

# Beyond Upskilling:

## Measuring Climate for Work Automation



November 13, 2019

Dr. John Boudreau and Dr. Benjamin Schneider

**Center for Effective Organizations**

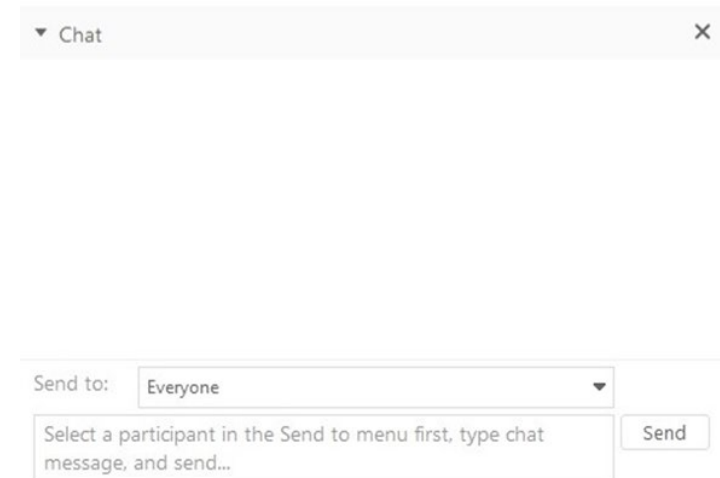
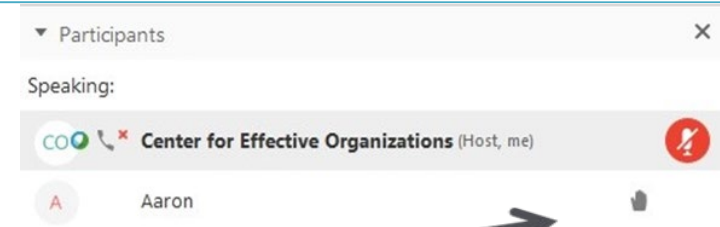
**USC Marshall School of Business**



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- We are recording this webinar.
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# Today's Speakers

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**Dr. John Boudreau** is recognized worldwide for breakthrough research on the bridge between superior human capital, talent and sustainable competitive advantage. His research has received several awards, including the Academy of Management's Organizational Behavior New Concept and Human Resource Scholarly Contribution awards.



**Dr. Benjamin Schneider** has won numerous awards for his research including distinguished research contributions awards from the Organizational Behavior as well as the Human Resource Management divisions of the Academy of Management, the Society for Industrial and Organizational Psychology, the Services Interest Group of the American Marketing Association, and the Society for Human Resource Management. Over the years, Ben has consulted with numerous organizations on organizational climate and culture and employee engagement.

