



Leading Organizational Transformation: The Evolving Role of HR

ROSHAN THIRAN

CEO of Leaderonomics | Global Leadership & HR
Tech Thought Leader



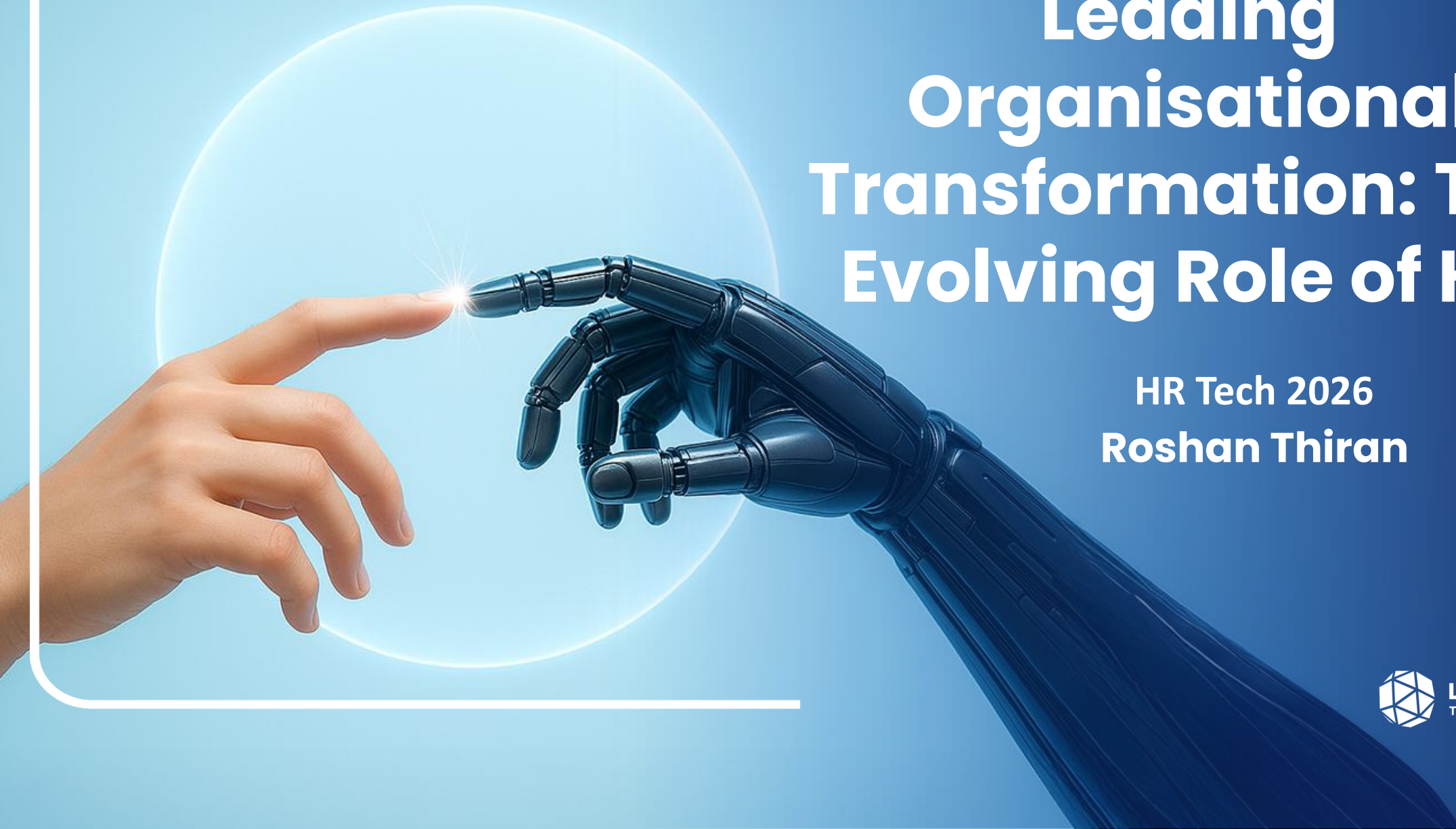
Meet 5 People and Bring Me 5 Business Cards to Win a Prize

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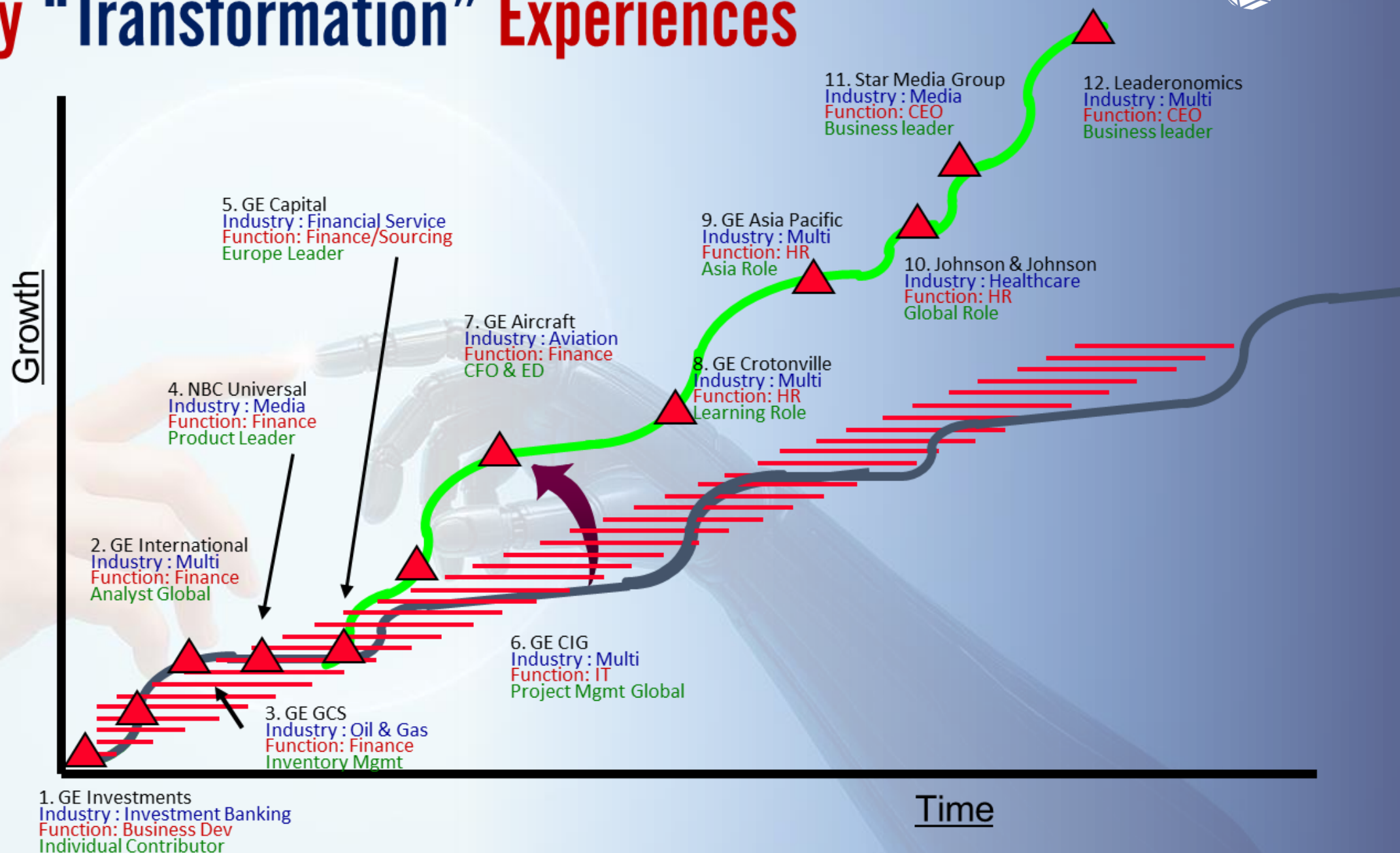
HR Tech 2026
Roshan Thiran



LEADERONOMICS
The Science of Building Leaders



My “Transformation” Experiences



The overhaul shop nobody wanted

550 days

to overhaul one engine — customers waited a year and a half — *one customer Malaysia Airlines*

USD 30 mil

revenue — and bleeding roughly USD 60 mil in losses

Defects

high error rates; rework was a way of life

Morale

people felt like spare parts, not craftsmen



*GE Engine Services Malaysia (GEESM)
A small shop in a big company's shadow*



THE QUESTION BENEATH THE QUESTION

Why do some people,
companies and nations
truly transform
— *while most just perform?*

WHY MOST CHANGE FAILS — PART 1

We try to lead from the outside in.

