Transforming human capital for the future
Digital is the future—but what does that mean for the workforce?

The CFO of a leading telecommunications firm had a broad mandate for digital transformation across the organization. Leadership was working to understand what that meant for their specific challenges, and they kept coming back to their workforce. What would the work of Finance look like in their newly transformed organization? The company would be relying on newly implemented digital tools to get work done more efficiently, and the CFO recognized that such a deep adjustment would require a cultural change, as well as a revising of organizational and individual capabilities. He also knew he needed to change how people approached problem solving. But he wanted to know: what is the art of the possible for Finance workers? His team asked Deloitte to help.
Looking ahead

This organization will continue to increase awareness among its workers about the technologies that are coming to their firm, allowing the firm to evaluate its process further. At the same time, with digital transformation in mind, the organization is starting to hire differently, train differently, and promote differently. The capabilities that these technologies can unlock, such as automating via robotics and decision making with advanced analytics, will continue to be seen across the entire Finance organization. For this company, the future of its finance workforce is getting closer every day.

What happened next

With this organization, we started examining the basics: What is the size of the Finance workforce, and what does this firm expect from these workers a year from now? And as important, what did Finance expect from its new technologies? The client knew that specialty functions like tax and treasury would be augmented by technologies like visualizations, and Finance’s new delivery models would become a hybrid of a more decentralized workforce, global business services, and humans with machines. We also examined together how capabilities like robotics and artificial intelligence (AI) could fundamentally change how this client’s Finance organization worked. After understanding the client’s vision for their future, we helped them create a digital finance awareness campaign, to enable employees to understand the opportunities, and give them a common foundation of knowledge and vocabulary to talk about the future. The result? A deeper digital savviness across Finance—and employees who could clearly see their future in an organization that was rapidly changing. The CFO was able to share the mandate for digital transformation, building up buy-in for the initiative.

The toolkit

This client used a multichannel approach to roll out the awareness campaign, including videos featuring leadership, emails to the entire Finance organization, and animations to explain technologies such as blockchain and robotics that served to educate and excite workers about new ways of working. We also helped leaders create an organized curriculum around the technologies so that employees could see how AI and blockchain could transform their jobs, as well as unlock new opportunities for them.
Contacts

Steven Ehrenhalt
Principal, US and Global Finance Transformation Leader
Deloitte Consulting LLP
Tel: +1 212 618 4200
Email: hehrenhalt@deloitte.com

Anton Sher
Principal, US Finance and Enterprise Performance—Finance in a Digital World™ Leader
Deloitte Consulting LLP
Tel: +1 213 553 1073
Email: ansher@deloitte.com

Jonathan Englert
Senior Manager, US Finance and Enterprise Performance
Deloitte Consulting LLP
Tel: +1 215 405 7765
Email: jenglert@deloitte.com

Jamie Weidner
Senior Manager, US Finance and Enterprise Performance
Deloitte Consulting LLP
Tel: +1 212 618 4268
Email: jweidner@deloitte.com

Contributors

Robert Dicks
Principal, Human Capital CFO Services Leader
Deloitte Consulting LLP
Tel: +1 917 721 2843
Email: rdicks@deloitte.com

Paul DeRemer
Senior Manager, Human Capital
Deloitte Consulting LLP
Tel: +1 347 224 3685
Email: pderemer@deloitte.com
To find out more, please visit www.deloitte.com/us/crunchtime.

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