

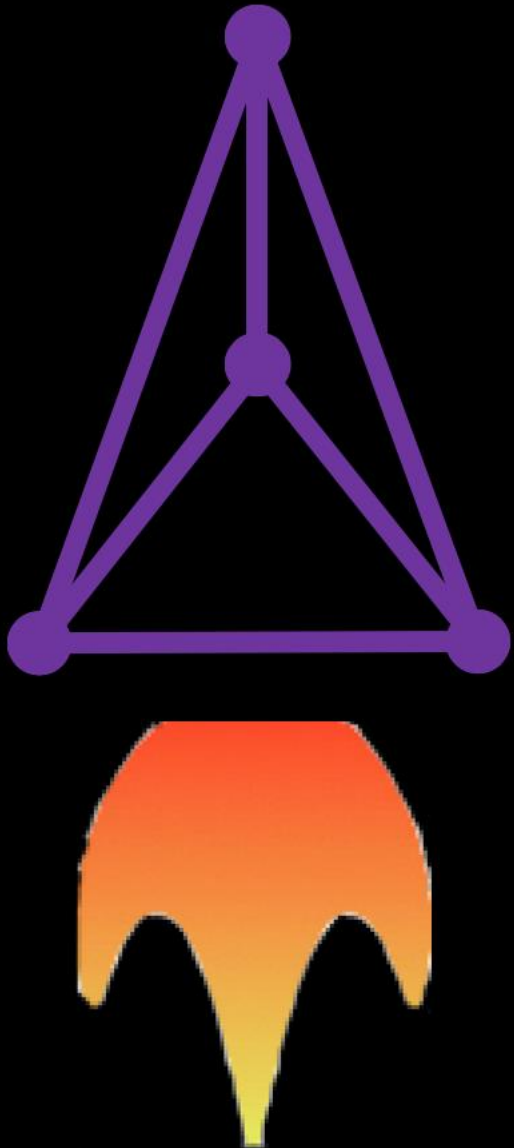
HELPING WORKERS HELP THEMSELVES: *THINKING IN 4T* FOR AI APPLICATIONS

TERRI L. GRIFFITH
SANTA CLARA UNIVERSITY

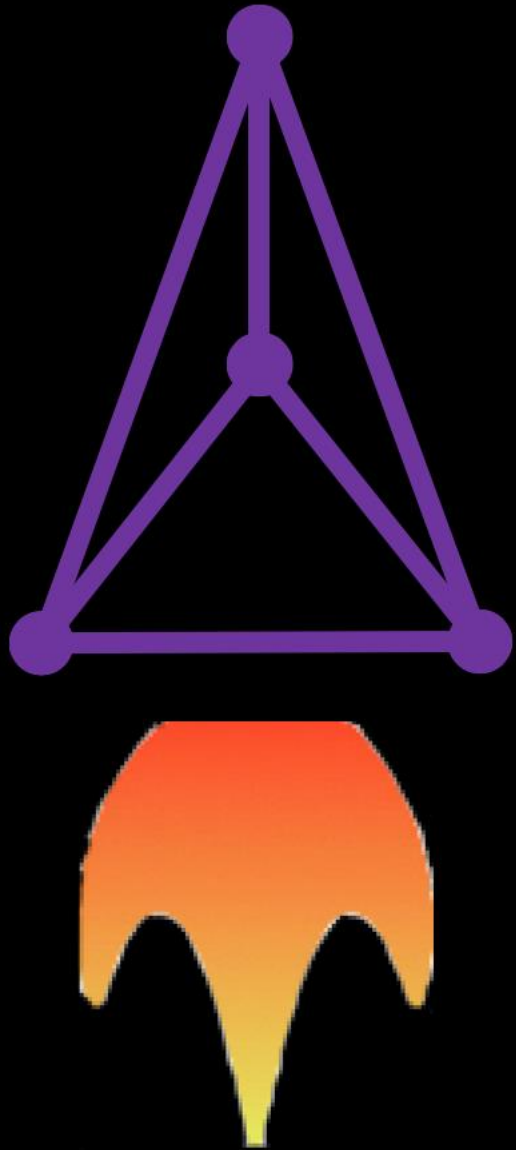
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@TERRIGRIFFITH

MY ASSUMPTIONS OF THE AUDIENCE



WE
DESIGN
SELL
IMPLEMENT



IF WE,
AND OUR CUSTOMERS,
THINK IN 4T:

BETTER DESIGNS
BETTER ADOPTION
BETTER USE
BETTER GROWTH

HARVARD BUSINESS REVIEW PRESS

Prediction Machines



The Simple Economics of
Artificial Intelligence

AJAY
AGRAWAL

JOSHUA
GANS

AVI
GOLDFARB

"A richly detailed guidebook leaders need to capture the opportunities of AI and the fourth industrial revolution."

—KLAUS SCHWAB

Founder and Executive Chairman, World Economic Forum

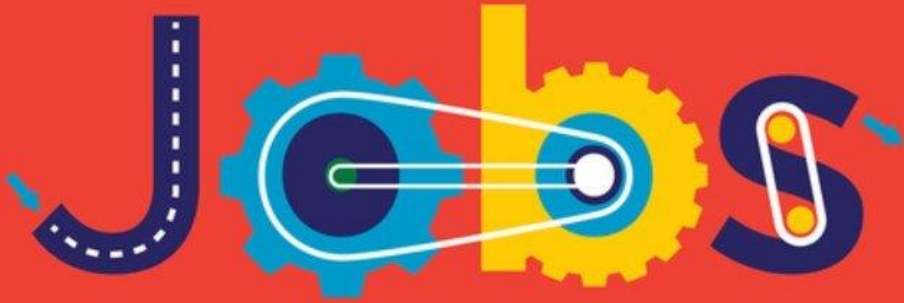
HUMAN + *Reimagining Work in the Age of AI* MACHINE

