



# Mastering the New Rate of Change



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# Building change muscle to deliver **the best customer experience**

Humans are known to be resilient, curious creatures. Still, given the rate of change in our world today, even the most adaptable among us sometimes need help navigating new concepts and processes. Nowhere is that more apparent than in the customer experience industry, where people on both sides of a call are likely enduring rapid change. For this reason, the relational element of customer service is more important than ever.

**Making workforce resilience and adaptability a priority allows organisations – and those they serve – to be ready for whatever comes next.** The ability to embrace change – whether that's new technology, services or processes – directly enhances the ability to drive positive customer outcomes. Leveraging technology can provide insights into the change readiness of a workforce and support a path forward to a future where colleagues, clients and customers benefit from exceptional interactions.

# Change and transformation

It's no surprise that many people suffer from change fatigue; according to Gartner research<sup>1</sup>, the average employee experienced 10 planned enterprise changes in 2022, up from 2 in 2016. And when a workforce must contend with internal transformation alongside that of their clients, as well as ever-evolving customer expectations and unforeseen disruptions in the marketplace, it tests the human capacity to manage change.

**“Fundamentally, we are a people business. Our workforce is our greatest asset. It is vital to success that we hear their voices.”**

**Nicole Roelvink-Hamman**  
Divisional People Director

# 71%

**of employees say they are overwhelmed by the amount of change at work.<sup>3</sup>**

Moore's Law<sup>2</sup> has long been used by the tech industry as an example of exponential technological progress. Today, the line representing the rate of progress is nearly vertical, and it seems to apply to every industry, especially as AI makes its way into the workplace. To put that in perspective, in the 100 years that will pass during the 21st century, humanity could experience 20,000 years of progress. It's difficult to keep up.

By adjusting how we present and enact new initiatives, colleagues won't feel overwhelmed in confusion; instead, they can focus on having positive customer interactions and building relationships. Change should be seen, not as a threat to the status quo, but as an opportunity for growth. Innovation, creativity, and learning – all the things that make us human – can thrive in an environment where change is supported.

## Did you know?

Harvard Professor Dr. John P. Kotter has long been considered the pioneer of modern change management. His ideas, [books](#), and [articles](#) have formed the foundation of successful change initiatives for decades, and his [8-step](#) methodology endures as required learning for business people and leaders around the world. Yet, today's constant-change environment coupled with market disruptions demands even more attention to achieve organisational health. Organisations that are able to combine speed and agility with reliability can move from [survival mode](#) to [thriving mode](#). As our world changes, so too must our change management strategies. By harnessing a workforce's biological setpoints, companies can foster an environment where change is embraced and employees flourish.

<sup>1</sup> Gartner Business Quarterly for C-suite leaders, October 2023. <https://www.gartner.com/en/insights/gartner-business-quarterly>.

<sup>2</sup> Roser, Max, Hannah Ritchie, and Edouard Mathieu. "What Is Moore's Law?" Our World in Data, February 1, 2024. <https://ourworldindata.org/moores-law>.

<sup>3</sup> Westfall, Brian. "Change Fatigue Is Making Employee Burnout Worse." Capterra, 6 June 2022, [www.capterra.com/resources/change-fatigue-in-the-workplace/](http://www.capterra.com/resources/change-fatigue-in-the-workplace/).

# Changes in the Customer Experience

Every day, Capita Experience's global workforce helps millions of people, engaging with our clients' customers, which in turn allows our clients to spend their time and energy focused on their core business. So, when customer expectations and attitudes evolve, as they have in recent years, it requires buy-in and cooperation from our people.

Unexpected supply chain disruptions, technological integrations, challenging economic conditions and even planned upgrades create an environment where customer service is under the microscope. Often, it's the only way organisations can set themselves apart from their competition. New research shows that 80% of customers say the experience a company provides is as important as its products and services.<sup>4</sup>

Attitudes also continue to shift – customers are more discerning than ever and reward good service with their loyalty. Generational norms affect how customers interact with businesses and where their priorities are. However, there is one universal preference – people like it when they're treated like a human and not a number.

