AI and cognitive technology

## A workforce transformation imperative

Artificial intelligence and other cognitive technologies are impacting organizations everywhere and business leaders need to reconsider how work is done on a regular basis. Not only will these technologies transform how businesses organize themselves, but they will also accelerate the pace of change.

Embedding AI in the organizational structure at scale and in a distributed way is challenging. There are many questions to answer. How will these technologies displace our workforce? Will they replace or augment workers? How will introducing them change the type of work we do to achieve our business goals and what will the associated costs of these changes be?

Why Orgvue?

Orgvue allows organizations to quickly merge data from disparate systems, visualizing and modeling future scenarios to enable successful workforce transformation. Its focus on analyzing work and skills as the basis for organizational redesign and workforce planning makes it particularly relevant for AI–driven transformations.

Orgvue helps businesses prepare continuously for the future. The most successful companies are building change capabilities through centers of excellence that are focused on moving *work* around rather than people. This approach to workforce transformation is more sustainable and less disruptive, allowing organizations to retain talent though upskilling and role redesign.
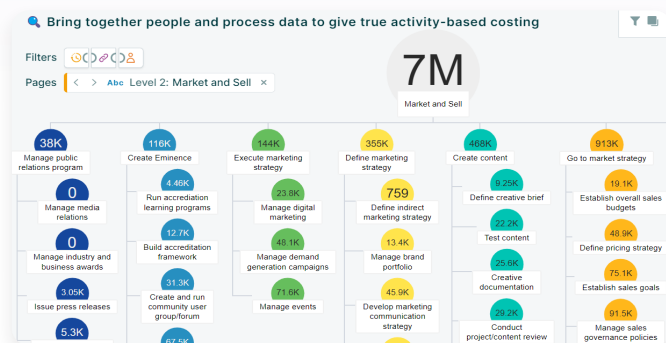
▲ Bring your activities and finance data together to extrapolate the cost of each activity
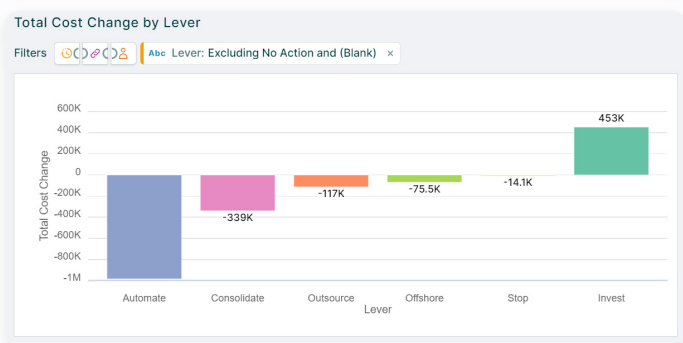
▲ Understand the financial impact of automation on your business

AI will disrupt and displace work but it will also create opportunities

Technological, social, and economic change being driven by AI is relentless. Research shows that 66% of knowledge work includes tasks that can be performed by AI today. Accenture expects that generative AI will transform 40% of all working hours within the next decade and Gartner predicts that 40% of enterprise applications will have AI built in by 2024.

Gartner and McKinsey both predict that generative AI will disrupt knowledge workers in the way that robotics disrupted manual work in manufacturing. Understanding how cognitive technologies will impact work is what Orgvue does best. While some jobs will be displaced, others will be created and in others AI will augment work, allowing human workers to focus on higher–value tasks.

Only **10% of CEOs** are using artificial intelligence strategically*

100m+ human workers will engage "synthetic" colleagues to perform enterprise work by 2026*

40% of organizations using AI today expect **20%+ of their workforce** will need to be reskilled**

$4.5 billion invested in AI by venture capitalists in 2022 – up from $408 million in 2018[+]

* Gartner, Board Brief on Generative AI, April 2023
** McKinsey & Company, The State of Organizations, 2023
+ PitchBook, June 2023

Despite this, there's an opportunity to address challenges such as demographic changes, talent shortages, and skills gaps with AI. Change fatigue is high among employees and managing future changes in a less disruptive way will be important. Orgvue puts business leaders back in control through people–centric transformation and data–driven risk management.

AI doesn't have to be about cost reduction through worker displacement. In fact, today's most successful enterprise adopters are using cognitive technologies for growth initiatives or extending business capability.

