Then we need to start pivoting the workers. So, the workforce itself, now I have to get you starting to focus on more of those strategic value-add activities, the engineering activities, the service-based work, as well as some of the broader kind of automation management.

And finally, and again I can't say enough, probably most importantly, is the reskilling of your workforce. The impact here if you were to prioritize this, everything else happens on paper and it’s the reskilling where you’re actually changing behavior.

First step for you would be: reimagine the work. And that could be as simple as a workshop with your team to figure out: “What are the tasks that we need in the future state? How do those map to roles? And what are some of the skills we need to acquire?” And with a proper agile mindset, this doesn’t have to be perfect. We’re no longer living in a world where your job description’s going to be your job description for the next 10 years. It’s going to be your job description for a year tops.

So, what we need to do is get a solid starting point so we can convey an expectation to our people and give them some real, clear guidance as to what that path forward looks like.