

PUBLIC

Podcast: Process Transformers

Episode 33: Redesigning Work for the Age of AI | Feat. Peter Temes



Fig. 1 – Cover art of Process Transformers podcast

Figure description – A square cover image with decorative geometric designs representing workflows and connections with blocks, circles, and arrows in varying shades of blue. The title “Process Transformers” is featured at the top of the image, and logos for “SAP” and “SAP Signavio” are featured underneath the image

Introduction

Lukas Egger: Hello and welcome to *Process Transformers*, the podcast that talks about business transformation at the intersection of processes and AI. For those of you who have listened before, welcome back, and if you're new to the show, thanks for tuning in. My name is Lukas Egger, I'm the head of innovation at SAP Signavio, and I'll be your host for today's episode titled, "*Redesigning Work for the Age of AI*", and I'm very honored to welcome back our very first guest, Peter Temes founder and president of the ELO Institute. Peter began his career on the faculty at Harvard, later building a research firm and writing a couple of books on leadership and decision making. But today we'll discuss what's changed and what still matters as AI is taking over the world.

Meet Our Guest: Peter Temes

Lukas Egger: Peter, welcome back.

Peter Temes: Thank you so much. It's always a privilege to have any chance to hang out with you, Lukas, and to speak with your audience. I really appreciate it.

Lukas Egger: Well, you're too kind, but you have been an audience favorite, so we were really excited to get you back on the show. In the last show, and consistently throughout your career, you have always advocated for innovation being a function of systematically lowering the cost of failure that is, at the center point. But now in your latest work, you are not just focusing on, let's say, how to de-risk and lowering costs in the technical term. You have specifically looked not just at the technology, but also at work itself and how it's affected by AI. Can you give us a little bit of an overview, like what motivated that and where you are going?

The Match Platform: Enabling Worker Self-Management and Task Diversity

Peter Temes: Absolutely wonderful. Thank you. So we are in the middle of a kind of long trial and development phase for something called the Match platform, which is about matching individual workers with more opportunities to have more task diversity in what they do and to have more self-management. Right? So we identified through the research that we do on assignment from our members over the years. More worker self-management is a long-term trend, and we're maybe 5% into that transition. But you see more and more managers, particularly middle

managers who are managing teams, doing less and less management of the team, right? Here's what everyone should do today. Here's how you're doing. You guys do this, you guys do that, and turning more toward the customer. Saying, as we're developing new and more valuable, but oftentimes more complex or oftentimes differently culturally situated products and services, the attention from those folks in the middle is being more focused on customers, which is great. And the hole that leaves is being more filled with self-management. The extreme that you can see is the kind of gig economy app like Uber. I'm an Uber driver. I'm creating value for the company. I'm creating value for the customer. My boss isn't telling me who to go pick up, and my boss isn't even telling me where and when to work. That app, which is now filled with all kinds of AI capacity, is the tool that helps me self-manage, and in the process, it helps me match to the marketplace far better than any manager could. That's one example of where we're heading in a lot of different environments, and that doesn't have to happen in a non-employer, kind of independent contractor model, as Uber uses. Those tools, those changes, can and will, and are rising in large organizations. So, what we're looking at with this program is going into organizations where they have large numbers of folks who are doing work that's relatively repetitive. Think about a call center operator. Think about someone working in a warehouse. But you can also think about someone doing certain kinds of development work, customer service, work, even certain kinds of sales work. If someone's doing pretty much the same thing all day every day in their work, we know they will have somewhat less job satisfaction and more job turnover. Then if they have the kind of task diversity and self-management that you and I, Lukas. Being more toward the executive end of the spectrum have. And you know, I can look out my window here in Seattle. I can see the headquarters of Starbucks Coffee. And I know from folks we've worked with at Starbucks, there are people there who are in the middle and the higher element of the organization who will say, 'Before the big meeting, I will always get up, walk out'. There are three Starbucks retail outlets within walking distance. And they'll say, 'I have to go smell the coffee. I have to go sit in the cafe and feel it, and then I'm gonna walk back and I'm gonna do a better job and make better decisions'. Their boss isn't telling them to do that, and in fact, their boss might tell them not to do that. But they're doing that kind of self-management. And one of the, one of the positive contributions that new technologies like AI is absolutely going to make is it's gonna push down more of that self-management on the old chart. So, let's say you're working in an Amazon warehouse, right? You're a person like everyone is with a whole range of interests and skills and even perhaps certifications. And you may be pretty darn good at working with robots and moving stuff off the shelves and picking orders, but particularly if you're under the age, let's say of 40, you're probably native to social media and you may well have a lot of skills in social media analytics. And in fact, if you put a little time in, you may have a certification that says you're good to a certain measurable degree. For you to be able to say, I'm gonna take two hours or four hours, and I'm gonna check out from doing the core warehouse work. Go to my locker, pick up my laptop, walk to the lunchroom, and I'm gonna check in and I'm gonna do two or four hours of social media analytics, which my employer needs.

