



CAPITAL H

Superteams: Putting AI in the group

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David Mallon: Welcome to the Capital H podcast, where we explore the topics and trends that focus on putting humans at the center of work. I'm your host, David Mallon. Throughout this season, we've been delving into the findings of our 2020 Deloitte Global Human Capital Trends study. In its tenth year, this research continues to reveal powerful insights on the changing nature of work and the workforce. We'll continue that journey today. Artificial intelligence—AI. The hype around AI has been building for years, decades really. But when it comes to AI's role in the workplace, in the work, its

value to that work and to organizations, well, we're only just now beginning to tap its full potential. There is a shift happening. We talk about it in this year's report related to why we're using technologies like this. Typically, when these new technologies come along, we start by looking for ways to create efficiencies, to cut costs, to automate, and ultimately to replace the human element. Eventually, we move to augmentation, not trying to replace people but instead to make us go faster, to do more, to see patterns individually we couldn't see. But as you'll hear in this episode, the story of AI's value

in organizations is just now being written, because we're only just now uncovering how to see humans and the machines as collaborators, not machine as replacement or augmentation but as teammate, each bringing the best of what each can do to uncover new possibilities.

In this episode, we'll explore how organizations are moving beyond automation and augmentation to collaboration to form superteams. Humans with cognitive technology partners. We'll start with an interview. Brad Denny, he's

Deloitte's US Human Capital leader for the Power, Utilities & Renewables industries. He's talking to Jensen Harris, the cofounder and chief technology officer of Textio, an AI-powered writing tool used to imagine talent acquisition and attraction. Then we'll bring on a panel of my Deloitte colleagues including Brad, Jeff Schwartz, our US Future of Work leader, and Steve Elloitt, the Australia lead partner of work redesign and collective intelligence. Together we'll dig further into this concept of superteams. But first, here's Brad and Jensen. Enjoy!

Brad Denny: Jensen, thank you for joining us today on Capital H. Before we dive in, would you please introduce yourself and share a little bit more about Textio?

Jensen Harris: I'd be happy to, and thanks for inviting me. My name is Jensen Harris. I am the cofounder and chief technology officer of Textio. We build a language platform that uses augmented writing to help people find the words that work. So, if you think about it, any time you write something, you are trying to cause something to happen. You're trying to get someone interested in your idea, or you're trying to get them to make a different decision, or to respond in a certain way. And what we realized is that hidden in the words that you use are patterns that humans can't perceive, but computers can. And if you can harness the patterns in language, then you give the human that's writing superpowers to make their words work better. And so that's what we founded Textio to do, to give humans the superpowers of knowing how their words are going to work and give them an opportunity to change them to get a better outcome.

Brad: I love that superpowers piece. We talk about Textio, and we've got a great case study, and I think we'll talk a little bit more about that a little bit later in our Human Capital Trends report this year, specifically in the superteams chapter, so I love that tie with the superpowers there. What inspired you to found Textio? It's an innovative idea around something that, obviously, our inability to perceive certain meaning in words and the use has been there for a long time. So what was that inspiration to get you to found Textio?

Jensen: Great question. So, my cofounder, who is also my wife, Kieran Snyder, has a computational linguistics PhD from the University of Pennsylvania, and she has spent her career building software around language. And my background is in creating a lot of the world's productivity software. And we were just, really, one night, having this conversation about my background in word processing and her background in the linguistic patterns that underlie human communication. And we realized that, we had this like "aha" moment over a couple of drinks, I won't lie, that all of the writing software that has ever existed over the 30 years or so that people who've been writing on computers have been about formatting the words on the page or helping people make comments about the words, but there was no software that actually helped you find the right words, and not the right words in the sense of the AP style guide or your seventh-grade English teacher telling you that you shouldn't split the infinitives. But instead, focusing on, what if you had software that could actually tell you what words were going to work, that could take your idea and reform it in a way that was better than you could have done yourself, and that was aligned with what you wanted the reader to feel and understand on the other side? And the next day, we started work on it. We knew this was something that the world needed to have and that we were the right ones to build it.

