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Modernize Your Community Through Business Transformation

October 9, 2019

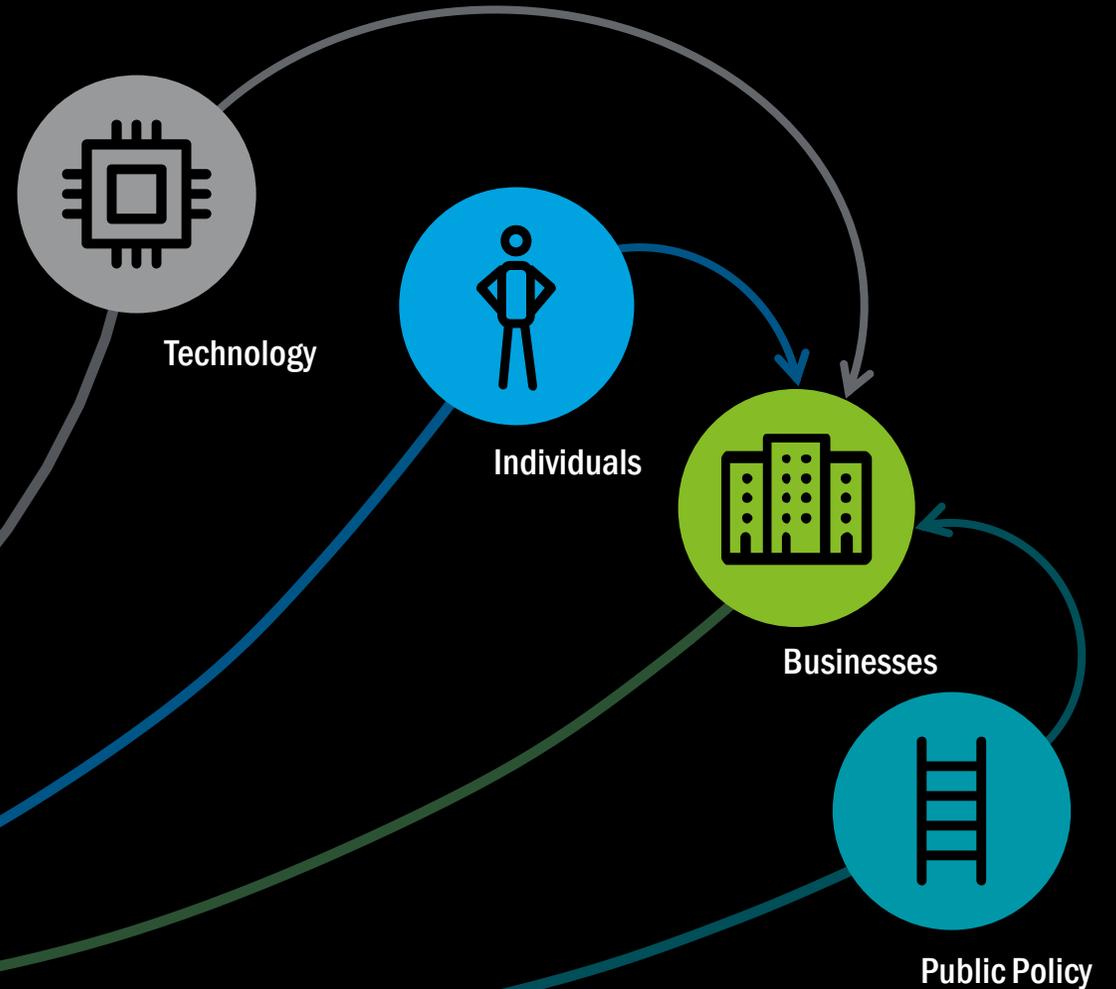
Business Transformation is...

... fundamentally changing the processes, people and technology to achieve **continuous**, measurable **improvements** in efficiency, effectiveness and stakeholder satisfaction.

Business Transformation is not...

- Outsourcing
- Downsizing
- Change re-labelled
- Expensive
- Limited to IT projects
- One-time event/project

Today, external forces are pressuring organizations to **change.**



1970s

1980s

1990s

2000s

2010s

Today

These forces – what we call the “7 disruptors” at the intersection of technology and people – are driving the Future of Work

TECHNOLOGY-DRIVEN



Technology is Everywhere

6.0 billion+
smartphones in the world by 2020¹



AI, Cognitive Computing, Robotics

\$500,000 in 2008
\$22,000 today



Tsunami of Data

9x more in last 2 years²
Major enabler of machine learning



Jobs Vulnerable to Automation

35% UK
47% US
77% China⁶



Explosion in Contingent Work

US contingent workers **40%** by 2020⁷



Diversity & Generational Change

Millennials **50%**³
25% global pop in Africa by 2050⁵
Longevity Dividend – **50 year** careers⁴



