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GenAI and Productivity: Where to Focus for Maximum Impact

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Nate Suda

Sr Director Analyst

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Agenda

What do we mean by ‘productivity’?

Who to Focus on for Maximum Impact

Organization Change for Maximum Impact

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Productivity leakage

Working day

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Productivity leakage

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Productivity leakage

Cup of coffee

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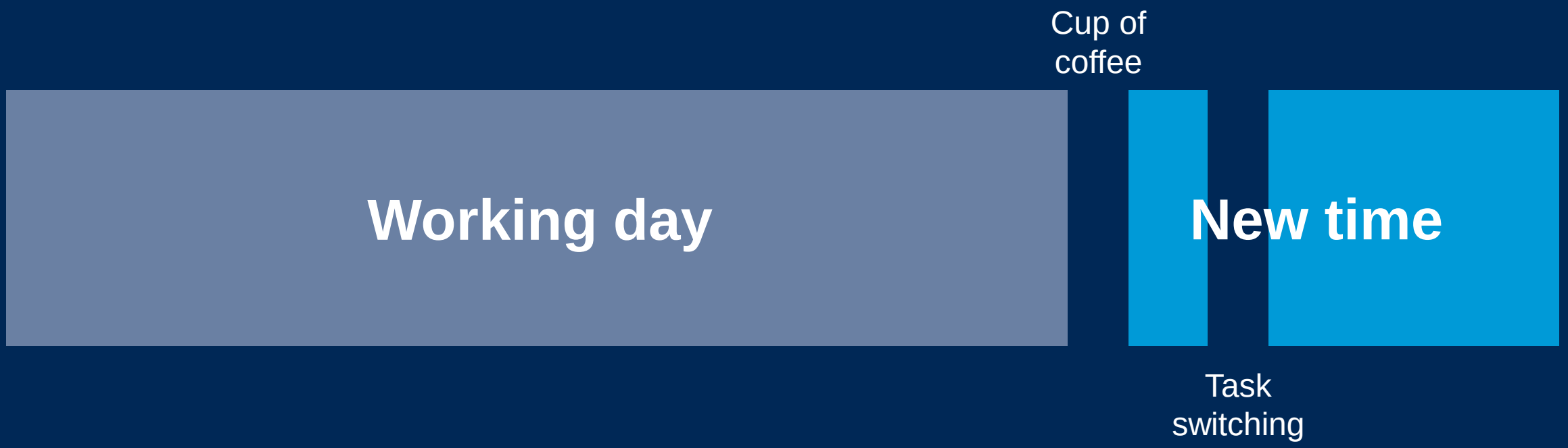
Productivity leakage



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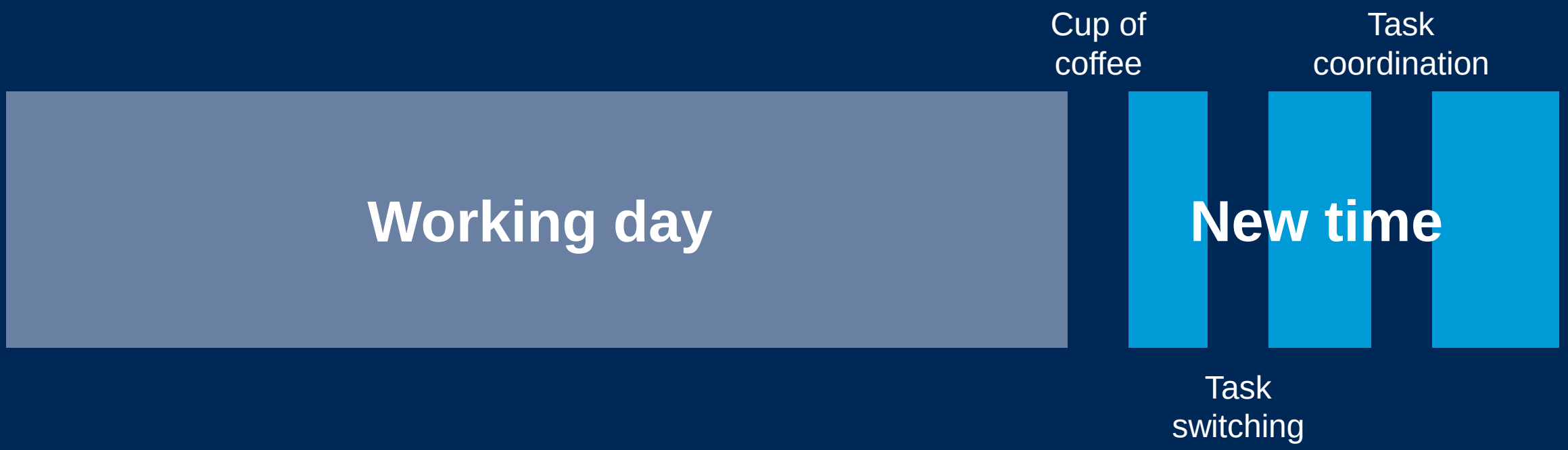

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Productivity leakage

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‘Productivity’ Isn’t the same as Value

Productivity gain

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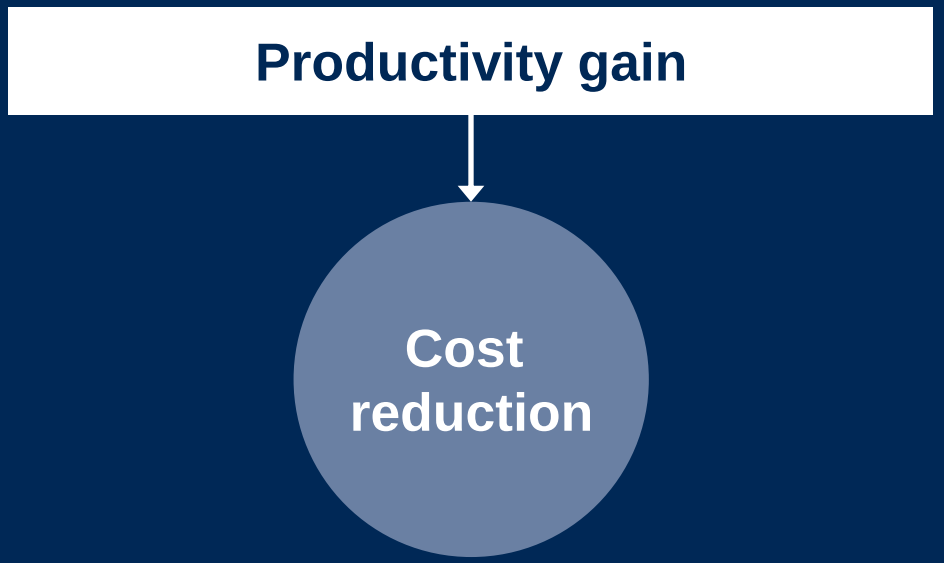
‘Productivity’ Isn’t the same as Value



