

Thinking in 4T

Triggering Work  
Crafting from The  
Bottom Up

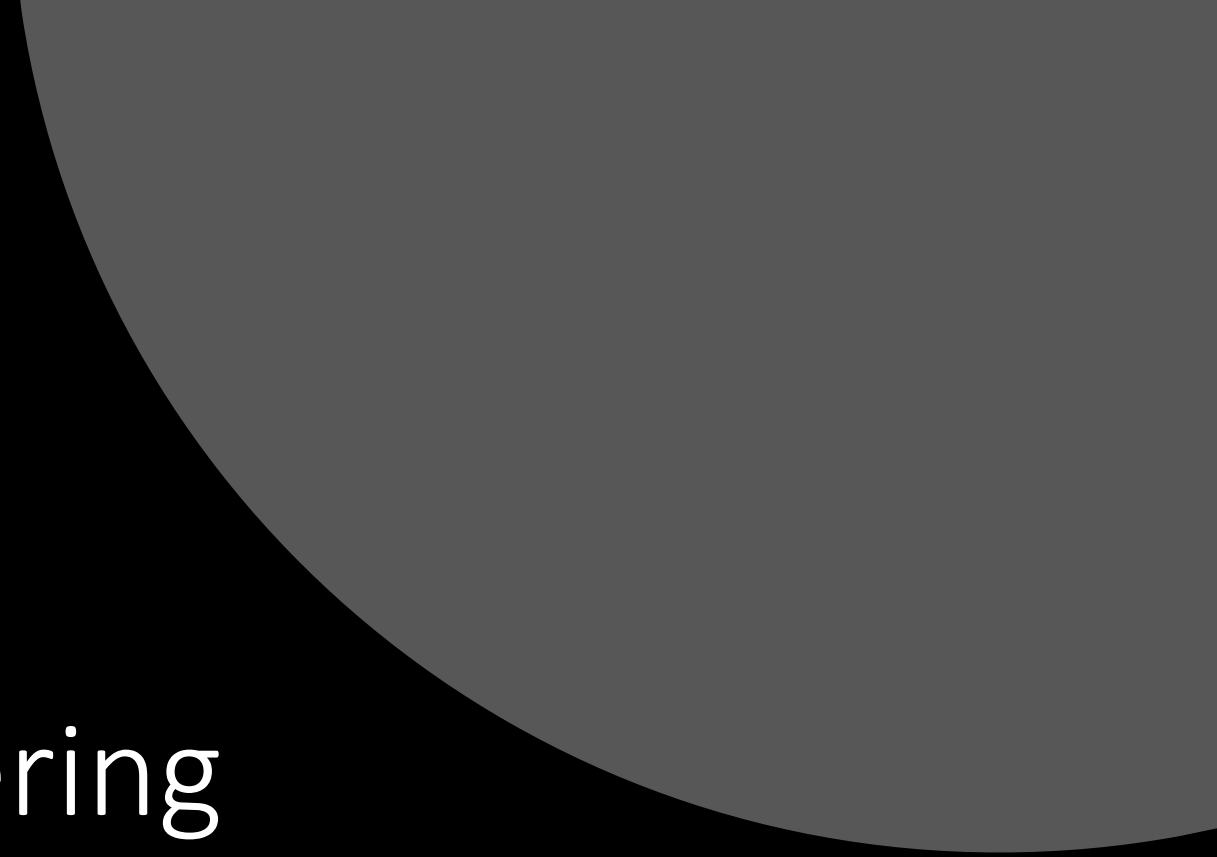
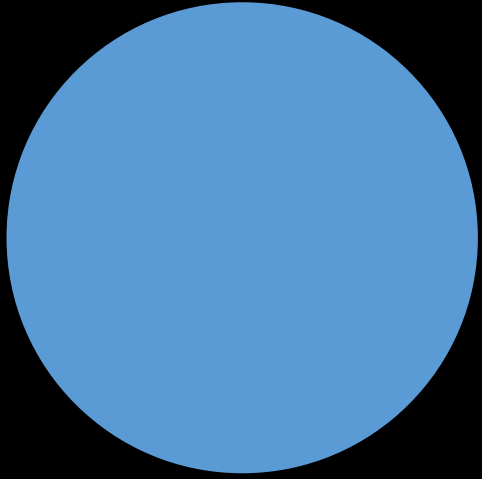
Terri L. Griffith