Change in Nature of a Career

2.5 – 5 years: Half-life of skills
4.5 years: Average tenure in a job⁸

7

DISRUPTORS

PEOPLE-DRIVEN

1. <http://news.ihsmarkit.com/press-release/technology/more-six-billion-smartphones-2020-ih-s-markit-says>

2. <https://www-01.ibm.com/software/data/bigdata/what-is-big-data.html>

3. Annual Global Millennial Study, <https://www2.Deloitte.com/uk/en/pages/about-Deloitte-uk/articles/millennial-survey>.

4. <https://www.newscientist.com/article/mg23130810-800-the-100year-life-how-should-we-fund-our-lengthening-lives>,

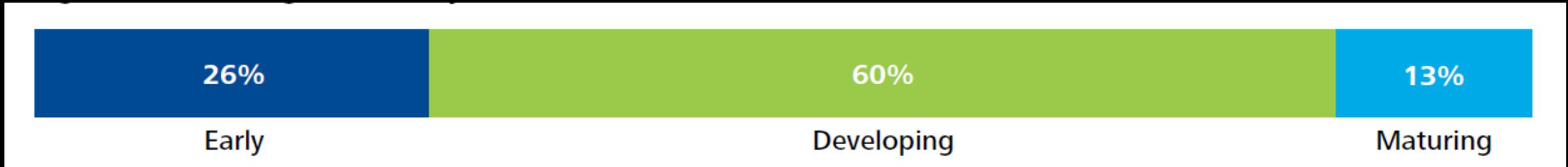
5. https://www2.deloitte.com/content/dam/Deloitte/il/Documents/human-capital/Thriving_in_times_of_digital_disruption.pdf

6. http://www.oxfordmartin.ox.ac.uk/downloads/reports/Citi_GPS_Technology_Work_2.pdf

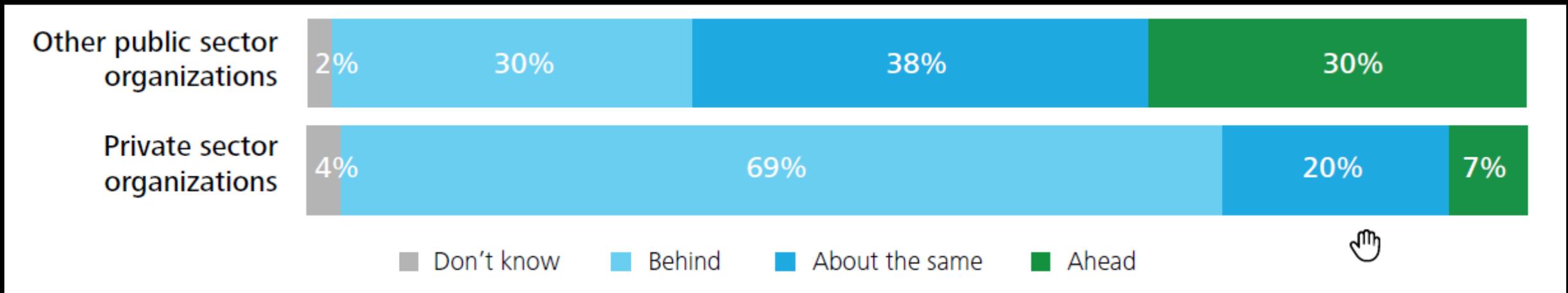
7. Intuit 2020 Report: Twenty Trends that will Shape the next Decade https://http-download.intuit.com/http.intuit/CMO/intuit/futureofsmallbusiness/intuit_2020_report.pdf

8. <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/HumanCapital/dttl-hc-english-opentalenteconomy.pdf>

