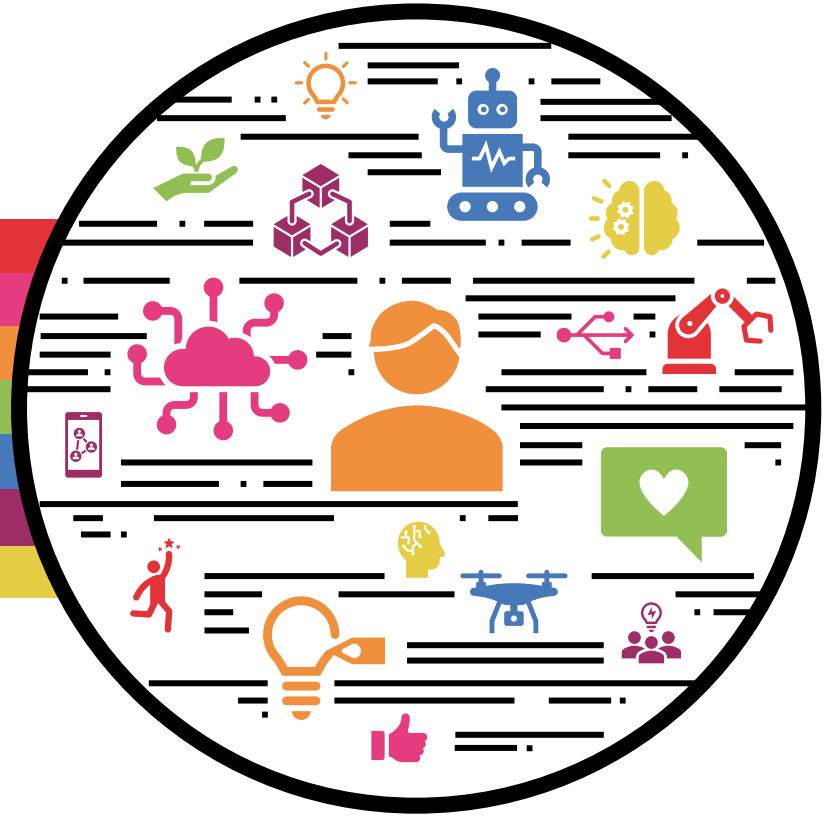
HSM Insights
Responsible Automation



FUTURE OF WORK by HSM

Introduction.

For over ten years, the Future of Work Research Consortium (FoW) has explored the trends shaping industries, organisations and careers. Increasing digitalisation and automation, accelerated by the Covid-19 pandemic, has driven a growing need for you and your organisation to think about how to automate in a responsible way.

This FoW report provides a guide for you as you think about how to automate responsibly, supporting you to drive automation in a thoughtful and positive way across your whole organisation and bring your people on the journey with you.

Please note that the insights and case studies included in this report are not to be shared outside of the HSM FoW Research Consortium.

Research Methodology.

We ran focus groups and interviews with 25 people from across 12 organisations and combined these insights with practical learnings from our Responsible Automation Masterclass. In addition, we undertook a comprehensive literature review and leveraged the insights from focus groups and interviews conducted as part of our contribution to the Capita Future of Work Report[1].

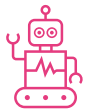
Our Consortium, with current members shown on the right, is widely acknowledged as one of the most innovative and collaborative forums for exchanging insights, models and concerns about the future of work. As a member you have access to the very latest academic research along with practical insights for your organisation. The diversity of our membership enables us to provide you with unique cultural and strategic insights.

Key Insights.

Here are the six insights you need to be thinking about as your organisation seeks to automate responsibly.

#1 In the wake of Covid-19, your people are facing a 'double disruption'.

The disruption that you and your people are facing from automation is being exacerbated by the Covid-19 pandemic. Yet this increased pace of change has also accelerated positivity about the opportunities of digital transformation and automation.



#2 Machines are here to stay, and their capabilities are constantly evolving.

Machine capability is increasing exponentially. As machines are increasingly able to outperform humans, the proportion of machine input into work will increase. You must consider the hard questions this raises about the future of your organisation.

#3 Automation is fundamentally about people and their capacity to change.

Your people are the key to successful automation, but you may be struggling to get them on board. People have different responses to automation. Rather than making assumptions, you must develop a deep understanding of their unique perspectives and needs.

#4 Automation is an ongoing process, which requires a compelling narrative.

Your people already have their own anxieties around automation. You and your leaders can alleviate these fears by providing a clear narrative for automation that explains the motives for change and how it will benefit your organisation and your people.

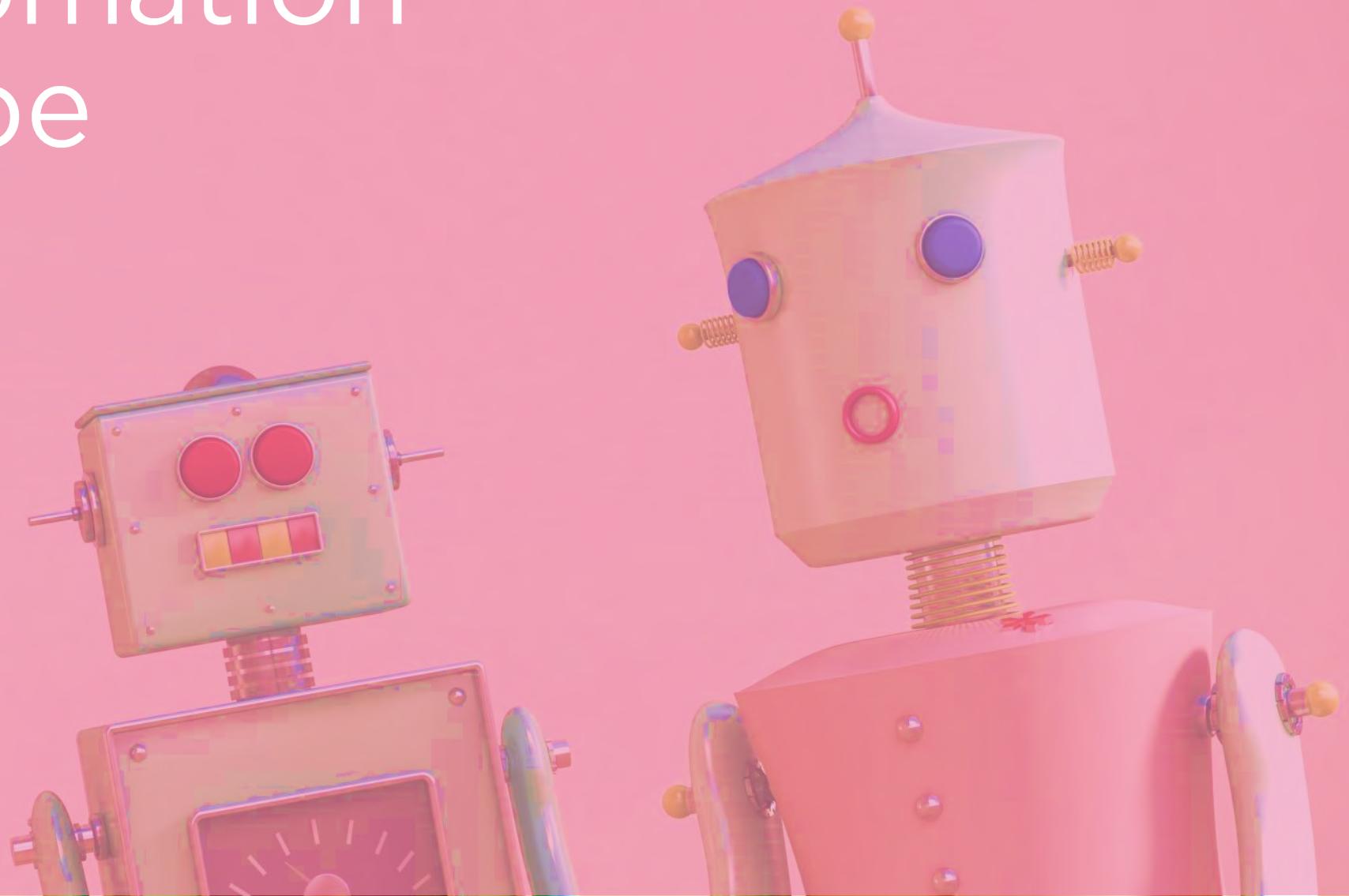
#5 Engaging with your people is key to automating in a responsible way.

Your people are your best asset when it comes to automating. You must encourage leaders and employees to have curious conversations about automation and collaborate both internally and externally to co-create a future that works for everyone.

#6 We all need new skills for the automated future.

Building skills, both human and digital, should be your top priority. Without them you will not be able to automate successfully and your people may get left behind. Your leaders also need new skills to capably lead your organisation into the future.

The automation landscape



Automation is not new. We can see task automation across human history – for example, the Mayans used aqueducts to automate water transportation[2]. Today's automation is therefore a continuation of the long history of humans using technology to innovate and progress.

Industry 1.0. In the early 1800s mass mechanisation moved people from land- and home-based work into manufacturing work in factories. By leveraging the power of steam and engines people enabled the rise of mass mechanisation[3].

Industry 2.0. During the late 1800s and early 1900s mechanisation, powered by electricity and assembly lines, displaced many of these factory workers leading to a surge in unemployment[3].

Industry 3.0. From the 1950s there was a shift to digitally-enabled knowledge work. People could connect to ideas and information more quickly, prompting an acceleration of digital transformation, automation, and robotics[2].

Industry 4.0. We are now in industry 4.0 where people, machines, and technology work together as colleagues. We are witnessing a dramatic increase in the capabilities of machines through advancements such as the Internet of Things[3].

This progression of automation is powered by four laws, explored to the right.

You need to be aware of the four laws that power automation.

1 **Moore's Law**

Computing power will double around every 2 years. Gordon Moore, co-founder of Intel, predicted in 1965 that computing power would double every year[4]. In 1975 he revised this to every 2 years[5]. Though the pace of progress has slowed in recent years, Moore's law accurately tracked the technological progress of the late 20th century[5].

2 **Gilder's Law**

Bandwidth will grow 3 times faster than computing power. Gilder's Law, coined by the American investor George Gilder, describes the exponential growth of bandwidth, at over three times the pace of computing power. This has contributed to the explosive growth of internet traffic, accelerating information-sharing around the world[6].

3 **Metcalfe's Law**

The value of a network rises in proportion to the square of connected users. Metcalfe's law describes how being connected to a network becomes increasingly valuable as that network grows[6]. In this networked age, competitive businesses are those who excel at harnessing the power of individuals using networked applications[7].

4 **Varian's Law**

It is the *combination* of technologies that leads to explosive digital innovation. Varian's law describes how disruption happens when different technological elements intersect[6]. Through this process, elements are combined and recombined to constantly create new products as innovators work through potential possibilities[8].

The Covid-19 pandemic is accelerating disruption from automation and digitisation. This poses significant risks to your people, the skills they need, and the talent you are looking to recruit as we all experience the double-disruption of automation and economic recession.

In response to the Covid-19 pandemic 84% of employers plan to accelerate digitisation and 50% plan to accelerate automation,[9] potentially increasing the number of job losses.

There is a risk of your people being displaced by automation and a global economic recession, with some sectors being particularly vulnerable[9]. Overcoming this displacement, and supporting people to avoid the risks of long-term unemployment, is part of a broader societal agenda to help people through the automation journey and drive greater social and economic equality.

As a result of this acceleration, the time that your people have to upskill and reskill for future employment is shortening. Research indicates that 50% of all employees will require reskilling in the next five years[9]. This disruption requires organisations and governments to drive socially responsible job losses by creating new 'good jobs' and supporting workers to transition to these jobs[10].

+ Spotlight on sector risk.
Workers in some sectors are at greater risk of unemployment[9].

% share of workers at risk of unemployment

+ Spotlight on the impact of long-term unemployment.
If a person is unemployed for more than 1 year then they face a number of risks[10].

We know from studying mass unemployment in the 1980s that is someone is unemployed for over 1 year then they are more likely to...

