

Session:

## Preparing Your Workplace for an AI-led Future

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Richie Cotton

Hi, everyone. Welcome to the webinar. This is Richie. We're gonna kick off in just a few moments' time. In the meantime, please let us know where you're joining from in the chat. And, also, we're gonna be doing audience q and a at the end. So, please familiarize yourself with the q and a feature. You can ask questions anytime you like. You don't need to wait till the end. Also, even if you don't have a question, you get to upvote other people's questions gonna be going through the top voted questions, in the last few minutes. Alright. Wonderful. So, don't see anyone telling us where they're joining from yet, but please do let us know. It's always nice to hear from the audience. Got a very exciting, session today with three guests, all from The UK. From my home country. So, let us know if you if you're joining from The UK. Otherwise oh, resource moderating from London.

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Richie Cotton

Full English session, today.

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Richie Cotton

Alright. You know,

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Richie Cotton

I'm getting excited. Let's just, kick things off. Always always, too much exciting stuff to talk about. So, with the AI landscape changing so quickly, the half life of skills is becoming ever shorter. And that means you need more and more training across your organization just to keep up. Now just saying do more AI training, well,

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Richie Cotton

very easy to say, but there are so many devils in the details. The implementation is the hard thing.

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Richie Cotton

And so

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Richie Cotton

I find it's often helpful to hear from others who've been through the same process, just to find out what went well, what didn't go well, what should you do.

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Richie Cotton

And today, we're gonna find out about how the insurance company AXA provides data and AI training to keep their workforce on top of things. So I've got three amazing guests for you from AXA UK.

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Richie Cotton

So first up, we have Kelly Wood, the head of the head of strategy and culture for data and AI. So, hi, Cali.

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Richie Cotton

Kelly ensures that all the data and AI deliverables are business value led, and, she's an expert in building core technical capabilities developing data and AI literacy at scale. Current focus is on generative AI enablement, and she's got a track record of delivering high adoption, high engagement learning programs. Adoption engagement being two of the, the trickier things we're we're gonna, cover today. So, yeah, welcome, Cali. So I I I'll introduce the other two first, and then, then there you go. Alright. So, next up, we have Ryan Baker who is a talent acquisition consultant for data and analytics.

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Cali Wood

Thank you very much.

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Cali Wood

Should I head on straight through the slides, or we're introducing you to this?

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Richie Cotton

Now, Ryan's background is in data recruitment, particularly talent strategy and skills landscaping for data and AI. So

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Cali Wood

Okay.

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Richie Cotton

hi, Ryan.

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Richie Cotton

Great.

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Richie Cotton

Oh, sorry.

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Richie Cotton

You can tell we've rehearsed this. Alright. So, last but not least, we've got, David Bloomfield, who is the data culture lead. So, David is an analyst turned data culture expert. Where he spearheads, initiatives to transform AXA into a data driven organization by empowering all the staff to enhance their data knowledge. So, hi, David.

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Richie Cotton

Alright. Wonderful. I'm hoping your sound's gonna work by the time it's your turn to But first up, we're gonna go to Callie. So, yeah. Callie, please take it away.

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Cali Wood

Thank you so much. So important. To So on if we go on to the first slide, please, I just want to give you a bit of context as to why data culture is so important for us at Accenture. So my role covers both our data and AI strategy, and also the culture element of that. So our data and AI strategy is really

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Cali Wood

clearly linked to our business strategy. So everything that we're doing within data and AI is an enabler for our business strategy. Our data and AI strategy is broken down into three core pillars. So the first one being creation of value. And that's making sure that we're working on the highest priority use cases that would deliver the most value to the organization.

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Cali Wood

The second pillar being connection of data and tooling. So this is making sure that we've got the sort of modernized tech stack, cutting edge industry leading technology to deliver. That value. And then the third piece is around culture to accelerate value. So

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Cali Wood

with the best data and tooling in the world, if I don't have the people to operate that, then I think you you lose the success of your strategy.

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Cali Wood

So what is data culture? I think it's quite an important one. Luckily for me, if you just back on to the next slide, please. I think data culture is a phrase that's been used more and more frequently, across the industry and wider. But it's really important, I think, to think about what it means for you and for your organization because I don't think it's a one size fits all. So for us, at AXA UK and Ireland, it's all around empowering our people. So empowering our people and unlocking our AI future together. And when we talk about our people, we mean our core data people, but also the organization.

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Cali Wood

If you could just pop on to the next slide, please.

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Cali Wood

So we have built, a data and AI academy, and this is our main sort of portal or mechanism for all of the culture work that we're doing. And this has been built on four key pillars.

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Cali Wood

We've we've based it on on four personas as well. So as I mentioned, we've got our core data people. We've got those who are completely new to data.