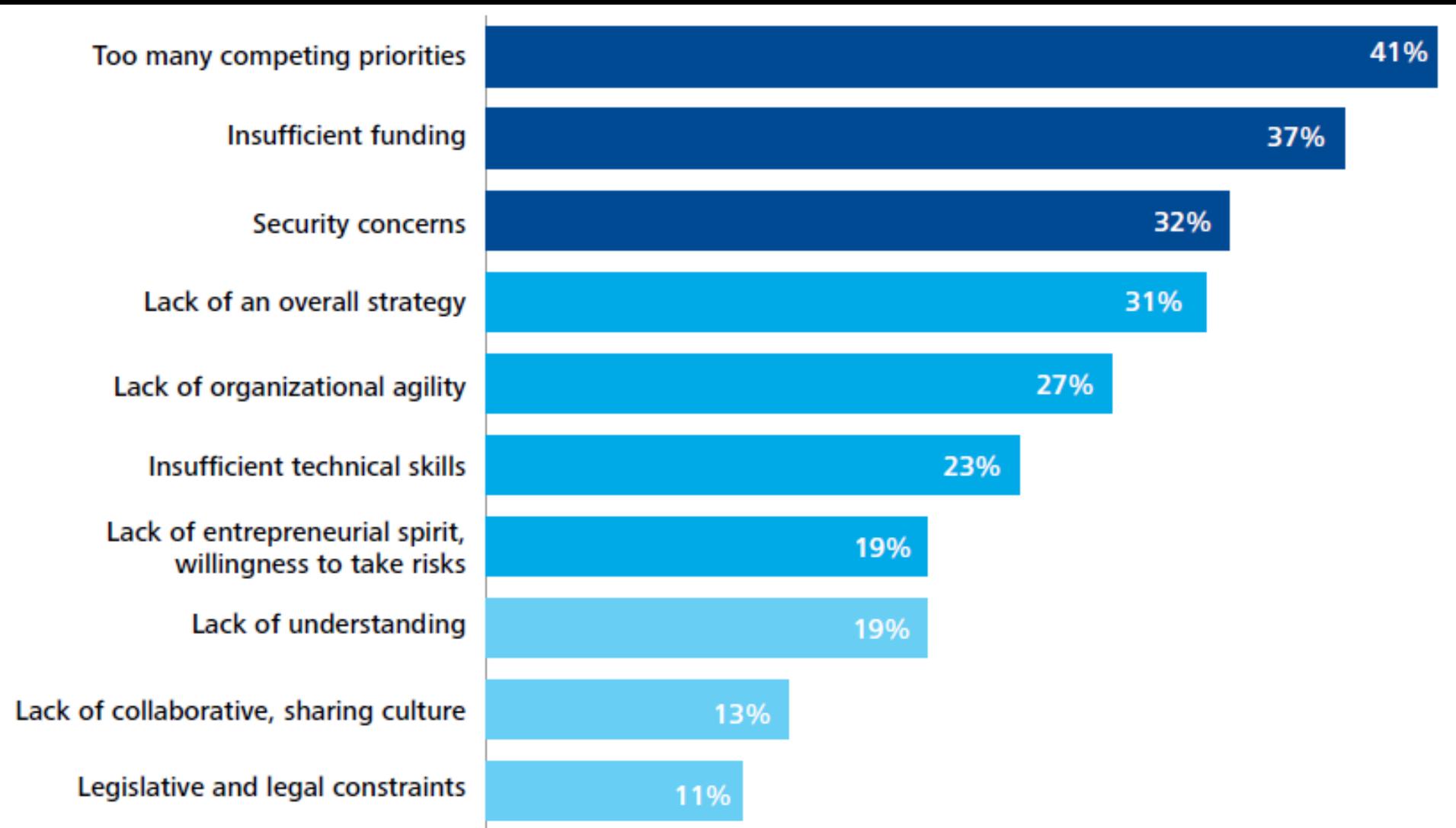
Where are you in the transformation journey?



How do you think your organization compares to:



