# Deloitte.
Insights

2024 GLOBAL HUMAN CAPITAL TRENDS

Session 4:
Digital Playground

Enhancing human performance and creating
new ways of working through technology and AI

Welcome to a
new reality

Technological and social changes—including the emergence of generative AI—are accelerating the shifts that characterize the boundaryless world of work.

Employee

Job

Engagement

Culture
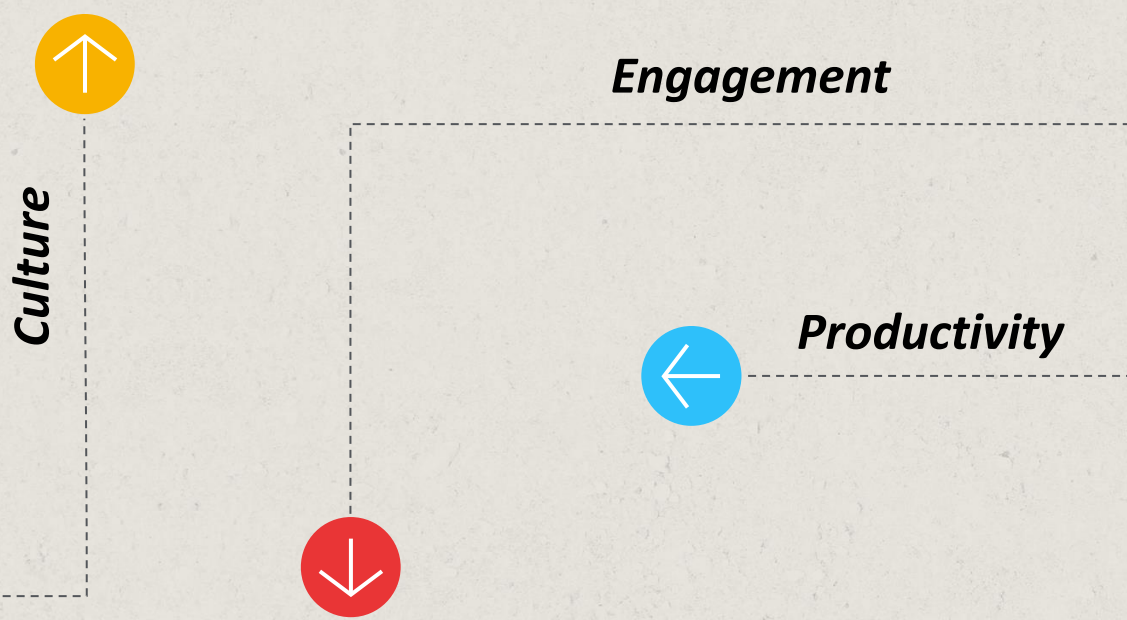
Productivity

2024 HC Trends: Human Performance in a boundaryless world

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Human sustainability

The degree to which an organization creates value for people as human beings, not just as workers
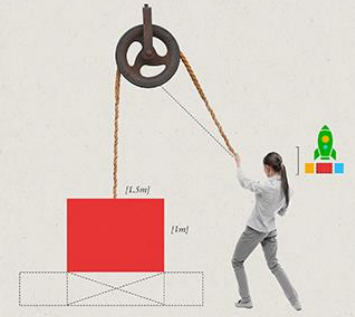
Beyond productivity

Understand how well an organization is doing in achieving those human performance goals enabling by the new sources of data and analytics

Transparency paradox

Importance of trust to human performance and how transparency can help...Or hinder...Efforts to build that trust in a world
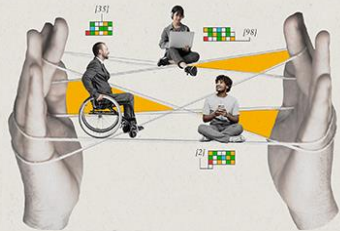
Imagination deficit

How new digital advances like generative AI are exposing an imagination deficit

Digital playground

How operationalizing uniquely human capabilities and how "digital playgrounds" can help solve it

Workplace microcultures

Embrace many diverse microcultures aligned to organization-wide values to support autonomy, agility, and workforce experience

