Optimizing work + automation

Deconstruct the work

Step 1: Automation compatibility
- Repetitive
- Variable
- Independent
- Interactive
- Physical
- Mental

Step 2: Return on improved performance

<table>
<thead>
<tr>
<th>Organizational value</th>
<th>Level of performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Negative value</td>
<td>Constant value</td>
</tr>
<tr>
<td>Positive value</td>
<td>Incremental value</td>
</tr>
<tr>
<td>Exponential value</td>
<td></td>
</tr>
</tbody>
</table>

Optimize the work

- **RPA** substitutes for repetitive, independent mental work to reduce mistakes
- **Social robotics** substitutes for repetitive, independent, physical work to reduce variance
- **Cognitive automation** augments variable, interactive, mental work to incrementally improve productivity, etc.
- **Social robotics** creates new variable, interactive, physical work to exponentially improve performance

Automate the Work

Step 3: Automation type
- Robotic process automation
- Cognitive automation
- Social robotics

Step 4: Automation role
- Substitute
- Augment
- Transform

Source: Reinventing Jobs, Jesuthasan and Boudreau, Harvard Business Review Press, 2018

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