Professor of  
Management &  
Entrepreneurship

Santa Clara  
University



The International  
Society of  
**Service  
Innovation**  
Professionals



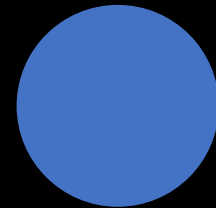
Crowd-Powering  
Freelancing  
Collaboration  
Computer Monitoring  
Telecommuting



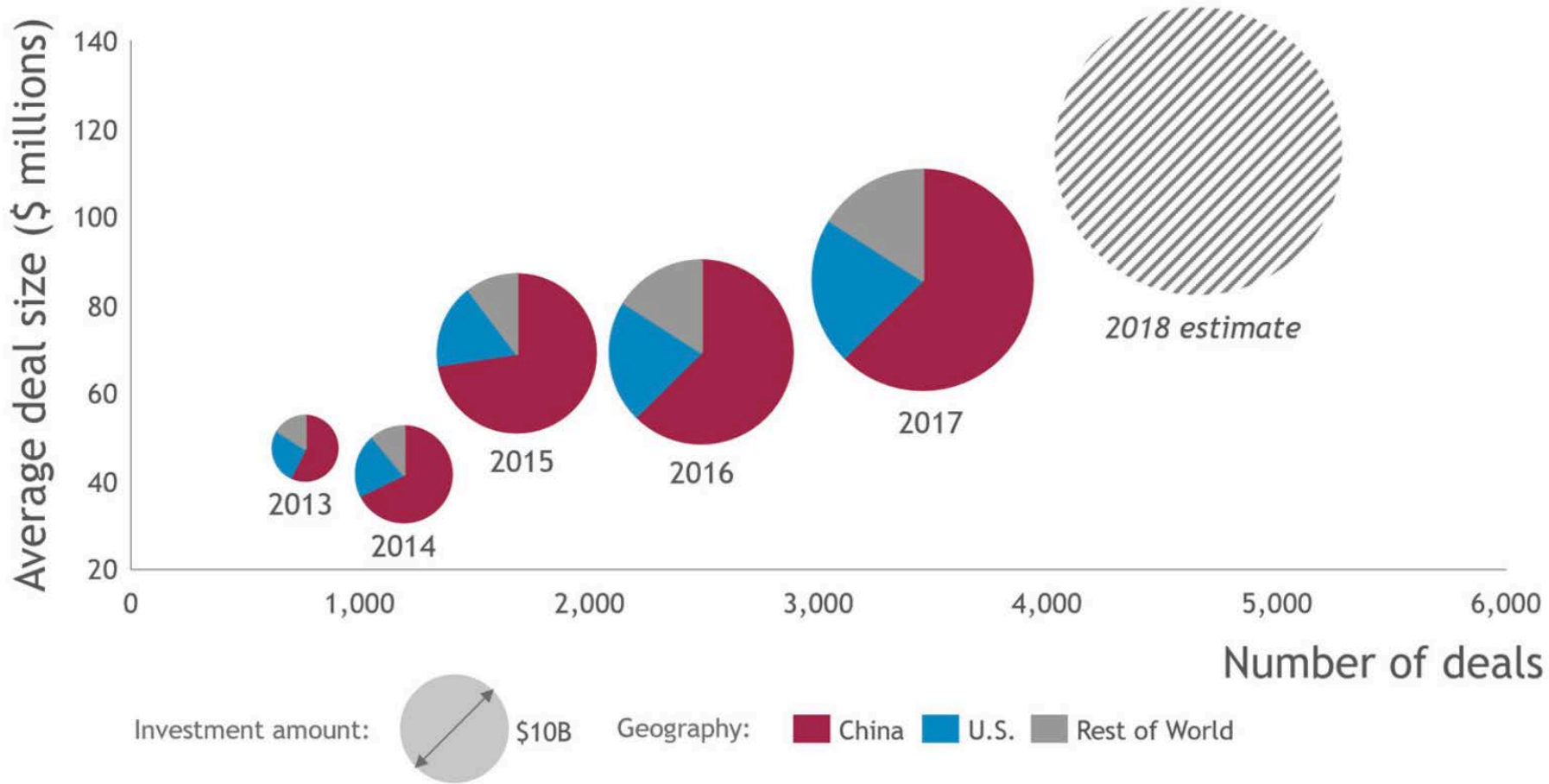
Automation  
Artificial Intelligence  
Augmented Work

