USING AI TO REIMAGINE THE WORLD OF WORK DA

VIDEO TRANSCRIPT

Ellie Austin 00:03
So an ongoing conversation that we're having at this year's event is, of course, what AI means for the workforce, and how we can train employees to work alongside artificial intelligence in a way that also improves their own experience of the workplace. We're going to be discussing this in a second with our next speaker, PAUL DOHERTY, who is the Chief Technology and Innovation Officer at Accenture, and he'll be interviewed by Fortune CEO, Alan Murray. But
before we hear from those two, please watch this video from our founding partner, Accenture

00:40
reinvention. It's how retailers can use the power of AI for the benefit of all personalizing consumer experiences without bias and giving employees new capabilities to supercharge what they do. We could reinvent it. Take your business, Accenture. Let there be change.

Alan Murray 00:57
Paul, thank you for being here. And thanks for supporting this event. I think it's it's been i Everybody here has been really engaged in the conversation,

Paul D 01:05
a great event a great buzz, a lot of great dialogue going on. Yeah, so

Alan Murray 01:09
thanks for being part of it. Look, we've heard a lot of examples over the last last two days of

companies that are using AI and generative AI to make extraordinary productivity gains, but they're anecdotal, you deal with essentially deals with more customers than anybody on this stuff you have 1000s of customers that you're working with? Where are you seeing the biggest gains? Is this really revolutionary? Or is it is it more hype than reality?

Paul D 01:40
Now, the we believe it's clearly more reality than hype. But of course, there's always a lot of hype with any new technology. And I think the exciting thing, and the thing that creates this hype perception around run generative AI, is the fact that it's so human like, it's like it's the first technology where it's like looking in the mirror, you know, no other technology has really been like that. And I think the in technology really is going to continue to become more human like as you look at what becomes beyond generative AI as well. And, you know, I think that creates a lot of misperceptions around individuals and work and how work happens. And one thing I've been saying is, we might be well served by taking the word artificial out of AI and just focusing on intelligence. Because at the end of the day, that's what we're what we're what we're eally trying to create is a greater intelligence by combining the human and the machine capability. And we, as you said, we see a lot across a lot of industries around the

world, we've had 1000s of conversations with with clients on generative AI, you can't have a conversation that's not about generative AI anymore. And we've done hundreds now projects with clients on generative AI, there's three, three things that that we believe based on that work we're doing. The first is that, that this will lead to the reinvention of companies, you saw a little bit about that in the video. But it's things like at a telco, we're working on a customer care example, or customer care, implementation, generative AI, in the call center, in this case, 30% increase in productivity and 65% better experience image as measured by the customer, terms of what they get back in drug discovery, looking at dramatically impacting timelines, I think that there's been some other sessions here talking about that, in places like energy, looking at how you can take tremendous cost out of the industry overruns on capital projects by by bringing in new forms of generative AI that can do things you couldn't do previously. So that we see this reinvention of companies, we believe that will redefine leaders. So as we look at the fortune 500, as one benchmark going forward, more change going forward than even the tremendous change, looking to the past, because we're seeing a big gap, you know, between how companies are pursuing and that's going to lead to disproportionate performance. And then the third takeaway is, is the fact we really believe this is about human potential, and human potential, both on the productivity side and the creative side. And those are the three key things that we're seeing in the early days,

Alan Murray 04:02
when you talk about, you mentioned the telco example, with 30% improvement in productivity, when you talk about productivity numbers like that, inevitably, that raises the question of is that Does that just mean that you're going to have massive layoffs in the customer service area or in the other areas where this is being implemented? What are you seeing in terms of or is there reason to be worried about lack of jobs?

