



# GenAI Fluency Proposition

A turn-key approach to boost GenAI  
knowledge, skills and adoption



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## Purpose of this document

Why GenAI Fluency needs urgent attention

Deloitte's approach to boost GenAI Fluency

Timing & Team

Appendix (separate)

# The purpose of this document

*Deloitte wants to shape our clients' strategic agendas, being their partner of choice in GenAI transformations. We aim to be at the forefront of GenAI innovation, pioneering new solutions and approaches that push the boundaries of what's possible.*

*This document is created to offer an approach to one element of GenAI transformations that, using a Human-centric lens, is elementary for success: GenAI Fluency*

*With this document, we aim to promote the Deloitte GenAI Fluency approach as a “turn-key” proposition amongst the selling community within Technology & Transformation, especially Human Capital. This document provides the voice over to explaining the urgency for our clients to get ready for GenAI and shows a proven approach on how to boost GenAI Fluency amongst leaders and workers, using the latest diagnostic tooling and professional learning insights.*



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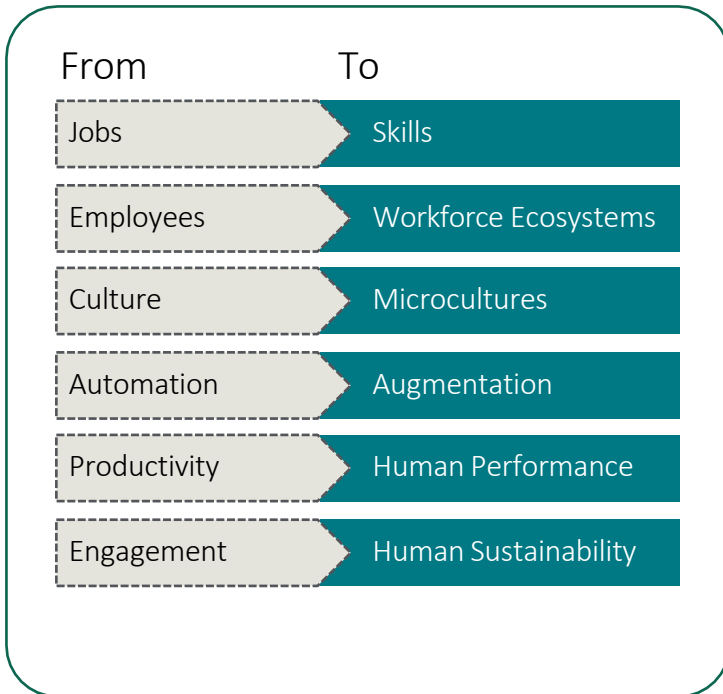
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# Welcome to a new reality... for which only a few are ready

Technological and social changes accelerate shifts that transform work



AI is one of the main drivers of the speed at which work transforms

- 79% of leaders expect GenAI to substantially transform their organisations within the next 1 to 3 years
- 70% of workers are ready to embrace this shift, expressing willingness to delegate as much work as possible to AI
- 50% of global jobs could see over half of their tasks affected by GenAI
- 10% of all data will be produced from GenAI by 2025 up from <1% today

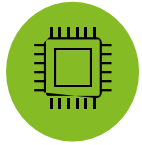
Many organisations are not ready to embrace the impact of GenAI

- 41% of organisations are only slightly or not at all prepared to address Generative AI human impacts
- 13% of workers say they have had AI related skills training in the past year
- 10% of workers have the imagination and curiosity needed to keep pace

Organisational as well as individual worker readiness is lagging behind

# Getting humans ready is imperative as success hinges on them

## What GenAI can bring humans



Transforming HUMAN work by automating tasks, leading to more innovative and efficient problem-solving to elevate human performance



AUGMENTING not replacing jobs, changing tasks and skills towards human-centric skills and creating new opportunities for workforce development



Demand for elevated HUMAN capabilities such as empathy, curiosity, imagination, context awareness and teaming



Leaders must create a culture of EXPERIMENTATION by creating a safe environment that encourages innovation and continuous learning, fosters responsible AI and ensures a human-centric integration of AI in an evolving work landscape

## What tasks and skills are impacted by GenAI

Skills for tasks that GenAI can do better than humans such as core routine functionalities and processes, or massive information/data analysis reducing the need for humans to be involved

Skills for tasks that humans do better, but GenAI can help to be more efficient, scale up, or dive deeper such as tooling in a creative process, analytics, problem-solving, research and data visualization

Skills for new tasks to stay relevant and efficient such as the management of AI-tools, AI Ethics and regulatory awareness, AI task management and output optimization

Skills for tasks where GenAI has only moderate impact such as inspirational leadership, ethical questions, convincing others, negotiations and building relations

# If the business urgency is not compelling enough, the GenAI Act will be

## The EC definition of AI

An AI system is a machine-based system designed to operate with varying levels of autonomy, that may exhibit adaptiveness after deployment and that, for explicit or implicit objectives, infers, from the input it receives, how to generate outputs such as predictions, content, recommendations, or decisions that can influence physical or virtual environments

## The EC regulation introduces new obligations for actors\*

### Provider: Develops and markets high-risk AI system in the EU market

- Compliance & conformity assessment
- Quality management system
- Technical documentation
- Trademark indication & updates
- Logging of high-risk AI system activities
- Register high-risk AI system in EU database
- Sign conformity declaration
- Post-market monitoring
- Continuously cooperate and collaborate with national authorities

