



## AGENDA

### The Future of HR: Reinventing Jobs for the Fourth Industrial Revolution

Center for Effective Organizations (CEO)

Marshall School of Business ♦ University of Southern California

October 4, 2018

**8:30am Registration and Breakfast**

**8:50 Greetings from Pepsi-Co Frito-Lay**  
Patrick McLaughlin, Senior VP, CHRO

**9:00 Optimizing Work Automation: Getting Past the Hype**

John Boudreau, Center for Effective Organizations and Ravin Jesuthasan, Willis Towers Watson

Ravin Jesuthasan and John Boudreau will present findings and a new set of tools from their forthcoming book, *Reinventing Jobs*, with Harvard Business Press. Going beyond traditional concepts like a “job,” Jesuthasan and Boudreau will show that optimizing work and automation calls for a re-examination of what a job really is and show how to determine *variations of tasks within jobs*, and how those elements might be reconstructed into new and different combinations.

**9:45 Helping Workers Help Themselves: Thinking in 4T**

Terri Griffith, Professor, Santa Clara University

We have excellent advice on how to reinvent jobs and apply automation within company boundaries, and even how to think about reinventing our own personal work and careers given advances in automation. An added aspect to this is how we coach ourselves to think about the optimization of technology and practice throughout all aspects of our lives and work.

*We see in 3D. Can We Think in 4T?*

- **Target:** project and/or task goal
- **Talent:** people are the glue holding pieces together
- **Technology:** everything from basic tools (even furniture!) to hard automation, robots, and machine learning
- **Technique:** the processes pulling together the work of the talent and technology

Kids are growing up with technology, but perhaps not with the foundations of how to be thoughtful about the use of that technology. Employees have almost complete access to the personal technologies at work, but again, perhaps not the foundations of how to think about the applications of technology at work. The self-employed, given less access to formal professional development may similarly come to contract work with access to technology, but not frameworks for its effective use. This session is to help think about these individual frameworks and how to share them inside and outside our organizations.

## The Future of HR: Reinventing Jobs For the Fourth Industrial Revolution

**10:30 Break**

**10:45 *Reinventing Jobs: Lessons from the Trenches***

Julie Wood, Chief People Officer, Crowe LLP

The profession and work of accounting is changing rapidly. As the half-life of skills in the profession continues to shrink, one of the largest accounting firms is pushing the boundaries of optimizing employees, automation and non-employee labor by deconstructing jobs, distributing component tasks to alternative means and reconstructing new and uniquely human jobs. Julie Wood will share insights into the journey that Crowe Horwath has been on and lessons learned from reinventing jobs.

**11:45 *The Transformation of AT&T: A Fireside Chat with Scott Smith***

Scott Smith, Chief Human Resources Officer, AT&T Communications and Ravin Jesuthasan, Managing Director, Willis Towers Watson

AT&T has been on a well-publicized journey to transform itself and its workforce. It has undertaken innovative investments in reskilling its workforce to prepare for a fundamentally different future. Scott Smith will share perspectives on how HR has worked alongside the business to re-envision its learning processes and engage employees in the change journey.

**12:15pm Lunch**

**1:15 *Reinventing the Science of Management***

Scott Pitasky, Vice President, Consumer HR, Amazon

The art and science of management needs to change. Technology, automation, data science and the application of machine learning are fundamentally impacting work and jobs. We are also starting to challenge the way we approach management, decision-making and what constitutes a 'high judgment decision'. For companies like Amazon, these changes will happen and the question is how will HR respond, as a spectator or catalyst.

**2:00 *Table Team Projects:*** Participants will identify the most impactful opportunities to optimize work automation and reinvent jobs in your own organization.

**3:00 Break**

**3:15 *Panel Discussion: Continuing the Conversation—HR leaders riffing on the current state and future changes***

- John Boudreau
- Terri Griffith
- Ravin Jesuthasan
- Scott Pitasky
- Scott Smith
- Julie Wood

**4:15 *Wrap-up: John Boudreau and Ravin Jesuthasan***

**4:30 Reception**