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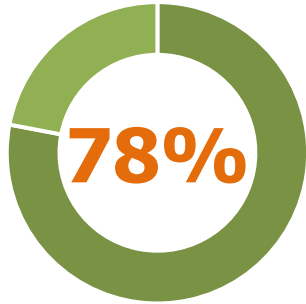
Human-Centered Skills for Leading in AI-Driven Organizations

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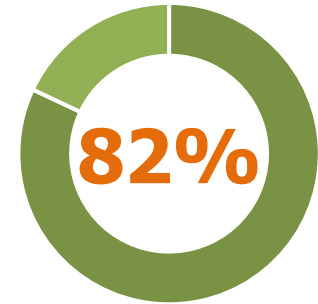
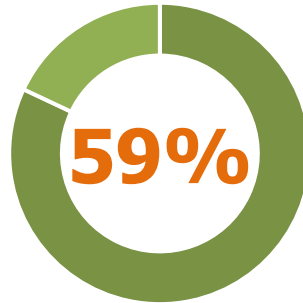


Leading the AI revolution: Insights from Microsoft's Work Trend Index



of all employees say they lack enough time or energy to do their work.

59% of leaders say productivity needs to increase.

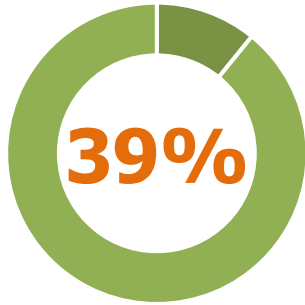


of leaders expect AI "agents" to be extensively integrated as digital team members within the next year.

[Leading the AI revolution: Insights from Microsoft's Work Trend Index](#) By Lydia Smyers, Mary Carol Alexander



Work as we know it will be changing

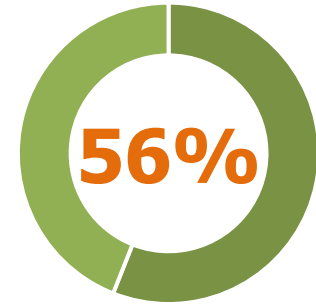


Employers expect 39% of workers' core skills to change by 2030. Creative thinking and resilience top the list of "rising" human skills.

[Reskilling Revolution: Preparing 1 billion people for tomorrow's economy \(2025/2026\)](#)



Work as we know it will be changing



Workers in AI-integrated roles who possess AI fluency could earn up to 56% more than their peers.



Fastest-growing skills by 2030



1. AI and big data
2. Networks and cybersecurity
3. Technological literacy
4. Creative thinking
5. Resilience, flexibility and agility
6. Curiosity and lifelong learning
7. Leadership and social influence
8. Talent management
9. Analytical thinking
10. Environmental stewardship



Five ways to outlive the AI takeover



THINK STRATEGICALLY AND CRITICALLY

Elevate from managing tasks to shaping vision. Develop the ability to connect AI capabilities to business outcomes and navigate ambiguity in ways algorithms cannot.

AI is the race to the middle



"Intelligence is now a utility, but wisdom remains a scarcity. In an AI-driven organization, the leader's job is no longer to have the answer, but to ask the right question and provide the empathy the machine cannot feel."

[McKinsey - The State of Organizations 2026](#)

Google Gemini Image



Activity: Sprint Planning - HR Hiring System

- Your team is developing an AI-driven HR recruiting platform. The next Epic is to implement "Automated Candidate Matching". This Epic should approve and rank candidates based on resume skills matching, industry experience, education, previous job title management level, and cultural fit within the organization. The stakeholders also want an easy-to-read dashboard of candidates to decide whom to interview first. Matches that fall below 70% of the position should be automatically discarded.
- **Epic Implement Compliant Automated Screening:**
To leverage AI to rapidly approve, rank, and present the most qualified candidates to hiring managers, while ensuring compliance and minimizing manual screening effort.



