LOGICAL DESIGN SOLUTIONS

2024

THE AUGMENTED WORKER

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CONTENTS

INTRODUCTION

The future of work is evolving rapidly, influenced by technological advancements, demographic shifts, and changes in the way organizations operate.

Just as the pandemic accelerated hybrid and remote work models, the integration of digital technologies is transforming the traditional workplace at breakneck speed. Automation, Generative AI, machine learning, advanced analytics, and data sets that include synthetic data and content generated by AI platforms are streamlining processes, increasing efficiency, and creating unique use cases that are reshaping work within organizations.

Advanced collaboration tools and platforms are facilitating seamless communication and teamwork in remote and distributed work settings. Virtual collaboration is becoming an essential component of the modern workplace. Continuous learning and upskilling are critical as employees and employers alike are recognizing the importance of lifelong learning to stay competitive in a rapidly changing economy.

The integration of frontier technology into the workplace is increasing. Human-AI collaboration involves leveraging the speed, scalability, and quantitative capabilities of AI tools to complement human skills, automate routine tasks, and accelerate decision-making processes, while at the same time enhancing the leadership, teamwork, creativity, and social skills of workers. Virtual onboarding experiences and digital training platforms are becoming essential for integrating new employees and upskilling existing ones.

This 'future of everything' work is dynamic and influenced by ongoing changes in technology, society, and organizational practices. At its core are mechanisms for problem-solving, decision-making, and value creation, built on a foundation of employee engagement. Adaptability, resilience, and a commitment to staying informed about emerging trends is essential for individuals and organizations navigating the evolving landscape of work. Companies are positioning themselves for success when they apply technology to augment the human workforce - providing better information, insights, and focus for the tasks that people must still perform, while at the same time allowing AI to usurp tasks like translating languages, diagnosing diseases, resolving common customer service issues, handling idiomatic expressions, and making rapid financial determinations.

As businesses increasingly turn to advanced technologies such as GenAI to drive productivity and efficiency, the augmented workforce is becoming a competitive necessity. As opposed to traditional work approaches that rely solely on human labor, an augmented workforce integrates advanced technologies into the workplace to enhance the capabilities of human workers. This will inevitably transform the way humans work. This suggests the emergence of a far more sophisticated worker – one whose attributes include the ability to not only demonstrate digital literacy, but one who can leverage uniquely human attributes such as emotional intelligence, cultural awareness, critical thinking, resilience, and adaptability.
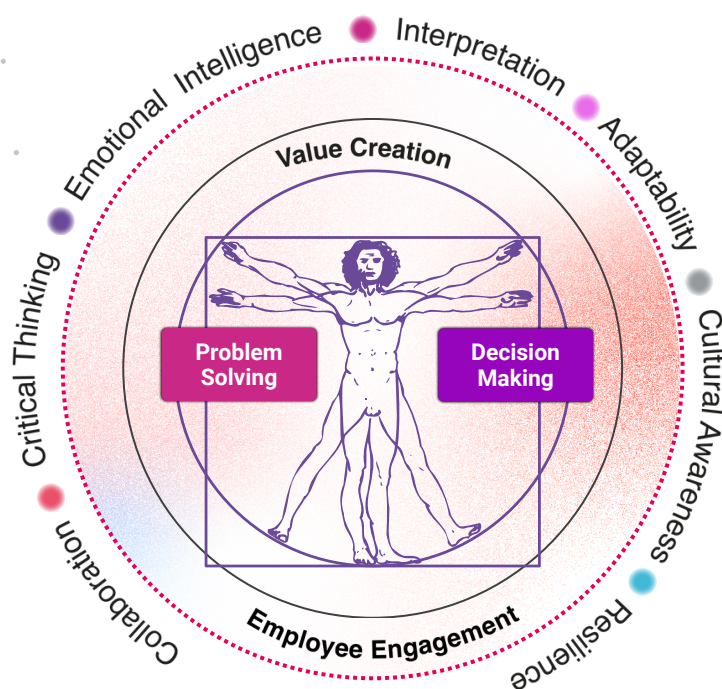
Figure 1. The Worker of the Future

01 The Emergence of the Augmented Worker

> **AI's greatest possibility is not in replacing humans. It is in realizing its potential to assist organizations in their efforts to create previously unimaginable solutions.**
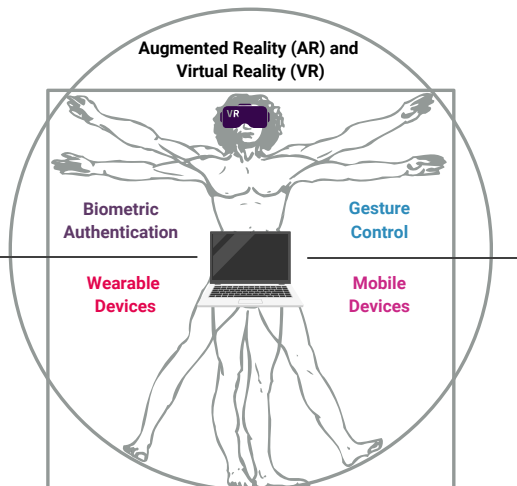>
> – Jason McNamara, SVP & CIO at Harvard Business Publishing

Artificial Intelligence mimicking and eventually exceeding human intelligence is a source of both apprehension and awe. AI already excels at repetitive tasks, pattern recognition, and data analysis at a speed and scale that cannot be matched by humans. This 'outsourced cognition' is leading to extraordinary innovations. For example, GenAI is already capable of analyzing vast amounts of information and providing insights, patterns, and trends that can lead to groundbreaking discoveries that humans might otherwise miss, such as the prediction of latent disease threats, cybersecurity flaws, or unusual climate patterns.

This technology also facilitates the rapid creation of highly personalized learning tools, the exponential acceleration of clinical trials, and critical predictive maintenance on industrial machinery. At some not-too-distant point in the future, we are looking at entities of synthetic origin that not only emulate human intellect but surpass it in unimaginable ways. This will herald what is being called 'the singularity' – when a machine's cognitive abilities are unfathomably beyond what any human mind could comprehend or even perceive.