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Cali Wood

Got those who are using data day to day, so they might be analysts who sit around the organization, but they don't sit within those core data cost centers. And then we've got leadership, which I think is an incredibly important persona, but probably one of the most difficult ones to tap into in terms of securing their time, building up that understanding, getting just the right level of understanding with them. But they're incredibly important for leading by example,

setting budgets, embedding data and AI into their strategy. So we built, the Data and AI Academy.

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Cali Wood

We have four main pillars here where we're looking to build capability. So that's building that really core deep tech technical industry leading capability within our core

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Cali Wood

data teams.

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Cali Wood

The literacy piece is when we think about the wider organization. So as I said in in one of the previous slides is that

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Cali Wood

the first, imperative of our strategy is think about creation of value. And to create that value, that needs to come from the business. So it's the business who are close to the customer, close to the to the propositions, and they're coming to us.

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Cali Wood

To work really closely with us to create those use cases. So they need have a base level of data and AI understanding so that they can sort of come to us with those right ideas and we can collaborate on that. We've been doing more and more regularly with our use case deliveries that we embed those data sorry, those domain experts into the delivery team, so they are part of the end to end delivery and then obviously implementation and rollout. Into BAU of our use cases and solutions. Collaboration, it's a really key one for us at AXA. Anyone and if you that don't know, just to give you a brief introduction of the structure of that to UK and Ireland, we've got the Ireland business. We've got the Central UK function business. And we've got a core data team there. And then we've got three operating companies who actually team. Team as well. So

there's a collaboration piece to create a one act x of data so that we can operate at at scale and pace together.

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Cali Wood

But also building that bridge between the organization and our data teams.

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Cali Wood

And talent, this is where Ryan's main focus is. So building around that talent strategy. So thinking about, do we have the right talent? How do we recruit and retain? The right talent and provide clear learning pathways and skills which Ryan's gonna go to, in a in a bit more detail later.

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Cali Wood

I don't think that you can talk around data culture without make man mentioning AI governance, data and AI governance.

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Cali Wood

As we're scaling the the adoption of data and AI solutions the organization, it's imperative that we make sure that everyone understands how to use them safely, responsibly, and securely and sustainably. And so we've got a big focus on creating an AI framework, which was socializing across the organization. And then as Ritchie mentioned, Gen AI enablement is a really key focus for us at the moment. We have created a an in house Gen AI solution called SecureGPT, and we have three main approaches to, building out the adoption of that the organization. We spend time trying to get the organization to use it for productivity and efficiency. Simple analysis, things like that. The second approach is we've got a UK prompt library. So we work, we do workshops for the organization. So we'll do team specifics and and and create with them, help them to create really robust prompts for business specific use cases, and then they're published. They go through a heightened level of governance, and they're published through UK prompts library that anyone can access. And then the third one is we've got a Gen AI center of excellence. So where we've got use cases that either require a really large scale data processing

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Cali Wood

or they require integration through API to other systems within the organization. Those have to go through a more, regulated delivery management. So they'll go through our center of excellence. On the next slide, please.

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Cali Wood

So

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Cali Wood

I've tried to visualize here where we've gone where we are now, and where we're going to. So last year for us, was really around building foundations. It's worth noting we launched Data and AI Academy last year. And our team started on our on our culture journey UK wide last year. So last year was all around building the foundation So how do we build awareness of data and AI? How do we build that intrigue across the organization? This year is all about how we convert that into tangible business value. It's all very well. People understand sort of some of the higher level theory around data AI, but how we actually translate in that to business value. We've got many, many

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Cali Wood

approaches that we take through the academy. So I think one of our USPs is that we really we bridge really well the gap between theoretical learning and practical learning, so bringing it to life in an acts of context. And David can talk through some of that in in a bit, as as will Ryan. So this year is all about, converting into value, and it's worth noting with DataCamp, for example. We signed our partnership, I think, towards the end of last year, and we've now gone through a scale period where we piloted with just our data scientists and data engineers. This year, we're now scaled to everyone in the organization who has got access to licenses because that comes to that sort of capability and literacy piece as well. We're encouraging everyone in the organization to upskill whether it's foundational learning or the kind of more technical learning as well. I actually was tagged in a LinkedIn post from one of our colleagues, our product lead, saying that they have upskilled in Python using Datacamp. And that's just those are the sorts of stories I love. It's just great to hear that people are utilizing what we're offering through the academy. And then I think



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Cali Wood

next year well, we're getting into it this year and next year and beyond is this reimagination piece. So as if as we titled this webinar is preparing your workforce or workplace, sorry,

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Cali Wood

for an AI led future. So

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Cali Wood

as we start well, I think everyone's aware, AI is evolving so rapidly, and we need start thinking about the future because I think whatever we talk about today, by tomorrow, it's already out of date. We're thinking about how our workplace is going to be reimaged.

