# Mercer work design

AI-driven technology to help you redesign work for the future

# How can Mercer Work Design help you?

**While jobs filled by employees will continue to be the dominant means for getting work done, options like robotics, AI, gig workers, agile talent pools, centralization and outsourcing are creating opportunities to fundamentally transform work.**

**Many leading organizations have embraced work design to enhance their agility and resilience while optimizing their cost structures and making skills the currency of work.**

This is why we have developed our own AI-driven software — **Work Design** — to provide a practical and sustainable way for organizations to redesign work at scale.

**Work Design allows you to:**

- Understand how digitalization and automation will transform work in your organization

- Navigate the growing plurality of means for work (employees, gig talent, agile talent pools, automation, AI and more)

- Ensure your employees do work that's meaningful and sustainable as automation proliferates

**Do you want to embrace automation or non-employee labor but struggle to find the right pathway?**

Use the clear methodology and AI-enabled guidance to commence your transformation journey.



**Does your organization conduct repetitive work with tight margins and timeframes?**

Mercer's methodology can help your operations become more efficient and sustainable.

# How it works

**Mercer's Work Design technology makes designing jobs, processes and projects simple by using our proprietary methodology, jobs and skills database, and algorithms to determine the economic impact of automation and alternative talent on your work.**

## Deconstruct jobs

Pull apart jobs and workflows into their component tasks and analyze them for specific characteristics and their objective functions.