TECHNOLOGY AUGMENTATION

1. Generative Artificial Intelligence (AI)
2. Macing Learning (ML)
3. Robotic Process Automation (RPA)
4. Internet of Things (IoT) Devices
5. Voice Recognition
6. Chatbots and Virtual Assistants
7. Natural Language Processing (NLP)
8. Knowledge Management Systems
9. 5G Technology
10. Edge Computing
11. Cybersecurity Solutions
12. Cloud-based Applications
13. Blockchain
14. Drones and Autonomous Vehicles

Augmented Reality (AR) and Virtual Reality (VR)

VR

Biometric Authentication

Gesture Control

Wearable Devices

Mobile Devices

EARLY METAVERSE ADOPTION

1. Virtual Digital Collaboration
2. Immersive Training & Learning
3. Remote Work & Telepresence
4. Virtual Conferences & Events
5. Digital Twins for Workspace
6. E-commerce & Virtual Shopping
7. Digital Asset Management
8. Health & Wellness Program
9. Enhanced Creativity & Innovation
10. Enterprise Social Networks

Figure 2. Frontier Technology and the Augmented Worker

Today, human workers are already performing their jobs more efficiently and effectively by leveraging frontier technologies, while machines are automating routine tasks and providing valuable data to support the workforce. This integration allows workers to focus on tasks that require human ingenuity and differs from traditional approaches to work in several key ways. It represents a shift from a labor-centric model to a more technology-focused approach that leverages advanced technologies to augment the capabilities of human workers. Organizations today can spur innovation, streamline processes, reduce costs, boost productivity, and create previously unattainable value streams, while at the same time usurping new technologies to achieve results that were previously thought of as unattainable.

While automation implies that machines take over a human task, augmentation means that humans collaborate closely with machines to perform a task. Today, augmented workers span various industries and can involve integrating different technologies. In healthcare, for example, surgeons may use augmented reality during surgeries to overlay vital information, such as patient data or real-time imaging, onto their field of view for more precise procedures. In manufacturing, workers may use augmented reality glasses to receive step-by-step instructions and visual cues during the assembly process, improving accuracy and efficiency, while office workers are using AI-driven virtual assistants to automate routine tasks, manage schedules, and provide insights, as well as leveraging collaborative platforms with AI features for data analysis, decision support, and project management.

As a simple example, if we start using new technology to map choices that are "out-of-domain," (i.e., from different times, different places, and across different industries), our ability to think "outside the box" increases dramatically. One superpower of Generative AI (GenAI), for example, is that it allows organizations to use approaches that go far beyond the normal boundaries of conventional thinking within the context of a particular industry.
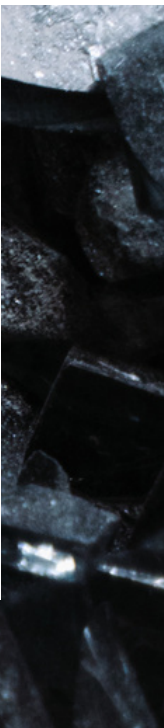
Rather than limit its thinking to in-house experiences, a company looking to improve service for its customers could consider broader examples in everyday life in which people are distressed, inconvenienced, or agitated, and discuss how these might be remediated. By using GenAI to research tactics and precedents, pulling out promising ideas, and combining and testing the results in the context of the company's customer experience, the potential for new solutions becomes apparent. This approach offers a much deeper, richer, and more diverse knowledge base to elicit innovation and creativity.

This new paradigm also emphasizes continuous learning and development, while traditional approaches to work focus on specific job skills. With the rapid pace of technological change, it is essential for workers to continually develop new skills and knowledge to remain relevant in the workforce.

The future workforce will be augmented in three key areas – problem-solving, decision-making, and value creation, while at the same time elevating the importance of employee engagement by allowing workers to focus on more meaningful and challenging aspects of their work. Let's explore each of these areas in detail.

02   Problem-solving

Augmentation is enhancing problem-solving in companies by leveraging AI and automation to complement human capabilities. Atypical responses using frontier technologies or large language models (LLMs) can inspire workers to think beyond their preconceptions of what is possible or desirable in terms of resolving commonplace problems in the workplace. This approach can lead to solutions that humans might never have imagined using traditional responses. This can help overcome biases such as the Einstellung effect*, where individuals' previous experiences impede the consideration of new ways to solve problems.

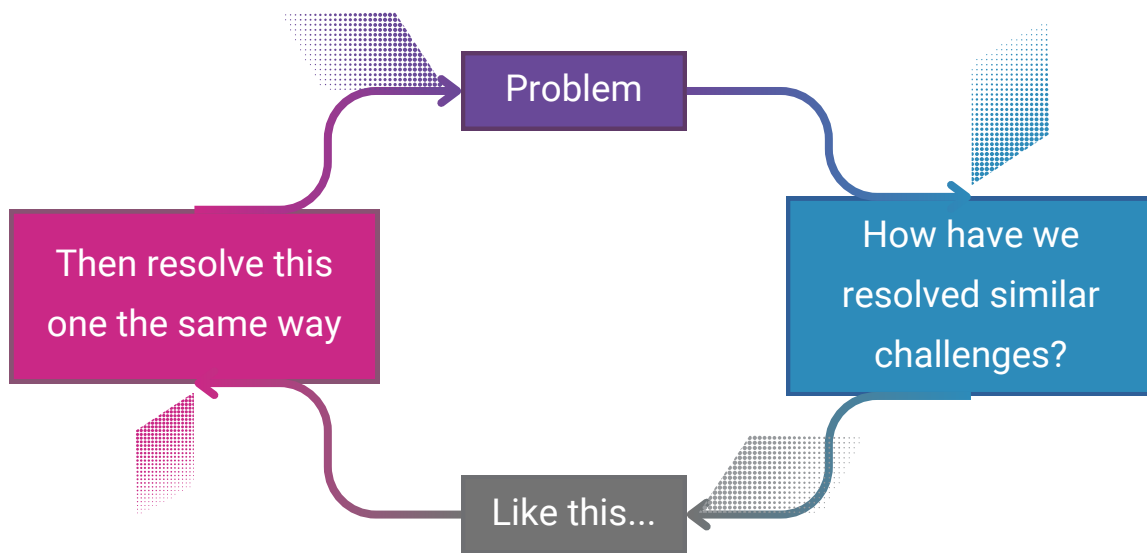Problem → How have we resolved similar challenges? → Like this... → Then resolve this one the same way → Problem