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What Is the Next Frontier  
for Work Design?



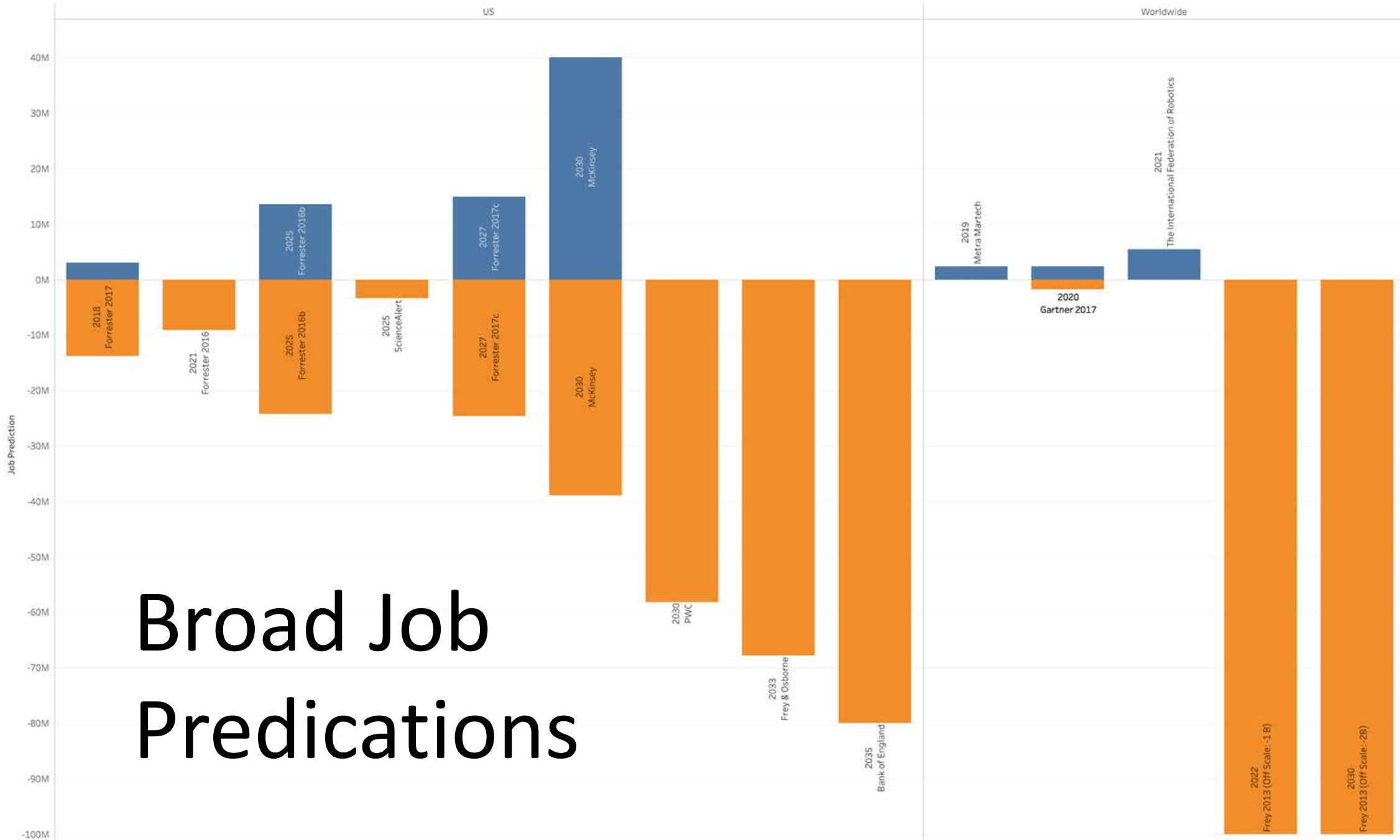
# Funding for AI Startups



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*Note: 2018 estimate based on extrapolation for U.S. and rest of world data from Q1 + Q2 to full year; for China extrapolation from Q1 to full year*

*Source: PitchBook (U.S., rest of world data); Tsinghua University — 2018 China Artificial Intelligence Report (China data); BCG Center for Innovation Analytics; BCG analysis*

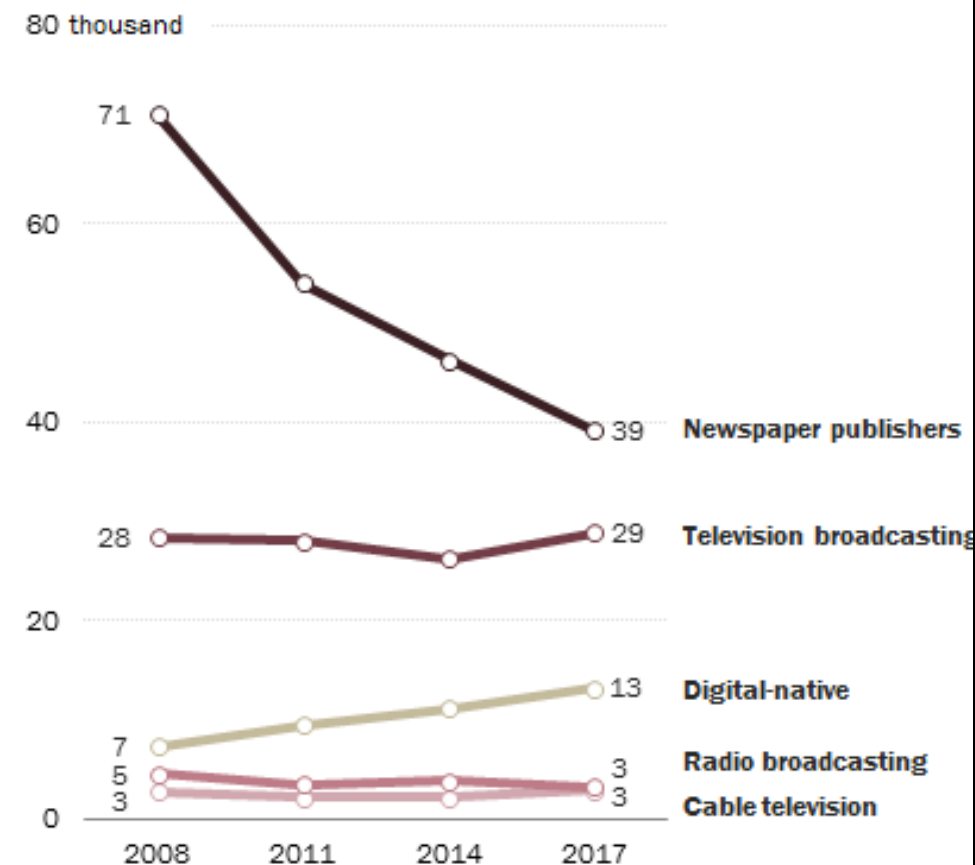


# Broad Job Predications

44% of Knowledge Workers Are  
Not Confident The Workforce  
Will Adapt to Work Alongside  
Software Robots

## 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

# History

<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/>



HARVARD BUSINESS REVIEW PRESS

# Reinventing



A 4-STEP APPROACH



FOR APPLYING

AUTOMATION TO WORK

Ravin Jesuthasan & John W. Boudreau

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

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Top Down

Bottom Up

Not a Fait  
Accompli

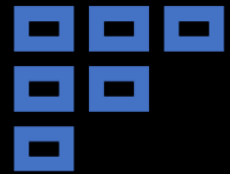
Automation Hero

Automation Anywhere

Intelenz


Voicea

This community....