Brad: That's amazing. What a great story of inspiration, that spark of the idea, and then seeing it through. In our superteams chapter, we talk about how AI is now part of a team. And when you combine AI with human members of a team, it actually augments the capability of the entire team through that collaboration between smart machines and humans. What are some of the ways that Textio was being used to collaborate with people?

Jensen: So, you used the most important word, which is augment. The idea of augmenting human potential with superpowers is a very different point of view than how some people are thinking about artificial intelligence. You hear a lot of conversations about how AI can replace people. Can we put robots in

people's places? Can we take their jobs? Can we reduce our reliance on humans by substituting in smart software that can do their jobs? And instead, what we think about is how do we augment human potential? So Textio takes the point of view of the human is bringing the point of view of what they want to write. If you're writing a job description, for instance, you understand the kind of person that you're trying to attract. You understand the values you want them to have. You understand what you want them to understand about your company and why they should want to work there.

What Textio can do, then, is take that human potential, the idea that you have, that you want to communicate to someone, and find the best words to express that. And it can make you faster, because you can spend less time writing and editing because Textio can find the words for you. We actually have a feature called Textio Flow that you can just type in a couple of words and Textio can give you sample sentences or even paragraphs that can sort of let you look at different options that can help you not have to write one word at a time. But it's also about getting to the right result faster. It's about saying, "I can spend less of my time writing and more of my time doing the other parts of the job that are really, in a lot of cases, more core to what I can do as a human." And so the argumentation is really, really important. We're not trying to automate writing. What we're trying to do is give you the powers to make your writing sing and to get the result that you're looking for anytime you write something.

Brad: Excellent. And I would imagine as your customers, your clients use Textio, they start to learn new ways to use it and push themselves in different ways. What are some of the ways that you've seen clients use Textio over time? How have you seen their use of it change?

Jensen: Yeah. So one of the mistakes, I think, when people first start thinking about this area is they start to think that there's a set of rules that you can learn, that what Textio or any writing software, what it's going to do is it can teach you this phrase is the right one to use, and this phrase is

the wrong one to use. And the truth is that language is a continually evolving system. The phrases, the language, the means, the way we communicate things, change extremely fast. And it's tough to notice if you're just going about your daily life, but we see it in the patterns, because Textio is built on over 650 million pieces of writing with outcomes data. And so, you find out that there are all of these patterns, and they're changing all the time. So, you essentially need software to be able to point out those patterns to you, but you also see that the patterns that work in communication differ based on geographic region.

So, the thing that you might write to get someone to respond to an email in San Francisco is different from New York and different from London and different from Sydney, and it's even different between San Francisco and Palo Alto, for instance. And so, to your question, what we find is that once people become reliant on having augmented writing there with them in everything that they're writing, we find that the thirst to use it everywhere, to go beyond recruiting, which is where we started, then we added email, we added one-to-one communication, that people feel naked, in a sense, if they don't have augmented writing with them, because you take the superhero uniform off, you take the Batman uniform off, you're just the guy in the mansion lonely by yourself. And so Textio is that superpower. And once you have it, you don't ever want to be without it.

Brad: So, you've seen it evolve originally from in the recruiting, the talent acquisition space, into the writing, and then email, and how is it being used in the one-to-one communication?

Jensen: So, one-to-one communication is a little different from one-to-many communication because you know who you're talking to in a lot of cases, and you need to be personal in order to get someone interested in responding. So people use Textio where it's integrated into both of those platforms, as well as to reach out to people they're interested in recruiting, people they're interested in doing business with, or people they're interested in having a business relationship with. And what Textio can do is tell you the impact of your writing.