**Analyze the tasks and activities that underpin jobs and workflows.**
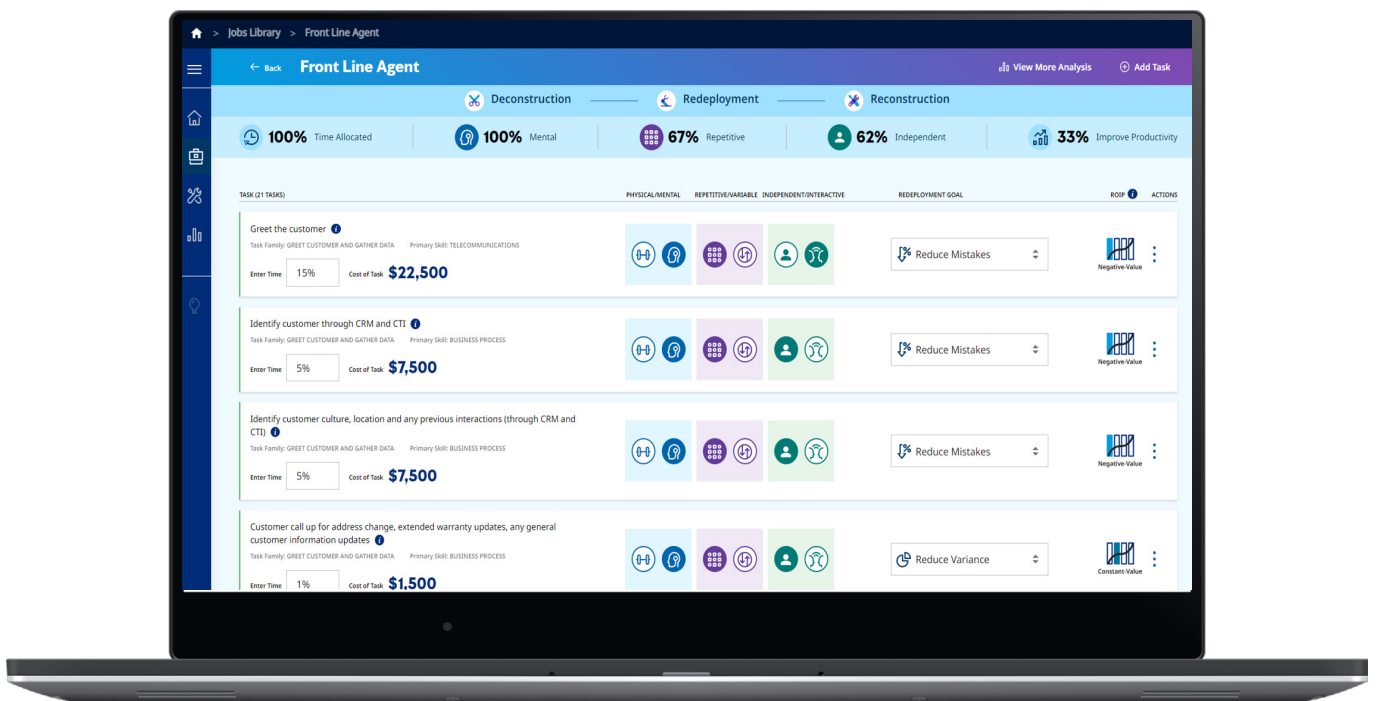


**Identify tasks that are best suited for automation or redeployment to alternative talent.**



| Task name | Automation type | Non-automated role | Classification | ROIP Value | Redeployed job/process |
|---|---|---|---|---|---|
| Greet the customer | Cognitive Automation | Contractor | | Negative-Value | Front Line Agen... |
| Identify customer through CRM and CTI | Cognitive Automation | - | | Negative-Value | Front Line Agen... |
| Identify customer culture, location and any previous i... | RPA | - | | Negative-Value | Front Line Agen... |