Core Ranking Algorithm

User Story

As a Recruiter, I want the system to calculate a comprehensive match score for each candidate based on resume skills, industry experience, education, and management level, so that I can quickly assess their objective qualifications against the job requirements.

Expected Business Value

Reduces time-to-fill (TTF) by an estimated 30% due to automated initial screening.
Improves consistency in candidate evaluation.

Epic Goal:

To leverage AI to rapidly approve, rank, and present the most qualified candidates to hiring managers, while ensuring compliance and minimizing manual screening effort.

Definition of Done (DoD)

- The core match score is an aggregate of resume skills, industry experience, education, and previous job title management level.
- Each scoring criterion is individually weighted and configurable by a System Admin user.
- The algorithm must successfully process and assign a score between 0–100% to 99% of uploaded resumes.



Cultural Fit Scoring

User Story

As a Hiring Manager, I want the AI to incorporate a validated 'Cultural Fit' score based on specific organizational values and candidate data so that I can prioritize candidates most likely to succeed and thrive in our environment.

Expected Business Value

Increases quality of hire (QoH) and reduces first-year employee turnover related to fit by 15%.

Epic Goal:

To leverage AI to rapidly approve, rank, and present the most qualified candidates to hiring managers, while ensuring compliance and minimizing manual screening effort.

Definition of Done (DoD)

- A machine learning model for Cultural Fit is trained, validated, and deployed.
- The Cultural Fit score is displayed separately from the core match score.
- The system provides a human-readable, auditable rationale for the cultural fit score (e.g., via a tooltip).



Automated Candidate Discard

User Story

As the System Administrator, I want the system to automatically discard any candidate whose core match score falls below 70% of the position requirements, so that we focus human review time only on high-potential candidates.

Expected Business Value

Massively reduces manual screening workload and provides immediate cost savings from labor reallocation.

Epic Goal:

To leverage AI to rapidly approve, rank, and present the most qualified candidates to hiring managers, while ensuring compliance and minimizing manual screening effort.

Definition of Done (DoD)

- Candidates with a core match score of $< 70\%$ are moved to a Discarded archive queue (not permanently deleted).
- The 70% threshold is configurable via a system-level setting.
- An automated notification is sent to the assigned Recruiter when a candidate is auto-discarded.



Stakeholder Dashboard

User Story

As a Stakeholder (Hiring Manager), I want an easy-to-read dashboard of all matched candidates with their rankings, so that I can efficiently decide who to interview first.

Expected Business Value

Improves stakeholder experience and accelerates decision velocity for scheduling interviews.

Epic Goal:

To leverage AI to rapidly approve, rank, and present the most qualified candidates to hiring managers, while ensuring compliance and minimizing manual screening effort.

Definition of Done (DoD)

- The dashboard displays Core Match Score, Cultural Fit Score, and Candidate Name/Summary in a single view.
- The dashboard is filterable by both Core Match Score and Cultural Fit Score (low-to-high, high-to-low).
- The dashboard includes a single-click action to move a candidate to the Interview Scheduled status.



Bias & Compliance Audit Trail

User Story

As a Hiring Manager, I want the AI to flag potential bias in screenings so I remain compliant with federal hiring laws.

Expected Business Value

Mitigates legal risk and avoids fines associated with EEOC (Equal Employment Opportunity Commission) violations.

Epic Goal:

To leverage AI to rapidly approve, rank, and present the most qualified candidates to hiring managers, while ensuring compliance and minimizing manual screening effort.

Definition of Done (DoD)

- The system must generate a "Bias Audit Trail" for every rejected candidate.
- The ranking algorithm must exclude all prohibited demographic data fields from its calculation inputs.
- The system is integrated with the legacy Payroll system's API for real-time salary verification to prevent non-compliant salary offers.
- The entire AI-generated candidate ranking process must be auditable for bias.



