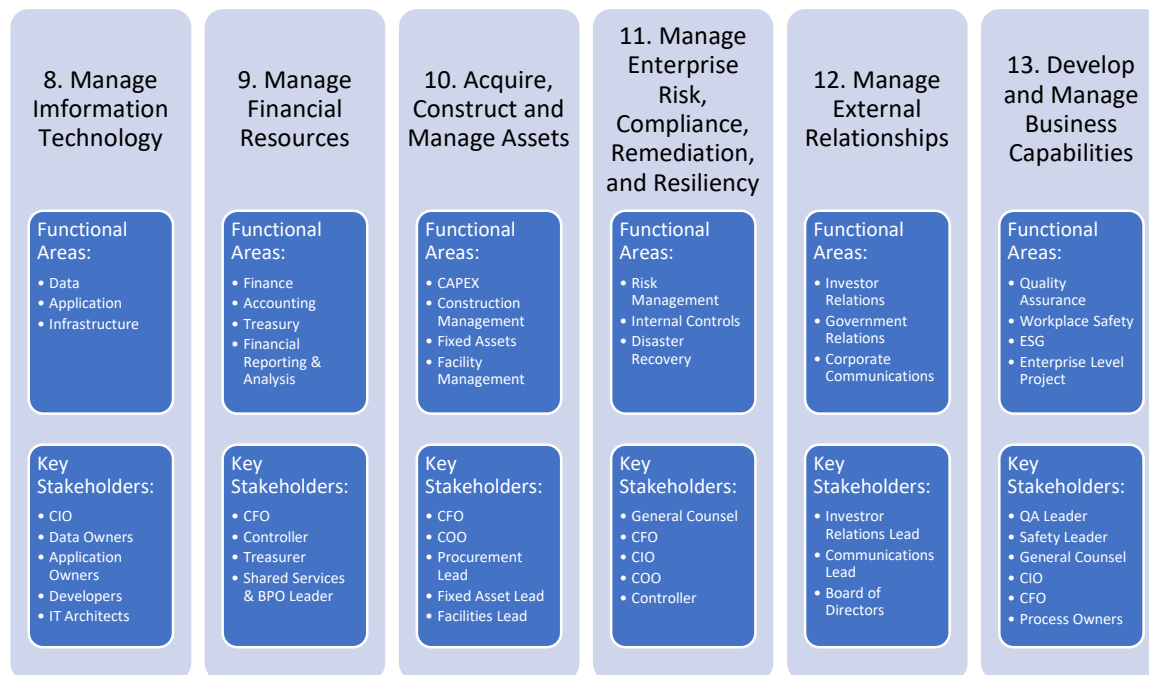Most leading organizations around the world operate with very similar frameworks to support the achievement of strategic goals that are oriented towards creating value across the enterprise. This formal and carefully designed structure is referred to by many strategic and functional transformation leaders as an organization's Operating Model. The operating model design can be articulated at the functional level for finance and information technology, or at the enterprise level as depicted in the charts below.

 The American Productivity Quality Center (APQC), a member-based proponent of business benchmarking, best practices, and knowledge management research, identifies thirteen functional areas as essential to the success of a business enterprise. The first seven can be viewed as the core of the organization's business model, with the remaining six often regarded as support functions for the enterprise as shown below:

Core Business Functions 1 to 7

Support Business Functions 8 to 13

8. Manage Imformation Technology

Functional Areas:
- Data
- Application
- Infrastructure

Key Stakeholders:
- CIO
- Data Owners
- Application Owners
- Developers
- IT Architects

9. Manage Financial Resources

Functional Areas:
- Finance
- Accounting
- Treasury
- Financial Reporting & Analysis

Key Stakeholders:
- CFO
- Controller
- Treasurer
- Shared Services & BPO Leader

10. Acquire, Construct and Manage Assets

Functional Areas:
- CAPEX
- Construction Management
- Fixed Assets
- Facility Management

Key Stakeholders:
- CFO
- COO
- Procurement Lead
- Fixed Asset Lead
- Facilities Lead

11. Manage Enterprise Risk, Compliance, Remediation, and Resiliency

Functional Areas:
- Risk Management
- Internal Controls
- Disaster Recovery

Key Stakeholders:
- General Counsel
- CFO
- CIO
- COO
- Controller

12. Manage External Relationships

Functional Areas:
- Investor Relations
- Government Relations
- Corporate Communications

Key Stakeholders:
- Investror Relations Lead
- Communications Lead
- Board of Directors

