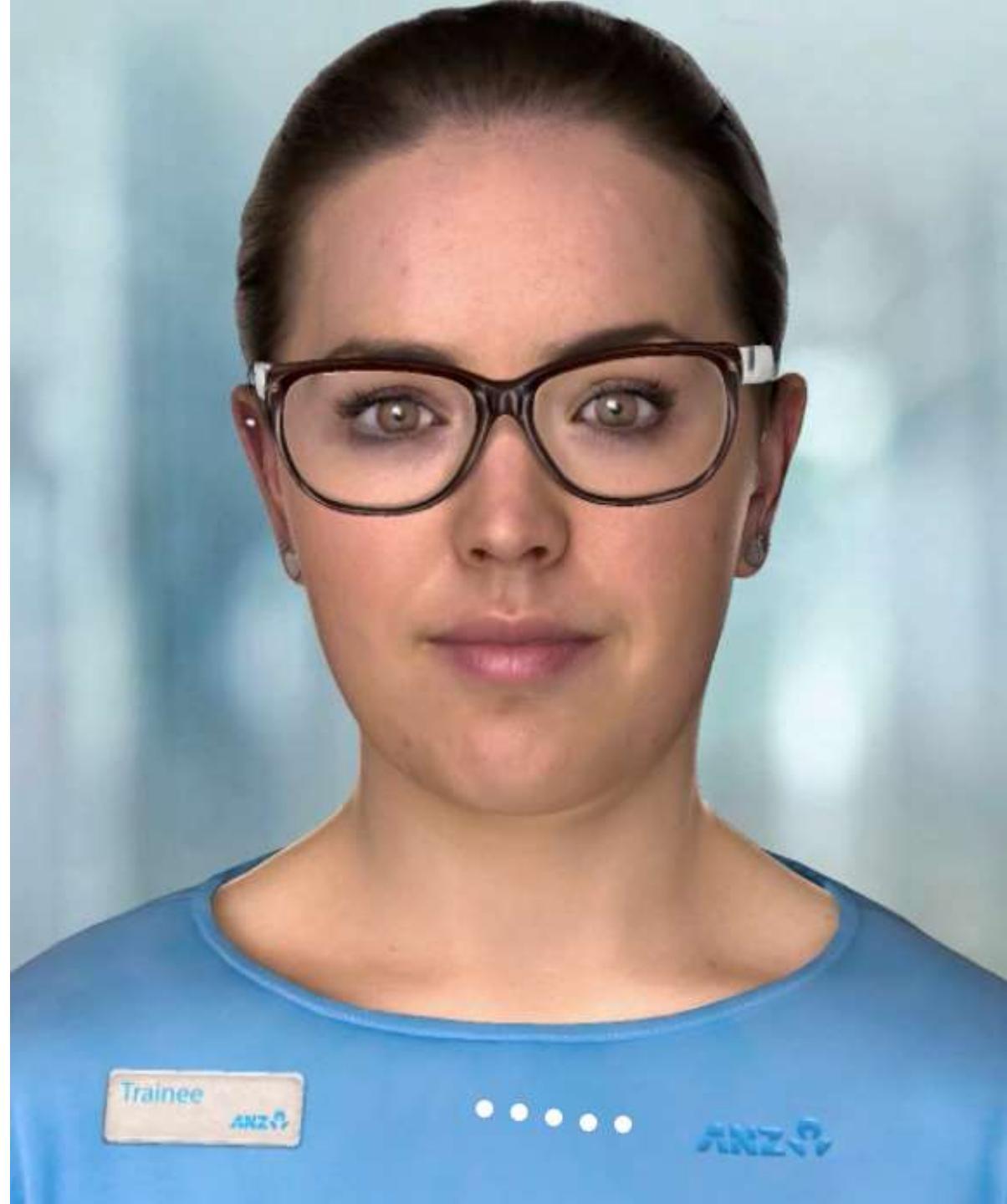


But I'm not a robot!

4 October 2018 | Auckland









End Chat

Hi, my name is Jesus. How can I help you today?