Boundaryless HR

HR evolving from a specialized function to a boundaryless discipline that is cocreated and integrated with the people, business, and community

Leadership

What this year's trends mean for those who are responsible for leading organizations

What is **Digital Playground**?
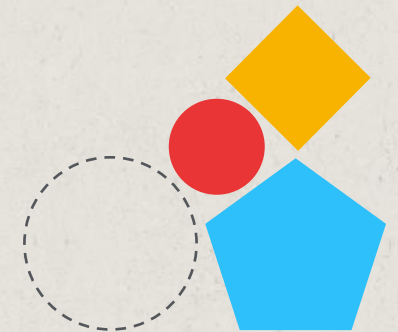
[digital · playground]

A mindset and an approach in which technologies are curated with intention and opportunities to use them are democratized; a safe space for workers to build confidence, learn new skills, and hone their human capabilities.

Digital playground technologies could include: Generative AI, digital twins, digital doppelgangers, augmented and virtual reality, and more.

85% *of organizations in **Asia Pacific** expect their workers to understand generative AI in coming years*

but only

32% *of workers in **Asia** had been offered technology-related skills training in the past year*
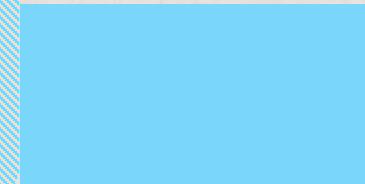
Digital Playgrounds of the Past

The GMAIL Side Project. Gmail was a side project that couple of the teams took on as a hobby outside their normal OKRs
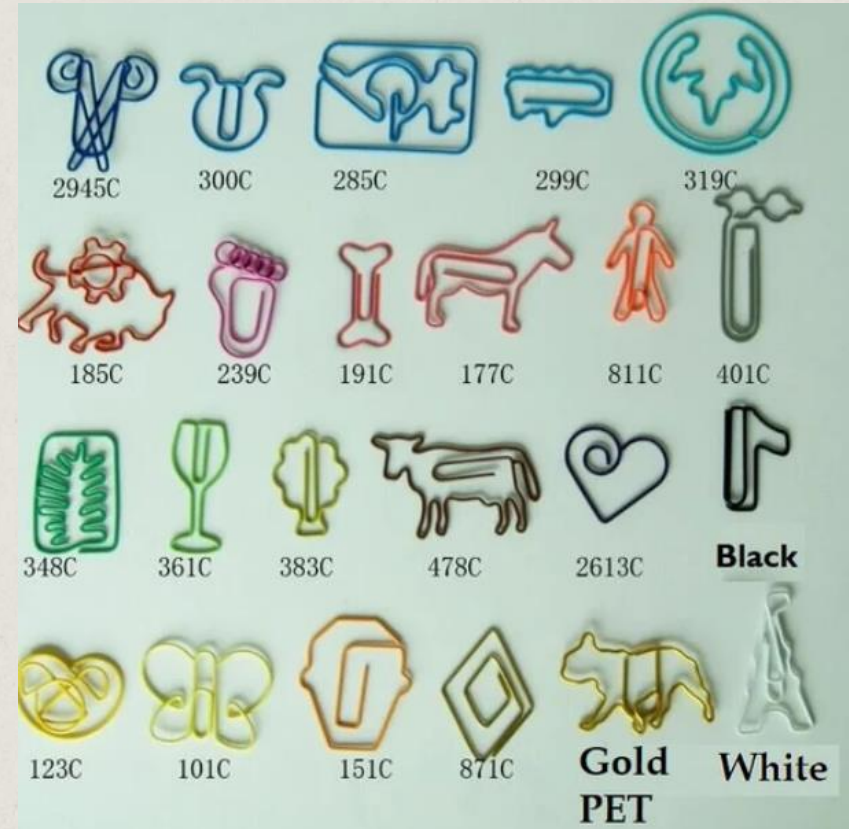

How many shapes can you make with paperclips?

