



Human focused: Embracing the social enterprise

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David Mallon (David): Hello, and welcome back. In this episode of Capital H, we will explore how one organization is embarking on its journey to become the enterprise of future by reinventing work through the lens of their workforce, their organization, and their HR operations.

To be successful in the future, organizations need to lead as social enterprises, accountable for growth with both investors and a wider group of stakeholders, including

their employees, their customers, and society. In order to accomplish these ambitious goals, organizations must reinvent the way they think about their workforce, the organization, and how HR supports these all to focus on the core of all business operations: the human. With me today is Lucien Alziari from Prudential. Lucien will talk to us about Prudential's journey to be just this kind of leading, human-focused social enterprise as he prepares for its future. Afterward, my co-host, Burt, will talk to two

of our Deloitte leaders, Jennifer Radin and Steve Hatfield, about the evolution we're all experiencing as we move towards the future of work. Welcome, Lucien.

Lucien Alziari (Lucien): Hi. Thanks for having me.

David: Thanks for coming. So let's start by giving you a chance ... Tell us your role, give us a sense of your place in the organization, and also tell us a bit about your journey.

What brings you here today in terms of your own career?

Lucien: So I'm chief HR officer at Prudential Financial, which is a Fortune 50 financial services company. We're based in Newark in New Jersey. I'm a UK citizen by background, and have been very fortunate to have worked for a number of good companies. So I grew up with PepsiCo and ran talent management there, and then for the last 15 years, I've been a chief HR officer, firstly at Avon in New York, then with Maersk in Copenhagen, and for the last two years I've been at Prudential here in New Jersey.

I've also been fortunate that it's been a very international career. So as I say, I grew up in the UK, but now we've had stints in London, Vienna, some time in Dubai, a lot of time in New York, and then four years in Copenhagen. So I've been fortunate in the life I've got to live as well.

David: Sort of an amazing background, and I'm sure in your own journey, you've seen quite a bit of change. So my understanding is, at Prudential, your overall purpose statement, your mission, has recently changed. Give me a bit of the backstory here. Why? What's changed in the world around that has had your organization thinking differently about why it exists?

Lucien: Well, I think I'd say as an introduction that Prudential, which is 144 years young, has always been a very purpose-driven company. So actually its inception was really created through meeting a societal need, which was the need to provide insurance to working-class families who weren't getting coverage anywhere else. So we've always been a purpose-driven company, and our culture has always been a powerful differentiator for Prudential. It's one of the reasons why I came to the company, and if you ask Prudential employees what keeps them here, everybody says it's the culture.

What we found about a year ago was a need, probably, to make a culture that was very implicit much more explicit. So we wanted to be able to articulate that in a very compelling way, both for our existing employees and also for future talent that would be interested in talking to us as a company. And obviously, we wanted to be attractive to world-class talent. We spent about a year as a senior leadership team really delving into what our culture was, what we wanted it to be in the future. And as we got deeper into that journey, we really got into the whole notion of purpose, that actually culture is an expression of our underlying purpose. And so we spent quite some time trying to capture who are we as a company, what's our underlying DNA and purpose, and how can we capture that in a way that is motivating for all of our employees? Both capturing who we are today, but just as much who we want to be in the future.

So it was a little bit like writing the US Constitution. So I've got much more affection and respect for Thomas Jefferson now, but we ended up with a one-sentence purpose statement, and it's ... I'll read it to you, because I think it's quite powerful and it stands in its own right. It is, "We make lives better by solving the financial challenges of our changing world." And we took that on with, I think, due acknowledgement of the bar that we were setting for ourselves, but also being able to have 50,000 people rally around the fact that every day we're coming to work, we're helping to make lives better. It is very true to, actually, the underlying purpose of the last 144 years, and it just feels much more contemporary and much more challenging in terms of the bar that we've set ourselves going forward.

David: I want to push a little further on one aspect of what you said, and that is this notion I'll paraphrase as meaning. I would say an overall banner headline of our latest look in capital trends study this year is this notion of how we reinvent work with the human

purpose. And in particular, how we help our employees find meaning in work. And you talked about how a major reason that your employees tell you why they stay is this notion of purpose. How do you see this new mission statement as being core to creating a sense of belonging in your organization?