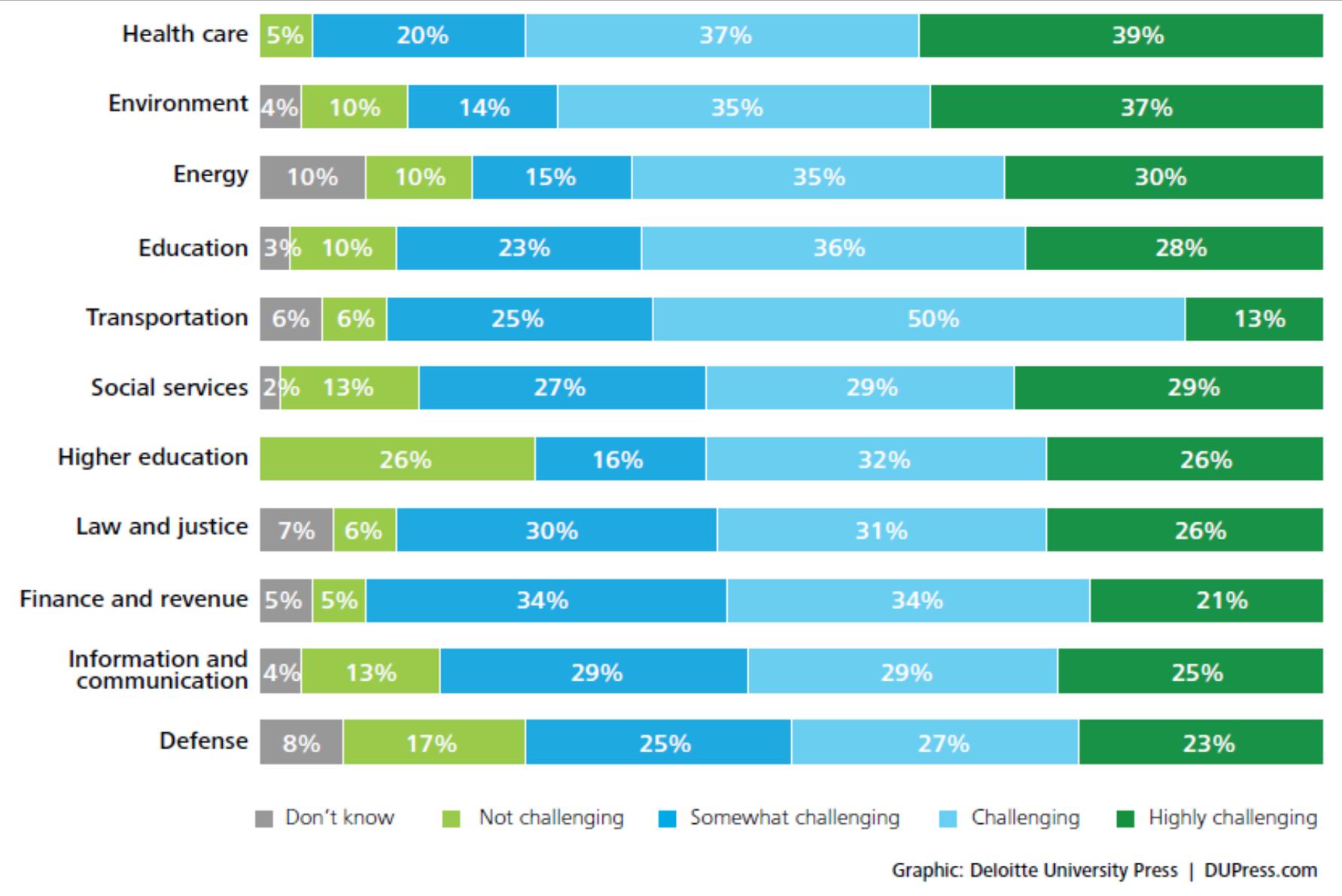
Common barriers to transformation



Changing culture is the most challenging part of business transformation