For instance, how likely is someone of a specific gender to respond? How likely is someone in a specific age demographic to respond? Where is there phrases that you're using, or language that you're using that are going to make people feel defensive, or are going to show that you don't have a growth mindset, or are going to turn people off and cause them to stop reading? Where the speed bumps that will end them reading your message? Where do you sound pushy? And all of this is based on not our judgment as humans, but based on this learning loop that has at the center this vast array of actual human writing and how people responded to it. And so inside of these platforms, people can use Textio to give them this wealth of information as they're writing. So you don't make the mistake. You find it out as you're writing, so you can adapt, change, and perfect before you send it.

Brad: Interesting. Thinking forward, and given where we are today, in a global health crisis, and as you look forward, has the situation today affected the way that you think about the future of human collaboration with AI?

Jensen: It has. I think it has underlined, first of all, how written communication is the one kind of communication that can interrupt people working in different time zones, that can bring together people that are working in different locations in a synchronous way. So I think about the challenge that so many of us have now working from home, working with people all over the country, all over the world, is that you can't just bring people into the same room and expect to have the same kinds of conversations and the same kind of work that people would have done even six months ago. And so, the thirst for software that can create better human understanding in an asynchronous way, in a way that says we don't actually all have to be physically present or even virtually present at the same time, is incredibly powerful.

And so, we've really been thinking about how do we take the core strength we have of building software that can help shape your words, to create better understanding between people and teams, to bring it to more scenarios where people are writing,

where people are communicating. And so, for us, it has just opened up an enormous thread of thinking about how things are going to be different once this pandemic is done, because we're not going to go back to business as usual. We're going to see, we believe, companies are going to give up or reduce the size of their physical offices. We're going to see a lot more remote hiring. We're going to see people being okay with very geographically diverse teams in different time zones. And so that's where work is headed. And we want to be there with the scenarios ahead of time that are going to power making that work really great. So, we see this as really just escalating and speeding up a process that has already been underway, but maybe pushed us forward five or ten years into the future in just the course of a few months.

Brad: So really helping those increasingly virtualized teams communicate effectively and humanly using artificial intelligence. That's fascinating.

Jensen: Well, that's a great point. If you and I are sitting in an office together at desks next to one another, we're going to pick up on interpersonal cues. You're going to get a sense of who I am. I'm going to get a sense of how you are. We're going to interact with more than just written language, or more than just in a meeting. There's going to be added context around who each of us are. That's missing today. And so, something has to take that place. And yeah, you can have some number of video conferencing happy hours, and I'm sure we've all been invited to some of those and are getting a little tired of them.

But the real thing that needs to actually happen is for people to start to realize the impact that their language has on how people perceive them. If I know that I'm going to write something and that you're going to see me as defensive, or you're going to see me as really being skeptical of your idea, then the impact might be different than I intended. And so, if I could know that impact ahead of time, then in a sense, you can make your team work better. And so that's really what we're thinking about, is how do we take the same kinds of contexts that exist when humans are together in the

same place and move that to foster better understanding through written word and written communication.

Brad: Great. Well, Jensen, thank you very much for taking the time today and being willing to be on Capital H. This has been a fantastic discussion. I really appreciate it.

Jensen: Thanks for having me. I really enjoyed it as well.

David: Thanks so much to Jensen Harris from Textio. It was fascinating to hear how Textio is enabling companies to integrate cognitive technology into the flow of work, enhancing the capabilities of human workers, recruiters, and so on. Now, I'll introduce our Deloitte roundtable, which includes Brad Denny, who you just heard from, as well as Jeff Schwartz and Steve Elliot. In this conversation we'll dig deeper into the conceptual underpinnings of superteams, the value of the human-AI relationship, and steps leaders can take to integrate AI into their teams.

Welcome back to Capital H. As we talk about in our 2020 Global Human Capital Trends report, after it feels like decades of hype and speculation, AI, artificial intelligence, is finally leaving the realm of science fiction to become a clear and present organizational priority. In this year's survey, 70 percent of respondents said their organizations were exploring or using AI at some level. And in Deloitte's 2020 Global Technology Leadership Study, more than 1,300 CIOs and senior technology leaders said that analytics and cognitive will have a major measurable impact on the organization in the next three years. Today's COVID-19 pandemic seems to only be increasing the urgency with which organizations are thinking about these possibilities.

