

( expleo )

# The Future of Work: An Analysis of Process Automation



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# Executive Summary

## The world of work is undergoing its fastest period of transformation in decades.

The perfect storm of a generation of digitally native employees, advances in intelligent technologies, and a greater focus on work-life balance have combined to disrupt the status quo.

Until now, much of the conversation has focused on where we work – with remote working more popular than ever. The next debate must focus on how we work.

However, we can't let the dated attitudes that stood in the way of flexible working for so long become an obstacle once again. Veteran executives with traditional views on the workplace must give way and allow fresh thinkers to deliver the next stage of transformation.

Anxiety often surrounds new technological initiatives, particularly those that utilise process automation (PA) technologies like robotic process

automation RPA, that can rewrite job descriptions and overhaul entire business models. But while a little trepidation is understandable, it must be quickly overcome.

Once a technology of tomorrow, process automation is very much here today. It is the fastest-growing sector of the global software market<sup>1</sup>, and with almost half of the average working day consumed by manual tasks<sup>2</sup>, the benefits of PA initiatives speak for themselves.

Deploying a digital workforce may sound like a monumental task, but like most epic journeys, it starts with a single step.

In this report, we look at the latest developments in Process Automation, the obstacles to its adoption, and how to engage with your workforce through the implementation process. So you can prioritise the needs of your people, hand over manual processes to the robots. and create a workplace that works – for everyone.



# Key Findings

PROCESS AUTOMATION  
WILL CREATE

**97M**

NEW JOBS <sup>4</sup>

**91%**

OF OFFICE WORKERS BELIEVE THEIR EMPLOYERS SHOULD BE MORE WILLING TO INVEST IN DIGITAL AND TECHNOLOGY SKILLS TRAINING <sup>7</sup>

**68%**

OF WORKERS GLOBALLY ARE WILLING TO RETRAIN IN ANY CASE, WITH A FURTHER 28% WILLING TO RETRAIN IF NECESSARY <sup>5</sup>

BY 2024, OVER

**75%**

OF ORGANISATIONS WILL IMPLEMENT SOME LEVEL OF AUTOMATION <sup>8</sup>

**41%**

OF WORKERS GLOBALLY SAY THEY ARE MORE CONCERNED NOW THAN A YEAR AGO REGARDING AUTOMATION PROCESSES <sup>6</sup>

**58%**

MANAGERS ARE CONFIDENT ABOUT THE DIGITAL PREPAREDNESS OF THEIR BUSINESS <sup>3</sup>

<sup>3</sup> <https://www.businesswire.com/news/home/20210608005313/en/C-Suite-Threatens-Digital-Transformation-Success-as-Managers-Struggle-with-Disruptions-2.5x-More-According-to-ABBYY-Survey>

<sup>4</sup> [http://www3.weforum.org/docs/WEF\\_Future\\_of\\_Jobs\\_2020.pdf](http://www3.weforum.org/docs/WEF_Future_of_Jobs_2020.pdf)

<sup>5</sup> <https://www.bcg.com/en-gb/publications/2021/decoding-global-trends-reskilling-career-paths>

<sup>6</sup> <https://www.bcg.com/en-gb/publications/2021/decoding-global-trends-reskilling-career-paths>

<sup>7</sup> <https://www.uipath.com/newsroom/employees-around-the-globe-demand-new-skills-training-from-their-employers>