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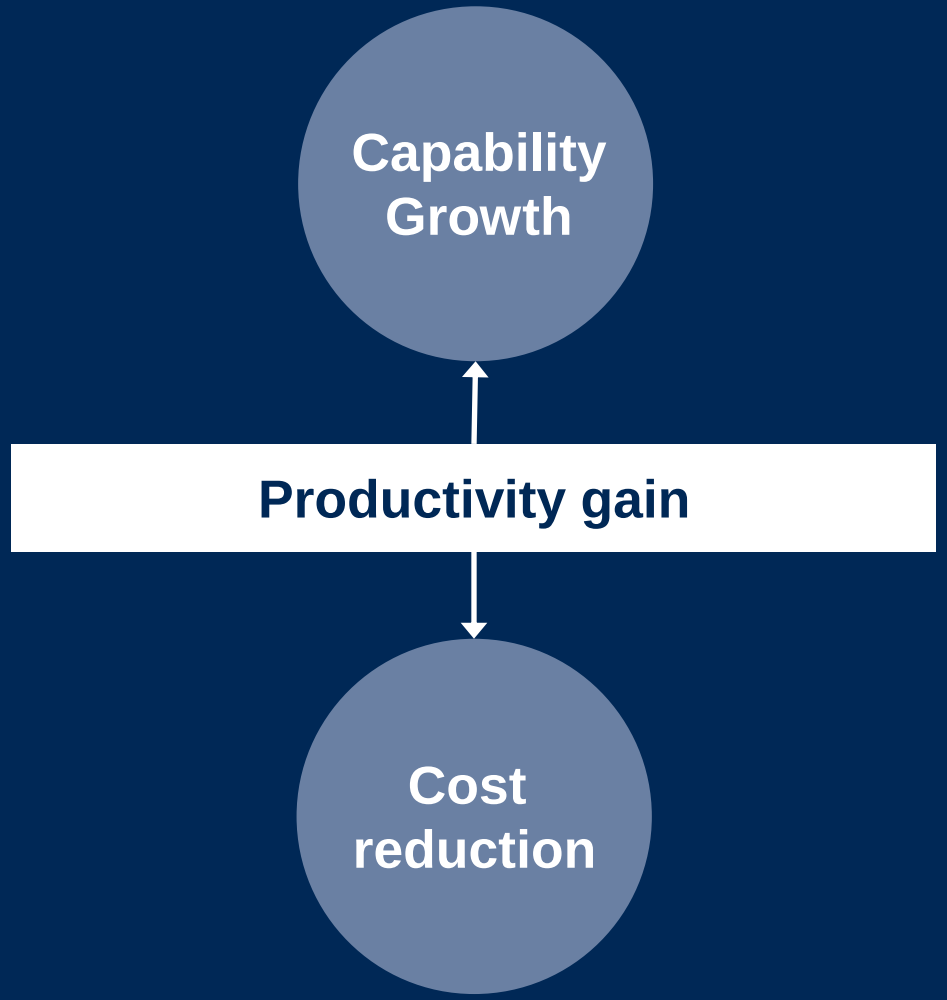

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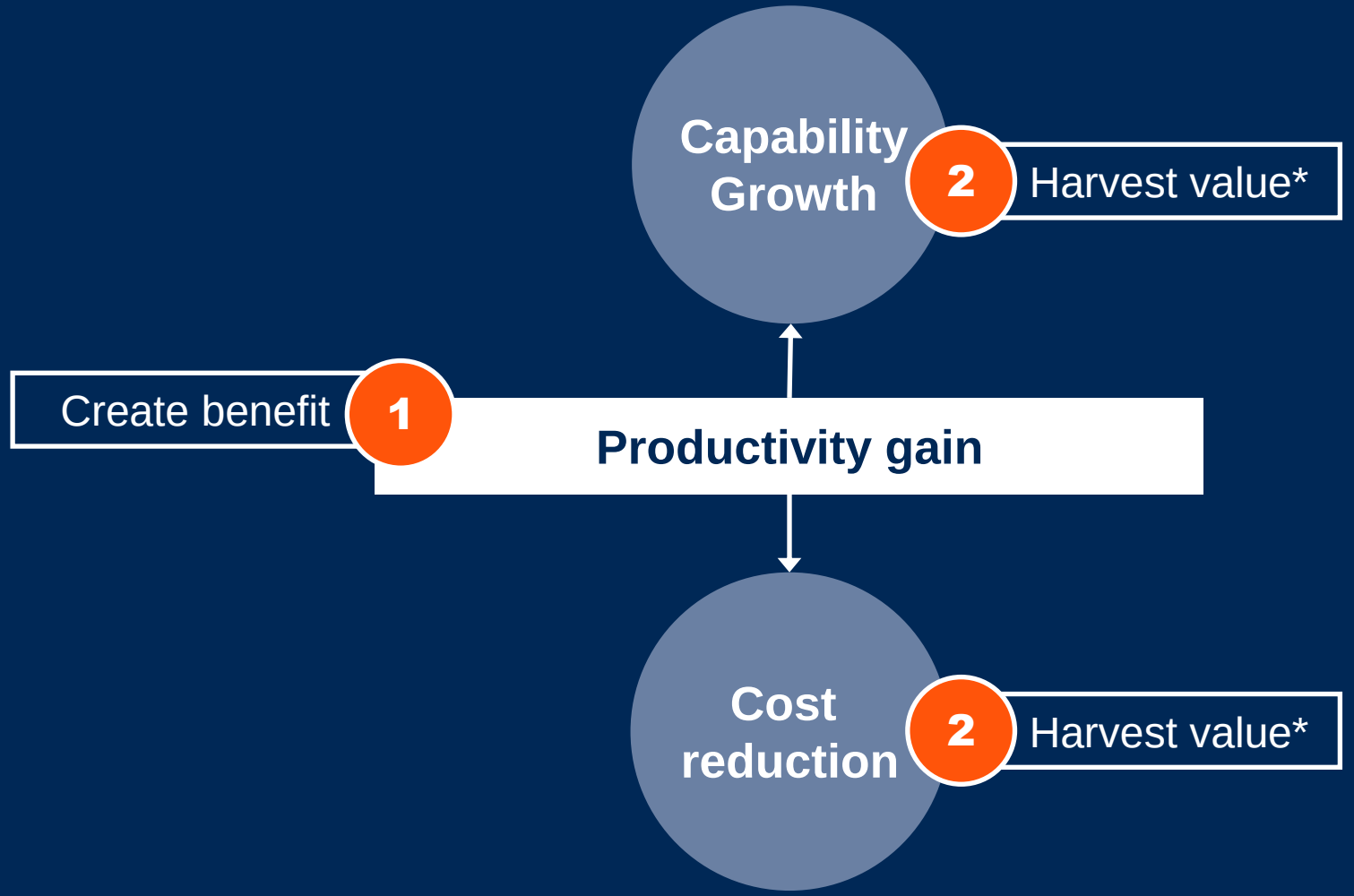

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Productivity isn’t always about ‘faster’

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Productivity isn’t always about ‘faster’

1

Individual: Productivity is increasing the speed of a worker to complete a task

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Productivity isn’t always about ‘faster’

1. **Individual:** Productivity is increasing the speed of a worker to complete a task

2. **Importance:** Productivity is increasing the quality of prioritization so workers complete the highest-value tasks

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Productivity isn’t always about ‘faster’

1. **Individual:** Productivity is increasing the speed of a worker to complete a task
2. **Importance:** Productivity is increasing the quality of prioritization so workers complete the highest-value tasks
3. **Process:** Productivity is increasing the alignment of work so that a chain of tasks is completed faster

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Productivity isn’t always about ‘faster’

1. **Individual:** Productivity is increasing the speed of a worker to complete a task
2. **Importance:** Productivity is increasing the quality of prioritization so workers complete the highest-value tasks
3. **Process:** Productivity is increasing the alignment of work so that a chain of tasks is completed faster
4. **Outcome and Impact:** Productivity is the result of employee and team effectiveness and impact through technology

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Productivity has two parts

$$\frac{\text{Output}}{\text{Input}}$$

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Productivity has two parts

Output

Input

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Productivity has two parts

$$\frac{\text{Output}}{\text{Input}}$$

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Productivity has two parts

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Executive Leaders must pinpoint where to introduce GenAI to boost productivity.

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Generative AI holds the potential to revolutionize productivity.

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Generative AI holds the potential to revolutionize productivity.

However, its benefits are not uniform across all workers.

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Productivity gains are decided by:

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Productivity gains are decided by:

- **The career experience of the individual**

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Productivity gains are decided by:

- The career experience of the individual
- The complexity of the function

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Productivity gains are decided by:

- The career experience of the individual
- The complexity of the function

Understanding this relationship is crucial *before* use case selection

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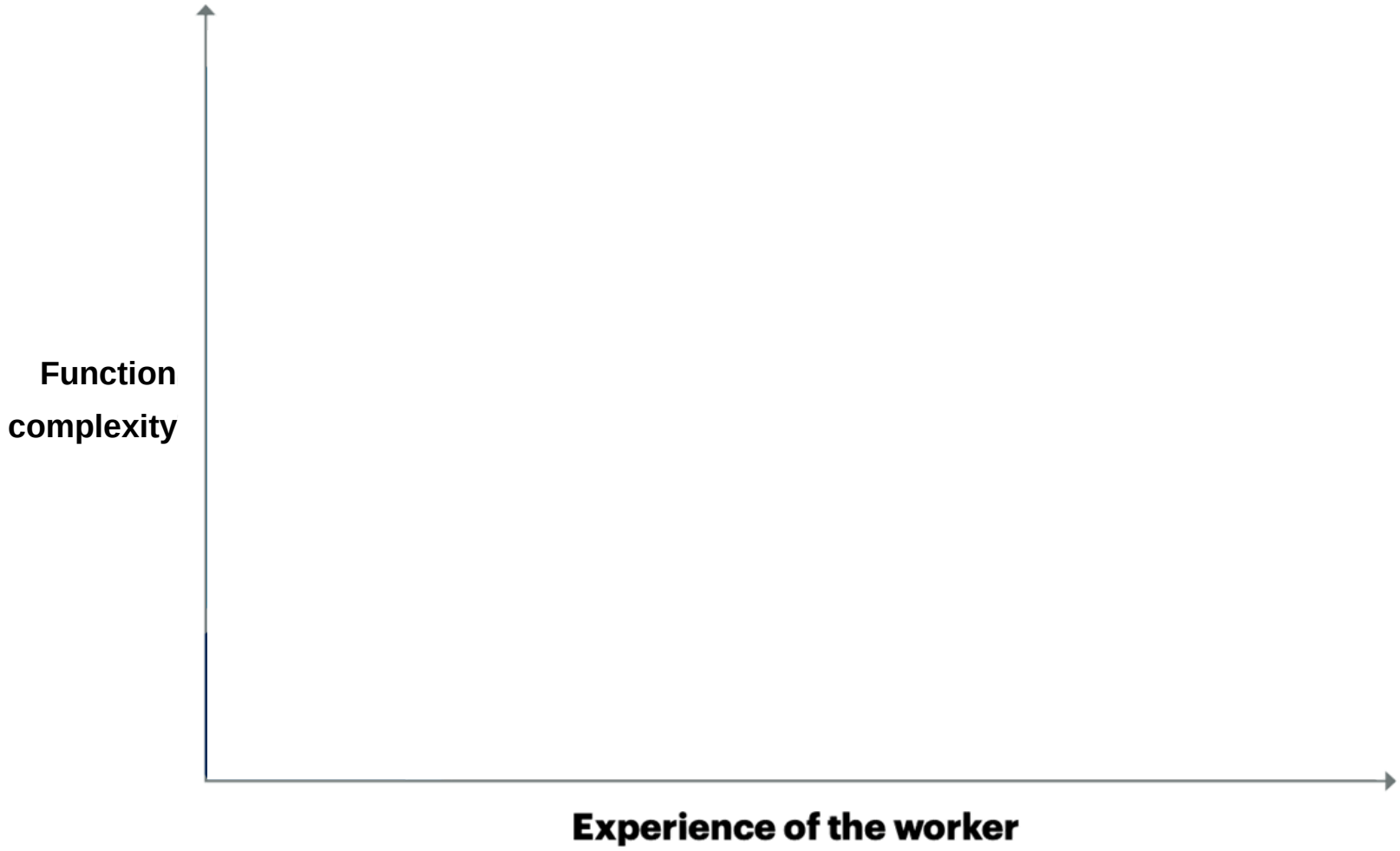
Deep Productivity Matrix



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Deep Productivity Matrix

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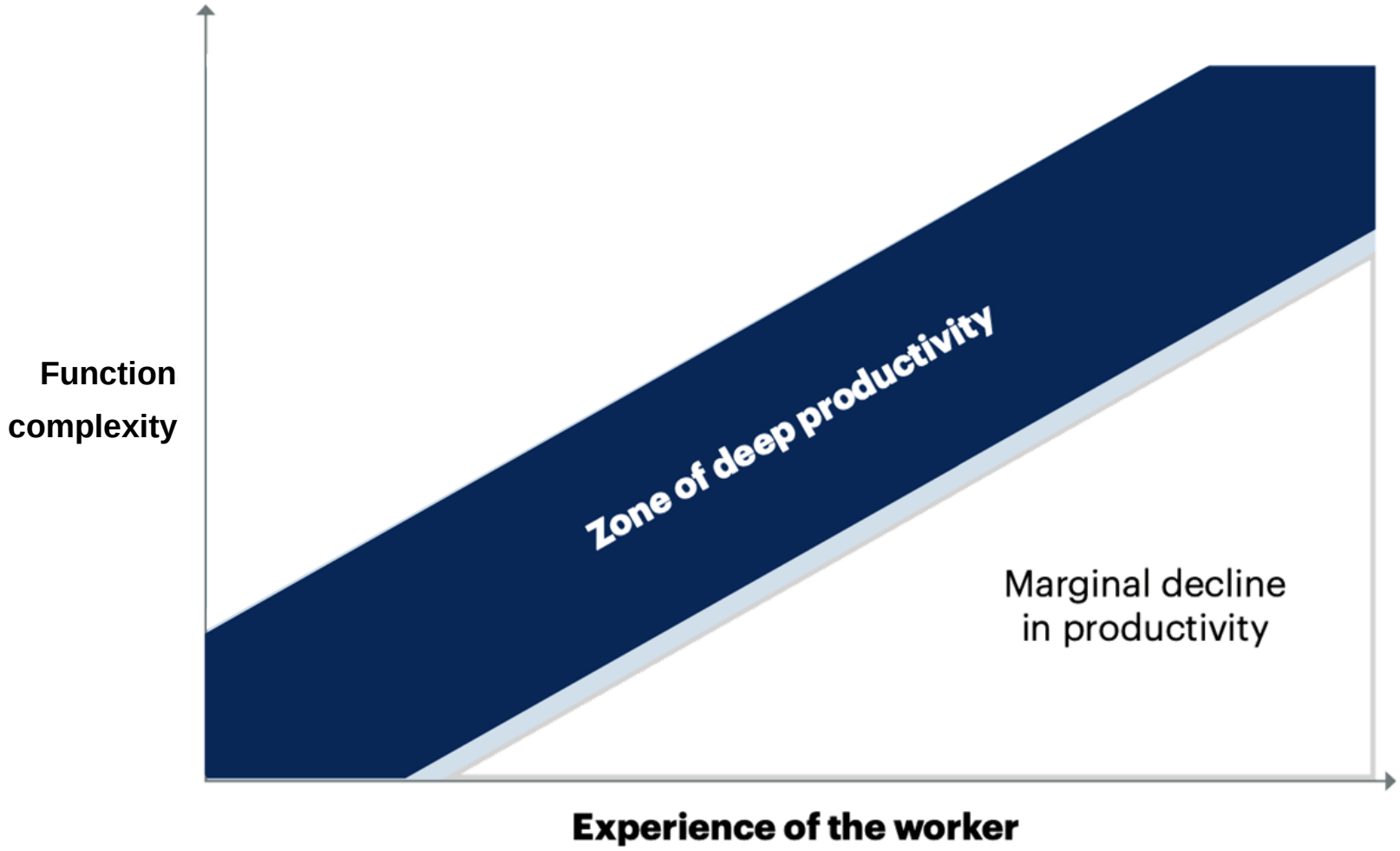
Deep Productivity Matrix