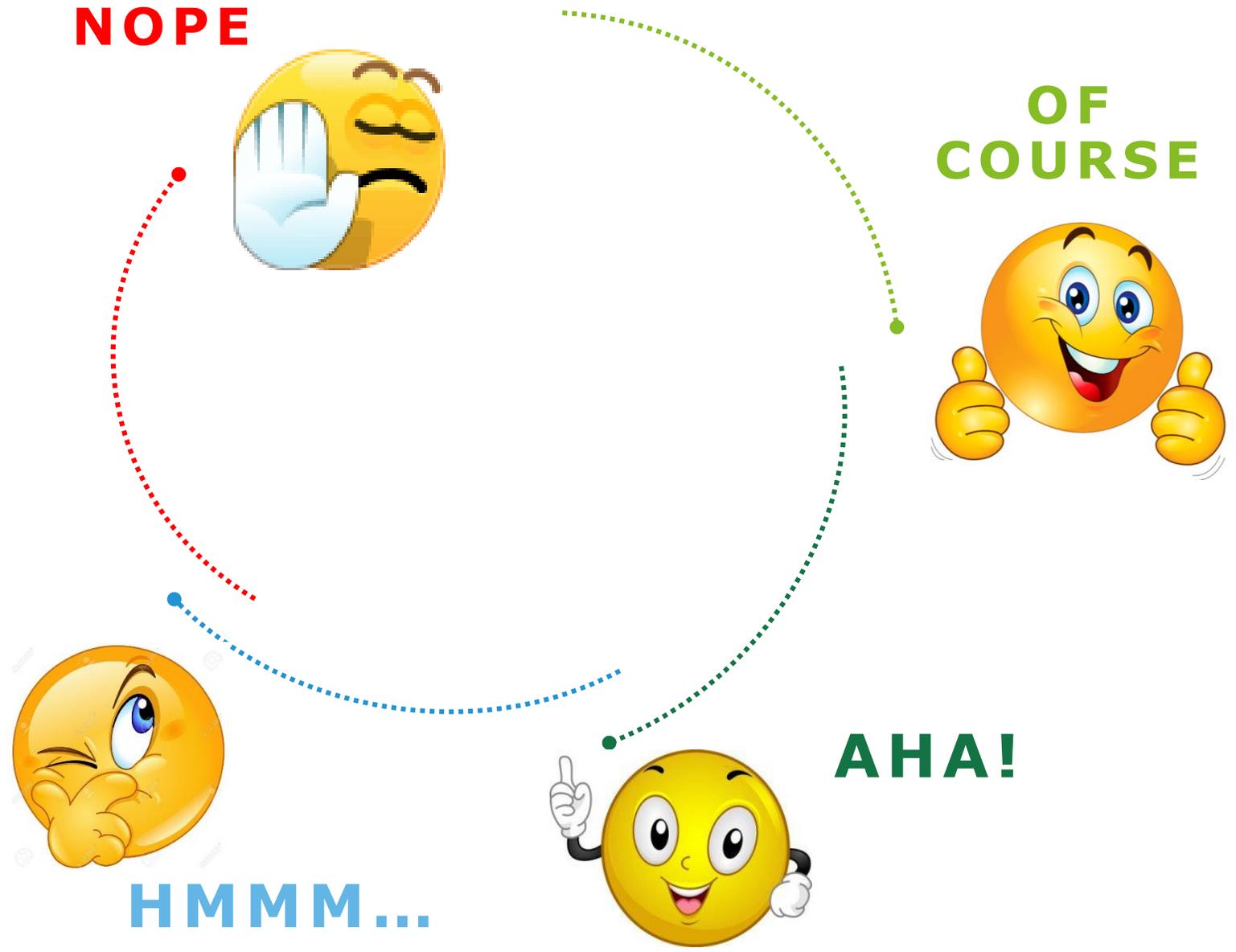


The challenge of changing culture is similar across domains



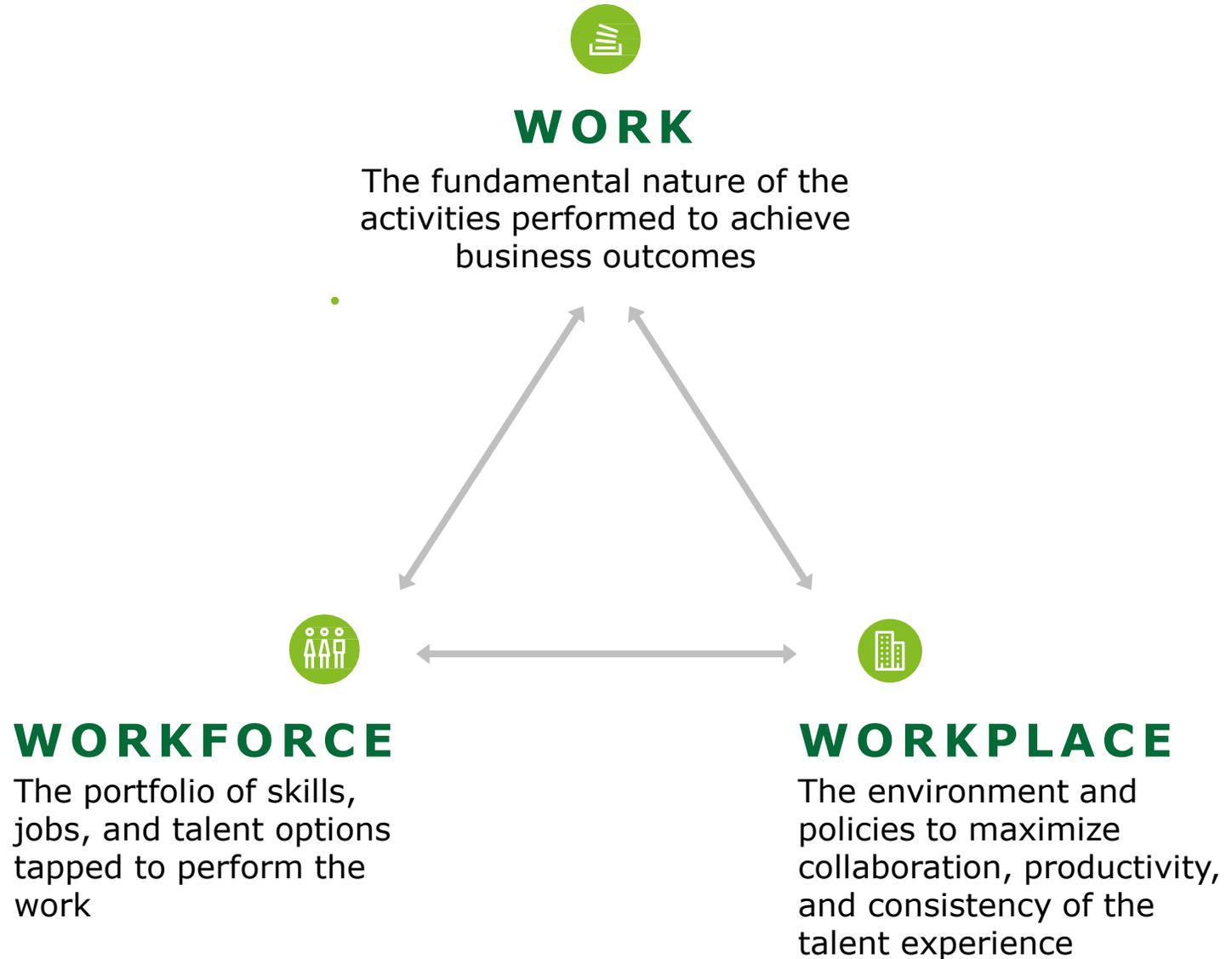
Emotional stages on the transformation journey