I now have this much greater variance in the kinds of tasks, not just physically, but cognitively. I am going to do a better job at both functions because I'm mixing it up. We know that with less cumulative hours, the workplace tends to get safer in environments that present some worker safety issues, and we're betting that that's also gonna be someone who is retained more. In addition, let's say your passion, your personal passion is you're a great pastry chef. Now you go into those Amazon warehouses. Let's say you have 2000 people working there. You've probably got three different lunchrooms. Someone's making pastries. If you have the opportunity to say, once a week for two hours, as part of my job, I'm going to go and do that. You are gonna think differently about your job in a very positive way. We have in the US this wonderful tradition of 'Bring Your Daughter to Work' day. And I can tell you stories about when my kids were young, and I brought my daughters to work. But this is more about bringing your whole self to work and if your whole self is at work, if you're not just renting out your capacity. But if you're saying this job, which is the majority of my waking time, involves more aspects of who I am; lets me serve people in ways that I care about doing things that I help train myself, help get training for. That's a plus plus plus. So, this platform is a way of having very simple technology where the employer can say, okay, you qualify for these other things that you say you have an interest in. And every week or every month, they can push out invitations. So as a worker, you see the schedule and if it's a 40-hour work week, it's probably 35 hours of the core job, your employer says how much flex time they want you to have. And then you see, hey, here's an invitation to go and do social media on this day for this time. Here's an invitation to go and do the pastry chef work. Or here's an invitation to take training. Here's an invitation to orient toward the next step in my career path. And I get to say, yes, I'll take it. No, I won't. So, I'm exercising the self-management to get more of that task diversity.

Lukas Egger: Now I think everybody who listens to you will immediately go, well, 'Agency, autonomy: well, we love that'. From a worker's perspective, that clearly sounds like something to aspire to.

The Role of AI in Enabling Workforce Transformation

Lukas Egger: Now the question is: this seems, at this point, independent of what's happening with AI, right? If I now put on my manager's hat, I would say, 'Hey, there's already a wrench being thrown into this organization. We have to reconceive our jobs and whatnot, why should I now invest into this kind of breaking up the roles and the responsibilities?' But I, I know that you also have experience in how the one can behoove the rollout of AI as well. Right? So, I think that's where I wanna not push back, but where I wanna go next because it first sounds like, oh, this is just more complexity. That should be, not a top of our list to.