Figure 3. The Einstellung Effect

*The Einstellung effect occurs when the first idea that comes to mind, triggered by familiar features of a problem, prevents a better solution from being found. It has been shown to affect both people facing novel problems and experts within their field of expertise.

Automation of repetitive and routine tasks frees up workers to focus on more strategic and complex problem-solving. For example, humans may:

- Employ creative approaches and innovative ideas to address unique challenges, while using frontier technologies to process and analyze large volumes of data rapidly.

- Utilize predictive analytics models that forecast future trends and potential issues. This proactive approach allows the organization to anticipate challenges and implement preventive measures.

- Leverage machine learning algorithms that excel at pattern recognition. These can identify anomalies, trends, and correlations in data that may not be immediately apparent to humans.

- Continuously monitor operations and systems in real time, using technology to detect anomalies, deviations from expected behavior, and potential issues

- Exploit adaptive learning systems that can learn from past problem-solving experiences, adjusting strategies and recommendations based on feedback and outcomes.

Even recent developments in GenAI are significantly influencing the augmented workforce. Using advanced AI models, workers can generate automated content that saves time and increases productivity. This technology will continue to transform how organizations approach work and reveal new possibilities for businesses to innovate and grow.

Collaborative Solutions

Augmentation encourages collaboration between AI systems and human experts. Humans bring contextual understanding, intuition, and experience to the problem-solving process, while AI provides data-driven insights and analytical capabilities.

To facilitate this paradigm shift, organizations must define the policies and processes, systems, and structures that facilitate the transition to an augmented workforce. This includes aligning new technologies with strategy, building rollout plans, retraining, and reskilling, using guided learning approaches, incentivizing early adopters, and increasing involvement with mentorships.

It is also important to keep in mind that human biases, such as discriminatory algorithms and data, have made their way into many AI systems. This refers to systems that produce results that reflect and perpetuate human biases within a society, such as programmers unfairly weighing factors in algorithmic decision-making based on their own conscious or unconscious biases, or training data gathered from specific geographic locations and demographic groups. Biases tend to become deeply embedded in AI systems because recognizing these and taking steps to remediate them requires a mastery of data-science techniques, as well as a more meta-understanding of social forces, including data collection.

Worker augmentation creates a culture that encourages fresh ideas and unique approaches to problem-solving. It facilitates remote collaboration through advanced communication tools and platforms and allows for the use of simulations and modeling tools to test different scenarios and strategies. This helps in predicting the potential outcomes of various solutions before implementing them, thus reducing the risk of unintended consequences.

Problem-solving Use Cases – GenAI

Here are a few examples of how GenAI is already being used to solve common problems in the workforce:

- **Legal Compliance** - evaluate contracts, policies, and regulations, and analyze the company's operations to discover any non-compliance.
- **Supply Chain** - improve supply chain management, quality assurance, and new product development. Use inventory and production data to streamline processes and cut down on waste.
- **Talent Acquisition** - match abilities and experience to job requirements to find the best applicants.
- **Risk Assessment** - implement risk mitigation techniques like diversification, hedging, and insurance.
- **Fraud Detection** - detect when an account is used from a different location or device or when a substantial amount of money is transferred to an unfamiliar account.
- **Inventory Management** - analyze inventory, sales, and demand data to discover ideal stocking levels and reorder points.
- **Financial Analysis** – find hidden patterns in financial data and anticipate financial performance.
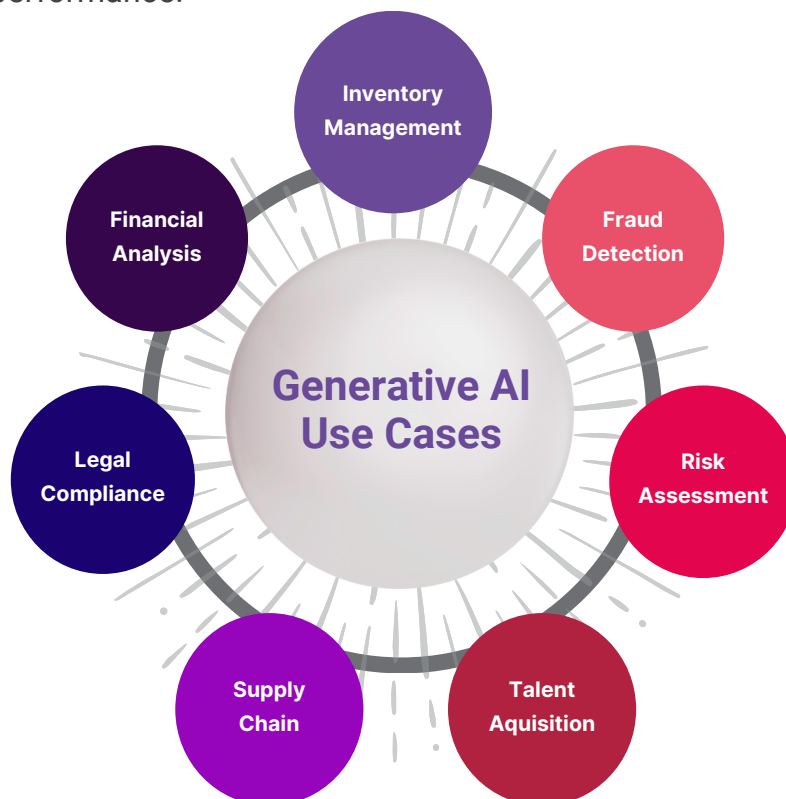

Figure 4. Generative AI Use Cases

02

GenAI tools like Chat GPT-4 are rapidly evolving to the point where they offer solutions that can increase efficiency in just about any task or line of work. However, a big part of becoming a proficient AI-augmented worker will be understanding its limitations and knowing where one still needs to apply human creativity, compassion, and innovation.