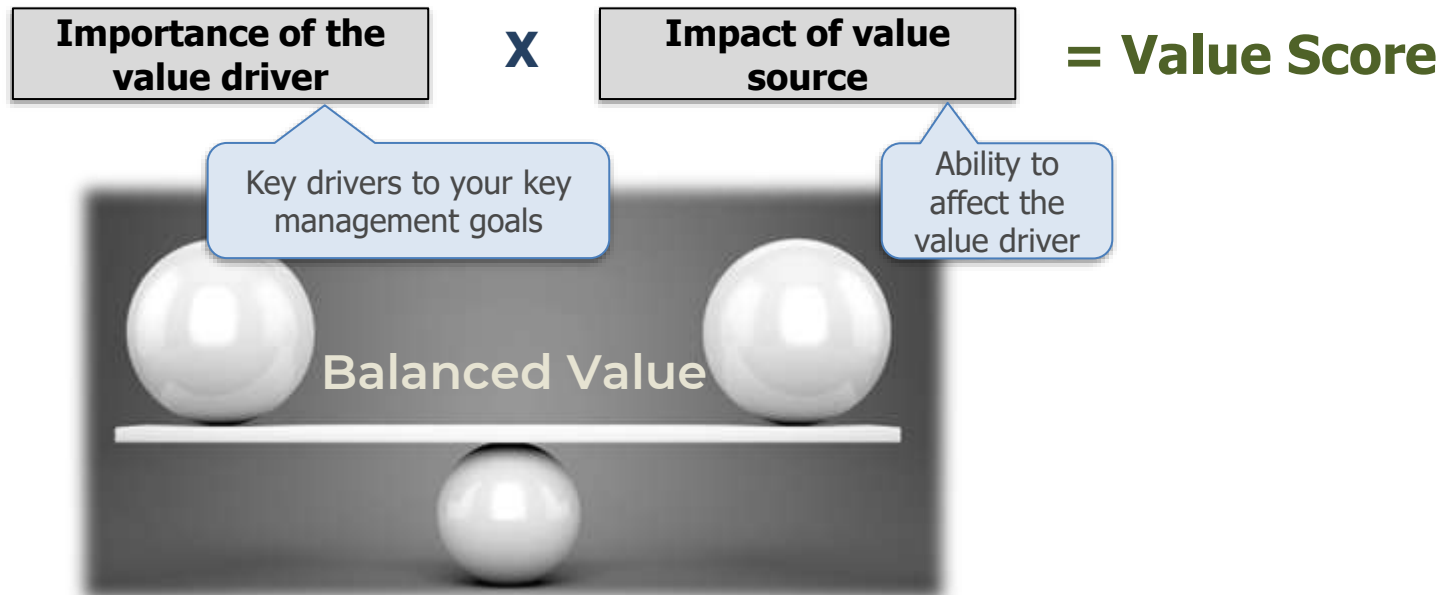
Drive better decisions with a value-driven approach and framework

Value drivers provide an enterprise framework to connect organizational goals and priorities with your intake process, improving alignment with the leadership team's goals.



Use a balanced value to establish a common definition of goals and value

Value drivers are strategic priorities aligned to our enterprise strategy and translated through our product families. Each product and change impacts value drivers, helping us reach our enterprise goals.



Build your balanced business value score using key value drivers

Balanced Value identifies changes with the highest alignment with enterprise goals and priorities.