Me:

Hi

Jesus:

Hello there Timothy

ARTIFICIAL INTELLIGENCE

Shaping a Future New Zealand



“New Zealand needs to engage substantially with AI now to shape a prosperous, inclusive and thriving future for our nation.”





Source: stuff.co.nz

Human vs. Automated Interaction

Percent who indicate: "I'll want to interact with a real person more as technology improves"



Source: PwC Future of Customer Experience Survey 2017/18

Excellent customer experience starts with superior employee experience

Human interaction matters now—and 82% of U.S. and 74% of non-U.S. consumers want more of it in the future. That makes it crucial that the technology supporting human interaction is unobtrusive and works seamlessly across platforms. Today, 59% of all consumers feel companies have lost touch with the human element of customer experience. And there's a mismatch between customer expectations and how employees deliver: only 38% of U.S. consumers say the employees they interact with understand their needs; 46% of consumers outside the U.S. say the same.

Automated solutions should "learn" from human interactions so those experiences also improve. This shift allows your employees to be more engaged when they're needed, provide better service and get necessary support from technology—as part of the seamless experience. This will require a change in how companies measure customer service performance. A focus on innovation, and equipping employees with technology and the information they need to best serve consumers could help close this gap. So could incentivizing employees to provide a good experience, boosting relevant training for employees and fostering a corporate culture of empowerment.

[Get the details](#)

A CHANGING WORLD

INSPIRED EMPLOYEES

Are more productive



THE GIG ECONOMY



4 in 10 people will be self-employed by 2020

LEADERSHIP OUTCOMES



OLD-STYLE OUTCOMES
Profit



NEW-STYLE OUTCOMES
Profit, People and Planet

A DISENGAGED WORKFORCE



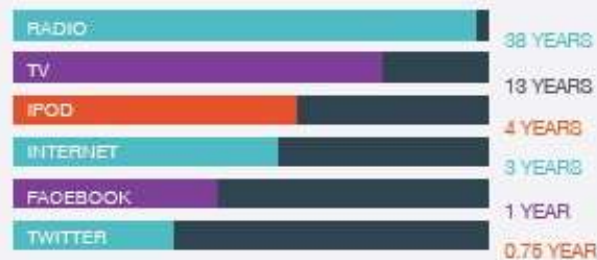
Of employees feel involved in the business

Of employees do not trust their boss

Of businesses plan to improve employees engagement

NEW TECHNOLOGIES

Speed of adoption of new technologies



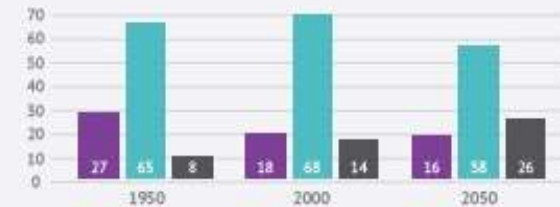
Time to reach 50 million users in years

AN AGEING WORKFORCE

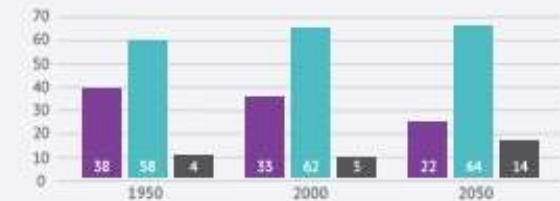
Proportion of elderly is increasing

0-14 15-64 65+ Global population by age group, %

Advanced Economies



Emerging Economies



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FOREWORD BY SIR RICHARD BRANSON