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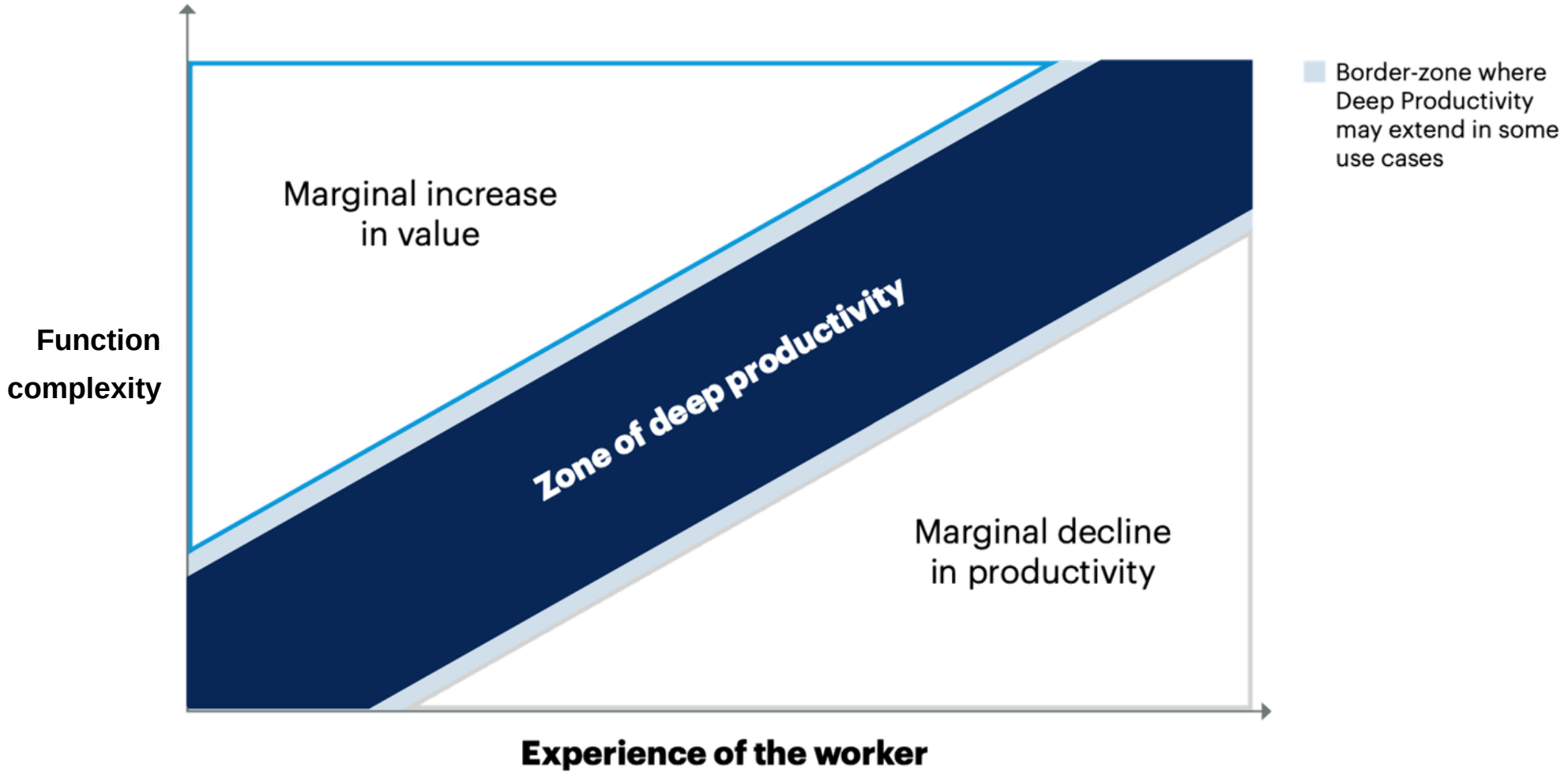
Deep Productivity Matrix



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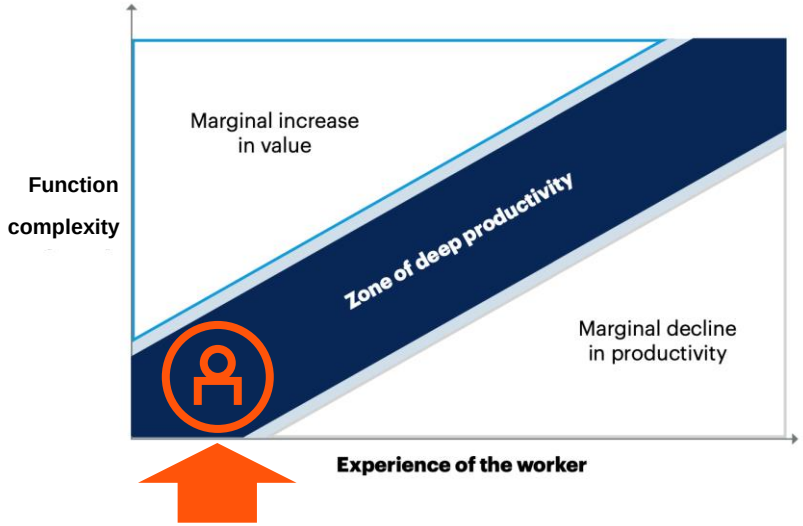
Example Roles

New Customer Service Agent

(low experience, and low task/role complexity)



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Example Roles

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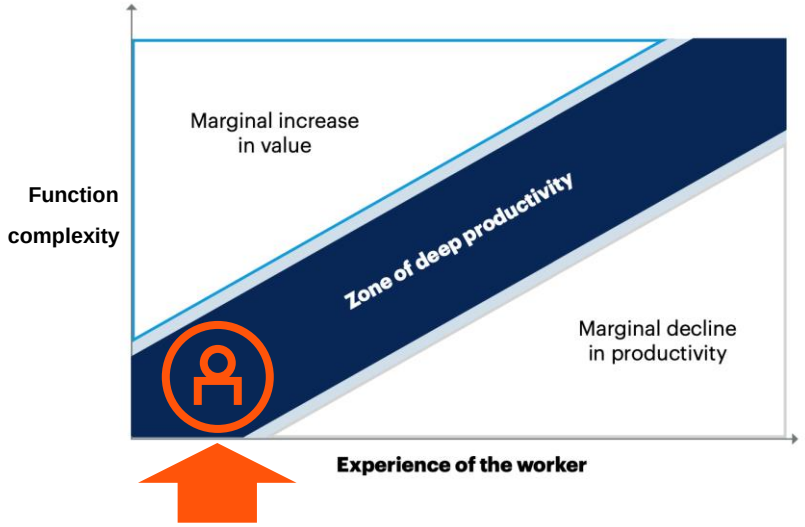
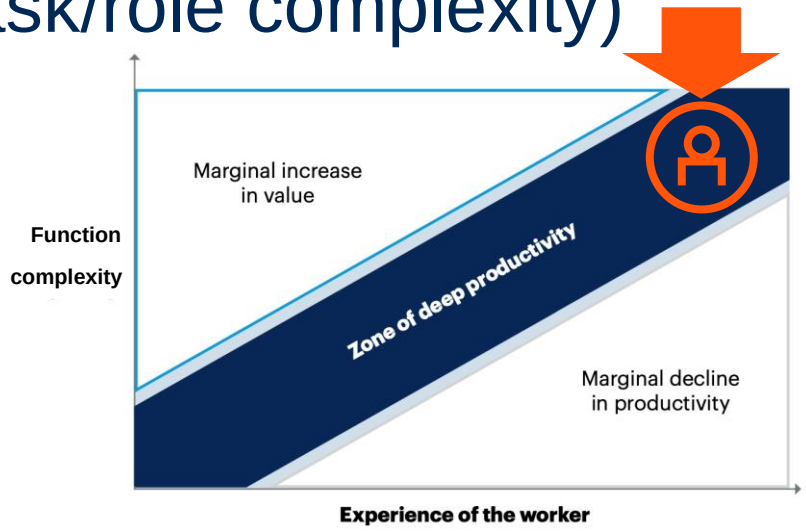


Chief Financial Officer

(high experience, and high task/role complexity)



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“GenAI's true power lies in its ability to teach and inspire creativity, not just automate and execute.”