13. Develop and Manage Business Capabilities

Functional Areas:
- Quality Assurance
- Workplace Safety
- ESG
- Enterprise Level Project

Key Stakeholders:
- QA Leader
- Safety Leader
- General Counsel
- CIO
- CFO
- Process Owners

The design and efficiency of these functions has come under increasing pressure due to technology improvements such as ERP systems, mobile communications, and process automation; and new ways of working such as outsourcing, shifting the day-to-day workforce to contract workers, and permanent remote working of staff and business leaders. To tackle the inefficiencies or outdated modes of working, many business leaders are pushing their operating models to significantly leverage automation of tasks, self-service customer tools, and outsourcing the workforce in low value-added functions. What this charge to efficiency lacks is consideration as to what is the value of a human in the operating model as a task and process manager, functional leader, business leader, innovator, and a consumer of products and services. I suggest that business leaders refocus their improvement efforts on employing a Human Centered Design Approach to ensure that all pathways to the future fulfill the purpose of skilled and professional teams delivering the very best products, services, and value to the consumer.

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Human Centered Design Approach Objectives

So, what is a Human Centered Design Approach in transforming the operating model? The approach has three main objectives to ensure the continued success of the organization as shown in the chart below:

1. Enhancement of human abilities in complex processes and systems	2. Overcoming human limitations without eliminating ability for human generated innovations	3. New design is accepted by key stakeholders, system users, and process actors
•Productivity •Perfformance Metrics •Development & Operating Cost	•Productivity •Performance Metrics •Development & Operating Costs	•Productivity •Performance Metrics •Development & Operating Costs

All three objectives require that the approach to achieving the objective be supported by documented goals for productivity, performance, as well as development and cost. Those goals in turn must be distributed to the team members engaged in the organization's operations so that they can be empowered to make informed value-based judgements as each new wrinkle in the business process or system arises.

Focusing on Humans When Considering Automation

The key to ensuring that humans are centered in the design is not realized by avoiding automation or making it secondary in the transformation of a business, but rather considering a disciplined methodology to ensure that automation is necessary. The following questions are presented as an example of the detailed analysis needed to meet the first objective of the human centered design approach.

Objective 1: Enhance Human Abilities

Step 1: Does the human in the task function as a formal control point for quality, safety, fraud prevention, or integrity of financial reporting?

- Yes – The designer should seek to create a report of the automation effectiveness that will be reviewed and acted upon by a human on a timely basis.
  - Many leading organizations employ predictive analytics to provide the reader of the automated report with insights on where a process or task may be trending towards inefficiency or failure. Advances in machine learning have been used to enhance such reports to indicate where past breakdowns have occurred, and the related corrective action taken by humans.

Step 2: Does the automation eliminate manual errors at the task level or simply reduce the error rate of the overall process?

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- Reduce Error Rate – The designer should establish an error rate improvement goal with the process and system owners to ensure that the change has a meaningful return on investment.
    - Many process owners assume that all automation will be error free from day one, however this is most often not the case unless an organization is migrating to a solution provided by a software vendor's multi-tenant cloud platform. These service providers of standard automation have done the iterative work of finding and fixing the automation errors over time so that the organization's process owner does not have to.

Step 3: Is the current state complexity significantly reduced by automation or are the current tasks mostly shifted from a human to technology?

- Shift from Human to Technology – The designer, process and/or system owners should closely review the investment return analysis used to justify the funding of the change. The process owner should consider if the elimination of the human element will adversely impact the skill and career development paths for current and future staff members.
    - Leading organizations have skill development paths for career progression of staff in each functional area. Automation can remove a considerable number of critical skills and on-the-job experience for the staff that are needed to manage and lead a process as an organization matures. Careful consideration should be given to how human roles and skill development will be redesigned and augmented by process, task, and skill training to fill in the gaps that automation takes over.