Lose skills and miss out on upskilling.	Become disappointed and demotivated.	Stay unemployed for longer.

When thinking about the impacts of automation on your organisation you should consider the following questions:

What work do you do? What tasks make up this work?
For 60% of jobs, one in three tasks can be automated[11]. Through automation, work is being 1) substituted, where human input is replaced by that of a machine, 2) augmented, where humans and machines work side-by-side, and 3) created, where new tasks arise from automation[12]. By 2025 up to 85 million jobs may be displaced, and 97 million new jobs will likely emerge[9].

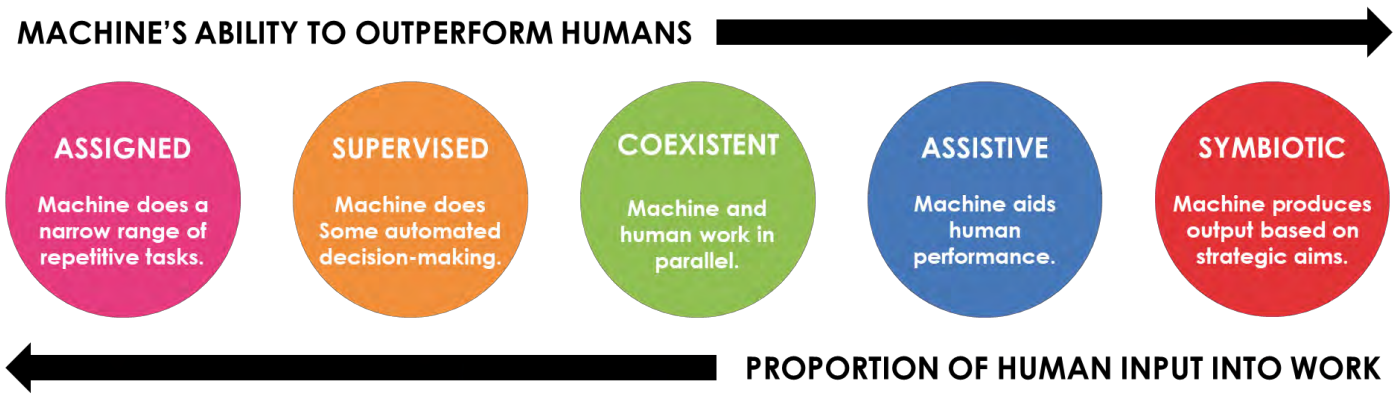
Who are your workers? Who does the tasks?
Currently, 67% of tasks are done by humans and 33% by machines. By 2025 this will increase to 47% of these tasks being done by machines.[9] Machine capability is constantly evolving and will increasingly be able to outperform humans (see 'Spotlight on machine-human interactions').

Where are your workspaces? Where are the tasks done?
As people and robots increasingly accomplish tasks together, this will have significant implications for office property and workspace design[13] (see insights from Prof. Jeremy Myerson). In addition, with 84% of employers preparing to expand remote working through digitisation[9], many are asking themselves "what is the purpose of the office?".

Responding to these impacts of automation is key.

Spotlight on machine-human interactions.

As machine capability evolves, less human input into work will be required[13].



Prof. Jeremy Myerson on the workplace of the future.

What we can expect from the office of the future as robots come into the workplace[14].

Technology infrastructure.

As robots become more and more embedded in workplaces, high quality technology systems, network bandwidth, and network speeds are fundamental to enabling robots to work efficiently and effectively.

Robot-only spaces.

Robots, unlike humans, do not have any requirement for air conditioning or light. We are already starting to see 'inhuman' robot-only dark spaces where robots can work autonomously and access maintenance and charging facilities.

Human preference.

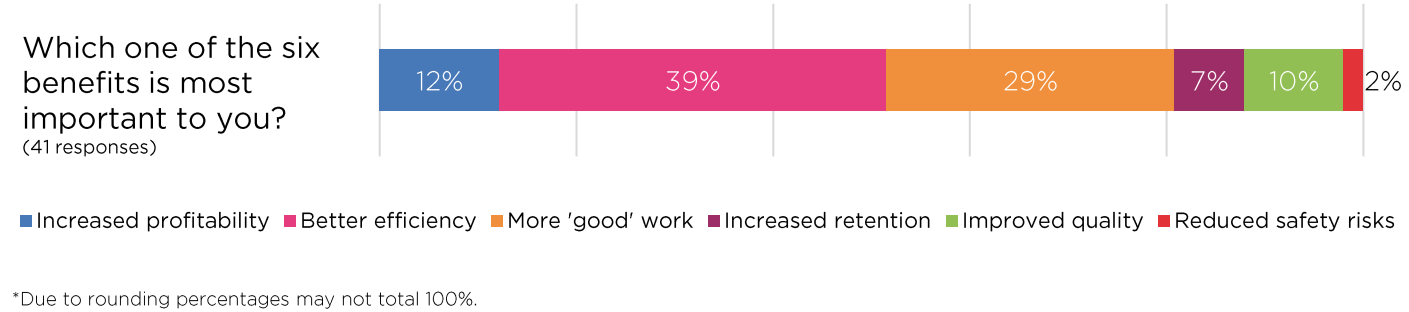
The purpose of workspaces is fundamental. People will have more choice over where they work; whether at home from a 'production office' to produce certain types of work, or a 'cultural office' where they go for cultural and social activities.

The benefits of automation are being realised by FoW Consortium members. Research with members identified the following six key benefits as important to your organisations[14]:

1. **Increased profitability.** Driving profitability, for example, from redeploying your human capital to more profitable activity or reducing labour costs.
2. **Better efficiency.** Creating quicker and more accurate processes to increase speed, reduce costs, and increase output quality.
3. **More 'good' work.** Automating repetitive tasks so that your people can focus on more 'good' work and value-add tasks.
4. **Increased retention.** Retaining, and attracting, top talent by designing roles around this 'good' work to motivate and engage your people.
5. **Improved quality.** Utilising automation to improve the quality of your products and/or services.
6. **Reduced safety risks.** Using automated technologies to flag risks, improve process safety, and remove human input from hazardous work.

See our case studies on Coats and TCS to learn more about how members are realising benefits through automation.

Member Insight: Of the six key benefits, members felt that *better efficiency* was the most important[14].



*Due to rounding percentages may not total 100%.

Leveraging technology for development at TCS[15].

TCS has been utilising technology to automate aspects of learning and development to **embrace simplification, reduce administration and empower people to drive their own development.**

_'Milo' the bot supports mentoring, mapping employees to mentors based on development needs.

_The 'iEvolve' learning platform provides personalised learning content, tracks capabilities and credentialises skills.

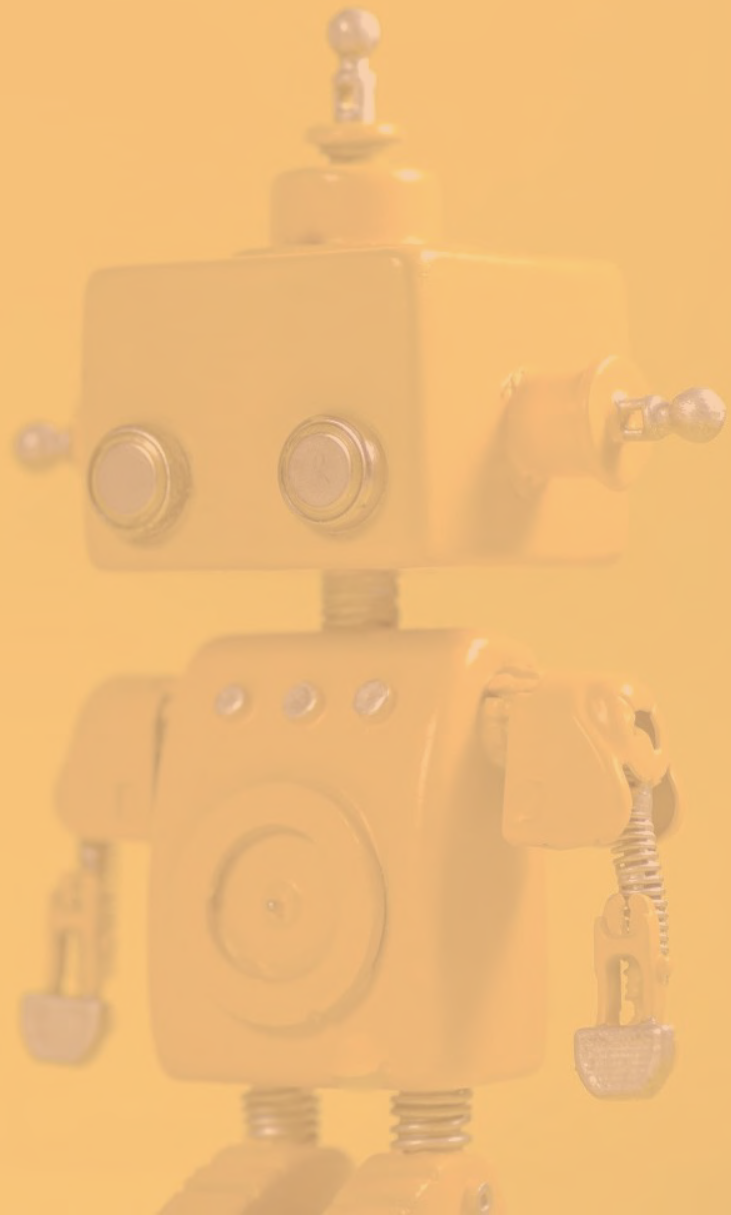
What does the future factory look like at Coats[15]?

Coats have been exploring how to digitise and automate their supply chain to **deliver better products more quickly to customers.**

_They built a 'digital twin' of a department, utilising data to make more agile and quicker business decisions.

_They are now able to better understand issues and patterns, utilising insights to improve productivity and profitability.

Putting people at the heart of automation



We explored the challenges of automation with our members and, overwhelmingly, you feel that the challenges relating to your people and how they respond to change are top of mind and a key priority (see 'member insight')[15].

Acceptance. You feel that getting people to accept change and shift their mindsets is the biggest challenge of automation. Some people see automation as a threat to their employment, and anxiety and fear around automation can cause resistance to change. In addition, it takes time to bring people into the conversation and alleviate concerns, which can slow down progress[14].

Skills. As technology is constantly evolving, so are the skills that people need. You are finding it hard to predict and develop skills for the future. You feel that monitoring, measuring, and developing skills is a complex challenge.

Return on Investment (ROI). Many of you are finding it difficult to prove the value of automation to justify the upfront investment and get buy-in from leaders[14]. Lack of resources (time and budget) exacerbate this pressure in some organisations.

Overwhelmingly, you and your organisations are concerned about how to get your people on board with, and upskilled for, changes from automation. The pace at which change is occurring is making this even more challenging.

Member Insight: Challenges relating to people, including peoples' acceptance of change and the impact of automation on skills, were some of the most commonly cited challenges of automation[15].

What do you see as the biggest challenges of automation?
(67 responses)

You told us that automation is fundamentally about people and their capacity to change. But what is actually changing for your people as you bring in automation?

_Your people are increasingly working alongside machines and technology as part of their day-to-day work. They are now having to work in hybrid teams of humans and machine co-workers.

_Your people are experiencing significant role change and need support to reskill and upskill. They are having to adapt and evolve as machines start to substitute, augment, and create human tasks.

_Your people are feeling 'automation anxiety', which is a fear of negative personal implications of automation. The advancement of digitisation and automation due to the Covid-19 pandemic is accelerating these changes for your people.

So how do these three types of response work in practice? To explore how different people in your organisation might respond to automation use our HSM Responsible Automation personas found on pages 25-36.

How will your people respond to change from automation?

People respond to change in three key ways: emotional, cognitive and behavioural[16].

Emotional.
Feeling.

People respond emotionally to change and, as users of systems, people can experience anxiety when using new technology.

When responding to change or transition people usually follow an emotional journey, moving from more negative emotions such as shock, frustration and depression through to experimentation and integration of change (see appendix 1 on the Kübler-Ross Change Curve)[17].

