Zarion.
Intelligent Work

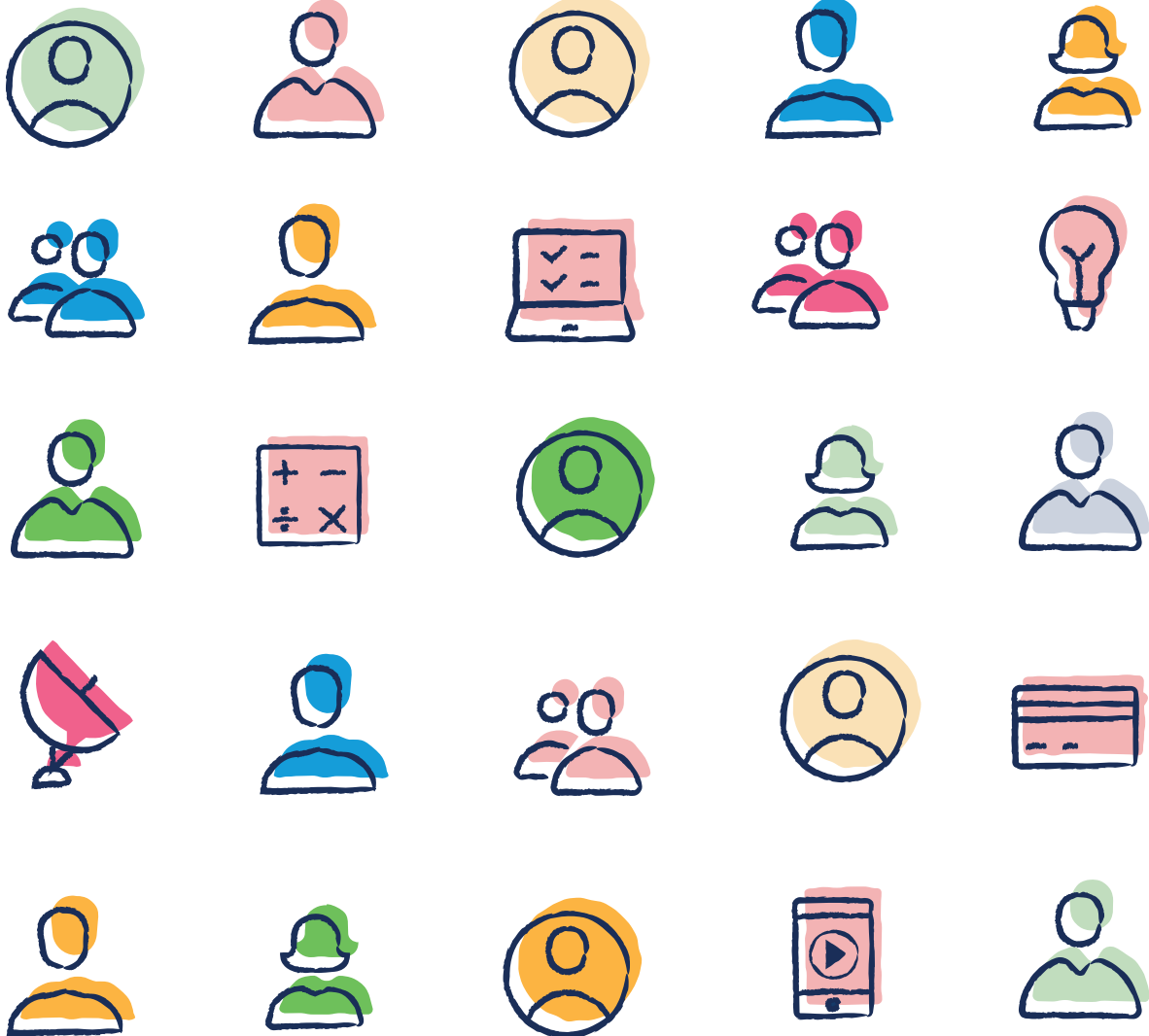# People, Intelligence & Innovation

How to leverage intelligent technology to achieve people-centric operations in financial services

Zarion
Intelligent Work

IN ASSOCIATION WITH

Trinity College
The University of Dublin

ENTERPRISE IRELAND

People, Intelligence & Innovation

Foreword

GERRY O'CONNOR CEO AT ZARION

If the global pandemic proved anything, it is the adaptability and speed of transformation demonstrated by people across the Financial Services industry.

We're on a journey to the Blended Workplace, and one that requires continuous improvement. Rewind to 2019, and attitudes and mindsets towards evolving work practices strongly contrast with today.

Of course, there were many challenges and obstacles to overcome to get to where we are today, and we still face a certain number of unknowns ahead. What we do know is that concrete, rigid structures and ways of working are being challenged, to make way for an operational step-change that puts people front-and-centre and supports business agility.

Collectively, we've recognised that work is not simply about tasks and processes, but in many ways it is about people. Specifically, it is about enabling people to be motivated, engaged and successful every day, supported by adequate information and flexible, healthy work practices.

It's only now that we are able to begin considering the silver linings. There are major positives emerging from a difficult situation such as; the innovative changes to how work is done; the chance for people to finally decide where and when they want to work; the open conversation about trust; the emphasis on employee experience; the realisation that a culture underpinned by agility, transparency and autonomy is required to be successful in the future. All of these concepts and discussions are paving the way for the new blended workplaces and people-centric operations.

The technology foundations laid today sets in motion the journey to the Intelligent Enterprise. This is a rare opportunity for Operations and Transformation leaders to reimagine the operating model and remove legacy ways of working that no longer serve your people or your organisation.

Change is inevitable. Delivering the right work, to the right person, at the right time means that in the ever-evolving world of work, productivity and performance never falters. By unlocking the power of Intelligent data and automation, we can fundamentally revolutionise wellbeing and the work environment for sustainable business growth in the future.

