AI, Analytics, and the Future of Work

Draft Syllabus for EMBA Elective

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E-mail	nl475@georgetown.edu	**Class Dates**	October 7-8; October 21-22; November 4-5
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Course Overview

The world of work is being transformed by technology, data, analytics – and most recently by the pandemic-enforced experimentation in virtual and hybrid working environments. CEOs, CHROs, and CTOs everywhere are now asking fundamental questions about the relationship between humans, machines, and work. They are asking how can we make effective use of new tools, capabilities, and insights, to enhance business productivity and performance without wrecking the labor economy, depersonalizing work, and diminishing people's lives?

They are also asking a series of increasingly specific questions about how to make critical business judgments and decisions. Is there a happy medium between algorithms and human insights? Can humans and machines indeed collaborate in ways that make them both more effective? Can we respond constructively to the current and future disruption of traditional working norms and expectations? Can we ensure that the reality of work in the future is more compelling, even more noble, than the one we inherited? In a nutshell, can we define a *Future of Work* that is better, rather than worse, than the status quo ante.

CEOs and other business leaders are being asked even more searching questions about the working environment for which they are responsible. What is our mission and purpose as a company, and over what time horizon? What contributions do we, and should we, make to society – and to addressing its problems? Who should benefit from our commercial success and what are our obligations and responsibilities— to shareholders and customers certainly, but also to our workforce, suppliers, the environment, and society? What are the implications for our operations of

rebalancing global and local imperatives – within countries and between countries – in a more complex geopolitical world? How is all this affected and changed by the ubiquity of technology, data, and analytical capability – and increasingly by the use of AI?

People are asking these questions at a time when late 20th Century orthodoxies about how to run a business are being challenged. Conventional norms like SMART goals and objectives, monetary incentives, annual performance reviews and feedback, and profile-oriented recruiting to sustain a pre-existing homogeneity and cultural orthodoxy are being questioned – and thoughtful firms are trying to build better alternatives, often underpinned by data and modeling algorithms. The management arena is going through a period of unprecedented experimentation, aimed at developing new models for organizing work and developing talent.

With all this in mind, we have created this elective course for MSB students so that you can examine in depth how the modern scientific, analytical process is being used to design, structure, and support productive work. Our aim is to help the future CEO, CHRO, and business leader become fluent about technology, analytics, and the new world of work, and to wrestle with the complex and difficult challenges and opportunities that they will present. And we aim also to engage students in the development of a practical "design laboratory" for the future of business education that matches the challenge of technology disruption and experimentation.

Course Structure and Faculty

The course will be structured to enable us to examine the role that AI, data, and analytics will play across the whole "Talent Ecosystem". In addition to its forward-looking content, it will be distinguished by its delivery model – an intensive and interactive dialogue with a set of academic and corporate thought-leaders, each of whom will bring their own experience and data into the learning arena.

The course will be led by **Professor Nick Lovegrove** of Georgetown's McDonough School of Business, formerly a Senior Partner of McKinsey & Company and Managing Partner of the DC Office, and author of *The Mosaic Principle: Six Dimensions of a Remarkable Life and Career*.

Professor Lovegrove has worked closely with a cadre of thought-leaders and practitioners from the business world - notably **Matt Breitfelder,** formerly Chief Talent Officer at BlackRock, and now Global Head of Human Capital and Senior Partner at Apollo Global Management. In addition, a number of leading industry executives have been involved in the design of this course, and will participate in its delivery – notably:

- **Trina Soske**, Vice President, Global Learning and Development, **Amazon.**

- **Prasad Setty,** Senior Vice President, Digital Work Experience**, Google**
- **Jamie Merosotis**, President and CEO, **Lumina Foundation**
- **Brian Kropp**, Group Vice President, **Gartner (CEB).**
- **Claudy Jules**, Partner, **McKinsey & Company**
- **Ben Zweig**, CEO, **Revelio Labs**
- **Bill Wall**, CEO and Co-Founder, **Accrete AI Government**

Assignments and Grading

This course will be rapid and intensive in learning pace and content. Here is an overview of the principal graded assignments for the course:

Assignment/Grade Component	Done	%
1. Preparation and Class Participation	Solo	20
2. Mid-course Briefing Paper	Solo	20
3. Pitch Competition Presentation	Teams	30
4. Individual Reflection Paper	Solo	30

Here is more detail on each of these graded components:

1. Preparation and Class Participation (20% of the course grade)
Students will be expected to come fully prepared, having read the assigned pre-reading, and equipped with observations and questions for further review. They will also be expected to make relevant and timely contributions to classroom discussion, and to engage fully in the effective design and delivery of the team assignment.