In summary, augmentation enhances problem-solving in companies by combining the strengths of AI with human expertise, fostering a more dynamic and effective approach to addressing challenges. This collaboration results in more informed decision-making, improved efficiency, and a proactive stance toward problem resolution.

02 Problem-solving
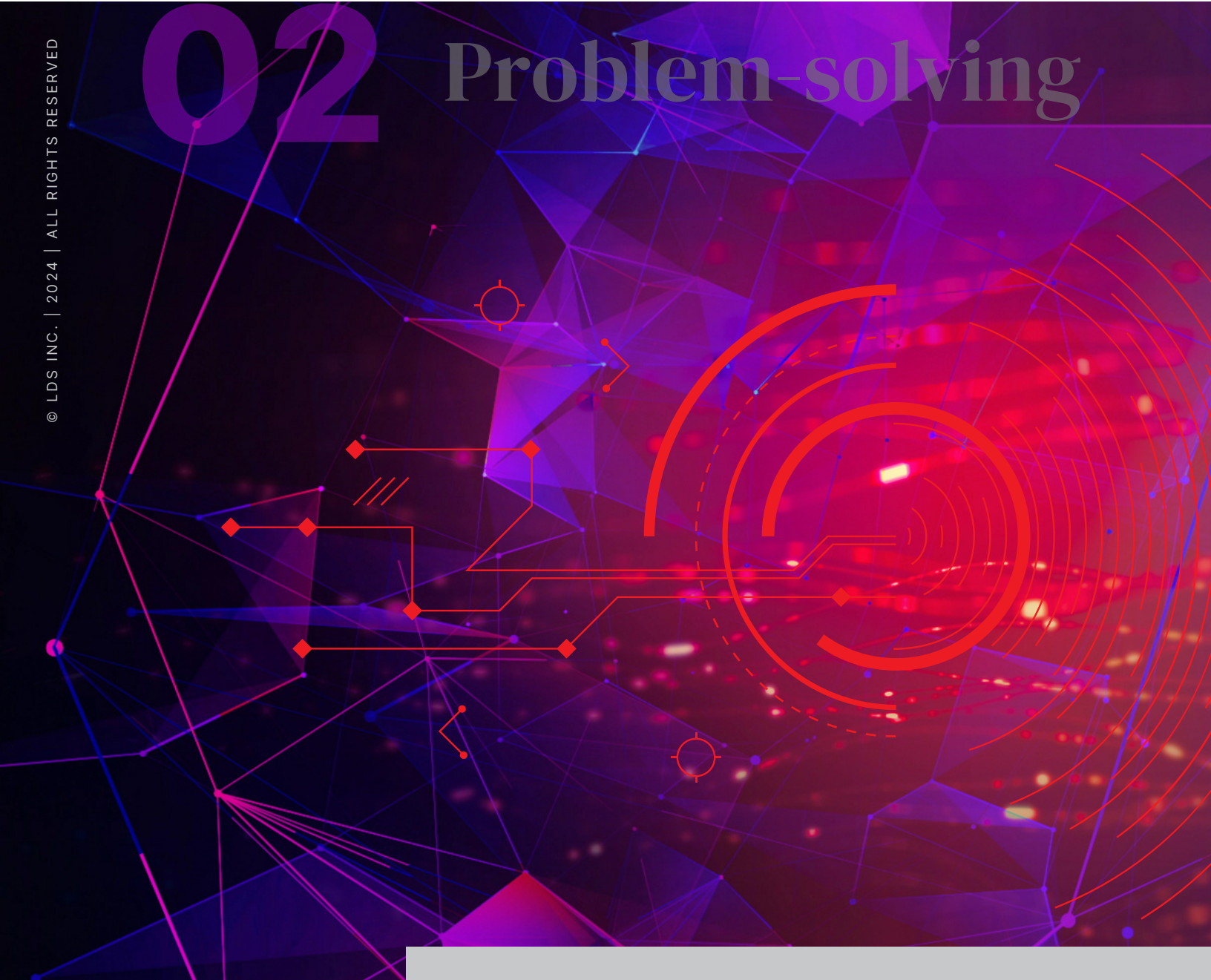
03 Decision-making

Frontier technologies can analyze vast amounts of data in real time, providing valuable insights that can aid human decision-makers. However, skeptics argue that too much reliance on this approach poses challenges, including ensuring access to accurate and unbiased data, the need for skilled professionals to develop and maintain AI systems, and ethical concerns surrounding privacy and bias.