So, as AI enters the workforce, the critical question is not whether it will affect jobs, but how and why? How can we move beyond just looking to automate, to substitute technology for humans, to at least augment, help those humans do more faster, better. And ultimately to collaborate teams of humans and technology, bringing what each does best to work to create value, or as we

call them in this year's report, to be part of a superteam.

Joining me today to talk about this changing relationship of people and technology and the advent of superteams are three of my Deloitte colleagues. First, Brad Denny, our US Human Capital leader for Power, Utilities & Renewables, and a fellow author for this year's Human Capital Trends study. Welcome, Brad.

Brad: Thanks, David.

David: And Jeff Schwartz, the US Future of Work leader for Deloitte Consulting and also a Human Capital Trends author. Glad to have you with us today, Jeff.

Jeff Schwartz: Really glad to be with you, David.

David: And Steve Elliott. He's Deloitte Australia's lead partner for Work Redesign and Collective Intelligence. Hi, Steve.

Steve Elliot: Hi, David.

David: So, gentlemen, before we engage with this specific topic of superteams and given that this year's study represents the tenth year of our Human Capital Trends research, we took this opportunity to reflect on an overall thread. That is, the relationship between humans and technology across the past decade. Jeff, you've been at the center of this research and this conversation for quite a while. Give us a sense of that evolution. What's changing today about the relationship of humans and technology in the context of work?

Jeff: Well, David, this is a great question. And in many ways the whole concept of superteams really is a good example of what we're talking about in the 2020 Trend Report, where we're really focusing on the paradoxes, the notion that from one perspective over the last 10 years, we've seen technology and business and human capital strategies in business working really from one perspective on parallel tracks. And the challenge that we're looking at directly this year is how do we focus on what people can do in a technology-driven world? And

as you've mentioned, if we look back over the 10 years of our trends, there's been a major set of themes around technology. In the early Trends Reports, 2011, 12, 13, we were looking at the power of connectivity, the power of mobile, the power of Cloud, and then the evolution of data and analytics, as one would expect. In the latter part of the decade, we began to look at, literally, we actually did a trend in 2015 where we called out that machines are beginning to operate as talent. And then in the last few years, of course, we've begun to look at both robotics, robotic process automation, and technology.

What's been interesting is in parallel to that, we've been looking at the evolution of organizational strategies. The way I would summarize this is, think about the power of Agile, the power of something we've been talking about for a few years, the power of networks of teams, of ecosystems of teams, the importance of teams and cross-functional behavior. A couple of years ago we talked about the symphonic C-suite, that it's not only critical for leaders to be focusing on leading teams, but for leaders themselves to work in cross-disciplinary teams.

And in the superteams trend that we're calling out this year, building on a discussion we had last year where we looked at super jobs, we looked at how technology, AI, and robotics is being integrated into the work of individual workers. This year what we're trying to do is to challenge ourselves and to challenge business and HR leaders around the world to think about how do we combine this focus on teams, this focus on networks and ecosystems, with the power of technology? Or the way that we try to summarize it in the title of the trend, how do we put AI on the team? How do we put together teams of our employees, ecosystem talent, talent beyond the four walls of our company, sometimes called off-balance sheet talent or alternative talent. And then how do we integrate different ways of using technologies to actually deliver value by combining people in tech in new ways?

So it's a great trend and one that brings together, I think, both the theme of the report, but also a major opportunity for

what we're seeing clients focus on now, particularly in the COVID era, which is how do we combine people and teams and technology to do new and different things? Obviously a very exciting topic, at least for those of us who've been researching it for the last couple of years.

David: Steve, you've been deeply embedded in work with clients in Australia. In this evolution of humans and technology, trying to find new ways to create value, give us a sense of how you've seen this evolution play out in reality. What's working? Where is this going?