<sup>8</sup> <http://phc.pt/enews/IDC-FutureScape.pdf>

# Unlock the power of your digital workforce

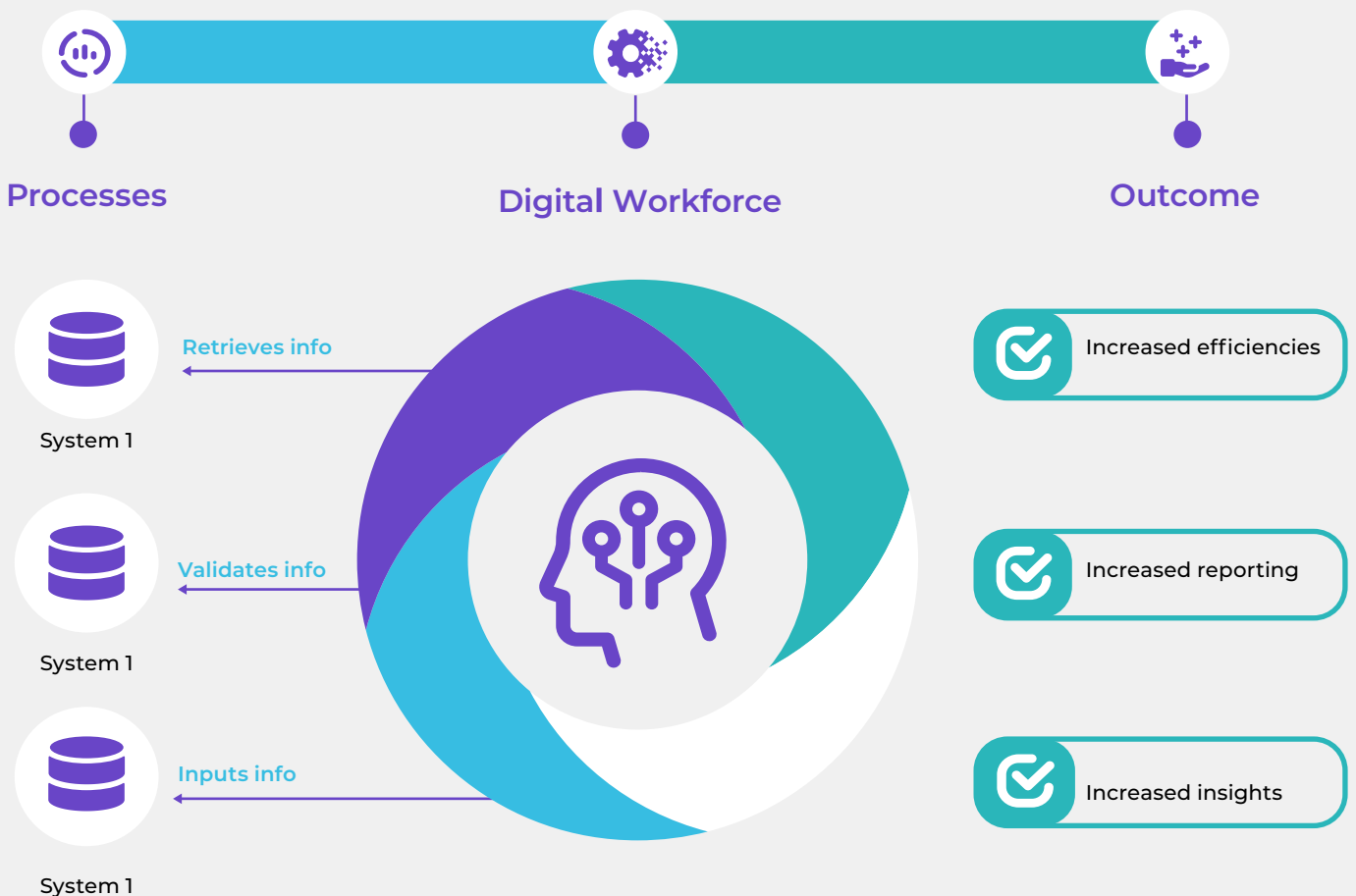
## An introduction to Process Automation

Today's business landscape is more competitive than ever before. The on-demand culture driven by Amazon, Netflix, Uber, and more has stretched into every aspect of our lives. Impeccable service at a reasonable price is now the norm, and consumers expect the same from all service providers.

To compete, businesses must become more agile, finding new and innovative ways to do more for less.

PA automates full or partial manual processes and connects disparate systems, so your business can work smarter, not harder. Think data entry in a fraction of the time, order processing without a backlog, and document review with no chance of human error.

By handing over your menial work to the machines, your people can spend their time delivering the exceptional levels of service that your customers demand.



# The Tech-Driven Generation:

Internet-age employees driving the automation revolution.

A new generation of tech-savvy individuals are entering the world of work. As the first generation to grow up with technology at their fingertips, they're here with a new digital-first perspective that is primed to displace old-style thinking. It's time to embrace a digital-first approach.



## New technologies and market disruptors are challenging senior leaders

Experience and wisdom are coveted in the workplace, and for good reason, but it often means decision making gravitates towards entrenched views and a risk-averse mindset. Boardrooms are filled with seasoned executives who are sometimes blind to the latest tech. It's an oversight in established thinking and it's failing to drive the tech agenda, meaning harm to growth potential.