Peter Temes: Right, right, right. So, a couple of different things. Number one, the only reason that this is possible now at this moment is because we have five different categories of enabling technologies that have matured and are only mature enough to begin. This is gonna be easier to do in a year and it'll be a norm. We think probably in five years. One of them is micro-credentialing, right? So, you and I can go to college, get a degree in mechanical engineering or English literature or whatever we want, and that's one big fat credential. Now, we may also get a certification, something like the project management institution declare us to be PMPs, project management professionals, and they are partnering with us in this project, by the way. So, you'll be able to have invitations if you qualify and if your employer thinks it's a good idea, which they probably will, to do bits of training toward that project management certificate, which can be fed to you. Would you like to do a two-hour PMP training? These micro credentials are things that universities have a lot of trouble creating and supporting. And I can tell you as someone who's worked as a university leader, more trouble than you'd expect. But the deployment of AI tools and the deployment of things like blockchain where you can have an independent third party trusted record of the courses you've taken, the modules you've done well with. Then you can have that match to the complex set of tasks inside your company. This is heading to AI enablement so that the matches won't have to be manual, and you won't have to have a couple of managers saying, 'Well, how about Lukas? How about Peter? What should we offer them? Let's interview them to see what they're interested in'. So, AI is absolutely a driver of this. You also have the rise of much better HR software, I mean HR software used to do things like cut paychecks and very basic compliance issues. The idea that that you or I are good at a hundred clicks, right? The great American poet, Walt Whitman, said when he was criticized saying, oh, Walt, you're full of contradictions. He said, do I contradict myself? Well, then I contradict myself. I am large. I contain multitudes. We contain multitudes. To be able to understand who people are and what they're capable of doing and what they would love to do. On the one hand, it's the simplest thing in the world. Let's sit down and talk and let me get to know you. On the other hand, it is deeply complex and then understanding where those pieces can and should fit into how a complex enterprise operates also very complex. So right now, what we are doing directly is very, very AI light, but as it evolves, it becomes heavier and heavier. And that's for two reasons. It just makes too much sense because this is a complex matching function of people, talents, and tasks in the big organization. But number two, it's already happening everywhere. Even if we don't see it and if we don't know it, right? So many of the ordinary operating tools and platforms are becoming richer and better and more effective because of AI.

Lukas Egger: So just to paraphrase and maybe run with the a little bit further, what I hear is that through AI there will be an upset in terms of like how processes and how work is run. We already see that, but now we're in a position where through the same technology and better software. We can do the right things by subdividing, maybe roles and getting this matching function between what people can do or what they want to contribute to match in a more maybe agile fashion or just in a better version

towards wherever AI is going. So, it's in essence like. Making sure that how people work can more quickly adapt to whatever than the value creation process of this new technology will look like. Right? is that a fair summary?

Peter Temes: I think it is. I think that the AI aspect of this project is all hinging on that word matching, right? This is the MAT platform. It's about matching people's interests, capabilities, and passions to all the different elements of work inside a large organization. That task of matching is something we do very poorly. The limitations we have just as ordinary, well-motivated humans mean that I'm thinking about the 20 or the 200 or the 2000 people I manage, and I'm manually thinking about how that matches. Thousand different tasks that my organization runs and the opportunity to miss someone who brings a lot of talent and interest to the table, to the best place they should be doing some other work. It's guaranteed that that miss is happening all the time. And I'm gonna give you a quick example.

Real-World Applications and Benefits

Peter Temes: We completed a wonderful trial of this program for a mid-size Midwestern industrial company. And this is a place where they're banging steel with weights sometimes as big as a freight train, right? And I gotta spend a day interviewing people who are in this protective gear, and its mostly men and they're dirty and they're wearing these protectors, they flip off and we sit at a table and have a conversation. Most of these people, it's very well compensated work. It's an employee-owned firm. Most of these people are gonna be there for many years. They're gonna have great career paths and especially for blue collar workers, they're gonna be very, very well paid. One of the questions I asked and there were two framing questions to do these interviews. One is what other jobs do you see in this organization that are interesting to you? And then what experiences, passions, interests, credentials do you have that you're not bringing to work that maybe you would and couldn't? We had some of these people, big tough guys, machine operators saying, you know, I used to run a flower shop and that helped me do the kinds of project management. I don't do in my job. It's like, wow. One guy who said, I used to run art fairs, which is actually very complex logistics management, going city to city, setting things up, and there are other sides of the business that do that kind of work. The best thing that happened in those interviews though, was that there's a job that's a couple of levels up from the machine operators, which is called a process engineer. So basically, what happens is you get a \$5 million order, the process engineer might take a week or two and say. Here are the materials that go from this machine to this machine, to this machine, over a week or a month, to fulfill the order, and they spec that out, and then they give the orders to the different machine operators. That's a really interesting job. It's kind of a white-collar job, but you need to know a lot about how the machines work, and it's a good career path step for someone who's a machine operator to potentially go to that job. So, we had a few of the people who volunteered and said, I'd like to learn more about being a process engineer, if I could have an invitation to do training orientation or a little