A SaaS platform that changes everything

Orgvue is an organization design and planning platform, which connects your workforce structure, activities and skills, so you can understand the impact of AI and make the right organizational changes.

Orgvue is here to support you in managing and adapting your workforce through AI and other big changes. Depending on your business objective, it allows you to:

▶ Understand the impact of AI on existing roles

▶ Understand how it impacts activities and tasks

▶ Model changes to people and positions which might be affected by AI

▶ Understand what skills you have today, which will be most impacted by AI, and the gap between the two

1. External benchmarking: Evaluate AI's impact on existing roles

One way Orgvue helps see AI's impact on current roles is by mapping existing jobs to external benchmarks. In only a few days, you'll find out which areas might be affected the most, what this means for leaders in terms of people and cost, and how it affects the work and resources.

Answer questions such as:

▶ Which roles are at the highest automation risk?

▶ Where do we need resource adjustments?

▶ What set of skills and expertise do I need to increase customer success?

▶ Which roles hold the highest potential for augmentation or transformation through AI?
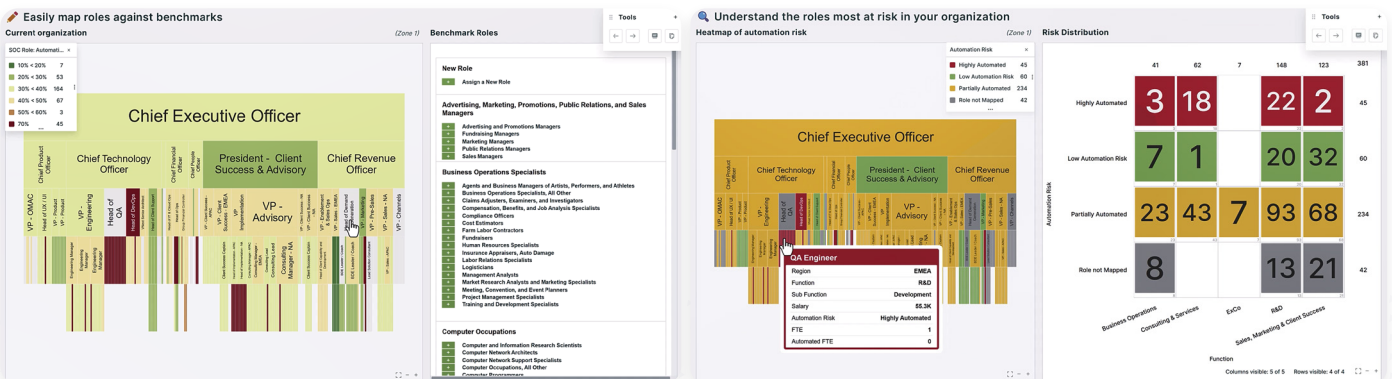
🔺 Map current roles (left–hand side) against external benchmarks (right–hand side) to understand AI's impact on your business (in this case we're using publicly available data)

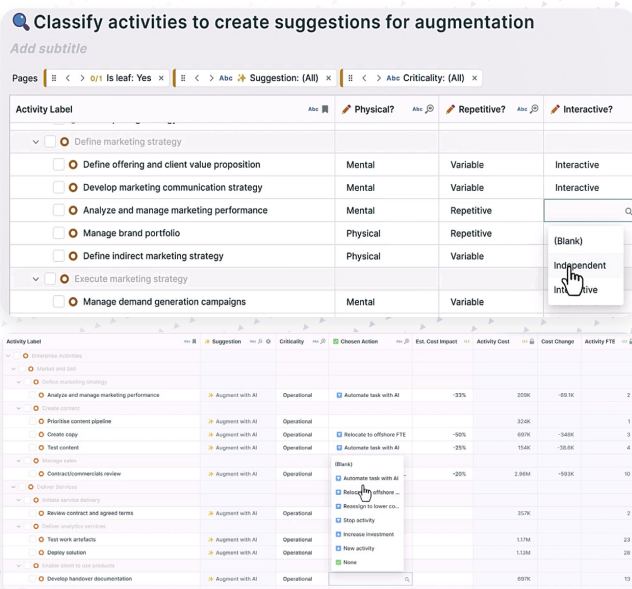🔺 Within days, understand the roles most at risk, and where they are in your organization

2. Activity analysis: Understand the impact of AI on specific activities

Depending on what you're trying to achieve, you might want to go into a more detailed analysis, looking at individual activities or tasks. Orgvue allows you to classify tasks to reveal opportunities of automation, perform the necessary changes, and see the impact of those changes on cost and FTE (full–time–equivalent).