Notwithstanding these concerns, there is no doubt that by augmenting the human decision-making process with AI-driven analytics and recommendations, organizations can make more informed choices, mitigate risks, and seize opportunities. This allows workers to focus on resolving more complex and strategic issues, while routine and repetitive decisions can be automated.
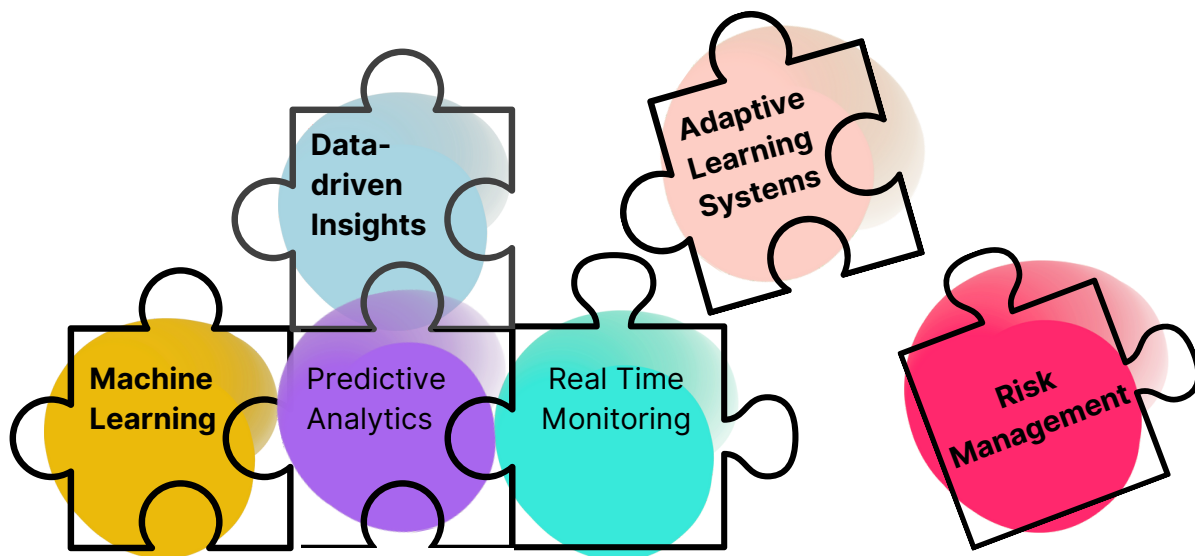

Figure 5. Decision-making Tools

Different degrees of AI application in decision-making

Decision automation, decision augmentation, and decision support represent the degrees to which AI and analytics can be deployed by organizations to pursue faster, more consistent, and higher-quality decisions at scale. With decision automation, for example, the system makes the decision using predictive analytics, while with augmentation, the system recommends a decision, or multiple decision alternatives, to human actors. The obvious benefit of using this approach is the synergy between human knowledge and the capability of AI to rapidly analyze high volumes of data and also to deal with complexity. Lastly, with decision support, workers make the decision, supported by descriptive, diagnostic, or predictive analytics.

A crucial aspect of decision-making lies in the democratization of data across the organization. In the past, business intelligence tools and data analytics dashboards effectively served this purpose by enabling workers view a static perspective of the business, showcasing essential descriptive data and key performance indicators (KPIs).

Today, technology is enhancing standard organizational decision-making processes through the availability of machine learning for decision support, data-driven insights, predictive analytics, natural language processing, and real time monitoring and alerts. Coupled with adaptive learning systems that continuously improve based on feedback and outcomes, decision support systems can refine their recommendations over time, enhancing their effectiveness in assisting human decision-makers.

For example, by leveraging historical customer data and other statistical information, contact center managers can gain actionable intelligence to improve service quality, reduce costs and maximize efficiency of their teams, while also using predictive analytics to guide decisions about staffing. While data analysis has always been an integral part of contact center work, augmentation leverages AI to analyze large datasets quickly and instantly extract meaningful insights.

	Decision Automation	Decision Augmentation	Decision Support
Human Worker	Risk management via guardrails or human-in-the-loop	Human makes decision based on machine suggestions	Human makes decision based on Experience and bias, logic and reasoning
Machine	Autonomous decisions made by machines using predictions, forecasts, simulations, and rules	Machine uses diagnostic analytics and/or AI to generate recommendations	Machines provide alerts, exploration and visualizations

Figure 6. Three Ways AI can Assist in Decision Making

Machine learning algorithms can also provide decision support by identifying patterns, correlations, and anomalies in data. This assists decision-makers in evaluating options and making decisions based on a more comprehensive understanding of the relevant factors. It's also crucial that decision-makers are equipped with tools and guidelines to ensure that any AI-derived decisions align with accepted standards and corporate values. The tools and methods that can assist users in explaining outcomes must then become part of the decision-making process. This capability is the focal point for what is being called 'Explainable AI' (XAI).

The emergence of GenAI has significantly transformed the landscape of business analytics dashboards. These have evolved to become dynamic, intelligent platforms complete with prescriptive capabilities. Machine learning insights are leveraged by large language models to create a narrative for the worker, together with adaptive visuals. Dashboards today possess the capability to provide information through what could be termed a 'conversation' with the existing data. This elevates worker insights and encourages a more proactive approach to data analysis.

While new technologies can significantly enhance decision-making processes, it's important to consider ethical implications, transparency, and the collaborative role of human decision-makers. Combining AI's analytical capabilities with human judgment and values can lead to more informed and responsible decisions.

04 Value Creation

> **The use of imagination or original ideas to create something.**
> – The Oxford Dictionary

Today, frontier technologies are forcing organizations to reassess ideas around what constitutes the creation of value. Augmentation is building human-machine collaboration by combining the strengths of both entities to enhance value creation in various domains. This collaboration leads to improved productivity, efficiency, and innovation. Also, the growing interest in ESG metrics and driving toward the common good means rethinking the role that business should play in society.

As is the case in problem-solving and decision-making, a focal point of value creation today is GenAI with algorithms capable of generating seemingly new, realistic content from training data. The most powerful generative AI algorithms are built on top of models trained on a vast quantity of data to identify underlying patterns for a wide range of tasks.

GenAI is giving rise to an entire value proposition that includes building more efficient workflows for knowledge workers by automating and simplifying time-intensive processes through understanding and extracting insights from unstructured data. This is resulting in an entire business ecosystem, from hardware providers to application builders, that will help bring its potential for all classes of workers to fruition. Employees will be able to enhance their performance in these higher-value domains with AI-powered virtual assistants while availing themselves of a human-AI co-creation framework that will maximize system flexibility and enhance creative outcomes. This branch of AI demonstrates a capacity to not only learn, predict, and infer, but also to create content that can be delivered in multiple modalities, including text, images, videos, and 3-D representations.