work for two hours, four hours here and there. I'd really like that, and I could try that. Then to my surprise, we had a couple of process engineers say, I miss working at the machine. I miss having work that has a beginning and the middle and an end. I miss the camaraderie on the floor. I miss the physical intensity, and I miss the kind of high stakes of handling the hot metal. So what was great about what we discovered was that we can now take a two hour slot and take a process engineer and put him back on a machine that he's operated for years and knows how to operate, and we can take the machine operator and put him in the process engineering slot so that you have less complexity because it's a one-to-one match. But think about how, in a large organization, the complexity of looking at hundreds and thousands of employees, and the complexity of looking at all those places where you could have those matches. That's where this program is going to lean on and really, really derive from the technology that can automate that. Now, of course, then you need the human in the loop who's gonna look at that and say, well, here are reasons why this isn't a good idea, and will change the logic in the match system based on what we're learning, right? It's kinda the human aid machine learning process, but the pieces really fit together well. I should add as well, I mentioned in passing that training is a part of this -- that was a little bit of a surprise. We have a lot of interest and uptake among the people we're piloting with to use this for training. And that's partly because, in most firms the training is already mandated, but not necessarily scheduled and generally not scheduled in the ways that fit fast. And the folks who are interested in taking training are usually given an assignment. 'Now you go and do this training', rather than being able to say, 'Well, this is the time when the training will break up my work in the most positive way'. And they want more opportunities. The workers want more opportunities to be able to say, 'I'd like more training, please'.

Lukas Egger: So again, from the workers' perspective, I think everybody already agrees; and also, now you really elucidated like, 'Hey, even on a company level, we want the agility. We want the flexibility'. As times are uncertain and more technology is coming away, I think we can all chalk that up as net positives. Right? We had a guest, Matt Heinz, who talked about how sales and marketing roles are dissolving. And we talked about how challenging it can be because like there's this fluidity in roles, but in a way, it was still like confined to let's say sales marketing and that already was fascinating in a good conversation.

Challenges: Identity, Middle Management, and Change

Lukas Egger: But now what you're saying is you're transgressing career paths hierarchies. Also, I guess a little bit of identity, right? A lot of people take a lot of pride not in skills. We still talk about roles like, 'I am da da da'; we don't talk like, 'I am good at whatever'. So that sounds like a really big challenge.

Peter Temes: It is.

Lukas Egger: It's not just AI doing the matching, right? So, what are the caveats, and maybe, why is it still worth it? Because it just enables to work at a different level operationally for an organization. So, I guess, where is it painful?