> " There are major positives emerging from a difficult situation such as; the innovative changes to how work is done; the chance for people to finally decide where and when they want to work; the open conversation about trust; the emphasis on employee experience; the realisation that a culture underpinned by agility, transparency and autonomy is required to be successful in the future.

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1 Overview

1.1 EXECUTIVE SUMMARY

Zarion and Trinity College Dublin set out to **design the work and workplace of the future** through a collaborative academic and industry research initiative, funded by Enterprise Ireland's Innovation Partnership Programme (IPP).

> " We are investigating how to augment automated work and people so that work is healthy, workers are healthy, and workers are set up for success.
> – DR. JOAN CAHILL

Guiding Concept
This report explores the central concept that **work is part of our wellbeing and is a key driver of health**, and points to **intelligent technology** that supports, encourages, and maintains a healthy workforce. The research finds that **people-centric practices**, bolstered by **intelligent technology** is critical when developing Operational strategies and approaches in a rapidly evolving work landscape.

PEOPLE CENTRIC PRACTICES + INTELLIGENT TECHNOLOGY
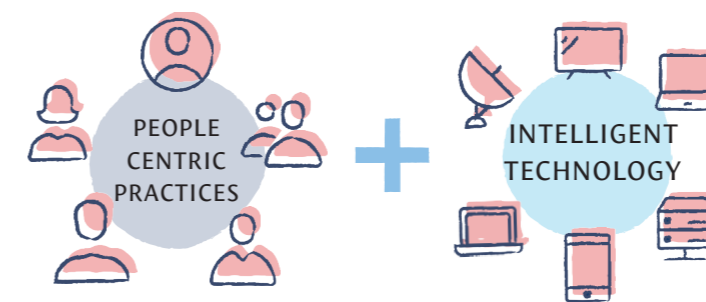
Objective
The initiative aims to uncover how Intelligent Technologies (Ai, ML, Intelligent Automation, Intelligent Data) impact people, work and the workplace — with a specific focus on the Financial Services industry.

Triple Bottom Line Framework
Specifically, this paper demonstrates how the application of new intelligent work models, concepts, and technologies using machine learning and artificial intelligence will deliver value at 3 distinct levels:
- People (i.e., a healthy and productive workforce)
- Environment (i.e., responsible business, ethical automation, Operations environment).
- Economics (i.e., customer value, employee rewards, profit and sustainability)

KEY TAKEAWAY
This summary report aims to furnish and support Operations business leaders with **key data points**, **actionable insights**, and **intelligent technology capabilities** that are required to improve productivity and wellbeing at work today and into the future.

Meet the Team
Dr. Joan Cahill, Lead Researcher @ School of Psychology, Trinity College Dublin

Prof. Yufei Huang, Operations Management @ Trinity College Business School

Stephen Ralph, Product Manager @ Zarion

Aidan Dillon, Head of Engineering @ Zarion

1.2 WORK IS EVOLVING: THE BLENDED WORKPLACE

A successful blended workplace hinges on an operational step change

We are now in a phase where the very nature of work is evolving every day. The global pandemic has accelerated an estimated 5 years of change in a matter of months.

This rapid change in landscape has prompted a reimagining of the workplace and the Operations environment to adequately support new blended ways of working. Intelligent technology is positioned as a key requirement for addressing current and future states.

Considerations for the Blended Workplace model

Not a one-size-fits-all
It is not likely that we will experience the office at 100% capacity again. It is important for Financial Service organisations to cater for all people at every age and life stage in the organisation in terms of where and when they want to work. This will be key to talent retention and maintaining business performance.

Remodel Operations bolstered by data and automation to enable the blended model
Create cross-functional teams. Automate work allocation. Measure performance end-to-end. Legacy ways of managing people which require them to be physically in the office will no longer work in this new blended era.

Provide actionable Intelligence at all levels of the enterprise
Thousands of decisions are made every day by people in the organisation. They need visibility and access to data and insights ranging from work data to people data to business goals for better, faster decision-making.

**Upskill and retrain people for the new wave of work**
With the support of intelligent technology, everyone can take a step up and do better, more meaningful work. Support the development of people – both task workers and knowledge workers.

Communication and culture is key
It's important that remote employees don't feel isolated. Remote work has highlighted the need for greater transparency, communication, and trust. A visionary, people-centric strategy that considers company values will form the foundation of a new flexible working culture. Managers should focus on creating a sense of purpose and shared identity across teams.

> 75% of knowledge workers say their expectations for working flexibly have increased, with 55% saying the ability to work flexibly or not will impact their decision to stay with the company.
>
> Gartner[1]
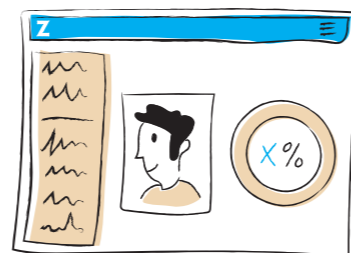
1.3 INDUSTRY CHALLENGES

Intelligent technologies have been introduced into the work environment without considering human factors and the impact on people.

People Management is core to effective and efficient Operations but paradoxically, Human Factors are not typically integrated into Operations Management plans, particularly in terms of the work allocation, work monitoring and performance perspective.

HUMAN FACTORS

Human Factors can be defined as the areas that influence people to make mistakes in work, and include

- **Lack of Communication**
- **Lack of Knowledge**
- **Lack of Teamwork**
- **Distraction**
- **Stress**
- **Pressure**

Recent automation efforts have made positive contributions to Operational Departments across the industry, but it is still in the infancy stages. There is massive opportunity and impetus to improve how people and intelligent technologies collaborate, to ensure the wellbeing of people and subsequent sustainable growth in the future.