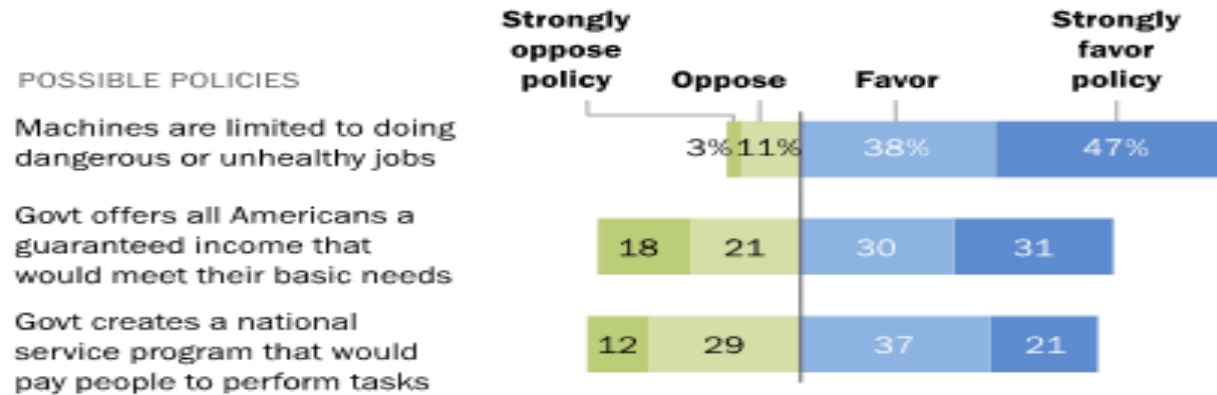
# Agile Work: Perpetually Upgraded



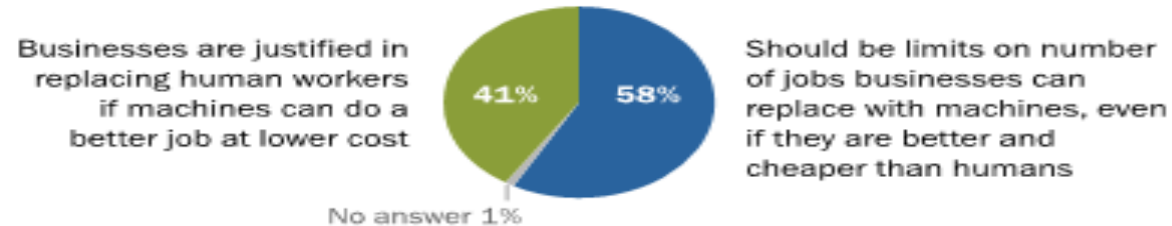


## Broad public support for policies that limit the reach and impact of workforce automation

*% of U.S. adults who say they support or oppose the following policies in the event that robots and computers are capable of doing many human jobs*



*% of U.S. adults who say they agree with each statement in the event that robots and computers are capable of doing many human jobs*



Note: Respondents in top chart who did not give an answer are not shown.  
Source: Survey conducted May 1-15, 2017.  
"Automation in Everyday Life"

PEW RESEARCH CENTER

<http://www.pewinternet.org/2017/10/04/automation-in-everyday-life/>

# Transparency About Automation?

(Boudreau and Welbourne)

**“I (My employees) would be willing to share an idea for work automation if it ...**

**(% Strongly Agree or Agree)**

<b>Me</b>		<b>My Employees</b>
<b>98%</b>	<b>Requires employees to learn new skills</b>	<b>69%</b>
<b>91%</b>	<b>Makes work more productive</b>	<b>66%</b>
<b>90%</b>	<b>Increases employees pay</b>	<b>87%</b>
<b>89%</b>	<b>Makes work more reliable</b>	<b>72%</b>
<b>87%</b>	<b>Makes work safer</b>	<b>72%</b>
<b>86%</b>	<b>Requires that employees transfer to other work</b>	<b>37%</b>
<b>71%</b>	<b>Positively affects employees careers</b>	<b>55%</b>
<b>58%</b>	<b>Requires some employees be laid off</b>	<b>6%</b>

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# **Work Automation Climate**

**Does Your Organizational  
Ecosystem Support and Encourage  
Human and Automated Work  
Collaboration?**

**(Ben Schneider & John Boudreau)**



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# Work Automation Index

# What is climate? It is a Gestalt

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- A summary perception—a Gestalt—that attaches meaning to a set of specific perceptions

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**We have no choice about whether or not we do this; it is how we get through daily life**

- The Gestalt can be about people (she is an extravert), places (this place is beautiful), organizations (Southwest has great service) but it is always based on a variety of specific perceptions

# What is Organizational Climate?

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- The summary shared sense people have about what is important in their work world.
- People talk to each other and that is what yields the “sharedness:”
  - Shared experiences of what gets rewarded and supported
  - Shared perceptions of what the focus is of policies, practices and procedures
  - Shared notions of what senior leadership clearly and continuously communicates are the goals and values of the company
  - Shared impressions of to what senior leadership allocates scarce resources

