Empathy Map (See & Say)

**What do they SEE?**

* **What do they see in their marketplace, immediate environment, others saying and doing, watching, and reading?**
* The impact of skills-based call routing in other call management centres (CMC)
* The possibility of re-training or re-structuring within the organisation in response to the new Information System (IS)
* Changes to the onboarding process due to the implementation of a RM profile questionnaire
* Concerns about how RM’s will be ranked according to product knowledge and previous performance
* Concerns about a new KPI measure for mid-year and end-of-year performance reviews
* The potential to outperform competitors
* The potential impact on day-to-day operations and performance

**What do they SAY?**

* **What have we heard them say?**
* **What can we imagine them saying?**
* Excitement for the new IS and its impact on their career
* Concerns for how the new IS will impact their career
* Reservations towards to change in their work environment
* Intrigue in how the IS will operate and how it will impact their performance
* The IS presents an opportunity to develop technical skills
* New technology will enable RM’s to provide the best possible service for their customers