Issues arising from a lack of people-centricity in Financial Services Operations:

- Employees have concerns around the workforce redeployment and possible replacement.
- Low employee engagement and difficulty in measuring sentiment across distributed teams.
- Repetitive work does not satisfy or develop employees.

INSIGHT

Traditional Operations Management models put work front and centre and shift the focus away from the people.

The new way of working puts people at the core of Operations, organising the work around the people – not the people around the work. This requires the use of technology to enable the shift to put teams and people in control.

- Trust and feeling a part of a team is not something employees experience.
- Staff motivation is difficult to gauge and improve without the right tools and information to perform well in work.
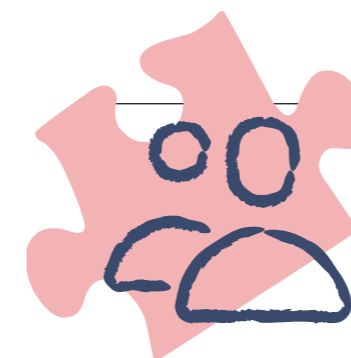
The research highlights that a people-centric approach is presenting itself as the missing piece to the work model puzzle, which needs to be addressed if automation efforts are to be sustainable and positively impact the workforce.

The rapidly changing environment presents new challenges and unknowns

- **Collaboration is not easy**
  Operations Managers are struggling to gain visibility and control of work across teams, locations, and time zones.

- **Team decentralisation**
  Operational employees have been decentralised which has only increased complexity when it comes to managing people, teams, and work.

- **Work related stress increase**
  Work Related Stress is on the rise, particularly in relation to organising and allocating work to a distributed team.

- **Remote working challenges**
  Remote work is increasing the feeling of isolation amongst employees. The risk of employee burn-out and questions around surveillance and security are new challenges Managers are trying to find solutions to.

- **Legacy technology in a new era of work**
 Fragmented systems and a lack of structure around work means it is difficult to meet customer requirements.

- **Laggard behaviour and lack of pace**
  Missing the opportunity to make a real change is the challenge. Experimentation is required to find the best approach for your organisation — automating the cow path only adds further complexity. A reluctancy to change will have devastating effects on the workforce wellbeing, performance and productivity and economies of scale.

EU Climate Action Bill

By 2050, Europe aims to become the world's first climate-neutral continent. In May 2021, the proposed 2030 emissions reduction target was passed into EU legislation. Climate action is at the heart of the European Green Deal – an ambitious package of measures which includes innovating and investing in sustainable green technologies.

The new legislation puts onus on Enterprises across industries to make greener decisions and investments to reach the emission target, which prompts the need for intelligent technology that enables new, environmentally friendly ways of doing business.
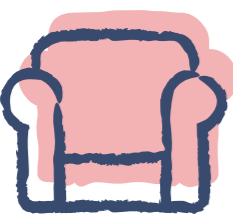
Irish Working Directive

Closer to home, employers must now adhere to new Code of Practice on the Right to Disconnect which supports an employee's right to switch off from work outside of normal working hours. Additionally, the Irish Government has indicated that it wants to bring forward new legislation later this year, to give employees the right to request remote working.

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② Wellbeing & People Management

WORK IS PART OF WELLBEING AND WELLBEING IS PART OF WORK

As uncovered in the research, work is a key driver of our health. This concept presents a momentous opportunity for a sustainable change in how people and operations are managed.

Integrating wellbeing parameters into work management systems has the potential to save the Financial Services industry billions of dollars. Considering human factors that increase wellbeing and reduce daily stressors is a good place to start.

THE BUSINESS CASE FOR INTELLIGENTLY INTEGRATING WELLBEING

Poor health, presenteeism and low employee engagement is costing the business more than you might think.

The business case[2] for investing in employee wellbeing is well established, with a proven cost associated with poor health		
	POOR HEALTH *Direct cost of healthcare and/or sick pay*	**15%** salary
	PRESENTEEISM *Being physically present at work but not performing due to poor wellbeing*	**10-20%** salary
	Total cost of productivity lost to poor health and presenteeism	Up to **35%** of salary

Employee Engagement

Employee engagement is an important indicator of organisation performance. The difficulty today is around measuring and overcoming low employee engagement rates. Remote or distributed teams and people only adds to the challenge.

Here is the breakdown of the levels of disengagement and the associated cost to the business:

60% of the workforce **NOT ENGAGED**	**24%** of the workforce **ACTIVELY DISENGAGED**
Defined as only carrying out the bare minimum of what is expected of you at work.	*Defined as "wandering around in a fog" or "undermining co-workers"*
In the U.S., employee disengagement costs businesses $450 to $550 billion per year	

2.1 HEALTHY WORK IN FINANCIAL SERVICES

INSIGHT

Employees want more than just yoga and fruits bowls in Workplace Wellness Programs
Many participants reported that while providing access to healthy food, opportunities for exercise or attractive social spaces for colleagues to congregate is nice, it does not tackle endemic workplace health issues such as imbalanced and unrealistic workloads or unhealthy team communications.

KEY FINDINGS

Employees are highlighting a requirement for a more integrated approach to wellness into their day job.
Healthy work concepts need to be embedded in how work is planned, allocated, carried out, monitored, evaluated, and assessed.

The Intelligent Work (IW) concept paves the way for supporting health protection and promotion activities in the context of job design, work planning, work allocation, work monitoring, work performance and performance assessment.

Participants agree that Intelligent Work systems should be designed to provide flexibility in terms of when, where, and how work is undertaken, while bearing in mind customer needs and service level agreements.

2020 was the most stressful year people have ever experienced in their working lives.

78% said that companies should be doing more to protect workers' mental health.