PAUL R. DAUGHERTY
H. JAMES WILSON

HARVARD BUSINESS REVIEW PRESS

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Reinventing



A 4-STEP APPROACH



AUTOMATION TO WORK

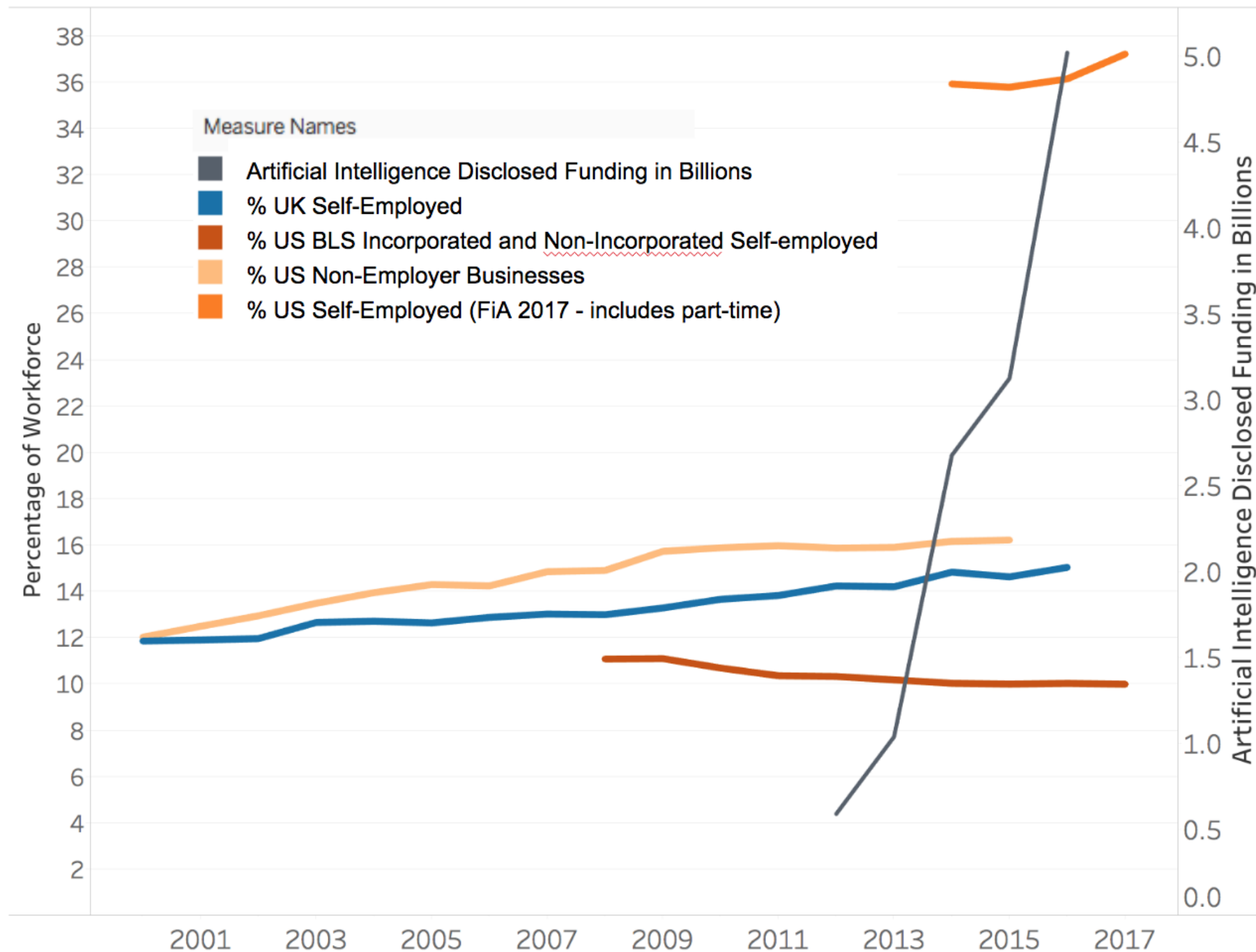


Ravin Jesuthasan & John W. Boudreau

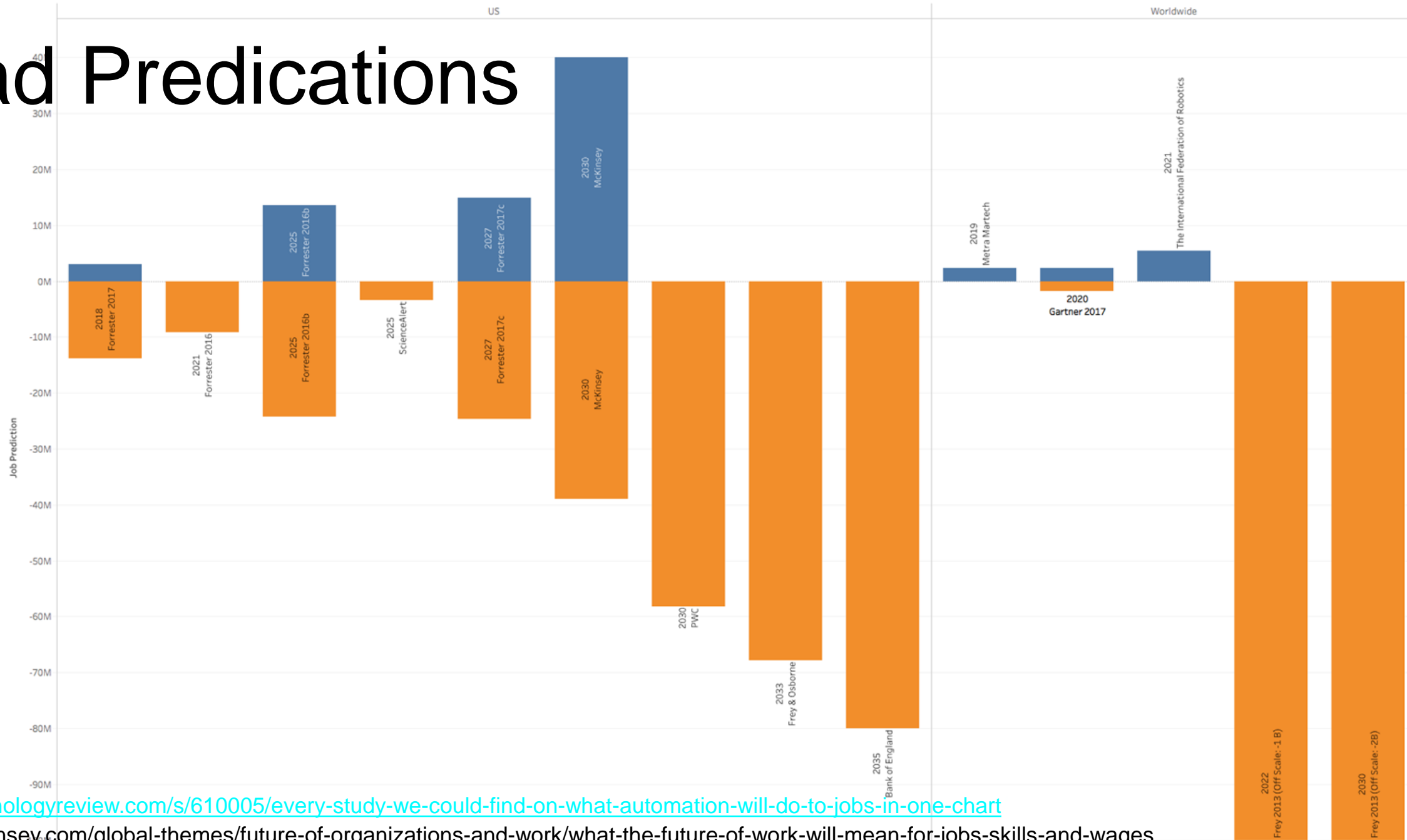
- **Start with the work, not the “job” or the technology**
- **Understand the different work automation opportunities**
- **Manage the decoupling of work from the organization**
- **Re-envision the organization**