Some use cases are created by incorporating semantic search into basic chatbots and workflows, which can enable frontline teams to access information, create responses, and resolve requests much more quickly. Also, by automating repetitive or mundane aspects of coding and data engineering, GenAI is streamlining workflows and driving productivity for software and data engineers alike.

The employees who are closest to a process are the ones who can usually describe how it can be improved to add value. These workers can point to symptoms, which can help to map out the end-to-end improvement opportunities. Other subject matter experts can provide tools, education, support, and ongoing monitoring for everyone whose job is touched by new automation. Ultimately, the goal is to develop a system where automation manages the rote, repetitive, and rules-based aspects of the job, freeing the employee to do work that adds real value.

Steps to Realizing New Value

There are several diverse ways to augment the workforce and create new value in today's organization, including shifting innovation to the edges of the organization in order to build ecosystems or networks that leverage digital technology for the benefit of the consumer and pave the way to multiple streams of revenue. Edges are powerful sources of value because they are places of potential and friction, where traditional products and practices are no longer adequate to address unmet needs or unexploited potential.

The organization then needs to test potential solutions for augmenting workers across multiple business units and use cases. This approach provides an opportunity to explore possible avenues for value creation by enabling the testing of different scenarios until the most impactful resolutions are identified. Along with worker augmentation, business leaders must strive to redesign their organizations for speed, accelerating productivity improvements, reshaping their portfolio, innovating new business models, and reallocating constrained resources.

Businesses using generative AI today are better placed to create new value by increasing productivity, institutionalizing knowledge, and pursuing novel avenues of research and development. As companies, employees, and customers become more familiar with applications based on this AI technology, a whole new level of applications will emerge. However, leaders will need to look beyond the technology to determine how it aligns with the overall business strategy and the company's ability to implement it effectively. Although the wider adoption of AI is a source of value creation, it can become problematic when organizations don't have appropriate governance structures in place.

It is also important to consider that employers will no longer hire for specific skills, which will constantly be evolving, instead, they will hire people for their ability to learn and potentially add value. Where technical skills remain in demand, human skills - like flexibility, adaptability, time management, and prioritization - are moving to the top of the value-added chain. Those who thrive in the future will be those with the ability to learn, unlearn, and adapt to a digital world order. Automation and the rise of the augmented workforce are compelling executives to think differently about the value of their employees and the value those employees can contribute.

04 Value Creation

05 The Importance of Employee Engagement
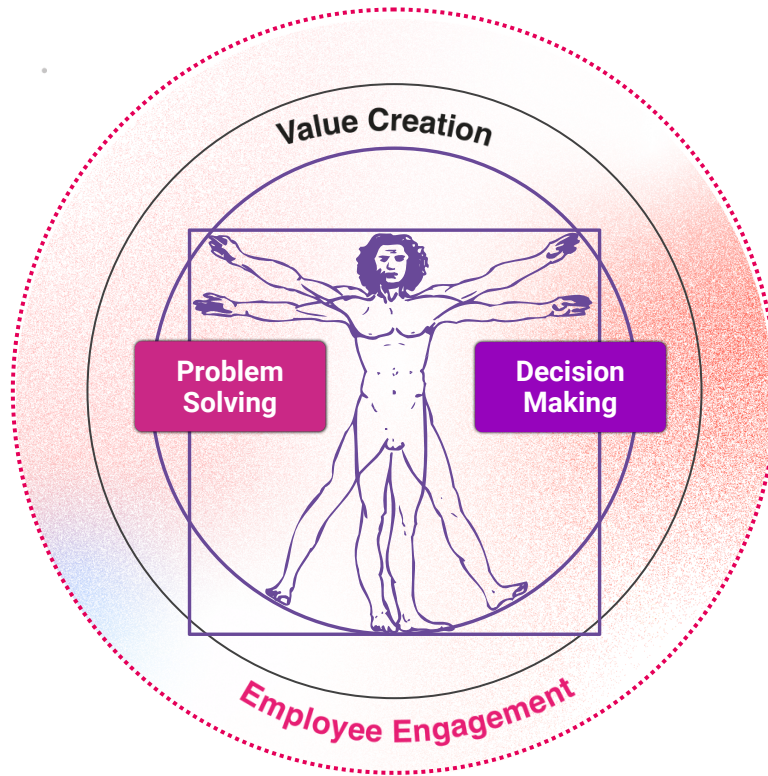
The world of work looks vastly different from what it did just a few years ago. Many employees have come to appreciate the benefits of a work-life balance, culture, and social responsibility, and have shifted their expectations around what they will and will not accept in the workplace. Loyalty to the organization is almost non-existent today, as employees are highly likely to switch companies as soon as they get a better offer. In tandem with developments on the technological frontier, therefore, there must be a renewed focus on delivering an exceptional employee experience. This is foundational to successful worker augmentation.

Employee engagement and inspiration will necessarily be front and center on all business leaders' agendas. This can be positively influenced by augmentation technologies that enhance various aspects of work. Work and job design will focus on collaboration to reveal previously untapped human potential. Progressive organizations will also promote connectivity and engagement while also fostering learning at all levels by actively supporting reskilling.

As shown in Figure 7, and depending on the role of the worker involved, these might include:

- The promotion of divergent thinking
- Challenges to traditional expertise bias
- Assistance in idea evaluations
- Support for proof-of-concept refinements
- Facilitating collaboration with and between workers.