Oracle & Workplace Wellness Survey 2020[3]

Pre-empt, detect and remedy stressors during daily working life with interactive Ai

Work-related stress should be **addressed at the source** by team leaders and managers.

Flexible ways of working supported by intelligent data helps managers to **carry out regular assessments of job design and work habits of the team or individuals**.

Stressors can be **detected and flagged** with at an individual level using **interactive and real-time Ai to support workers**.

Remedies can include a mix of outsourced and bespoke solutions such as **access to wellness apps, virtual counselling, or peer support and coaching**.

INSIGHT

Healthy Work is defined as the avoidance and/or management of the activities that cause or contribute to work-related stress while promoting activities that enhance wellbeing and psychological wellness at work.

2.2 ADDRESSING WELLBEING WITH INTELLIGENT TECHNOLOGY

Integrating wellbeing: overcoming work-related stress with Ai and data

Stressor: A lack of information and data about work items and workloads which impacts the quality of the work that is carried out and individual productivity levels.

Remedy: When integrating wellness into work practices, there should be a focus on providing visibility of the work and workers at all levels. This allows for steps to be taken to better manage work and improve the execution of work, leading to better overall individual and team performance.

97% agree	95% agree	95% agree
The system should provide people with access to all the information required to perform the work at any time and from anywhere.	The system should provide an overview of all work allocated to them.	The system should help them manage their workload.

Stressor: All participants noted imbalanced workloads and unfair work distribution across team members is a huge contributor to dissatisfaction in work.

Remedy: Give managers and team leaders visibility of imbalanced workloads, and the controls to take corrective action within seconds. Going a step further, implement Ai functionality for rule-based auto-allocation of work so everyone works to their capacity on any given day.

87% agree
The system should enable fair workload balancing across team members, mitigating WRS for both workers and managers. This would enable the Team Supervisor to assess balance and fairness in work allocation while also providing reassurance to Team Members.

Stressor: Remote work can lead to social isolation, which has consequences for worker wellbeing, along with teamwork and team cohesion.

Remedy: Introduce new, digital ways for people to connect and feel part of a team, even if working remotely. Provide ways to communicate and collaborate regardless of where they are working from. This is more than just a digital whiteboard or digital task list — it's about being able to pass work to people, reach out for help and flag issues with your manager in real-time.

81% agree	87% agree	95% agree
That the social isolation arising from working remotely needs to be managed by employers.	That software tools supporting remote work should include functionality to enable social connection and communication amongst teams.	The system should that the system should help them collaborate with remote teams in real time.

3 Exploring the people-centric approach

3.1 MAKING THE CASE FOR PEOPLE-CENTRIC OPERATIONS

A people-centric approach challenges the old way of thinking.

People-centric operations enables significant business transformation.

In a task-oriented operating model, people are considered a secondary priority to the work. Healthy work practices need to be considered in the design of processes, work and performance assessment. A people-centric approach leads to better management of workload and work complexity — two major factors cited that affect engagement, productivity and wellbeing.

A better employee experience benefits the business.

A system that integrates wellbeing and career development has the power to increase job satisfaction and the employee experience. This in turn impacts the Enterprise in the long term – by way of higher employee engagement and productivity and lower turnover – with resulting economic benefits for the Enterprise.

> The employee experience is now as important as customer experience… employee experience today plays a major role in the success or failure of digital transformation.
>
> — MIT SLOAN[4]

Job roles will continue to evolve as technology does — help your people to evolve with it.

Typically, in a downturn, the C-suite look to economise or transform costs by downsizing the workforce. Business Leaders should no longer make trade-offs between people and profit. Organisations have a responsibility to nurture agility and adaptability and invest in retraining and upskilling. The protection of people above jobs is crucial and is economically more viable to the business in the long-term.

Ai and transformation initiatives will continue to fail without considering the people who use the technology.

To successfully develop and implement any sort of Ai and data-driven operating models, the focus must be on the people who use the technology every day and are innovating-in-action.

> Organizations need to find an appropriate way to measure the impact of knowledge work. This might include metrics in relation to customer retention, minimizing exposure to risk, and improving knowledge and/or process design at an organization. Such measurement and tracking might be undertaken by future Ai technologies.
>
> — DR. JOAN CAHILL[5]

3.2 ENABLING A PEOPLE-CENTRIC MODEL WITH INTELLIGENT TECHNOLOGY

What does a people-centric model look like?

1 Integrates Human Factors into the planning, prioritisation, matching, allocation and performance of work.

2 Establishes work management technologies within the overall socio-technical system – i.e. designing and introducing an intelligent system with careful consideration of people, process, technology stack, work environment, training and company culture.

3 Focuses on workload optimisation, task diversity and team sizes to help improve productivity and worker wellbeing.

FINDINGS

Opportunities to Improve the Operations Model

Research data indicates the opportunity to increase wellbeing by integrating human factors into Intelligent technology. There is a high potential to improve overall company performance by providing clarity, control and visibility of work and resources.

Provide predictive data to support resource and capacity planning

92% agree	**89% agree**	**84% agree**
That the system should provide both predictive forecasting data and real-time data about capacity.	That that the system should provide real time information on the volume and status of work.	That the system should reassign work based on changing priorities, deadlines or team member unavailability.

Ensure the right person is working on the right work at the right time

82% agree	**89% agree**	**87% agree**
That the system should ensure that people are working on the right work. As such, future systems have a role in terms of matching people with the right work.	That that the system should help them prioritize their work.	Real-time updates and notifications about priority work items and deadlines would be useful.

Help to increase worker productivity

89% agree	**86% agree**	**84% agree**
That the system should help them plan and manage their time and workload to enhance productivity.	That the system should provide them with a daily planner with both allocated and suggested tasks.	That the system should notify them if they are lagging-behind and potentially late with a deadline.