2. Mid-course Briefing Paper (20% of the course grade)
In the middle weekend of the course, the class will engage in a discussion of *Business School Education in the Age of AI.* In advance of that class session, you will be asked to submit to Canvas an individual briefing paper – no longer than 1,000 words – in response to this prompt:

How should business school education adapt in response to what we have learned so far in this course about AI, Analytics, and the Future of Work? In light of the insights generated by this course, how should business schools like MSB create a truly distinctive and contemporary approach to the pursuit of their educational mission?

You will be asked to speak to your paper in the classroom session and/or in smaller breakout discussions. After this classroom session, you will be given the option to update and refine your paper before it is ultimately graded.

3. Pitch Competition (30% of the course grade)

The course will culminate on the final weekend with a Pitch Competition (a la Shark Tank). During the course, you will be asked to work in small teams to conduct research into the value proposition of disruptive provider of tech-enabled products or services to the world of work. In most cases, your research will be focused on publicly available information, although there may be some limited access to proprietary information.

On the final weekend, you will pitch your company to an "Investment Committee" made up of faculty, advisors, and fellow students. Your team grade will be assessed on the basis of your presentation plus an accompanying short (2-page) written memo, which will be due for delivery at the same time.

4. Individual Reflection Assignment (30% of the course grade)

Finally, you will be asked to reflect upon the course as a whole and especially on the Pitch Competition in developing a response to this prompt:

What do you think will be the most significant tech-enabled change in the world of work over the next decade? What will be the key technology tool(s) that enable this change; what will be the nature of the change; and what challenges or complications will it entail? How do you anticipate that this will affect your post-MSB career, and how will you adjust your approach to address it?

The deliverable from this assignment will be a 1,500-word paper (double-spaced; 12-point font; 1-inch margins).

Pre-Reading for the Course

We have compiled a pre-reading list which is set out in *Appendix A* of this syllabus. As you will see, this reading list is divided into two categories:

- **Core Readings** – you should make every effort to at least skim through these readings before the course, since they will establish important conceptual foundations for our discussions.

- **Supplementary Readings** – you may be interested to follow up on the course by reading some or all of these articles and books, including several written by guest speakers in this course.

Outline Course Schedule

The first part of the course will focus on establishing a baseline understanding of the course's foundational concepts. Professor Lovegrove and Matt Breitfelder – along with other thought leaders – will develop an overview of the changing nature of work, AI and the Talent Ecosystem, and the changing skills needed in the current and future workforce.

As the course progresses, we will also focus on detailed and specific applications and disruptions to the pre-existing world of work and the implications for management. At various points, we will cover the potential for tech-enabled transformation of selection and hiring; performance assessment; promotion and compensation; social networks among employees; motivation and engagement; retention and turnover; teamwork/collaboration; diversity and inclusion; and flexible work practices. And we will address the public policy implications of technological change in the labor market, and the implications of enterprises developing an intensified sense of social purpose.

At the start of the course, we will brief you on the Pitch Competition that will culminate on the final weekend (as outlined above). We will build team project time into some of the intervening class sessions.

APPENDIX A

COURSE READINGS

CORE ILE READINGS

- *The State of AI in 2021* [McKinsey Analytics]

- *AI Adoption Skyrocketed Over the Last 18 Months* [Harvard Business Review].

- *11 Trends that Will Shape Work in 2022 and Beyond* [Harvard Business Review]

- *The Future of Work After COVID-19 – Executive Summary* [McKinsey Global Institute]

- *The Robots are Coming for Phil in Accounting* [New York Times]

- *Managing the Future of Work* [Harvard Business School]

- *Building the AI-Powered Organization* [Harvard Business Review]

- *The Rise of the AI-Powered Company in the Post-Crisis World* [Boston Consulting Group]

- *In First Person: Prasad Setty* [SHRM]

- *The Psychology of Big Data* [McDonough School – Jenn Logg]

- *Do People Trust Algorithms More than Companies Realize* [Harvard Business School]

- *Trust the Algorithm or Your Gut?* [Harvard Business School]

SUPPLEMENTARY READINGS

- *Superminds: How humans and machines can work together* [Deloitte Insights]

- *Superminds not Substitutes: Designing human-machine collaboration for a better future of work* [Deloitte Insights]

- *Accenture Retrains Its Workers as Technology Upends Their Jobs* [Wall Street Journal]

- *Can AI Teach Us to be More Emotionally Intelligent* [Harvard Business Review]

- *Why Modern Managers are Reviving Old-School Staff Handbooks* [Financial Times]

- *How Google Uses Data to Build a Better Worker* [The Atlantic]

- *Using Algorithms to Understand the Biases in Your Organization* [Harvard Business Review]

- *What People Analytics Can't Capture* [Harvard Business Review]

2019-20 REPORTS ON THE FUTURE OF WORK

- *The Work of the Future* [MIT Taskforce 2020]

- *The Future or Work after COVID-19 – Full Report* [McKinsey Global Institute]

- *The State of AI in 2020* [McKinsey Analytics]

APPENDIX B
GRADING SYSTEM

In terms of grading for the class, I post number grades to Canvas for each assignment. They will correspond with the equivalents or cut points as laid out in the table below.