Steve: Thanks, David. Yeah. As Jeff said, it's an evolution, and that translates into what we see in organizations who start to adopt this. The breadth of maturity and organizations in their AI journey is quite huge. Some companies really embrace it. Some organizations take their time to really understand it before they take the step. Because of that, the entry point into an AI-augmented organization, according to that individual team or organizational level, tends to be based on that comfort level.

So, what we've seen on the ground is organizations who will enter at the bottom of the scale. They'll do substitution, as we've seen across lots of organizations, particularly in the banking and insurance sectors. Most organizations sort of dip their toe in the water around the substitution area in using automation technologies like RPA, and they run them kind of in parallel, as Jeff says, with their human team.

What we've seen over the past two years is a shift up that curve. And as the organizations we've worked with become more comfortable with these emergent technologies, they're happier to then explore their adoption and the use cases that will give them value as they move up through augmentation and towards collaboration, which only a few companies and organizations are getting to that stage at the moment. So, it's a journey and it's based on the practical realities of the organization who are doing the adoption. How mature is their IT stack for instance? How mature is their organization to be ready to change? When you deal with smaller, agile, maybe

more useful cultures and organizations, they adopt very quickly. For more sort of monolithic organizations, they tend to take a more cautious approach.

Jeff: And Steve, let me add a question as we're starting the conversation. As you've been looking at the evolution of how teams and AI are coming together, one of the things that's been interesting, and we've looked at this in our research over the last couple of years, is who are the different leaders and stakeholders involved in client organizations that are making progress on integrating AI onto teams? Is it IT, HR, business leaders, others? Is there anything about who's involved in the leadership that can help us think about what leads to sort of more successful or more mature adoption?

Steve: Yeah. That's a really interesting question, Jeff. And the answer is equally it's both interesting and perplexing at times. And again, it comes back to the organization because what we see is, and we need to kind of take away the functions of whether, is it in IT, is it in operations or whatever, it tends to be down to individuals who have a pioneering mindset and who have the confidence to take their organization forward. So, without a doubt, we're in the fourth industrial revolution, and we're only in the first couple of years of that. We still are relying, I think, on courageous champions who are prepared to move their organizations into the future. Now, that future, as we know, is coming like it or not. It's not something an organization can choose to be part of or not. It's just when they become part of it. So, we are seeing what we'd call pioneering champions, and they exist across the organization. But if I had to make a pick, by and large, they sit at the operational end of the business, not in the IT-enabling end of the business. So, when we've looked at standing up super jobs moving forward to superteams, it tends to be business led, IT enabled.

Now coming back to my original comment about agility or more traditional approaches, those organizations where IT, as an organization, tend to hold the reins of anything that looks technological tend to adopt slower. The businesses and organizations that we see adopting more

quickly take a very business-led view of this because ultimately the key to this is in creating a superteam, you need to see these technologies as truly digital workers, as part of that team. They're not a technology that enables a human team, and that's the shift. And if we can turn the key on that for an organization and the organization adopts that view that these technologies do productive work in their own right with the rest of the team, then they adopt very quickly and they get the value very quickly.

Jeff: I like that. I like the idea that pioneers who are close to the work probably can help us and help organizations move more quickly on superteams. And the opportunity is for IT and HR and supply chain and others to really, in some sense as you're describing it, for us to really empower both the leaders and the teams who are doing the work by both delivering it and reinventing it and supporting them. It's a really nice way of putting it.

Steve: Yeah. The other thing that's become really apparent is the partnership between the business and their IT areas becomes really important. So, the days of providing a platform, "Go and do what you like on it and tell me when it breaks," are long gone in this world. There needs to be a really strong partnership, really close partnership. Because effectively the IT department is providing a digital worker, an AI assistant, and the business employs that AI assistant. So really IT becomes almost a recruitment function for the digital system. So, the partnership needs to be much closer than perhaps traditionally was in place.

David: Brad, I want to bring you into the conversation, in your client work, in some of the examples you've seen, are you seeing a similar trend in the pioneers close to the business, maybe using their IT functions as recruiters, is that your experience as well?