The new relationship to elevate human performance

With rapid application of new technology to achieve transformational business and customer-facing results, organizations may be **overlooking the potential benefits** that use of these technologies can bring to human beings doing the work, and thus missing a critical opportunity to expand **worker impact**

[Past]

[Current]

Technology X Organization =

Business Outcomes / Efficiency

Sustainability , Productivity, Well-Being

Business outcomes
- Customer satisfaction
  (e.g., net promoter score)
- Efficiency
- Growth and profitability
- Innovation
- Speed
  (e.g., time to market)
- Quality

Human performance

Human outcomes
- Employability and advancement opportunities
- Equitable wages
- Equity and belonging
- Happiness
- Physical and psychological safety
- Purpose and meaning
- Skill development
- Well-being

[human outcomes] x [business outcomes] = ***human performance***

Array of Technologies of the future

Generative AI (Gen AI) refers to artificial intelligence systems capable of creating new content,.	**Gen AI**
Digital twins are virtual replicas of physical entities or systems that are used to simulate, predict, and optimize performance in real-time	**Digital Twins**
Digital doppelgangers are virtual replicas of individuals created using data from various sources	**Digital Human (Doppelgangers)**
In depth and complex analytics done no longer needing data scientist and it's application is far reaching.	**Analytics**
5G, Quantum computing, and IOT	**Connectivity and Computing , AR VR spaces**

Some examples close to home

While Thailand is still in the early stages of widespread AI adoption compared to global tech hubs, several companies are making strides in leveraging generative AI and other disruptive technologies.

Large Oil and Gas

Is utilizing generative AI to optimize its supply chain and inventory management. This implementation helps reduce costs and improve efficiency by analyzing vast amounts of data to predict demand and manage inventory more effectively.

Source:
https://blogs.idc.com/2024/04/17/digital-disruptors-unleashing-the-top-5-trends-for-2024

Well-Known Bank

Details on their integration of AI in customer service and fraud detection come from discussions on the role of generative AI in finance functions, as presented by Deloitte at the CFO Forum 2024

Source:
https://www2.deloitte.com/th/en/events/2024/cfo-forum-2024-GenAI-in-finance.html

Telecommunications

heir use of AI for network management and personalized customer experiences is discussed in IDC's report on the rise of the automated, augmented workforce and customer experience trends

Source:
https://blogs.idc.com/2024/04/17/digital-disruptors-unleashing-the-top-5-trends-for-2024/

Disruption and evolving workers needs are driving the need for digital playgrounds

76% of workers

Say It's **very important** that their organization help them **imagine how their job may change** in the future

BUT LESS THAN

43% of workers

Say their organization is **helping them** to do so

Entry-Level roles are declining or may **require new skills**

Importance of **human capabilities** is increasing in the work e.g. curiosity, empathy, critical thinking and emotional intelligence

Workers need **time and space** to learn how to collaborate with **smart technologies**

Distributed teams are changing **how work gets done**

Shifting new way of working

IN PRACTICE — IKEA

IKEA is *using AI* technologies to transform its global call center operations, shifting the focus of their roles from procedure and process to *creativity and human connection*. IKEA implemented an AI bot to handle most routine customer asks and invested in a comprehensive *upskilling initiative* for their call center workers to *strengthen* design skills and *human capabilities*.

IN PRACTICE — BMW

BMW's digital twin models of an EV production plant set Digital twin simulations allowed workers to train together in a virtual 3D environment. The technology also allows BMW teams to

- Have **opportunity to gain familiarity** with the new space and practice location-specific skills, with the freedom to experiment, play, and make mistakes.
- Collaborate across **multiple locations** on any device.
- Work out bugs and make **processes more efficient before the plant opens**, saving time and cutting costs.

Benefit of having **Digital Playground** in the organization

1   Experimentation and play culture are essential to psychological **well-being**
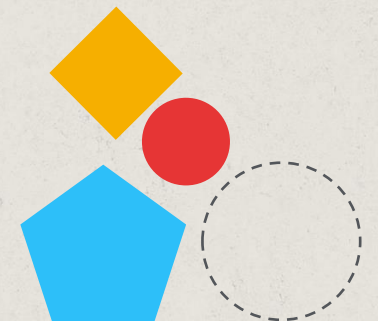
2   Cultivate and capitalize on workers' **human capabilities**

3   Help workers **refresh their skills**, step into **new roles**, and adapt to a rapidly **shifting job market**

4   Help organizations develop the vision, resilience, and speed to **thrive under challenging conditions**

Signals your organization should embrace and encourage digital playgrounds

- Your workers and leaders are **excited about the possibilities of AI-enabled work** and are looking for opportunities to experiment and explore, but don't know where or how to do so.