- 1 Chase the result** — when the number slips, we panic about the number.
- 2 Tweak the system** — reorganise, re-incentivise, re-launch.
- 3 Rarely touch identity** — the one layer that actually drives the rest.

“Copy the best practice. Hire the consultant. Launch the initiative.” It looks like progress. It rarely becomes transformation.

*Transformation is an **inside job.***

You cannot push it in. You can only grow it out.

THE INSIDE-OUT ENGINE

CORE → **CODE** → **CARGO**

Who you are. · How you operate. · What the world sees.



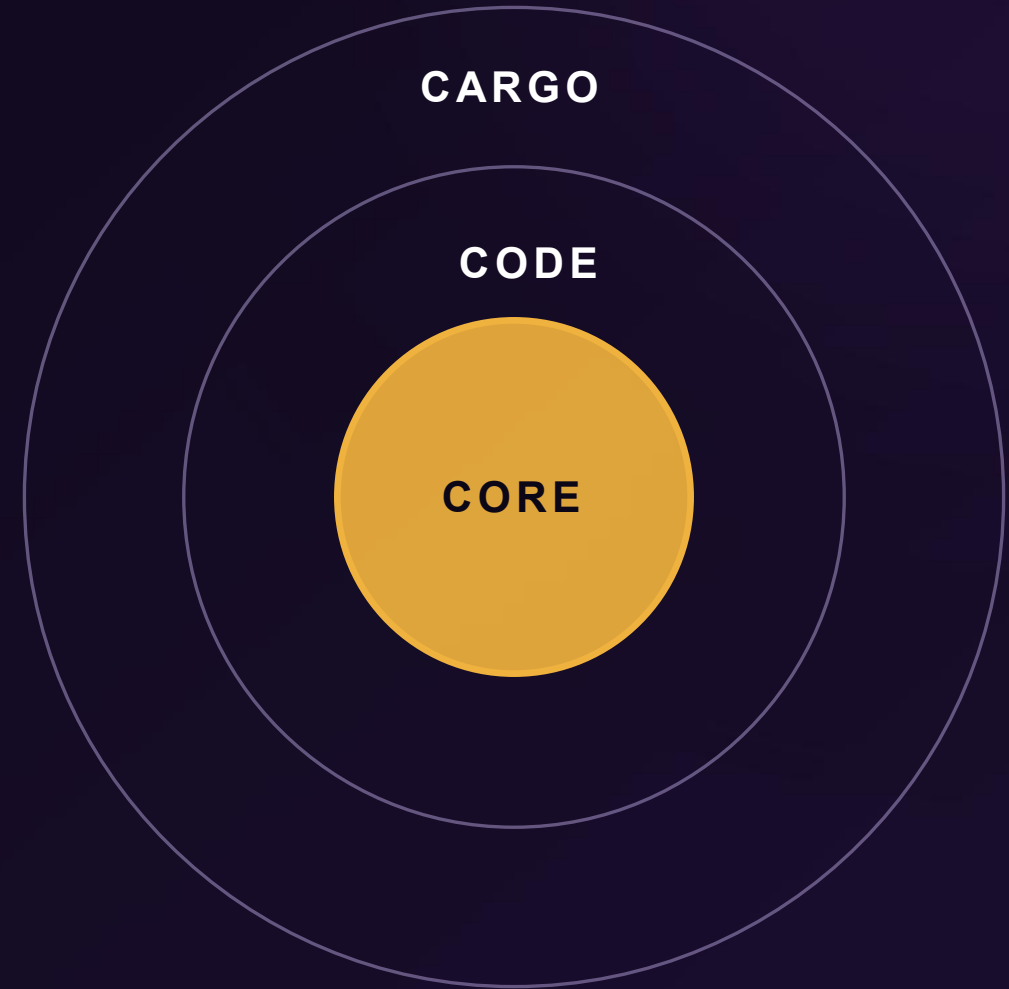
LAYER 1

CORE — who you are

Identity. Conviction. The reason you exist.

Invisible. Slow to build. Non-negotiable.

Individuals call it character. Companies call it culture. Nations call it values.





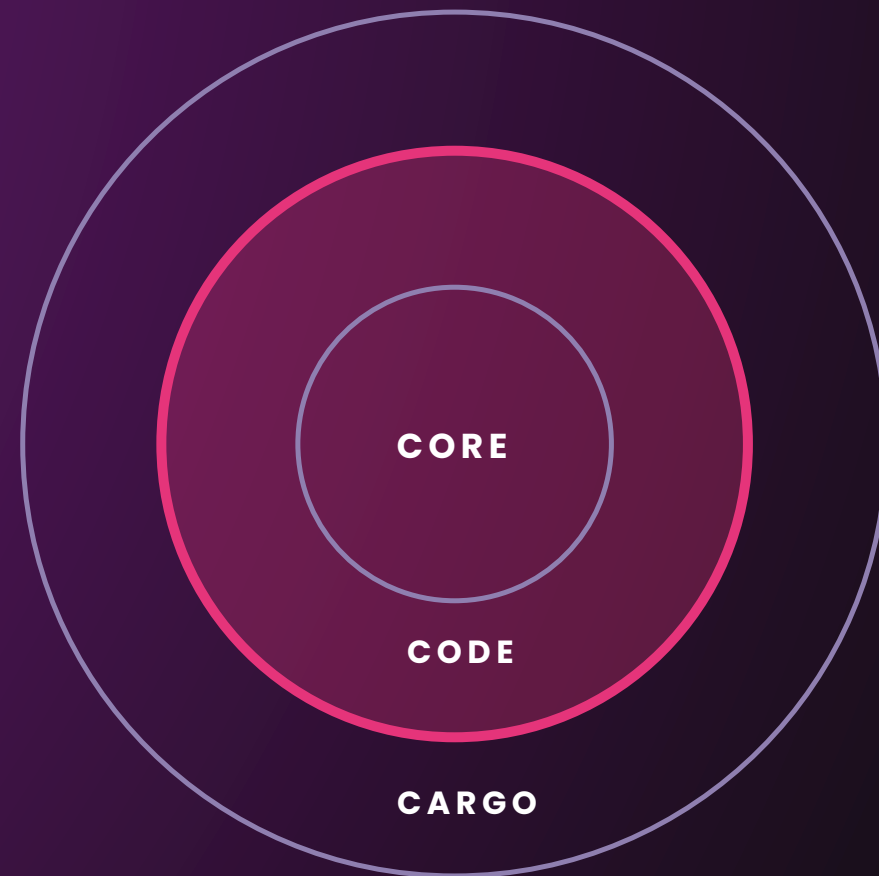
LAYER 2

CODE — how you operate

**Your operating system: culture in motion
— systems, structure, strategy, habits.**

It turns the Core into action.