Despite this, companies are still seeking experienced tech leaders. According to research by Korn Ferry, the average age of CIOs across industries is now 55, four years higher than in 2016.<sup>10</sup>

The pace of technological change motivates confident, single-minded thinkers to challenge the status quo. It's time to question whether mainstream thinking has become a hindrance, and how best to allow a fresh-thinking generation to take a more prominent role in defining and delivering transformation.

**"I hear lots of digital buzzwords, but I'm not sure how to deal with it. I know digital is important, but how do we capture the value?"**

Board Chairman, as cited in McKinsey article '5 Questions Boards Should Be Asking About Digital Transformation', Q2 2021<sup>9</sup>

A 2021 research study of 1,200 IT decision-makers found that whilst

**82%**

of C-suite executives are confident about the digital preparedness of their business,

**58%**

of their managers agree, a concerning disconnect<sup>10</sup>

<sup>9</sup> <https://hbr.org/2021/06/5-questions-boards-should-be-asking-about-digital-transformation>

<sup>10</sup> <https://www.businesswire.com/news/home/20210608005313/en/C-Suite-Threatens-Digital-Transformation-Success-as-Managers-Struggle-with-Disruptions-2.5x-More-According-to-ABBYY-Survey>

## Generation Z are driven to deliver tech-enabled solutions without preconceived obstacles.

Generation Z, the first of whom were born in 1995, are entering the workforce in their droves, while more than 10,000 Baby Boomers retire every day in the US.<sup>12</sup> This changing of the guard is natural, but for those entering the world of work today, there is more opportunity for rapid progression thanks to technology.

Generation Z are the first to grow up immersed in technology. They embrace technology as an enabler, not as a complication or a cost. Where older generations might solve a problem by employing additional resources, generation Z are in a great place to harness technology for solutions instead.

**“A Digital Mindset presumes openness, interest in new technologies, working models and processes and challenging the status quo and trying out new approaches.”**

Christof Lessiak, Brno University of Technology (2020)<sup>13</sup>

Growing up with tech-enabled possibilities means their mindset differs from previous generations. They are practical and dare to think big and without restrictions. They look beyond boundaries, with a high cultural awareness, strong work ethic and a passion for positive action.

Leaders must understand and motivate their fresh-thinking employees to harness this mindset. That means allowing them to positively challenge existing ways of working and backing them to thrive with time and resources to develop solutions and share their ideas.



**“The Expleo Process Automation team has no choice but to embrace the power of opportunity that comes with the technologies we are working with. We have a diverse team who aren’t afraid of tackling our clients biggest challenges with new, fresh ways of thinking”**

Rebecca Keenan,  
Global Head of Process Automation - Expleo

<sup>12</sup> <https://annuity.com/10000-baby-boomers-retire-each-day>

<sup>13</sup> [https://konference.fbm.vutbr.cz/workshop/useruploads/files/sbornik/sbornik\\_workshopu\\_2020.pdf](https://konference.fbm.vutbr.cz/workshop/useruploads/files/sbornik/sbornik_workshopu_2020.pdf) p. 121.



# The C-Suite must create a culture of opportunity to capitalise on the energy of their tech generation.

Company culture filters from the top down, so senior executives need to embrace a range of initiatives to drive tech:



## **Broaden C-suite horizons:**

47% agree that digital transformation has made responsibilities across the C-suite less clear cut.<sup>14</sup> Tech knowledge needs to be expanded across the C-suite, alongside better alignment between the CEO, CIO and CFO.



## **Cultivate a digital-first culture:**

View tech as an opportunity, not a hindrance. Encourage an exponential mindset over an incremental mindset for better solutions.



## **Empower the engaged:**

Utilise the inherent digital skills of Generation Z and connect them with senior figures to tap into the latest tech and social trends. Tech 'shadow boards' should become the norm, so experienced individuals and younger employees have a platform to share knowledge and opinions.



## **Mind the mid-level mindset:**

Engage and up-skill long-term mid-level managers to create ambassadors for digital change.

Only then can the latent potential of the tech-driven generation be fully utilised.

<sup>14</sup> <https://www.apptio.com/company/news/press-releases/digital-transformation-is-changing-c-suite-dynamics-as-cios-are-emboldened-to-become-the-most-effective-leader-of-change/>



**80,000 grocery orders  
handled every week...**

**...but don't worry, you can  
still take all the credit.**

# Unifying human and robot teams:

## The true shift in hybrid working

People and robots are increasingly co-dependent but rarely unified. In order to unite these two teams and allay anxieties, there needs to be a shift in mindset – robots are here to focus on the more mundane tasks, freeing up people for more fulfilling creative and strategic work.