- Your workers are **already experimenting with tools such as generative AI** in their work, with or without the organization's approval.

- Your workers and stakeholders are **worried about the long-term viability of workers' skills** due to tech disruption.

- Your organization is using digital tools like VR and digital twins to transform work but isn't using them to **enhance the workforce experience**.

- Your organization is using analytics to inform **short-term workforce-related objectives** but hasn't tapped its potential to **explore and plan for possible futures**.

- Your competitors are **getting to market with AI-enabled solutions faster**. Boards and investors are demanding **more and faster innovation**—especially related to AI—while also calling for **less risk**.

Generative AI examples made real for Employee Experience

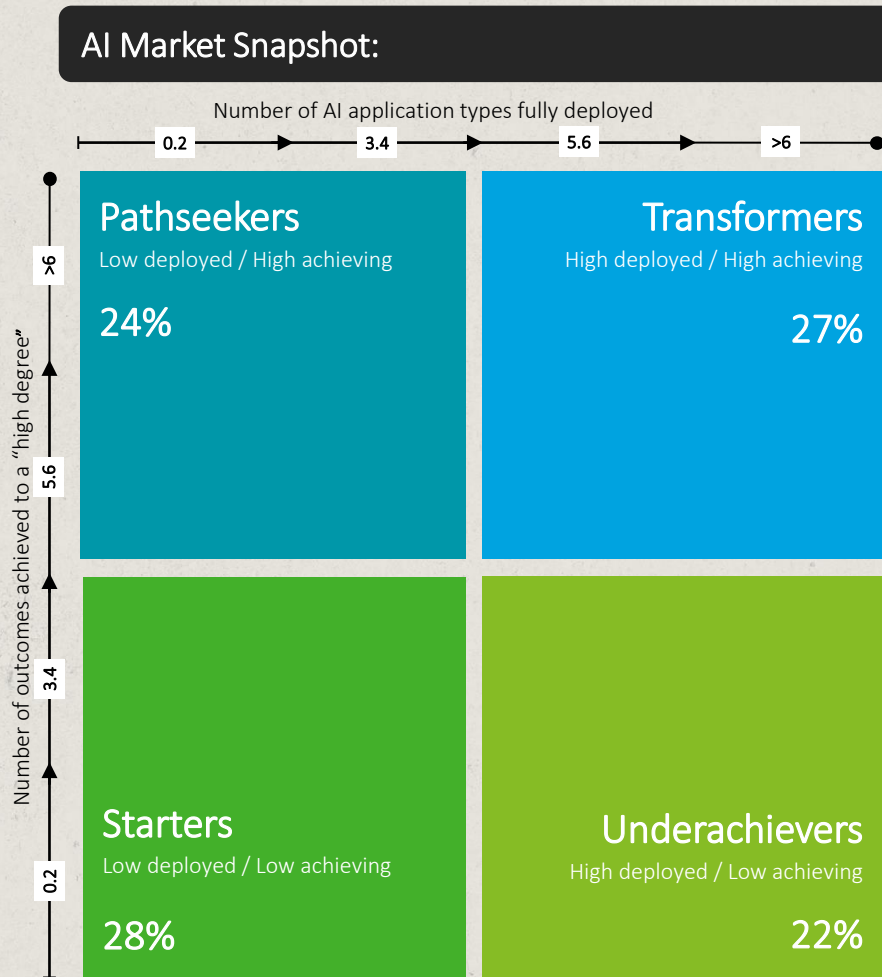| Hire		Train		Support & Grow

Key Activities

Talent Acquisition

Talent Onboarding

Learning and Development

Employee Engagement and Well-being

Performance Reviews and Career Progression

Generative AI Use Cases

Generate headcount plans and job requirements	Create tailored onboarding and training materials by role, geography, level, etc.	Create on-demand training materials (docs, videos)	Recommend trending well-being programs	Collate and summarize performance reviews
Draft job descriptions and posts for recruitment portals and social networks	Provide chat and phone-based support for new / existing employees	Create personalized badges / certificates, and update profiles and internal resumes	Create on-demand well-being content and guides	Recommend performance ratings based on reviews
Screen and extract resume content	Generate employee profiles and summaries for internal directory / intranet	Enable conversational search for enterprise knowledge	Auto-draft and auto-correct internal correspondence and paperwork	Support career goal-setting and milestone tracking
Summarize candidate profiles for interviewers			Provide chat and phone-based support for mental well-being	Explain performance ratings and rationale
Transcribe interview recordings			Summarize and draw insights from employee experience surveys	Explain compensation breakdown

