

Building an adaptable organization for the future of work

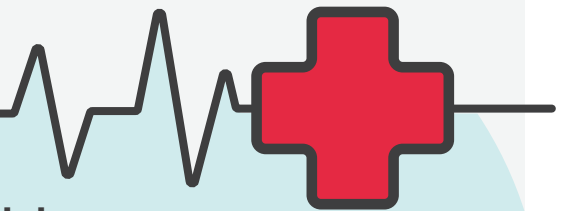
The future of work will be more networked, devolved, mobile, collaborative, team-based, project-based, and fluid

Old rules	New rules
Job replaced by machines/AI	Human skills augmented by tech
Full-time employees	Contractors, gig employees, etc.
Full-time & skills based	Options across workforce & tech
Static & fixed skills	Constant reinvention
Defined career ladders	Portfolio of projects/experiences
Robotics & cognitive tech are IT	Integration of people & tech
Narrow HR focus on change to automation	HR has a strategic role
Focus on 'jobs' & 'job descriptions'	Fundamental elements are 'tasks'



The challenges:

- ⊖ The slow rate of adopting new technologies
- ⊖ Too few understand the impact advanced technologies have, or will have

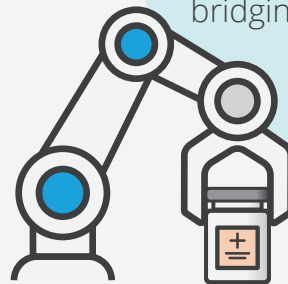


In a skills-based economy, talent will be a differentiator

In addition to new digital and analytical skills, there will be a demand for skills that are essentially human

Robotics, AI, sensors and cognitive computing will result in the redesign of almost every job

Connecting on mission, ethics, and values will be critical



New model:

- Less hierarchical
- Greater autonomy at team
- Able to see the big picture
- Generalists skilled at breaking down silos and bridging knowledge across an organization

Deloitte.

www.deloitte.com/lifesciencesoutlook

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. Please see www.deloitte.com/about for a more detailed description of DTTL and its member firms. Deloitte provides audit, consulting, financial advisory, risk management, tax and related services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries and territories, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. Deloitte's more than 200,000 professionals are committed to becoming the standard of excellence.

Disclaimer

This publication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collectively the "Deloitte Network") is, by means of this publication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No entity in the Deloitte Network shall be responsible for any loss whatsoever sustained by any person who relies on this publication.

For more information about the DTTL LSHC industry group, email dttlshc@deloitte.com or access www.deloitte.com/healthcare.

©2018. For more information, contact Deloitte Touche Tohmatsu Limited