| Customer call up for address change, extended warra... | RPA | - | | Constant-Value | Front Line Agen... |
| Observing, receiving, and otherwise obtaining inform... | Cognitive Automation | Talent Platform | | Constant-Value | Front Line Agen... |

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# Analyze return on improved performance

**Determine the objective function or desired outcome for each task and how performance can be optimized. Smart analysis demonstrates how your choices will impact work.**

**Smart analysis shows you how your choices will impact work in your organization.**
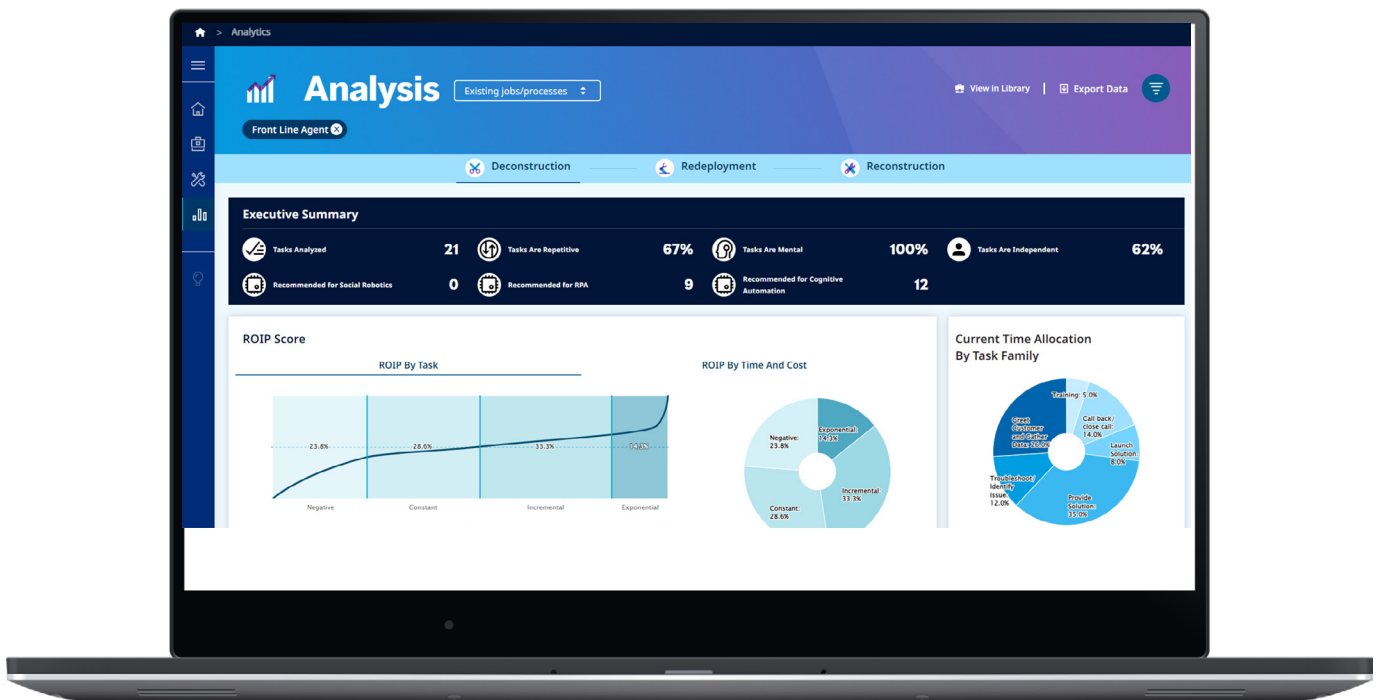