A+	96.67
A+/A	95.00
A	93.33
A/A-	91.67
A-	90.00
A-/B+	88.33
B+	86.67
B+/B	85.00
B	83.33
B/B-	81.67
B-	80.00
C+/B-	78.33
C+	76.67
C/C+	75.00
C	73.33

In order to determine the final Course Grade, I simply aggregate the assignment scores according to the proportions laid out in the syllabus – and round up or down according to my judgment

I give the equivalent of A+ or A/A+ grades for exceptional individual assignments, even though I cannot give A+ as a final grade for the course.

APPENDIX C

FACULTY BIOGRAPHIES

PROFESSOR NICK LOVEGROVE

Nick Lovegrove is a Professor of the Practice at Georgetown University's McDonough School of Business, where he teaches courses on management, strategic problem-solving, and principled leadership.

He is a proven senior leader with a 30-year career at McKinsey, where he led two global practices and became the Managing Partner of the Washington, D.C. Office. He subsequently played leadership roles at the Albright Stonebridge Group and Brunswick Group, advising CEOs and senior executives, building stronger institutions and developing exceptional talent. His distinctive research on tri-sector leadership development across business, government and non-profits around the world was captured in his recently published book, ***The Mosaic Principle,*** and in related articles.

From 2001 to 2004, he served as a special advisor to British Prime Minister Tony Blair on education policy and other priority issues – and he has since worked with government leaders in the UK, the US and numerous other countries. He has also served on several non-profit boards, and most recently served as the Chairman of the Chatham House Foundation.

Nick earned a Masters' Degree in Modern History from Oxford University; a Master's Degree in Public Policy (MPP) from Harvard University's John F. Kennedy School of Government; and an MBA from INSEAD, France. He was awarded the Harkness Fellowship and Kennedy Scholarship for post-graduate study in the United States.

He has qualified as an Executive Coach, certified by Columbia University. Nick has lived for extended periods in the UK, US and France – and worked all over the world. He and his wife Alyssa – who is also a professor at the McDonough School – have four grown children, and they currently live in Washington, DC.
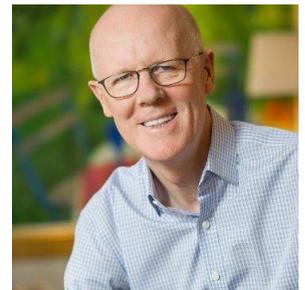
MATT BREITFELDER

Matt Breitfelder is senior partner at <u>Apollo Global Management</u>, where he serves as global head of human capital and as a member of the management committee. He is responsible for aligning all human capital initiatives and functions with the strategic objectives of the firm. He leads Apollo Group's talent management, leadership development, diversity and inclusion, learning, performance management, compensation and benefits, and recruiting.

Before joining Apollo, Breitfelder was managing director and chief talent officer for BlackRock, where he also served as a member of the operating committee. Previously, he held talent and strategy roles at MasterCard, PwC, and the Corporate Executive Board. Breitfelder began his career at the U.S. Department of Commerce, where he focused on international trade and economic policy.

Breitfelder serves on the advisory board of the Aspen Institute's Business and Society Program and was an early advisor on the creation of Aspen's First Movers Fellowship Program. He speaks regularly at business schools and industry conferences on talent innovation and the future of work. He is the author of a number of Harvard Business School case studies and also wrote a best-selling Harvard Business Review article on the future of the human resources profession.

Breitfelder holds a bachelor's degree in economics from the University of Southern California, a master's degree from the London School of Economics, and a master's of business administration from Harvard Business School.

APPENDIX D

FURTHER READING OPTIONS

There are multiple recently-published books on course-related topics – starting with three speakers in our course:

- *Work Disrupted: Opportunity, Resilience, and Growth in the Accelerated Future of Work* – Jeff Schwartz (Wiley)

- *Human Work in the Age of Smart Machines* – Jamie Merisotis (Rosetta Books)

- *The Mosaic Principles: The Six Dimensions of a Remarkable Life and Career* – Nick Lovegrove (Public Affairs)

Other notable books include:

- *AI Superpowers: China, Silicon Valley, and New World Order* – Kai-Fu Lee (HMH)

- *The Future of Work: Robots, AI, and Automation* – Darrell M. West (Brookings)

- *Machine Platform Crowd: Harnessing our Digital Future* – Andrew McAfee; Eric Brynjolfsson (Norton)

- *Rise of the Robots: Technology and the Threat of a Jobless Future* – Martin Ford (Basic Books)

- *A World Without Work: Technology, Automation, and How We Should Respond* – Daniel Susskind