## It's the 'how' not the 'where', when it comes to enhancing work practices and productivity

Lockdowns have centred the conversation on 'where' people should work in future. But the more pressing question is how. With the rise of Robotic Process Automation (RPA) and the inevitability of robots in the workplace, working arrangements that consider people and robots must be defined.

It's commonly accepted that **up to 50% of RPA programmes fail on their first attempt**, but that's not because the technology doesn't work. It's because of a failure to adapt to new challenges and novel ways of working.

A lot of case studies are selective, gravitating toward success stories with headline grabbing ROI and time saving metrics. But here we explore the good and the bad with [brief introduction of case study]...

### Customer story: Why people must stay at the heart of PA

Expleo has worked with several clients that have previously rolled out small proof of values or pilot schemes, but ultimately failed to scale automation in the long term.

After early success, these organisations often struggle to move from an initial one to five automated processes into double digits.

Poor employee engagement is a common challenge, along with incoherent operating models that do not integrate with existing workflows and processes.

This highlights the need for people to remain central to PA initiatives. Employees must be engaged throughout the process, with focus given to how PA can enhance their work, how their job roles are likely to

change, and the reskilling and upskilling opportunities that are available as a result.

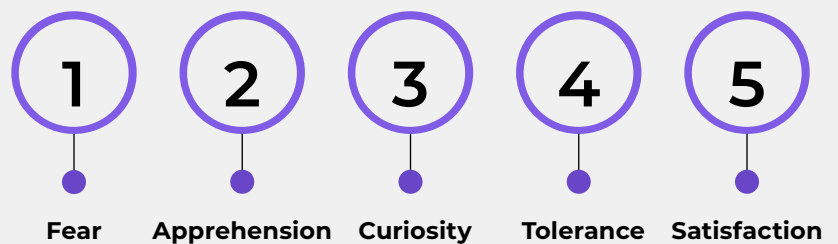
The people-centric approach to PA can bring many benefits, including:

- **Increased productivity due to reduced process times**
- **Greater adoption of PA across organisations**
- **Accurate results at the first attempt**
- **Improved employee engagement with more focus on fulfilling tasks**

### RPA delivers individual and business growth in tandem with robots when implemented correctly

Economic challenges and questions of job security have cooked-up fear around a 'rise of the machines'. But RPA isn't about robots taking over, it's about rescuing people from monotonous and mundane tasks so they can focus on higher value, higher impact activities.

To combat this, businesses should consider the 5 stages related to RPA implementation, as outlined by The World Economic Forum.<sup>15</sup>



Each stage demands time, empathy and understanding from business leaders. It's important to position hybrid working relationships as human-led with robots as an extension, not a replacement.

# A 'people first' approach to automation is paramount for harmonious hybrid work

During a PA implementation, organisations should pay attention to changing dynamics. Your human workforce, made up of people juggling more than ever before, with a backdrop of uncertainty, must be managed carefully as they are key to the success or failure of your process automation programme.

Key focuses include:



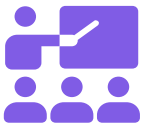
#### **Driving positive change:**

Encourage employees to take ownership of changes. People will still be required for creativity and human in the loop decision making, but less so for the repetition of standard processes.



#### **Encouraging opportunity exploration:**

PA will bring about new roles dedicated to more advanced skills and technology sets. Businesses should be prepared to embrace new and unconventional career paths.



#### **Investing in hard skills:**

Employees may need to re-skill and up-skill. Technology innovations in the workplace will ultimately eliminate 85 million jobs worldwide by 2025. At the same time though, 97 million jobs requiring a different skill set will be created.<sup>15</sup>



#### **Enhancing soft skills:**

Hybrid roles will require skills that combine human talent and machine capabilities for better outcomes. A growth mindset and emotional intelligence will be vital.

<sup>15</sup> [http://www3.weforum.org/docs/WEF\\_Future\\_of\\_Jobs\\_2020.pdf](http://www3.weforum.org/docs/WEF_Future_of_Jobs_2020.pdf)



## Thousands of legal contracts reviewed, error-free...

...but don't worry, you can still take all the credit.

# Automation anxiety:

## Fear as a both blocker and stimulus for driving process automation

There is understandable anxiety around the implementation of PA. It affects all levels of a business, but with the big advantages PA can bring, a positive and empathetic mindset needs to be encouraged to alleviate automation anxiety.