**There are tasks whose automation or redeployment can bring exponential value to your organization.**
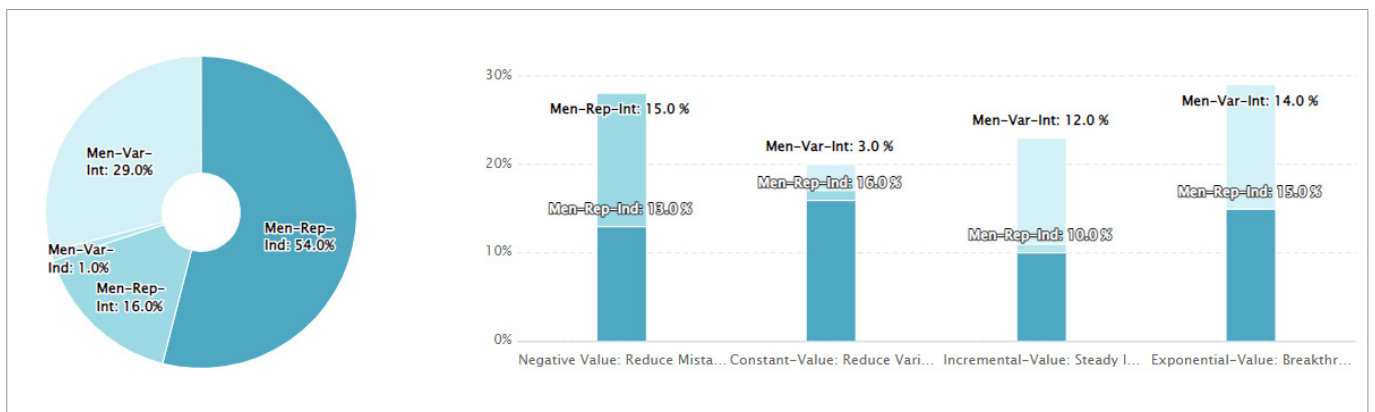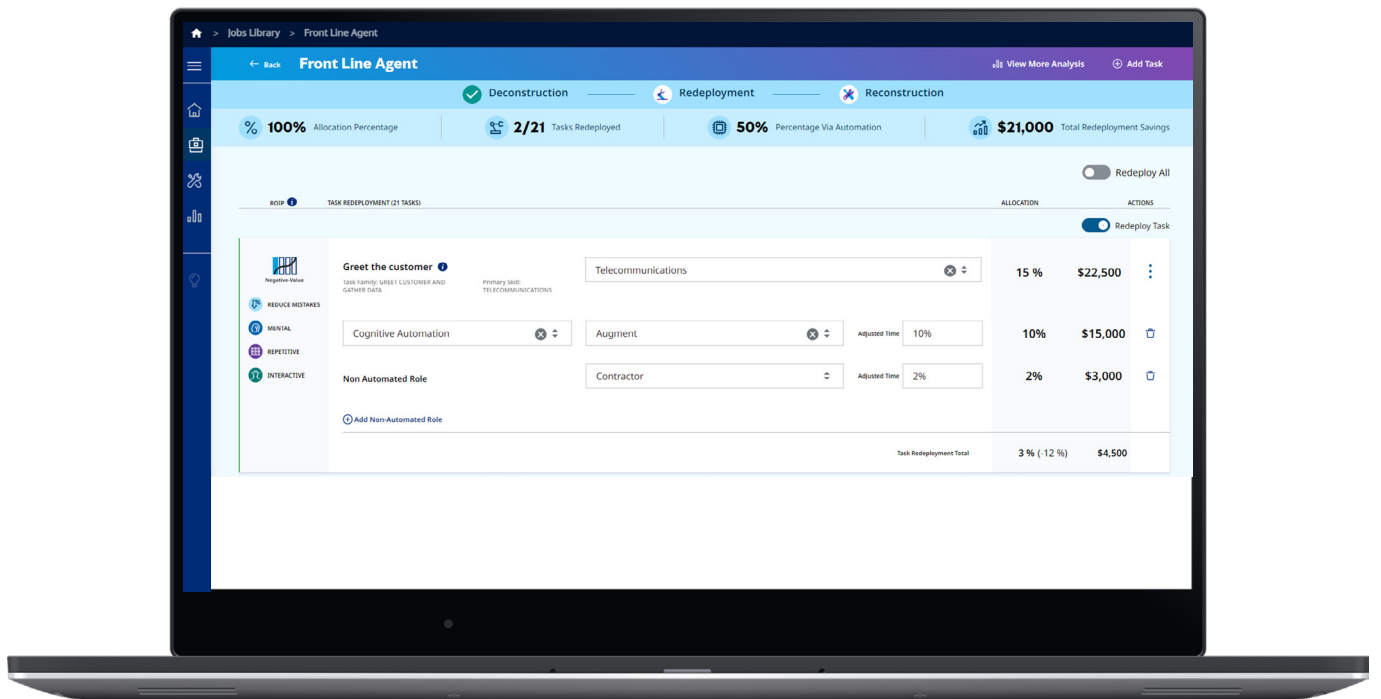
# Redeploy tasks