Jobs to be Done in the Future

The designer of the future state operating model often starts with what an organization does today as outlined in the thirteen APQC functions shown above. Many of the automation capabilities that are achieved today are at the service delivery level or the "How" an organization employs resources and tools to deliver value. If a designer were to build a new organization or want to look at what might be lacking in their services delivered today, then a particularly good, detailed resource to start with is the APQC Process Classification Framework. The framework drills down into the APQC's thirteen functional areas and provides a hierarchical view of services at the process, sub-process, and activity levels. This foundation along with a documented understanding of the various functional roles in the organization today should give the designer a starting point to document the "Jobs to be Done".
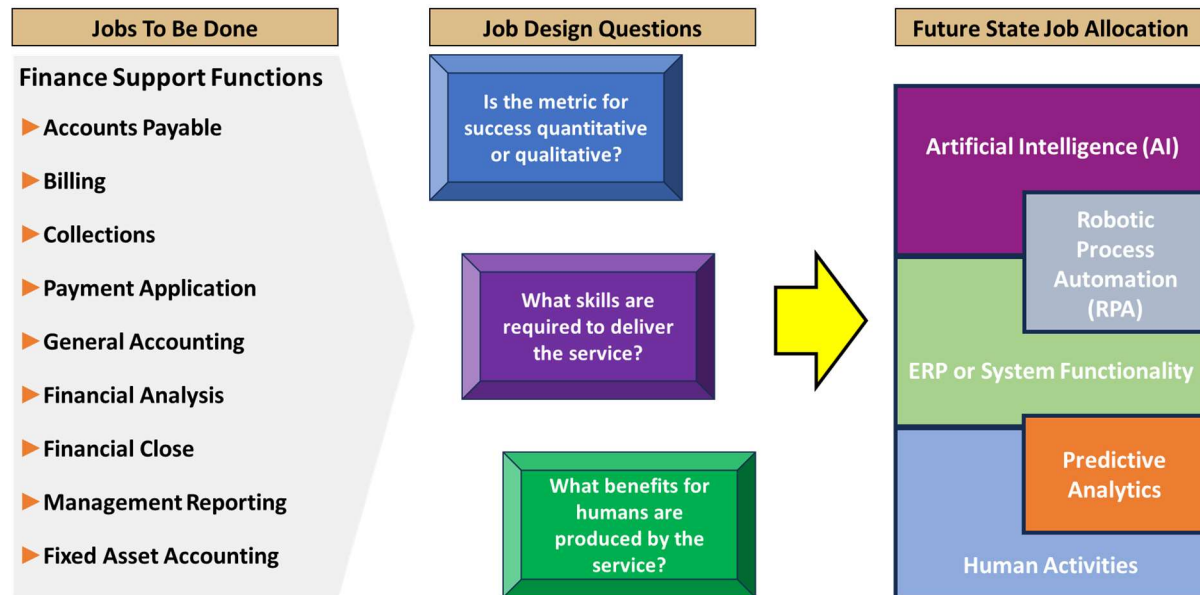
A design tool that should be helpful in gaining support for future changes is the Human-Centered Workspace shown below. This should be created with versions of before and after the proposed transformation so that the process/system owners and business leaders fully understand the impact of automation on the humans in the business functions.

Example: Human-Centered Design Workspace -Finance Functions

Jobs To Be Done	Job Design Questions	Future State Job Allocation
Finance Support Functions ▶ Accounts Payable ▶ Billing ▶ Collections ▶ Payment Application ▶ General Accounting ▶ Financial Analysis ▶ Financial Close ▶ Management Reporting ▶ Fixed Asset Accounting	Is the metric for success quantitative or qualitative? What skills are required to deliver the service? What benefits for humans are produced by the service?	Artificial Intelligence (AI) Robotic Process Automation (RPA) ERP or System Functionality Predictive Analytics Human Activities

After documenting the jobs done today and the capabilities of the systems and processes in the future state, the designer can then begin to articulate a vision of the jobs-to-be-done in the future. The initial success criteria for the future state would not be allowing automation to happen because it can be done, but rather setting purpose and performance goals for both the humans and AI/Bots that deliver value creation services across the enterprise. To do otherwise may just lead to an organization of AI and Bots delivering services only the way they know today and not adapting to the changing times and customer needs of tomorrow.

Is the human perspective on business ethics dispatched when transformation centers on automation?

Automation of skills and responses to inquiries can be more efficient than the actions of humans, but Artificial Intelligence (AI) and Bots still lack the legal, ethical, and cultural acceptance that human made choices have on the organization's objectives. Many enterprise change programs start with the directive to cut costs as the goal and the role of humans is the consequence of the cost reduction. That is not the case with the Human Centered Design Approach because the focus is not to just let things fall where they may with an organization's teams and customers. The final design is intended for people to operate processes and systems to deliver value to other people who consume an organization's products and services. The business leader has an obligation to be efficient but not so efficient as to dangerously erode the number of consumers amongst their own team that are critical for a vibrant and growing economy.

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