General Context: Work is Changing

Self-Employment and (Disclosed) AI Funding Growth



Broad Predications



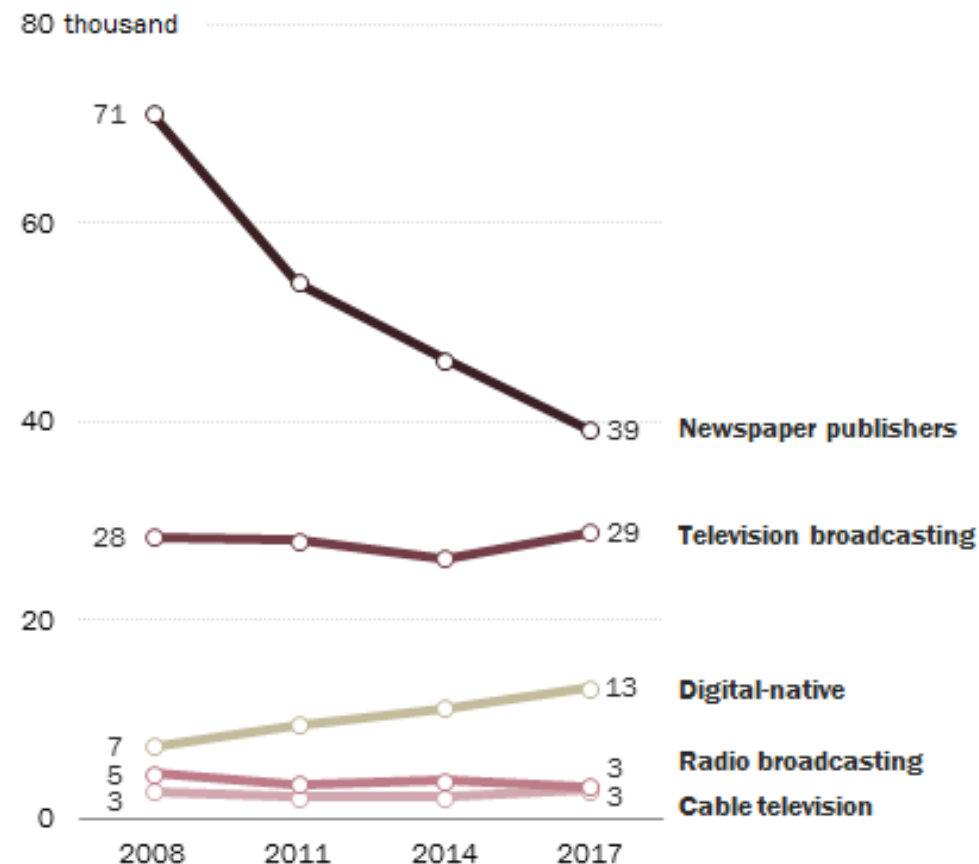
<https://www.technologyreview.com/s/610005/every-study-we-could-find-on-what-automation-will-do-to-jobs-in-one-chart>

<https://www.mckinsey.com/global-themes/future-of-organizations-and-work/what-the-future-of-work-will-mean-for-jobs-skills-and-wages>

Specific Example of an Industry

Newspaper newsroom employees declined by 45% between 2008 and 2017

Number of U.S. newsroom employees in each news industry, in thousands



Note: The OES survey is designed to produce estimates by combining data collected over a three-year period. Newsroom employees include news analysts, reporters and correspondents; editors; photographers; and television, video and motion picture camera operators and editors. Digital-native sector data are based on "other information services" industry code, whose largest component is "internet publishing and broadcasting and web search portals."

Source: Pew Research Center analysis of Bureau of Labor Statistics Occupational Employment Statistics data.

PEW RESEARCH CENTER

<http://www.pewresearch.org/fact-tank/2018/07/30/newsroom-employment-dropped-nearly-a-quarter-in-less-than-10-years-with-greatest-decline-at-newspapers/>



Top Down

Bottom Up

A large purple triangle is positioned on the left side of a black background. The triangle's hypotenuse runs diagonally from the top-left towards the bottom-right. The text 'A Different Way of Thinking' is written in white, sans-serif font, positioned at the bottom of the purple triangle.