### Importer & Distributor: Markets high-risk AI or puts it into service, or makes it available to others

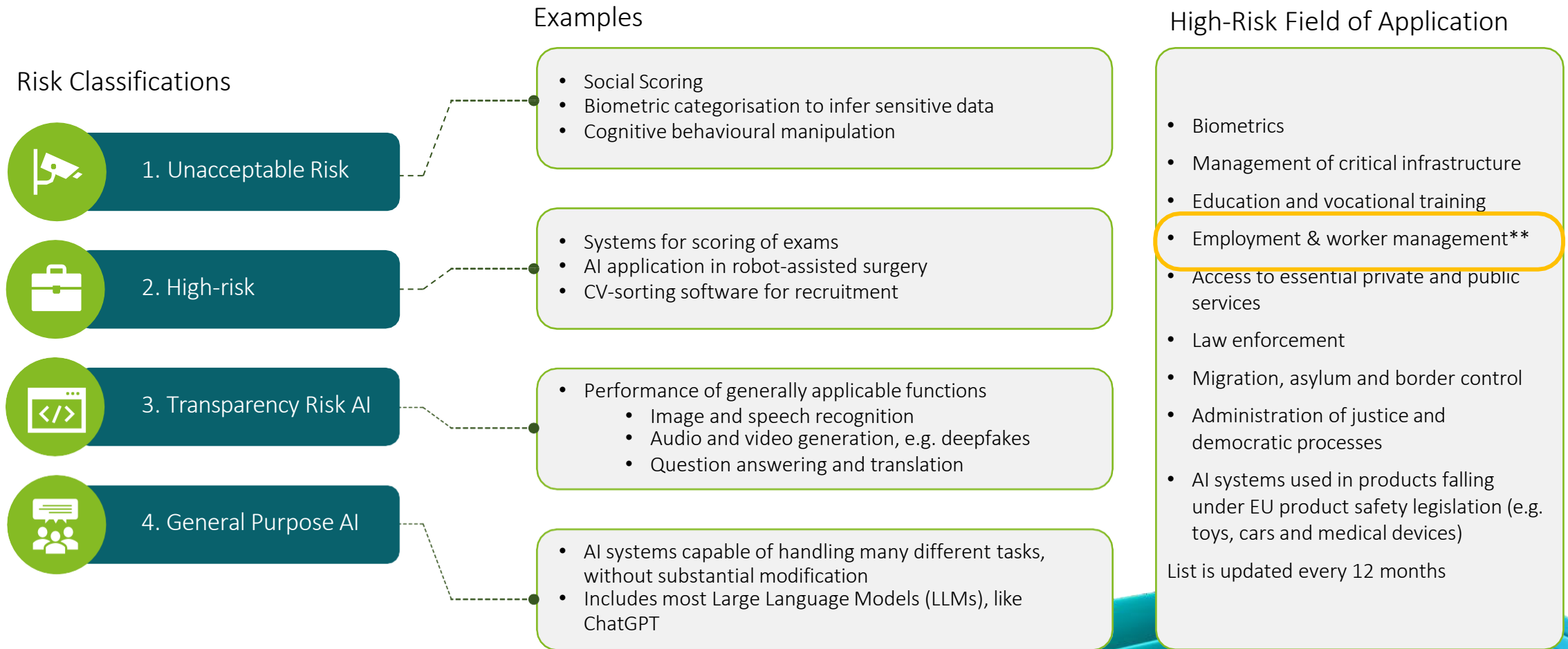
- Ensure that the conformity assessment has been carried out
- Provide technical documentation, instructions
- Keeping conformity certifications for 10 years
- Withdraw, recall or do not market high-risk AI system if it is non-compliant or does not fulfil requirements
- Ensure that the provisioning process of the system does not cause compliance issues

### Deployer: Entity using a high-risk AI system for professional activities.

- Use high-risk AI systems according to its accompanying instructions
- Implement and safeguard human oversight
- Verify input data is suited for given purpose
- Continuous monitoring of high-risk AI system's activity
- In case of malfunctioning or serious incidents or risks, inform the high-risk AI system's provider or distributor
- Keep logs of high-risk AI system activity

\* Actors are not MECE, an organisation can be one or more simultaneously at any given time

# The AI Act identifies four risk classifications



\* Risk Classifications are not MECE, especially 2 to 4 can occur simultaneously at any given time

\*\* Especially important when taking the Human Capital angle to GenAI

# In case organisations do not comply, they can be reprimanded

## Authorities will supervise

- Countries are asked to appoint authorities
- The European Data Protection Supervisor (the “EU privacy authority”) will be one of them
- A ‘European Artificial Intelligence Board’ is established
- A European Artificial Intelligence Office is established (as part of DG Connect)
- The authorities will assist in maintaining an EU database on high-risk AI systems

## Remedies can impact the business

- Authorities can investigate AI’s and:
  - Halt its operations
  - Demand changes
  - Fine organisations
- Anyone can lodge a complaint about any part of the AI Act
- Affected persons can ask for clear and meaningful explanations on the role of the AI system in the decision-making procedure
- Collective action by groups representing affected persons is possible
- Whistle-blower protection is established

## Fines can be costly

At least:

- 7M5 EUR or 1% for withholding information / misinforming
- 15M EUR or 3% for breaching High-Risk AI systems rules
- 15M EUR or 3% for not being transparent where you must
- 35M EUR or 7% for deploying unacceptable risk AI systems

Further rules on penalties will be laid down by the Member States

Enforcement will be a collective effort shared by the Member States and the Commission, where the Commission will get the exclusive powers to supervise and enforce rules for General Purpose AI Systems



