



Sneak peek at season three of Capital H

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David Mallon (David): Welcome back to Capital H. I'm David Mallon, and I'm joined by my cohost, Burt Rea, to kick off our third season with a quick preview of our upcoming episodes. This season we'll be focusing on a topic that's top of mind for many organizations today: the future of work. Forces of change, such as accelerated connectivity, new talent models, and the rise of cognitive tools, are affecting the major dimensions of work itself. Now to create value from these changes, organizations must take a broader perspective.

Burt Rea (Burt): Yes, David, it's a big topic. So we want to help break it down for leaders who are eager to prepare their organizations for the future. Three questions are key for leaders to consider. First, what work can be automated? Second, who can do the work? And third, where can the work be done? This season we'll hear from leaders who are actively tackling these questions and bringing the future of work in their organizations into the here and now. We'll also get perspectives from academic thought leaders who are studying the

drivers of the future of work, which are both technological and human-focused.

David: Human centricity is key. Part of the excitement about the future of work is how it can free people to do all the things computers can't do—be creative, be curious, problem-solve, user ingenuity—all of those enduring and innately human capabilities. To kick off our third season today, we're talking with Jeff Schwartz. Jeff is Deloitte's US leader for the future of work. He focuses on helping our clients redesign, redefine, and ▶

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reorganize themselves for future growth. Jeff, can you share some of the insights you've gained from working with our clients on these challenges?

Jeff Schwartz: I'd be happy to, David.

Thank you so much for the opportunity. It's interesting, the future of work continues to be an issue that is getting bigger and bigger as we're looking at it through the rearview mirror. And many of the organizations, I would say all the clients that we're talking with around the world, are thinking about the three questions we've talked about—the what, the who, and the where of work. Let me just offer a couple of observations about what we're hoping to cover and what we're seeing in the market going forward.

The first, as you've talked about, is the what question—what work can be done by smart machines? I think the big challenge we're gonna be exploring in the next few months and in the next year is both a question of what work can be done by smart machines, but even more interestingly and potentially more importantly, what work can be done by people working with smart machines? I think one of the shifts we're seeing in the market is a move beyond this conflict, if you will, between what work will be done by machines and what work will be done by people. And the bigger challenge, perhaps, is how do people and machines work together to do things that neither have done before?

The second question, the who can do the work, there's no question if we look at employment models that the growth of new ways of working, sometimes we call it off-balance-sheet ways of working—being a contractor, being a freelance worker, being a gig worker, being a crowd worker—employees and workers of all types are trying to figure out how they can make a meaningful and a productive career working in different ways, and companies and organizations are doing the same. We're going to see a continuing rise of hybrid workforces—people on and off

balance sheets working together. How we do that, and how we do that in ways that are meaningful, both for the employees and for the employers, is clearly one of the big issues that's out there.

And the third issue, which we've just touched on, is where the work is done. It's interesting: We all know that at some point, work used to be a place that you go. It used to be a place that we went. Work is no longer a place that we go, and it's no longer a place that we need to necessarily show up to a common physical space. Of course, some types of work require a need for us to be in the same space, but increasingly, we're doing at least some of our work from home, some of our work from the coffee shop, some of our work from coworking spaces, and some of our work using new technologies—virtual reality, augmented reality, and all types of collaboration platforms. And we're really looking forward to exploring these issues going forward.

Let me mention one other, I think, core question that we're gonna be exploring in the next season, which is the two sides of the future of work discussion. One side of the future of work discussion is really focused on how we can apply technology and new ways of working so that we can do the current work that we're doing more efficiently, faster, with fewer errors. I think we and some of the academics looking at this talk about the optimization and the efficiency and the automation agenda; and it's clearly one of the big drivers and the big focal points today.

The other side of the coin is thinking about the future of work not only from an automation and an efficiency perspective, but thinking about it from a value and a meaning and an impact perspective. Not only are we asking and exploring the question "How can we do the work we're doing today better and faster?" We're also gonna be exploring the question "What new work can we do?" How can we solve and




address unsolved and unmet problems, and how can people and machines together be doing the kind of human work that adds value to customers, to patients, to consumers, in all sorts of different ways going forward?

These are fascinating topics that we are working on with our clients. I'm excited for this next season of Capital H to share these stories and others as we talk to leaders at Prudential, Georgetown University, MIT, and more.

Burt: With that preview, we're ready for season three and the chance to really dive into the future of work with executives and thought leaders who are leading the way. David and I invite you to come back and join us next week as we explore the topics and trends that focus on putting humans at the center of work.



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