Lucien: Well, the good news about purpose and meaning is that it's actually just as relevant to any demographic, age group, ethnicity, any way that you want to segment the employee population. The good news is that the purpose, I think, is just as meaningful and has just as much resonance with any of those groups. So I know that some of the literature says one particular generation is much more meaning-driven than others.

Our experience has been everybody wants to work for a company that they believe in and enjoys doing work that they can see the end results of and feel proud of. So for us, it's just really been an exercise in making something that was always there but was less explicit, just making that much clearer and making it much more of a consistent rallying point in all of our conversations about our business, our culture, the contribution that we make to the wider communities in which we live, and it's a consistent kind of North Star for us that brings us back to our underlying purpose in all aspects of our business.

David: So there are many segments in that workforce that you speak of. You've talked about how Prudential's not a startup, it's a 144-year-old company. And obviously, the workforce has changed, I'm sure, fairly dramatically ... I'm sure just in the time you've been there, it's changed pretty dramatically. Your workforce is now very much an ecosystem and includes your employees, partners, channels, contingent workers, and so on. The alternative workforce is not so alternative, I'm sure. And you're seeing a significant increase in the use of

machines alongside those humans—artificial intelligence, robotics, and the like.

How do you see Prudential evolving in this context of stitching together this broader workforce, adapting to this changing nature of who even makes that workforce up?

Lucien: Yes, I think that we've always got the overall task of making sure that Prudential is a talent-enabled company. So we always need to be able to say that wherever the business wants to go from a strategic point of view, we have access to the talent and the capabilities that we need to get there. And as you say, the nature of that talent, whether that's within the organization or partnering with the organization, an assignment base or a contract relationship, that's probably shifting a little bit. Not dramatically, to be honest. I think our bigger obligation is to make sure that the workforce that we have is enabled to embrace the future, to meet the future with a positive orientation, knowing that many of these technology tools ... I think for the first time in my career, they're really coming to the fore at scale now, so they can really make a significant difference to the way in which we think about work and how it gets done.

So for me, the notion of the new technology and AI, automation, machine learning, it is just giving us a whole new toolkit with which to meet the needs of our customers going forward. And I think that last point is always worth coming back to, which is that we're always designing our workforce, and the capabilities that we have, whether that's internal or external, they've all got to be squarely focused on understanding where are our customers, and how do we best meet them where they want to be met, and how do we do that in a differentiated way versus those that would be competing for that business?

David: That makes sense. I think one of the interesting conversations we're hearing from many organizations like yourselves, though,

is we want to meet our customers where they want to be met. We want to meet their expectations in a rapidly changing world, but we're also finding that we need to do the same with the workforces themselves, with our employees, with our broader workforce populations.

They have their own changing expectations, and they're increasingly expecting us to meet them where they are. When I go out and I talk to organizations, a common prop that is really easy to use is those smartphones we carry around in our pockets, and we've just become so dependent on, and maybe in some cases, even become so addicted to on some levels.

And I think it's really easy to forget that these kinds of technologies have only been around a short while, maybe a decade, in that particular device. And we take for granted the level of agency that we now have available to us. We can do amazing things with those devices. We can look up any piece of information, we can find any person we want to, we can order pretty much anything, process any transaction. We can make sure the delivery person is met at our door and order a car and sign up for a mortgage while we're on the way to some place. These are all things that we can do. And so that level of agency that we're trying to expect in our personal lives, it's not surprising, on some level of that, that our employees are coming into the workplace expecting that same level of agency, a much different expectation for the sort of relationship that they have with their organizations. They want to know, why is it harder to be an employee than it is to be a customer?

So let me get your reaction to that, and let's start with maybe the changing expectations just for opportunity, for career mobility, for the ability to move around in the organization and to grow and to change in the context of how they provide value. How do you see that playing out in Prudential?