We Have to Help  
Trigger & Support  
Work Crafting  
from the  
Bottom Up





A Different Level of  
Responsibility for  
Work Design

A Different Way of Thinking

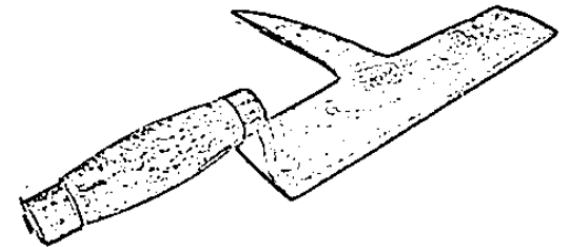


**We see in 3D  
We need to Think in 4T**

Target – Goals/Strategy

Talent

Technology – AI to



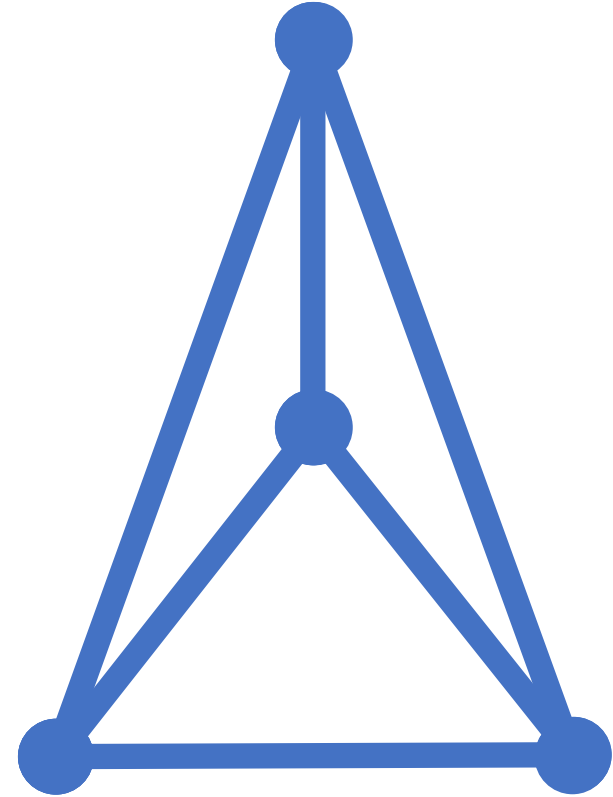
Technique

Target

Talent

Technology

Technique





A large blue triangle is positioned on the left side of the image, pointing downwards. The rest of the image is a solid black background. The text 'A Different Way of Thinking' is written in white, sans-serif font at the bottom of the blue triangle.