# Service Climate Index

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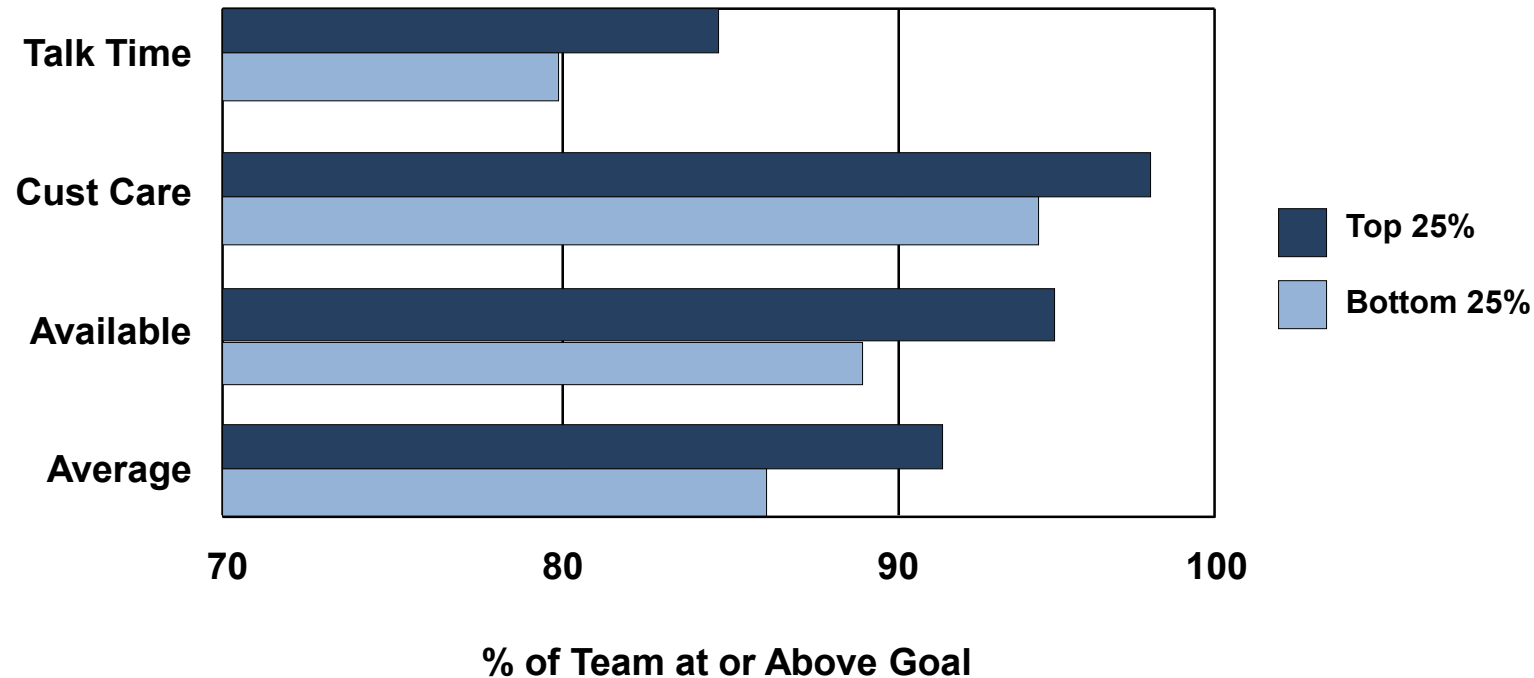
The following questions ask about the global customer service climate in your business. Please respond to each question based on what you have personally observed and experienced.

Using the following five-point scale, how would you rate:

