Deloitte.

GenAl Fluency Proposition

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



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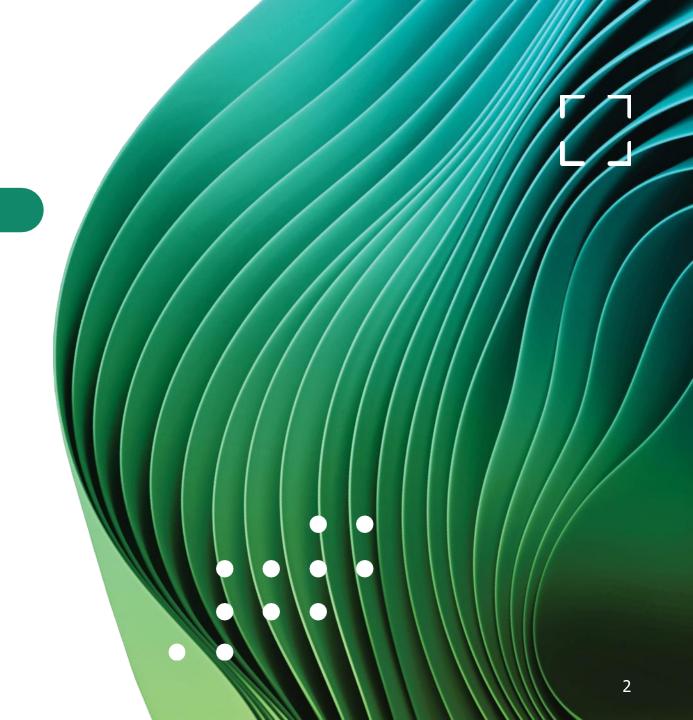
Purpose of this document

Why GenAl Fluency needs urgent attention

Deloitte's approach to boost GenAl 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.

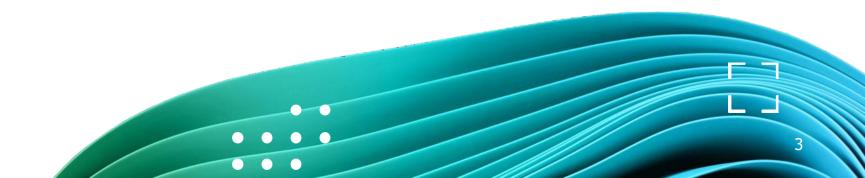


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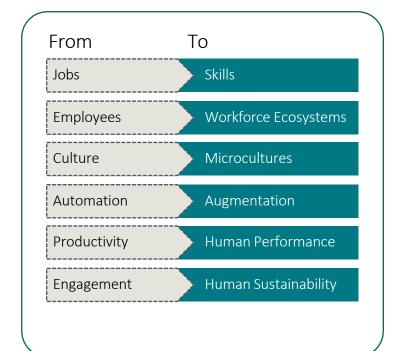
Timing & Team

Appendix (separate)



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

Technological and social changes accelerate shifts that transform work



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

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

Many organisations are not ready to embrace the impact of GenAl

- 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
- $10\% \begin{array}{c} \text{of workers have the imagination and} \\ \text{curiosity needed to keep pace} \end{array}$

Organisational as well as individual worker readiness is lagging behind



Getting humans ready is imperative as success hinges on them

What GenAl can bring humans



Transforming HUMAN work by automating tasks, leading to more innovative and efficient problemsolving 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 GenAl

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 GenAl 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



Examples Risk Classifications Social Scoring Biometric categorisation to infer sensitive data Cognitive behavioural manipulation 1. Unacceptable Risk • Systems for scoring of exams Al application in robot-assisted surgery 2. High-risk • CV-sorting software for recruitment • Performance of generally applicable functions 3. Transparency Risk Al **</>>** • Image and speech recognition • Audio and video generation, e.g. deepfakes Question answering and translation 4. General Purpose Al • Al systems capable of handling many different tasks, without substantial modification Includes most Large Language Models (LLMs), like ChatGPT

High-Risk Field of Application

- Biometrics
- Management of critical infrastructure
- Education and vocational training
- Employment & worker management**
- Access to essential private and public services
- Law enforcement
- Migration, asylum and border control
- Administration of justice and democratic processes
- Al systems used in products falling under EU product safety legislation (e.g. toys, cars and medical devices)