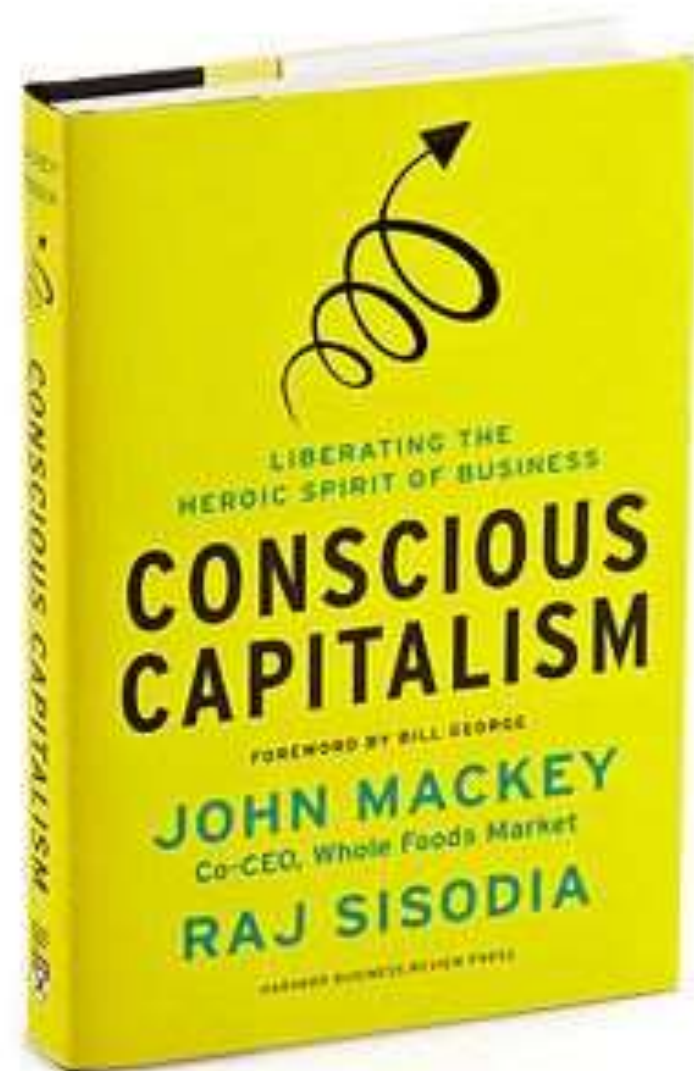
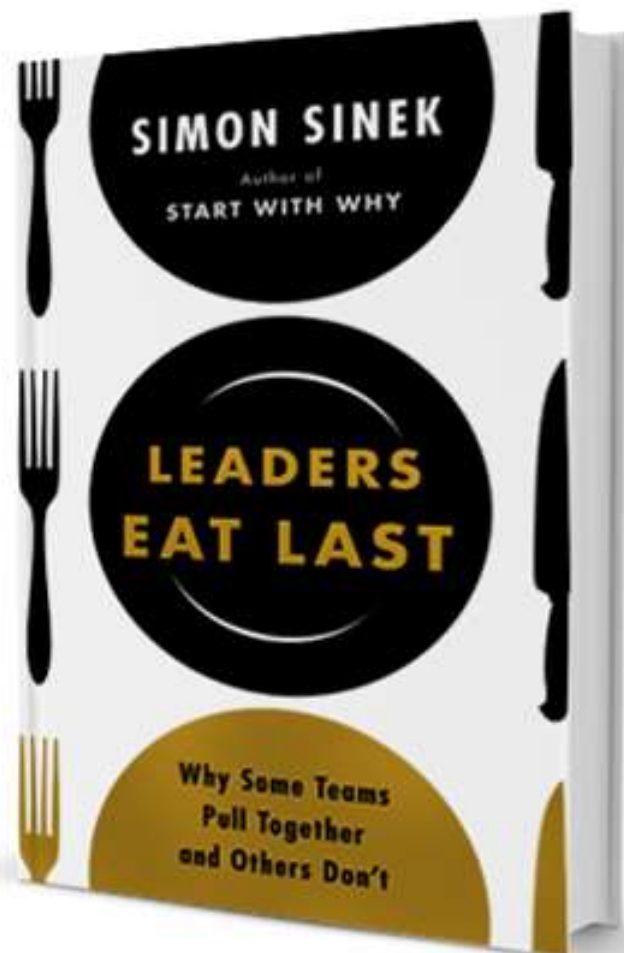
JOHN ELKINGTON
JOCHEN ZEITZ