Moving people through the emotional journey to successfully adapt to change requires considering all of your people and the different stages of the emotional journey that they will experience.

Move people through the emotional journey.

Cognitive.
Questioning.

People start to use their cognitive abilities to think about and question the motives and outcomes of change.

People respond cognitively to change based on four key areas: 1) whether they think there is a need for change, 2) whether they believe the motives for change, 3) the quality and effectiveness of new technology, and 4) the perceived benefits of new technology[16].

Communicating your narrative requires taking time to provide information, answer questions, and share your automation story. Helping people understand the reason for change and bringing them on the journey.

Communicate your narrative.

Behavioural.
Acting.

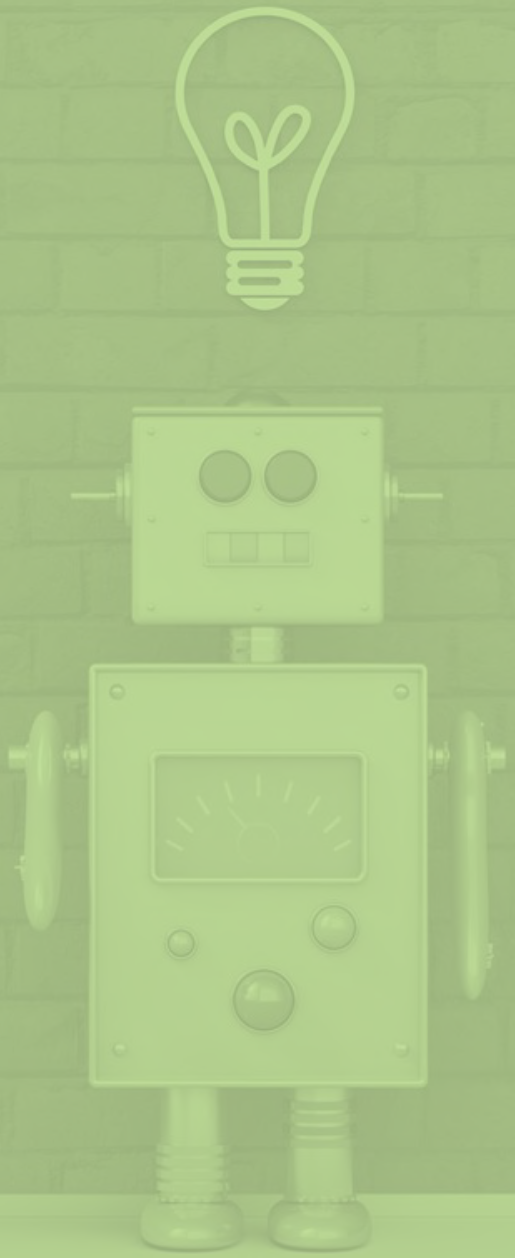
People respond to change with tangible and visible adjustments to their behaviour, both positive and negative.

People's behaviour is governed by a number of factors. This includes their actual and perceived ability to cope with change, trust in leaders and managers, the social influence of their peers, and their past experiences (both positive and negative) of change[16].

Shifting your people's behaviour requires building trust, leveraging social influencers, supporting people to develop skills, and incorporating past experiences into your automation narrative.

Support your people to shift their behaviour.

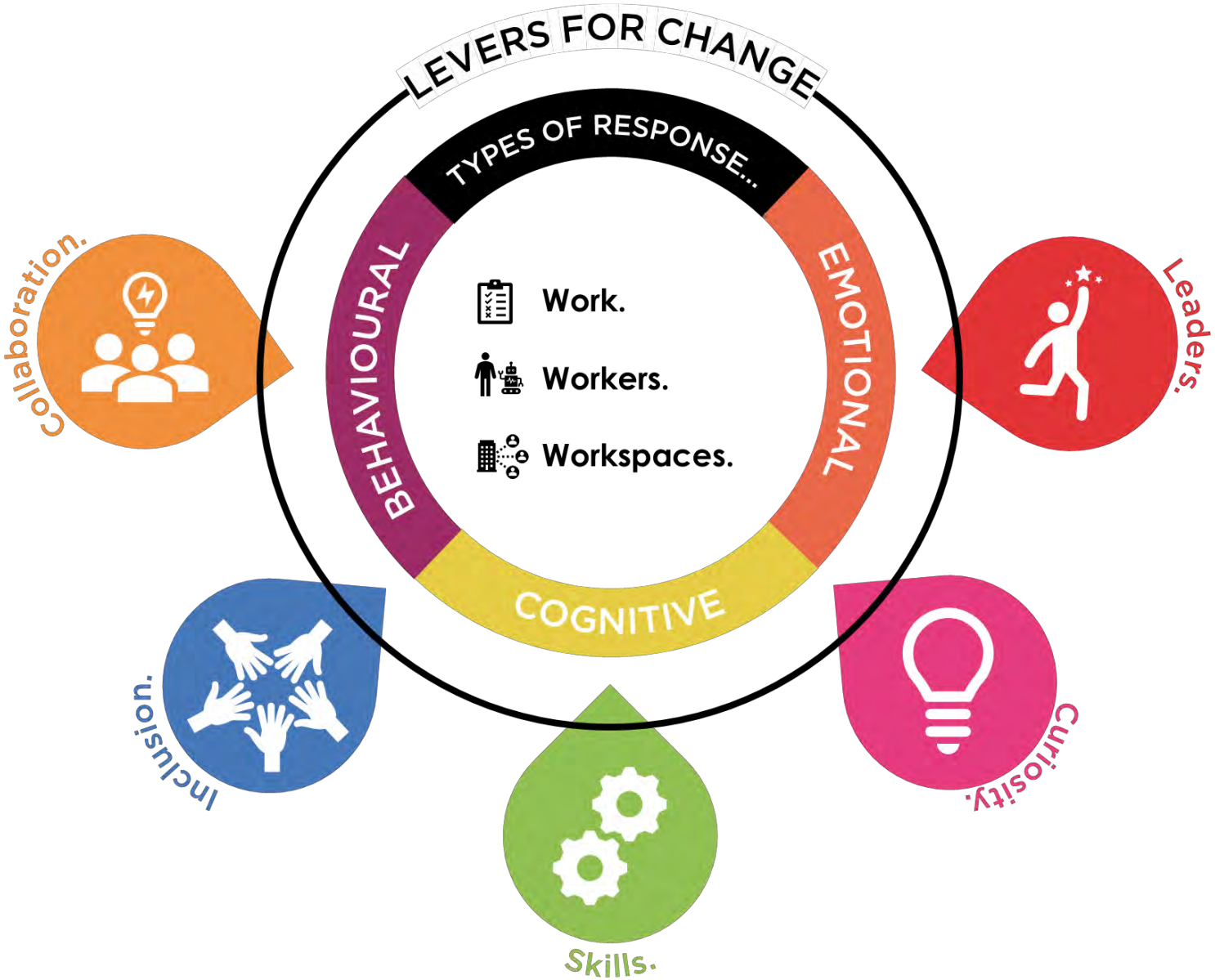
The HSM Responsible Automation Framework



The key to putting your people first is to automate responsibly. The HSM Responsible Automation Framework provides guidance on how to drive responsible change.

The HSM framework uses five levers to drive responsible action; leaders, curiosity, skills, inclusion, and collaboration. The following pages explore each lever in more detail.

These levers can be used by you and your organisation to promote a positive impact of automation on work, workers, and workspaces. In addition, each lever can be used to support and manage your peoples' emotional, cognitive and behavioural response.



LEADERS

Leaders play a fundamental role in acknowledging and answering your people's questions, supporting them to embrace new technologies and see the benefits of change[1].

Business leaders play a key role in driving responsible automation and can...

Provide a clear narrative. People are experiencing fear and anxiety surrounding automation. Your leaders can alleviate some of these emotions by providing a clear narrative for automation that explains the motives for change and how it will bring benefits to your organisation and your people[1].

Create an open dialogue. Much automation anxiety comes from rumours and preconceptions surrounding automation. By giving people the required time and knowledge to have an informed and honest discussion about automation, your leaders can provide safe spaces for people to voice concerns and start identifying actions for the future[1].

Acknowledge the unknowns. There are always impacts of automation initiatives that leaders are unaware of at the start. By acknowledging these unknowns, your leaders can manage peoples' emotions and role-model comfort with uncertainty[1].

Member Insight: Leaders have mixed emotions about automation, from those who are excited to drive forward improvements to those who are anxious about change[14].

When asked how your leaders feel about automation, we heard a mixed response. Many of your leaders are **excited** about automation, especially the opportunities it presents to improve efficiency and provide cost savings. Some are even seeing automation as a 'silver bullet' that will solve a multitude of challenges that they are facing.

However, many of your leaders are also **anxious** about automation and want more certainty about the impact it will have. Others have concerns over the upfront investment required to implement automation, and want to be able to see the value that it will bring to your organisation.

Whilst some of your feel that your leaders are very focused on managing the change from automation, and designing a positive user experience, others feel that your leaders are **unsure** about *how* to automate successfully and forget to think about their people.

Prof. Herminia Ibarra on the five skills for future leaders.
The five skills that leaders need for the automated future[14].

1. **Cross-cutting.** Developing networks of relationships that extend and connect to a diversity of people and groups.
2. **Collaborating.** Fostering psychological safety and candour to increase team performance.
3. **Coaching.** Having critical conversations that develop others' potential.
4. **Culture-shaping.** Proactively shaping organisational culture and mindsets, including eliminating 'iconic' practices that are no longer fit-for-purpose.
5. **Connecting.** Growing in empathy and authentic leadership.

CURIOSITY

Curiosity is key to getting your people on board with automation, empowering them to self-identify how technology can improve their role and drive the automation agenda[1].

To create curiosity and drive responsible automation you can...

Give people a voice. When something is going to impact people's work and lives they want to have a voice in the disucssion[1]. Giving people a voice is fundamental to moving them through the emotional journey (see appendix 1), getting their support, and brining them into conversations about automation[1].

Empower people to redesign roles. By giving people the trust and autonomy to redesign their own roles, you can encourage a culture of experimentation and more quickly identify opportunities for automation. Doing so also helps people self-identify new skills and drives motivation for developing these skills[1].

Include feedback loops. As you ask people to change the way they work you need to incorporate feedback loops[1]. These help people address feelings or concerns, as well as providing the opportunity to support your peoples' cognitive response (see page 12).

+ Encouraging automation curiosity at Revenue NSW[15].

At NSW the automation team works with members of the Revenue business to identify, prioritise, and drive automation opportunities.

NSW have been automating processes across Revenue – endeavouring to "get rid of highly manual and repetitive bits of work". They have been driving curiosity by...

_Giving people a voice by empowering business teams to identify and prioritise opportunities for automation.

_Empowering people to redesign roles by upskilling them on automation capabilities and supporting them to identify automation opportunities.

_Including feedback loops by working closely and personally with business teams to implement, test, and iterate automation initiatives.

As well as encouraging curiosity, business leaders and executive sponsorship have been key to ensuring that automation is "business led, IT supported". NSW have been giving business leaders and their teams the time and space to explore automation together and discuss opportunities, concerns, and priorities.

+ Prof. Neil Lawrence and Jessica Montgomery on the "The Great AI Fallacy"

Preconceptions, and often false ones, influence how people feel about automation[18].

People often think that AI will be the first wave of automation where machines adapt to humans[14]. However people have always been the ones who adapt, for example, national time was brought in to enable the use and expansion of railways and train travel[14]. We have not yet created machines that are more flexible, adaptable, or curious than humans.

It is people who will be required to adapt to automation. Curiosity is key to enabling this adaptation. By encouraging your people to engage curiously with the opportunities of automation they can start to understand how they will need to change and adapt their own behaviour for these opportunities to become successes.

SKILLS

Reskilling and upskilling is fundamental to responsible automation, enabling your people to stay in employment even as tasks are increasingly automated[1].

To develop the skills that your people need for the future you can...

Focus on building foundational skills. Foundational skills are often 'human' skills that are key for development and can unlock the value of technical skills (see 'spotlight on the importance of foundational skills'). Part of the importance of foundational skills is that, unlike technical skills which have a short shelf life, they are valuable over a long period of time[19].

