Growth Performance

THE HUMAN ADVANTAGE PROGRAMME
ACCELERATION

Leading the AI-Shaped Organisation Reference Card

A one-page reference for stewarding the structural consequences of AI: workforce transition, responsible governance and culture. Use it alongside the Acceleration Condition Diagnostic to focus your development.

The workforce change AI drives is structural, not marginal: a large share of workers' core skills are changing and more than half the global workforce needs reskilling within a few years (World Economic Forum, 2026). Culture is named as needing to change but rarely led (Deloitte, 2026), and governance obligations are becoming legally binding (European Union, 2024).

THE SIX TRANSFORMATION LEADERSHIP BEHAVIOURS

1. **Narrate the transformation.** Connect AI to strategy, jobs and fairness, honest about what is known, unknown and committed.
2. **Plan the workforce transition.** Maintain a live role evolution map and skills transition plan, co-owned with HR.
3. **Hold transition conversations with dignity.** Handle reskilling, redeployment and displacement in ways that preserve trust and self-respect.
4. **Operate responsible governance.** Classify risk, assure human oversight, meet worker notification duties, and keep accountability with named humans.
5. **Lead culture deliberately.** Audit and adjust the signals you send through recognition, measurement, tolerance and ritual.
6. **Sustain the shift.** Run a 12–month roadmap with quarterly checkpoints and honest reporting upward.

TRANSITION CONVERSATION VARIANTS

Prepare for the three hardest variants. Do not delegate them wholesale to HR (DDI, 2026).

- **R** **Reskilling.** The role continues in changed form. Be clear on the new shape, the support, and the timeline.
- **D** **Redeployment.** The person moves to different work. Be honest about fit, choice and the path across.
- **X** **Displacement.** The role ends. Preserve dignity, be straight about what is known, and follow through on commitments.

RESPONSIBLE AI GOVERNANCE FRAME

Apply to each live AI use case you are accountable for (European Union, 2024).

- [ ] **Classify risk.** Uses in recruitment, task allocation, performance evaluation, monitoring, promotion and termination are high-risk
- [ ] **Assure human oversight.** A person can understand, question and override the decision
- [ ] **Meet notification duties.** Workers are told where AI is used in decisions about them
- [ ] **Assign accountability.** A named human owns the outcome; gaps are logged and escalated

This frame builds leadership judgement and duty awareness. It is not legal advice: validate local application with your legal or compliance function.

CULTURE SIGNALS AUDIT

Culture is led through the signals you send. Ask, for augmented working:

- [ ] What do I **recognise** and reward?
- [ ] What do I **measure** , and does it still reward pre-AI behaviour?
- [ ] What do I **tolerate** that undermines the shift?
- [ ] What do I **celebrate** publicly?

Based on: World Economic Forum (2026); Deloitte (2026); Chartered Institute of Personnel and Development (2026); DDI (2026); European Union (2024); Edmondson (1999). Not legal advice. Growth Performance © 2026.

Want help putting this into practice?

Growth Performance builds the human advantage in an AI-driven world, with people, teams and leaders.

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