## The transformative potential of automation has sparked high anxiety levels.

RPA is coming of age, with Gartner calling it the fastest-growing area in the global software market. Fortune Business Insight's analysis estimates the 2021 global RPA market to be \$1.61 billion, with projected growth at \$7.64 billion in 2028 at a CAGR of 25%.<sup>16</sup> Even Microsoft have waded in with their own RPA platform and a disruptive pricing model is challenging industry leader UiPath.

**With nearly half of the average employee's day (47%) spent on manual tasks and everyday processes,** those who have yet to adopt PA are at a huge competitive disadvantage versus nimble newcomers wielding digitally optimised processes.<sup>17</sup>

Those falling behind on PA are by nature more risk-averse, and will inevitably question the who, what, when and how of PA. There are certainly complex challenges associated with it. PA's prime purpose is to follow a process with no down-time or debate, but to achieve this, businesses need to re-examine every aspect of the process and the human influences upon it.

Given the rich rewards and complex challenges, it's unsurprising that a

degree of anxiety has developed around PA. Nevertheless, one in four information workers will receive help from software bots or PA in 2021, so businesses must be prepared.<sup>18</sup>

## Concerns around PA must be recognised and understood to be overcome

Author Elizabeth Gilbert in her Ted talk 'It's OK to feel overwhelmed – here's what to do next' raised the human paradox of having the ability to adapt to changes in circumstances but possess a high degree of anxiety about change. She explains that only when we confront a major issue do human anxieties pale into the background, replaced by innate resourcefulness to solve and succeed.

Anxieties over PA, and indeed any organisational changes, are wide-ranging and manifest in different ways at all levels. Its introduction will uncover flaws in existing processes, but it's not to be used as a quick fix. The real rewards are taken from sustainable, long-term success.

Leaders need reassurance too. **76% of European CIOs are underprepared for automation deployment.**<sup>19</sup> Digital opportunities have become an ever-changing priority, with the C-Suite under increasing pressures from shareholders and competition.

**“Large scale automation programmes have the power to be transformational for your business. This means a unified approach across business and IT must be present to gain long term, sustained benefits. Education across all teams involved is key. People, process and technology need equal billing from day one.”**

Rebecca Keenan,  
Global Head of Process Automation - Expleo

<sup>16</sup> <https://www.fortunebusinessinsights.com/robotic-process-automation-rpa-market-102042>

<sup>17</sup> <https://automationfirst.economist.com/smart-automation-with-software-robots/>

<sup>18</sup> <https://www.fortunebusinessinsights.com/robotic-process-automation-rpa-market-102042>

<sup>19</sup> <https://go.forrester.com/press-newsroom/forrester-76-of-european-cios-are-underprepared-for-automation/>

# Success is maximized by turning fears into positive actions

Having a positive game-plan that considers technology, process and people is vital. It's easy to be lured towards the newest and fanciest technologies, but it's better to focus on tech that generates outcomes specific to you.



91%

of office workers believe their employers should be more willing to invest in digital and technology skills training for their employees. UiPath (Q1 2020)<sup>20</sup>

To ease concerns around PA and to reassure employees about future roles, promote training and re-skilling plans to generate an environment of agility and innovation. As part of this, there must be a drive for an 'automation first' mindset. In contrast to fear, doubt and anxiety, create measured buzz around PA.

Witnessing what PA can do creates the momentum and enthusiasm that builds interest and starts to embed PA within an organisation. Highlighting use cases can also help demystify automation by showing employees the more creative and fulfilling roles that robots will make for them by removing monotonous tasks.

**“Enterprises can quickly make headway on their digital optimisation initiatives by investing in PA software, and the trend isn’t going away anytime soon.”**

Fabrizio Biscotti,  
Research VP, Gartner.<sup>21</sup>

<sup>20</sup> <https://www.uipath.com/newsroom/employees-around-the-globe-demand-new-skills-training-from-their-employers>

<sup>21</sup> <https://www.gartner.com/en/newsroom/press-releases/2020-09-21-gartner-says-worldwide-robotic-process-automation-software-revenue-to-reach-nearly-2-billion-in-2021>

# Think big, start small, proceed at pace:

## Automation as a crucial first step in digital transformation

Implementing PA requires detailed planning and a management of expectations. Think big but start small, because PA is about the rich long-term rewards, not just the short-term wins.