How can HR help organizations improve AI Outcomes?

94% of business leaders agree that AI is critical to success over the next 5 years

AI Market Snapshot:

Number of AI application types fully deployed

0.2 → 3.4 → 5.6 → >6

Number of outcomes achieved to a "high degree"

>6

Pathseekers	Transformers
Low deployed / High achieving	High deployed / High achieving
24%	27%

5.6

Starters	Underachievers
Low deployed / Low achieving	High deployed / Low achieving
28%	22%

3.4

0.2

Actions to Improve AI Outcomes:

1 **Invest in Culture and Leadership**
The workforce is increasingly optimistic, and leaders could do more to harness that optimism for **culture change, establishing new ways of working, and to drive greater business results with AI**

2 **Transform Operations to integrate new technology**
An organization's ability to build and deploy AI ethically and at scale largely depends on **how well it has redesigned operations** to accommodate the unique demands of new technologies.

3 **Orchestrate Tech and Talent**
Technology and talent acquisition should no longer be considered separate. Organizations should strategize their approaches to AI based on the skill sets they have available, whether they derive from humans or digital solutions.

4 **Select Use Cases to Accelerate Value specific to YOUR business**
Selecting the right use cases to fuel your organization's AI journey depends largely on **value drivers for your business, influenced by your sector and industry context.**

Challenges in Thailand

Growing Interest amidst challenges

- Limited AI Talent

- Digital infrastructure

- Data quality and accessibility

- Regulatory environment

Opportunities

- **Tourism :** Personalized experience, Image recognitions

- **Agriculture :** Precision farming, supply chain

- **Healthcare :** Imaging analysis, personalized medications

- **Finance :** Fraud detection, risk assessment, customer services

How play and experimentation in digital playgrounds can drive human performance

Democratize access to Digital Playground

Encourage play

Negotiate worker data

Use digital playground to **co-create**

Focus on human sustainability

Summary: The new math of **human performance**

14,000+
responses

95
countries

→ Our research revealed that the more ***boundaryless*** work becomes, the more important ***human performance*** becomes.

As work becomes more **dynamic and cross-functional, traditional productivity** metrics such as hours worked, and time spent on tasks **fall short**.

Instead, the focus is shifting towards **measuring human performance**, which encompasses a broader range of human capabilities like **curiosity, empathy, and creativity**.

> "It's not about doing more; it's about ***doing better, with a sense of meaning***.."
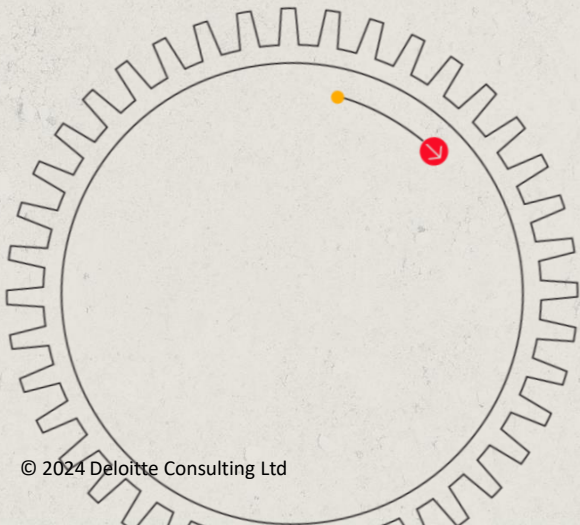
$$\text{human outcomes} \quad \times \quad \text{business outcomes} \quad = \quad \textbf{\textit{human performance}}$$

Thank You

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