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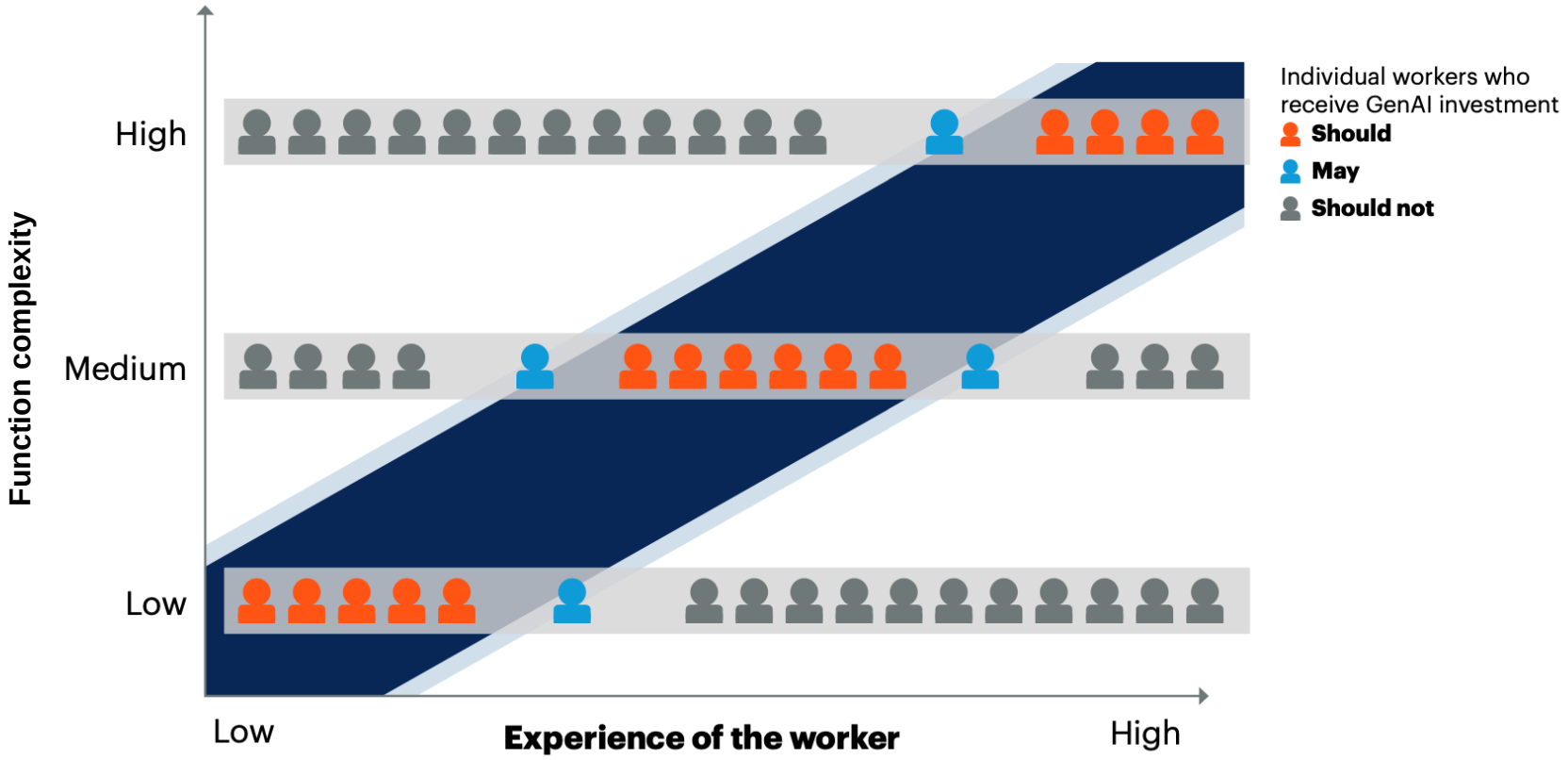
Where to Deploy GenAI to Realize Productivity Gains



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“Organizations must decide: adapt GenAI to fit their workforce, or adapt their workforce to fit GenAI.”

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HR Leaders are crucial to successful GenAI strategy

1. Collaborate with HR leaders to get a clear picture of the workforce by complexity of function and experience in role.

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HR Leaders are crucial to successful GenAI strategy

1. Collaborate with HR leaders to get a clear picture of the workforce by complexity of function and experience in role.

2. Focus on identifying use cases for worker groups inside the zone, and where there is a wealth of data describing good and bad practices and outcomes.

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2. Focus on identifying use cases for worker groups inside the zone, and where there is a wealth of data describing good and bad practices and outcomes.

3. Evaluate the expected benefits of each use case in light of your unique employee demographics, and realize that returns may be much higher or lower than for other companies doing the same thing.

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4. Prioritize uses where you currently have more employees with low experience in low complexity roles or high experience in high complexity roles.

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4. Prioritize uses where you currently have more employees with low experience in low complexity roles or high experience in high complexity roles.

5. For use cases where the existing workforce is outside the zone, pause for further impact assessment.

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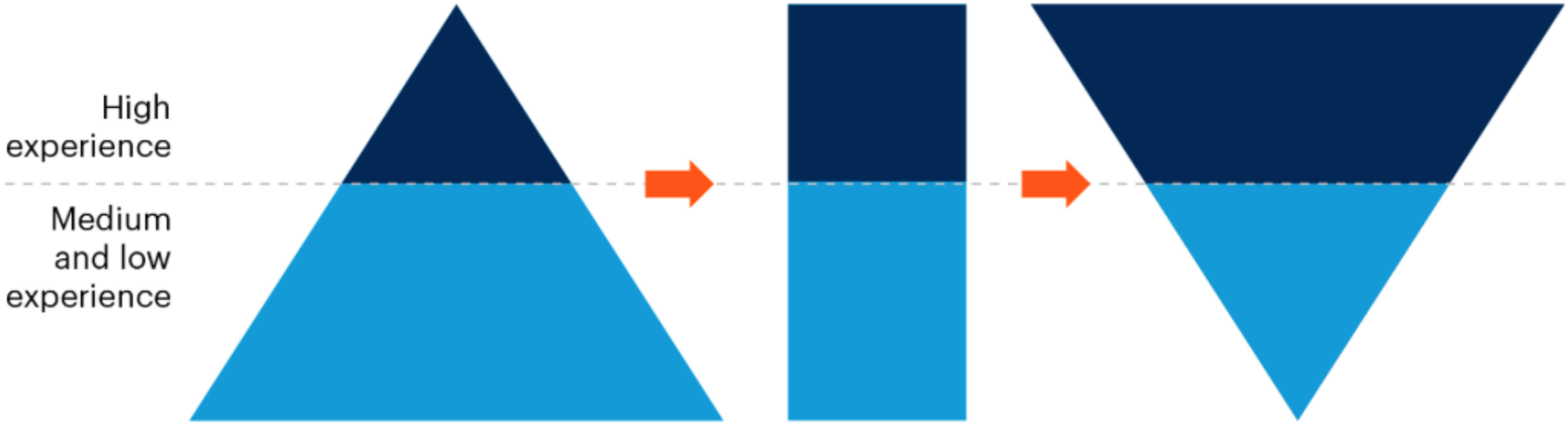
Possible changes to workforce composition due to Generative AI Productivity



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Prepare for two challenges

Changing the workforce's composition will affect employee retention, development and labor costs. Prepare for two challenges:

- **Talent race at the top:** Many highly experienced workers in high-complexity roles will become more effective and valuable with GenAI, leading to increased demand for this talent.
- **Accelerating experience for junior staff:** Organizations must find ways to speed up the learning of less experienced workers, enabling them to handle complex GenAI outputs and take advantage of its productivity potential.

GenAI will change your workforce, regardless of whether or not you try to adjust your mix of employees. Either way, you've got work to do to maximize productivity.

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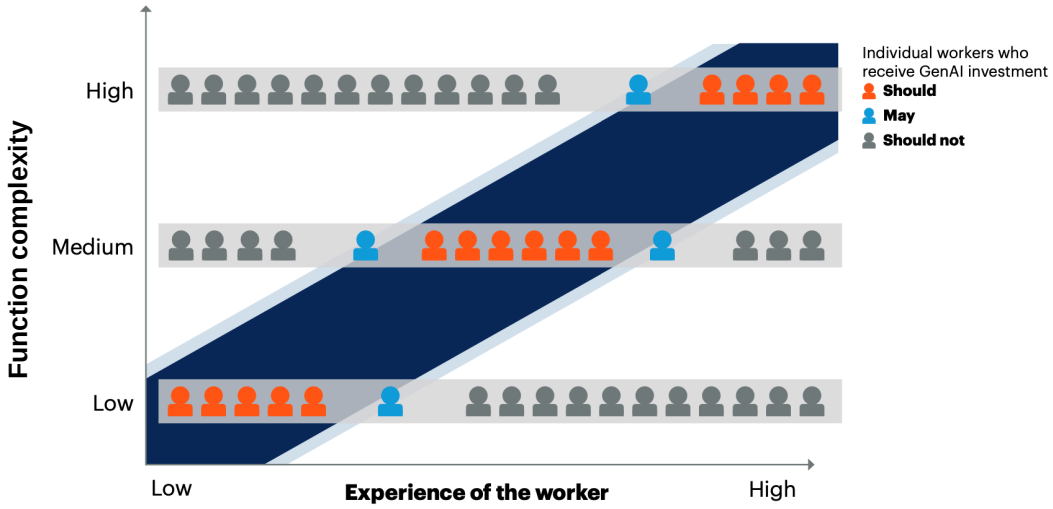
Actions and Considerations

Consideration 1: People, not process, can define where GenAI is best applied to deliver deep productivity gains.