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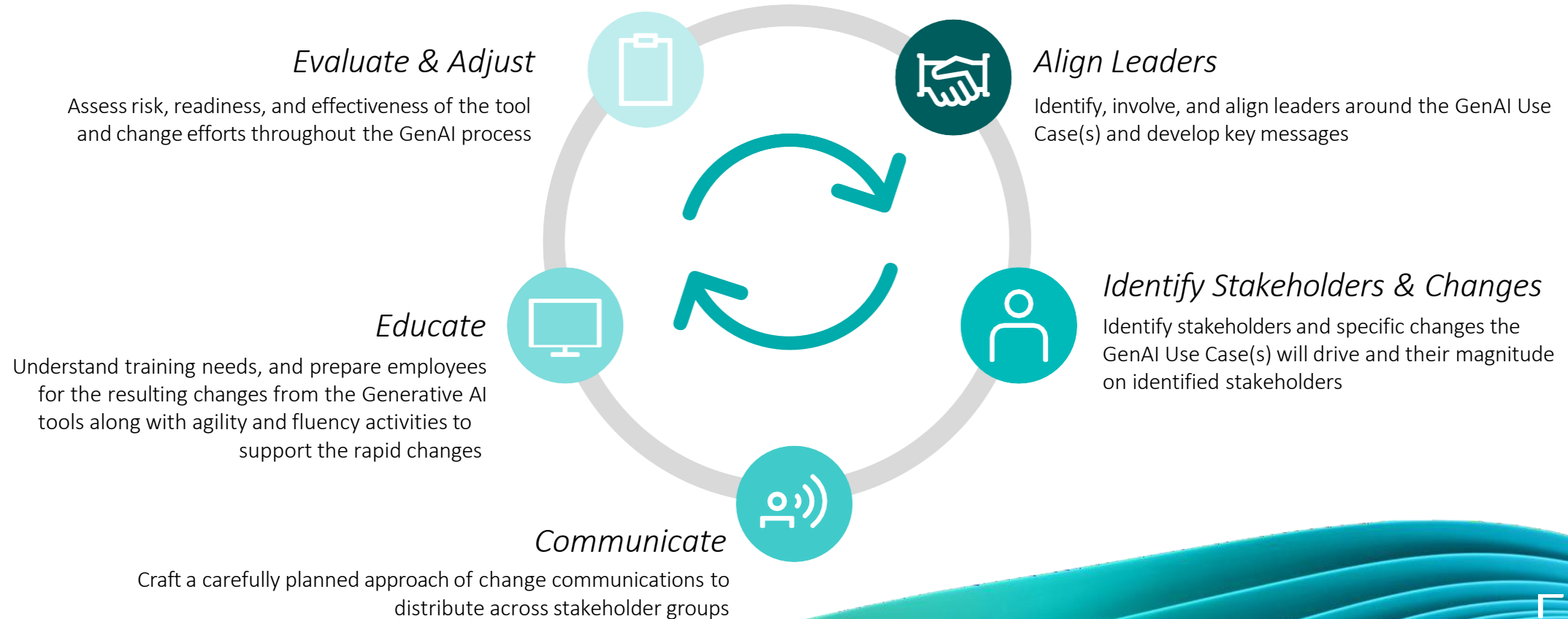
Deloitte's approach to boost GenAI Fluency

Timing & Team

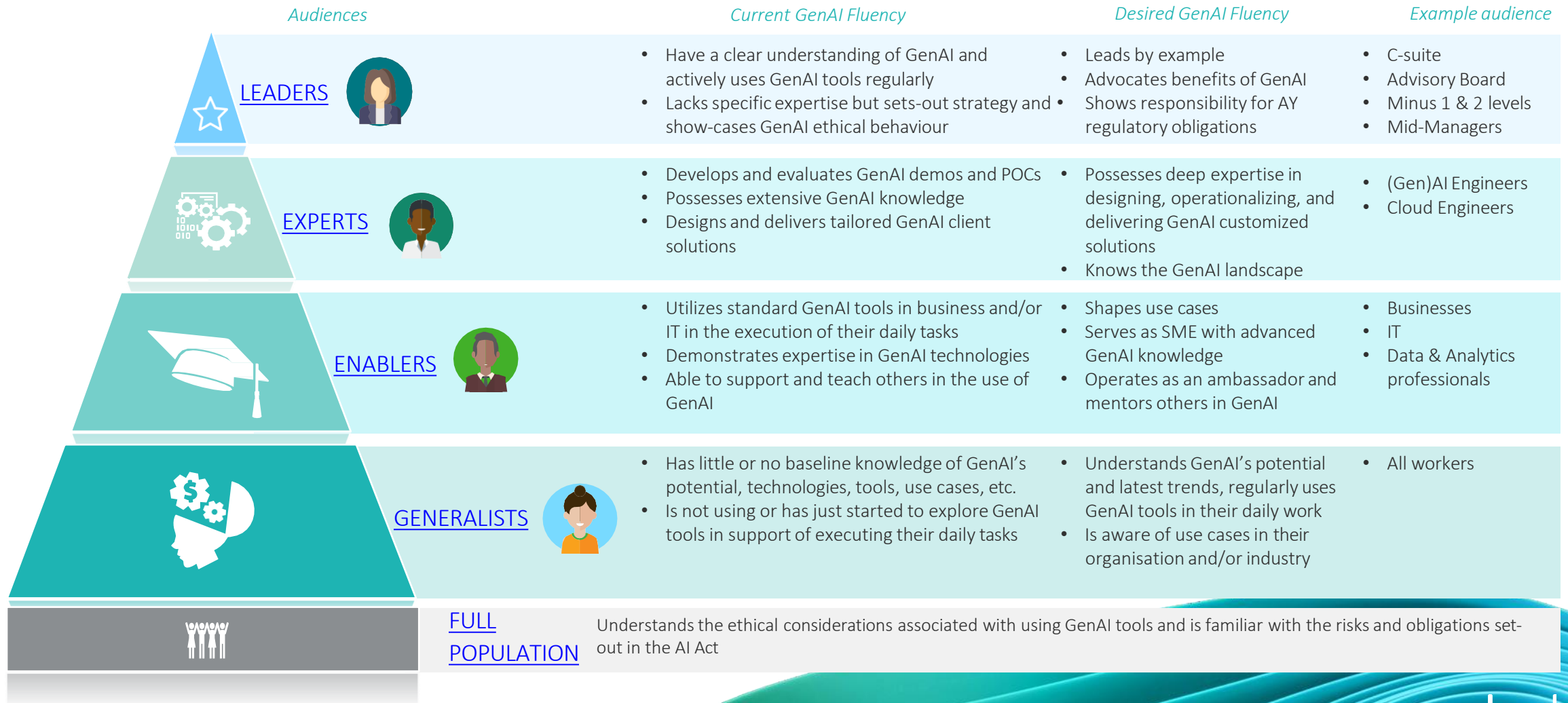
Appendix (separate)

# The Deloitte transformation strategy for GenAI

The GenAI transformation strategy includes 5 key levers that each can be pulled in different ways to support unique organisational needs



# We typically see four distinct GenAI Fluency target audiences



\* Audiences are not MECE, an individual can fall under more than one group

# Deloitte has a turn-key approach to boost GenAI Fluency in 9 months

In four steps, Deloitte covers all target audiences with tailored learning journeys and supporting communications