Empower people to drive learning. By encouraging your people to be curious about their development you can enable them to self-direct their own learning journey. At Unilever, 'discover your purpose' workshops supported employees to explore skills for the future and identify their possible development pathways[20].

Credentialise transferable skills. People require transferable skills for the future and, for skills to be transferable, they need to be credentialised[1]. Whilst many organisations and industries have successfully credentialised more technical skills, it becomes more challenging when thinking about human skills[14]. (see 'spotlight on bridging the skills gap with blockchain').

+ Spotlight on the importance of foundational skills[19].

Foundational skills are primarily human skills such as listening, empathy, communication, judgement and decision-making.

Foundational skills are often central to 'gateway' jobs. These jobs are escalate lower-skilled workers to higher-skilled, higher-paid roles. Gateway jobs are fundamental to enabling lower-skilled workers impacted by automation to upskill, reskill, and maintain employment.

+ Spotlight on bridging the skills gap with blockchain[21].

One of the key challenges to overcoming the skills gap is credentialising skills in order to make them transferable.

One group of organisations and academics are experimenting with using blockchain technology to overcome this challenge. Their platform produces a permanent and verifiable record of learning and skills certifications and qualifications. If successful, organisations will be more easily able to match people, and skills, to roles.

Member Insight: Skills such as design thinking, data analytics, change management, and agility are top priorities for our members[14].

What skills are a priority to develop in your organisation?
(52 responses)

INCLUSION

Inclusion must be prioritised to create a future that works for everybody, driving social mobility and equality[1].

To drive inclusive and responsible automation that works for everyone you can...

Invest in vulnerable groups. Certain groups are more vulnerable to impacts of automation including: older people, contractors, people with less time and money to retrain, and those in sectors most at risk (see page 7)[1]. These groups need your support and investment most.

Tailor learning to the indivdiual. Skills are fundamental to automating responsibly. Equally important is that reskilling and upskilling initiatives are accessible to all. Different groups in your organisation may have different learning requirements which should be considered when designing development intiaitives[1].

Think about your ecosystem. Often ecosystem members, such as contractors and freelancers, are unable to access formal support from organisations, for example, access to training[1]. In a world where these flexible types of employment will only become more common, organisations can look for ways to bring ecosystem members on the journey with them.

+ Building skills for those who need them most at Unilever[22].

When thinking about reskilling, Unilever have driven inclusion and diversity to support both their own people and the wider ecosystem.

Unilever endeavours to ensure that 80% to 100% of the workforce displaced by automated ultimately get a new internal job, external comparable position, or opt for an appropriate early retirement. They have been driving inclusion by...

_Investing in vulnerable groups by prioritising workers predicted to be displaced by automation.

_Tailoring learning to the individual by supporting people to access a wide range of learning content through Degreed.

_Thinking about their ecosystem by including contractors, third-party agencies, and factory workers in reskilling and learning initiatives.

+ Insights from Prof. Neil Lawrence and Jessica Montgomery[18].

History has taught us that there is often a lag from technological invention to distributed social and economic benefits, often with disruptions disproportionately affecting already vulnerable communities.

In your organisation people will have opinions about automation, from techno-solutionists (overly optimistic) to techno-sceptics (fearful of negative effects)[18]. Bridging both views with a realistic narrative grounded in data is key to bringing everyone on the journey[14].

+ Automation opportunities to make your workforce more inclusive[15].

Many of our members are excited by the opportunities that automation technology presents to make the workforce more inclusive. For example, automating manual tasks can make roles more accessible to those with some physical disabilities.

Our members commented that the recent shift to virtual and hybrid working is already demonstrating opportunities, such as automated captioning and chat functions on video calls which provide more inclusive communication channels.

COLLABORATION

Collaboration between individuals, organisations, educational institutions, and governments is key to co-creating solutions that share the benefits of automation across society[1].

To drive responsible automation through collaboration you can...

Create a culture of experimentation. The best way to get going with collaboration is to start experimenting with it, and to encourage people in your organisation to do the same[1].

Embrace multi-stakeholder action. Automation is not only impacting organisations, there are much broader societal changes that will come with it[14]. This requires urgent multi-stakeholder action to ensure automation has a positive impact on people and society at large[1].

Distribute benefits of productivity. One of the most significant benefits of automation is increased productivity, which raises the question of how to share the benefits of this economic growth more equally across society[1]. For example, some organisations are reducing the working week for their people[1].

See our member insights on the right to explore some of the ways that you are already collaborating.

Collaborating to tackle the reskilling challenge at Microsoft[23].

In 2020 Microsoft launched a global skills initiative to bring digital skills to 25 million people worldwide.

Microsoft

Microsoft believe that one of the key steps to promote economic recovery and prosperity is expanding access to digital skills, upskilling people for newly created roles. They have been working collaboratively to develop digital skills by...

_Embracing multi-stakeholder action by partnering with LinkedIn and GitHub to provide learning content and resources.

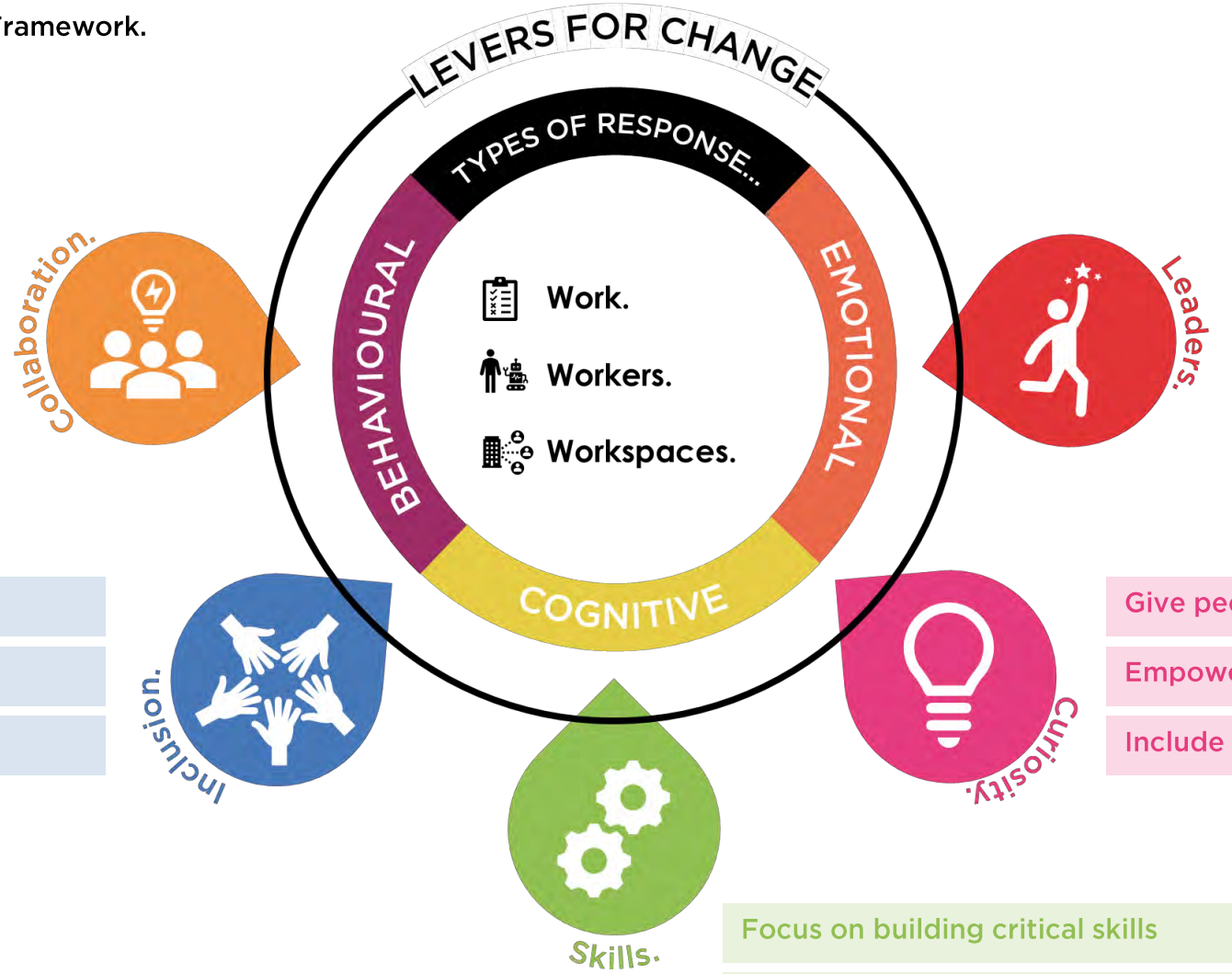
_Distributing benefits by investing $20 million in cash grants to help non-profit organisations reach the most vulnerable groups

Microsoft have also been driving inclusion as part of their mission by prioritising those hardest hit by job losses from automation and the Covid-19 pandemic, including people with lower incomes, women, and underrepresented minorities.

Member Insight: Our members are actively collaborating with their ecosystem to drive responsible automation[14].

_Supporting prisoners and ex-offenders to reskill
_Training over 3 million people in skills to get employment and start businesses
_Using LinkedIn learning
_Teaching digital skills to older people
_Working with schools
_Training suppliers on improving environmental credentials
_Promoting STEM in schools, colleges and universities
_Coding classes for young people

The HSM Responsible Automation Framework.



Create a culture of experimentation

Embrace multi-stakeholder action

Distribute benefits of productivity

Provide a **clear narrative**

Create an **open dialogue**

Acknowledge the **unknowns**

Invest in vulnerable groups

Tailor learning to individuals

Think about your ecosystem

Give people a voice

Empower people to redesign roles

Include feedback loops

Focus on building critical skills

Empower people to drive learning

Credentialise transferable skills

Moving forward responsibly

During the HSM Responsible Automation Masterclass we identified actions that you can take forward in your organisation.

A group of 70 participants, representing 17 of our Consortium members, came together during the Masterclass to share their experiences and generate new ideas and actions to embed in their own organisations. A selection of these actions can be seen to the right.

From these actions we can see a number of recurring themes[14]...

_Embed **curiosity in conversations** with your people, leaders, and clients to bring them on the journey.

_Focus on **communication and narrative**, driving transparency through your automation story.

_Think about the **skills** you require for your future and support your people to develop transferable skills.

_Approach automation with **empathy**, thinking about your people's emotional, cognitive, and behavioural response.

_Drive **role redesign**, empowering people to automate boring and repetitive tasks.

_Prioritise **inclusion** and **wellbeing** as you think about driving automation forward.

_Promote a culture of **experimentation** where people can fail fast and learn quickly.

Actions you can take to drive responsible automation[14].

Embed curiosity in conversations

_Create more dialogue at all levels
_Bring clients on the journey as well as employees
_Sharpen conversations with leaders
_Inject curiosity into client conversations
_Involve more departments to stimulate curiosity
_Talk about automating boring tasks

Approach automation with empathy

_Humanise automation
_Take into account the emotional impact

Focus on communication and narrative

_Communicate cognitive impacts earlier on
_Focus on shifting mindsets and culture change
_Build a compelling story and narrative
_Communicate with transparency and clarity

Drive role redesign

_Engage people in role redesign
_Get everyone to identify 10% of their role that can be automated

Think about the skills you require for your future

_Establish the skills required for the future
_Focus on opportunities for skills development
_Think about how to formalise and credentialise skills

Prioritise inclusion and wellbeing

_Focus on driving greater inclusion
_Think about employee wellbeing

Promote a culture of experimentation

_Run pilot experiments
_Encourage people to experiment

Concluding remarks.

Machines are here to stay, so we must adapt and respond to the changes that they bring. Automating with responsibility should be a key priority for your organisation.

You and your people are currently facing widespread disruption from automation, accelerated by the Covid-19 pandemic. This increase in the pace of change makes automating in a responsible way even more challenging for your organisation.