Impact on Value Driver 1

+ Impact on Value Driver 2

+ Impact on Value Driver 3

+ Impact on Value Driver N

= Balanced Value Score



Activity: Value Drivers

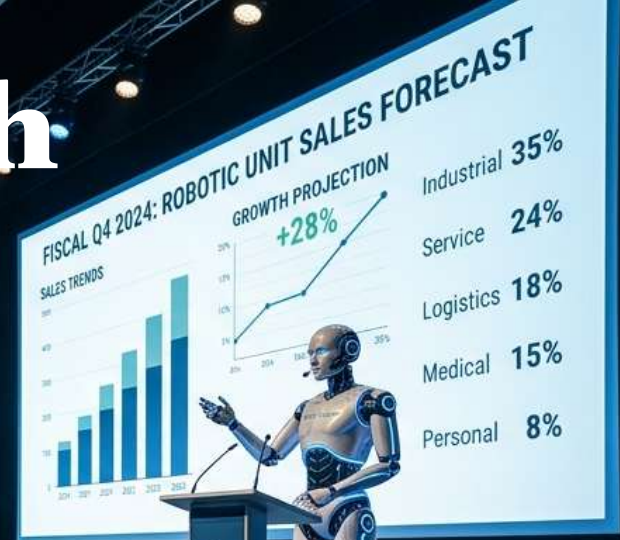
- **Reach Customers/Consumers:** Increase customers 15%/year and service consumption by 10%/year
- **Enhance Services:** Streamline and automate the organization's internal operations to reduce processing lead and wait times.
- **Great Place To Work:** Exceed 90% employee net promoter scores and remain on the top 100 places to work list.



| | Reach Customers | Enhance Services | Great Place To Work | Score | Ranking |
|-------------------------------|--|------------------|---------------------|-------|---------|
| Relative Weight: | | | | | |
| Backlog Item: | Estimated impact on each value driver. | | | Score | Ranking |
| Core Ranking Algorithm | | | | | |
| Cultural Fit Scoring | | | | | |
| Automated Candidate Discard | | | | | |
| Stakeholder Dashboard | | | | | |
| Bias & Compliance Audit Trail | | | | | |

Communicate with Influence

Translate complex AI-driven insights into compelling stories that inspire action, gain buy-in, and bridge the gap between technical and business worlds.



Change requires a two-pronged approach

The Rider

- Analytical, adaptable, observant.
- Logical connection.
- Easily distracted or bored.

The Elephant

- Culture, momentum, endurance.
- Emotional connection.
- Slow to change and adapt.

Source: [Switch by Dan and Chip Heath](#);
Photo by [Iurii Laimin](#):

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Switch: How to Change
Things When Change Is Hard

12 May 2026

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Motivate the rider and the elephant

The Rider

- Sets the direction and goal.

The Elephant

- Provides stability and permanence.



Classify your audiences into manageable groups

Indirect Daily Impact

Stakeholders

- Impacts their overall success
- High interest and low impact
- High authority

**Consumers
and End-Users**

- Impacts their daily operations
- High impact and interest
- Low authority

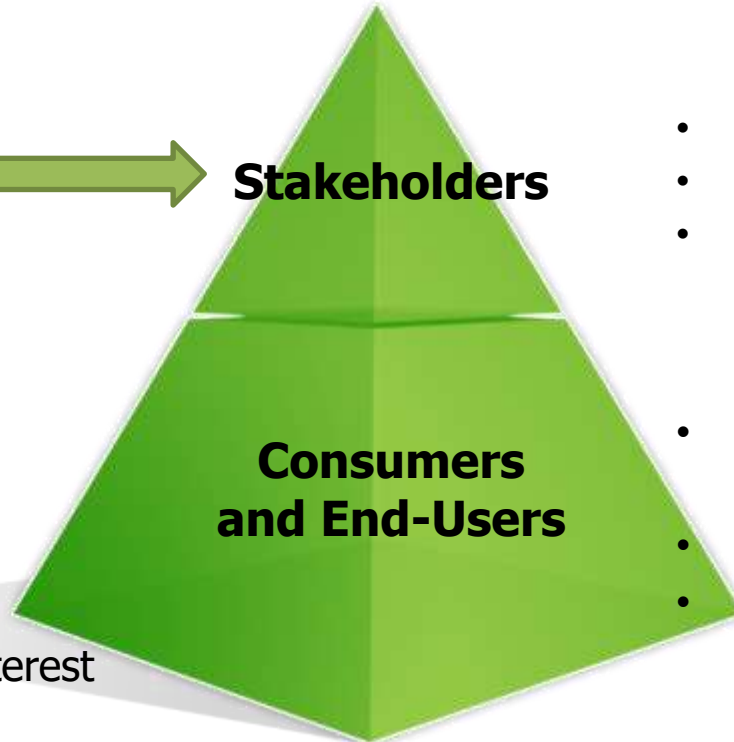
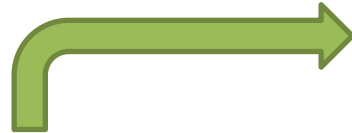
Direct Daily Impact