## Digital transformation is no longer an optional extra

With rapid advancements in PA technology and Covid-19 accelerating digital change, investment in digital transformation programmes has shot up. Future workplaces can only survive with highly optimised and automated business processes. Companies must be prepared to think about their business model holistically, and ask the challenging questions, before making major changes. This means thinking big:

- **Define the roadmap:**

A clear, strategic roadmap must outline the strategic goals of the automation effort. This needs to be objective and include a standardised approach to identifying, assessing and prioritising the business processes selected for automation. It should include governance details and define KPIs to objectively measure progress.

- **Be inclusive and interactive:**

With digital assuming a central business role, strong partnerships must be developed between business functions and IT from the outset. The former knows why and where automation is needed, while IT knows what to implement. Together, they need to work in-sync to define and deliver automation at scale.

- **Understand unintended impacts:**

Positive outcomes from automation must consider any consequential impact on other parties (e.g. specific departments, outside partners, customers). Forward-planning is needed to ensure one solution does not create an unplanned bottleneck in the value chain.



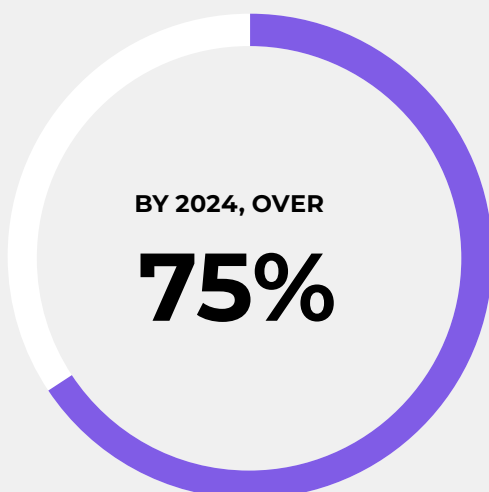
# \$4.1 trillion

was spent by enterprises on digital transformation in 2021, a YoY growth of 8.4%.  
- Gartner, Q2 2021 <sup>22</sup>

- **Tout for talent:**

A significant challenge faced by organisations is a shortage of tech talent. Automation initiatives create opportunities for employees to challenge past ways of working. Those with the right mindset are invaluable, but there needs to be a consideration that training and re-skilling is required.

It's important to plan for the future of an automation-led working world, to recognise current opportunities, and to define your strategic plan. But this groundwork is a different beast in comparison to the detailed and meticulous planning required for the first step of implementation. Both sets of planning need diligent attention.



of organisations will implement some level of automation across multiple processes, to drive higher levels of process optimisation and to free up operational cash.<sup>23</sup>

<sup>22</sup> <https://siliconangle.com/2021/04/07/gartner-digital-transformation-will-drive-even-more-tech-spending/>  
<sup>23</sup> <https://www.idc.com/research/viewtoc.jsp?containerId=US45374020>

# Nailing team tactics and group management is key when implementing first-stage automation

Despite multiple success stories and plenty of businesses embracing digital transformation and automation initiatives, the process can be overwhelming. There's a fine line between an 'all-in' approach and a more balanced method of starting small, learning fast and scaling at speed.

Given the financial and internal reputational risks associated with an implementation failure, and the extensive planning required for digital transformation, starting small with a 'sweet-spot' opportunity is a smart approach. As part of a 'start small' approach, there are key steps to consider:



## **Probe the process:**

The first step of automation must be to challenge the fundamental 'manual' process. Is it still necessary? Can elements be removed or enhanced? Optimising processes prior to automation can bring much greater benefits than automating them as they are.



## **Define desired outcomes:**

Detail the intended outputs of a digitally-led change. Each workflow process has five elements (inputs, process, outputs, controls and mechanisms), but the output is the sole element which affects people.



## **Simplicity First:**

It is imperative that the process being automated sits as part of a core business function and the resulting automation drives real business benefit. By all means, think about processes for future automation, and the infrastructure you're wanting to build, but focus on the lowest hanging fruit to begin with.

**“RPA has a well-defined sweet spot: automating specific tasks for organizations that are stuck with legacy software that doesn't offer an API.”**

Jakob Freund, Co-founder and CEO, Camund<sup>24</sup>



## **Manage Expectations:**

There are quick wins with PA, but running it at scale amplifies challenges. It's vital that expectations are managed from the outset and progress is controlled and measured in line with the team culture. PA is about long-term success, not short term gain.