3.3 TRUST, VISIBILITY AND COMMUNICATION

The three interrelated themes of trust, visibility and communication arose throughout all phases of the research.

Generating Trust in the Enterprise

Addressing issues around trust is key to a smooth transition to remote and hybrid working.
The issue of trust has presented challenges in a COVID-19 world. Addressing issues around trust is key to a smooth transition to remote and hybrid working.

Primarily, employees are concerned about over-surveillance and "big brother" monitoring. In this sense, monitoring equates to distrust. They fear that providing data to co-workers or managers may have negative consequences for them, and do not recognize the opportunity for support and development.

No longer just a "nice to have"
The research indicates that trust is no longer a "nice to have" – it is a necessary condition for healthy work and wellbeing and it is an important factor in terms of productivity and employee engagement.

The themes of visibility and communication are related to the concept of trust and are crucial to generating trust in the Enterprise.

At all levels, trust is supported by having appropriate feedback/communication structures and methods; from the c-suite who need feedback on customer outcomes, down to the team member who need feedback on expectation and performance.

> "Overall, intelligent systems can be used to build the appropriate information pictures for different stakeholders, while ensuring appropriate safeguards in relation to the protection of the personal sphere.
>
> — DR. JOAN CAHILL

3.4 SUGGESTIONS FOR IMPLEMENTING A PEOPLE-CENTRIC OPERATIONS MODEL DRIVEN BY INTELLIGENT TECHNOLOGY

Implementation should holistically optimise the operating model and strategize across key areas such as processes, people and technology.
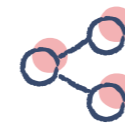
Process

- Integrate company processes, functions and information flows that have been historically independent of each other, such as: Operations/Work Management processes, Customer Services, Human Resources, Occupational Health and Safety, Health promotion practices/processes.

- Develop department-wide agile business processes to embrace agility-at-scale. Build a network of high performing cross-functional people and teams that are each aligned to a business goal.

Technology

- Embedded allocation & monitoring rules should map to the norms and values of the organisation and work culture. For example, if flexibility is a company norm or upheld value – then the technology needs to consider and enable this.

- Optimise the operating model with intelligent technology that allows for the controlled automation of work categorisation, prioritisation and allocation as well as resource management.

People

- Develop flat and fluid structures around cross-functional teams.

- Upskill Team Leaders and Supervisors specifically around new work management concepts, for example coaching, self-managing employees and remote teamwork.

- Enable rich interactions between employees and provide them with flexibility and control. Add intelligent work functionality to allow for intuitive collaboration, communication and feedback, helping to boost "moments of engagement" during the day.

- Consider employee pain points as valuable prompts a to where you can improve the experience of daily work and the customer experience.

> Reimagine the entire organization as a network of high-performing teams, each going after clear, end-to-end business-oriented outcomes, and possessing all the skills needed to deliver…the teams are essentially interconnected mini businesses, obsessed with creating value rather than just delivering functional tasks.
>
> McKinsey [6]

INSIGHT

Technology can indeed support a healthier work culture, but it cannot change the culture. Culture change is driven by people.

3.5 BENEFITS OF A PEOPLE-CENTRIC WORKING ENVIRONMENT SUPPORTED BY INTELLIGENT TECHNOLOGY

For Workers

- Wellbeing / Minimizing Work Related Stress
- Worker autonomy and flexibility
- Better distribution and supervision of work
- Improved engagement and job satisfaction
- Improved teamwork
- Improved awareness of health in work and performance opportunities
- Skill and career development
- Access to innovative and intuitive technology

For Financial Service Organisations

- Low turnover rate
- High productivity
- High employee loyalty
- Pro-social work environment
- Drive better customer experiences
- Culture of Teamwork and Openness
- Meet CSR requirements
- Enterprise accountability across the Triple Bottom Line

4 Intelligent Work & Innovation

4.1 DEFINING "INTELLIGENT WORK"

Intelligent Work (IW) seeks to find the appropriate balance between work, people performing the work, business requirements and customer requirements.

KEY POINT

Intelligent work is about capturing and analyzing work data from different stakeholders and processes, with close attention to:

- how it is designed/planned
- how it is being managed
- how it is being performed

With a focus on:

- Achieving better outcomes for the people doing the work and the experience of work
- A smooth and timely customer experience
- Sustainable economic success for the organisation

INTELLIGENT WORK CONCEPT

PEOPLE	WORK	TIME	PLACE	PERFORMANCE

ORGANISATION	WORK ENVIRONMENT	CULTURE	REGULATION
Financial services Process & workflows Business areas Regions	Home & office In person interactions Virtual interactions Blended interactions	Flexibility Work from anywhere Global team Work/life balance	Employment law Governance Regulatory policy Jurisdictional law

INTELLIGENCE & AUTOMATION
smart allocation – work automation – smart assistance – machine learning

OUTCOMES
data & insights – business performance – employee experience – customer experience

As evidenced in the research findings, people are the central focus of Intelligent Work. The word cloud captures the commonly used terms mentioned when discussing the term Intelligent Work:

> "Digitally enabled staff, where people and technical agents work alongside each other, to deliver efficient and quality work with the right customer outcomes, while also ensuring worker wellbeing and positive team relations."

> "It's about making sure the right work is done in best way possible. This is not always about automating work."

Key characterisations of "Intelligent Work" in the Enterprise

1. People-centric intelligent technology that supports and empowers employees at all levels

2. High levels of visibility from both an Operations/Work management and people perspective

3. Augment human capabilities, promote teamwork behaviours and ensure people can self-manage and monitor their own performance

4. Intelligent capture and analysis of data about work, the people performing the work, customer outcomes and organisational outcomes

5. Recording a combination of work and health information in the system as well as direct interactions with workers (i.e. conversations between managers and workers around challenges).