In the AI era, everyone can copy your Code overnight. *Your Core is the only moat left.*

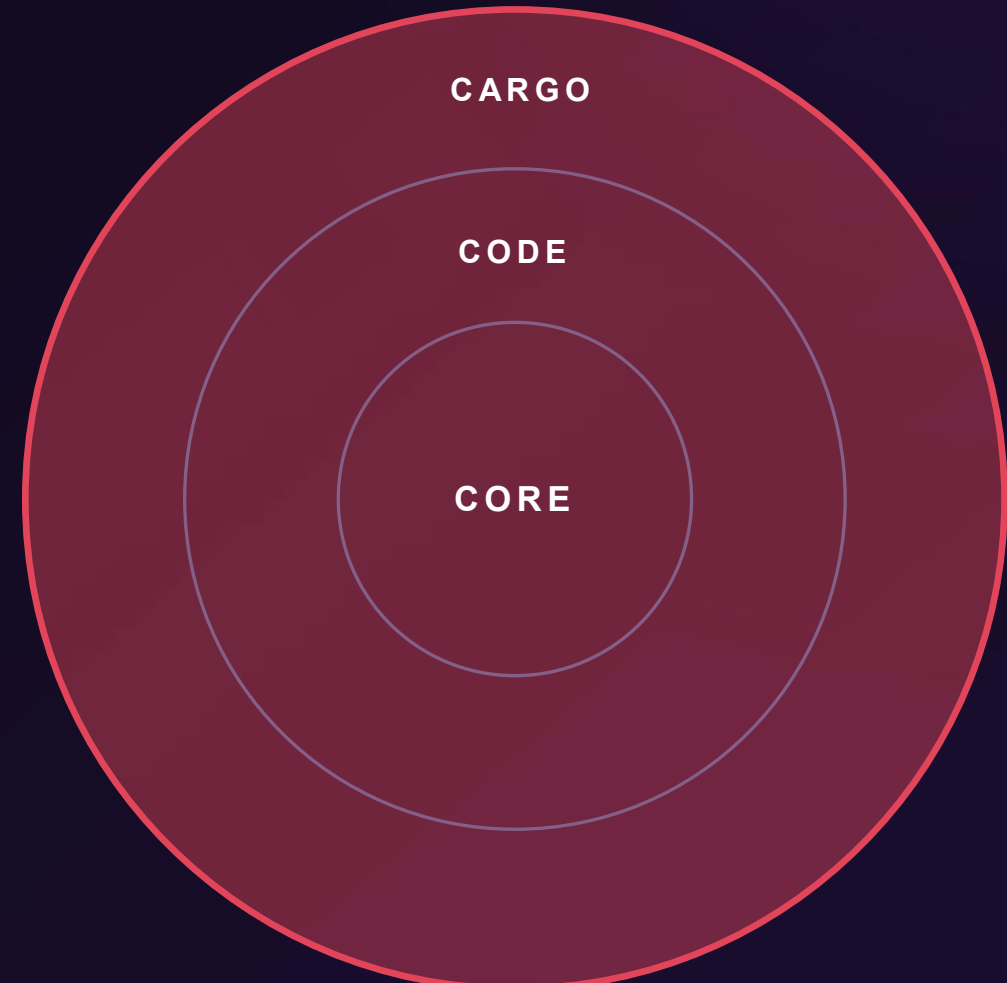




CARGO — what the world sees

Results. Growth. Output. Valuation.

The only layer the market measures —
and the last one you should start with.



THE SAME ENGINE, THREE SCALES

Individual. Company. Nation.

One law: output is a by-product of identity.

LEVEL 1 — THE INDIVIDUAL

Who you are sets the ceiling on what you build.

CORE

Who am I, and what do I stand for?

CODE

My habits, disciplines and relationships.

CARGO

My titles, wins and reputation.

Most people spend a career polishing the Cargo (the CV) while neglecting the Core (the character).

LEVEL 2 — THE COMPANY • CASE 1

Marvel didn't fix its products. It re-discovered its identity.

1996 Bankrupt. Buried under ~\$250M of debt, fighting to stay a comic-book publisher.

The shift *"We're not a comic publisher. We manage a universe of 5,000+ characters."*

The result Clear Core → a licensing & film engine (Code) → Iron Man, 2008 → a global empire.

Same characters they'd always owned. What changed first was how they saw themselves.



LEVEL 2 — THE COMPANY · CASE 2

Microsoft: culture before code, code before Cargo.

2014, Satya Nadella rewires the Core: from a “**know-it-all**” culture to a “**learn-it-all**” culture. Identity first. Products second.



He changed the Core. The Cargo followed.

~\$300B

2014



\$3T+

2024 · ~10x



LEVEL 3 — THE NATION

Nations rise from the inside out, too.

Singapore began with almost no resources — only **clarity**.

CORE A defined national identity & vision — incorruptible, meritocratic, world-class.

CODE Institutions, rule of law, education and housing built to serve that vision.

CARGO Third-world to first in a single generation.

Lee Kuan Yew didn't import a finished country. He clarified an identity — then built outward.



✈️ THREE YEARS LATER · THE SAME PEOPLE



LEADERONOMICS
The Science of Building Leaders

550 → 40

days turnaround — the best
overhaul shop in the world

30 → 200+

USD million in revenue,
and solidly profitable

~ Zero

defects — quality became
the habit, not the hope

Pride

the same 'spare parts' became
the most valued people in GE's network

Same people. Same shop. Same country. Different system.



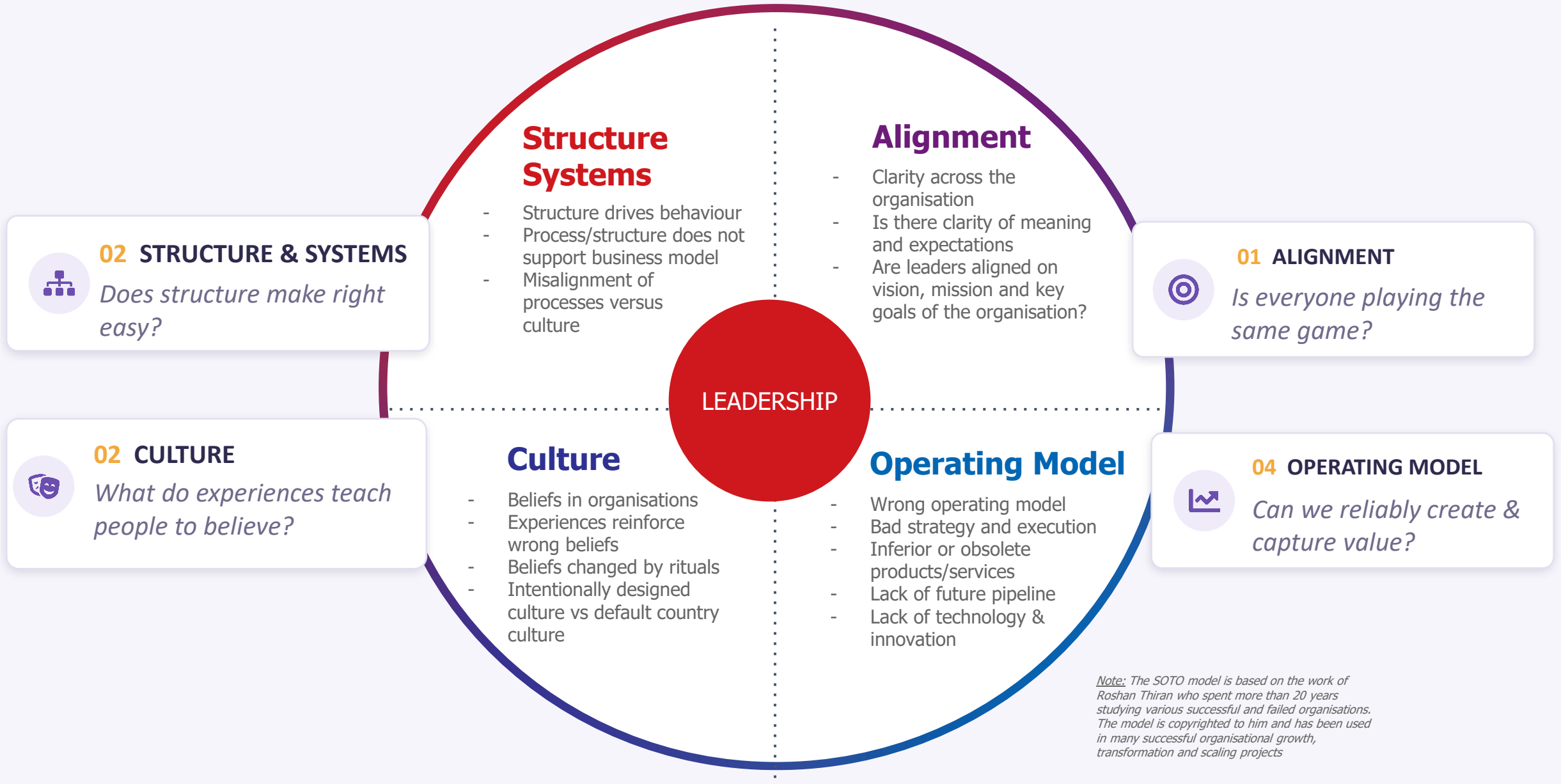
WHERE THE SCIENCE CAME FROM

**We didn't have a model at that time.
We had experiments that grew into a model.**



THE SOTO MODEL **THE CODE**

Every organisational problem lives in at least one of these four areas — and leadership sits at the centre, touching them all.