Action 1: Extend business leader collaboration to include HR leaders so that they can provide a clear understanding of the workforce composition (task/role complexity and experience in role) to add to other dimensions of use case prioritization.



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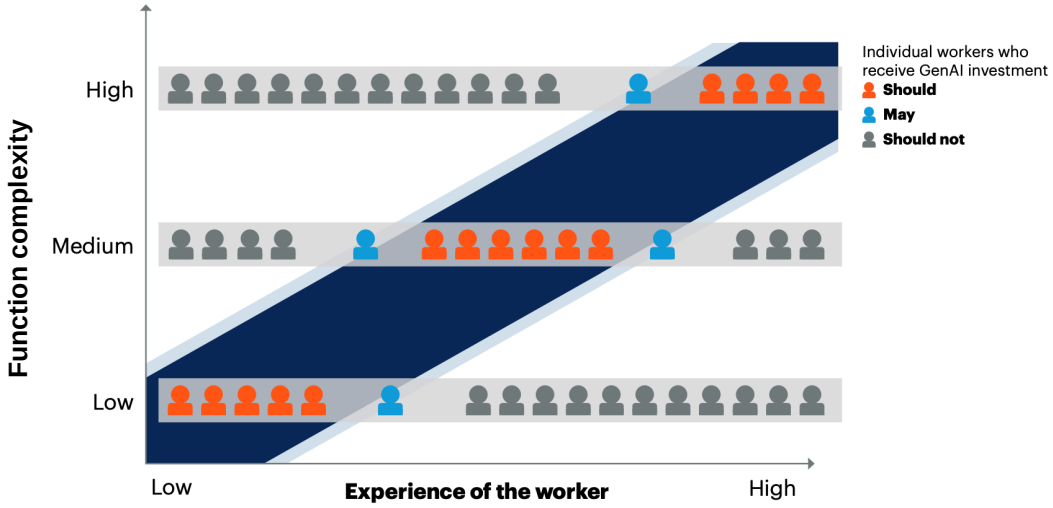
Actions and Considerations

Consideration 2: The degree to which deep productivity can be achieved is dependent on the experience of the current workforce and complexity of the task/role.

Action 2: Rank productivity use-cases according to the composition of the workforce expected to leverage the GenAI tools; prioritize use-cases where there are more current employees with low experience and low training or high experience and high training. For use cases where the current workforce is outside the Zone of Deep Productivity Gains, pause use cases for further impact assessment.



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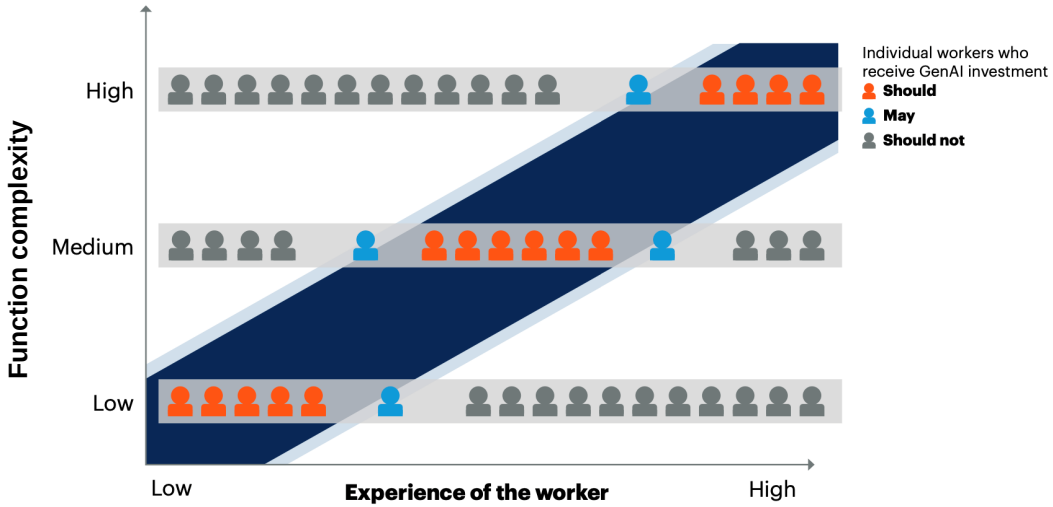
Actions and Considerations

Consideration 3: The ideal worker profile for each role will shift over time and as GenAI takes hold to deliver deep productivity gains.

Action 3: Engage HR leaders to match recruitment job roles and requirements to the impact of the GenAI tools. The first two actions happen only in the initial use-case implementation.



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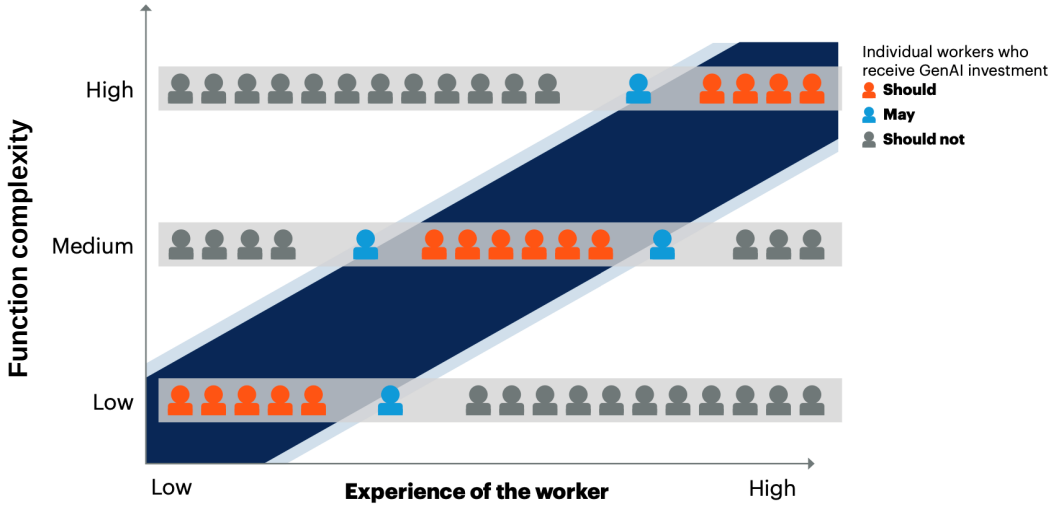
Actions and Considerations

Consideration 4: The ideal mix or ratio of low-, mid- and high-experience workers will change in tasks, roles or functions that are impacted by GenAI. Pyramid-shaped org structures may be replaced by tall and thin rectangle-shaped, or even inverted pyramid-shaped organization structures, especially for high-complexity tasks, roles and functions.

Action 4: Engage HR leaders to consider the significant impacts of this consideration. Consider how plans to retain workers of certain experience levels may change, how low-experience talent is cultivated, and the labor cost impacts.



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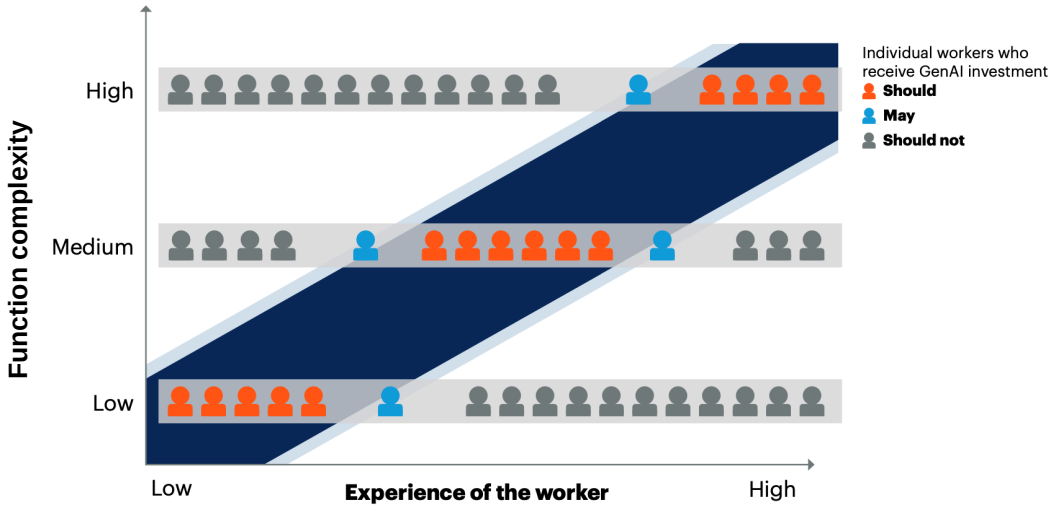
Actions and Considerations

Consideration 5: Hiring and career development programs will change.