Whether automation is successful is fundamentally about your people and their capacity to respond and adapt to change. Even though machine capability is constantly evolving, it is your people who will determine the future of your organisation. Putting them first is the key principle of responsible automation.

To drive responsible automation you have a number of levers at your disposal[1]. Your leaders can help guide people through the automation journey. Empowering your people to be curious gives them an active role to play, bringing them on this journey with you. In addition, building skills inclusively across your organisation supports your people to keep up with the pace of change and avoids any vulnerable groups being left behind. Finally we must collaborate and experiment together to ensure automation is delivered alongside responsibility.

By focussing on people, as well as machines, you can responsibly co-create the future of your organisation.

Prof. Lynda Gratton's key takeaways on Responsible Automation[14].

#1	Covid-19 has accelerated our positivity about the digital world. Anything is possible.
#2	Being agile has helped us to move fast, learn quick and fail fast through experimentation.
#3	Don't make assumptions about what people want – involve them in the conversation.
#4	People can be moved along an emotional response curve if they are supported and involved in the right way.
#5	The move to responsible automation requires a culture shift – listen to your people and meet resistance with understanding.
#6	It's important to bring in different stakeholders in the process – HR for empathy and your tech team for the technical side.
#7	Leaders need to translate external trends into an internal narrative, using diverse networks to build their understanding of these trends.
#8	Skills are the foundation of responsible automation. You can't automate without building skills. Encouraging people's curiosity is key.
#9	You need to understand your employees beyond stereotypes. But don't just rely on managers to uncover what employees want. Use other mechanisms.
#10	Is it time for us to be more creative about the way we think about machines rather than just adapting to them. How can they adapt to us instead?

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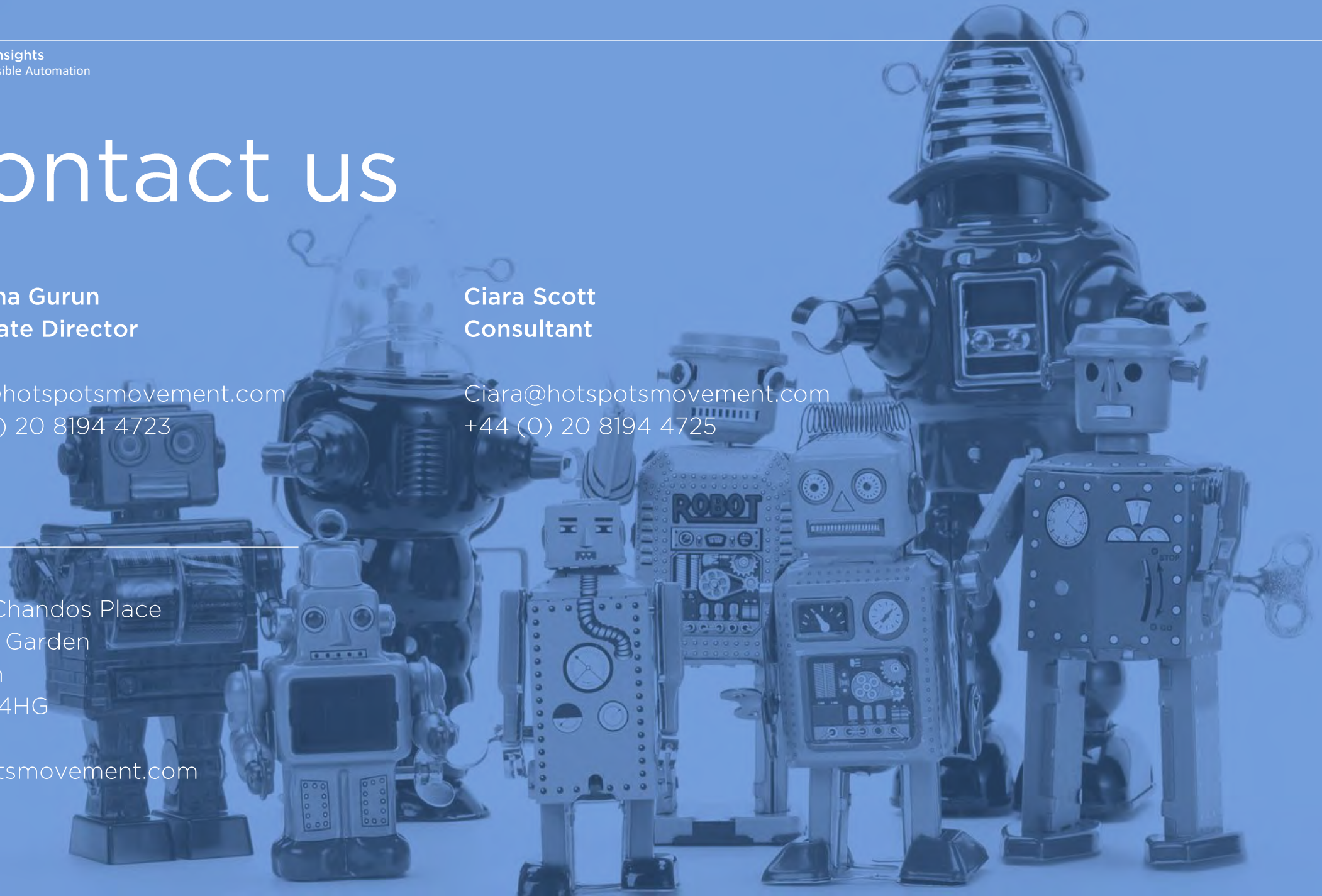
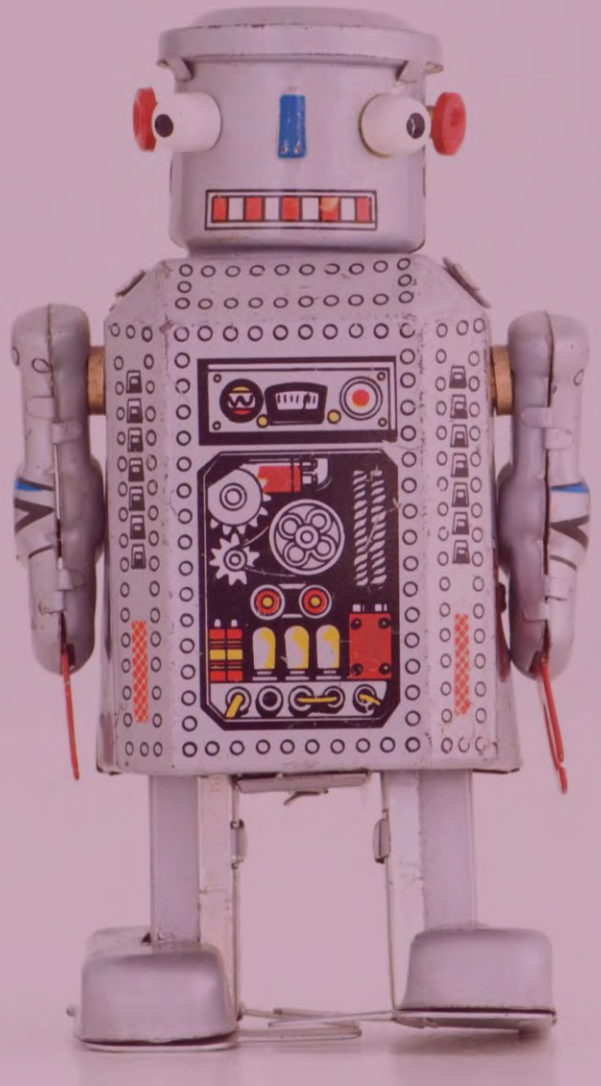


The HSM Personas



Different people will have different responses to automation and will require unique support. The HSM Responsible Automation personas are a tool that you can use to think through the different types of people who you may have in your organisation and how you can flex your automation approach to be inclusive of them and their needs.

We would recommend taking the following approach when using the personas to facilitate discussions within your organisation:

1. Introduce the personas and think about which are most relevant for your organisation.

2. Ask yourself 'How might the persona respond to the change from automation?'. You can think about the three types of response:

   Emotional Feeling. | **Cognitive** Questioning. | **Behavioural** Acting.

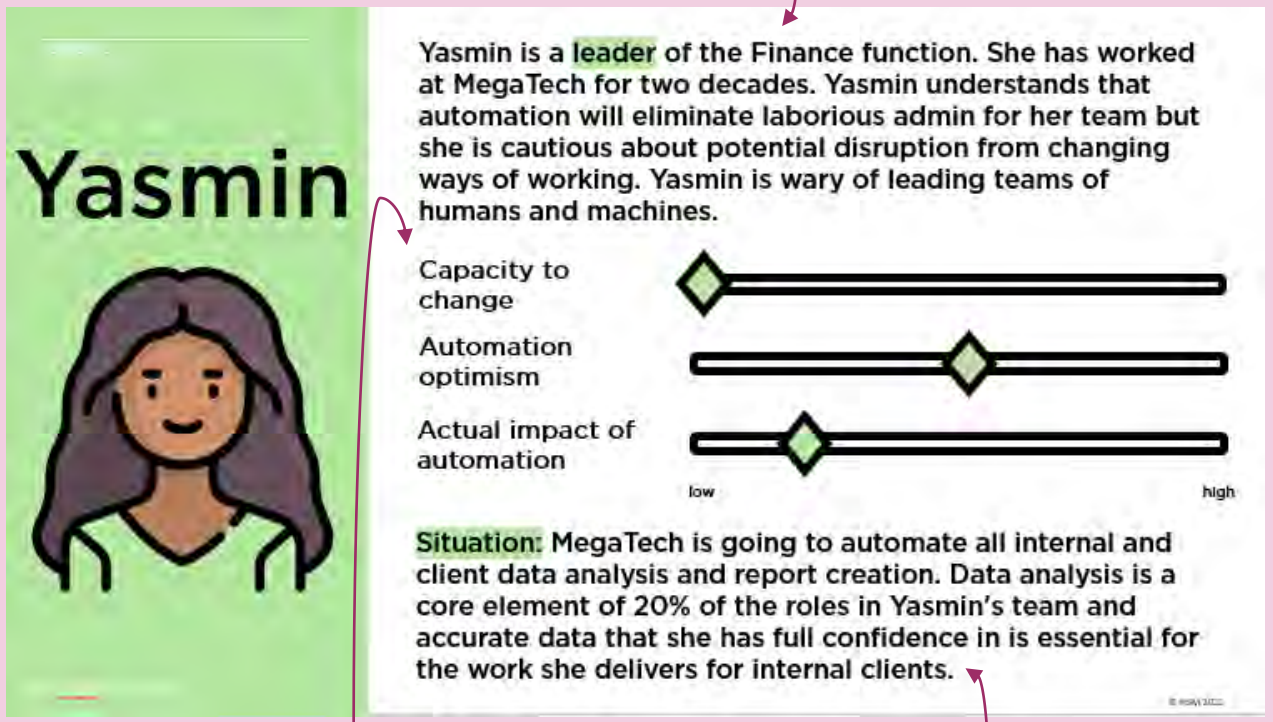
3. Ask yourself 'What actions can we take to support the persona?'. You can use the five levers to structure your discussion:

   Leaders | **Curiosity** | **Skills**
   Inclusion | **Collaboration**

You can find full-page versions of each persona to use during discussions within your own organisation on pages 32-36.

Guide on how to read the personas.

Introduction. Key information about the persona and their role.



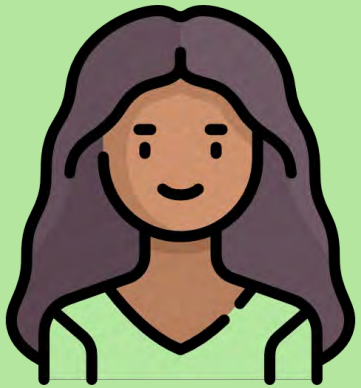
Capacity to change. How able the persona is to quickly adapt and change their behaviour.

Automation optimism. How the persona feels about the broader impact of automation.