\* Timing is indicative and depending on the current GenAI readiness of the organisation, the transformation speed that is required and the resources that are committed

**1. ANALYSIS &  
DESIGN**



**2. LAUNCH &  
ACTIVATE**



**3. EMBED &  
MONITOR**

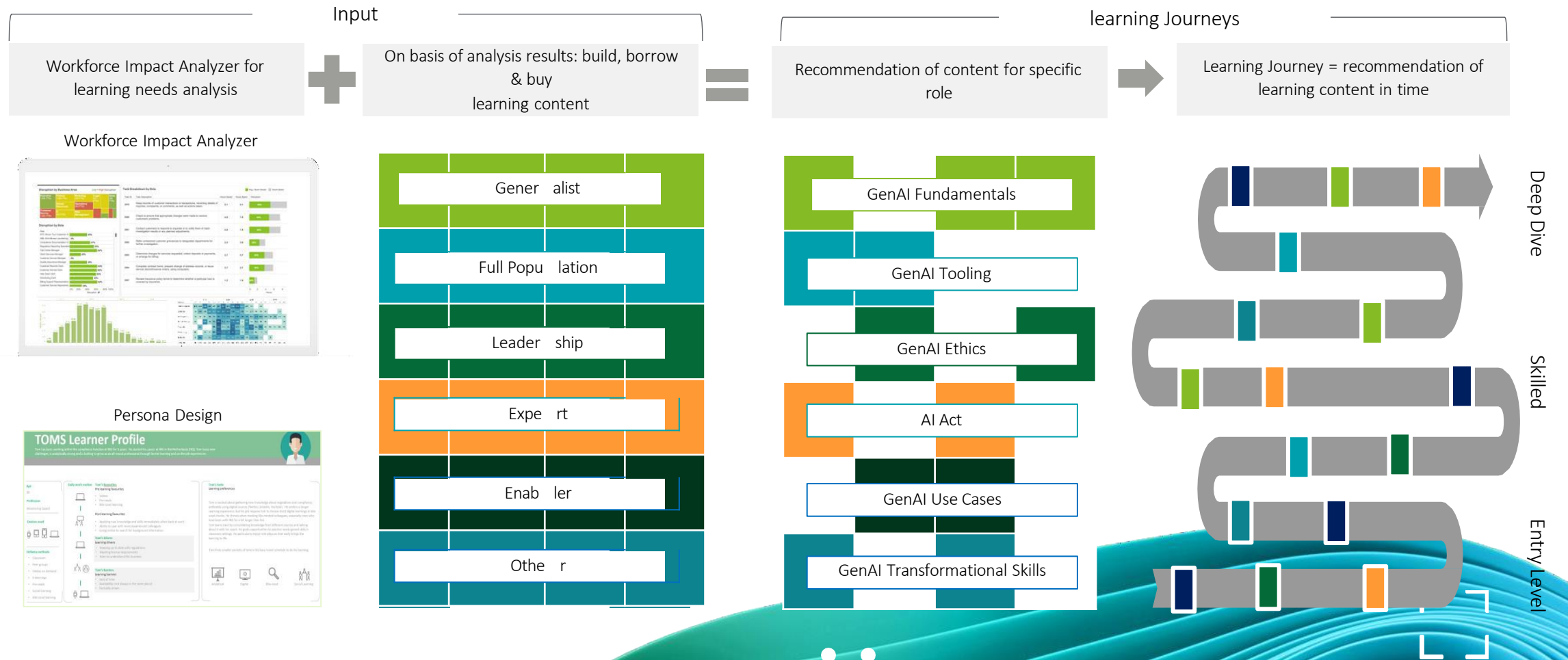


**4. SCALE UP &  
IMPROVE**



# We use state of the art diagnostic tools to drive the learning journey design

The GenAI Learning Journeys will contain specific content for the target audiences



\* Audiences are not MECE, an individual can fall under more than one group

# We use the Workforce Impact Analyzer to map-out the current state of GenAI

In the fast-paced world of GenAI, staying competitive means being able to adapt and grow. Deloitte's Workforce Impact Analyzer equips us with the insights we need to answer the question: How will GenAI impact your human workforce?

## OUR APPROACH:

- 1** Task Analysis: Pinpoint tasks within roles ripe for automation or GenAI augmentation
- 2** Impact Assessment: Gauge GenAI's potential impact on target audiences and draw-out the learning needs and persona's
- 3** Recommendations: Receive tailored learning journeys per target audience, including suggested training content and formats

## BENEFITS:

**Data-Informed Prioritization:** Key insights for GenAI Fluency curriculum decision-making and priority setting.

**Shorter Time to Action:** Accelerated understanding with rapid, data-driven insights.

**Empowerment:** Equip transformation communication leads with data enabled recommendations to drive the GenAI buzz.

**Monitoring Alignment:** Align current task and skill impacts with GenAI advancements to keep close track of progress and areas for improvement.

**Change Impacts:** Understand and manage the change impact on the organisation, the culture and the human workforce and adapt the speed, focus areas or training when needed.



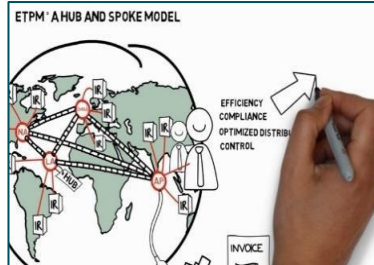
\* Audiences are not MECE, an individual can fall under more than one group

# Deloitte can design and develop a multitude of innovative learning formats

The GenAI Learning Journeys will offer the learning content in a format that fits the learner needs and preferences