Augmentation contributes to increased employee engagement by allowing workers to focus on more meaningful and challenging aspects of their work, which in turn leads to a sense of accomplishment coupled with increased productivity. To effectively collaborate with advanced technologies, workers can be motivated to learn new skills and invest in personal growth. The use of virtual communication, project management, and real-time collaboration tools also leads to a sense of teamwork and shared accomplishment. Business leaders are key actors in the development of this digital culture, needing to not only imagine, define, and operationalize how workers will interact with new technologies, but also to focus on enabling collaborative processes in complex settings.
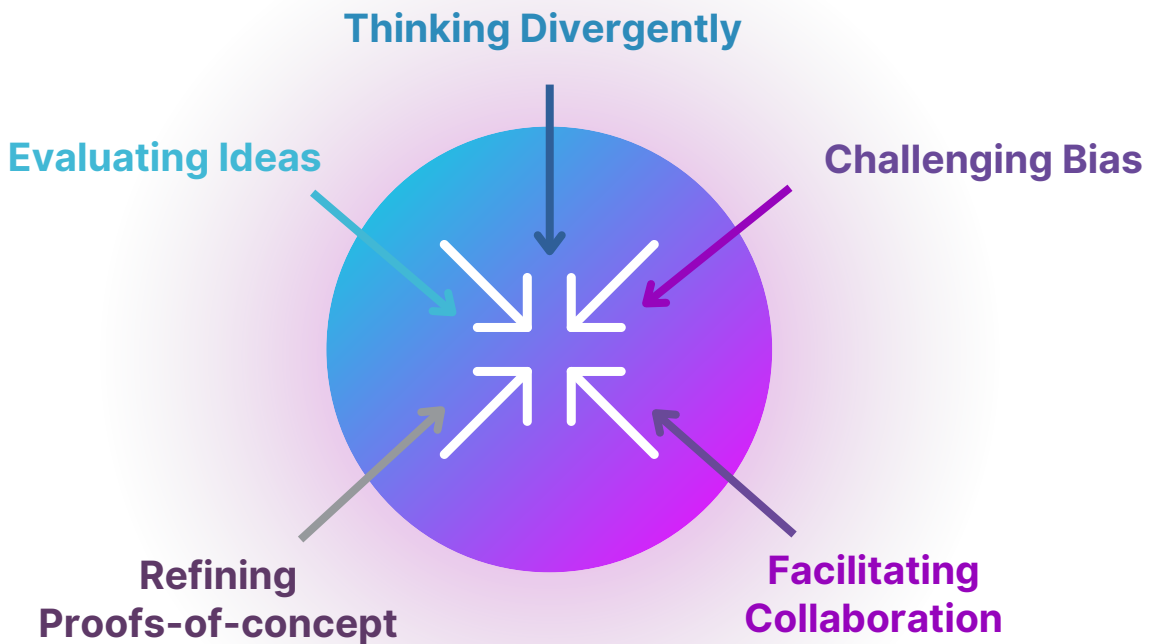

Figure 7. Promoting Employee Engagement

The Critical Combination of AI & HI

AI-driven personalization tools can tailor work experiences based on individual preferences, skills, and work styles. This personalization can lead to greater employee engagement and a sense of being valued as an individual contributor. Along similar lines, augmentation can contribute to more sophisticated performance tracking and recognition systems, as algorithms can analyze and highlight employees' achievements, allowing for more personalized and timely recognition.

While AI tools excel at certain tasks, these also require human intelligence (HI) to realize a true return on investment for organizations. Uniquely human traits like empathy, inclusivity, creativity, ethical judgment, and the ability to navigate complex social interactions are all elements that AI can't replicate.

Technologies that support employee well-being, such as wellness apps, mental health support platforms, and flexible work arrangements facilitated by augmentation can contribute to a healthier work-life balance for the worker. Also, data-driven insights into employee performance, preferences, and needs can be leveraged to tailor engagement strategies, address challenges, and create a more supportive work environment.

As shown in Figure 8, while certain jobs are at risk from technology, new roles are emerging for humans, such as those requiring empathy, interpersonal skills, and complex decision-making. Human creativity and emotional intelligence are areas where machines currently struggle to match human capabilities. Jobs that support and optimize remote work environments, including virtual collaboration tools, digital infrastructure management, and remote team facilitation will also be in demand, along with those that ensure ethical AI development, address bias, and navigate the societal implications of AI technologies.

Critical Oversight & Decision-making Positions

JOBS MOST AT RISK
1. Telemarketing & Telesales
2. Data Entry & Analysis
3. Bookkeeping & Accounting
4. Medical Diagnostics
5. Travel Agents
6. Insurance Underwriters
7. Financial Analysts
8. Routine Human Resources
9. Paralegals
10. Administrative Assistants
11. Procurement Officers
12. Customer Service Representatives