A Different Way of Thinking

THE **PLUGGED-IN** MANAGER

GET IN TUNE WITH
YOUR **PEOPLE**, **TECHNOLOGY**,
AND **ORGANIZATION** TO THRIVE



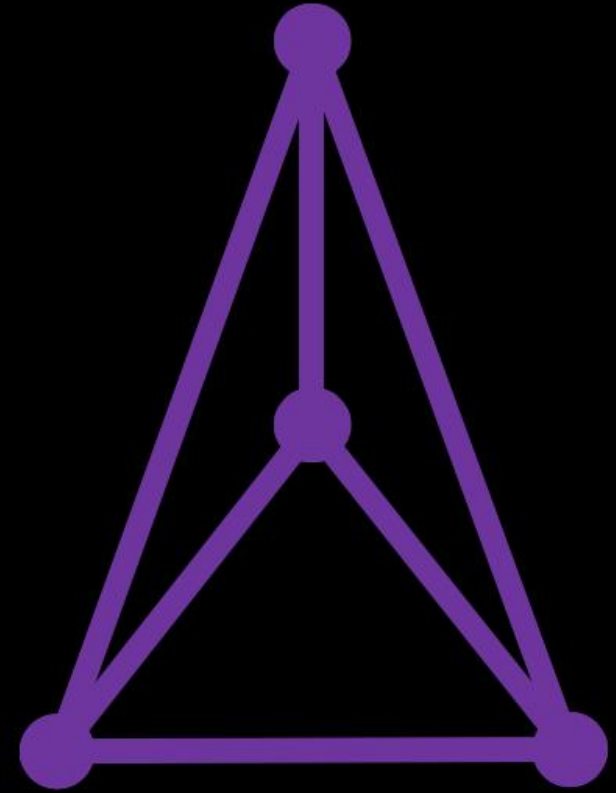
TERRI L. GRIFFITH

Foreword by John Hagel III, Bestselling Author, *The Power of Pull*

We see in 3D

We Need to

Think in 4D

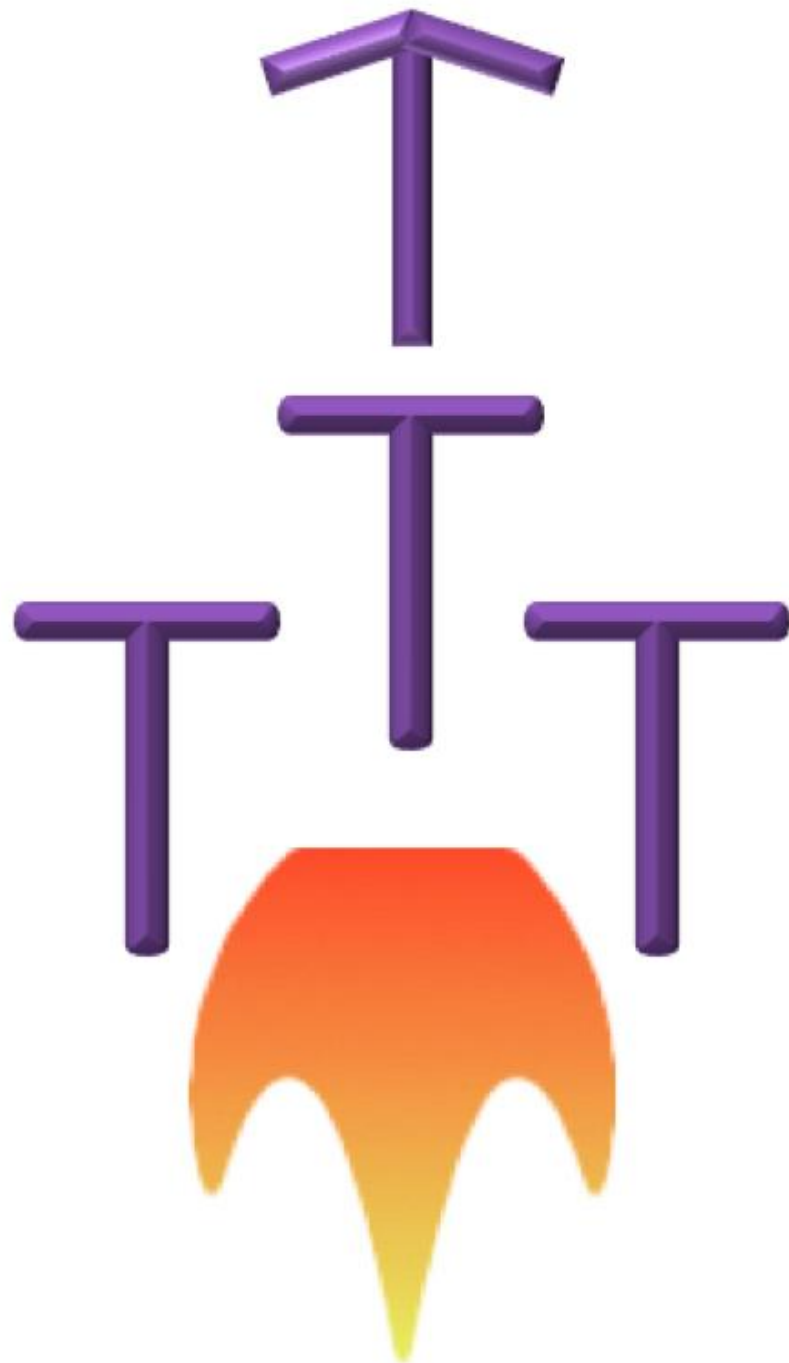


Target

Talent

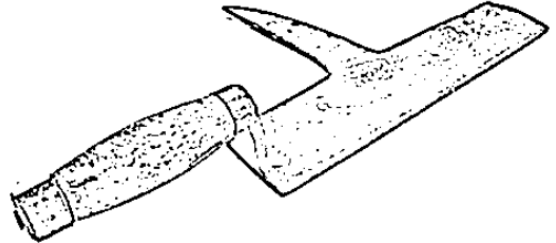
Technology

Technique



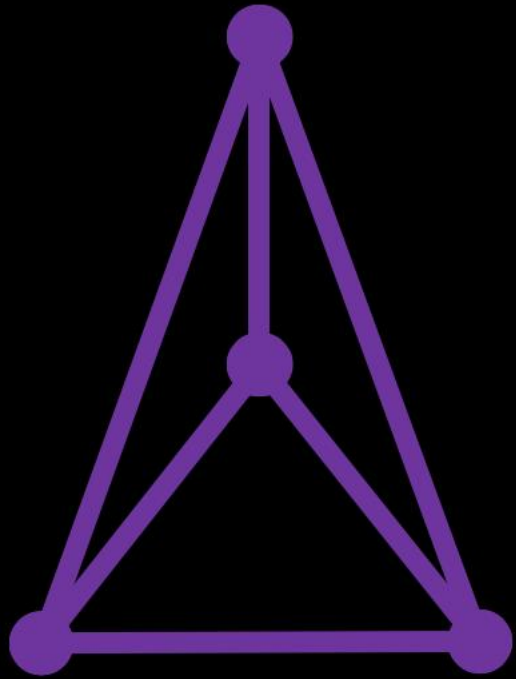
Target – Goals/Strategy

Talent – KSAs

Technology – AI to 

Technique – Methods/Policy





WE
DESIGN
SELL
IMPLEMENT

WE, AND OUR CUSTOMERS,
NEED TO THINK IN 4T







Photo by [Eddie Kopp](#) on [Unsplash](#)