Lucien: I think that's going to become a sweet spot, because the way that we describe it to our employees ... We have the benefit of being a Fortune 50 company, so we've got the size and the scale to be able to offer our employees opportunities to work in different functions, different businesses, different geographies, all within the overall environment of one company that they know and want to stay with. So that's the real benefit that we can have from the diversity of businesses and geographies that we've got. And I think it's one of the reasons why we've had a pretty good track record of acquiring really, really good talent. And we've got very high retention rates, so we have very low turnover. And I think it's the combination of a culture that people enjoy working in, a purpose that they believe in, and then the kind of opportunities where the growth of the company and the evolution of the company continues to throw up new opportunities to people.

I think our organization has put that story together so that our employees understand it, and as you say, we're all shoppers now. And so it's easy to understand sometimes all of the opportunities that are there outside the organization, but I think once we put the story together for employees and help them understand the true breadth of opportunities that they can have, and the kind of fulfilling careers they can have with us, I think that's one of the reasons why, as I say, we can attract talent and we've done pretty well at keeping talent.

David: Are you focused in any significant way on the broader notion of a workforce experience, particularly in terms of how you're designing jobs, how you're ... and how you match job to role or match opportunity to employee? Does that make sense?

Lucien: Well, I think that's always the art of great HR, is always trying to find the best fit between the needs of the businesses determined by strategy and the hopes and aspirations of the people and how you can

best put together business needs and giving individuals and groups opportunities to contribute in new ways. And the how of that has changed over the years, but that's still the magic of HR, is the ability to put those together in a very compelling way, and it is one of the reasons why I think the work that we do is so meaningful as HR leaders, is because we help businesses win, really, by helping individuals achieve the kind of growth and potential that they've got, and we do that where everybody wins in that equation.

David: In that context, do you see teams in particular as becoming more part of that conversation, teams being more of a unit of analysis and more of ... ? Well, I guess on some level we've always worked in teams, but is the notion of the team as primary to design, to productivity, to how employees work, to even potentially even well-being and rewards and recognition and so on, do you see that increasingly as a key part of the conversation?

Lucien: Interesting question. I think I come at it a slightly different way. I'd say in terms of our understanding of work in organizations, I think the notion of the project rather than the job is going to become more prevalent. And so once you start to say, "Is the project a unit of currency?" that obviously does take you to how do you aggregate individuals to come together into project teams on a defined period of time and for a defined purpose? So I'd say that's the way that we see it going. We've always had a consideration of both individuals and how you create great teams, and I'd say that balance between those two ... I don't see that shifting dramatically, but I think the unit of analysis on the organizational side is going to be much more around project now than roles.

David: Do you see project as always matched up to customer need or problem, or are there other organizing constructs?

Lucien: I think customer is always a great place to start, but in a large global enterprise, I think everything at some level of abstraction has a line of sight through to the customer. But I think there are many organizing constructs that define how and when we bring people together to work on particular projects or pieces of work.

David: Is this shift towards focusing more on projects as that unit of analysis ... Do you see that changing, in any way, the culture you talked about at the start, how you recognize when you're successful, how you recognize success at the individual level or as an organization?

Lucien: I think time will tell. I think the notion of ... If the project is the unit of analysis, you do begin to think about what individual and teams ... How they're composed and how you put them together to best effect. So in order to do this well, we're going to have to know a lot more about the skills and capabilities of our people, and for me, that is all upside, just being able to unlock all of the latent skills and capabilities that our people bring to work every day, and then how we play that through in terms of rewards, recognition, performance management—obviously, we've got to shift some of the ways in which we do that over time.

And I think we've got a lot to learn from some of the professional services firms that, really, that's been their operating model for decades, about how you bring work and individuals together in a much more fluid way, a much more dynamic way. So we're spending quite a bit of time talking to partner companies that ... whose business model is more attuned to this from the last few years, just to learn from them, and then find our own best Prudential solution for that going forward.

David: And you talked about HR's role in this conversation, so I would imagine that this is a tremendous opportunity for HR to help the

organization at large add some level of adaptability and flexibility to the organization itself to support its future needs. Is that true?