For low complexity tasks/roles, workers of little experience will be more desirable; for high complexity tasks/roles, workers will either need gain experience as quickly as possible, or move into lower complexity tasks/roles to learn mastery, and gradually move up the zone of deep productivity gains.

Action 5: Re-evaluate training and support requirements for tasks and roles. Training and development programs may need to be reconsidered given the potential for GenAI tools to augment performance of early-stage workers.



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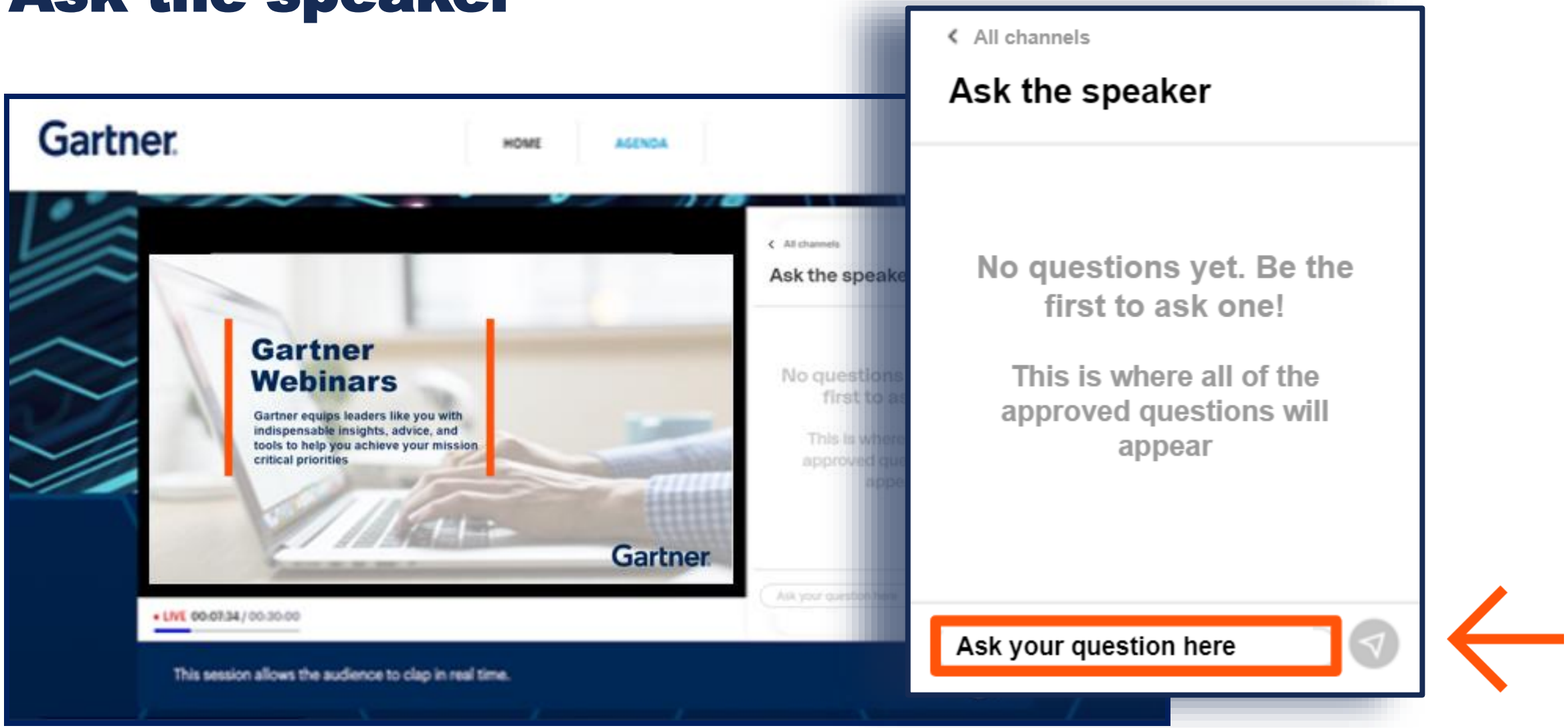

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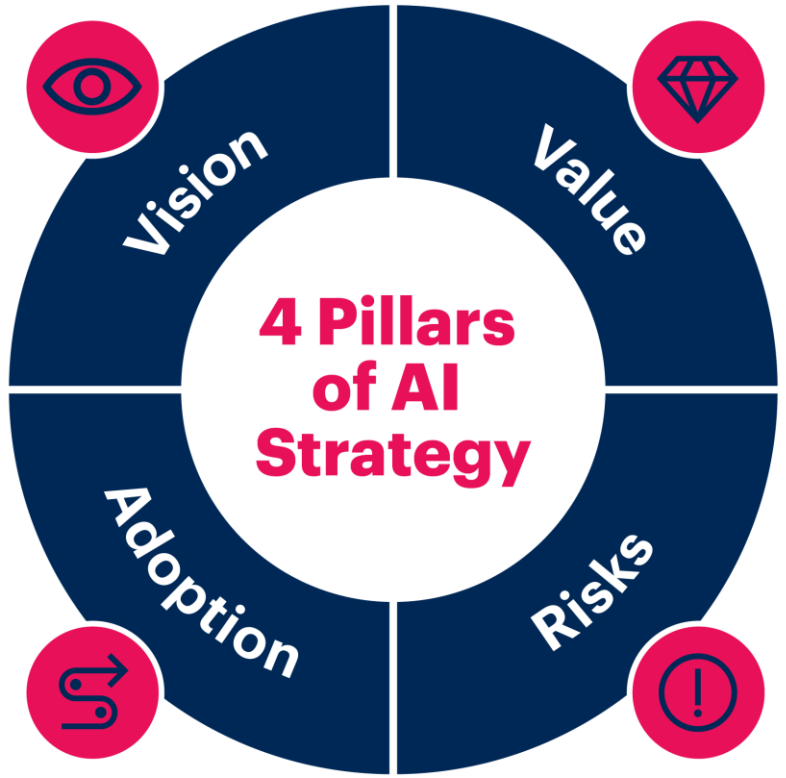
GenAI Planning Workbook

For more AI impact, fortify four key pillars of your AI strategy: Vision, value-realization, risk and adoption plans.



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Upcoming Webinar: Thursday, February 27th at 10am EST

AI Maturity & Roadmap: Accelerate Your Journey to AI Excellence

Leinar Ramos
Sr Director Analyst

The transformative potential of AI is top of mind for every organization. However, IT and business leaders struggle to manage and prioritize the many activities required for making this AI potential a reality. Using the Gartner AI maturity assessment and AI roadmap tools, we distill the key practices across seven different workstreams to drive AI success at scale. Join this complimentary Gartner leadership webinar as Gartner experts delve into the endless possibilities AI brings to organizations. You will walk away from this session with answers to your vital questions, a copy of the research slides and recommended actions to help you achieve your goals.