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A Different Way of Thinking



THINKING,
FAST AND SLOW



DANIEL
KAHNEMAN

WINNER OF THE NOBEL PRIZE IN ECONOMICS

SYSTEM 1

Automatic
Quick
Little or no effort
No sense of
voluntary control

SYSTEM 2

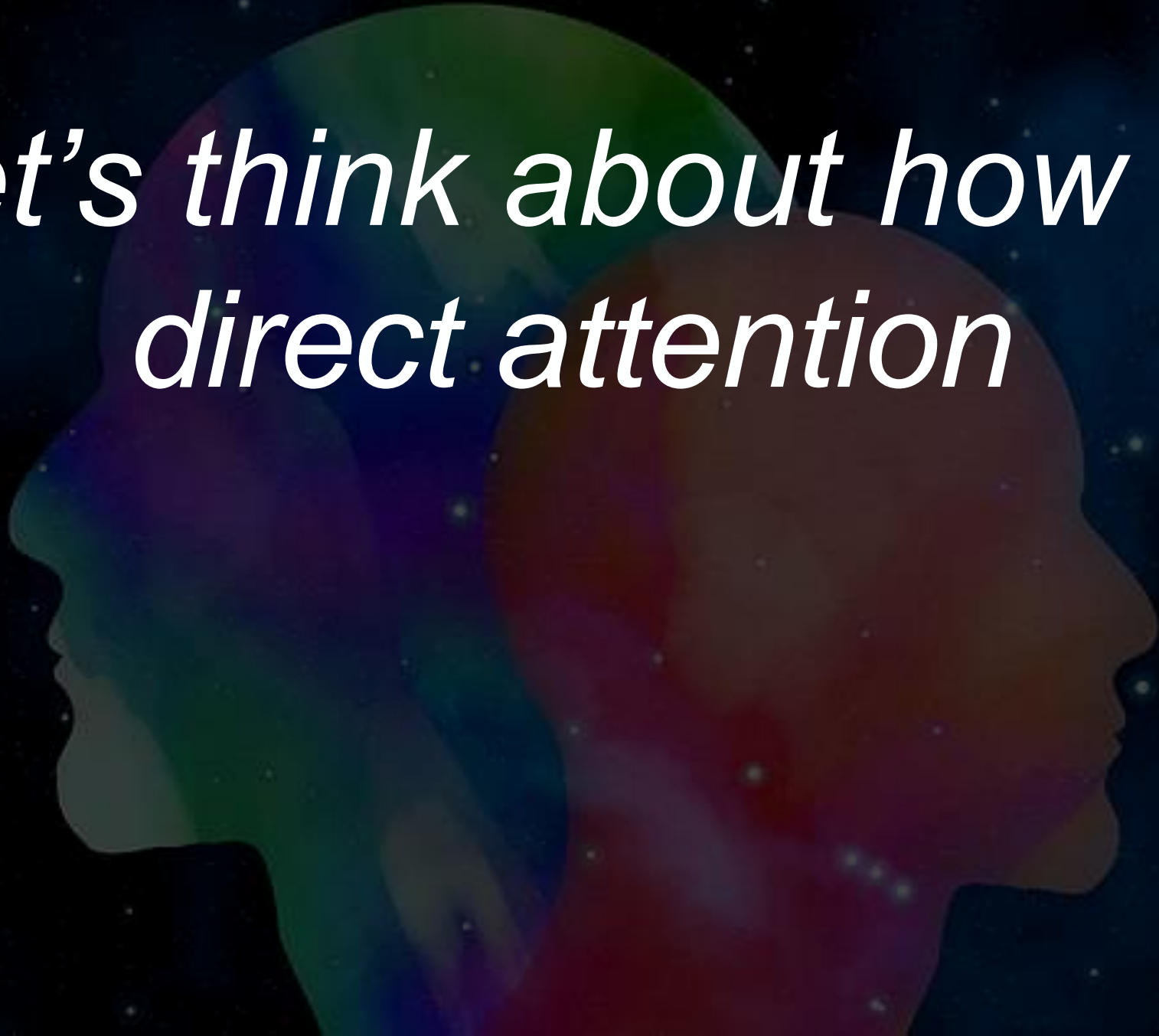
Concentration
Complex
Agency
Choice



System 2, *Thinking in 4T* in this case, is difficult...

“*if you are not ready or if your attention is directed inappropriately.*”