Paul D 04:29
I think the biggest Bori is is is the is the jobs for the people who don't who won't be using generative AI? You know, the, I think that's the big transition that we're in and most, you know,

for our company, the way we look at it is, is we don't we don't really need less people. We need more people who can work with generative AI in different ways. This impacts our company as much as any company when you look at software engineering and coding the things that we're doing. And that's the same discussion we have even with this particular company I was talking about this wasn't about workforce reduction, it was better outcomes, and more growth and more productivity and impact that they could get to their workforce. Now there will be some consolidation, productivity means you need less people to do the same things. The question is people want to do more things as well. And that's where we'll continue to see a lot of focus. And the big, you know, the things I'd say you need to focus on are three things to think about work in how work changes, which is nice, again, thinking about intelligence, rather than artificial versus human intelligence. Now it changes that you need to think about that, really dramatically reimagining the work in the way it happens, rather than just applying technology in this into what how work happens today. The second is the workforce, which is what you're getting at, where do I need more people? Where do I need less people? What skills do I need? We have something called AR ar 12 are required 12, which are the 12 things we need at scale to continue to drive general AI in our business, and I suggest every company develop the same, you know, what

Alan Murray 05:47
does that look like ar 12 These are the skills you need

Paul D 05:51
is a specific skills in this in a variety of different skills across the 12 one of it is around the understanding the change skills that you need to to drive you know processes across human machine and others prompt engineering, you know, just probably a basic one. But there's, you know, the sudden,

Alan Murray 06:07
but but, but talk a little more about that. And then this phrase prompt engineering is kind of an interesting one. I mean, three or four years ago, what everybody was saying was, oh, you know, you gotta go to coding school, you got to have technical skills, if you don't have technical

skills, if you don't have technical skills, you're not going to be employed. Now, we've had so many conversations here over the last two days about human in the loop, you talk about prompt engineering, people who understand how to use the tools smartly, who have the judgment to be able to manage the guardrails when the when the technology goes astray. How do you train people for that? The

Paul D 06:40
end to do it on multiple levels. So the training, if there's a there's a level of cultural training that you need to do that we believe touches everyone, we have something called TQ technology quotient, which is that for all of our 700,000 people at Accenture and AI has been a part of that. So all of our people have been trained in AI. Now they're all learning about generative AI, no matter what their role is in the company, because everybody needs to understand it to some extent, because they need to think about and understand how it's impacting our jobs and help shape how it's gonna impact their jobs, then there's, then there's breaking it down into these specific skills you need in different professions in you know, you've mentioned encoders, so how is the job of a coder changing, we get, we believe we need more, not less going forward. But the what you know, but you need them to be doing different things. We talked about shifting left and different doing different things in the software development lifecycle. And similarly, when you look at legal professionals or paralegals versus lawyers, you look at the call center, you look at plant engineers, in refineries, it's about looking at that work, change and then modeling, what are the new skills that people that that are required? So that's what we're doing in detail for every job category across every industry? And, you know, kind of looking at what that change in profile looks like? And how do you prepare?

Alan Murray 07:48
So what's your advice? I want to open it up, by the way to questions? So if you have any, actually raise your hand now so we can get the microphone to you. There's a question over here. But what's your while we're, while we're setting up for that, what's your advice? This is a big journey. You're talking about reinvention.

Companies are saying, Okay, how do I get ready for this? How do I get my workforce ready for this? What is your advice to companies that are beginning this journey,

Paul D 08:14
the first piece of advice I'd start with is invest more in the people than the technology, I think those that really focus on the people are going to be the ones that are successful. And we have the underpinning of what I just was talking about with these roles across industries is that we've done a comprehensive research that shows that 44% of working hours 44% of working hours across industries will be impacted by generative AI, it's up to close to 80%. In banking, it's less than some industries, and you need to prepare for that future. And there's five steps, you know, we think you need to take to prepare for that future. They're not all around workforce. But this is the key to driving success. And the first is having a value lead approach. That sounds like a consultancy thing to say and sounds obvious. But not, not many companies are doing that. And by value lead we've been looking at at across your whole value chain at everywhere, where you need to apply generative AI and building that in a systematic manner in the business case in mind, rather than just doing experimentation on use case. And shifting from this use case mindset to value chain is really a big change we need to see in 2024 as companies shift out of the use case mode of 2023. The second thing is build a jet AI ready digital core. We believe general AI requires a fundamentally different and new enterprise architecture. There's a new intelligence layer, there's a new gen AI backbone that you need that can do things like isolate you from changes in isolate you from training differences across models, so you can get the results you need in the business and you need to invest in that. The third is this change around talent workforce and developing your change competency and the learning capabilities around that. The fourth is responsible AI done intentionally because there's a big big gap there as well. 95% of executives say they they believe in responsible AI and they're gonna manage the risks. 95% 6% have responsible AI programs in place in the company. So big gap between between intent and execution. And then the fifth point is it's a

continuous reinvention. I think there's a lot of people that think this is a find my big use case and go and it's a big shot success. We believe this is a multi year reinvention, you need to, again, look across the value chain, set that architecture carefully prepare your workforce, and it's a multi year change program.