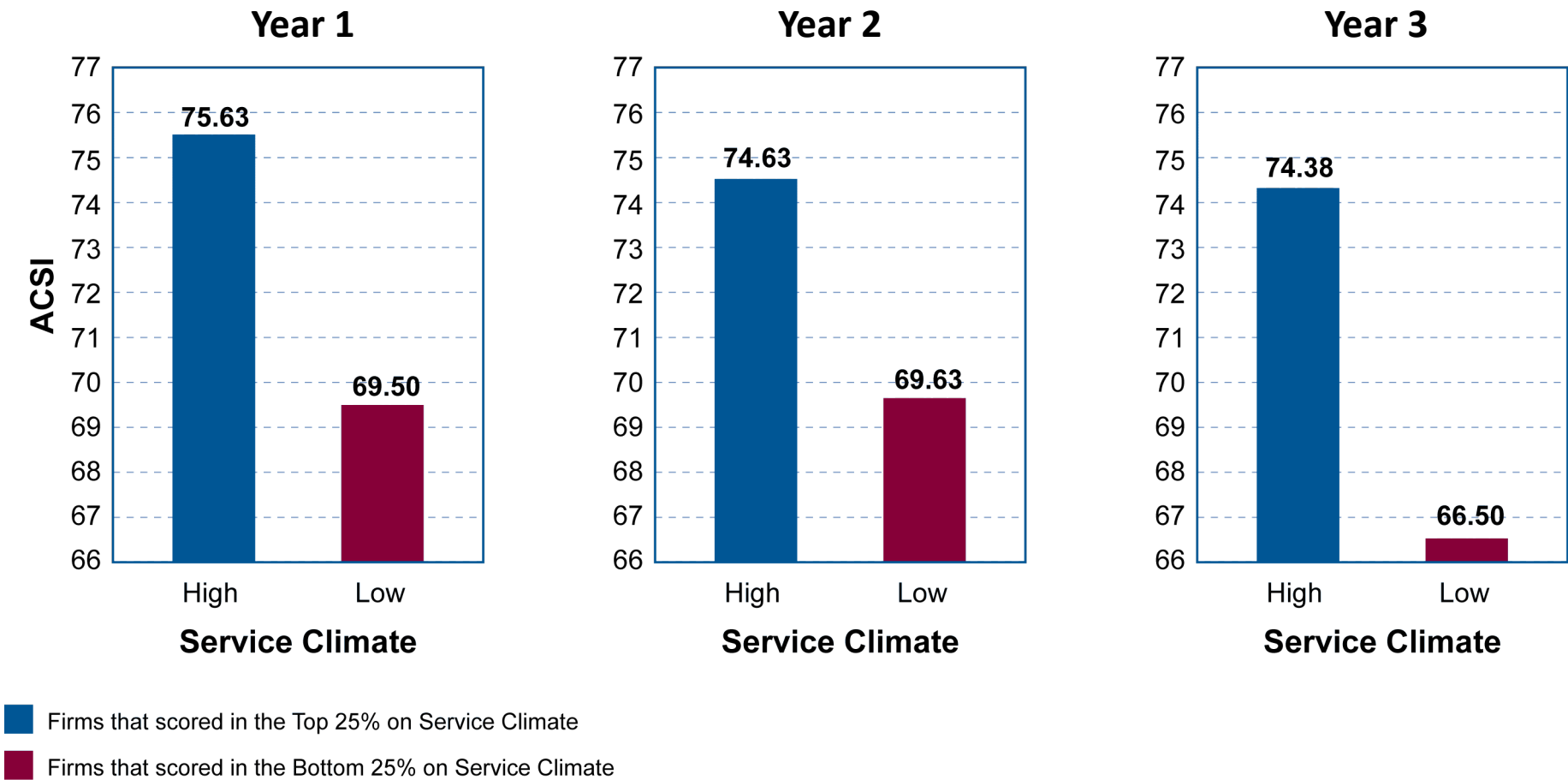
- 5 = Outstanding
- 4 = Excellent
- 3 = Very Good
- 2 = Good
- 1 = Fair (or worse)

- \_\_\_ The job knowledge and skills of employees in the business to produce quality work and service.
- \_\_\_ The efforts to measure and track the effectiveness with which the business achieves superior quality work and service.
- \_\_\_ The recognition and rewards employees receive for the delivery of superior quality work and service.
- \_\_\_ The overall quality of service provided by the business to customers.
- \_\_\_ The leadership shown by management in the business supporting the service quality effort.
- \_\_\_ The effectiveness of your communication efforts about work automation initiatives to employees.
- \_\_\_ The tools, technology, and other resources provided to employees to support the delivery of superior quality work and service.
- \_\_\_ The atmosphere created in the business to encourage the delivery of high quality work and service