*Let's think about how to
direct attention*

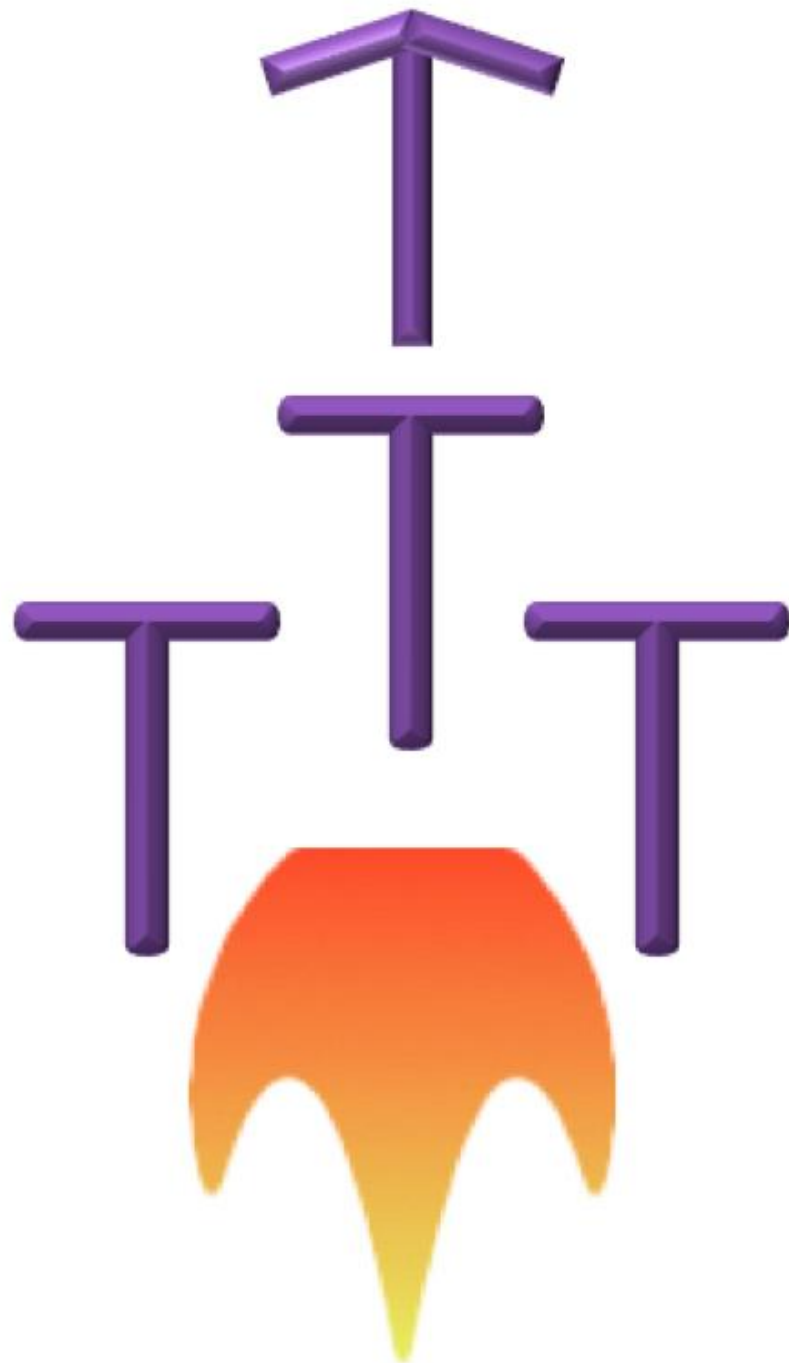


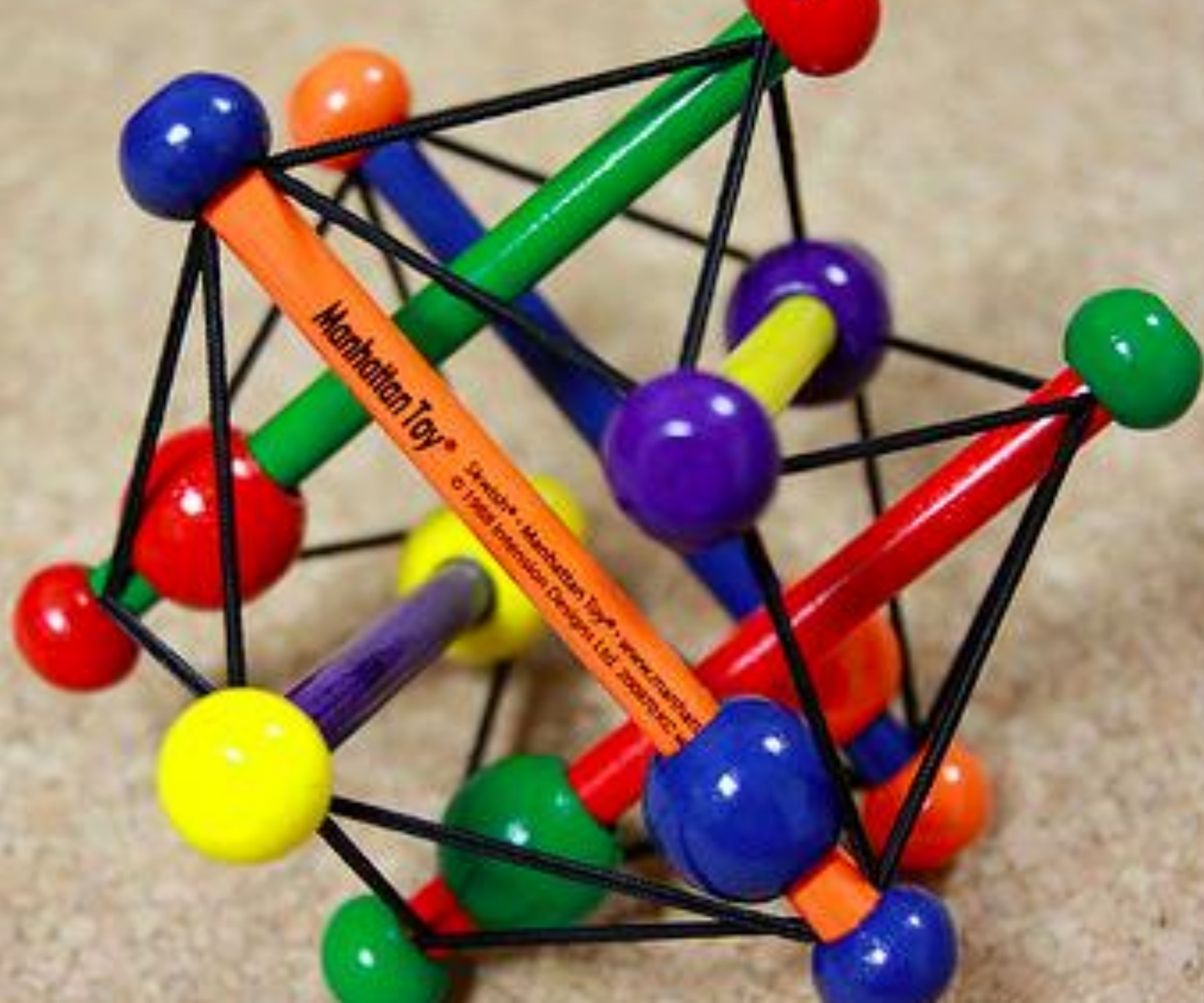
Target

Talent

Technology

Technique



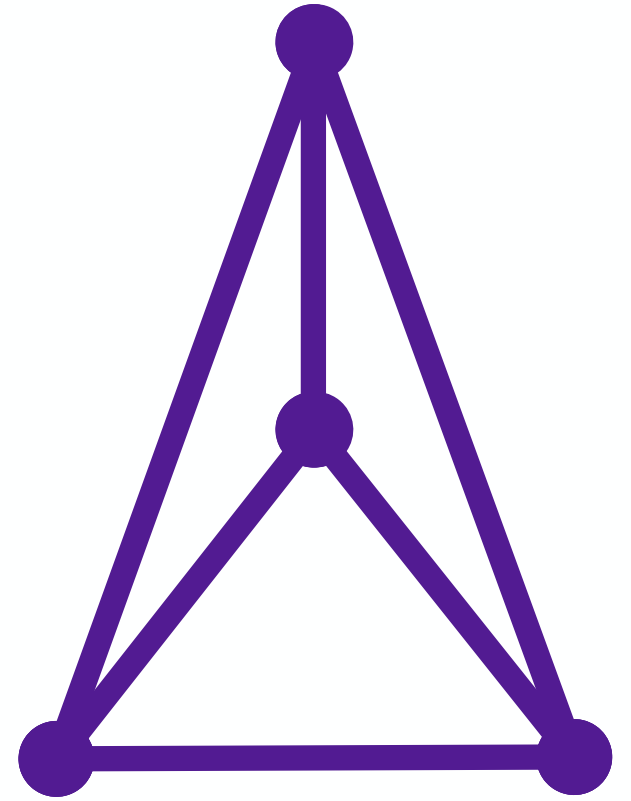


Target

Talent

Technology

Technique





3 MACRO PRACTICES

Stop-Look-Listen

Draft the 4Ts
Deconstruct the Work*
Describe Return on
Improved
Performance*

Mix/Negotiate:
Across the 4Ts

Share/Transparency

Improve

**Reinventing Jobs: Jesuthasan & Boudreau*

WIRED



MATT BEANE SCIENCE 06.14.18 09:00 AM

ROBOTS MIGHT NOT TAKE YOUR JOB—BUT THEY WILL PROBABLY MAKE IT BORING

ROBERT DEYRAIL/GETTY IMAGES

“Across my studies, the pattern is similar. The robot gets installed, handling a focused set of dirty, dangerous, or boring tasks. Efforts to redesign the work slow to a trickle: once results are the same or slightly better than before the redesign stops there.”

— Matt Beane

“Across my studies, the pattern is similar. The robot gets **installed**, handling a focused set of dirty, dangerous, or boring tasks. Efforts to redesign the work slow to a trickle: once results are the same or slightly better than before the redesign stops there.”