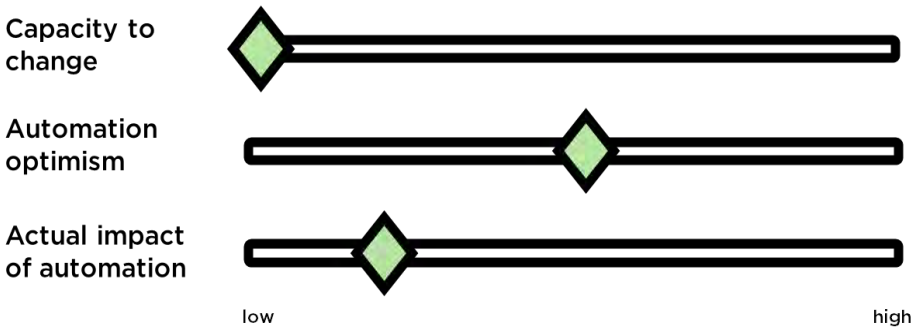
Actual impact of automation. How much the persona's role will be impacted by automation at MegaTech.

Situation. Detail on how the persona will be impacted by MegaTech automating all data analysis and report creation.

Yasmin



Yasmin is a leader of the Finance function. She has worked at MegaTech for two decades. Yasmin understands that automation will eliminate laborious admin for her team but she is cautious about potential disruption from changing ways of working. Yasmin is wary of leading teams of humans and machines.



Situation: MegaTech is going to automate all internal and client data analysis and report creation.

Data analysis is a core element of 20% of the roles in Yasmin's team and accurate data that she has full confidence in is essential for the work she delivers for internal clients.

Member Insight: How might Yasmin respond to the change and what actions can MegaTech take to support her?[14]

How might Yasmin respond to the change?

_Yasmin is likely to be anxious and fearful about the uncertain impact of the change and her own ability to adapt.
_There is a risk that Yasmin will be a blocker to change and show some resistance.
_As a leader, Yasmin's reaction may spill over into her team through the messaging that she gives to them.
_However, Yasmin does understand that there can be benefits of automation so may feel positive about these opportunities.
_Yasmin is likely to have a lot of questions about the relative merits of the change.

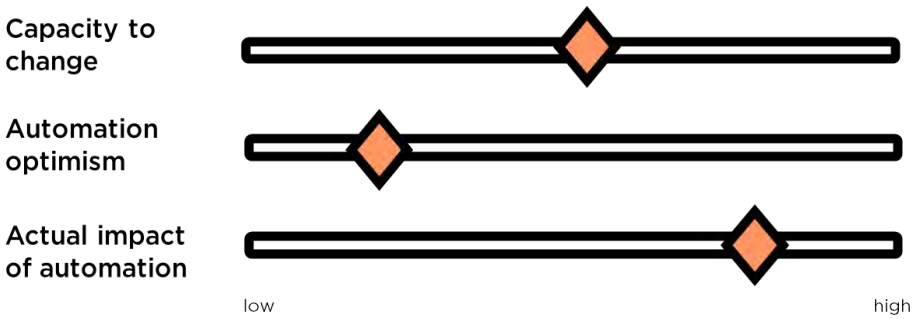
What actions can MegaTech take to support Yasmin?

_Taking the time to answer Yasmin's questions, dispel any myths and demonstrate the benefits of automation, explaining the *why.*
_Providing examples of where automation has already been implemented with success at MegaTech.
_Giving her the time and space to explore the possibilities and unknowns of automation with her team in an open discussion.
_Partnering Yasmin with a mentor to help her process and overcome her apprehension.
_Piloting the change in a small group to help encourage a culture of experimentation by trialling things in a lower-risk situation.
_Demonstrating the efficiency and effectiveness of the new technology.
_Involving Yasmin actively in delivering the change and defining the strategy within her team.
_Identifying any skills gaps for Yasmin and her team and providing training to give them the skills they need.
_Giving her a platform to provide feedback.
_Communicating clearly how her own role will be reshaped.

Images: Freepik from Flaticon.com

Chris

Chris is an IT service operator. He has seen a lot of technical change recently and is worried about being replaced, but he is also keen to embrace change that enhances his productivity. Chris is knowledgeable about technology but isn't accredited.



Situation: MegaTech is going to automate all internal and client data analysis and report creation.

Data analysis forms about 30% of Chris's role. The large majority of his role is virtual and physical interactions with customers, providing IT support.

Member Insight: How might Chris respond to the change and what actions can MegaTech take to support him?[14]

How might Chris respond to the change?

_Chris is likely to feel anxious about how his role is changing, and may feel like he doesn't have much control over the impact.
_However, Chris will likely feel positive about the possibility of efficiency and productivity improvements, and excited at the prospect of being able to focus more on customer interactions.
_Chris may feel insecure about his future employability and the risk of being replaced by machines, especially as his knowledge and skills are not formally accredited.
_Chris may also feel frustrated if not given the opportunity to contribute to the process and share his expertise.

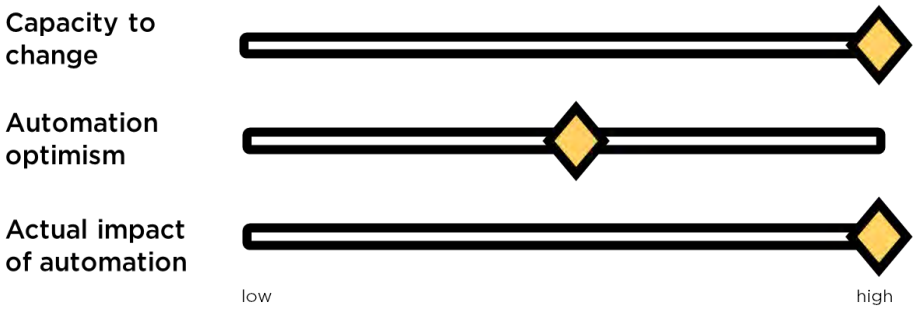
What actions can MegaTech take to support Chris?

_Equipping Chris with job-crafting skills, and empowering him to redesign both his own role and new processes.
_Bringing Chris into the conversation, leveraging his technical expertise and experience to support the programme road map and giving him a sense of control.
_Ensuring the feedback loop is closed so that he can clearly see the impact of his contribution.
_Communicating openly and transparently about the vision for the future, especially regarding his role and contribution.
_Exploring informal ways of recognising his skills and expertise and demonstrating the value of his institutional knowledge.
_Providing opportunities to both formally accredit his existing skills and build new skills, both human and technical.
_Leveraging leaders and managers to support Chris on the journey and providing frequent touch points to answer questions and alleviate anxiety.
_Investing in Chris's development rather than defaulting to external talent options.

Images: Freepik from Flaticon.com

Steph

Steph is a graduate data analyst. Steph has only just joined the company and, although Steph is eager to learn, Steph doesn't know where to start. Steph is analytically-minded and ambitious but is anxious about the automation of tasks that typically enable progression.



Situation: MegaTech is going to automate all internal and client data analysis and report creation.

Data analysis used to be the first step on the ladder for graduates, enabling them to understand how to take meaning from complex datasets.

Member Insight: How might Steph respond to the change and what actions can MegaTech take to support them?[14]

How might Steph respond to the change?

_Steph has a strong technical background so will likely see the positive opportunities presented by automation and digital transformation.
_However, Steph may fear how these changes will impact the day-to-day role, career progression and development.
_Some of the work that will be automated is actually quite boring, so Steph is likely excited to be able to focus on more value-add work.
_Having never experienced a significant organisational change Steph may feel anxious and have lots of questions.

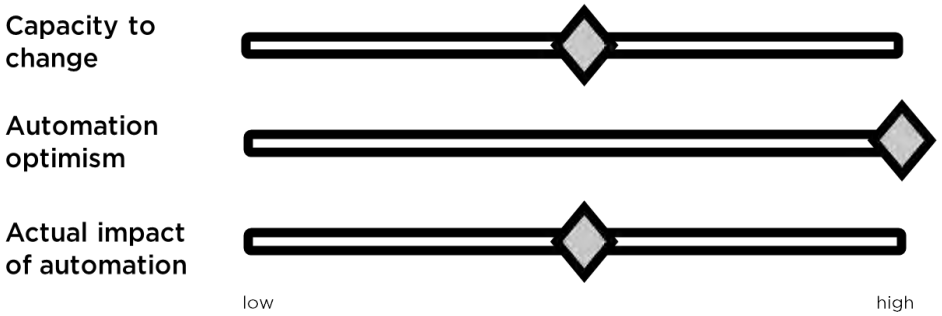
What actions can MegaTech take to support Steph?

_Embracing Steph's energy, enthusiasm, and capacity to change to drive positive attitudes to change across the organisation.
_Providing mentoring and coaching around the change to answer questions and alleviate anxieties.
_Educating Steph to become a change champion, and highlighting this as a development opportunity.
_Supporting Steph through a personal development plan to provide a clear roadmap for how Steph is expected to develop the required skills for progression, and what these skills are.
_Nurturing Steph, providing high-contact touch points to make Steph feel valued and appreciated.
_Communicating information clearly and early, to avoid Steph being influenced by the rumour-mill or influential colleagues who feel negatively about the change.
_Redesign the graduate Data Analyst role around 'good' work whilst ensuring Steph is still exposed to development opportunities.

Images: Freepik from Flaticon.com

Vik

Vik is a manager in the RPA consulting team. He has excellent technical skills and is excited to automate as many internal processes as possible – but this single-minded focus makes him lose sight of the big picture and the potential impact technology will have on his people.



Situation: MegaTech is going to automate all internal and client data analysis and report creation.

Data analysis is about 30-50% of most of the roles in Vik's team and a core capability and development priority for many team members.

Member Insight: How might Vik respond to the change and what actions can MegaTech take to support him?[14]

How might Vik respond to the change?

_Vik will likely be very excited by the opportunities of new technology and will respond with enthusiasm.
_This enthusiasm might manifest as trying to move (too) quickly into taking actions and not taking the time to acknowledge emotions.
_Vik may struggle to understand why others don't share his enthusiasm and become impatient when he encounters resistance or questions.
_Vik may feel frustrated by challenges and delays in implementing change across business units and geographies.

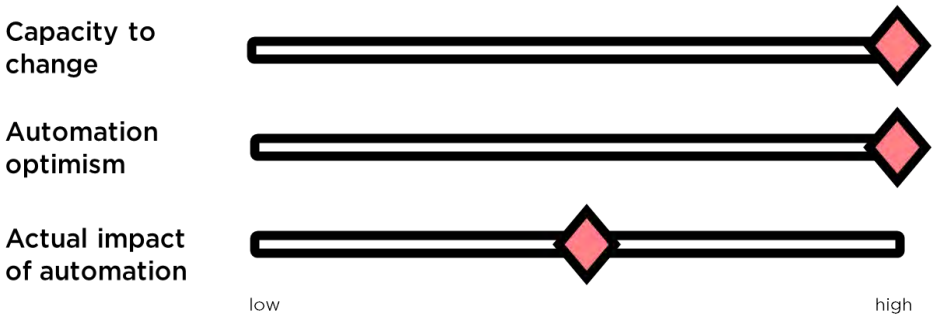
What actions can MegaTech take to support Vik?

_Utilising personas as a tool to help Vik understand the emotional, cognitive, and behavioural responses of his people.
_Leveraging Vik's enthusiasm to share the organisational narrative and provide reassurance to concerned individuals.
_Expanding performance metrics to include impact and contribution to strategy through collaboration and team goals.
_Providing Vik with the opportunity to contribute his technical ability to the programme and to help upskills other members of the organisation.
_Engaging Vik in organisational focus groups to listen to people's concerns and perspectives.
_Upskilling Vik in more human skills, such as empathy and active listening, enabling him to have authentic interactions with his people.
_Partnering Vik with mentors and colleagues who can provide a more empathetic voice towards his people.
_Supporting Vik to actively engage his team in the change, taking the time to bring them up to speed technically.

Images: Freepik from Flaticon.com

Elena

Elena is a freelancer and a corporate brand expert. She has worked with MegaTech for eight years in various capacities and wants to use more data-driven insights in her role. Elena is aware that automation may change the interactions she has with the company but doesn't have much insight into internal decision-making around this.