List is updated every 12 months



^{*} 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 GenAl

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 Al'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 Al 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 Al 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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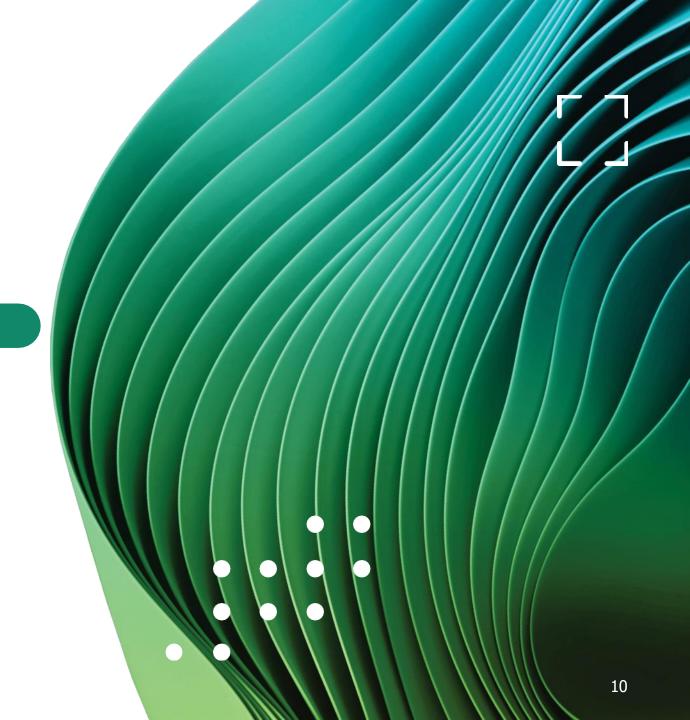
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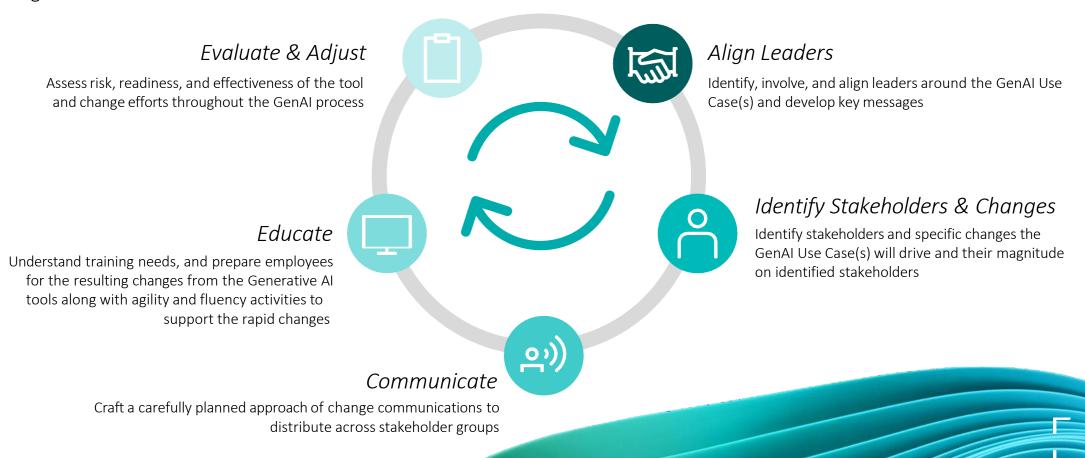
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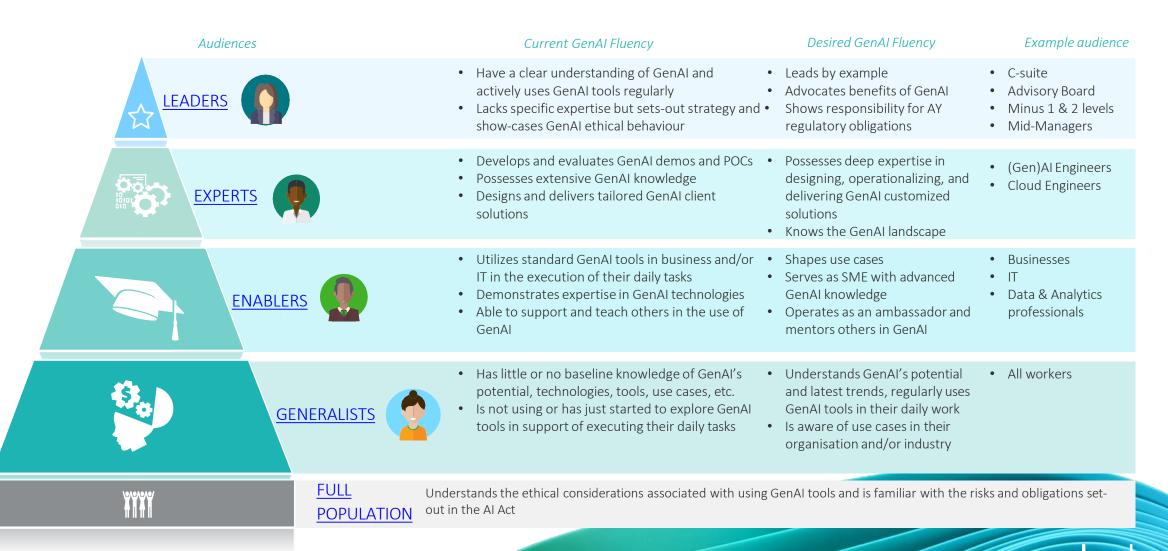