Learner community



Whiteboard Animation



Article/Blog/Book



E-Learning Modules



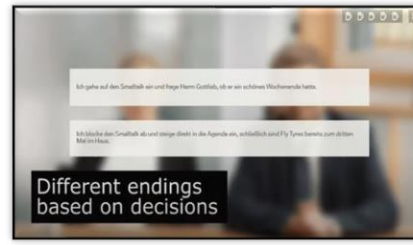
Gamification



Serious Games



Instructional Video



Interactive Video



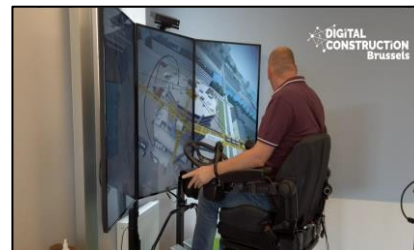
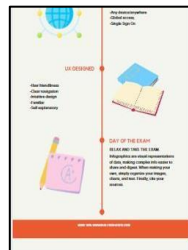
Speech/Testimonial Video



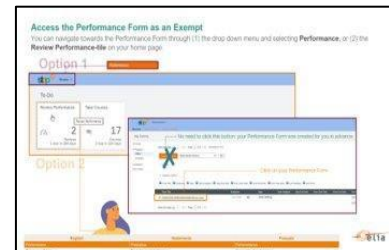
Face-to-Face Learning



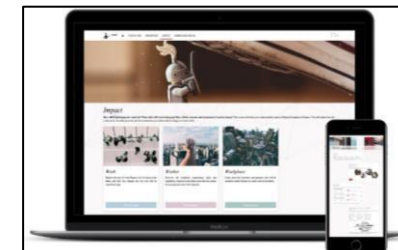
Interactive PDF



Experience Simulation



Software Simulation



Podcast






Broadcast/Studio

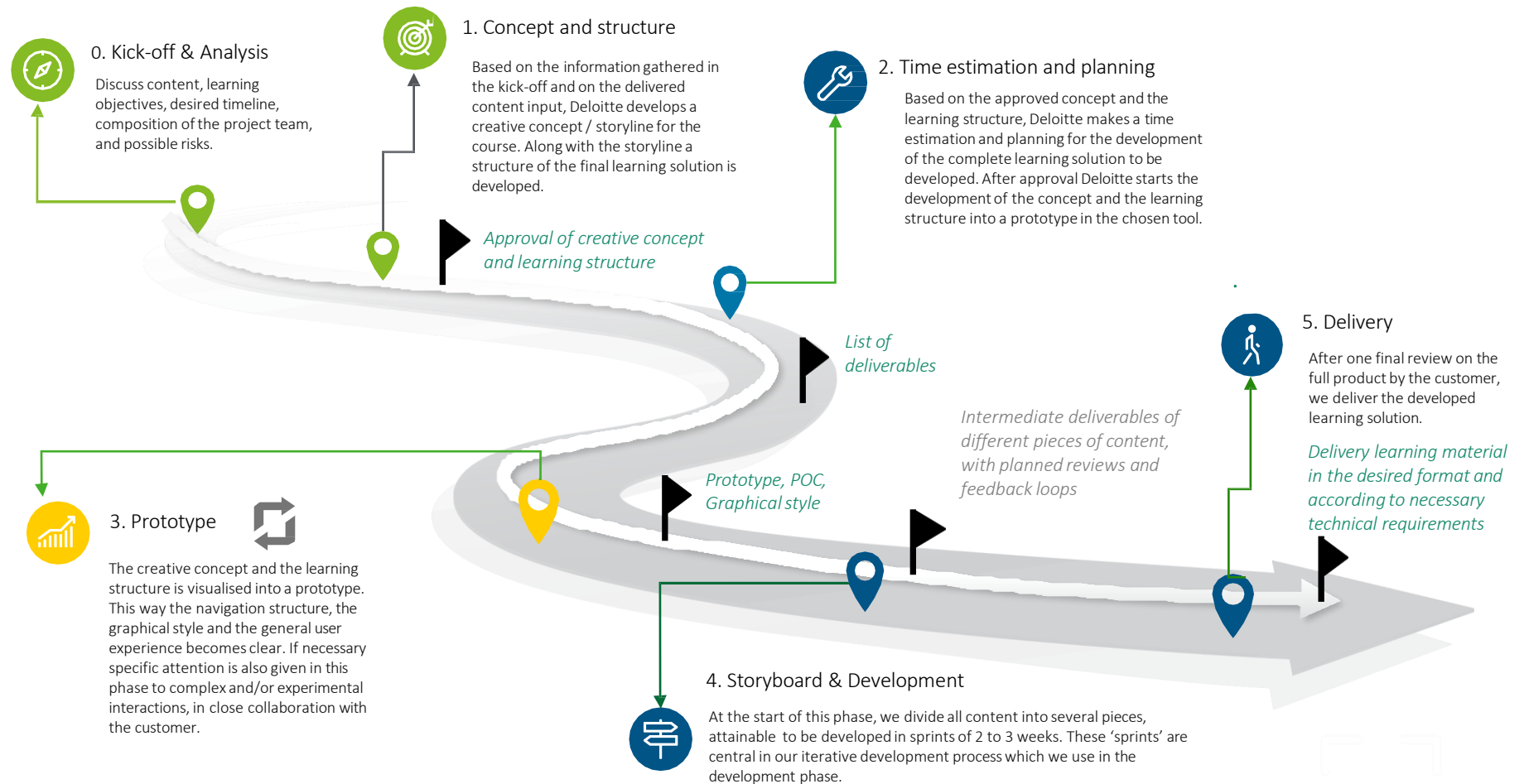
# For example: the Deloitte Learning Studio can design and develop a GenAI e-learning

We do not consider the design and development process to be linear, but as an iterative process in which we plan tangible results and short feedback loops in every phase and on a regular basis.

We always involve the necessary stakeholders and have the flexibility to easily adapt when quality, scope and/or timing is changing.

This methodology does not only allow us co-creation with the customer and possibly with an external agency (third party) it also allows us to ensure high quality controls at different moments in the project.