Influencers

- No impact or interest
- High authority through position or reputation

Controllers

- No impact or interest
- Enforce policies



Classify your audiences into manageable groups

Consumers and End-Users

- Impacts their daily operations
- High impact and interest
- Low authority

Stakeholders

- Impacts their overall success
- High interest and low impact
- High authority

Controllers

- No impact or interest
- Enforce policies

Influencers

- No impact or interest
- High authority through position or reputation



Create your pitch for your use case

**What's in it
for your
Audience?!!!**



Activity: Pitch Meeting

- Select your top use case.
- Develop a short pitch to gain support for your selection.



Feel, Felt, Found

FEEL

Empathize with their pain, fear, or reservations.

FELT

Tell a short story about someone you helped who felt the same way.

FOUND

Explain how following the change you are recommending worked and delivered value. Imply that following this advice will overcome their fear and lead to success.



Foster Human Collaboration



Lead cross-functional teams where humans and AI work seamlessly together. Strengthen facilitation, negotiation, and conflict resolution skills that build trust and alignment.

| USER STORY | EXPECTED BUSINESS VALUE | FORECASTED TIME SAVED | FORECASTED MONEY SAVED (RISK/OPERATIONAL) |
|---|--|---|--|
| 1. Core Ranking Algorithm | Reduces time-to-fill (TTF) by an estimated 30% due to automated initial screening. Improves consistency in candidate evaluation. | ~130 hours per high-volume position (Eliminating 80% of manual initial review time for 1,000+ applicants). | \$9,100 per high-volume position (Based on 130 hours saved per role at a typical Recruiter rate of \$70/hour). |
| 2. Cultural Fit Scoring | Increases quality of hire (QoH) and reduces first-year employee turnover related to fit by 15%. | N/A (Focuses on quality, not screening speed) . Indirectly saves time on re-recruitment. | \$40,000 – \$200,000+ per year (Avoidance of re-hiring costs, which typically range from 50% to 200% of an employee's salary). |
| 3. Automated Candidate Discard | Massively reduces manual screening workload and provides immediate cost savings from labor reallocation. | ~83 hours per high-volume position (Automatically filtering out candidates below the 70% threshold saves human review time). | \$5,810 per high-volume position (Based on 83 hours of manual screening time saved per role). |
| 4. Stakeholder Dashboard | Improves stakeholder experience and accelerates decision velocity for scheduling interviews. | ~5 hours per position (Reduces review time for multiple Hiring Managers/Stakeholders). | \$500 per position (Based on time saved for senior stakeholders at a higher hourly rate). |
| 5. Bias & Compliance Audit Trail | Mitigates legal risk and avoids fines associated with EEOC (Equal Employment Opportunity Commission) violations. | ~20-40 hours per year (Reduces time spent by Legal and HR teams auditing and responding to compliance queries). | \$50,000 – \$5,000,000 in Risk Avoidance (A single non-compliance fine or lawsuit can be substantial, making this story's value focused on critical risk mitigation). |

Activity: Business Impact Forecasting

- For your use case, how would you validate the estimated ROI?
- How would you measure ROI?
- Would you change use cases based on these ROI estimates?
- How and when should we include impact estimates in backlog prioritization?