Lucien: It's a huge opportunity. I think HR is always accountable for helping businesses win and deliver on strategy, and as I said, making sure that we are talent- and capability-enabled. So this is in some ways ... The underlying rationale for HR doesn't change, but this is, I think, a new expression of it, and really does give us the opportunity to get right into the heart of the business and how we organize to deliver on customer needs as they go forward. So I think it's exciting. Some of the best journeys in life are the ones where you don't know all the steps in the journey, and that's why I'm excited about this one, where we're kind of learning our way into this, and it's a great way to demonstrate that we understand where the business is going, and we can really be creative and resourceful in helping the business organize in different ways and act in a much more fluid way to basically stay up with the needs of our customers.

David: This seems like a good place to close: You talked earlier about a North Star for Prudential, and you started off by giving this little sense of your own journey. What's been the North Star in your career? What advice would you give to another head of HR, someone following a similar path that you followed, in terms of ... What advice would you give another leader who wants to succeed in this, really, ever-changing industry and take advantage of these important opportunities for HR going forward?

Lucien: I think it's important that each one of us brings a distinct perspective to the roles that we have, at whatever level of the organization. But obviously, a privilege of being a chief HR officer is you get to play on a very broad stage and make a wide impact on the company. So I think it's just worth every leader thinking through, "What

is that distinct point of view that I bring that will help the organization maybe think in different ways than it has done in the past?" So my particular lens has always been a combination of ... very much around talent, very, very focused on what makes businesses win, and really enjoying doing that in large international companies that have got size and scale and complexity.

So that's my answer, but I think the beauty of these roles is that each of them does bring different lenses, different perspectives to that. And so my message to ... My encouragement to all of my colleagues is, find your own distinct voice on these issues. And then I would say to anybody, once you've found that, then make sure that you're working for a company that really is aligned with your values, because of all of the reasons that we've talked about, the importance of meaning and purpose. Make sure you're surrounded by really talented people. And then make sure that you're continuing to challenge yourself and stretch yourself with new experiences rather than doing a different version of the same thing.

David: Thank you for that. That notion of always looking for ways to challenge yourself is definitely a value that I hold and fully endorse. Absolutely. Lucien Alziari, I want to thank you very much for joining us here today. It's been a privilege, and I'm sure our listeners will think it as well. Thanks so much.

Lucien: Thank you.

David: Thank you, Lucien. What I find particularly powerful about this look at Prudential is, HR's at the center, HR is catalyst—HR is melding business and customer needs with the needs of your people, both as individuals and as teams. Now, to give us some broader perspective on preparing organizations and people for the future of work, my co-host, Burt, will chat with our Deloitte Consulting colleagues, Jennifer Radin and Steve Hatfield. Jen is our health care chief innovation officer and Steve is our Global Future of Work leader.

Burt Rea (Burt): Hi, and welcome back. This is Burt Rea, your host for today's episode of Capital H. Joining me now are two colleagues of mine, Jen Radin and Steve Hatfield. Jen is our US leader for Deloitte health care provider, human capital practice, and Steve is our leader for Global Future of Work and a member of our Global Workforce Transformation practice. Welcome, Jen and Steve.

Steve Hatfield (Steve): Thank you, Burt.

Jennifer Radin (Jen): Thank you, Burt.

Steve: Glad to be here.

Burt: Great to have you both. So we'd like to continue the conversation on future of work and thinking along the lines of ... Let's get started with what does future of work mean to you, and Steve, you're our expert, so I'd love to get your perspective on how are we seeing this evolve and develop?

Steve: So future of work is a pretty hot topic right now in the marketplace. I think that most people are grappling with the recognition that dramatic changes are afoot around how work is done and how we work and how we think about work, workforce, and workplace. Trends like the ubiquity of technology, the tsunami of data, Industrial Revolution 4.0, all driving toward increasing levels of automation and different trends around dynamics and demographics and talent, the gig economy, Generation Z entering the workforce, and collectively it's creating some dramatic and significant changes in how work will shape in the future and a world of opportunity around doing that.

Burt: It sounds very exciting and hugely complex, so many different factors coming together. Jen, in the work that you do with health care providers, how are you seeing this impact that sector?