- Understand how to measure your AI maturity
- Learn to create an AI roadmap that delivers value at scale
- Discover key capabilities required to succeed with AI

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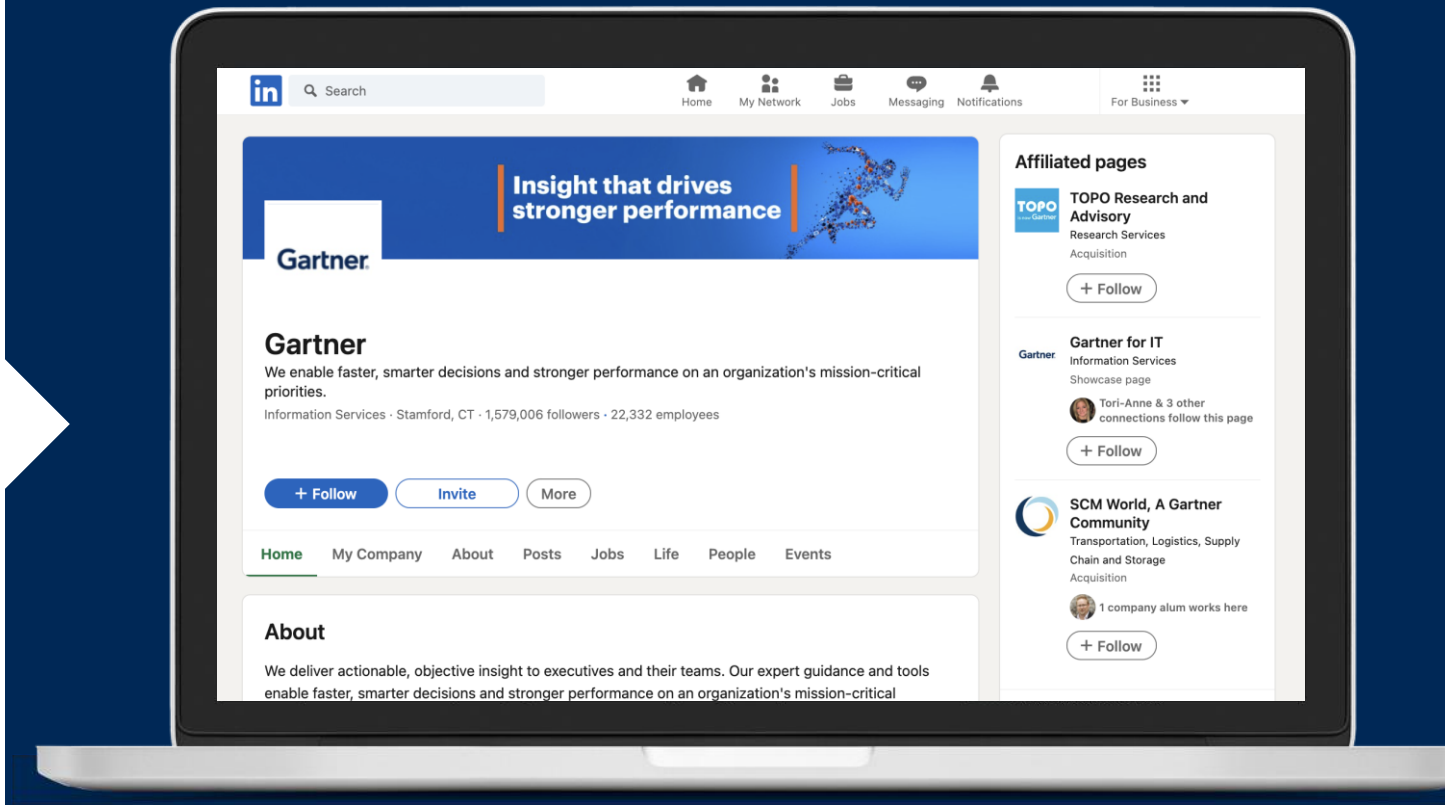

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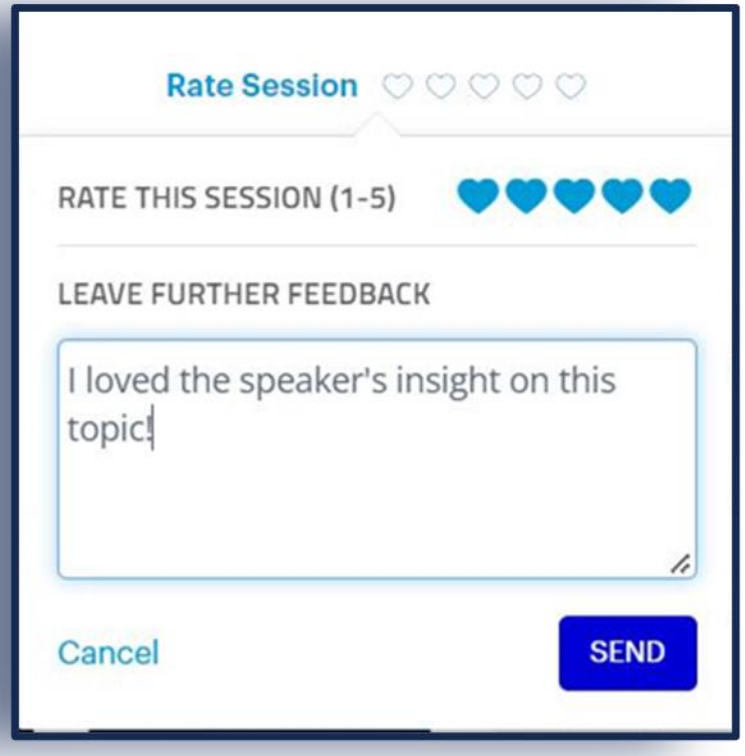

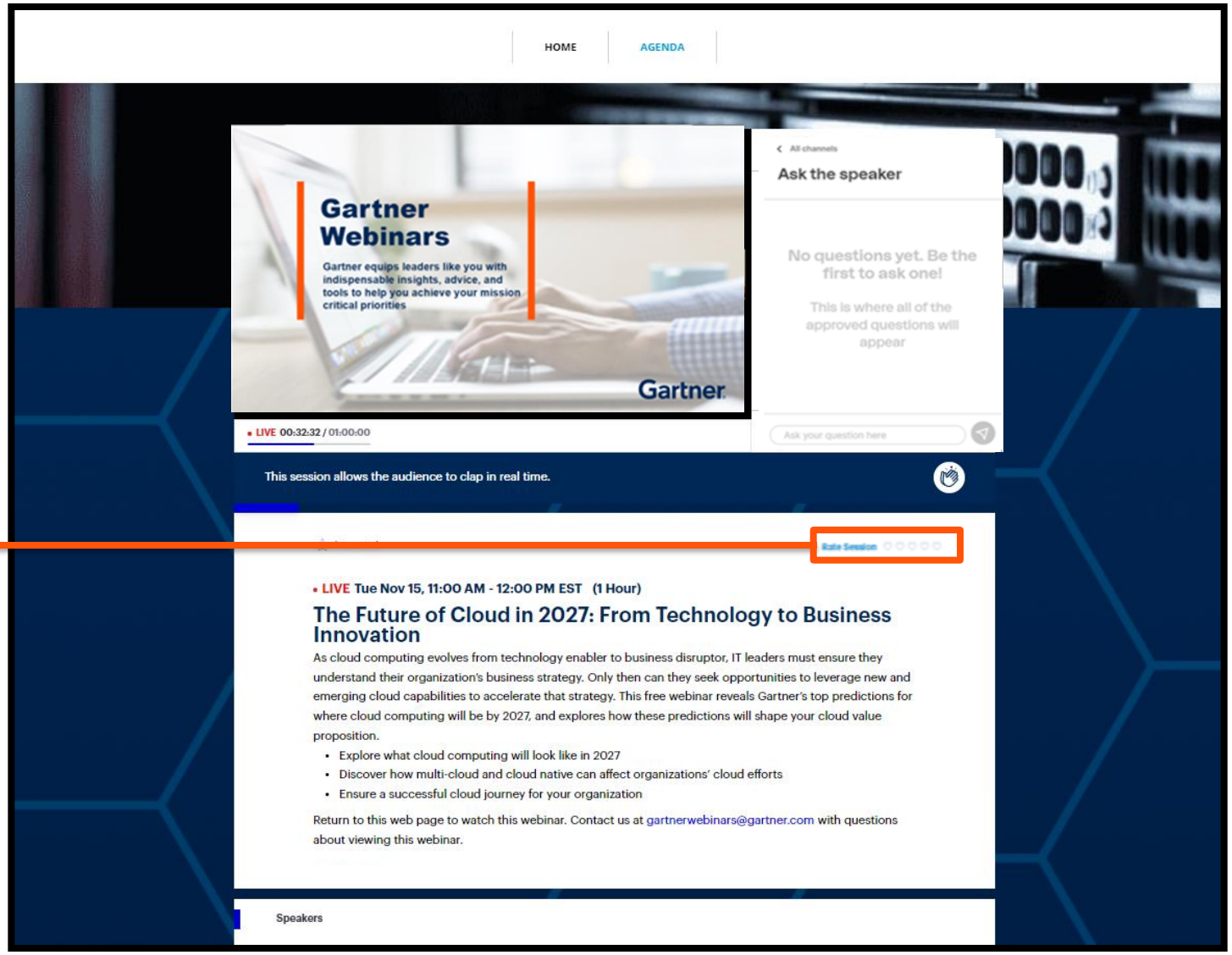

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