4

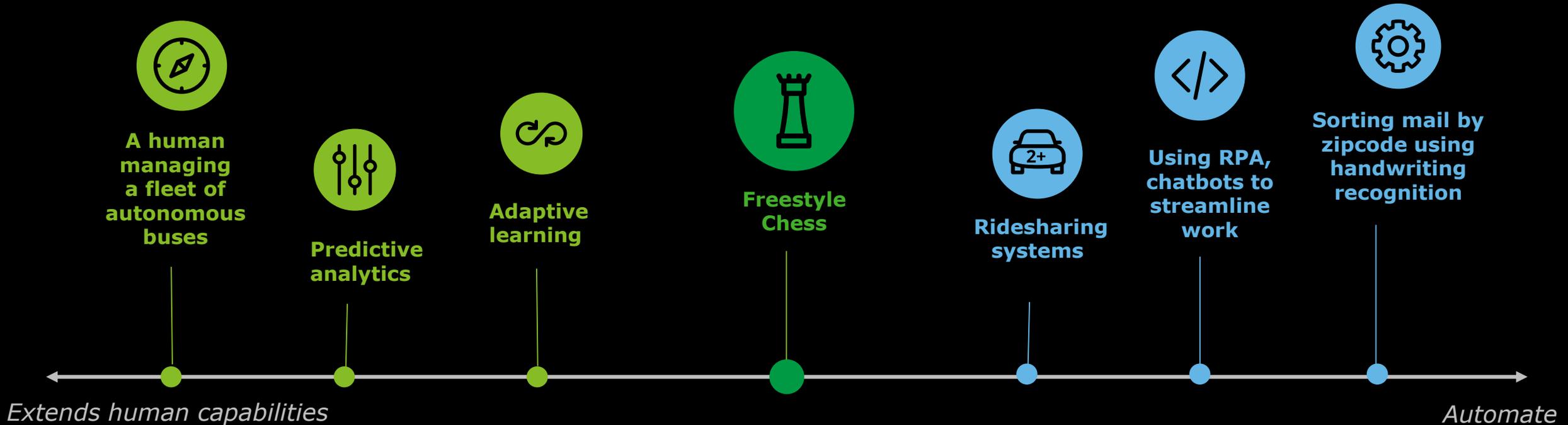


The Future of Work...

...includes three broad and deeply connected dimensions of transformation



Our **WORK** is changing – we can collaborate with machines like never before



Shepherd

A human manages a group of machines

Augment

A machine augments human work

Guide

A machine prompts a human to help them adopt knowledge

Collaborate

A problem is identified, defined and solved via human-machine collaboration

Split up

Work is broken up and parts are automated

Relieve

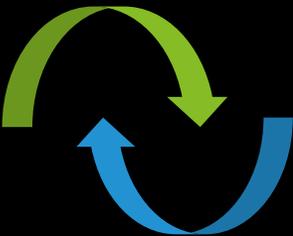
Machines take over routine, low-level tasks

Replace

Machines completely perform a task once done by humans

Connecting the work to the workforce

What work will...



...and how does it impact workforce composition: skills, jobs, and talent options?

START?

New work to drive desired outcomes

NET NEW

Designing new jobs; acquiring new skills

STOP?

Work that is no longer relevant to achieve outcomes

DISPLACED

Potential workforce capacity to be redirected

CHANGE?

Work that is still critical, yet disrupted by new technology and different delivery mechanisms