Peter Temes: Yeah, that's a wonderful question because it is painful in some places. Typically, we're talking with senior management to get buy-in, and then we're starting at the top, then we're going to the folks we're working with one by one, and it's these people in between. It's that path between, look, the board supports this, and the CEO supports us, and the working folks love it. How does the supervisor, how does the manager, how does the director of the program feel about it? These people in the middle are often incentivized to not change and to make things more standardized and cookie cutter. They're being pushed now with or without the match platform. They're being pushed to think about that differently, partly because of what AI is doing. One of the observations that's relatively easy to make is that there are a lot of jobs that are basically production jobs that AI is already displacing people from. And you know, I live here in Seattle. You can already see it and feel it. The technology workers who've been making, let's say between 150 and \$250,000 a year for some of these more attractive jobs at Microsoft and Google and Amazon, many of them have already become less necessary because of AI tools, and a lot of those jobs have been zeroed out. So, if you are adequate, if you're good enough as a production level coder. The last 10 years have been great for your career. You've been in demand. That means that you're probably in less demand today. However, if you are not just good enough, but if you are great, you're more valuable than ever because what the AI tools are doing is it's making you a force multiplier, right? And if you have that genius of a really good program of keeping a hundred thousand lines of code in your head. The next line of code needs to interact with these other lines of code, right? I mean that's a skill. It's a gift, but it's also a skill that you've probably invested in really honing that makes you more valuable as the human in the loop, as the AI is doing the more basic production code. You're not writing lines of code so much anymore, but you are thinking about how the pieces fit together, and you are seeing the unanticipated impacts. Of that next block of code or that next AI agent as it's coming together and you're shaping it. It's almost like being a great sculptor or being a glassblower. You know that you have to put a little bit of cooling right here because of what just came out of the oven. You couldn't have anticipated it, but you can recognize it, and that's a gift. So as these things are happening to those folks in the middle, and we've had a lot of these opportunities to talk to people who say, this person who's now in the pilot and who wants to do the match platform as part of their job. I don't know, as his boss, if I like that, because there are two things I don't like about him and I don't want him to feel rewarded for this stuff that I don't like. The higher-level management thinker is gonna say, 'Oh, this program is a new tool. How can I use this as a carrot to incentivize this person to think and act a little differently? How can I put opportunities in her path so that she can dynamically, maybe without even knowing it, take a step in the direction I want?' So, what we've seen so far is that there's more general management consulting that has to be built around the edges of this to coach the leaders, not even so much directly about this

program, but about accepting change and being good leaders of change. I know in your business, Lukas, you need people who are really good at the technology. You need the technology itself to be great. And then you have those magic people who are product leaders, who are account leaders, who are able to kind of calm down the anxieties of the customers, help create the open space. I'll add this. We have a wonderful friend who we've worked with in his career path over the last 15 years, who's now the chief analytics officer at Citi, and in their US personal bank. He's been doing a lot of speaking lately and we've collected some of his insights for another project we work on about how change management for people who are using technology tools for analytics is very, very much about people's identities. If you're telling me my job is changing, the core tasks that I do every day will be a little different because I'll be able to do more better with these new tools. You are creating a shift in my sense of who I am, and we need to make room for that conversation and for a path of people reflecting on their identities and being able to shape that change in the way that they feel is positive. And it's wonderful to hear this coming from this individual because he's a technologist, and he can document that he is making a tremendous financial contribution, in 10 figures to his employer. But that concern for individuals and the subjective experience of their work changing, changing their sense of themselves: that's core to this project. It means that there's something very positive here, potentially, about the relationship between the employer and the employee. And I think that's an important part of this, that as AI continues to mature, if we have a view that the reason people work for us is to do the task we hire them for, and when that task is not necessary, they are not necessary, then we're missing the chance to have the versatility of having a cohort of people. And it could be a smaller cohort, could be a bigger cohort, but having a cohort of people whom we trust, who learn more and more, and more about our organization and our customers every day -- their knowledge of what we do becomes more holistic. Their commitment to what we do becomes more holistic. There's a wonderful story about the American President, Lyndon Baines Johnson, who you know before he stepped outta the presidency in 1968, took on John F Kennedy's promise that we would bring an American to the moon before 1970. And he was touring what is now known as the Johnson Space Center in Houston. And he's a politician. He can't help it. He's not gonna go where you tell him to go. He is walking through the facility, and he is shaking hands, and he is going in that what's behind that door. And he is meeting people and slapping 'em on the back. There's an African American man. This is Texas in the late sixties, sweeping the floor, and the president breaks away from his group. He walks over, he shakes his hand, he pats him on the back. He says, 'My name's Lyndon Johnson. Sir, what's your name and what do you do here?' And this fellow with a broom in his hand said, 'What do I do? I help put a man on the moon.' Beautiful.

Lukas Egger: Beautiful.

Peter Temes: Yeah. And that's what programs like this are really aimed at. You might do one thing all day every day, but as you start having a little bit of an



opportunity to do other things here and there, you connect more to the mission. You have more connections to socially and directly through work. More people know who you are and what you're good at, and it creates all these opportunities to make those better matches so that we can do better, and better, and better work.