Activity: Efficiency vs. Ethical Risk

- **The Argument for Efficiency (Story 3: Automated Candidate Discard)**
 - Value Proposition: This story delivers the highest, most immediate operational savings (~\$5,810 per high-volume position) by aggressively reducing the manual workload. It fulfills the business mandate to focus human time "only on high-potential candidates."
 - The Problem: Implementing the 70% discard rule first—before the audit trail is confirmed to be working—introduces unqualified legal risk. If the underlying Core Ranking Algorithm (Story 1) contains an unintentional bias (e.g., scoring certain educational backgrounds lower), the automatic discard feature accelerates that bias from an observation into an irreversible, systematic, and non-auditable act of discrimination.
- **The Argument for Risk Avoidance (Story 5: Bias & Compliance Audit Trail)**
 - Value Proposition: The dollar value of this story is primarily Risk Avoidance (up to \$5,000,000+ in potential fines or lawsuits). While it does not save time directly, it acts as the necessary safety switch for the entire system.
 - The Counter-Balance: Story 5 ensures that every decision made by the AI, especially the automated rejections from Story 3, is transparent, auditable, and compliant with EEOC mandates. The "Bias Audit Trail" is the human-AI partnership in action: the AI performs the task (discarding candidates), and the human-driven design ensures a mechanism to hold the AI accountable for its actions.



Exercise Empathy and Ethical Judgment



Understand stakeholder needs, anticipate potential unintended consequences, and make informed, nuanced decisions grounded in ethics, equity, and the impact on human well-being.

Common risks with AI and automation

- **Bias and Systemic Discrimination**

- AI models can exhibit measurable bias against certain groups if they are trained on historical data that is disproportionately homogenous (e.g., favoring young, male, recent college graduates).

- **Catastrophic Compliance Risk**

- Introducing automated features, such as a 70% candidate discard rule, without an established "Bias & Compliance Audit Trail" creates unqualified legal risk.

- **Data Drift**

- Over time, AI models can drift away from the business's true requirements due to continuous re-training that incorporates human overrides.



Common risks with AI and automation

- **Fear of Replacement and Anxiety**
 - The biggest fear employees face when AI is adopted is being replaceable.
- **Distrust and Collaboration Breakdown**
 - AI-driven systems, such as employee monitoring tools that track productivity, can create anxiety and distrust among the workforce.
 - Stakeholders may have competing priorities (e.g., Product Managers prioritizing speed over Data Scientists' concerns about model accuracy), leading to a breakdown of trust.



Activity: Data Drift (Story 1)

- Over 18 months, recruiters repeatedly overrode the Core Ranking Algorithm's (Story 1) low scores for candidates with a niche, legacy skill that was highly desired by two specific hiring managers.
- This human override data was continuously fed back into the model for re-training.
- The AI subsequently learned to *undervalue* the standardized job description requirements and *overvalue* the niche legacy skill, even for positions where it was not needed.
- The model has now drifted away from the business's true requirements, leading to high-ranking candidates who are technically a poor fit, increasing new hire failure rates.



Activity: Systemic Cultural Bias (Story 2)

- The Cultural Fit Scoring model (Story 2) was trained exclusively on the historical data of the organization's highest-performing employees hired over the last decade. This cohort was disproportionately homogenous (young, male, recent college graduates).
- The AI now consistently assigns a near-zero Cultural Fit score to any experienced, older, or non-traditional candidate, regardless of high core qualifications.
- Hiring managers are subtly steered away from these candidates, leading to a demonstrable reduction in workforce diversity and homogeneity in new hires.



Activity: Catastrophic Compliance Risk (3 & 5)

- The team successfully deployed the "Automated Candidate Discard" (Story 3) but deferred the "Bias & Compliance Audit Trail" (Story 5) for a later release.
- A critical bug in the Core Ranking Algorithm (Story 1) inadvertently penalized candidates whose resumes contained terms like "Maternity Leave" or "Parental Leave" by incorrectly weighting them as negative skills.
- Over 5,000 highly qualified candidates were automatically rejected without human review or an auditable trail, triggering a high-profile EEOC class-action lawsuit and a mandated halt to all AI-driven hiring.