Situation: MegaTech is going to automate all internal and client data analysis and report creation.

Elena relies heavily on data provided to her by the many companies she works with, but the quality and presentation of this data often varies significantly.

Member Insight: How might Elena respond to the change and what actions can MegaTech take to support her?[14]

How might Elena respond to the change?

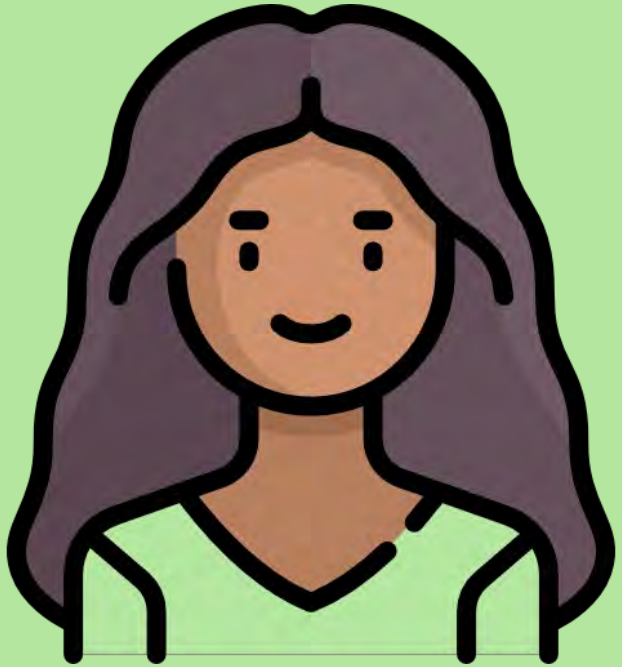
_Elena is likely excited by the opportunity to better and more efficiently leverage data-driven insights.
_However, Elena may feel some anxiety around how this will impact her interactions with the company.
_These anxieties may be exacerbated by feeling that she doesn't have any input into the change or the ability to influence decisions.
_Elena is likely to have lots of questions about changes to the data she receives from MegaTech and the input that they expect from her.

What actions can MegaTech take to support Elena?

_Providing opportunities for Elena to have a voice and ask questions, developing an understanding of her needs and preferences.
_Acknowledging the expected impact on freelancers in the organisation's automation narrative.
_Embedding freelancers within internal teams more actively, to bring them on the journey with you and encourage collaboration.
_Leveraging her expertise and experience to learn about similar transformations that she has witnessed or been involved in, especially accessing her knowledge on brand and narrative.
_Including Elena in the design process to help ensure that her needs are not overlooked.
_Sharing information clearly and concisely through central and controlled channels to avoid Elena being overly influenced by rumour or feeling blindsided by new information.
_Involving Elena in upskilling and reskilling initiatives where appropriate.

Images: Freepik from Flaticon.com

Yasmin



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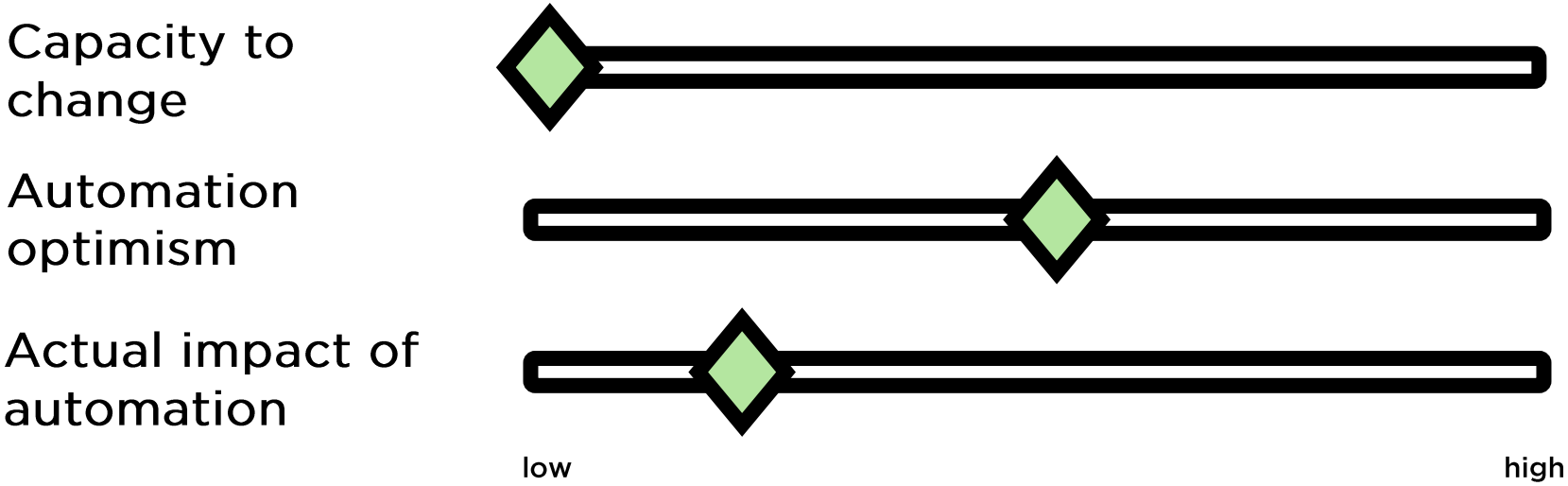

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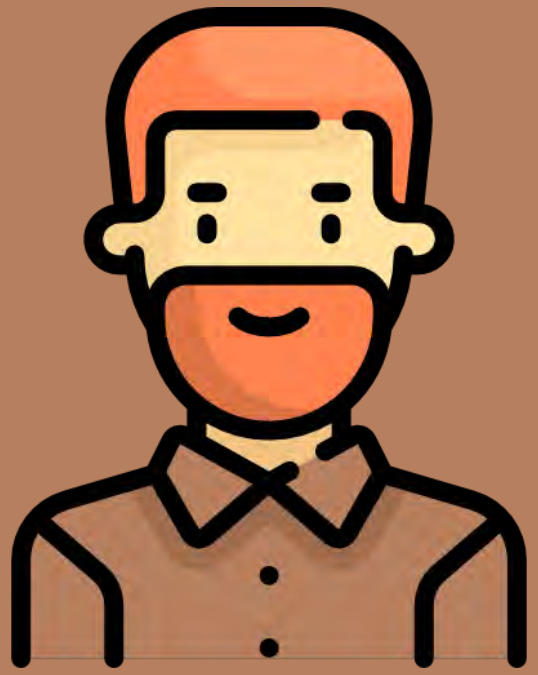

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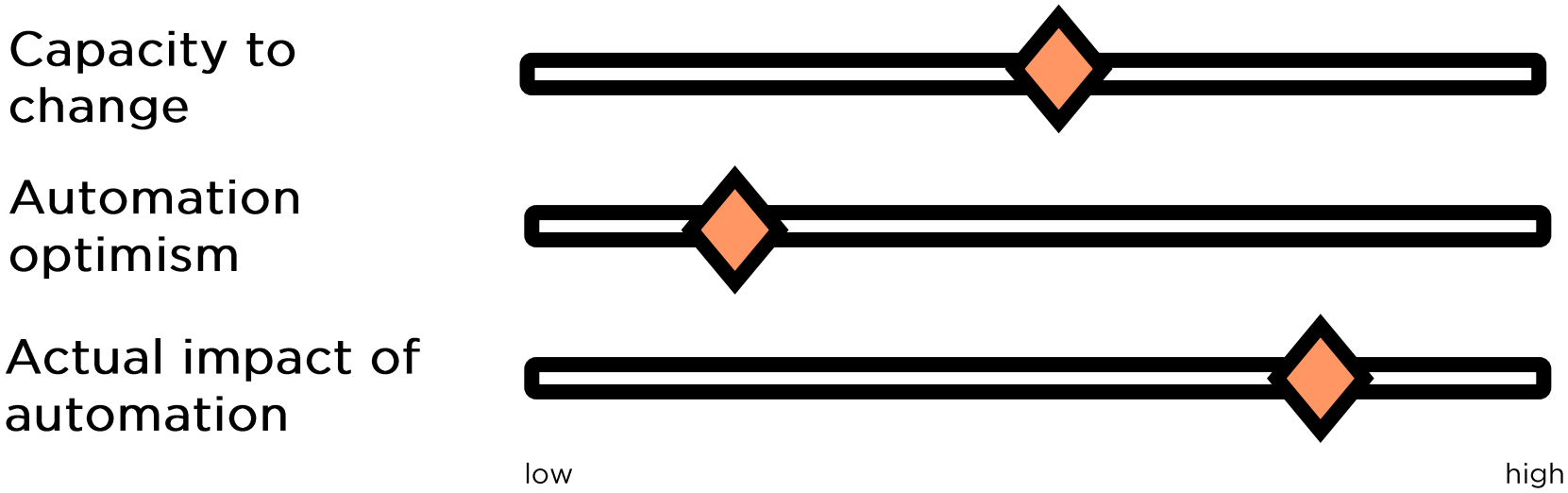

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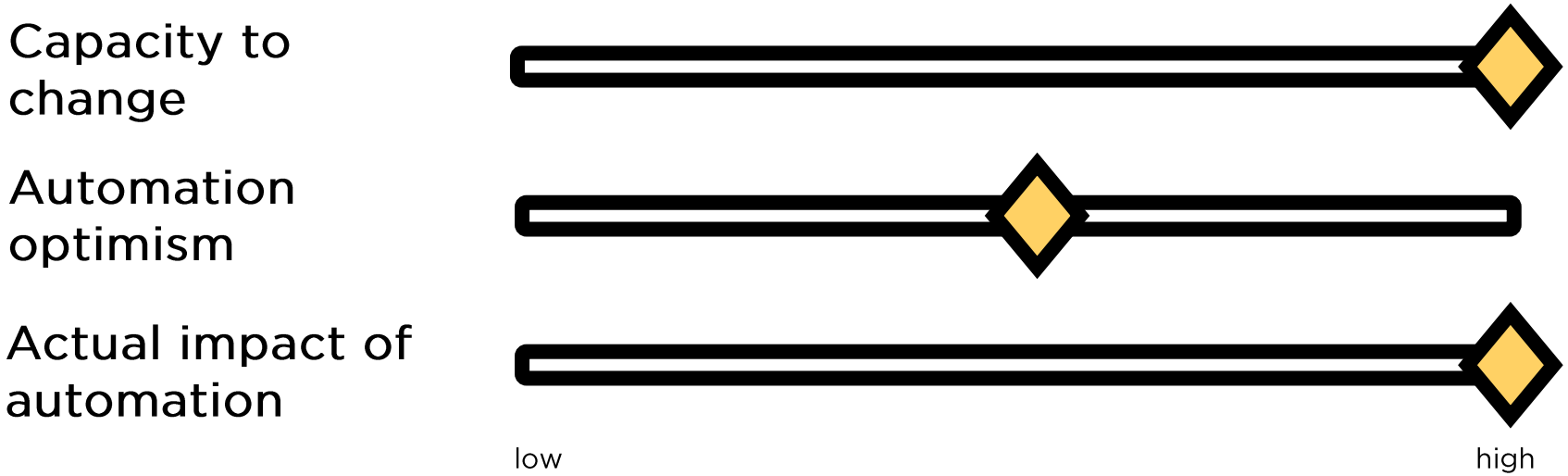