Brad: Yes, we're seeing that at times where the IT can act and tie in as recruiters, we're seeing AI play a role with some utilities to help on some of the screening. Also a great example, when we look at the interview that we did a little bit earlier with one of the founders of Textio, is using things like Textio and other forms of AI to actually help

make sure when you create job descriptions, you're creating it in a way that removes some of the bias, the unconscious bias that an individual might have that could preclude individuals from applying and as a result limiting your resource pool. And what Steve mentioned as far as IT and digital really partnering with the business got me thinking of another example that I'm seeing playing out in a number of different utilities where AI has become truly part of the team. It's really augmenting the humans. Our weather isn't always as nice as it is in Australia in certain parts of North America. And when you have crews that have to go out and inspect the physical infrastructure of an electric or a natural gas utility, it can be very difficult. The topography, the weather, there's an awful lot to cover. Whether you're looking at pipelines, transmission lines, or the physical assets out there as well, and we're seeing utilities combine remote sensing cloud data and AI to fundamentally change the way that infrastructure is managed. So, from a remote sensing, they're bringing in drones and helicopters, satellites and various sensors, which the sensors in and of themselves have a degree of AI in there. And what they're doing is they're collecting mass amounts of data on the condition of the assets, but also the situational awareness around those assets. Do you have vegetation growing too close to a power line? After an earthquake, has that changed something related to where a pipeline might run or another asset might be positioned? Allowing all that data to come in and then they're using cloud and data analytics to store and then curate that information. And then AI comes in and actually does the image processing and starts to identify the defects. And if you think of the sheer amount of data, it is incredibly difficult for humans to get through all that in near real-time, which is what we need to make sure that both the grid stays reliable, but we also provide safe working conditions for our crews out there. AI allows you to go through that and then as it identifies defects or identifies situations that look outside the normal, kick that to a team member who then takes a physical look at the imagery to confirm, then is able to relay that to crews who then can go to that location, knowing exactly where they need to go and truthfully be better prepared to fix or adjust

or whatever they have to do to that asset out there in the field. So, it's completely changing the way we actually manage assets in the grid. It's absolutely fascinating.

Steve: I think that's the really important point here. Coming back to the beginning of the conversation around substitution is kind of interesting. But what we don't want to fall into is building those trap 2.0 for our organizations. Doing what we do with humans only quicker isn't the answer. It achieves some benefit, but really what you're talking about is exactly that it is about how do we redesign the work we do today as if we had a clean sheet. You wouldn't do it the way we do it today, but faster. You would do it entirely differently. To Henry Ford's point about, "If I'd asked people what they wanted, they would have had a faster horse." It's not about making what we do today faster. It's about redesigning the work we do today, using the best capabilities of humans and machines, to deliver that work entirely differently.

David: Building onto all of these ideas, we propose in the study that this reinvention, this bringing AI into work in new ways, we propose it as a path to increasing the security of our workforces. Some are increasing the security of the organization itself, building resilience in the face of disruption. Talk to how AI-driven reinvention is and can actually encourage individuals to grow in new directions and help them be more successful in this, some call future of work. Jeff, I want to kind of let you lead off with that one. What is the opportunity here?

Jeff: I think the opportunity that we're seeing around superteams, as we talked at the start of this discussion, really goes back to the evolution of the last 10 years. Technology has been galloping, and hopefully we don't have to convince ourselves of that anymore. And what this reinforces is that we are living in an era where what's critical for the human workforce is that we see ourselves as adaptable and curious beings and workers which, as some of our colleagues have pointed out at the center for the edge, that's who we are essentially as humans. We are problem solvers; we are not processors. Machines are very good at stamping and processing. People are very good at context,