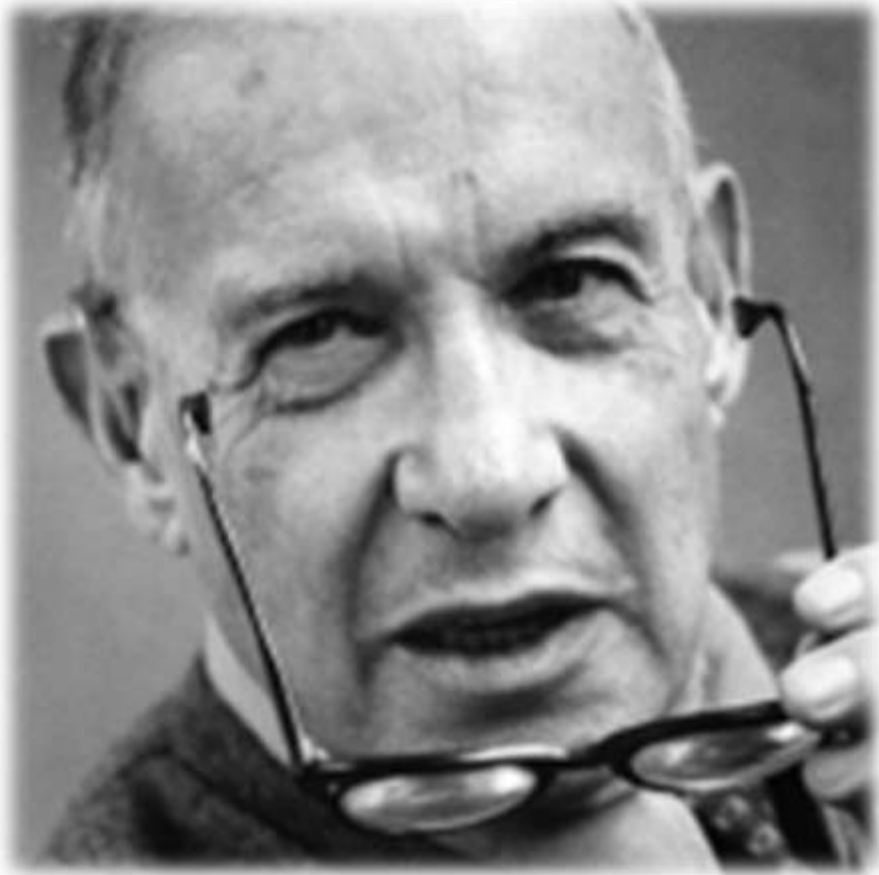
THE BREAK- THROUGH CHALLENGE

10 WAYS TO CONNECT TODAY'S PROFITS
WITH TOMORROW'S BOTTOM LINE

JOSSEY-BASS
A Wiley Brand

“As confidence in the old world order erodes, those with an eye to the future are looking for radically different solutions. In the process, a growing number of business leaders are starting to consider new ways to perform, not only against today’s measure of success but tomorrow’s bottom line.”





“The purpose of a business is to create and keep a customer... Profit for a company is like oxygen for a person. If you don't have enough of it, you're out of the game. But if you think your life is about breathing, you're really missing something.”

- *Peter Drucker*



**The sole meaning of life is
to serve humanity.**

Leo Tolstoy

I am not a resource.

Referring to lawyers as “resources” rather than acknowledging and investing in them as talented human beings is the scourge of commercial law firms, writes an anonymous senior associate from a top-tier firm.

I am a human



It continues to astound me that leaders in private practice proclaim to be innovative in their approach to business when they remain so archaically entrenched in the way they view, manage and refer to the people who comprise the value of the business they are operating. It is a disgrace.

Legal business leaders are as quick as greyhounds to adopt the latest buzz words and demand that their organisations become “agile”, “disruptive” and “creative”. But in their zeal to chase after fashionable notions, they remain blind to the commercial folly of viewing skilled lawyers as “resources” rather than people. Referring to people as though they are oxen, ready to be interchangeably yoked and put to work in a field, rather than treating colleagues as skilled human beings is sadly commonplace in commercial practice.

From a purely business perspective, using this language disassociates managers from thinking about the real business, which is to expand on the strengths, skills and capabilities of an organisation by investing in the development of team members.