Jen: Well, it's interesting, and I think Steve's points are so, so, important, and in health care it's such a huge human sector, and

healing and recovery are so much about the human touch, and so one of the things that we talk about a lot in health care when we talk about the future of work are what we call the Quadruple Aim. So how can we leverage the work, workforce, and workplace concept as we think about the four parts of health care that we are really trying to move forward and change as part of this evolution, and that would be access—how do we create the access for everyone in the U.S. to access the health and health care services that they need? How do we enhance patients and family engagement and satisfaction, because we know that when our customers and consumers are better engaged in their health care and with their health care system that the chances of them staying healthier and well and the chances of them recovering and re-achieving health are much higher?

How do we ensure that clinical outcomes are either enhanced or at least not degraded? And finally, how do we use some of these new technologies and new ways of working to work on and reduce clinician burnout, which of course is a huge problem in our system for both physicians and nurses? And so some examples of that, taking clinician burnout as one, are things like using interesting technologies, automating technology around EMR systems. One of the things that is incredibly endemic to physician burnout in particular is this need to write the medical notes, and I'm sure everyone has heard about this, and there is often two, three, four hours at night spent editing or writing. The medical note is incredibly important because it is the system of record for the patient's health and health record. Well, there are technologies today, both voice as well as RPA, that can really help with that and ease the burden at that time, and so that's one great example of how we're thinking about future of work around these important pieces in health care.

Burt: Yes, and I think it's interesting to think about the implications of that. For example if a hospital is completely automated, that notes process, does that mean they're going to need less doctors? Absolutely not;

it means we're going to be able to see more patients and provide more human care, if I understand it correctly.

Jen: Yes, great point.

Burt: So, Steve, I'd love to bring you into the conversation and maybe zoom out a little bit in the bigger picture of future of work. We talk about this fourth Industrial Revolution with all the capabilities and technologies, robotic process automation, AI, cognitive, and yet we're not seeing the productivity list with this fourth Industrial Revolution that we saw with the previous one, two, and three. What's our theory behind that?

Steve: Yes, it's a great question, Burt. I think ... I think part of the complication lies in the complexity of the technologies themselves and the way in which they come together to form a work solution, so it's not just the robot or the AI, it's the robot, and the AI, and the drone, and quantum computing in combination that's upending a supply chain for a consumer products company. So the dilemma becomes "How do we think about these different work solutions in tandem?" and I think the secret lies in two places. So one is, it's a work solution, so it's not about a technology solution, it's about a work solution, and so we need to think about it from a workforce standpoint: How will these technologies come together with the worker in delivering on a business outcome, and testing that as supposed to just prototyping the technology itself?

And then secondly, we think it's also connected to the fact that, similar to what Jen was saying, if these technologies can tackle the routine, rote, algorithmic work and unleash people in their capacity to do more, and that more being higher value added and things that relate to a human experience, then you're actually creating a more meaningful job, something where the individual is actually practicing their craft. So for example, 70 percent of an engineer's time today is spent finding the data. Think about what it will look like when that engineer can

use that 70 percent of work at engineering. And if you start connecting those dots, you start creating a more meaningful experience for people at work, and that meaning means that they are able to get more out of their job, make more of an impact, feel more connected to the work they're doing every day, be more excited about what they're doing, be more engaged in what they are doing, and the productivity gain that should result from that will start to emerge. So my theory at the moment is the complexity of the technologies together not actually shaping a work solution and not actually creating meaningful work in the process is what's hampering our ability to see that gain in productivity.

Burt: Yes, that's fascinating. And I think related to that in our Deloitte Human Capital Trends report that just came out, we talk about this concept of "superjobs," the idea of automating tasks and portions of work which allow us to combine the human portions of work together in new ways. Are either of you seeing that evidence in some of the organizations that you are working on?

Jen: It's a great question, Burt, and of course, in health care, yes. It's interesting, when we talk to health care organizations, and we have been across and back the U.S. in the last two years—because, as Steve mentioned, this is such a hot topic, and I think people are really feeling it, because they are starting to feel these trends all around them—so in health care in particular, we talk about being in this first wave of innovation with two more to come as we move towards the future of health, and the future of health has all sorts of interesting hypotheses around it, including an n=1 from a personalized medicine perspective, consumers really owning their health data, not only their personal health data, but that combined with environmental data, that combined with the organizational data, and being able to bring those datasets together through an interoperable platform that will be able to enable them.