-  Deloitte expert contribution
-  Deloitte & Third-Party Agency joint contribution
-  Third Party Agency contribution\*



\* Deloitte can cover the design and development process end-to-end, but can also work with 3<sup>rd</sup> party vendors that the client is used working with

# Apart from learning deliverables, we also prepare the communication and monitoring & reporting approaches during the Analysis & Design phase

## TRANSFORMATION COMMUNICATION

### OBJECTIVE

Spreading awareness, enhancing Management skills to drive the adoption of AI and promote an "AI-Ready" corporate culture

### CHALLENGES

Overcoming resistance to the adoption of new technologies and establishing a long-term vision on how GenAI can revolutionize business models and processes, creating added value

### DELIVERABLES

Stakeholder mapping and engagement plan, communication strategy, channel/message matrix, compelling transformation storyline, adoption toolkit, concrete communication materials

## MONITORING & REPORTING

### OBJECTIVE

Keeping close track of learning journey effectiveness: courses enrollment, completions, evaluations, etc.

### CHALLENGES

Establishing the right KPIs and ambitious but realistic targets overall and per target audience and measuring the impact on the business of improved GenAI Fluency

### DELIVERABLES









KPI set, targets, measurement process and frequency, reports and recommendations for improvements



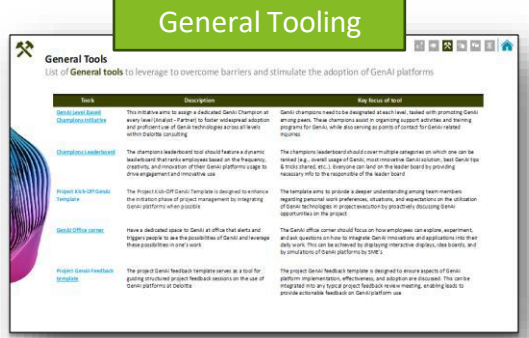
# A GenAI toolkit will make the transformation stick

## TOOLKIT ELEMENT

## DESCRIPTION

	<a href="#">GenAI Adoption Journey</a>	<a href="#">A mix of Learning, change communication interventions per target audience</a>
	<a href="#">Overview of face-to-face Learning Interventions</a>	<a href="#">A selection of in-class, facilitated learning interventions</a>
	<a href="#">General Tools</a>	<a href="#">Common/approved GenAI Tools used at the client, in the industry</a>
	<a href="#">Habits &amp; Nudges</a>	<a href="#">Habits &amp; Nudges to use the tools</a>
	Communication Tools	Hand-outs/ instructions on how to deploy communication to overcome barriers
	Leadership Activation	Executive master classes on GenAI
	Use Cases	Showcases of possible use of the GenAI tools
	Success Stories	Shared by your own workforce and leaders on the use of GenAI

## EXAMPLE SELECTION



\* This is just a template, Deloitte will create a fir-for-purpose GenAI Toolkit tailored to the needs of the client

**1. ANALYSIS &  
DESIGN**



**2. LAUNCH &  
ACTIVATE**



**3. EMBED &  
MONITOR**



**4. SCALE UP &  
IMPROVE**





# For example: The learning journey for top and other leadership


illustrative

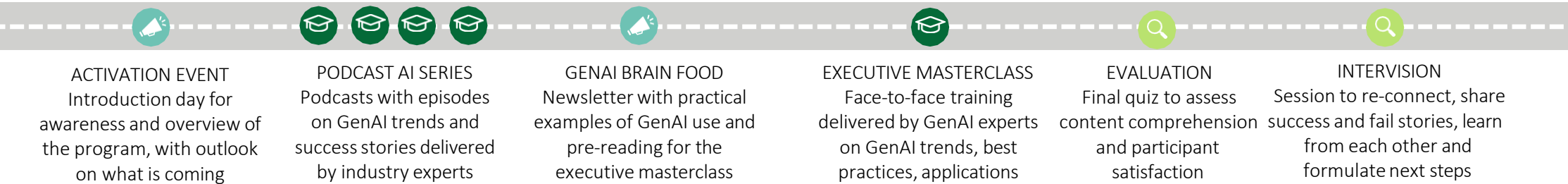
## TOP MANAGEMENT

LEGEND

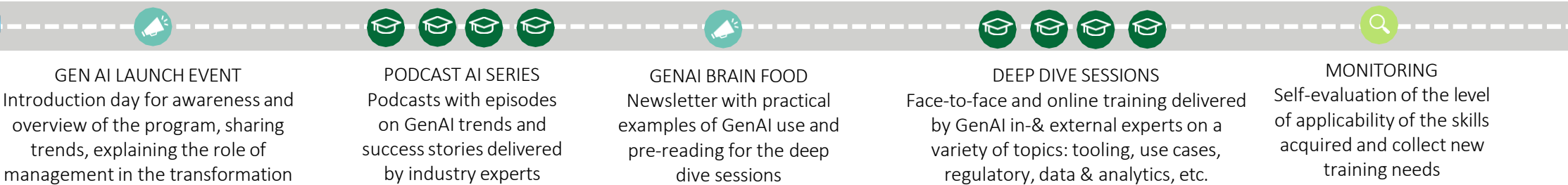
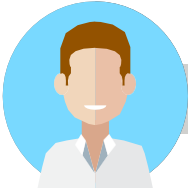
 Communication and engagement