they're very good at reinvention. They're very good at subtlety, that's why on the line at Toyota, the job of the line worker, as I understand it, in a Toyota factory is not to keep the line running. Of course, that's their job. They're real job, and this goes back to the performance management question, Brad, their real job is to identify new opportunities and unseen problems to improve the lives. And this is what people do. And I think the challenge now is to create both within companies and within careers, programs that really reinforce and mindsets that reinforce that in order to be secure, you need a constant, adaptable, curiosity, resilient growth mindset. And when you're comfortable with the idea that security is a question of growth, we're going back to our roots. And what I'm saying, David and Steve and Brad, is our roots as children and as young adults and as workers at the beginning of our career is continuing to be curious and find new ways to do things and new ways to add value. So, the security comes from not doing the same thing over and over again. The security may come from really feeding the side of us as humans that is about adaptability, emotional intelligence, making connections, seeing context, but then how do we create organizations and teams that reinforce that, that make it safe to do that, and reward us for doing that going forward? So, there are some big shifts here. And I don't think that this is going to be necessarily easy sailing for everyone who's doing it. Machines have incredible capabilities. People have incredible capabilities. Combining them and unleashing them will give workers more security, but not because they're doing the same thing, because they're really going to be in a constant growth path. Some people will love that message. Other people are going to find it a bit of a stretch.

Brad: And just the good news to that, I think, is organizations have that same expectation. It's not just the individual and the opportunity for the individual, but when we asked a couple of questions in this year's survey that underpins the Trends report, the vast majority of respondents had similar perspectives. So, when we asked them specifically why are their organizations, what's the primary reason their organization uses AI, only 12 percent said, "To replace

workers.” Over, a majority, 60 percent said, “To assist workers.” And then we asked a following question about the impact that individuals expected AI to have on the number of jobs in their organization over the next three years. Fifty-four percent actually said the same number of jobs, but the jobs will change themselves. More than twice the number of people that said they expect a decrease in jobs. So, Jeff, I think it fully supports your point that the nature of the work is going to change, and individuals can seize that opportunity for security.

Jeff: I think that’s right, but I don’t want to make it sound like this is a glide path. I certainly believe, and many of us do who authored this report, that AI can be an incredibly collaborative and augmented tool and that we can put AI on the team. But we also saw in our survey data, as Brad, you and I know, that most individuals tell us and most managers tell us that they are not rewarded for building new skills and capabilities. And so, there is some heavy lifting to be done in terms of what we expect of managers, what we expect of the workforce, and how we’re going to use this gift of time that we’re giving to our teams and to our workers. And I think that’s part of the organizational lift that we’re seeing.

Steve: When you shift your team into that world with you, and I think this is a really important thing, you can let industry 4.0 happen to you. You can let substitution come through your organization and

become a train smash in terms of how people and machines are now positioned, and what the reticence and the vulnerability looks like. Or you can start with a view of considered design, right from the get-go, to say, “My organization will change. Society is changing. And how am I considering the design of my work and the design of my team in a design function, not by a default?” And I think that’s the role of a good leader in an organization. The pioneer here is to say, “If my organization is going to be impacted by industry 4.0, how do I take a considered approach to design my outcome, not to just let it happen to me?”

David: Steve, I think that seems like a perfect bit of wisdom in which to close our conversation. I want to thank my three colleagues today, Jeff, Brad, and Steve, for an enlightening and lively conversation. And I want to thank you out there for listening to us today on this episode of Capital H. Bye for now.

Cognitive technologies. They’re becoming a vital component of workforce strategies around the globe. As this trend continues, organizations should challenge themselves to look beyond automation and augmentation to focus more on collaboration. Humans and AI. Thank you to Jensen Harris for sharing his insight, and thank you again to our Deloitte colleagues for leading us through the background and applications of superteams and their impact on the future of work. Remember that in

addition to tuning in to our podcast series, you can also read the report online at www.deloitte.com/HCTrends. Let us know what you think of Capital H. Rate us on whatever service you used to find us, and look us up on social media. We’d love to hear from you. Thanks again for listening. We hope you join us next time as we explore more topics and trends that focus on putting humans at the center of work.



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