DISRUPTED

Existing jobs to be reconstructed; existing workforce to be reskilled

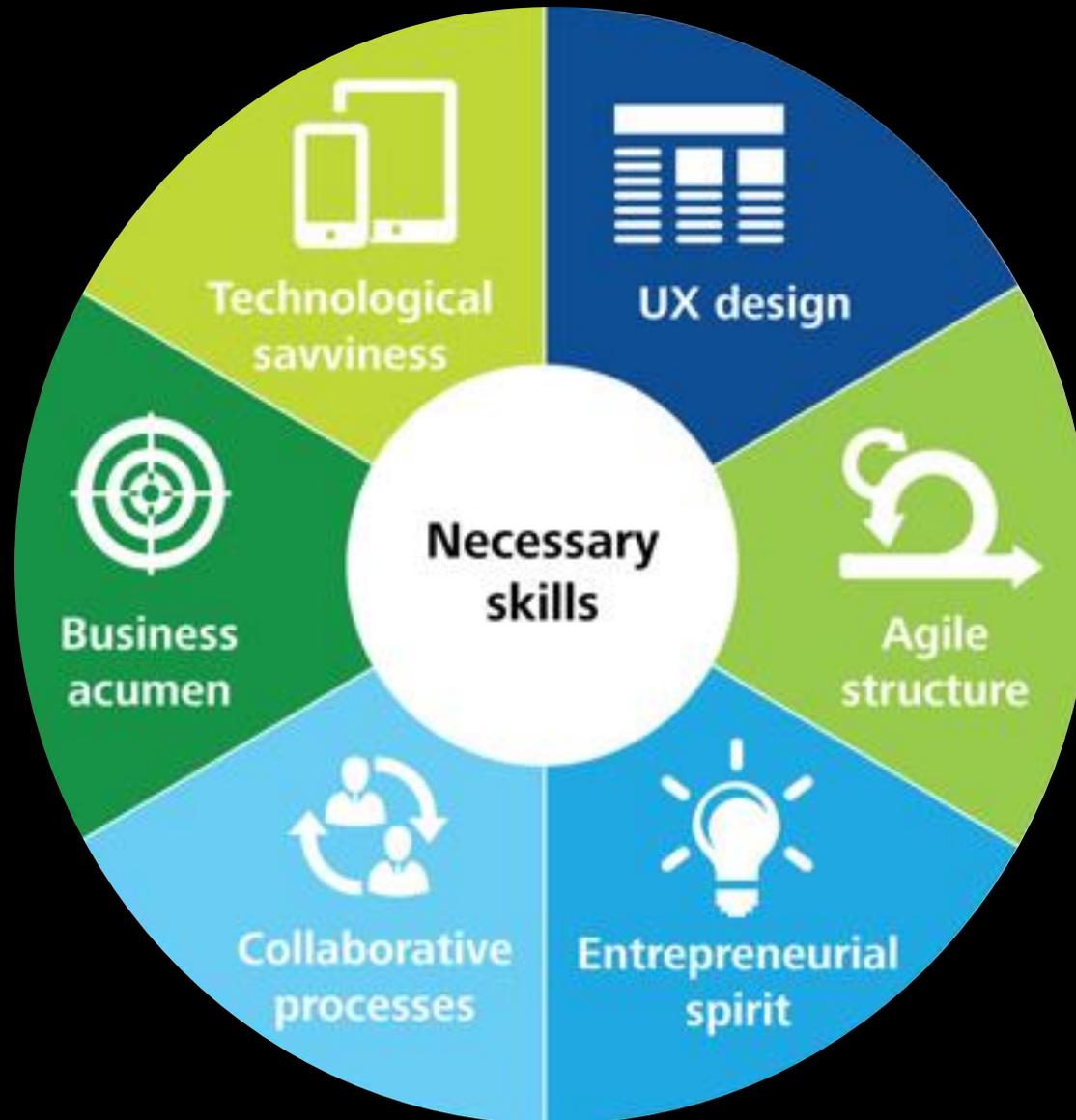
CONTINUE?

Work that remains the same

DURABLE

Existing jobs and talent to sustain for foreseeable future

Necessary **skills** to achieve transformation



Our **SKILLS** are changing – and “human” skills are more important than ever



Communication

Listening, responding, and expressing ideas effectively in different contexts, influencing others

- Service orientation
- Cultural fluency
- Emotional judgment



Strategic Thinking

Exercising judgment and leadership to decide the way forward in complex environments