Alan Murray 10:23
Wow, that's good advice. Thank you for those five question right over here.

10:26
Good morning. My name is Raquel Rodriguez, I'm Associate General Counsel at the AES Corporation renewables energy company, something that we're struggling with is the cultural integration of AI at our company. People are afraid people are resistant, they want to keep doing their work the same way they've always done it. So what have you seen works in terms of motivating and encouraging people to adopt AI?

Paul D 10:53
The I think there's a use the word gap a lot. But this gap, also, I think, between in companies of understanding, I think the main thing I'd encourage is back to what I said earlier around the education, and cultural, you know, sharing and learning across the organization. There's some research we're going to release shortly. That's where we asked executives about the disruption they expect to their workforce, and 80% said, there's not going to be a lot of disruption, there's not gonna be a lot of reduction in their workforce is gonna be a lot of change in learning and education. But the workers don't believe it, they're afraid. So 50% of workers are really afraid for their jobs, and what this is gonna mean. So there's a disconnect between the executive mindset and intent, and the employees. And I think that's where you're the training and understanding learning and sharing the mindset where you're going is really important to bring people along. Because there is no AI ready workforce you can hire for a year from now, or two years from now, or three years from now, if you need a jet AI, enabled plant manager for your refinery, you're not gonna be able to hire that you need to bring your workforce with development, which is why this

Alan Murray 11:53
I can't remember who said it yesterday, someone on the stage yesterday talked about, you know,

have celebrate successes, get a team having success, then show them to the rest of the organization. So people can be less afraid more excited about it. They

Paul D 12:06
just if I could add one other point. Yeah, I think the other thing is thinking is educating the educating people on where the gains from an individual perspective are going to be. There's productivity and doing work more effectively, which is which is good. There's creativity, people producing different results. We see this in our when we're starting to apply to our sales professionals are there they're getting different results. And in coming up with different shapes of things that they would have otherwise done, there's outcomes that they produce, people lose, they can get more output do more generative design in product design is example that. And then the final one, which is a surprising one is people liked their work better when they're using generative AI, we're finding the certain number of scenarios where you're taking some of the drudgery and tension out of the work. And one of the things we're finding is a lot of use cases people don't like what they say,

Alan Murray 12:49
it's a great point. We have two questions over here. Why don't we take both questions and then let Paul respond to both? Okay.

12:54
Hey, Paul Vijay from UiPath. On the telco example, that you spoke about the productivity lift, did you advise the telco on which conversational AI product to use? Did the client of the telco know which product to use? How did how does this decision get formed? And you are the trusted advisor? How does that decision get formed? How much does the client know about Gen AI? And which product to get in? How do you shape that decision?

Paul D 13:26
Really important question. And part of that those five things I talked about what you know is, is that digital core is needing to get into those decisions. I believe the the foundation models you select in the architecture you build is strategic and will impact it's dictate whether you're going to be successful. So in that case, in particular, some of their existing products, they had led to a pretty clear decision on which products were the right ones to build around in

that case, but it's not always so obvious. You have to decide you do use something from your company, the products that that you have, as an example, do you use something from your enterprise software companies SAP or, or Oracle or Salesforce who are bringing out their own capabilities? Or do you use a model, you know, and build your own, you know, pre train or customize or prompt engineer it? And in that case, is it going to be open source or proprietary a lot of decisions to be made. And we believe these are your senior level strategic decisions that that people need to be educated on, because the wrong choices today will limit you going forward. And what we're seeing is similar to the early days of cloud is proliferation, where companies are going down a path that's going to lead to proliferation of different models for different purposes connected to different data, producing inconsistent results all over the organization leading to the need for both dissatisfaction and disenchantment with with general AI, but also a lot of cleanup work to be done. And you can head that off by taking the right approach. Paul, a

Alan Murray 14:45
lot of really great advice crammed in a very short period of time. Thank you so much for being with us and sharing those insights.

Paul D 14:52
Thanks, Alan. Thanks to all of you.

Alan Murray 15:00
So and thanks again to Accenture