Answer questions such as:

▶ What activities should I automate?

▶ How might automation affect teams?

▶ What about cost?

▶ How do these changes affect the overall business landscape?

▶ How about specific individuals?

Apply potential automation actions and estimate cost ▶

◀ Classify activities to create suggestions for augmentation

🔺 See the impact of actions applied to activities on specific people and roles

3. Organization modelling: Model changes and design your future organization

Visualize and plan changes in your future organization using Orgvue's modelling capability. This involves taking actions like closing, creating, or changing positions, allowing you to instantly witness how these changes affect your business.

Answer questions such as:

▶ What happens if I create roles due to an increased demand?

▶ How do changes to specific roles impact my organization financially?

▶ What are the strategic implications of closing certain positions?
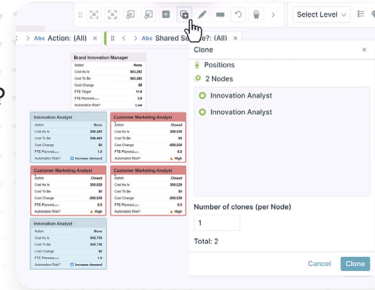

◀ Cloning two positions due to increased demand

4. Analyzing the skills gap

If needed, Orgvue allows you to look at the skills you have today, the ones you need, and the gap between the two. You'll be able to visualize your critical skills and how they will be impacted by change, so you can minimize risk and ensure a smooth transition.

Answer questions such as:

▶ Which critical roles do you have today? And where are they?

▶ Which roles require AI skills today? And to which proficiency?

▶ How can you prioritise actions, based on skill availability, potential upskill or difficulty to hire?
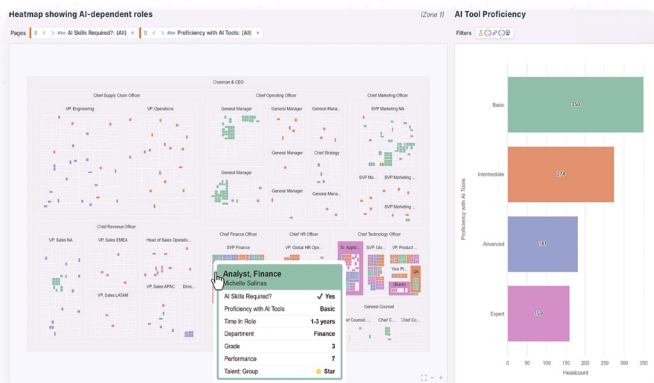
▲ Identify roles requiring AI skills across the business
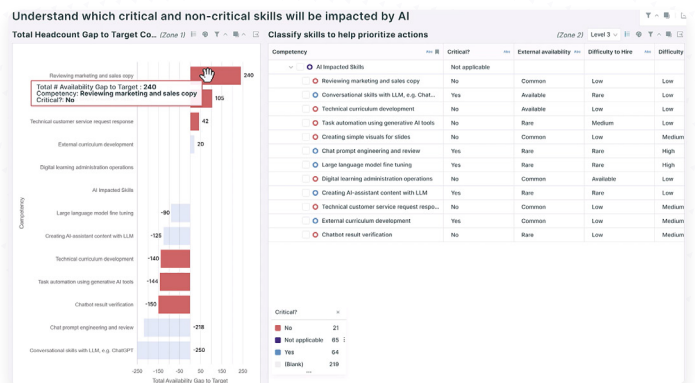
▲ Understand which critical and non–critical skills will be impacted by AI

Orgvue is an organizational design and planning platform that empowers your business to transform its workforce by understanding the work people do and the skills they have. Our platform connects strategy to structure, providing clarity of vision, so you can build a more adaptable, better performing organization that thrives in a constantly changing world of work.

The world's largest and best–known enterprises and consulting firms use Orgvue to visualize and model current and future states of the organization and make faster, more informed decisions. The company is headquartered in London, with offices in Philadelphia, The Hague, Toronto, and Sydney.

For more information please contact:

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