The Deloitte transformation strategy for GenAl

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



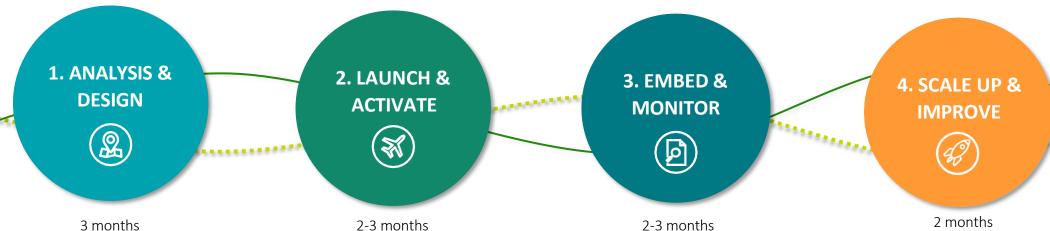
We typically see four distinct GenAl Fluency target audiences



^{*} Audiences are not MECE, an individual can fall under more than one group

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

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



Timing*

Objectives

- Understanding the current state
- Know the learning needs and preferred learning formats per target audience
- Prepare the GenAl buzz
- Analysis of the GenAl readiness
- Design personas, learning journeys, training materials and formats
- Create change communications

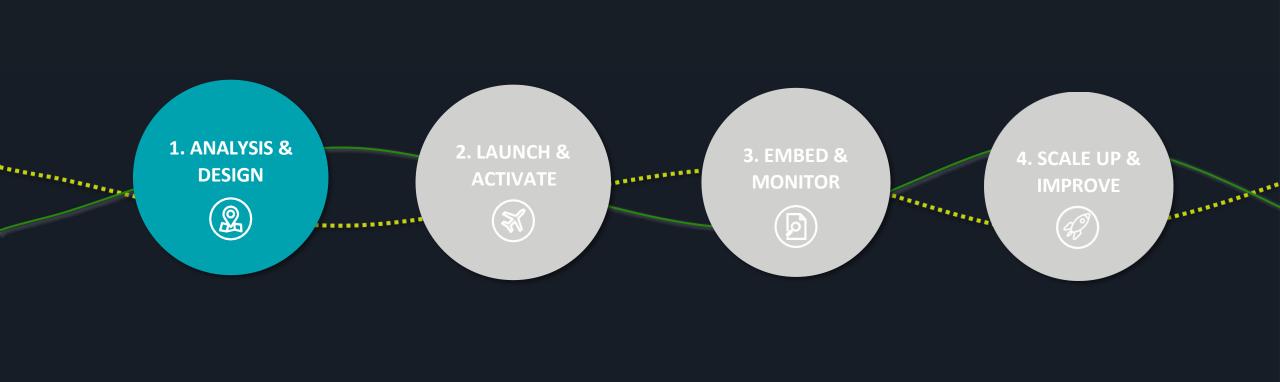
- Improve GenAl knowledge and
- skills of (top) management
- Create awareness of the value of GenAl in day-to-day business decision-making
- Delivery of (top) management GenAl Fluency curriculum
- GenAl buzz communication events and messages
- Initial reports on results