 Skills & Fluency

 Monitoring



## OTHER MANAGEMENT



**1. ANALYSIS &  
DESIGN**



**2. LAUNCH &  
ACTIVATE**



**3. EMBED &  
MONITOR**

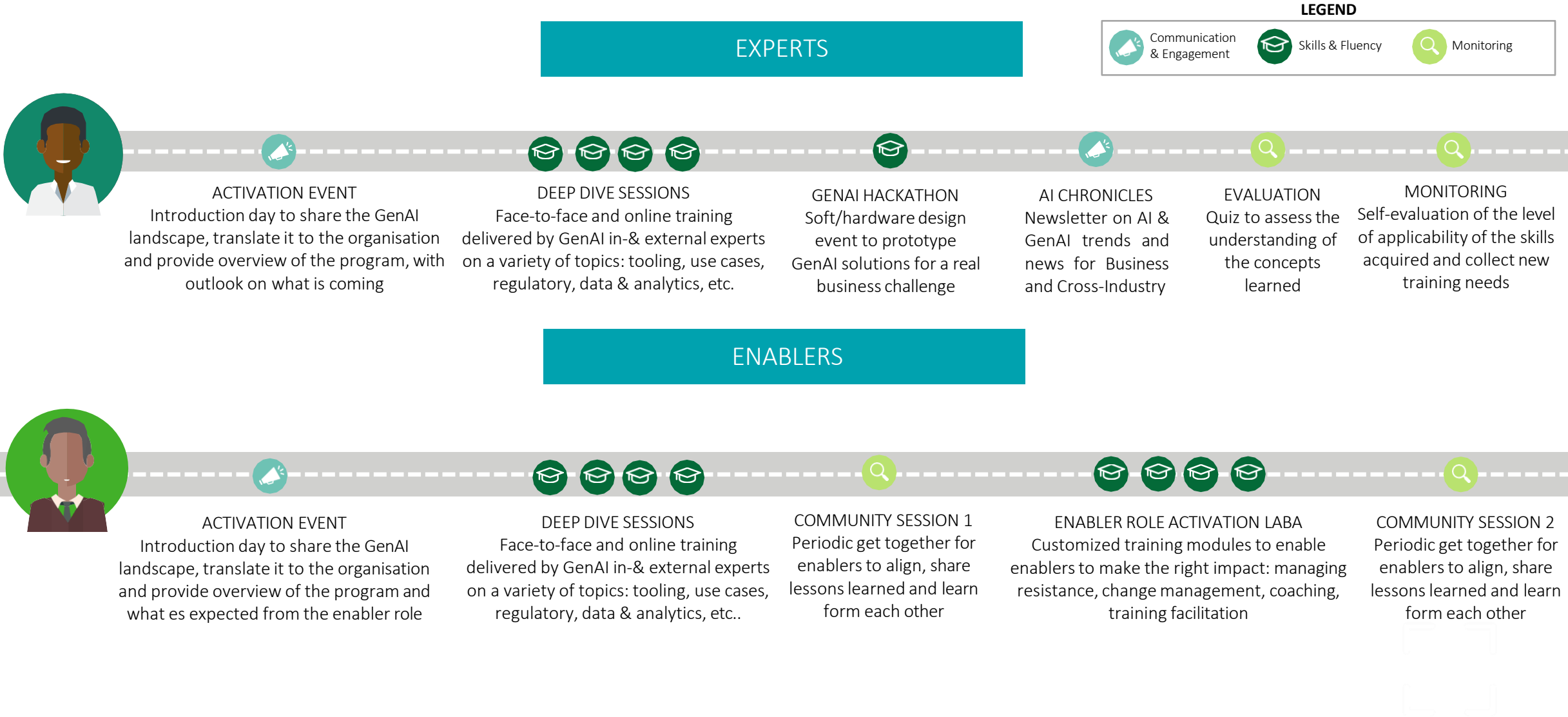


**4. SCALE UP &  
IMPROVE**



# For example: The learning journey for experts and enablers


illustrative



# Enablers are instrumental to making the GenAI transformation irreversible

In some cases, enabler roles already exist, or existing roles can be upgraded to an enabler role. In other cases, enabler roles need to be newly created and introduced

illustrative



Identity Card  
*Explainable AI*

NEW

Role description


Ensure that AI and automation projects are managed and monitored with a balance of advanced technologies and human oversight.

Target skills

- Project Management
- Monitoring and analysis
- Quality control
- Compliance and ethics

Mission

Ensure that automated systems operate according to established ethical and quality standards



Identity Card  
*AI Ambassador*

NEW

Role description


Strong understanding of emerging AI technologies, excellent communication skills, and a proven track record of market outreach and customer training.

Target skills

- Development and implementation
- Presentation and public speaking
- Knowledge of industry trends
- Communication and engagement

Mission

- Educate and inspire the market about the transformative potential of generative AI technologies



Identity Card  
*Ethical Manager*

NEW

Role description


This role is responsible for overseeing the ethical management and implementation of GenAI in the organisation. He is aware of the rules and standards of conduct to be applied.

Target skills

- Knowledge of the Legislation
- Ability to apply ethical guidelines to the conscious use of GenAI
- Knowledge of cyber security risks

Mission

- Assess and manage the ethical risks associated with AI implementation



Identity Card  
*Data Analyst AI*

Role description

Solid technical and advanced analytical skills. The role involves collecting, analyzing, and interpreting large volumes of data to support business decisions and improve processes through the implementation of AI-based solutions.

Target skills

- Machine Learning knowledge and modeling techniques
- Data analysis and visualization

Mission

- Transform raw data into meaningful, actionable insights by using advanced analytics and AI techniques.

\* Enabler roles are not MECE, an individual can fall under more than one group

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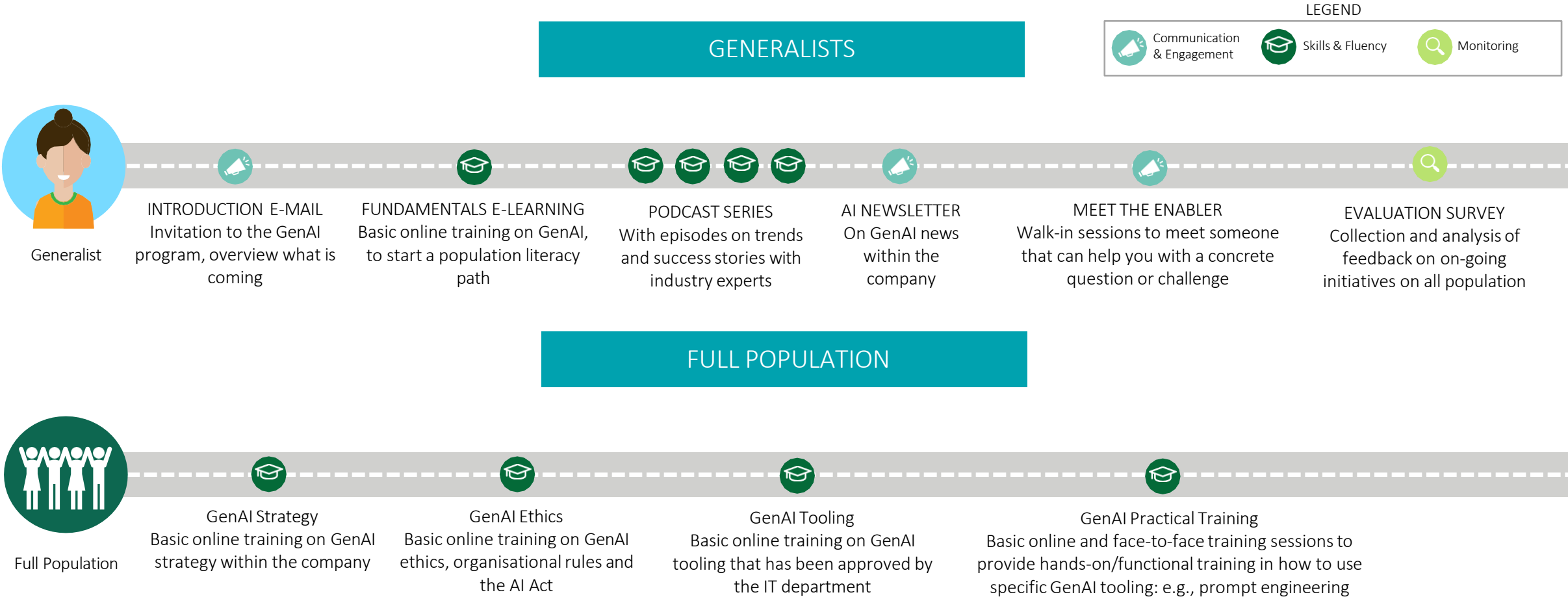