Ipsos-Capita research<sup>5</sup> indicates that customers respond best when their service provider is empathetic and creates a sense of ease. Understanding and meeting customers' needs while providing a frictionless experience requires our agents to feel supported, informed, and empowered; to do that, we must offer our colleagues exceptional change management practices and procedures.

To stay on top of changing demands, leaning on innovative methodologies is the only way to excel.

# 98%

**Percentage in profitability comparison between companies that handle change well versus those that don't.<sup>6</sup>**

<sup>4</sup> State of the Connected Customer - 6th Edition, 2023. [https://www.salesforce.com/content/dam/web/en\\_us/www/documents/research/State-of-the-Connected-Customer.pdf](https://www.salesforce.com/content/dam/web/en_us/www/documents/research/State-of-the-Connected-Customer.pdf).

<sup>5</sup> Capita, "New Ipsos-Capita Report: What Drives Great Customer Experience?," Capita, 2023. <https://www.capita.com/our-thinking/new-ipsos-capita-report-what-drives-great-customer-experience>.

<sup>6</sup> Michels, David, and Kevin Murphy. "Companies That Handle Change Well Rack up Better Financial Performance." Bain, July 17, 2020. <https://www.bain.com/insights/companies-that-handle-change-will-rack-up-better-financial-performance-snap-chart/>.

# Investing in people to meet customer expectations

Delivering exceptional customer service begins with investing in the workforce delivering it and becoming change ready.

Investment in technologies that help build resilience and agility can address change fatigue — the sense of overwhelm that often accompanies new initiatives — by creating detailed roadmaps of tasks that offer clarity and hasten training and adoption.

By approaching change as an ongoing process instead of a one-time disruptive event we can better meet the expectations of our clients and their customers while creating an environment where colleagues thrive.

The goal is to arrive at a destination where your workforce is adaptable, resilient, and empowered, and anticipates change as part of their work journey and life in general. This will ensure the right organisational culture and success with transformation efforts.

# 94%

of employees say they would stay at a company longer if it simply invested in helping them learn.<sup>7</sup>

## When employees feel their voice is heard...

**74%** feel more engaged at work

**74%** feel more effective at their job

**71%** feel more confident to share ideas and feedback in the future<sup>8</sup>

<sup>7</sup> "2019 Workplace Learning Report." LinkedIn. <https://learning.linkedin.com/content/dam/me/business/en-us/amp/learning-solutions/images/workplace-learning-report-2019/pdf/workplace-learning-report-2019.pdf>.

<sup>8</sup> Levine, B. (2022, April 27). New research: The heard and the heard-NOTS • The Workforce Institute at UKG. The Workforce Institute at UKG. <https://workforceinstitute.org/new-research-the-heard-and-the-heard-nots/>

# What is **change readiness?**

Organisations that manage change initiatives well share a set of defining characteristics. When a business consistently demonstrates the following, it's considered to be “change ready.”

## **Engagement**

Colleagues are curious and open to change; they understand what's in it for them and why it's important. Their resilient mindset allows them to react positively to change and consider it an opportunity for growth and future success. They utilise tools provided to navigate challenges and update their skill sets.

## **Agility**

Colleagues have an opportunity to be involved, participate in cross-functional teams, and share feedback. They work collaboratively and take an active role in how change is implemented. Company leadership values employees as important stakeholders and fosters their development so colleagues' skills remain marketable and up-to-date.

## **Transparency**

Colleagues have clarity on what is required of them during a change initiative and understand the precise steps required to achieve success. They're given access to resources needed to complete change-related tasks in manageable increments without taking away from core work. Company leadership has insight and up-to-date metrics on the progress of change initiatives.

Questions  
that assess  
**change  
readiness**

Are employees aligned with **future-oriented initiatives and changes (big or small)**?

Does leadership demonstrate **a willingness to listen and respond**?

**Do we have the technology, support, and resources** to achieve our vision?

Are there team members who **can be counted on as change champions**?