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Cali Wood

I think everyone on this call would probably heard about AgenTek. It's something that you can't really, avoid at the moment. So we're just trying to think about what would that what what that look like. I don't think we can answer everything now, but it's really key for us is the kind of transparency piece, making sure that our colleagues are aware that we're preparing them. We're we're upskilling. We're reskilling and we're aware of of what the impacts might be in the future. So

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Cali Wood

I will hand over to Ryan. He's gonna take you through some of the the details of the initiatives that we've been working on. I'm actually not. Sorry. I've got one more slide. Before I hand over to Ryan. I think it would be remiss of me being a data person to talk about the things that we're doing without giving you some indication of measuring our impact. Impact. We're an organization across UK and I of,

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Cali Wood

just or around 8,000 colleagues. So through the great work David and mine have been doing this year, that you'll be hearing about in due course, we've actually got we have got nearly 50% of our organization have engaged with our data AI Academy. We've got more than 50% of our colleagues who are actually using a Gen AI solution on a regular basis. We've got multiple, members of our communities, and and and David will talk you through those in more detail. But I think

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Cali Wood

it comes back to that how do we convert this to tangible business business

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Cali Wood

We've got these great stats around engagement and adoption. But how do we actually translate that what people are learning is actually driving business benefits? So I've got just added in a few here. We we had a complaints final response letter,

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Cali Wood

use case that came about from one of our education pieces. So we're now using our secure GPT to, compile those. It's nice standardized template for those complaints final response letters. And we've actually reduced the writing time of those by 40%. And that came about for members of the organization spending some time with us and saying, this is a challenge that we've got how can we work with security to resolve that?

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Cali Wood

Customer experience as well. A customer colleague experience, I think, is really is really key to us. I think everything we do is for our customers, but we all thinking about our colleagues and employees as well. Call summarization, Gen AI solution that we've rolled out, we have a four out of five colleague satisfaction for that. I think it went down the other day, and the manic messages that we had of, please, when when's it coming back up? Just was a testament to how well that, that's being received. I think on the call summarization, I'd just like to add,

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Cali Wood

when I mentioned about, embedding the organization and the domain experts into our delivery teams. When we built that call sizeization model, our data scientists and data engineers sat side by side with our call handlers.

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Cali Wood

In their in their offices to actually help them fine tune what that model model looked like. So that that means that the end users of the call summarization model know that they input into it so that they knew that they were actually refining it so it met their needs.

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Cali Wood

That is it for me now. So I will pass on to to Ryan now. Thank you.

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Richie Cotton

Alright. Wonderful. Thank you, all of you. That was very inspiring. And, actually, one thing that I love about that is

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Richie Cotton

obviously, there's talk about generative AI, but there's so much like, so many companies now that we wanna do generative for everything. But you also mentioned, like, the predictive AI, and, actually, you've gone

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Richie Cotton

one of the most important things for us is just, like, getting all these predictive models we're creating into production. Therefore, we need to learn about MLOps. So I love that focus on, like,

just really quickly think about one of the business use cases here. So, we're gonna go to audience questions in the moment. And for everyone in the audience who's not asked a question yet, if you've got questions, please do ask them now on the q and a function. But first of all, Kelly, can you talk more about how that, alignment between, business strategy and learning strategy occurs? Like, which executives do you speak to? Like, how do how do you make sure you do have that alignment?

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Cali Wood

We have a strong, collaborative approach between our as I mentioned before, we've got the three operations on home. We we have just a we've got The UK and I business strategy. And then each operating company has a strategy that aligns to that. And then we have a UKNI data and AI strategy that aligns to all of those. And we have strategy directors that we work really closely with. So I will sit with them to unpick exactly what their business strategies are and what that

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Cali Wood

distills in terms of what they're trying to to deliver. So, for example, if if we're looking to deliver growth, where are those kinda key growth growth areas and then

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Cali Wood

breakdown further in those key growth areas where the opportunities for for data and AI to enable the next Thank you.

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Richie Cotton

Okay. Cool. And is that just like, is it just meetings or have you got, like, a a committee or does it work?

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Cali Wood

Yeah. So did you have actually,

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Cali Wood

it's done, I guess, through an informal forum. Between them. But, again, it's that kind of

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Cali Wood

leadership education piece that they understand that it's it's, you know, it's not me having to push or pull on them. Something that we understand that we all have to do together. So I think it's it's not something that's particularly difficult, but it is through just, yeah, an informal forum.

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Richie Cotton

Okay. Alright. Thank you. And

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Richie Cotton

Ryan, you showed, the the skill metrics. So, like, these are the different, skills that different, groups need and with all the different levels and stuff. So my experience of these is, like, they're incredibly painstaking to create. You tell me through what the process was for just deciding, like, who needs what skills?

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Richie Cotton

That's a question I've been asking for years. I was saying, what did they decide to do? Sorry. I interrupted. Go on.