Lukas Egger: Now, again, I'm not trying to be the devil's advocate, I'm, assuming out a little bit and now I'm going from the corporate's perspective, right? It's easy to see how well that by itself sounds beautiful, but we are already struggling to adopt all of the technology that's thrown at us. Then it also says, 'Well, if we're adopting this technology, how do we change our processes? And now we need to reskill, upskill and take care of the people as well. How can one not get overwhelmed? And also, what will be maybe the first incremental step because it's like there's competing resources, right? It's never just that one thing is enough.' So, how do you engage and say like, 'Hey, I understand there is technology, there is incentives, there is all the other things. Let's not do the marathon. Let's do like a two-mile run first', and how does that start? And it's always presented in this positive way. And I don't doubt that's truly the objective, but some cynics could say, 'Well, if you break down the tasks, that's just a neat and easy way of reducing the labor force.' Right? You're just getting rid of some of the work. How do you tackle all of these issues?

Getting Started: Understanding Your Workforce

Peter Temes: So the place to start, we believe, and I've been very privileged 'cause I've been doing this work, is understanding who these folks who work with you are. Right? And that's a very human process to begin with. So that two question interview, which can be as brief as 15 minutes, gets people talking. And it's been so surprising 'cause again, in an environment like the industrial company I mentioned where people might have worked together for a decade and know each other very well, and these are small towns. They see each other at church. They see each other in a grocery store. When you see people saying, I never knew that. I didn't know Lukas played the violin. I didn't know his family ran a pizza place. You know, I didn't know he had 12 kids. Now these are not things I know to be true about you, Lukas, but here we go. But. It's wonderful as people feel more seen, and it just increases the fact of the workplace as a real community, so that we believe is the right place to start. What you see, and this has been documented before, is when people are asked every once in a blue moon to talk about who they are holistically, they tend to do a better job overall. There's this thing you learn about in MBA school usually, called the Hawthorne Effect from a hundred years ago; where there was, it's actually a Western electric plant that made phones, and it was a big old industrial plant up near Albany, New York. The question was, would more natural daylight in this facility help people be more productive and safer? A group of researchers from Harvard University came up and started interviewing workers, and they had a well-designed experiment. They had a control group where they didn't change the daylight, and they had the change of daylight experimental group. Everybody got interviewed every so often by the researchers, and they all started doing better. And the

conclusion was, having these fancy outsiders come in and say, 'Well, how are you today? Who are you? What's your work like? Can you reflect on your working experience?' This is an intervention that seems to have a cost but has a return that's clearly so much greater than the cost. More companies should be doing that. One large online retailer that we've worked with is so oriented toward efficiency, they onboard people too efficiently. They monitor their work too efficiently. Part of what we've counseled them to do is, every so often you need to pull people in small groups for about an hour, and feed 'em food, and get 'em talking with no particular goal on site. And you'll see a greater increase in their ability to get their work done and they'll feel better about their work. You'll have less turnover; you'll have safer work environments. The match platform is an organized way to do that with very, very low cost of beginning and implementation. What this program will look like in 10 years, we can't tell you. and it may even be the kind of thing that vanishes, it may be the intervention that pushes things in a somewhat different direction, and then just fades away because it triggers other activities and we're already seeing it. We're seeing that when we start doing this interviewing, we start getting people using this very simple online platform to do the scheduling, and we look at where the slack capacity is to start putting people into other jobs, including training. We see the biggest uptake is when this matches programs that already exist, and this is a way to accelerate and strengthen them. And we see people saying, 'Well, I'm not gonna use this anymore, but I'm gonna deal with this job category differently'. That they get insights into the people and into their work, and that's perfectly fine. We call that a win.

Lukas Egger: So, in summary, I think what I love is the idea that we can all increase retention and happiness, and at the same time, be better prepared for adopting new technologies. And you are advocating for making the focal point of all these efforts something where people can bring more of themselves to work, not through roles, but through skills and responsibilities and subdividing work in more meaningful ways -- also to be more flexible.