Drive Change and Inspire Growth

Guide organizations through rapid transformation with emotional intelligence, resilience, and a focus on continuous learning and innovation.



Techniques: Top-down initiative

Find a leader and make it their idea!

- Find champions in positions of authority and/or influence.
- Convince them sponsor the solution.
- Find change agents to help implement the idea.
- Work with them to ensure the integrity of your idea is maintained.
- Activity: If this could apply, add it to your idea card.

Control: 😞 Difficulty: 😞
Influence: 😊 Duration: 😊



Techniques: Grassroots/bottom-up

Target users by providing a better way.

- Share and spread your idea directly with the end-users who could benefit from the WIIFM.
- Make it super easy for more people to use and spread your idea.
- Watch for the tipping point, then find the right owner or sponsor to make it official.
- *Activity*: If this could apply, add it to your idea card.

Control: 😊 Difficulty: ☹️

Influence: 😊 Duration: ☹️

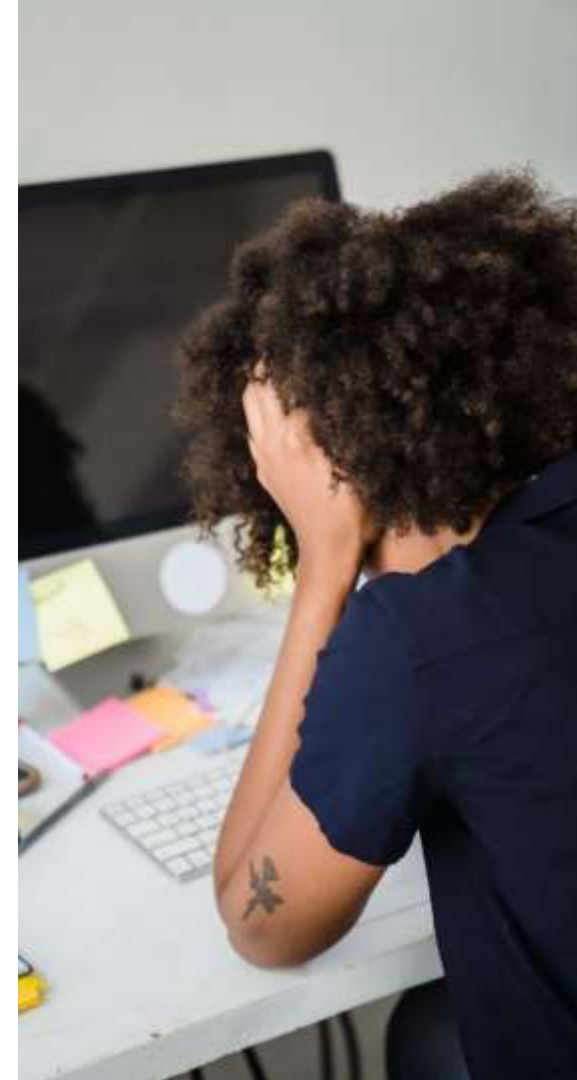


Techniques: Pain compliance

Make the bad path scary, annoying, and hard.

- Pain relivers are more effective than gain creators.
- Plan the easy path to use your idea and make it as simple as possible.
- Influence or change the current processes to make them as annoying, difficult, and slow as possible.
- *Activity*: If this could apply, add it to your idea card.

Control: 😬 Difficulty: 😞
Influence: 😄 Duration: 😞



Techniques: Subversion

Undermine the bad while promoting a better way.

- Work to ruin or impede the bad processes or current way of doing things.
- Make casual, but not career limiting, comments to draw attention to the inefficiencies.
- Suggest your idea to change agents who might champion the idea as their own.
- *Activity:* If this could apply, add it to your idea card.

Control: 😊 Difficulty: 😞
Influence: 😞 Duration: 😞



Five ways to outlive the AI takeover





Scan for LinkedIn

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in AI-Driven Organizations

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