# Tools to increase change readiness

For an organisation to be adaptable, its people must be adaptable. After all, any business is an amalgamation of its people and processes. Humans are innately wired for change – they are curious and resilient – but they are also wired to survive and avoid pain. For a workforce to interpret a change initiative as an opportunity versus a threat, they must have trust in their leadership, clarity in the process, and be equipped with tools and resources to accomplish the mission. In addition, they must believe that the outcome is inherently better for them as well as the company as a whole. How can organisations become change ready?

## Change Projects

Voluntary, internal projects tied to specific business goals provide opportunities for upskilling/reskilling, increase employee job satisfaction, and create outlets for collaboration and innovation. The Change Projects on the Volonte platform give employees a chance to be active drivers in shaping company progress. Projects can range from small-scale ideation to large-scale initiatives like introducing automation. The Volonte Agility Engine recommends projects to colleagues based on their skills and interests.

## Check-ins

Colleagues contribute their expertise and give feedback that directly impacts change processes. This allows leadership to respond immediately to friction points, and proactively provide support and resources as needed.

Volonte has created specific tools and processes that unlock colleagues' curiosity, innovation and collaboration, all of which are required for successful change. Colleagues are no longer passive passengers but active, valued participants. Using the following tools to enhance engagement, mobility and productivity and achieve a change ready status.

## Futureflows

Content and resource bundles are structured into steps and tasks that give employees clarity on what needs to be completed on a daily basis. When colleagues complete the outlined tasks, the Futureflow records their progress in real-time and is reflected on the Impact Dashboard, where critical metrics and progress reports are instantly updated. The result is employees who know precisely what new tasks/activities/behaviours must be incorporated as a result of the change initiative and why it's important to adhere to them. Change is no longer an abstract idea but a tangible and achievable result. For leadership, this feature provides insight into the progress being made down to every frontline employee.

## Mindset and Culture-building Content

Self-education materials help colleagues adopt a mindset that embraces change instead of fearing or resisting it. Content provides how-to guidance on navigating challenges in the workplace so readers are better equipped to handle tricky interactions and stressful situations.



# What better client outcomes look like

The formula to achieve improved client outcomes is pretty straightforward: make customers happy, and business will benefit. To that end, focusing efforts on those who can provide exceptional customer service – colleagues – is.

Leveraging the right tools and technology will curate improved workplace dynamics and offer opportunities to better serve clients and customers. When an agent answers a call, they will be able to model positive responses to unforeseen circumstances, connect with customers in an empathetic way, and address concerns with confidence. Teams will understand new products and requirements and be able to leverage the full breadth of technology and tools at their disposal.

**This enhanced performance will have a direct impact on clients, who can expect improvement in their own organisational performance and customer satisfaction.** They'll be able to ideate on future transformation initiatives knowing they have a capable partner ready to activate on their mission.

**Organisations with successful transformations are more likely than others to embed transformation disciplines into 'business as usual' processes.<sup>9</sup>**

Most importantly, people are part of shaping the trajectory of a business. As we benefit from their engagement, they'll discover that their role far exceeds the confines of their job description. Autonomy, job security, job satisfaction, and more diverse career opportunities will follow. Our workforce will handle transformation efforts with confidence and be equipped to follow the steps to implement them.

Capita Experience is a leader in customer experience management, driven by data, enabled by technology and powered by people. With a global presence and over 40 years of experience, Capita Experience delivers market-leading customer service outsourcing combining local knowledge with global perspective to enable businesses to compete, transform and thrive through challenge and change.

**“The need for agility across our customer service workforce is one of the biggest determinants for the commercial success of our clients.”**

**Gillian Chamberlain**  
Managing Director, Ireland

Volonte specialises in enterprise change management software designed to turn workplace and career changes into proactive, empowering experiences. Their platform, equipped with tools like Futureflows and ChangeGPT™, aims to help employees embrace innovation and create readiness for the future in every workplace.

<sup>9</sup> “Losing from Day One: Why Even Successful Transformations Fall Short.” McKinsey & Company, December 7, 2021. <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/successful-transformations>.

If you'd like more information on how Capita Experience or Volonte is building change readiness to deliver the gold standard in customer service, please visit us at [Capita.com](https://Capita.com) and [Volonte.co](https://Volonte.co).

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