

AI's potential to upgrade experiences for both customers and employees is vast. But crucially it is designed to empower workers by supplementing and augmenting their human intelligence - not replace it. We should see AI as a tool that enhances and empowers people; machine and human will in turn improve each other, accelerating progress and improving productivity and service delivery.

The age of the Augmented Agent is upon us – and must, in a responsible way, be embraced. ●