— Matt Beane

Thinking in 4T is about
implementation

Not just installation

Targets move

Talented people don't stop
wondering

Technology doesn't stop updating

Our techniques can always
get better

*Great chance to leverage our
work in 6 Sigma, Agile, etc.*

RICHARD H. THALER

WINNER OF THE NOBEL PRIZE IN ECONOMICS

and CASS R. SUNSTEIN

WINNER OF THE HOLBERG PRIZE



Nudge

NEW YORK TIMES Bestseller

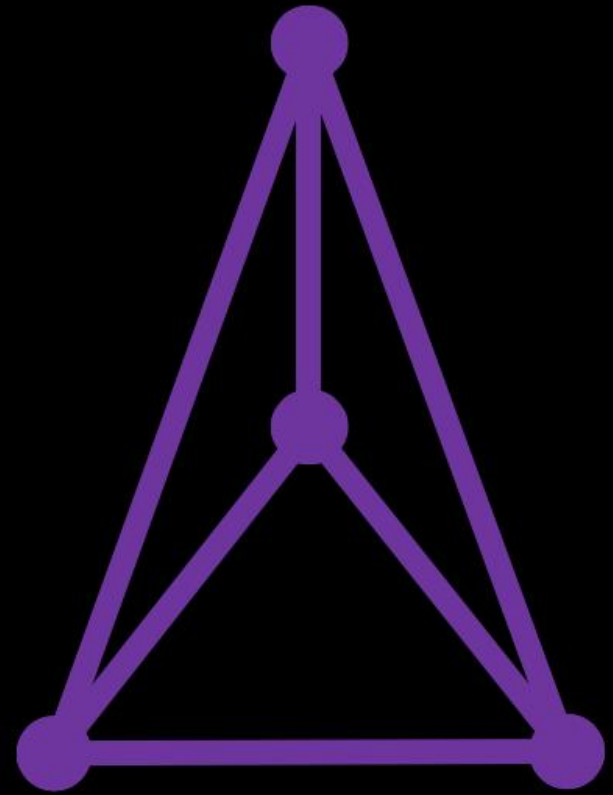
Improving Decisions About
Health, Wealth, and Happiness

"One of the few books . . . that fundamentally changes the way I think
about the world." —Steven D. Levitt, coauthor of FREAKONOMICS

We see in 3D

We Need to

Think in 4D



SEE ONE, DO ONE, TEACH ONE

TWO TOOLS & AN EXERCISE

SEE ONE

RAY TREMBLAY, VP SALES FOR TABLE UP

USING EVA -- VOICERA



Make Meetings Actionable.

Get Started, its Free!



“Speak normally, and Eva's intelligent A.I. algorithms will automatically highlight key moments in conversation like action items and next steps.

Eva listens for keywords in speech, but also recognizes intent.