For example, if this asthmatic wakes up in the morning, that person would be informed immediately of a high pollen count during the day and perhaps the need to take an additional dose of the inhaler, and perhaps a recommendation around not going running in the morning, if that was on his or her schedule, but to move that later in the afternoon, and it's reorganization of the day around that person's chronic condition, to make it more manageable and make the day flow better. And so as we think about those kinds of trends and then we think about the generational trends as well, with Millennials becoming today 50% of the workforce, in five years 75% of the workforce, and understanding that Millennials, as we know from all of the research, like to work differently. So for health care, the good news is, Millennials are very interested in impacts and social impacts and creating good, and of course that is what health care is all about.

However, Millennials also want to work in flexible environments from a proxy perspective, and they expect technology to fully enable the work that they do, and we know that they generally change jobs about every 16 to 18 months—not organizations, but jobs—and so when we talk to health care organizations about this, particularly COOs, we have conversations to say, "Are you organized this way, do you have rotational programs, do you have the collaborative technologies in place, do you have performance management systems that will allow these workforces to able to work from various physical places so that you can monitor their outcomes, but not necessarily monitor the process along the way?" and getting comfortable with that, because I think in health care, folks are so used to seeing each other and seeing the work as it gets done, and it's being able to track and manage work that's being done in many, many, many locations. So those are some of things that that we've been having lots of discussions about—culture shift, mindset shift, technology shift that needs to happen—and of course, directors and vice presidents and everyone in the leadership

group of the organization needs to be able to introduce these ways of working.

Burt: Yes, I really resonate with what you said about “mindset shift,” because I think that’s the opportunity that’s still on the table. We’ve got all these new capabilities, new technologies. Steve, as you said before, are we really using them or when ... I think it does start with that idea of mindset, the motivation, the intention, if you will. So, Steve, again, I’m coming back to you to open the aperture for us. What other industry examples have you seen. What other leaders in this space are thinking about recombining jobs in new ways in this future of work world?

Steve: Yes, it’s very interesting, Burt. I think the advent of superjobs is new, and organizations are just starting to connect the dots on the art of the possible here. So some of the ones that I think are really interesting that I’ve heard about are, banks are looking at future of work, not just because of what it means for their own internal workforce, but because of what it means for their customers. And if an individual skill and capabilities in the new world are going to be an indicator of their financial success, then investment advisers today, who are spending less and less time on the actual management of the portfolio thanks to the algorithms, and can spend more and more time thinking about their clientele and their client base and what they need as individuals, are starting to move into a world of potentially career coaching, or potentially community organizing around taking groups of individuals together to work on a platform, or helping individuals think through the process of their career and the skills they need to be successful financially. So now you have an investment adviser connected to a community organizer connected to a career coach. It’s a completely different model for that job and that job req and family and skill set, and things like that are now starting to happen.

Burt: I love that example because all three of those roles are really focused on the client, the customer, and not just their financial

well-being, but their overall well-being, their psyche, their feeling of connectedness in the world. That’s fantastic.

Steve: Precisely, and it goes back to the earlier comments about connecting the dots around the human experience. So along with the rise of these complex technologies is an equal advent in the import of the human experience, and if we can connect that to the kind of superjob that’s being created, then we’re creating much more meaningful work for people.

Burt: Which almost to me thinks of ... We’re kind of flipping the 80-20 rule, which was I had to put up with 80 percent of the trivia and administration in my job to get to that 20 percent of the good stuff. Let’s flip that and talk about my job now being 80 percent meaningful, purpose-driven, and I only have to deal with 20 percent of the administrivia.

Steve: Precisely.

Burt: So, Jen, you had an opportunity earlier in the show to speak with Dr. Laura Forese, who is the CEO at New York-Presbyterian. What were some of her thoughts on this topic of future of work, what insights did you take away from that discussion?