- Improve GenAI knowledge and skills of experts and enablers
- Empower experts to deploy more advanced GenAl solutions
- Support enablers to help colleagues embrace GenAl
- Delivery of expert and enabler GenAl Fluency curriculum
- Continue GenAl buzz communications
- Expand monitoring and reporting to keep track of progress

- Improve GenAl knowledge and skills of generalists and full population
- Empower generalists and full population to embrace GenAI in their daily work, know the opportunities and risk and act prudently
- Delivery of generalist and full population GenAl Fluency curriculum
- Continue GenAl buzz communications
- Expand monitoring and reporting to identify areas of improvement

* 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

Deliverables • Set-up monitoring of results



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

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



^{*} Audiences are not MECE, an individua can fall under more than one group

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

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:

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

BENEFITS:

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

Shorter Time to Action: Accelerated understanding with rapid, datadriven insights.

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

Monitoring Alignment: Align current task and skill impacts with GenAl 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.



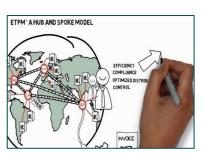
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Deloitte can design and develop a multitude of innovative learning formats

The GenAl 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



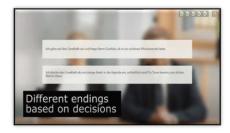
Gamification



Serious Games



Instructional Video



Interactive Video



Speech/Testimonial Video



Face-to-Face Learning



AND SERVICE OF THE PROPERTY OF

Interactive PDF



Experience Simulation



Software Simulation



Podcast



Broadcast/Studio

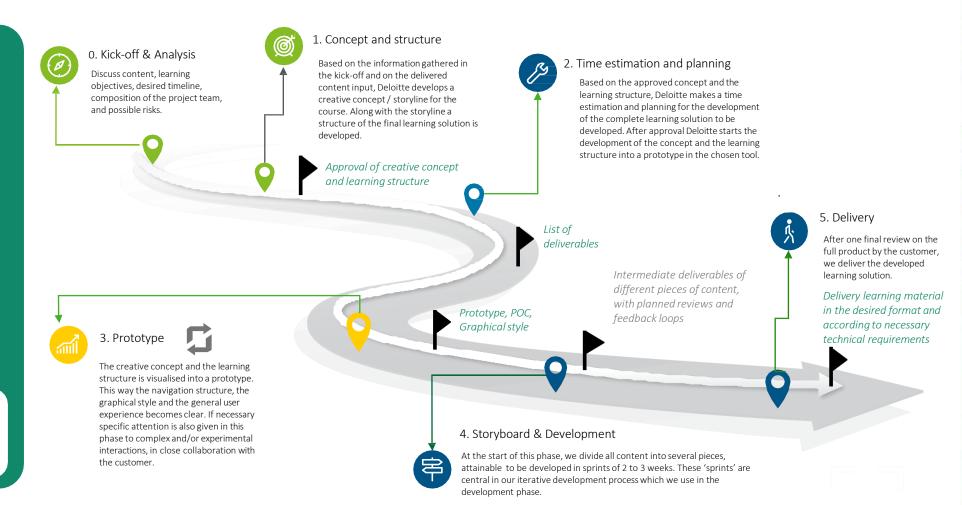
For example: the Deloitte Learning Studio can design and develop a GenAI e-learning

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.

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



st Deloitte can cover the design and development process end-to-end, but can also work with 3^{rd} 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 GenAl 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



GenAI Adoption Journey

<u>A mix of Learning, change communication</u> interventions per target audience



Overview of face-to-face Learning Interventions A selection of in-class, facilitated learning interventions