A Different Way of Thinking

THINKING,  
FAST AND SLOW



DANIEL  
KAHNEMAN

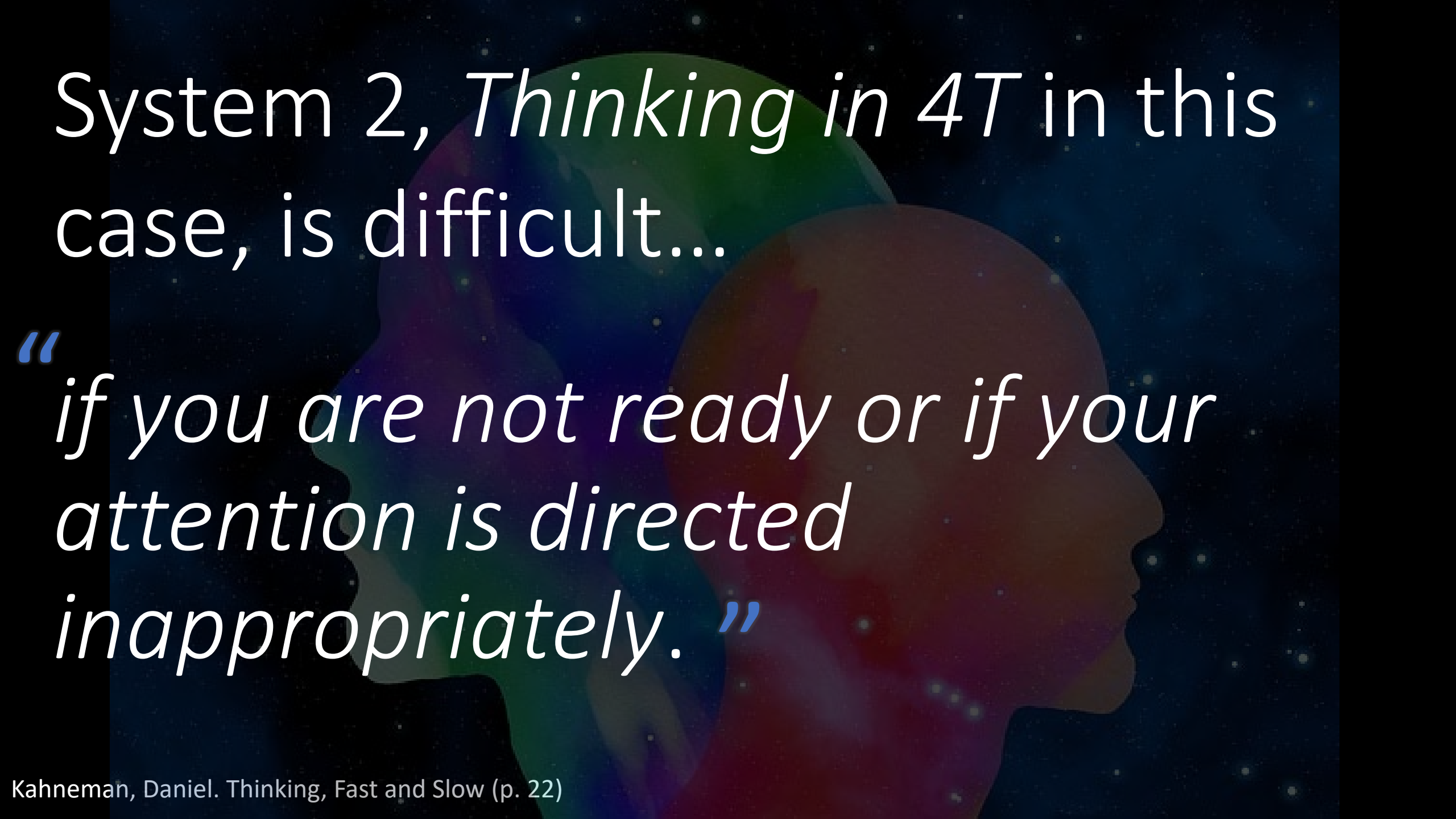
WINNER OF THE NOBEL PRIZE IN ECONOMICS

## 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.*”

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# THINKING, FAST AND SLOW



DANIEL  
KAHNEMAN

WINNER OF THE NOBEL PRIZE IN ECONOMICS

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750,000  
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## *Nudge*

Improving Decisions About  
Health, Wealth, and Happiness

Richard H. Thaler and Cass R. Sunstein

*Revised and Expanded Edition*

"One of the few books I've read recently that fundamentally changes the way I think about the world."—Steven D. Levitt, coauthor of *Freakonomics*



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# THE **PLUGGED-IN** MANAGER