Jen: So, Laura and I have been colleagues in the space of innovative thinking and health care for a long time, and she’s been a great thought partner between New York-Presbyterian and Deloitte for many, many years. She has an interesting and very optimized structure and way of thinking about future of work in New York-Presbyterian, and I say that because not only is she piloting a number of different ways of working and new technologies—everything from live robots through technologies in stroke ambulances that allow CAT scans to be taken in situ, when you arrive at the patient—but she also has an entire structure in place, and the work that they’re doing is actually at the board level. And I think that’s so interesting, because future of work, and workforce strategies overall, really need to come from leadership. It’s very hard, I

think, to do these things in small type of projects, but when you have a leader who’s so forward-thinking and so intentional and philosophical about work and the way work is done, it really starts to all come together. So what do I mean by that? She led the creation of a set of policies and philosophies—really philosophies, not even policies—how are they going to think about changing work and using technologies, and what kind of criteria are they going to use when they evaluate technologies to bring in and technologies that they will not bring in? She gives a number of good examples of this in the interview. And then from there, she created an infrastructure, if you will, a team that included technology operations and HR working together, bringing all of their different domain expertise and lenses to the table, and that then became the taskforce that would identify and evaluate great opportunities throughout the entire system.

The executives, team has purview over this and is very visible there, and as I mentioned, so does the board, and I think that visibility and the tying in to their overall strategic priorities and strategic plan is what has made this so successful. A couple of the examples that you talked about that I was particularly taken with were using work, workforce, and workplace as a model. The work was changed through having these CAT scans within the ambulance, and what’s interesting, I think, in technology—and Steve, you referenced this definitely happening in medical technology as the unit size shrinks— all of these machines that used to be enormous and very expensive and can fit in only one place are now portable, so imagine a portable MRI or a portable CAT scan going to where an event has happened, and of course, as we know, in stroke literally every second counts. So if you can evaluate the patient when you reach them and do not only the physical evaluation but the scan evaluation, and then you have a neurologist, who is in a central place monitoring all of this data input in these screens and providing direction back to the emergency response team, the seconds and the minutes that you save by intervening early, either with a drug

or another kind of intervention, can mean vast differences in brain health and brain recovery. And so that's a good example of collocating the work of the neurologist, the expert, but using proximity around the other part of the work in the process, so we thought that was really, really interesting.

Burt: That's great to hear, and again, it comes back to that intention, motivation, mindset, and that really is the role of leaders, to set that tone, to drive that culture, almost.

Steve: I think that there is a couple of things that need to happen. One is, organizations need to own the narrative on future of work in a different way than the media is owning it. Right now the dialogue is often, in the media, the robot apocalypse and the loss of jobs, and that's not what's going to happen. Now some of that will happen, and there will be some transition, and we need to pay attention to it, and there are dramatic implications for public policy and society writ large. But there is also a world of opportunity. We have the opportunity to create a future of work that has meaningful jobs for all, and organizations stepping into that narrative will create more interest and excitement for their workforce, and that's part of the mindset shift.

In addition, more and more what will need to be part of the future is lifelong reinvention, a constant cycle of dynamic upskilling and reskilling.

Jen: And then the other piece around all of this, I think, is thinking about how do we prepare workforces for those capabilities and skills that are enduring, that are skills and capabilities, attributes, that we probably will not ask machines to replicate, and then thinking about things like creativity, empathy, collaboration, communication. These are things that we've often called the softer skills that I think are now actually becoming the harder skills, and as we think about how do we elicit those in our workforces and how do we create experience and exposure opportunities for our workforces, across all areas of the health care system, to really be

able to engage and develop ... We know we can develop those skill sets. And so that's something that I think is really, incredibly important as we start to think about workforce strategies going forward.

Burt: So Steve, you talked before about meaning and bringing that to employees vis-à-vis this idea of superjobs, this idea of creating greater satisfaction. How do you see that playing out in the larger society that we live in? What do you see as some of the downstream benefits?