6. Integration and balancing of different perspectives, needs, processes and functions within an organisation including the work, the person, the team, the customer and business value.

4.2 PLATFORM FUNCTIONS

Future IW systems should offer these key functions and capabilities:

DATA

1 **Data Visualisation and Utilisation to Deliver Value**
Provide workers with easy access to central data source relevant to completing a work item.

Capture, analyse and present key data in relation to the work, the people performing the work, customer outcomes and organisational outcome.

Help employees at all levels (workers, Team Supervisors and Managers, C-level) to make data-based decisions that deliver value for the business, customer and environment.

PEOPLE

1 **People Management**
Provide real-time data about skills, capacity, times of availability, location and team structures to help Team Leads and managers make informed decisions about people and teams.

2 **Communication & Collaboration**
Support teamwork, communication and cross-functional collaboration.

3 **Coaching & Support**
Provide feedback to support Team Members, in relation to managing workload, overcoming challenges and managing complexity linked to the completion of a work item (micro) and in terms of healthy work (macro).

4 **Rewards & Recognition**
Provide data which can be used to support rewards and recognition and career progression.

WORK

1 **Visibility and Control**
Provide visibility of high priority work items, volume of work and work status and enable control of work, work allocation and co-ordination.

2 **Intelligent Forecasting**
Forecast work based on multiple variable such as work volumes, typical completed times and resources available to plan ahead effectively and to inform resource management efforts.

3 **Workload Balancing**
Intelligent work allocation/matching so that the workload is balanced across people and teams, while also ensuring a fair and mixed variety of work items.

4 **Intelligent Categorisation & Prioritisation**
Intelligent automation to significantly cut down on the amount of time and effort that it takes to categorise and prioritise incoming work.

Future IW systems should offer these key functions and capabilities:

TIME

1 Time Tracking for Work Items
Real-time data that enables employees to keep track of deadlines, due dates, SLAs and priorities.

2 Identify Delays with Precision
Allow for the easy and instant identification of delays and causes of delays such as bottlenecks, with the intelligent recalculation of deadlines.

PLACE

1 Enable working from anywhere
Ability to bring new teams together instantly and easily move people around regardless of the individual's location.

2 Manage work from anywhere
Easily manage large volumes of work across teams, processes, and locations.

PERFORMANCE

1 Team Member Performance Self-Monitoring
Provide information and feedback about team members' performance to support self-managing teams.

2 Provide value across the Triple Bottom Line
Give the people in the organisation a platform to make use of data/intelligence about key elements (i.e., work, people, teams, customer), to deliver work in a smart, healthy, ethical way to provide value and impact across 3BL.

4.3 THREE LEVELS OF AUTOMATION

The proposed IW concept comprises three levels of automation.

This is about leveraging Automation in a way that positively impacts people. New, innovative ways of using Ai include detection of unfair working conditions, intuitive and supportive nudges and helping to guide people to achieve different goals.

SMART ALLOCATION **1**	WORK ALLOCATION **2**	SMART ASSISTANCE **3**
The automation of the allocation process	The automation of work	Team Member Augmentation
✓ Artificial Intelligence Machine Learning	✓ Technical agents (RPA) with human identity	✓ Smart assistance functions provided by the system
• Automation used to perform certain processes/tasks (i.e. work allocation, performance analytics) • Team Members can see the output of the automation (i.e., Data) • Operations Managers and Team Members can access and modify the business rules that inform the automation in real-time. • Supervisor can define different allocation models.	• Technical agent performs tasks assigned to them by the smart allocation system (level 1 automation) • The technical agent can pass tasks to other team members or take tasks from them (with oversight from Team Supervisor) • The technical agent can perform automated supervisory functions, for example, checking work is complete)	• Supports the efficient completion of a work item by gathering and integrating information related to the item, answering questions and cross-checking information. • Integrates support and healthy work habits for example nudges team member to take breaks, or request help, requests feedback on workload and wellbeing. • Supports the coaching of team members by pointing out workload imbalance, challenges, and successes
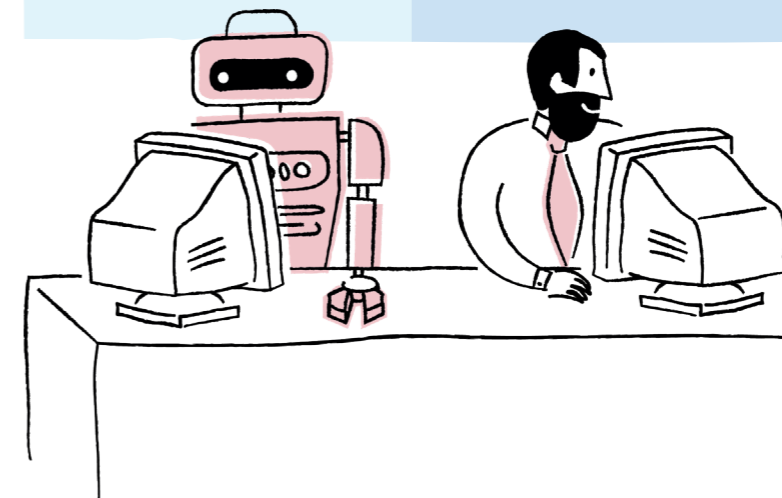
4.4 CHANGING ROLES & RESPONSIBILITIES ACCELERATED BY INTELLIGENCE AND Ai AUGMENTATION

The introduction of intelligent functionality and Ai augmentation changes the very nature of the roles and responsibilities of people.

The research shows a clear link between **autonomy**, **trust and performance**. Future concepts like self-organisation and self-management become difficult to implement without **putting the teams in control and making team members empowered to make decisions**.