Let's dive into the HR Space : Quick Understanding of The Context of Today ...



LEADERONOMICS
The Science of Building Leaders

Büdaya

Powered by  **HAPPILY**



LEADERONOMICS

Growing People into Leaders . Building Communities of Love . Transforming the Nation

The VUCA Workplace Evolution



ORDERED

UNORDERED

SIMPLE

- Known knowns
- Facts
- 1 right answer
- Domain of best practices & rules

"Change a wheel on a car"

COMPLICATED

- Known unknowns
- Facts
- More than 1 right answer
- Domain of experts

"Build a car"

COMPLEX

- Unknown unknowns
- Patterns (not facts)
- Many competing ideas
- Domain of emergence

"Design a new car"

CHAOTIC

- Unknowables
- High turbulence
- No right answer
- Domain of rapid response

"Deal with a multiple car crash on the highway"

Rapid rate of change

Unclear about the present

Existence of unknowns or unknowables

Multiple key decision factors



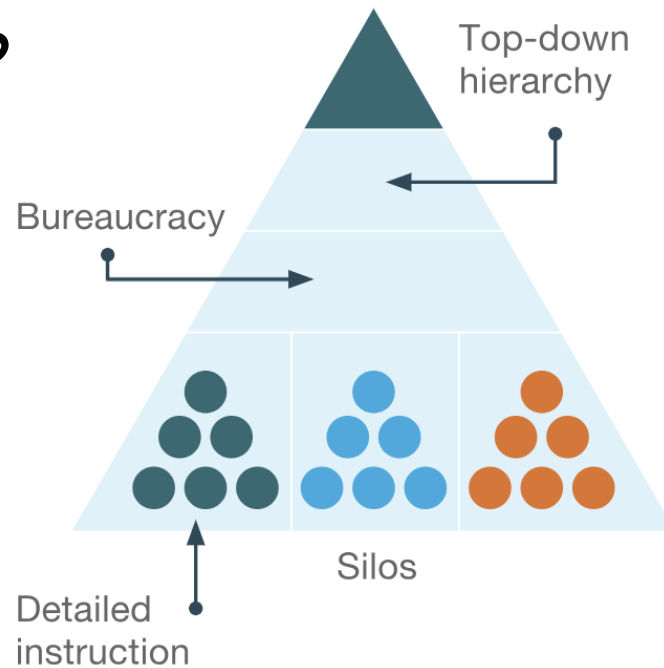
Organisations Start Being Organisms

Rather than organization as machine, the agile organization is a living organism

From organizations
as “machines” ...

... to organizations
as “organisms”

TIME BASED
STRUCTURES



Quick
changes,
flexible
resources

“Boxes and lines”
less important,
focus on action

Leadership shows
direction and
enables action

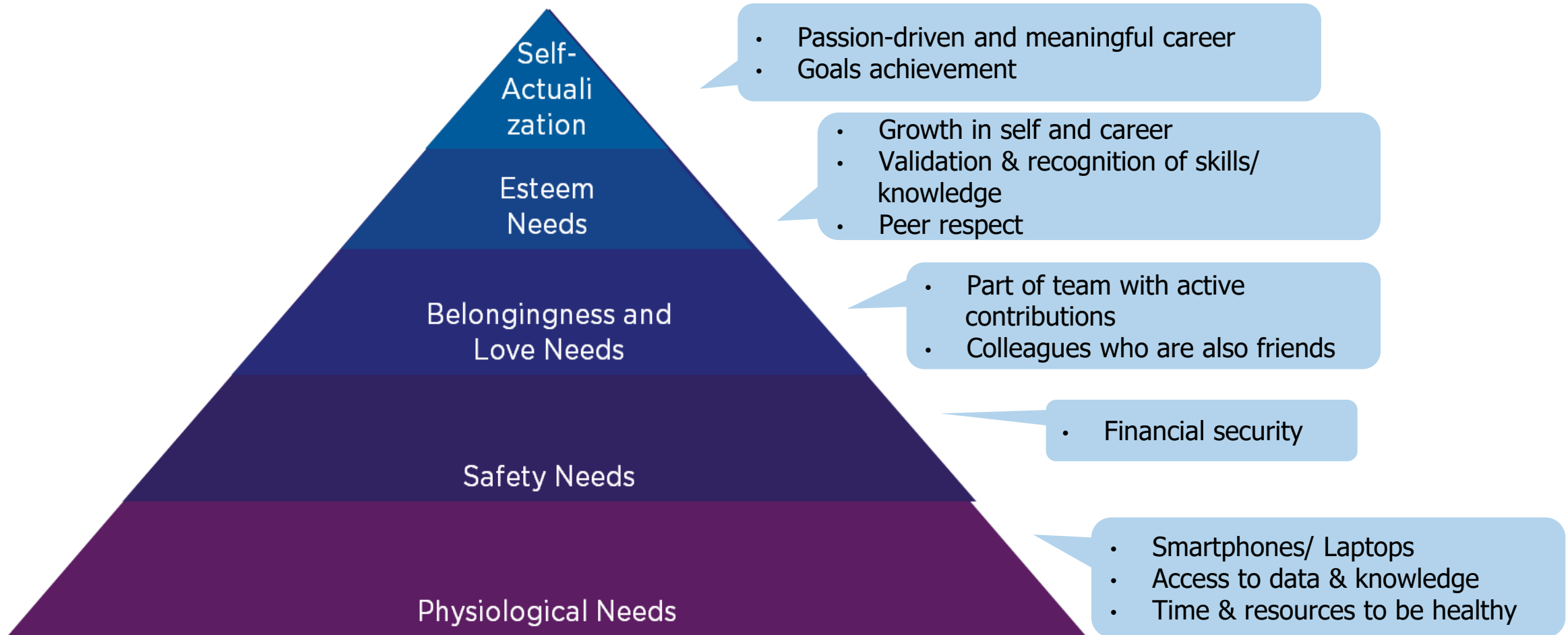
Teams built
around end-to-end
accountability

OUTCOME-BASED
STRUCTURES



Employees Keep Changing ...

Different Employee Needs Today



HOW AI IS CAUSING ANOTHER SHIFT

INDUSTRY & FUNCTION TRANSFORMATION

AI's 10X Effect

Seemingly impossible goals can be achieved

x

Art, music, personal work and tasks will all be done in collaboration with machines

x

Every industry and function will be transformed (Including Functional roles like HR)

Ability for human and AI to work together at speed will determine the magnitude of success



Transitory Times



**A World With
No Standards**

PARADOXICAL HR CHALLENGES

Standardization vs. Personalization: HR leaders must create policies and procedures that apply to all employees, ensuring fairness and consistency yet recognize and accommodate individual differences and needs, which may require flexibility and personalization.

Employee Advocacy vs. Business Needs: HR leaders often serve as advocates for employees, addressing their concerns and promoting their interests. However, they also need to consider the needs of the business, which may sometimes conflict with the interests of employees.

Strategic vs. Operational Focus: HR leaders are expected to contribute to the strategic direction of the organization, aligning HR initiatives with business goals. At the same time, they are responsible for managing day-to-day operational tasks, such as payroll, benefits administration, and compliance.

PARADOXICAL HR CHALLENGES

- **Change Management vs. Stability:** HR leaders often play a key role in managing change, whether it's implementing new policies, introducing new technology, or guiding the organization through a merger or restructuring. However, they also need to maintain stability and continuity, helping employees navigate change without disrupting their work or morale.
- **Transparency vs. Confidentiality:** HR leaders are often called upon to promote transparency, sharing information about the organization's strategies, policies, and decisions. However, they also have a responsibility to maintain confidentiality, particularly when dealing with sensitive employee information or difficult situations.