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IMPROVE



# For example: The learning journey for generalists and the full population

illustrative



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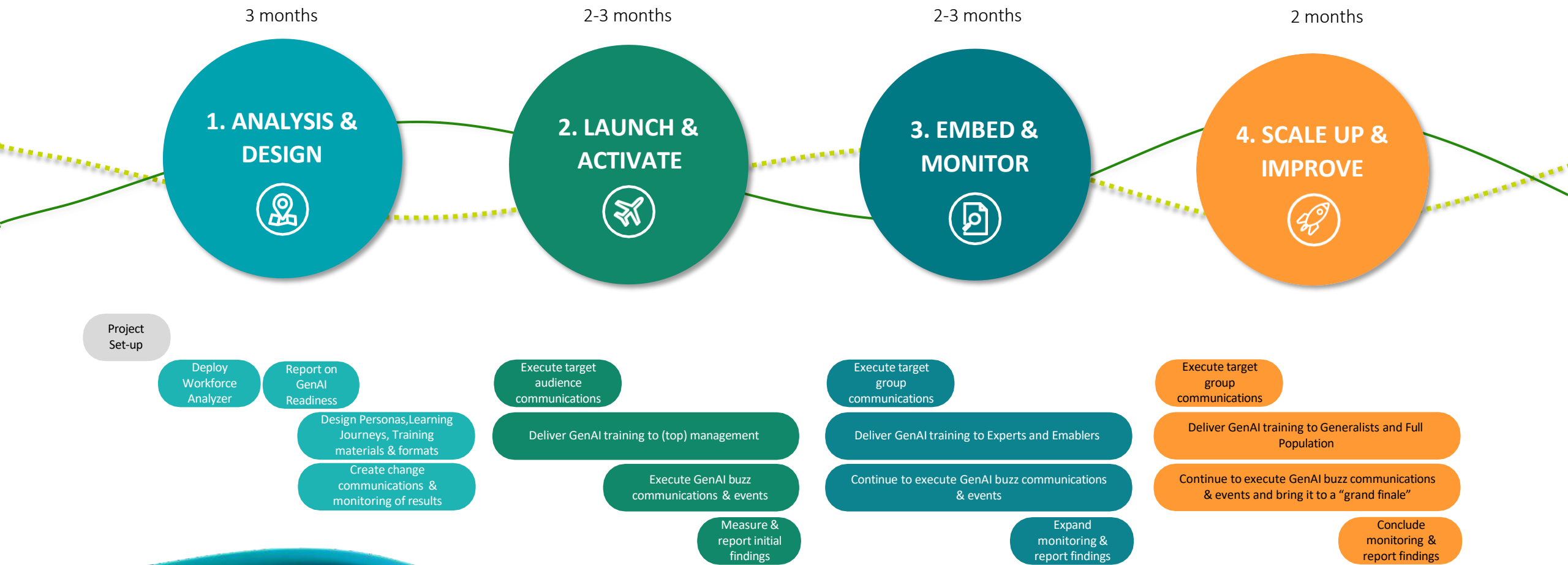
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Appendix (separate)

# We can run a full and successful GenAI transformation in 9 to 11 months



\* Timing is indicative and depending on the current GenAI readiness of the organisation, the transformation speed that is required and the resources that are committed

# The team you need for a GenAI Transformation







illustrative

## Deloitte team

	Role	Number	Commitment*
	Deloitte Engagement Partner	1	2 hrs/wk
	Deloitte Project Manager	1	16 -20 hrs/wk
	Deloitte PMO support	1	40 hrs/wk
	Deloitte GenAI Experts	2	16 hrs/wk
	Deloitte Learning Lead	1	16 -20 hrs/wk
	Deloitte Learning Support	1	40 hrs/wk
	Deloitte Change & Comms Lead	1	16 -20 hrs/wk
	Deloitte Change & Comms Support	1	40 hrs/wk

\* Commitment may slightly differ per step with step 1 being heavier and step 4 lighter

## Client team

	Role	Number	Commitment*
	Client Sponsoring Executive	1	1 hrs/wk
	Client Project Manager	1	8 -16 hrs/wk
	Client GenAI Experts	2	16 hrs/wk
	Client L&D representative	1	16 hrs/wk
	Client Enabler Community	TBD	4-8 hrs/wk

In our experience we perform best if we work together in a relatively small joint team, where every contributor has a clear role and responsibilities (RACI) and objectives. Furthermore, we believe in close alignment, working in short sprints, generating concrete and tangible results with a small but effective governance structure.

\* Commitment may slightly differ per step with step 1 being heavier and step 4 lighter



**For any questions, please contact ...**



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