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Richie Cotton

Okay. Alright. So,

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Richie Cotton

yeah. I I like that idea that, just for coming up with the skill matrix. You just start off with some external frameworks that's gonna give you a decent start and what they just talk to you.

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Richie Cotton

Colleagues and figure out what what you're actually doing just to get something a bit more personalized. And then that figures out

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Richie Cotton

that

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Richie Cotton

leads into being able to create custom learning journeys for the different groups. Alright. Wonderful. Okay. We'll maybe come back to blended learning journeys a moment. But, David, I just wanted to ask you. So you've got lots of different initiatives going on to keep people engaged. So, sounds like they're doing and actually, you know, there was a question, from, Matt in the audience. Let me try and find that way. Is it? So Matt was saying just how many people on your team driving all of these things? I know Kelly answered in the chat that it's just the three of you. It's hard to hear. A lot of things going on. Can you tell me through, like, where'd you start? For organizations where they're like, well, we just need to start figuring out how we engage with our learners What step on?

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Cali Wood

I think, just if I may add to that because I think someone asked a question, as well. Well, we took

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Cali Wood

about months to just get in contact. David and I actually both used my work in our retail business where we started. This with a retail business. It was then the decision was made what quite rightly. Why aren't we doing this transversely across the mall? So we then transitioned last year to transversal function.

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Cali Wood

But when I talk about some of the key things, to to transform this journey is

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Cali Wood

I can hard stress the importance of spending time understanding the business. So

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Cali Wood

Because as data professionals, we can say, we think you need to learn this. That that's not the way to approach it. And, also, you think, oh, it'd be great to roll out data coming. It would be great to, or whatever platform or or tools you want to use. But what is so important is to understand, you know, you know, this is all about our people. What do they need, and what what are the level levels of maturity like?

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Cali Wood

Again, being across these three opt in companies, those those levels of maturity vary massively. So what we did was a real sort of profiling exercise to work out exactly what those of maturity like, what those kind of needs and expectation so we did we've done, self-service as well. So we've done one, basically, the focus is on data producers, so our data professionals. And our data consumers, so those stakeholders that do data solutions to your organization. To really get under the hood of

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Cali Wood

what is their confidence like, you know, in data quality, for example. What is it that they feel like they want to learn about? And then we can map that against what they actually need to learn

about, the difference in those is actually quite interesting. And so we did it's really important to nail those foundations when I did that Yep.

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Cali Wood

Diagram I had. The the foundations, it's just imperative to be able to get all of this off the ground.

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Richie Cotton

Okay. Absolutely. Yeah. Understanding the business seems incredibly important. And sometimes if you're in a very technical data or AI role, they'd get it's easy to focus on the technical side of things and not focus on the the business impact. So, actually, just related to this, there is a question from Bill So Bill says, how do you identify the biggest impact courses for overlapping parallel countries platforms? So,

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Richie Cotton

think it's like, how do you work out which are the most important courses to take when you're or to include in your learning programs, and how do you evaluate whether or not there were any good

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Cali Wood

I don't know, Ryan, if you want to take

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Cali Wood

Yeah.

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Cali Wood



I think it's a good thing they think about the outcome from from from a particular course and work back from that. And I think, I mean, Ryan's done a fantastic job in that skills matrix. Of thinking of what those outcomes are. And we've got these sort of proficiencies and what those proficiencies actually mean in sort of

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Cali Wood

real language. And then Ryan's done a fantastic job with a lot of support from you guys and Datacom, which we obviously immensely grateful for in in curating called learning track state where essentially learning pathways that are specific to our skill set debt sets that we've identified and the kind of proficiencies that we want to or we're targeting. So it's it's not a case of you just launch data cap and off we go. I think it's what's helped helped with us is this really kind of guided learning for it.

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Richie Cotton

Yeah. I've Absolutely. So I think, like, once you got the skill, matrix in place, excuse me, and you know what you want each group of people to learn, matching up the courses is relatively straightforward, certainly, if you if you've got account with a business account with data account, we we help you out with that. Alright. Wonderful. So with that, we are kind of we're past time now. I wanna say, for those of you before you dash off, next week, we've got three sessions for you. So Monday sorry. Tuesday, we've got a hands on, session on machine learning with AWS. On Wednesday, we've got a session on making use of AI in AMD. So if you want some AI assistance to create your own,

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Richie Cotton

training programs, then, we're gonna go through that Wednesday. And on Thursday, we've got a session on whether or not five coding is a good idea. So, please do, come back for those. Alright. Thank you very much, Kelly, Ryan, David. That was very, very cool stuff. And you're

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Richie Cotton

learning program is very, very cool, I have to say. So, yeah, thank you for that.

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Richie Cotton

Alright. Wonderful. Thank you to everyone who asked a question. Thank you to everyone who showed up today. See you all again in future sessions. Alright. Goodbye.