**Decide which task delivery can be enhanced through automation or alternative talent.**

**1. What automation type is most suitable?**

• Robotic process automation

• Cognitive automation

• Social robotics

**2. What role will automation play in the task delivery?**

• Augmenting human work

• Transforming human work

• Substituting human work



**3. Once you've decided on the role of automation, if any, determine the most suitable means for connecting talent to work through various options, including:**

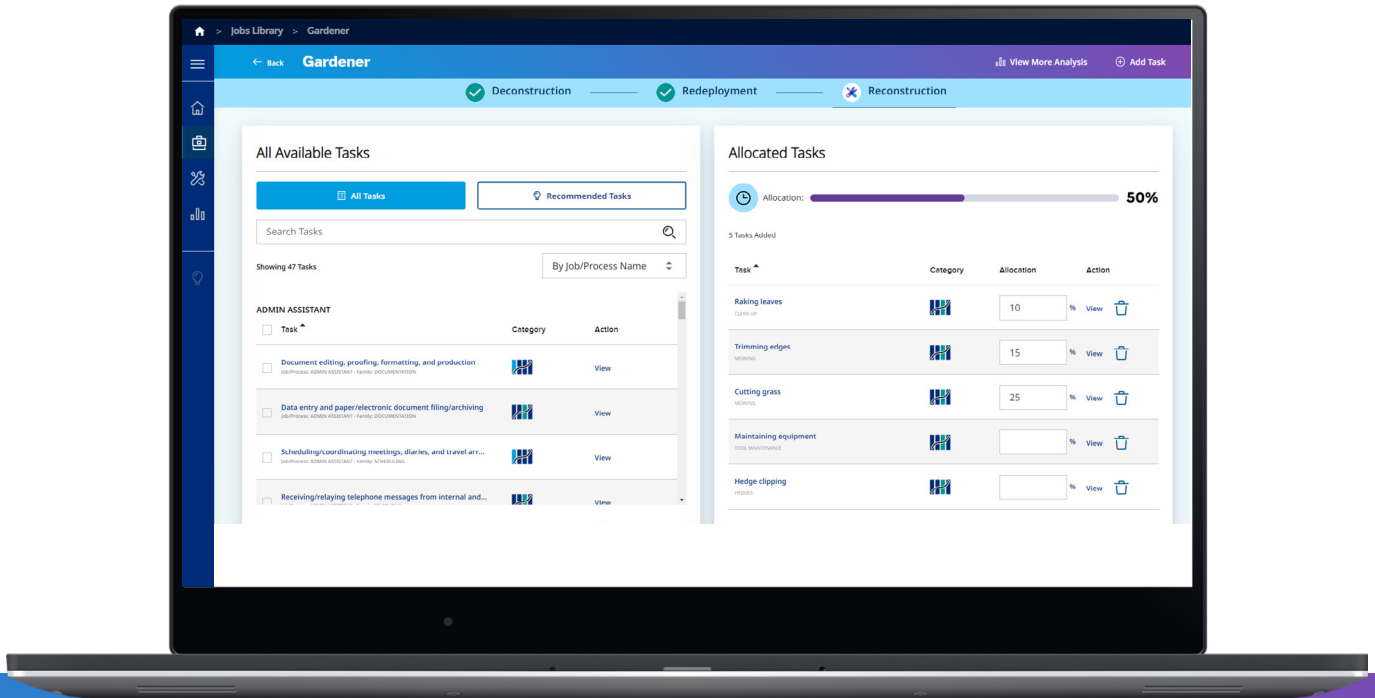| | | |
|---|---|---|
| Centralization | Outsourcing | Contractor/gig worker |
| A full-time role | Internal talent marketplaces | Lower-level FTE |

# Reconstruct jobs

**Create new jobs and workflows to optimize the different work options and talent available.**



## Understand 'sunrise' versus 'sunset' skills as work evolves

Mercer Skills Library lays the groundwork for your skills-based decisions, feeding a robust and consistent skill taxonomy into the platform to support your transformation process.

## Emerging skills

See skills identified as being in high demand within your organization, ordered by frequency. For example:

1. Analytical thinking and innovation
2. Technology design and programming
3. Complex problem-solving
4. Active learning and learning strategies
5. Resilience, stress tolerance and flexibility
6. Creativity, originality and initiative
7. Critical thinking and analysis
8. Project management
9. Leadership and social influence
10. Knowledge of programming languages (e.g., Julia, Python)
11. Emotional intelligence
12. Troubleshooting and user experience
13. Systems analysis and evaluation
14. Service orientation
15. Persuasion and negotiation

# Outcomes and impact

## Redesigning work in your organization in a meaningful and sustainable way allows you to navigate new ways of working with much more agility and efficiency.

- Enable **lasting growth**, faster decision-making, innovation and greater agility.
- Gain clarity on the future work skills and **reskilling pathways** for existing talent.
- Find opportunities to automate tasks and **free up time for value-adding activities**.
- Create a scalable methodology and toolkit for **perpetual work reinvention** in your organization.
- Allow talent to **"flow to work"** instead of being dedicated to fixed, permanent jobs.

## Ready to get started transforming your workplace?

**Ravin Jesuthasan**
Global Transformation Services Leader

**Shanthi Naresh**
Careers Business Leader, India

**David Mitchell**
Transformation Partner

**Sebastian Unterreitmeier**
Europe Workforce Transformation Leader

**Helen McCarthy**
Global Solution Champion

**Kristin Murphy**
Growth Strategy Leader for Transformation

A business of Marsh McLennan