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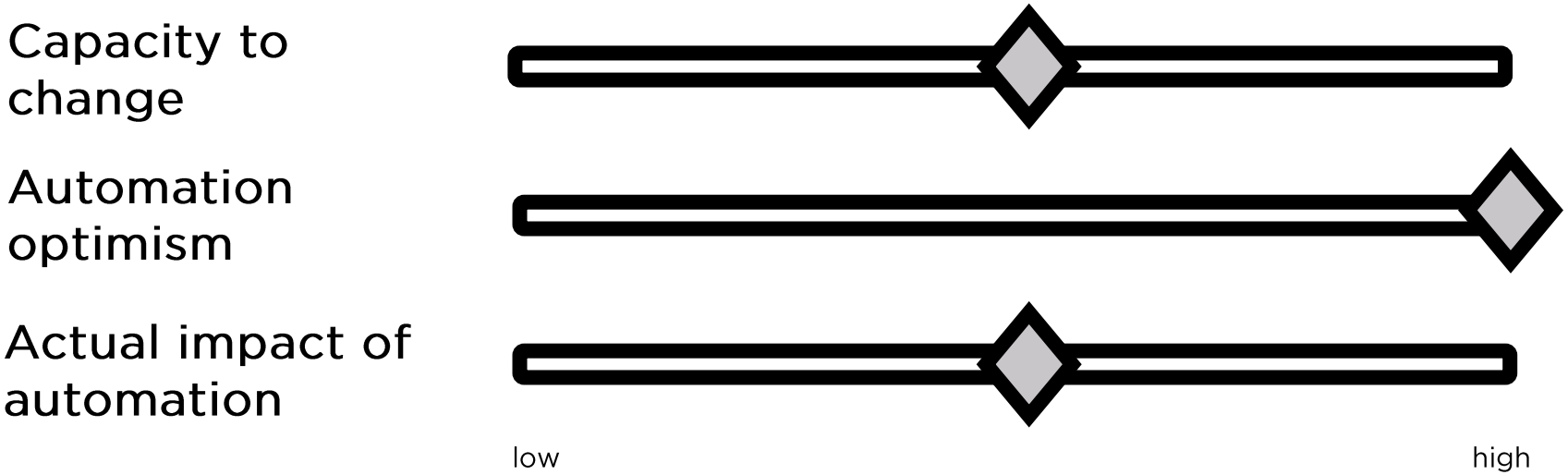

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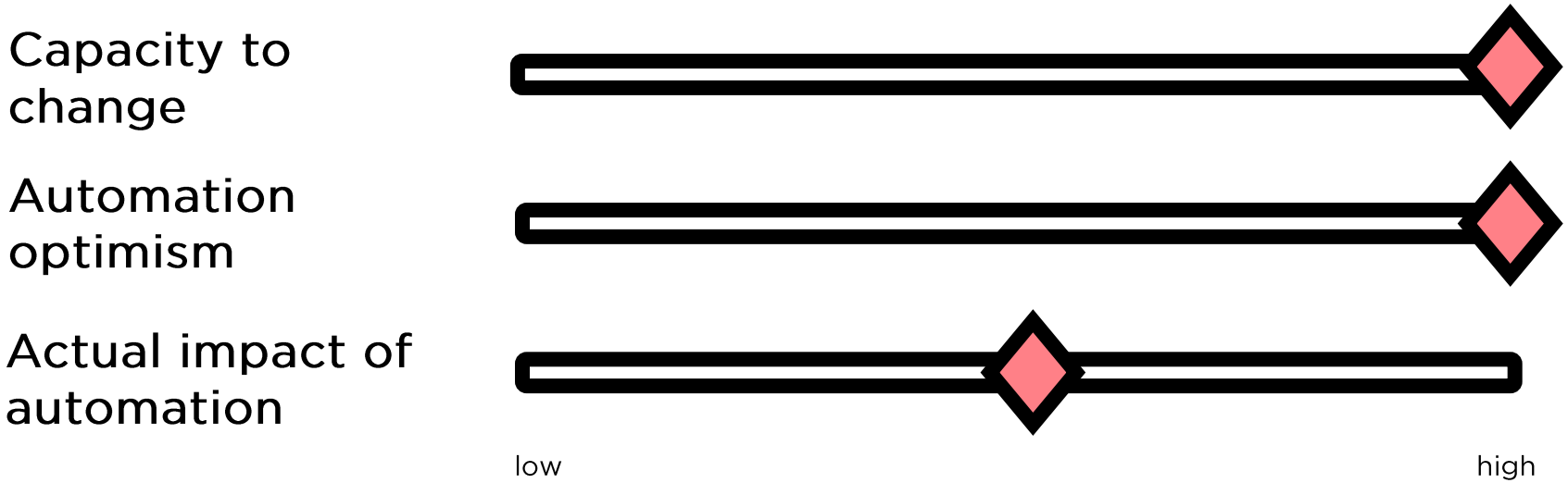

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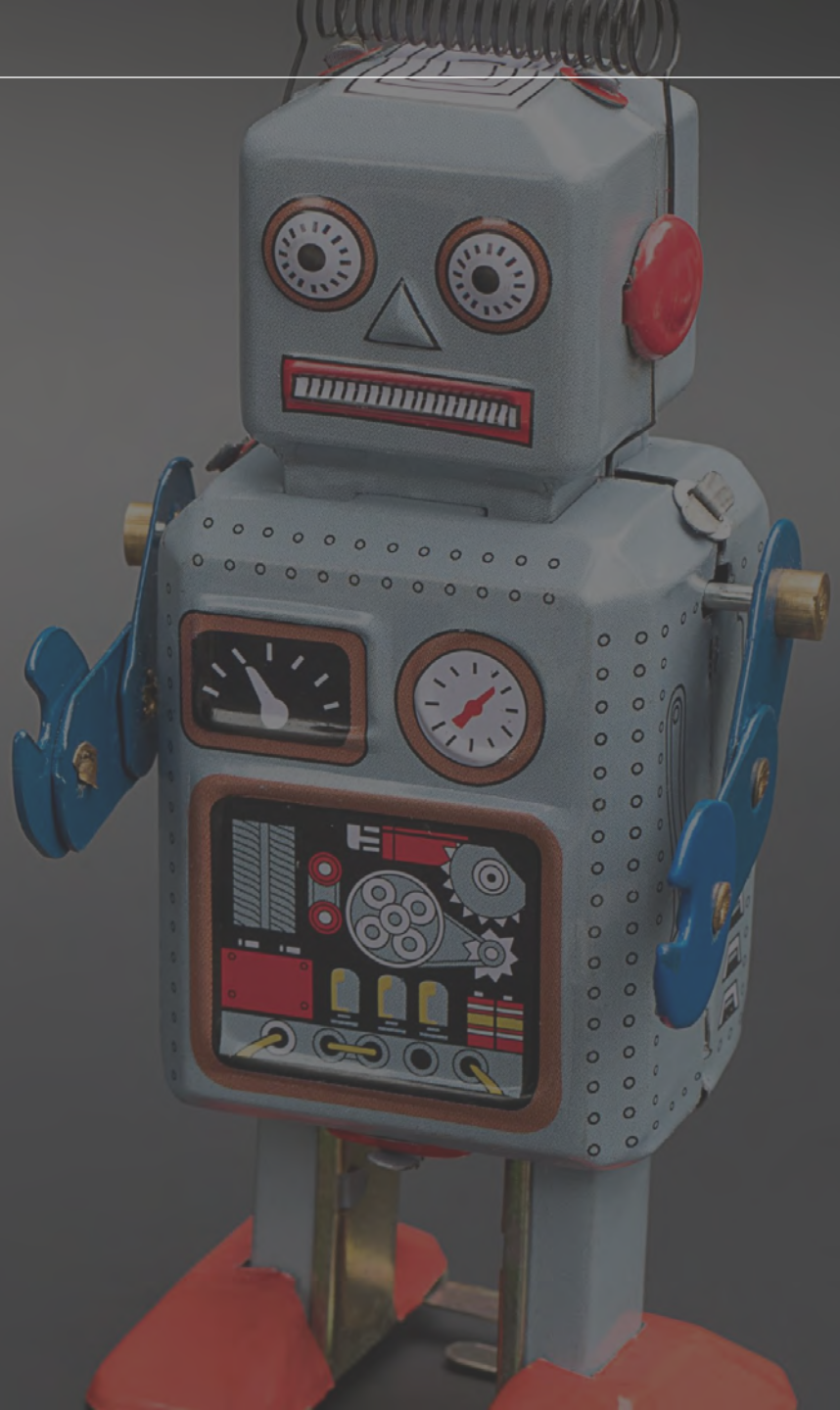
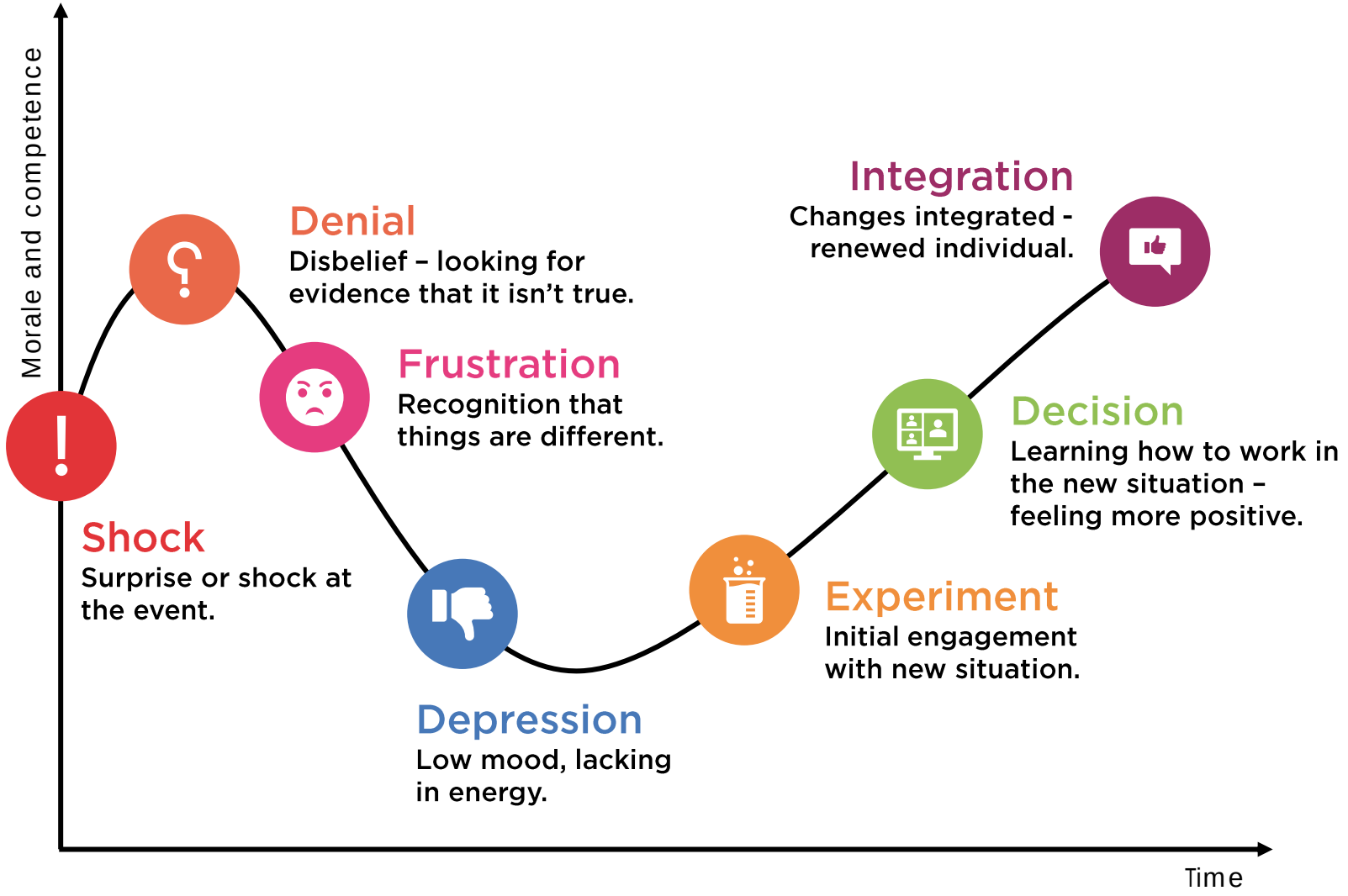
Appendices.



Appendix 1: The Kübler-Ross Change Curve[17].
This is a framework created by Dr. Elisabeth Kübler-Ross to understand the emotional journey that people typically experience when responding to change or transition. By thinking about the different stages of the emotional journey you can support your people to move along the curve and adapt successfully to change.



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