Biometric Authentication

Customer Relationship Management

AI System Development & Maintenance

Emotional Intelligence Roles

Cultural & Creative Industries

Entrepreneurship & Innovation

EMERGING ROLES
1. Chief Experience Officer
2. Data Scientist
3. Machine Learning Engineer
4. AI Ethicist
5. Cybersecurity Analyst
6. Robotics Engineer
7. AR & VR Developer
8. Digital Health Specialist
9. 3D Printing Technician
10. Renewable Energy Engineer
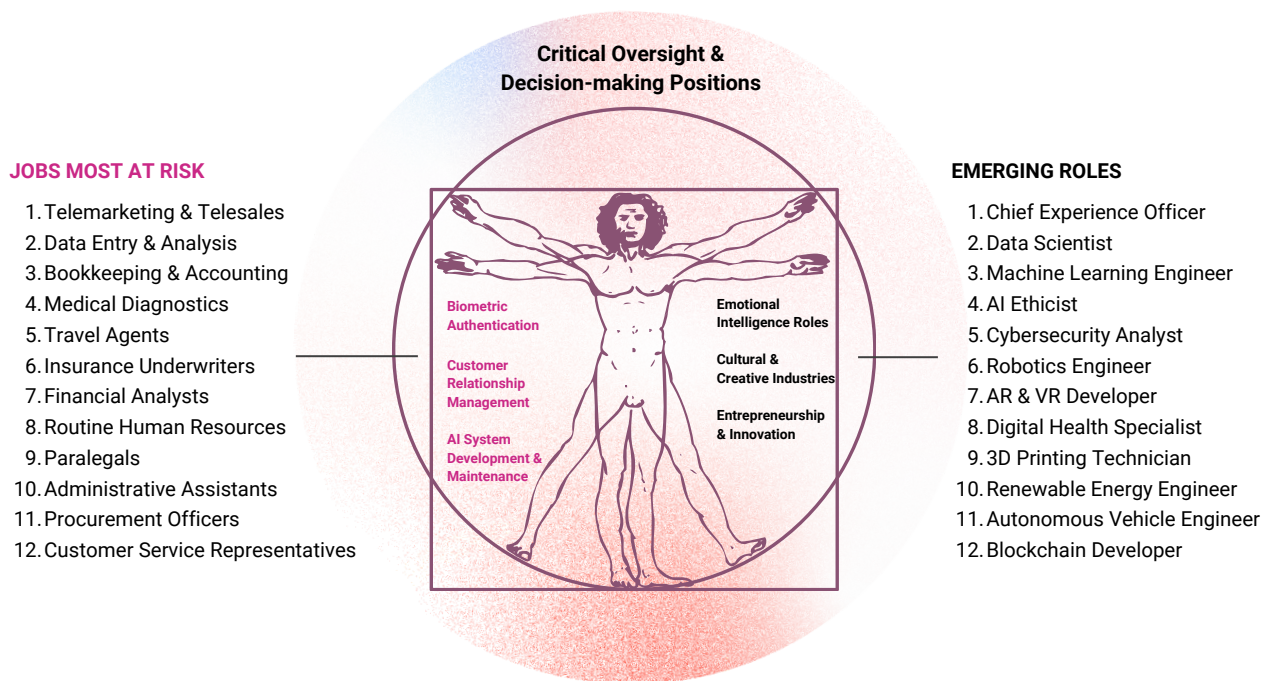11. Autonomous Vehicle Engineer
12. Blockchain Developer

Figure 8. The Future of Jobs

Augmentation tools can empower employees by providing them with the autonomy to make decisions and contribute ideas. When employees feel that their input is valued and they have control over their work, it positively impacts their engagement levels. Conversely, automation of administrative tasks through augmentation technologies can reduce the time spent on manual, repetitive work.

A culture of innovation can be encouraged by providing augmentation tools that enhance creativity and problem-solving. While a lot of new technology is inherently useful, adopting it without context or purpose for workers continues to be a common theme in organizations struggling with digital transformation. For example, AI-powered idea generation, collaborative design tools, and virtual brainstorming sessions can stimulate innovation and worker engagement. Continuous performance monitoring, real-time feedback, and data-driven performance management can also contribute to a sense of progress and achievement.

By combining technology with thoughtful strategies for employee engagement, organizations can create a work environment that aligns with the needs and aspirations of their workforce. Augmentation, when implemented effectively, can play a crucial role in fostering a positive and engaging workplace culture.

05 The Importance of Employee Engagement

> **Invention consists in avoiding the constructing of useless contraptions and in constructing the useful combinations which are in infinite minority. To invent is to discern, to choose.**
>
> – Henri Poincaré

While augmentative technologies offer numerous benefits, there are potential pitfalls and challenges associated with their adoption. It's important to be aware of these issues to navigate the integration of augmentative technologies effectively. Here are some pitfalls to consider:

- Failure to focus on the right use cases – lack of alignment between operational realities and technological capabilities
- Inability to instantly create new value – unrealistic expectations regarding the short-term impact of disruptive technologies.
- Difficulty implementing new technology – skills gaps, legacy architecture, lack of agility
- Inappropriate structure and ingrained ways of working – experimentation is too expensive and time-consuming
- Inherent bias - discriminatory algorithms and data may be deeply embedded in some AI systems
- Privacy concerns – collection of personal data
- Explainability – the absence of reverse engineering capabilities in many decision-making applications
- Safety and Security - algorithm-based decisions may clash with human value-based decision-making
- Lack of transparency - can lead to worker mistrust and difficulties in debugging and maintaining AI systems

Organizations must exhibit strong operational governance to ensure that any investment in augmentation is effectively harnessed across all business units.

> **Innovators are most often strategic copiers who learn from examples of success, extract the parts that work well, and imagine new ways of using those pieces to create something new and meaningful.**
>
> -Sheena Iyengar

07 CONCLUSION

While there are valid concerns about the potential displacement of human workers by automation, the augmented workforce seeks to supplement human labor with advanced technologies to create a more efficient and effective operating environment. Automating routine tasks allows humans to focus on tasks requiring unique skills and expertise.

Moreover, the augmented workforce is not limited to any specific industry or sector. From manufacturing and logistics to healthcare and finance, organizations across a wide range of industries are leveraging advanced technologies to enhance the capabilities of their workforce and drive innovation.

Although the augmented workforce is still in its early stages of development, it is clear that it has the potential to transform the way we work and create new opportunities for businesses and workers alike. As technology continues to evolve, it will be essential for organizations to embrace this emerging trend and take advantage of the opportunities it presents.

Now, amid decelerating labor force growth, superabundant capital, and the growing importance of intangible assets like intellectual property and customer networks, the balance of power continues to move inexorably from capital assets to labor. Digital workers have become akin to dynamic building blocks of the modern firm.

While people going through digital transformation need to understand why and get help from leadership in identifying whatever skills they need to be successful, it is also essential that amid unprecedented change we understand the characteristics of workers in the transformation journey. This means building what we refer to as dynamic personas or maintained employee segment profiles that provide important insights into worker strengths and weaknesses. These personas consider people's propensity to do something well, a worker's likely reaction to a particular event or initiative, or how individuals are prone to respond to changing work and changing work practices. By understanding workers' behavior in real-time and crafting programs where the organization partners with workers to ensure their performance success, relevance, and continued employment in the future, we are setting the stage for the augmented worker to move to a far more influential entity within the organization.

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THANK YOU

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