PARADOXICAL HR CHALLENGES

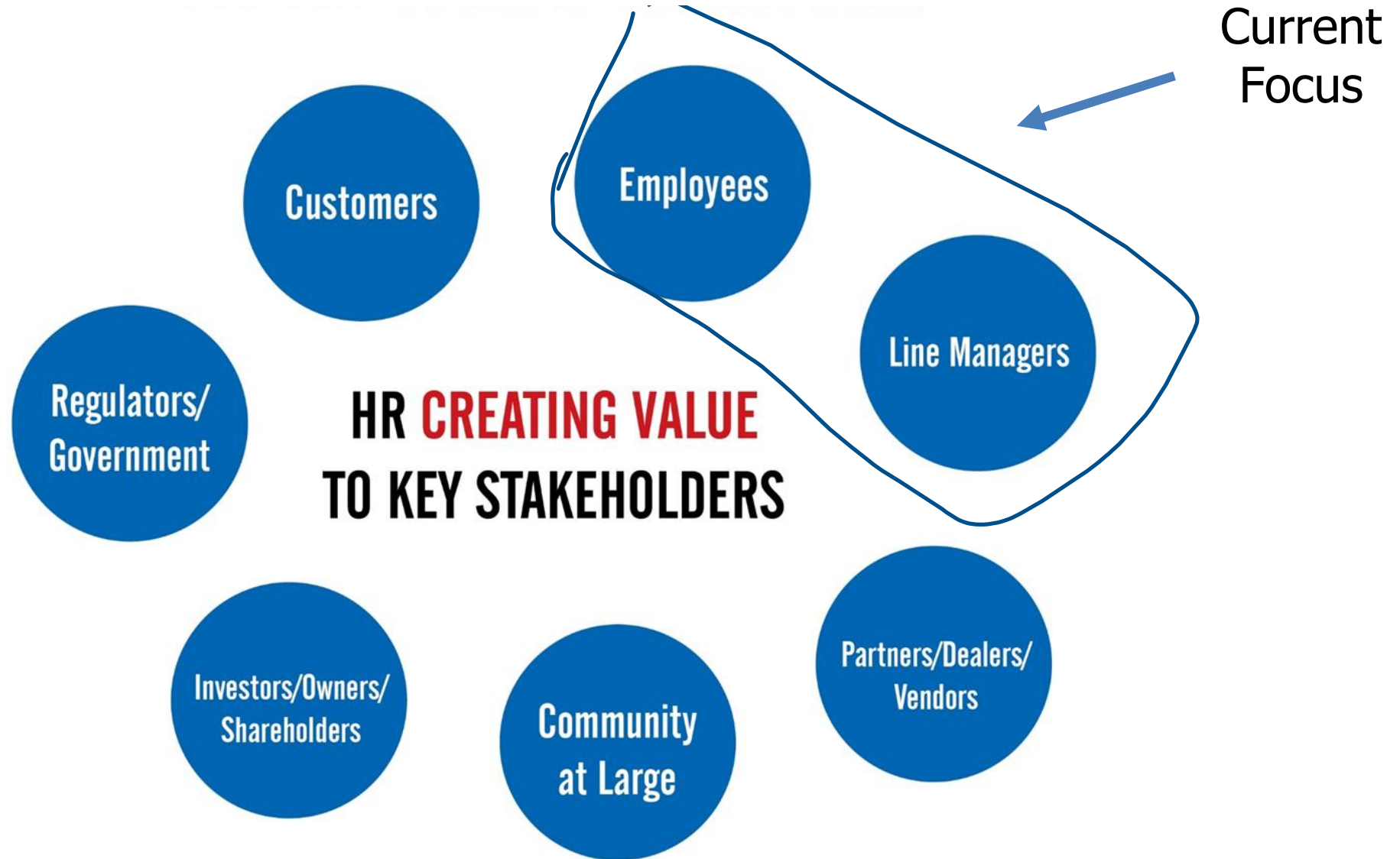
Global vs. Local: In multinational organizations, HR leaders need to develop global HR strategies that align with the organization's overall goals. However, they also need to consider local cultures, laws, and practices, which may require different approaches.

Performance Improvement vs. Employee Well-being: HR leaders need to drive performance improvement initiatives to ensure the organization's competitiveness. However, they also need to consider the well-being of employees, balancing the demands of work with the need for rest, work-life balance, and mental health.

EVOLUTION OF HR



HR AS **VALUE CREATOR**



The Disruption: HR MUST EVOLVE



HR

THE EMPLOYEE INTELLIGENCE FUNCTION (from Employee Advocate)