**“When digital transformation is done right, it's like a caterpillar turning into a butterfly, but when done wrong, all you have is a really fast caterpillar.”**

George Westermann, Senior Lecturer, MIT Sloan Initiative <sup>25</sup>

<sup>24</sup> <https://content.microfocus.com/robotic-process-automation-tb/rpa-it-ops>

<sup>25</sup> <https://sameersomal.com/digital-transformation-is-business-transformation/>

## Customer story: Small scale pilot gets big results

Expleo's proven delivery approach launches new technologies with a pilot programme. This means running a dedicated project on one or two processes to ensure full understanding of the new technology, along with full integration into your operating model. It builds the foundation for your BAU delivery model, while introducing the technology in a controlled manner.

For a large client, Expleo ran a pilot project that automated a finance and HR process, while simultaneously running a change management project to ensure cultural adoption of RPA across the organisation. Over the 12 week pilot project, Expleo used change management activities including storytelling and role modelling to build awareness and participation in the RPA programme.

**125** processes identified  
for automation

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**900+** people  
exposed to RPA

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Further funding approved

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**Hundreds of invoices  
processed in record time...**

**...but don't worry, you can  
still take all the credit.**

# emPOWERment to the people:

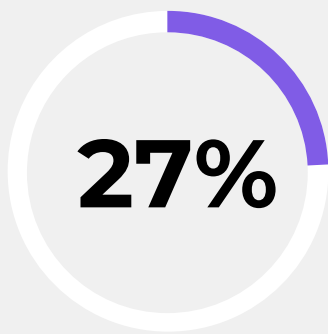
## Feeling the freedom to drive change and innovation

Digital initiatives are a great opportunity to engage and empower employees, motivate better work, and develop stronger accountability business-wide. But it can't happen without the right leadership in place, and a thorough network of training and support for all teams and levels.

## Identify seniors who lead and inspire to turn digital vision into business realities

Defining a digital roadmap is the first step on any digital journey. But emphasis must quickly shift from the 'what' of the roadmap, to the 'who' and 'how' it will be executed.

This requires a considered people strategy and an ongoing engagement plan.



of companies say that despite being key, people are often overlooked when planning and executing transformative projects.<sup>26</sup>

Companies need to choose the right leaders who can invigorate change across all teams and levels. Because most importantly, it's about keeping people at the heart and forefront of PA.

How do you do this?

- **Leverage learned leadership:**

To be effective, digital leaders must clearly articulate a business roadmap that resonates with and inspires employees. When challenges inevitably arise, leaders must be quick to adapt and pivot as necessary while keeping true to the vision.

- **Build culture and capabilities:**

A culture of resilience, nimbleness and pivoting to small, recurring changes must be the norm. Whilst change needs to start from the top, leaders must motivate teams to challenge long-standing ways of working, as well as provide learning and development opportunities for employees to perform successfully in a digital workplace.

- **Deliver through collaboration:**

Even small-scale automation solutions require multiple inputs and are likely to impact and influence multiple functions. More than ever, there is a need to develop cross-functional, collaborative teams and abandon any remnants of silo mentality.

- **Think talent agility:**

Recruiting agile talent is critical to delivering digital transformation. The more agile the talent pool, the better a business can respond to internal or market challenges. In this way, businesses can adapt to a wide range of structures and skills.

**'Many of the barriers to scaling data and digital have to do with basic leadership skills. We get so focused on scaling technology or scaling databases that we forget about change management.'**

**Peter Hovstadius,  
Head of Innovation, Novartis Nordics**

<sup>26</sup> <https://www.ifs.com/sitecore/media-library/assets/2020/10/27/digital-transformation-investment-in-2020-and-beyond/>

## People need the right tools, training, time, and support to deliver digital initiatives

Employee engagement is essential to any digital change initiative. People respond positively to continuity and resist change by human nature.

Successful organisations listen to and prioritise their people over processes.

**Employees who feel their voice is heard are 4.6 times more likely to feel empowered to perform their best work.**<sup>27</sup> By providing the infrastructure, resources, training and space for individuals to feel valued, you empower them to do a better job.

To engage employees, businesses must deliver in the following key areas:

- **Open communication:**

It's important to recognise the impact on human relationships and interdependencies. Talking to employees will ensure a better understanding of communication chains, and how process changes can be impacted.

- **Integrated infrastructure:**

Many automation initiatives struggle with infrastructure problems, like systems failing to connect. Centralised technical expertise and support needs to be available to resolve issues and accelerate the implementation process for employees.