- Decision making
- Professional ethics
- End-to-end/Big Picture thinking



Problem Solving

Finding creative solutions to difficult or complex issues

- Design thinking
- Agile thinking
- Innovative thinking/creativity



Self-Development

Continuously evolving and upskilling oneself

- Intellectual curiosity
- Self-management



Analytical Thinking

Processing complex information and drawing accurate conclusions

- Critical thinking
- Data fluency
- Digital fluency
- Technical fluency



Collaboration & Leadership

Effectively work with others, team with others, and lead others

- Teamwork
- Leading Teams

Our **JOB**S are changing – 15 jobs that didn't exist 15 years ago



Social Media Manager



AI-related jobs



Content Curator



Data Scientist



Online Brand Ambassador



Virtual Assistant



Podcast Producer



Cloud Architect



Telemedicine Physician



Mobile Web Developer



SEO Analyst



Automated Driving Jobs



Experience Designers

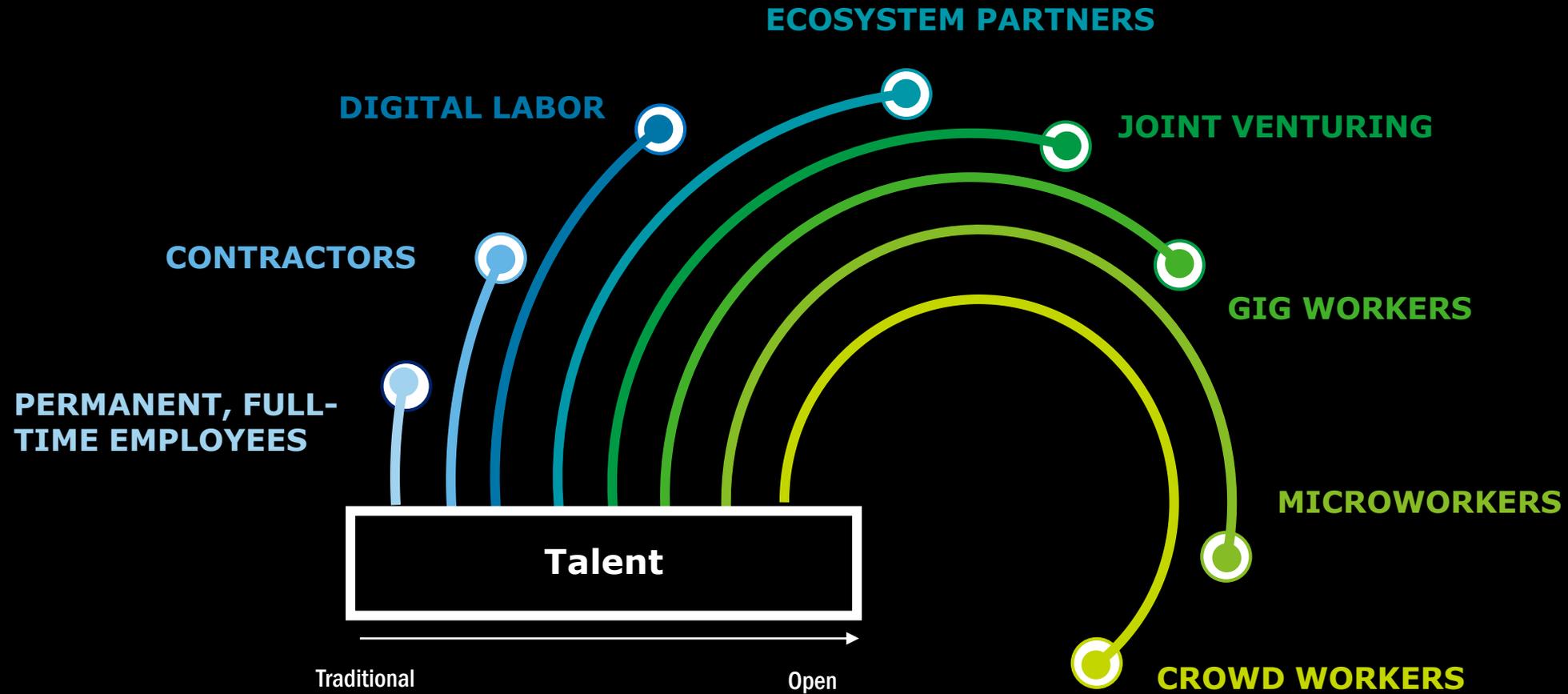


Developer Evangelist



Content Marketer

Our **TALENT OPTIONS** are changing – we are moving to multiple dimensions of talent



Our **WORKPLACES** are changing – we are choosing where we work to cultivate the right environment



Physical / Physical Interactions

Characterized by in-person meetings, such as in common working spaces and on campuses



Physical / Virtual Interactions

Most participants are present in-person combined with remote and distributed workforces, which are increasingly mobile with use of key technologies (i.e. collaboration platforms, tele/video conferencing)



Virtual / Virtual Interactions

Remote and distributed teams are increasingly leveraging virtual reality (VR) and augmented reality (AR); experts can connect to distributed workers



CO-LOCATED

Physical Proximity



DISTRIBUTED

Courage

Connection

Community

The status quo will not suffice - we must **think differently** to transform

Innovative and collaborative **citizen-customer centered** approach to problem solving

Creating **frictionless interactions** between citizens and agencies yields greater value



A successful transformation is achieved by

Key Factors

- **Leading from the Front** – as it demands executive vision and leadership.
- **Putting Strategy before Technology** – by identifying the business, management, and process problems first, establishing goals and objectives, and then start thinking about technological solutions that can meet the business requirements. Technology should come last, not first.
- **Encouraging New Cultural Norms** – challenging the status quo should be encouraged and rewarded.
- **Considering the customer journey** – allows you to work according to customer's viewpoint.
- **Involving a cross-section of stakeholders** – more integrated way of working at all levels of the organization.

As you begin your transformation journey, ask yourself

Key Questions

- › **Vision** – What is the north star for your future organization?
- › **Work** – What work will you prioritize in the future? How comfortable is your organization with automation?
- › **Workforce** – What skills do you want to prioritize in the future? How comfortable are you with using off-balance sheet talent (e.g., crowd, contingent)?
- › **Workplace** – Does your organization’s culture allow for remote work? What locations would be feasible for locating the talent you need?
- › **Quick Wins** – What are organizational interventions (e.g., learning, talent acquisition, culture, etc.) do you want to prioritize when bringing your future organization to life? What initiatives do you already have in flight?



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Business Transformation

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