With the right technology and intelligent capabilities, **employees can monitor their own performance,** as opposed to be monitored by others. The negative associations around "big brother" monitoring can be overcome by **introducing autonomous work practices, such as self-monitoring and self-management**.
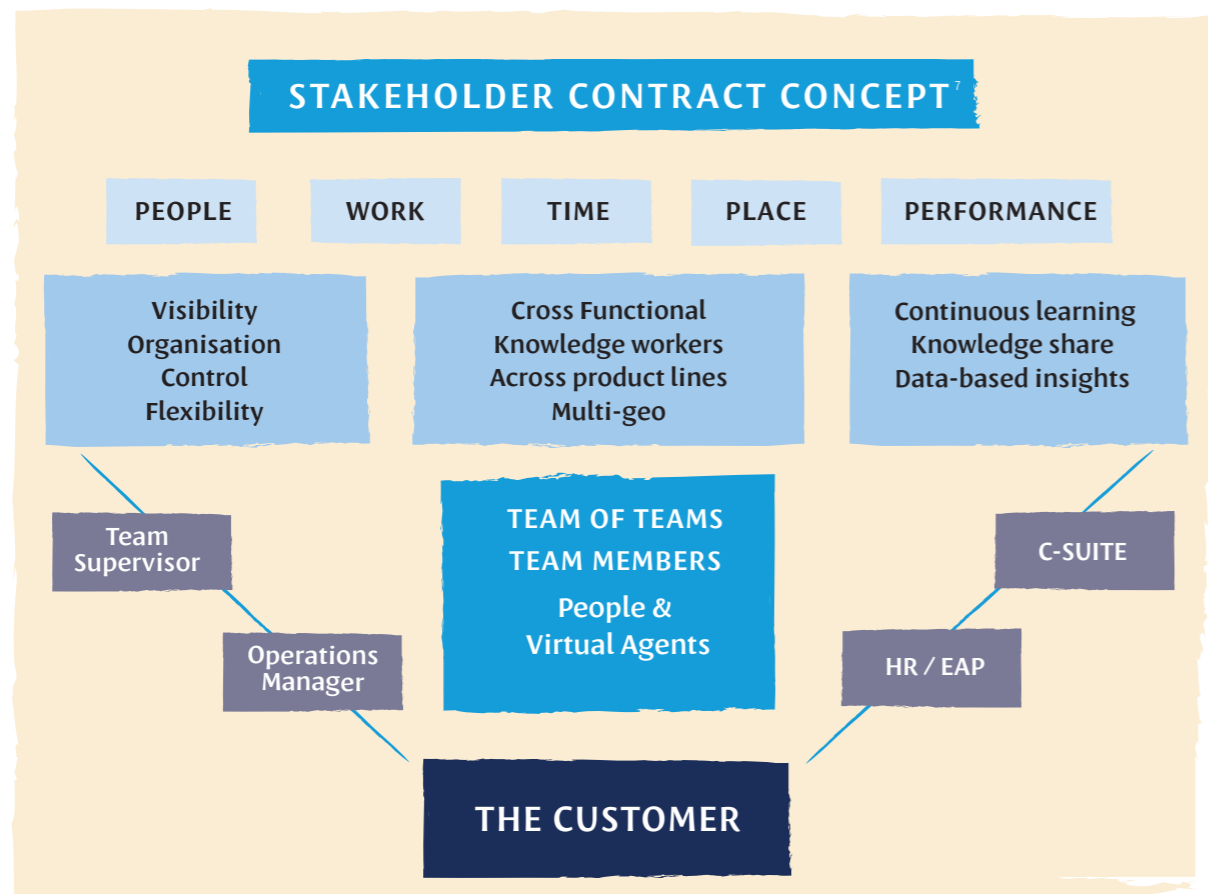
INSIGHT

Providing intelligent technology that enables self-regulation helps to boost the experience of trust between team members and management.

This causes a ripple effect:
- The greater feeling of trust feeds into the overall feeling of wellbeing at work.
- Wellbeing leads to a better performance.
- Better performance leads to cost-savings.

INTELLIGENT WORK

STAKEHOLDER CONTRACT CONCEPT [7]

PEOPLE	WORK	TIME	PLACE	PERFORMANCE
Visibility Organisation Control Flexibility	Cross Functional Knowledge workers Across product lines Multi-geo			Continuous learning Knowledge share Data-based insights

Team Supervisor

Operations Manager

TEAM OF TEAMS TEAM MEMBERS People & Virtual Agents

C-SUITE

HR / EAP

THE CUSTOMER

SELF-MANAGEMENT & INTELLIGENT COACHING

FINDINGS

Performance Feedback to Enable Self-Management

The research findings highlight a key pain point:

There is little responsibility and accountability practiced amongst workers which is fuelled by the lack of transparency regarding team workloads.

84% agree	**82% agree**	**92% agree**
That feedback about my own performance would be useful. (i.e. feedback sent directly to me and not my employer)	That they should be able to see everything on their team's plate – what they are currently working on, its progress, and all in real time.	That the system should support communications amongst team members and between team supervisors and team members.

What does self-regulation look like for team members?

Self-regulation – the management or monitoring of your own work presents opportunities for employees to:

- Take full advantage of the Smart Assistance provided by intelligent technology.
- Control how information about their work and their work performance (i.e., through-put and work quality) is shared with others.
- Easily obtain feedback to improve their own performance.
- Benchmark their own performance against others.

> Organisations with the biggest productivity increases during the pandemic have supported and encouraged **"small moments of engagement"** among employees—moments in which coaching, mentorship, idea sharing and coworking take place…these organisations are preparing for hybrid working by training managers for remote leadership by reimagining processes and rethinking how to help employees thrive in their roles.
>
> – McKinsey [8]

A closer look at the changing roles and responsibilities of managers, supervisors, team members and organisation.