- **Targeted training:**

Employees should be equipped with the technology, data and analytics skills that will help them succeed. This means raising awareness of technology trends, developing new learning management systems, and supplementing training courses with knowledge-sharing sessions to cultivate a digital-first culture.

- **Support Structures:**

Having a well-staffed, knowledgeable and centrally-located PA team will help with issues and expedite your PA implementation process.

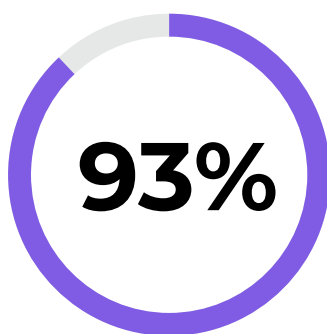
**“People will continue to be the driving force of your organisation. Ensuring you are bringing them on the automation journey is vital. They have the knowledge required to automate your processes, and as we continue to see the convergence of human and digital workforces, their support and participation will make the difference in how easily, or not, you scale your automation programme.”**

Rebecca Keenan,  
Global Head of Process Automation - Expleo

<sup>27</sup> <https://trailhead.salesforce.com/en/content/learn/modules/inclusive-leadership-practices/understand-the-business-impact-of-inclusive-leadership>

# Drive ownership, accountability, and learning by integrating tech-led solutions

Individuals can enhance their career through digital initiatives.



of workers across industries and geographies agree that being digitally savvy is essential to performing well in their role (MIT Sloan Management Review and Cognizant, January 2021).<sup>28</sup>

It's important to communicate digital initiatives as a long-term positive. When businesses get employee experience right, there's a 25% increase in profit (MIT MIT's Center for Information Systems Research).<sup>29</sup>

Digital initiatives can drive a number of benefits:



#### **Added accountability:**

Any change management programme provides people with added responsibility. Executed in the right manner, this can have a positive effect on an individuals' contribution, motivation and engagement.



#### **Curiosity and creativity:**

With mundane tasks being completed by robots, a multitude of opportunities arises for employees to take on stimulating problem-solving challenges. These higher value roles unearth previously subdued interest in the wider business and unlock natural resourcefulness.



#### **Career Trajectory:**

Digital initiatives offer the opportunity for employees to upskill and re-define their career path. There is nothing more motivating than having a company invest in you personally, particularly when related to high-profile and high-impact areas.

Automation and digital initiatives not only free people from the mundane, they open opportunities for personal development and cross-functional working, putting greater control in the hands of individuals. The feeling of empowerment is the feeling of flexibility and freedom.

<sup>28</sup> <https://sloanreview.mit.edu/projects/leaderships-digital-transformation/#:~:text=In%20our%20recent%20global%20management,performing%20well%20in%20their%20role>

<sup>29</sup> <https://www.avanade.com/en-us/thinking/workplace-experience/mit-cisr-research>

# The technology of tomorrow, today

**Securing buy-in for such a disruptive technology will always be a battle for hearts and minds.**

Project leaders must engage employees from the start of the process, selling the many advantages of becoming a digital-first organisation.

This starts by developing a clear innovation roadmap, outlining plans for automation and other digital initiatives.

Any strategy must be inclusive of all job roles and levels likely to be impacted by PA. With clear explanations of why the technology is needed and how it will benefit those who will work alongside it.

Far from replacing human resources, PA can improve people's working lives, create more engaging roles, and free up brainpower for more business-critical tasks. It's up to those driving the transformation to communicate that message effectively.

People are hardwired to resist change. But when your workforce realises they can process hundreds of invoices in record time, handle 80,000 orders in a week, or review thousands of legal contracts, error-free. And take all the credit. Change quickly becomes the smart choice.



If you're interested in finding out more about process automation at Expleo, visit our online hub full of case studies and more information.

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## About Expleo

With extensive expertise and deep domain knowledge, the Expleo Process Automation Service works in partnership with clients to seamlessly deliver process improvements through automation initiatives. Expleo ensures all initiatives are optimised and aligned to the client's strategy, and goals, to build best practice and quality, and subsequently achieve maximum

benefits. With specialist Developers, Business Analysts, and Programme, Project, and Change Management Consultants, Expleo provides direction and control for both strategic and delivery services. Through years of experience, Expleo is perfectly positioned to help you navigate your Process Automation journey and achieve your desired success.



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Think bold, act reliable