Steve: So at the moment, I think that there are a lot of jobs out there that people are doing where they don't have a great sense of dignity or self-esteem for their work, and perhaps they are doing it for reasons that have to do with survival and meeting financial needs and so forth, and I want to stress again that society writ large needs to step into helping everyone transition into this new world that's coming for fear that certain folks will be left behind. But you can begin to see a world where the work that one is doing feels much more meaningful, and brings much more dignity to someone, because it is connected to creating that human experience and enabled by technology, or not. In some cases, they are saying that the rise of things like the art and the artisanal is part of the ongoing trend around creating a human experience. Things that are more bespoke and handcrafted, things that are created, the act of creation, far more human-generated, are actually on the rise and far more valued today. And so part of what could likely emerge is a world where you are doing a certain type of work on the gig economy based on a particular platform, you are providing something that has a bit of a human experience to it, something that involves creativity and design, but you're also a creative in your personal pursuits, and you're doing things that are handcrafted and created in that fashion. Those things could also potentially be a source of income—think of Etsy and the online marketplaces that now exist today—and you will craft a portfolio of what you do in the future, based on your interests and

passion, that provides far more satisfaction and far more dignity, and more and more and more and more of that could emerge if we nudge society in that direction.

Burt: I'm sold. Sign me up! Well, Steve, Jen, I think you've allayed a lot of concerns about the future of work and this myth of the robot apocalypse. I think, actually, we're now thinking that we welcome the help, we welcome the automation capabilities to allow us to do the more human aspects of our work. As we wrap up, any closing thoughts you'd like to share?

Jen: Sure, Burt, thank you so much. I think that as we think about health care and the disruption that we're seeing—a very positive disruption, by the way—that we're seeing with the advent of scientific breakthrough, with the ability to map the entire genome in a day or two for \$1,000, soon to be \$100, lists of new ways of being able to deliver health and health care through virtual platforms, which are continuing to emerge and become increasingly more accurate and better with the use of artificial intelligence to help lead scans and pathology reports, I think what we're seeing is this incredible disruption, and it's an incredibly exciting time to leverage all the good thinking around future of work, because as this disruption changes how we work and what we do and how you do things in health care, having a framework and a logical way of thinking about it is incredibly important.

What we do tell people, and advice when we're advising in this space, is standing still right now is not an option, and I think Thomas Friedman has this wonderful concept around dynamic stability—that in a world of disruption, you have to keep moving in a direction in order to remain stable. And I think for health care this is so true. We actually recently completed a study with the Center for Health Solutions where we surveyed and interviewed over a hundred COOs and CAOs of health plans and health care providers, and we were surprised but thrilled to see that over 75 percent had embarked on either a strategy around the

future of work or, in fact, were running pilots of some sort today or, in fact, had rewritten a workforce strategy for 2025. And so there is a lot of the activity out there and a lot of interest, and it's really exciting to what Steve was just pointing out, when you have entire industries and sectors who are moving in a direction, the likelihood of incredible positive change becomes exponential.

Burt: Yes, I love that idea of exponential benefit. Wonderful, thank you, Jen. Steve, closing thoughts for us?

Steve: Yes, let me build a little bit on what Jen is saying. I'm seeing more and more organizations begin to think about the fact that a workforce strategy is as important as their business strategy, and in fact, without a workforce strategy, most business strategy can't actually be achieved. But in order to get there, organizations have to zoom out further than they tend to today and think about that future that's coming and begin to track in a way that takes them there. So then zoom in, and what are those first few steps, and that's the comment around the experimenting and not standing still. But in zooming out, we have the opportunity to create a preferred future for ourselves that will include meaningful work for all, and that's incredibly exciting, and I'm beginning to see more and more organizations line up to step into that future.

Burt: That's fantastic. Thank you, Steve, thank you, Jen. This has been a great discussion, and I look forward to more conversations on the future of work, so thank you both for joining me today. We will continue the discussion.

Jen: Thanks, Burt. This was a terrific discussion, appreciate being part of it.

Steve: Thank you.

Burt: Thank you both, thanks.

David: Obviously, Prudential has seen a lot of change in society and in work in its 144-year history. We thank Lucien Alziari, executive vice president and chief human resources officer at Prudential, for his insights into how the company is evolving and how HR is supporting that evolution. And thanks to our Deloitte Consulting leaders, Jennifer Radin and Steve Hatfield, for sharing their perspectives on how companies are tackling the people side of the future of work. Join us next time as we dive into more topics and trends that focus on putting humans at the center of work.



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