General Tools

Common/approved GenAI Tools used at the client, in the industry



Habits & Nudges

Habits & Nudges to use the tools



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

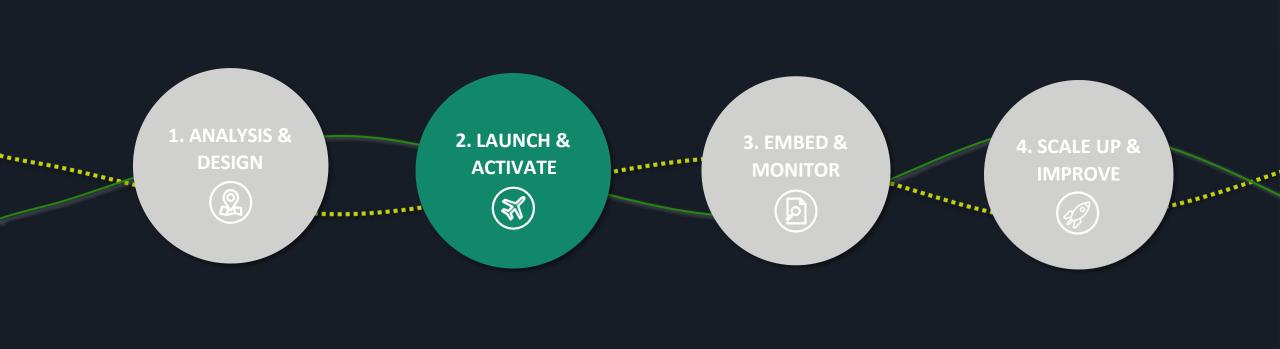








^{*} This is just a template, Deloitte will create a fir-for-purpose GenAI Toolkit tailored to the needs of the client

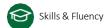


For example: The learning journey for top and other leadership

illustrative

TOP MANAGEMENT





LEGEND



















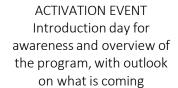


Face-to-face training delivered by GenAI experts on GenAl trends, best practices, applications

EVALUATION Final quiz to assess and participant satisfaction

INTERVISION Session to re-connect, share content comprehension success and fail stories, learn from each other and formulate next steps





PODCAST AI SERIES Podcasts with episodes on GenAl trends and success stories delivered by industry experts

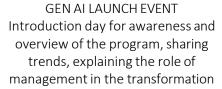
GENAI BRAIN FOOD Newsletter with practical examples of GenAI use and pre-reading for the executive masterclass

OTHER MANAGEMENT









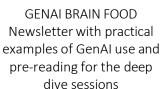




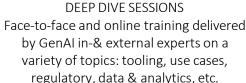


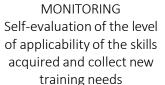




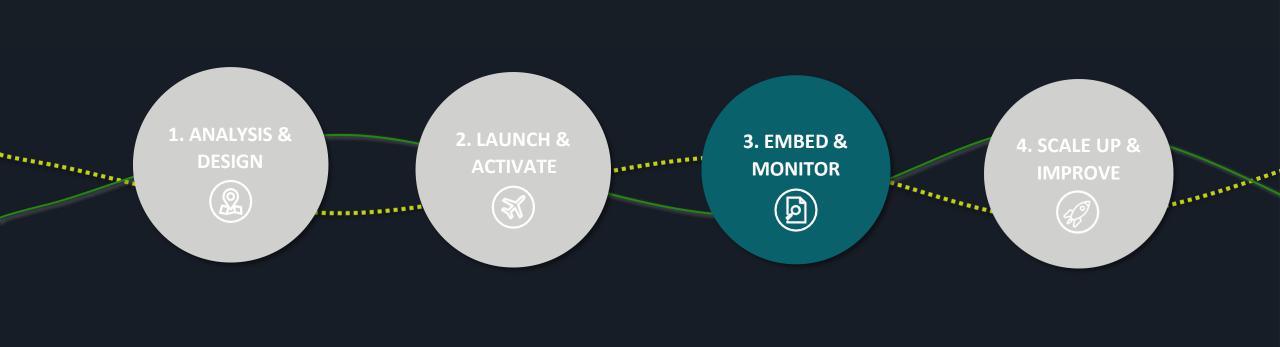












For example: The learning journey for experts and enablers

illustrative

EXPERTS





LEGEND























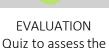








ALCHRONICI ES Newsletter on AI & GenAl trends and news for Business and Cross-Industry



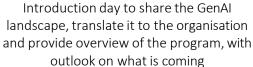
understanding of

the concepts

learned

Self-evaluation of the level of applicability of the skills acquired and collect new training needs

MONITORING



DEEP DIVE SESSIONS

Face-to-face and online training delivered by GenAI in-& external experts on a variety of topics: tooling, use cases, regulatory, data & analytics, etc.