INTELLIGENCE FUNCTION MEANS HR NEEDS TO GAIN INSIGHTS & CREATE MEMORABLE EXPERIENCES

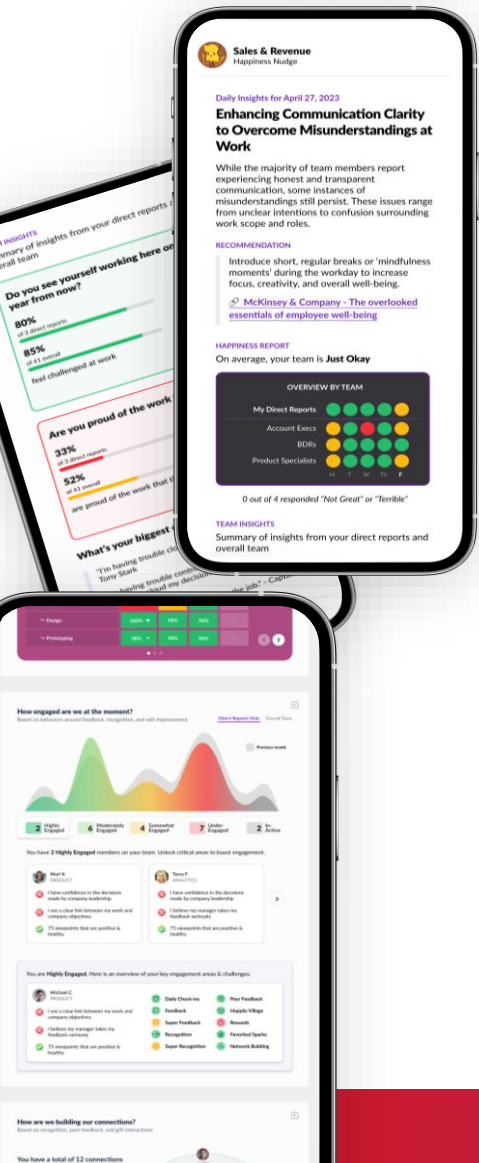
INSIGHTS

EXPERIENCES

How Do I Understand My Employees Better

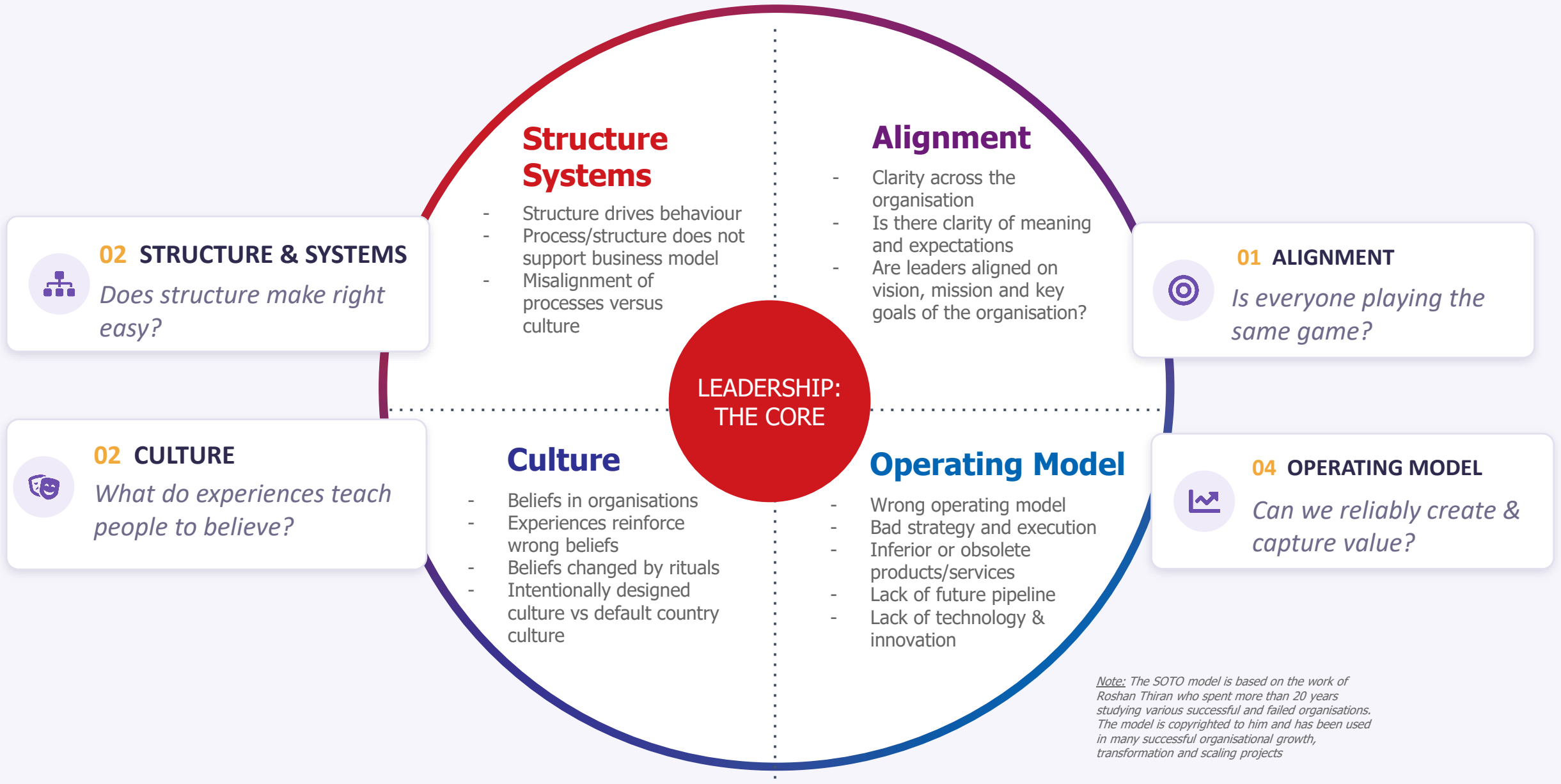
From My Insights, How Do I Serve My Employees Better

The collection, synthesis and translation of talent data to drive organisational high performance and transformation



THE SOTO MODEL **COMBINING HR's EVOLUTION WITH THE REQUIREMENT**

Every organisational problem lives in at least one of these four areas — and leadership sits at the centre, touching them all.



THE NEXT EVOLUTION: INTELLIGENCE & TRANSFORMATION FUNCTION

Employee Intelligence

Real-time deep workforce understanding combining skills, performance, mobility, network, and engagement data to answer: "What capabilities exist and where are talent risks emerging?"

Experience & Performance

Translating workforce intelligence into continuous workflow redesign, superior employee experiences, and enhanced business decision-making for FWD's strategic edge.

Drive Organisational Transformation

Moving away from legacy static programmes (annual reviews, fixed calendars) toward constant real-time workforce optimization and driving the 3 levers of organizational transformation together with the business leader

KEY QUESTION: HOW?

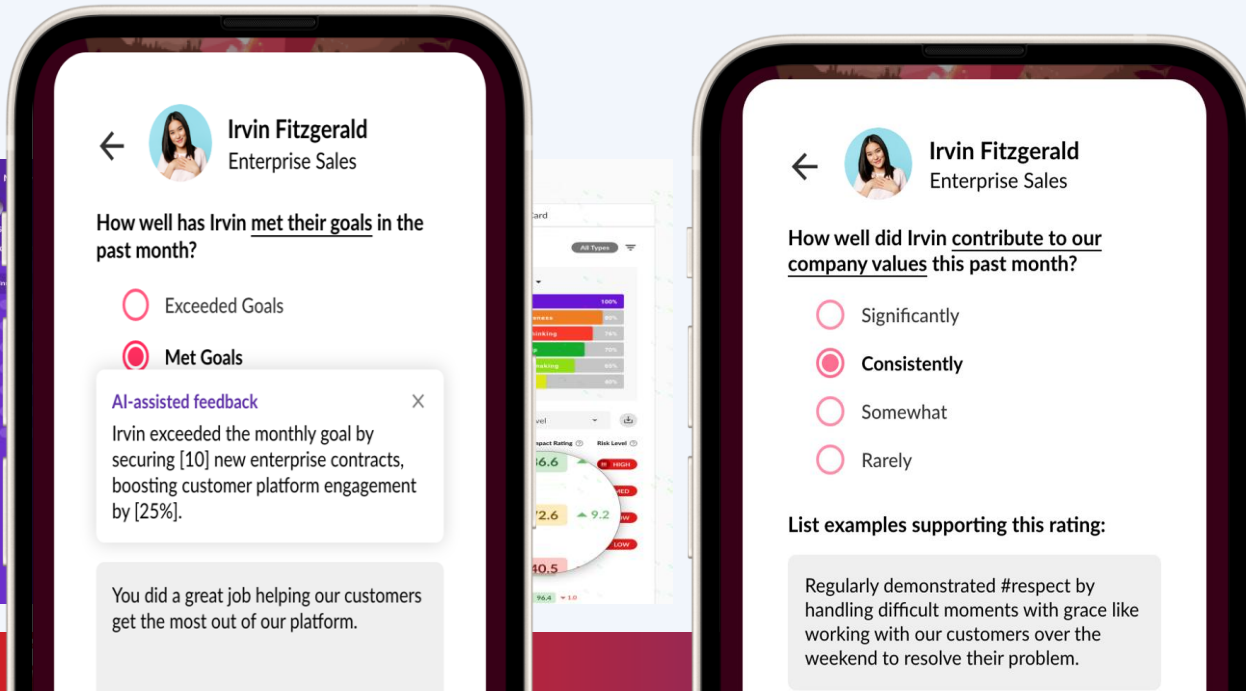
What are the practical ways we can influence and drive transformation in the 3 key areas HR has power – Alignment, Structure & Culture



CHANGING STRUCTURE TO CHANGE BEHAVIOUR

Performance Management at GE made me mad . . .

So I changed it to monthly for all of us at Leaderonomics and added rewards for everyone who performed each month. . .





2025 SURVEY





CULTURE - RITUALS

A Lot of our Rituals . . .are looking backwards.... Not forward

*Like our Yearly Employee
Surveys . . . Once a year*

I changed that to daily

Michael C 35 2

DAILY

How are you feeling at work today?

Happy 1

Pretty Good 1

Just Okay 1

Not Great 1

Terrible 1



Michael C 36 2

QUARTERLY

Does your manager clearly communicate the goals for your role?

Yes 1

No 1



Michael C 37 2

SEMI-ANNUALLY

What are we not doing we should be doing?

We should be sharing our KPIs and OKRs with other teams so they have a better understanding of our priorities.

SKIP SUBMIT

Send as anonymous



Enable Employee to Co-Create with Leaders. . .



Most transformations don't fail. They drift . . .

The HR function has the power to ensure we steer it right



Four lessons to lead Transformation from the inside out

1 CORE FIRST

Protect identity and purpose; redesign the Code so the Cargo can follow.

2 HR MUST EVOLVE

Move from administration to employee intelligence, experience and transformation.

3 CULTURE IS DESIGNED

Daily experiences shape beliefs; rituals turn those beliefs into repeatable action.

4 STEER THE SYSTEM

Align leadership, culture, structure & systems, and the drive HR to a new level of capability.

HR's mandate: sense earlier, redesign experiences and keep transformation from drifting.