Team Member
- Self manages own work
- Provides feedback on their work to enable smart assistance
- Can provide optional feedback on their wellbeing
- Seek support and/or support other team members

Team Supervisor and/or Operations Manager
- Checks that the system is allocating the right work
- Monitors the status and outcomes of performance at individual and team levels
- Acts as coach, using information provided by the team member and the system to get the best outcomes from a work and people perspective
- Coaches team member on healthy work and workload management
- Monitors any issues pertaining to work completion or people wellbeing

Organisation
- Ensures the right work is assigned to the right person at the right time
- Delegates responsibility to a particular role(s) to ensure the embedded allocation rules and monitoring/feedback are appropriate

4.5 **AREAS FOR INNOVATION / DISRUPTION**

PEOPLE

- Introduce flexible ways of working to optimise the remote or blended experience of work.
- Drive and support the changing role of people in the Enterprise by introducing self-monitoring and self-management of workloads.
- Augment people with intelligent technology that integrates healthy work habits and encourages wellness in work.

- Place a strong focus on teamwork, collaboration, and co-worker support.
- Support worker development in terms of overcoming challenges, increase competencies and developing career path.
- Understand and audit the conditions people are exposed to for example labour overtime, unsocial working hours, work effort vs remuneration.

WORK

- Introduce Smart Assistance to automate the process of work allocation.
- Develop comprehensive work evaluation methods by introducing measures and KPIs around the quality of work, customer interaction and experience of work to complement productivity measures.

- Include new ways to allocate work based on ability, preference, career trajectory, team needs.
- Change the way work is supervised so that it includes coaching aspects.

TECHNOLOGY

- Change the way people digitally interact amongst teams and with customers to be more intuitive, integrated, and transparent.
- Leverage and provide access to Intelligent data at various levels of the Enterprise to drive and support People Centric Operations.
- Introduce a combination of machine learning algorithms and advanced automation to enable new Operational strategies and ways of working.

- Provide a platform that delivers an end-to-end solution to align employees with the organisation's goals and operations.
- Invest in a scalable, open platform that can integrate anywhere so the Enterprise can easily and quickly adopt future intelligent technologies without the costly implementation or training.

INDUSTRY

- Embed Healthy Work concepts into how work is planned, assigned, supervised, undertaken, and measured.
- Ensure the integration of Healthy Work concepts into systems and ensure it is not something that happens in parallel to work.

- Address complex compliance issues and the changing relationship between industry and regulator.
- Introduce an intelligent platform that integrates security & controls in regard to people, regulations and sensitive data.

Innovation Notes

A phased introduction of intelligent work software within the workplace is recommended. This approach is pivotal to gaining broad support for a new initiative as well as employee buy-in.

Integration with other technology tools needed to be readily facilitated. Ease of integration of the system within a network of other tools was regarded as an important facilitator.

Trust is a key barrier to adoption of the technologies. It is felt that an intelligent system should be flexible and adaptable to facilitate a good fit with each specific organisational culture and context.

Digital security, data privacy and data protection should be considered as part of the innovation plan but should not block transformation efforts. Technology will help to overcome these possible barriers.

Achieving the Triple Bottom Line with Intelligent Data and Ai

Overall, the vision is to advance technology which produces a 'balance score card' specifically linked to the Triple Bottom Line. The idea of the score card is to help people in Financial Services Enterprises to make better, more conscious decisions that ensure the balance of the 3 areas associated with the Triple Bottom Line.

PEOPLE	ENVIRONMENT	ECONOMICS
Employees	✓ Healthy practices in work management	✓ Productivity & Efficiency
✓ Healthy work and wellbeing at work	✓ Adhering to new work directives and regulations	✓ Staff retention
✓ Stress/Burnout reduction	✓ Climate action and emission reduction	✓ Avoid trade-offs (stop prioritising profit over people or environment)
✓ Career development		✓ Decrease cost-cutting measures in relation to the workforce
✓ Performance improvement		✓ Sustainable and fair economic gain.
✓ Teamwork and social cohesion		
Customers		
✓ Growth – customer acquisition		
✓ Attrition		
✓ Satisfaction		
✓ Brand perception		

Summary and concluding remarks

STEPHEN RALPH PRODUCT MANAGER AT ZARION

Intelligent Work has been designed to be flexible, nimble, and dynamic. It puts the business in control, and lets you continually improve the system to meet organisational requirements.

The creation of the Intelligent Enterprise is crucial. The ability to tailor and manage different employee experiences for the new work-from-anywhere culture is vital for future success. Part of that is promoting new behaviours and ensuring that all employees can self-manage and monitor their own performance.

We see the future as where leaders can make informed decisions about their people & teams with core data at their fingertips, such as skills, capacity, times of availability, location and team structures. We envision Operations Managers and Supervisors bringing new teams together instantly and easily moving people around regardless of the individual's location. Through this research, it's become evident that managers and supervisors must be able to easily manage large volumes of work across teams, processes and locations, while fostering teamwork and trust through collaboration and communication. Intelligent Work makes all of this possible today, tomorrow and into the future.

It is this level of visibility and control of meaningful and timely insights and metrics that enable employees at all levels to work better and take corrective action at the exact time it is needed – minimizing risk and costs while amplifying business agility and performance. It means leaders can pre-empt future requirements for people, work and customers.

Data-driven technologies can act as a decision hub and should be taken full advantage of across the business to make better, faster, informed decisions and to identify and unlock new ways to deliver value to customers.

Leveraging new intelligent technologies, automation, and Ai capabilities will not only create efficiencies and cut costs, but it will also have a positive impact on the environment and enable businesses to utilise people in a more useful and creative way than ever before.

We are so excited to embark on this journey with Financial Service Organisations to navigate and discover the future landscape of work together.

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