ENABLERS







Introduction day to share the GenAl landscape, translate it to the organisation and provide overview of the program and what es expected from the enabler role







DEEP DIVE SESSIONS

Face-to-face and online training

delivered by GenAI in-& external experts

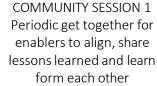
on a variety of topics: tooling, use cases,

regulatory, data & analytics, etc..















ENABLER ROLE ACTIVATION LABA

Customized training modules to enable

enablers to make the right impact: managing

resistance, change management, coaching,

training facilitation





COMMUNITY SESSION 2 Periodic get together for enablers to align, share lessons learned and learn form each other

Enablers are instrumental to making the GenAl 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



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



Role description

Strong understanding of emerging Al 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



Role description

This role is responsible for overseeing the ethical management and implementation of GenAl 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 GenAl
- Knowledge of cyber security risks

Mission

 Assess and manage the ethical risks associated with Al implementation



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 Albased solutions.

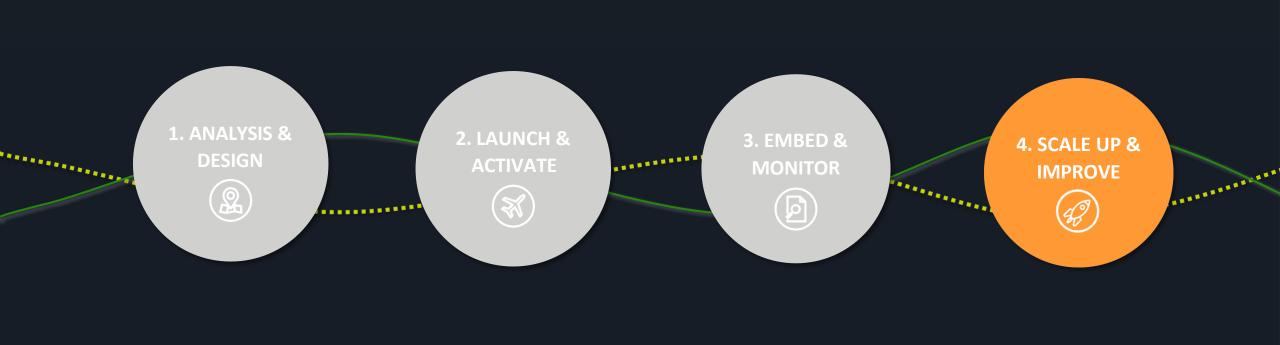
Target skills

- 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.





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

illustrative

GENERALISTS





LEGEND









INTRODUCTION E-MAIL Invitation to the GenAl program, overview what is coming



FUNDAMENTALS E-LEARNING Basic online training on GenAl, to start a population literacy path





PODCAST SERIES

With episodes on trends

and success stories with

industry experts





AI NEWSLETTER On GenAI news within the company



MEET THE ENABLER
Walk-in sessions to meet someone
that can help you with a concrete
question or challenge



EVALUATION SURVEY
Collection and analysis of
feedback on on-going
initiatives on all population

FULL POPULATION



Full Population



GenAl Strategy Basic online training on GenAl strategy within the company



GenAl Ethics Basic online training on GenAl ethics, organisational rules and the Al Act



GenAl Tooling
Basic online training on GenAl
tooling that has been approved by
the IT department



GenAl Practical Training
Basic online and face-to-face training sessions to
provide hands-on/functional training in how to use
specific GenAl tooling: e.g., prompt engineering