Peter Temes: Right.

Lukas Egger: I think that's all around beautiful. One like last question about the program. Regardless of the technology and the platform, what are, let's say, the KPIs or the things we see on the right track, because in the end we love if people, if they're higher retention rates and people are happier, right? But we are right now, a lot of companies feel like an existential squeeze. There's the technology barreling down and we might not even know what the industry will look like in two years from now. And this sounds beautiful, but I think what is the right way to go about that? We know it, it really pays into the things that we want to achieve.

Measuring Success and Key Takeaways



Peter Temes: So let me frame this by saying that a lot of folks are wrestling with this notion of what to do with their workforce as things change. How to reassign people, how to retain people or not how to quote unquote 'right science'. What we say is, the best way to begin to approach the what to do question is to start with the who question. Understand who these people are as workers, as learners, as people. That investment creates a complex body of knowledge that will help you as an employer make much better decisions and both get more value from your folks. And treat them in ways that will help them feel much more satisfied with their work and more committed to their workplace. When that happens, we believe the KPIs you're gonna look at, and it's different job to job, but the KPIs should be retention. If you have good measures of net productivity per employee, you should look at that as well. In physical environments, worker safety, yeah, I think is a very big one. And then looking at the impact on training, and we don't have a lot of answers on this, but we just see a lot of flags of value around training. But again, we're walking into some workplaces where you'd think they know the answers and saying, okay, what do you spend per employee on training every year? And sometimes we get like, 'Arh, we don't know. who do you identify as a high potential employee? Like, well, you know, the supervisors get a feel. You get all this stuff. So just going through the process, you start to address these issues, and again, we put more under that general management consulting umbrella. That itself is a very positive impact. You have a lot of organizations, that we're beginning to get to know with this program, where they don't have the kind of knowledge of their own processes centric. And when we say, look, you have to know how your training is working, and you have to know how your career path planning is working. Just to have them start to really address those questions in a good way, that's a positive impact too.

Lukas Egger: I love that, and I really, I'm always impressed how you can take ideas and show how unintended second order consequences like pop up. So it's not just a story, 'Hey, there's new technology, let's all use it and we'll be better'. But how to think through the disparate parts of whether it's roles, hierarchies, bringing your whole self, all the things that will in the end be more consequential than just whether you can include an API to an LLM or whatnot, right? So, thank you. Peter for those insights. As always, the very last question is now, if we wanna make this possible and you could magically change one process, which one would you tweak right now?

Peter Temes: You know, I think it would be career path planning. It's really surprising to me how little of that goes on and how few incentives there are for managers at every level to be thinking about the career path of the people who are working for them. And you see the impact of that when the worker you love the most, who makes the biggest contribution says, 'Hey, I'm leaving'. And you didn't have a chance to understand what they want, you know? And why someplace else is able to give more of that to them. Career path planning is a complex thing. It's rooted in understanding who these people are. But it also is a great manifestation of

a long-term commitment to the people you work with, even without giving them a giant bonus or making a contracted promise of future employment.

Lukas Egger: I love the idea to going more modular with the work but maybe going more short on the tasks and long on your career. I think that's a very inspiring message that you put there. And what better note to end on. Such a positive note, Peter. Thank you.

Conclusion

Peter Temes: Well Lukas, thank you. It's a great opportunity to chat with you and, to reach the folks that you are serving with this podcast, and I hope we'll keep talking.

Lukas Egger: Well, thank you. And with that. Thanks for listening to another episode of Process Transformers. This podcast is brought to you by the dedicated efforts of our entire team, sir, heartfelt thank you to Beyza Kartal, Jahanzeb Khan, Reagan Nyandoro, Erica Davis, Cecilia Sarquis, Fouzi Mourad, and Julian Thevenod. If you have questions or comments, email us at processtransformers@sap.com. And until next time for, hopefully, another transformative conversation.

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