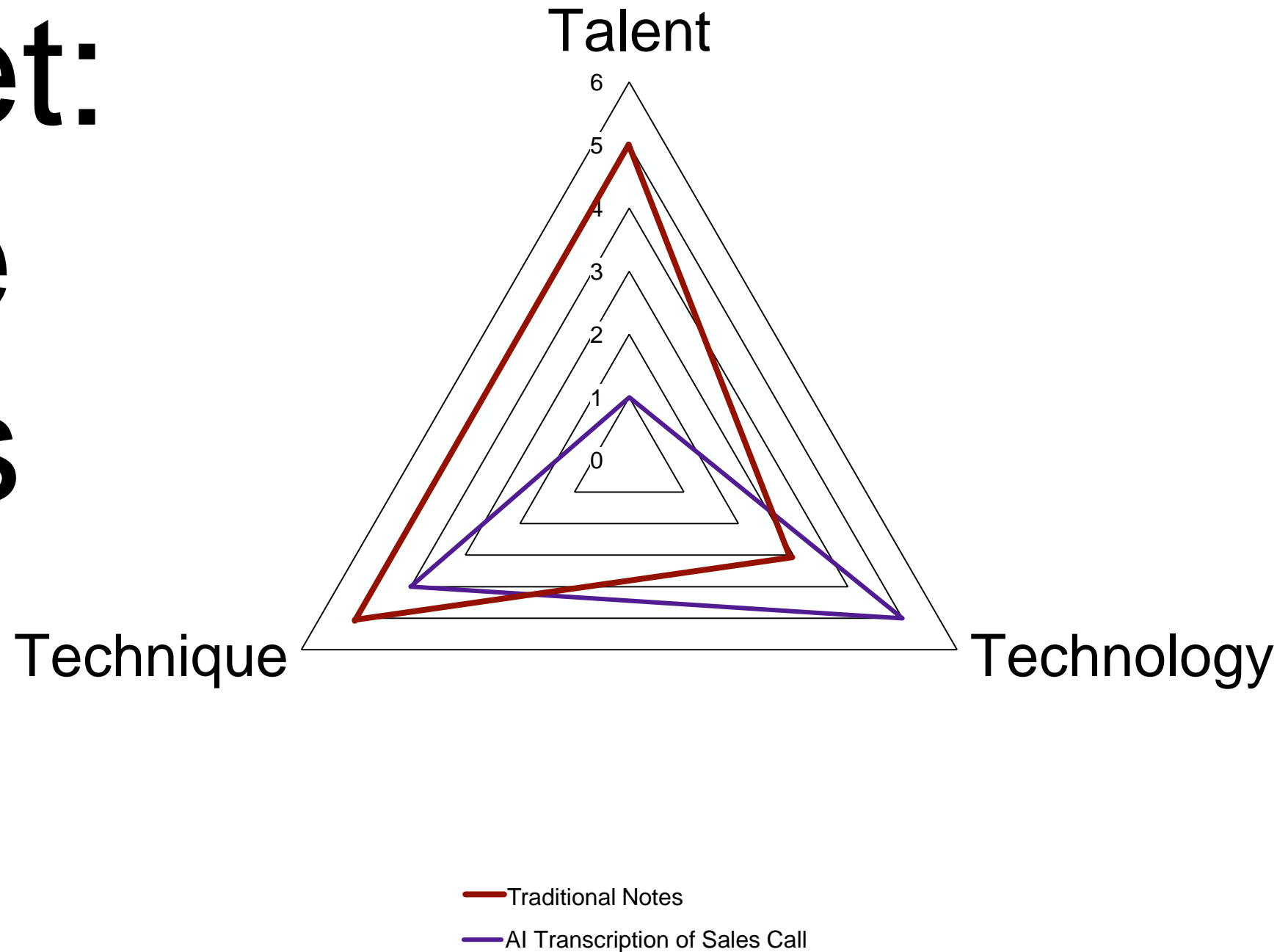
You can use voice commands to activate Eva to take a note or silently press the highlight button to not interrupt the flow of conversation.”

Target:

Make sales

Dimension	Description
Talent	
High Use	Ray listens, talks, writes, relies on memory
Med Use	
Low Use	Ray makes sure Eva is invited to meeting and client is ok with Eva transcribing. No focus on typing. Use of CRM.
Technology	
High Use	AI voice transcription and issue highlighting
Med Use	
Low Use	Paper & Pencil
Technique	
High Use	Managing the call, the notes, customer data
Med Use	Practice that assures client is ok with Eva transcribing
Low Use	

Target: Make Sales



Do ONE



TEACH ONE

Try and trigger Thinking in 4T the next time you discuss the design, sale, or implementation of your technology.

SIRI, ALEXA, GOOGLE MAY BE OUR
GATEWAYS....

**Siri does more than ever.
Even before you ask.**





Top Down

Bottom Up

A large purple triangle is positioned on the left side of a black background, pointing towards the right. The text "How Far Down?" is written in white, sans-serif font inside the triangle.

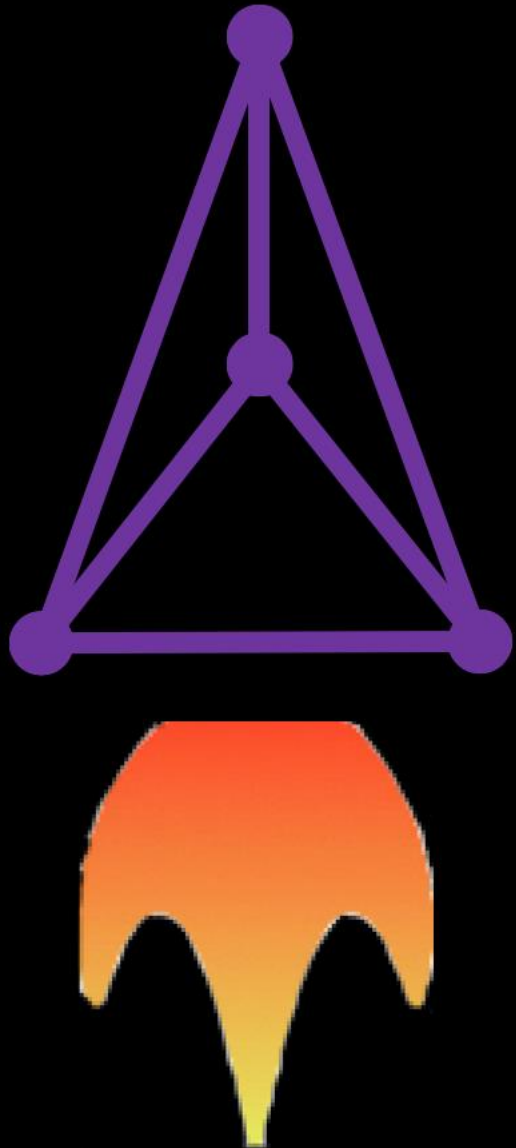
How Far Down?











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