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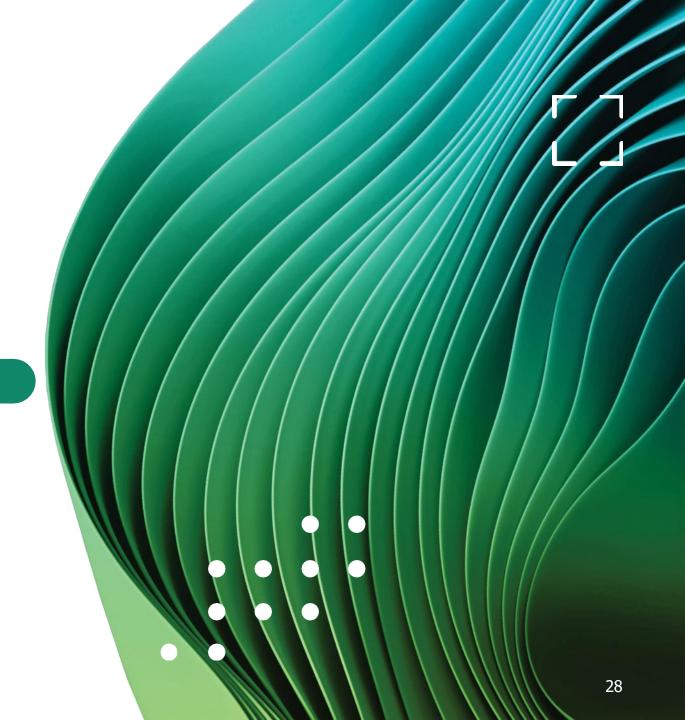
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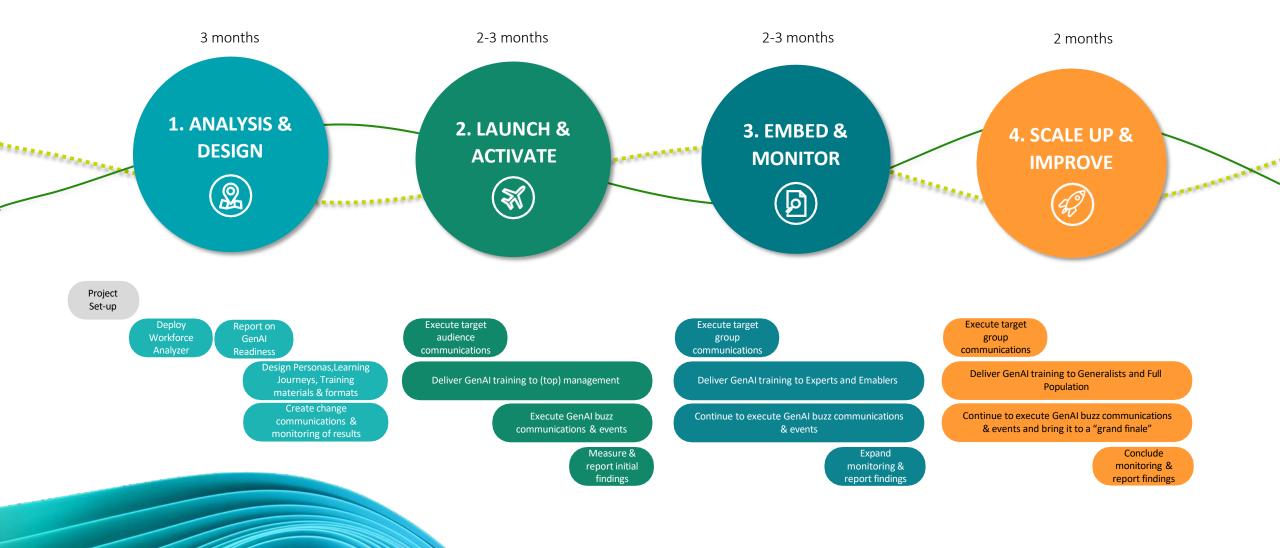
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Timing & Team

Appendix (separate)



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



^{*} Timing is indicative and depending on the current GenAl readiness of the organisation, the transformation speed that is required and the resources that are committed

The team you need for a GenAl Transformation



Deloitte team

	Role	Number	Commitment*
	Deloitte Engagement Partner	1	2 hrs/wk
	Deloitte Project Manager	1	16 -20 hrs/wk
<u></u>	Deloitte PMO support	1	40 hrs/wk
<u></u>	Deloitte GenAl Experts	2	16 hrs/wk
8	Deloitte Learning Lead	1	16 -20 hrs/wk
<u></u>	Deloitte Learning Support	1	40 hrs/wk
8	Deloitte Change & Comms Lead	1	16 -20 hrs/wk
8	Deloitte Change & Comms Suppo	rt 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
8	Client Project Manager	1	8 -16 hrs/wk
8	Client GenAl Experts	2	16 hrs/wk
8	Client L&D representative	1	16 hrs/wk
8	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

Deloitte.

For any questions, please contact ...



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