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

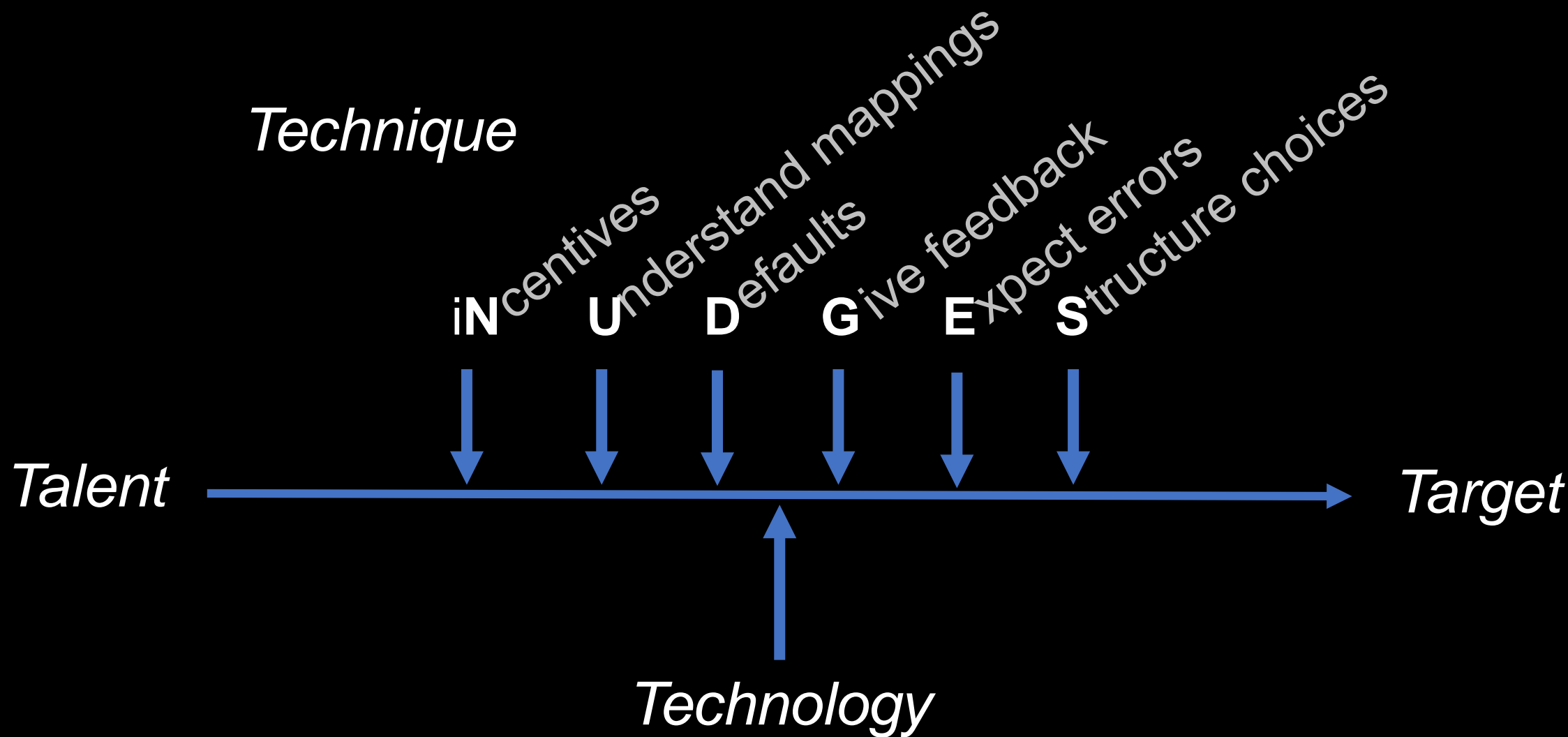


TERRI L. GRIFFITH

Foreword by John Hagel III, bestselling author, *The Power of Pull*

The image features three overlapping blue circles of varying shades, arranged horizontally across the top and bottom. A white horizontal band runs through the center of the circles. The text is centered within this band.

**We see in 3D  
We need to Think in 4T**





The International  
Society of  
**Service  
Innovation**  
Professionals

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