Partners and executives clearly understand the power of language. They are willing to spend significant amounts of money to promulgate words and phrases that align with the business strategy of the day. Pamphlets are published, seminars are held, and endless marketing material is generated around buzz words, because business leaders realise that language is fundamental to culture, and that by shaping the language of an organisation, corporate thinking is reworked.

Partners and executives firmly believe that by ingraining a particular vernacular in a workplace – by using, repeating and promoting certain words

in an organisation – they can engender a particular ideology. It is entirely inexcusable, then, for business leaders in the legal profession to promote a vocabulary that dehumanises, disempowers and reduces intelligent human beings to mere “resources” – commoditised assets to be utilised, exhausted and discarded when their value has been fully consumed.

Referring to people as “resources” is not benign – it is bad business. As Tom Kelley and David Kelley wrote in the *Harvard Business Review* in January 2014, “The words we choose do more than just reflect our thought patterns – they shape them.” So when partners and executives refer to highly skilled human beings as “resources”, it reveals an alarming lack of vision in their thought patterns, a key deficiency in their business intelligence, and a worrying failure

to plan for the sustainability of the organisations they lead.

The idea that business owners who derive their profit from the intellect of the people they employ can view those employees as being “resources” – to be mined, extracted and sold – is thoroughly distasteful. Moreover, it belies a totally stunted business mindset that fails to maximise the potential of those people and, therefore, the full productivity and business opportunity of the companies they run.

By talking and thinking about “resourcing issues” rather than “the best people and talent” for a project, partners and executives are framing their business decisions in a model that does not account for the human being in the equation. In doing so, business leaders risk reduced engagement, lost productivity and, ultimately, the departure of employees. This means knowledge leaks out the door and

operational gaps are created. Partners and executives who think in terms of “resources” also fail to see, and therefore cannot take advantage of, the opportunity to invest in people with every decision, delegating each instruction, so as to maximise skills, increase organisational capability, and build their business by boosting up the people who comprise it, rather than haphazardly grabbing the closest “resource” to fulfil the task.

Perhaps the greatest disappointment is the disenfranchisement this creates in the next generation of leaders – those lawyers, senior associates and special counsels who are pushed by these businesses to strive harder and invest ever more of their lives into the firms, with the distant possibility that one day they may become a partner and owner in the business.

When presented with such a weak and short-sighted business model, it is

not surprising that we see so many genuinely intelligent, creative and talented lawyers exiting traditional models of practice to pursue smarter business ventures built around people and their potential, rather than simply squeezing revenue out of “resources”.

Everybody has a role to play in building and shaping the culture of an organisation. The next time you are talking about the necessary skills and talent your team needs to successfully complete a task, instead of defaulting to using comfortable, lazy, corporate speak of dehumanised “resources” to hide from considering the bigger picture, challenge yourself and those around you to engage in the process of meeting the client’s needs by looking at the whole of the business, the people involved, and the potential you have to increase the capabilities of your team for a stronger future. **LSJ**



Want to regain trust? Be more human.

20th CEO Survey

Twenty years ago, trust wasn't on the CEO radar. When global CEOs were surveyed about this in 2002, right after the bursting of the dotcom bubble and a series of accounting frauds, only 12% thought public trust in the companies had greatly declined.

Today, it's a radically different story. Almost two-thirds of Australia's CEOs are concerned about the lack of trust in business, up from 57% last year.

How concerned are you,
if at all, about...

Lack of trust in business?





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“Bread is like humanity itself. We come in different shapes and sizes, colours and guises, yet underneath the skin and crust, we’re all made of the same stuff. The trick of achieving happiness and harmony is surely to celebrate and enjoy both our similarities and differences with equal vigour.”

—Hugh Fearnley-Whittingstall

FROM THE AUTHOR OF *SAPIENS*

Yuval Noah
Harari



21 Lessons
for the
21st Century

“If we manage to combine a universal economic safety net with strong communities and meaningful pursuits, losing our jobs to algorithms might actually turn out to be a blessing.

Losing control over our lives however is a much scarier scenario.”





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