# Service Climate in Service Center Teams

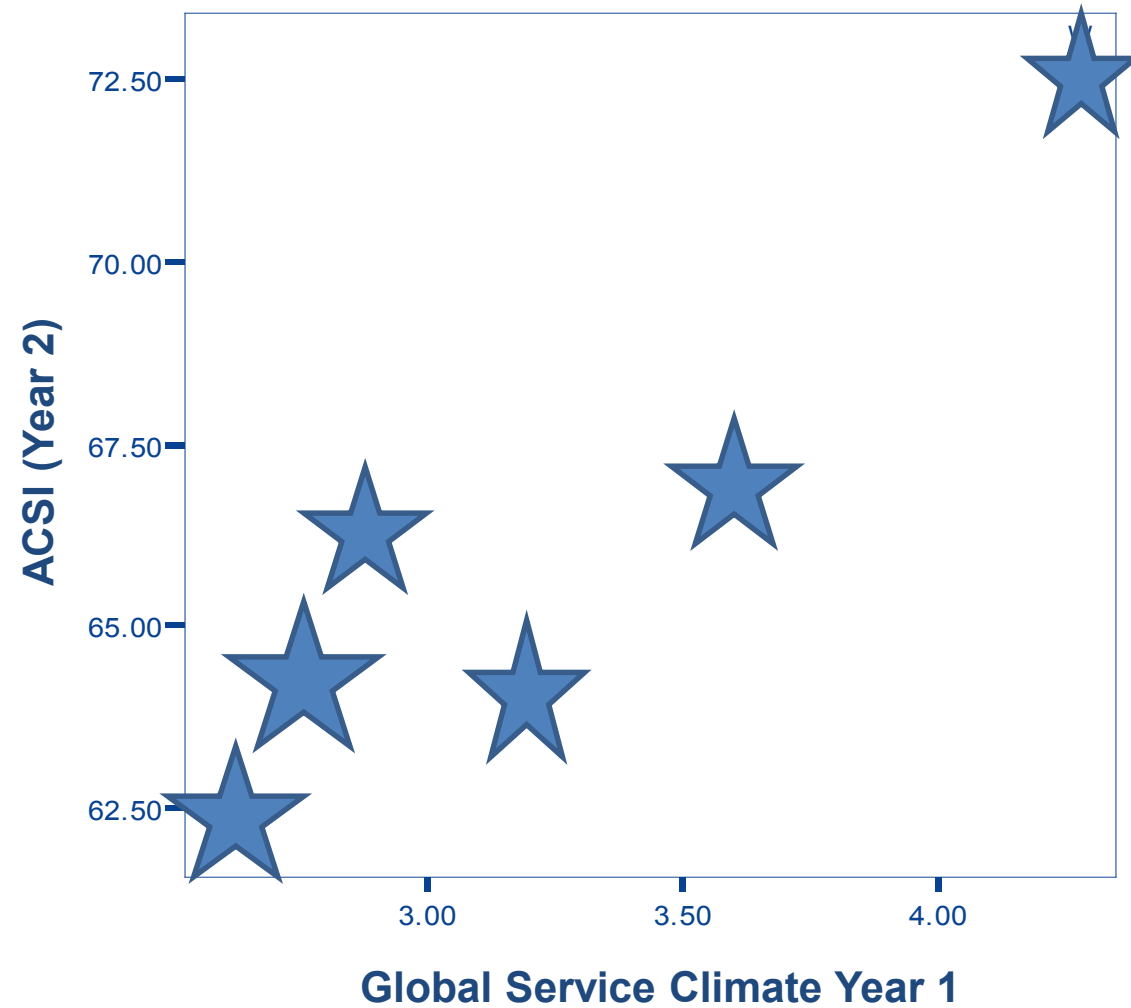


# Service Climate (Year 1) and Customer Satisfaction Across Companies (Year 1, Year 2, Year 3)



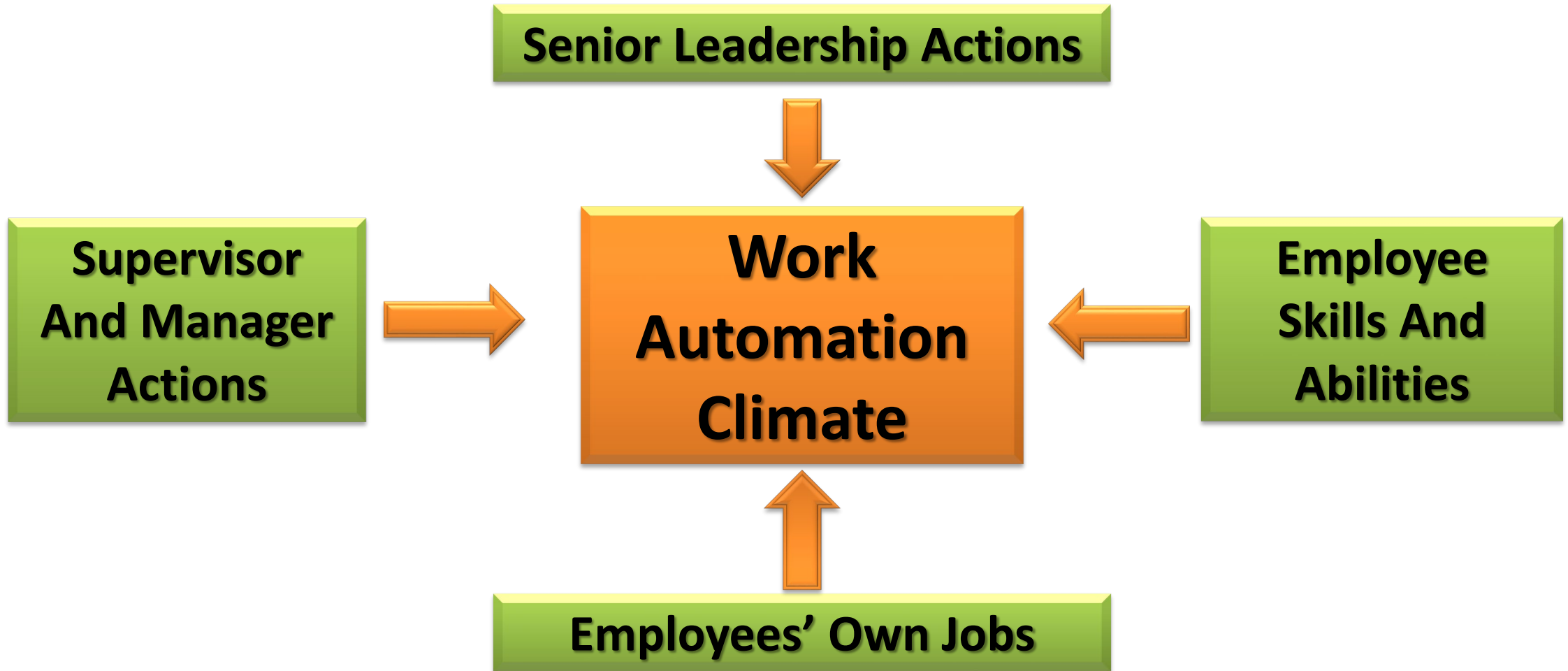


# Service climate and customer satisfaction: Airlines



# The Work Automation Climate Dimensions

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# The Nooks and Crannies Model: How well are you doing the following?

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- **Attending to the internal issues that “tell” employees work automation is important**
  - Allocation of resources to facilitate work automation
  - Promotions and rewards for work automation excellence
  - Focus on quality as well as speed of implementation
  - Listen to employee suggestions and act on them
- **Focus all functions (HRM, Marketing, and Operations) on work automation**
  - Hiring, training, performance management systems—of middle managers, too
  - Being realistic about what work automation can actually achieve
  - Creating physical environments and technology that fit the work automation process goals of the firm
- **That which gets measured gets paid attention to: What are you measuring as you move forward to track success?**
- ***Rule: The work automation climate message resides in all the nooks and crannies of the organization***

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# Questions?



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