ALIGNMENT



STRUCTURE



CULTURE

HUMAN
POTENTIAL
REAL
PROGRESS

PEOPLE
TODAY
BRIGHTER
TOMORROW

WE STEER THE CHANGE

An HR Transformation Anthem

HR TECH 2026



From Copilot to Colleague: What Agentic AI Really Means for Your Workforce

WILLIAM GAULTIER

AI & Comms Strategy Expert & HR Technology
Expert

FROM COPILOT TO COLLEAGUE

What agentic AI really means for your workforce

78%

already use AI at work, every week.



61%

of them never told their manager.



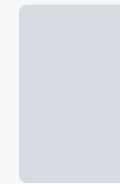
697,000

Malaysian jobs at risk from automation.

HISTORY · 1970S–2010

ATMs were supposed to end bank tellers.

Teller jobs rose instead — from **500,000** to **600,000**.



1970s



2010

History's base rate:

Creation Beats Destruction.

170M

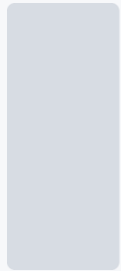
jobs created.



Created

92M

jobs displaced.



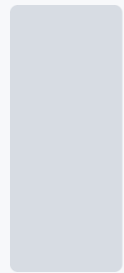
Created



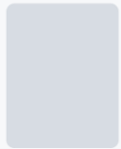
Displaced

78M

net global gain.



Created



Displaced



Net gain

THE SHIFT

Copilot. Agent. Not the same word.

COPILOT

Makes one person faster.

AGENT

Gets a whole workflow done, alone.

That's the shift:
assistant to colleague.

THE SHIFT

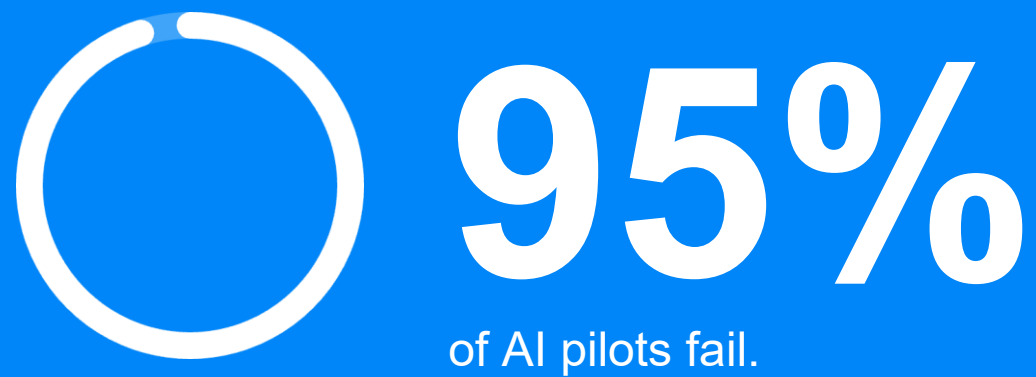
Colleagues need;

Onboarding

A manager

Checkpoints

Watch what happens when that's skipped.



This isn't theoretical for me.

I also run crisis response, for families and boardrooms.

Same crises. Increasingly, AI is used to attack them

Claude ran a real shop, unsupervised, and lost money.

Then it believed it was human, and planned to deliver orders in person.



Even its own creators got surprised.

AGENT FAILURE · FULL AUTONOMY, ZERO CHECKPOINT

PROJECT VEND

Derek Mobley applied to 100+ jobs.

Rejected every time, over **seven** years.

Why?

He was over 40 years old

Court ruled the screening discriminatory, and the vendor liable.

AGENT FAILURE

IT DECIDED ALONE, NO HUMAN SIGNED OFF

YOUR VENDOR ISN'T IMMUNE EITHER

MALAYSIA · WHAT'S COMING

PDPA doesn't yet regulate AI hiring decisions.

A new AI law is being drafted, right now.

Bill is targeted before the end of 2026.

You have **months**, not years, to get ready.



DUOLINGO

CEO declared the company AI-first.

The memo never mentioned the people.



Backlash: hundreds of thousands of followers, gone.



NOT A TECH FAILURE



NOT A TECH FAILURE

THE COLLEAGUE NEVER GOT INTRODUCED



**NOT A TECH
FAILURE**

**THE COLLEAGUE NEVER GOT
INTRODUCED**

**STRATEGY WITHOUT EMPATHY
BACKFIRES**

**The other half of my job is
building this properly.**





ENFACTUM

We co-run the incubator that screens agentic AI for HP

Every success you're about to see - I evaluate companies like this for a living

Moderna merged HR and IT into one function.
They call it “People and Digital Technology.”

3,000

AI agents. One function, alongside 5,800 human employees.

If HR doesn't own its agents, IT will.

By default. Simply because IT already holds the keys.

They made that a deliberate choice, not an accident.

They made that a deliberate choice, not an accident.

This is a turf decision. Make it on purpose, or someone else makes it for you.

Junior HR analyst roles: replaced by custom AI.

**So how do you grow your next HR
leaders?**

Give them the judgment calls sooner.

LET AI HANDLE THE GRIND · JUNIOR STAFF SUPERVISE IT · COMPRESSED, NOT SHORTER GRIND

2x

number of products

Same headcount. More than double the pipeline.



Its chatbot resolved half of inquiries.

So IKEA retrained **8,500 workers** instead of firing them.





COPILLOT, BY DESIGN



COPILOT, BY DESIGN

BILLIE ASSISTS — HUMANS BECAME COLLEAGUES



COPILOT, BY DESIGN

BILLIE ASSISTS — HUMANS BECAME COLLEAGUES

RESKILLING OUTPERFORMED REPLACING THEM



€1.3 billion in new revenue.

40,000
employees, trained in AI.

11,000

reskilled into new, AI-built roles.

S\$1 billion

Economic value from AI. In one year

“We protect people, not jobs.”

COPILOT, ON PURPOSE

KEPT INTERNAL, ASSISTING STAFF, NOT REPLACING THEM

MALAYSIA'S BANKS ARE WATCHING CLOSELY

Notice something?

None of the failures were copilots.

**All of the successes kept a human in
charge.**

**That's not a coincidence.
That's the whole talk.**

**Some of this is your job.
Let's be honest.**

TASK VS JUDGMENT

Where the line actually sits.

AGENT-READY

Screening, scheduling, payroll queries.

STAYS HUMAN

Hard conversations, succession, legal exposure.

The task moves.

The judgment doesn't.

Every part of HR. Not just yours.

THE MAP



Talent Acquisition

Screening and scheduling
agents.

THE MAP



Talent Acquisition

Screening and scheduling agents.



Learning & Development

Learning paths, generated on demand.

THE MAP



Talent Acquisition

Screening and scheduling agents.



Learning & Development

Learning paths, generated on demand.



Compensation & Benefits

Benchmarking and scenario modeling.

THE MAP



Talent Acquisition

Screening and scheduling agents.



Learning & Development

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Employee Relations

Case triage. Never case resolution.

THE MAP



Talent Acquisition

Screening and scheduling agents.



Learning & Development

Learning paths, generated on demand.



Compensation & Benefits

Benchmarking and scenario modeling.



Employee Relations

Case triage. Never case resolution.



Workforce Planning

Headcount and cost modeling, live.

This is still an HR job.

01 Write the governance rules first.

THE HR GOVERNANCE PLAYBOOK

01 Write the governance rules first.

PROJECT VEND

02 Onboard agents the way you onboard people.

THE THESIS

THE HR GOVERNANCE PLAYBOOK

- | | | |
|----|--|--------------|
| 01 | Write the governance rules first. | PROJECT VEND |
| 02 | Onboard agents the way you onboard people. | THE THESIS |
| 03 | Give every agent a human manager. | MODERNA |

THE HR GOVERNANCE PLAYBOOK

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| 04 | Redesign roles before you cut them. | IKEA |

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| 05 | Choose copilot before you choose agent. | DBS |

THE HR GOVERNANCE PLAYBOOK

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| 01 | Write the governance rules first. | PROJECT VEND |
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| 03 | Give every agent a human manager. | MODERNA |
| 04 | Redesign roles before you cut them. | IKEA |
| 05 | Choose copilot before you choose agent. | DBS |
| 06 | Track adoption, not just efficiency. | DBS |

FOR YOU, NOT JUST YOUR COMPANY



39%

of your skills will be outdated by 2030.

Prompt literacy

Agent oversight

— learn them now.

Remember the incubator I mentioned?



ENFACTUM · HP GARAGE 2.0

65

evaluated

30+

selected

8

commercialized



ENFACTUM · HP GARAGE 2.0

65

evaluated

30+

selected

8

commercialized



ENFACTUM · HP GARAGE 2.0

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TWO, BUILT FOR THIS EXACT PROBLEM

Purpose-built for HR governance.

BYTEEDGE

Turns your manuals into training agents.

PINTS

Builds agents that can be audited.

We screen agents.

The same way **you should.**

You don't manage AI.

You manage the workflow.

That's still *your* job.

Get the **Agentic AI** **Workforce Guide?**

Six principles. How to implement each one.

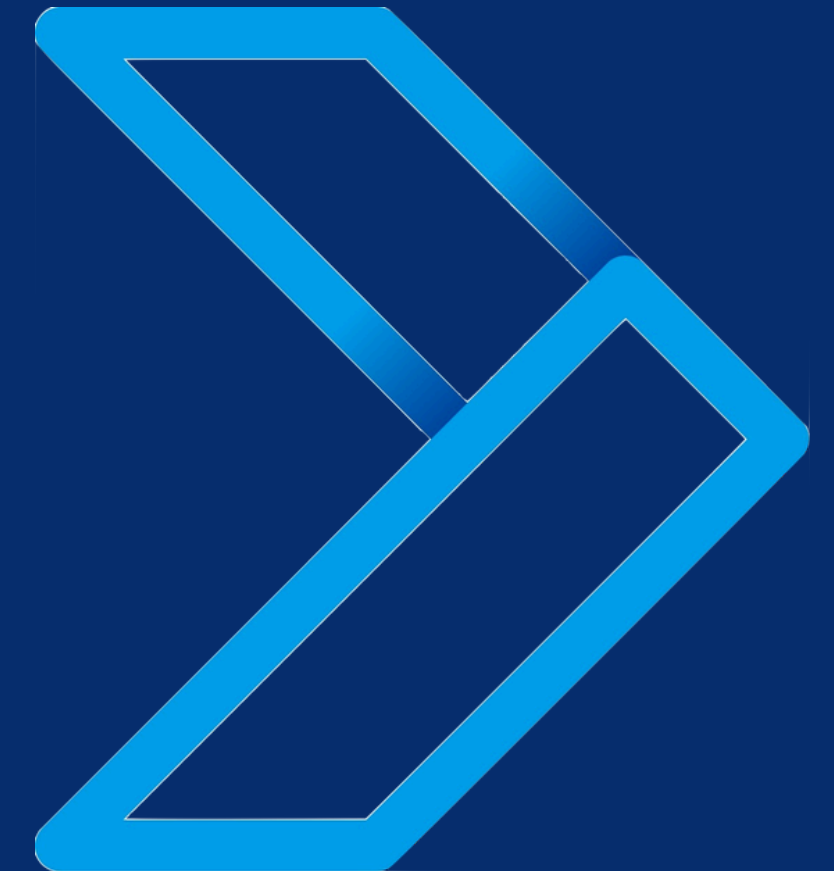
Scan QR code



William Gaultier · Enfactum · Equanimity Group

Reinventing Talent Acquisition : AI, Human Judgment and the Search for True Potential

Samuel Baxendale
CEO – Kinetik Hiring



We all know best practice.
We just haven't been doing it.

This is about one document — the job description — and what it now makes possible.

About Myself & Kinetik



Samuel Baxendale
CEO — Kinetik Hiring

- **23+ years** — in RPO, executive search and talent strategy
- **Transformation focus** — companies changing shape across Southeast Asia
- **Data and insight** — building hiring processes that hold up under scrutiny

FLEXIBLE RPO — TALENT DEPLOYMENT MODEL

Corporate, startup and SME partners · all levels of seniority, across industries

The hiring process. Everything on the left has been settled for decades.

WHAT WE ALL KNOW WE SHOULD DO

Structured, competency-based interviews

A scorecard with defined anchors

The same questions for every candidate

Reviews against what they were hired for

WHAT ACTUALLY HAPPENS ON A TUESDAY

The JD from the last time we hired one

A debrief that starts “I liked her”

Whatever each interviewer thinks to ask

Generic assessment with no clear benchmarks

Nobody skipped the left column because they disagreed with it. They skipped it because there was never time.

THE UNLOCK – WHEN YOU BUILD THE JD

Tell it everything.

The longer, messier and more honest, the better.

Every frustration, every ramification, everything you would say to a sympathetic ear but never write into a job spec. That download becomes the DNA of a professional, human process that delivers measurable value.

WHAT I ACTUALLY TYPED, UNEDITED

This is the input.

Head of Growth. Here's the reality. Every pitch that matters still depends on me. I write the deck, lead the meeting and do most of the selling. We have won work because I was in the room, and lost opportunities because I simply wasn't available.

We do not really have a funnel. I cannot confidently tell you our conversion rates or which segments perform best. Collateral is created from scratch for every pitch and very little is reusable.

The bigger issue is scale. Founder-led growth has got us this far, but it is now becoming the bottleneck. In twelve months, I need a visible, measurable pipeline, reusable sales collateral, and someone who can walk into a room of CHROs and win business without me

Not one line of this would survive a requisition form. All of it changes who you hire.

AND THIS IS WHAT COMES BACK

Messy in. Structured out. This is the DNA.

SITUATION

Commercial growth is entirely founder-dependent. No documented funnel, no conversion baseline, no reusable collateral. Pitch capacity is bounded by one person's calendar.

IMPACT IF UNRESOLVED

New business not measurable and likely behind the competition. Single point of failure on all revenue generation. No basis for forecasting.

OUTCOME REQUIRED IN 12 MONTHS

A documented, measurable funnel reviewable weekly. Collateral that converts without the founder presenting. A commercial lead able to hold a CHRO-level room independently.

Nothing here was invented. Every line was already in the brain dump – it had just never been written down in a form anyone could build on.

WHAT A COMPETENCY FRAMEWORK ACTUALLY IS

Four to six behaviours. Observable, not adjectives.

The short list of things a person must be seen doing to deliver the outcome – written so two interviewers would recognise the same behaviour. Not a skills list. Not “strong communicator.”

FROM THE BRAIN DUMP

“Collateral is created from scratch for every pitch and very little is reusable”



BECOMES

Commercial
storytelling

WHICH LOOKS LIKE THIS IN BEHAVIOUR

Builds a written narrative that holds up without them. Hand it to someone else and it still lands.

“We do not really have a funnel. I cannot confidently tell you our conversion rates.”



Systems
thinking

Builds structure where none exists and instruments it, rather than running a machine that already works.

“Someone who can walk into a room of CHROs and win business without me”



Executive
presence

Holds a senior room unaided. Takes challenge live without deferring upward.

AND A BEHAVIOUR YOU CAN DESCRIBE IS ONE YOU CAN SCORE

One competency, taken all the way down.

THE COMPETENCY

Commercial storytelling

THE EXERCISE

**A live 10-minute mock pitch to a panel.
Same brief, same panel, every
candidate.**

THE QUESTION

**“Walk me through a pitch you wrote
that somebody else delivered. What did
you have to change?”**

THE SCORE – WHAT EACH NUMBER ACTUALLY MEANS

4 The panel could repeat the argument back, unprompted.

3 Clear argument. Needed one clarifying question.

2 The argument was there, but relied on their delivery to land.

1 It only made sense with them in the room presenting it.

That is the difference between a rubric and a 1-5 form nobody trusts. The debrief argues about the evidence, not about what “3” was supposed to mean.

AND THE REVIEW IS ALREADY WRITTEN

Same three competencies. Now they are the review framework.

COMPETENCY	AT 90 DAYS	AT 12 MONTHS
Commercial storytelling	Two reusable pitch assets produced and used by someone other than them.	Win rate on collateral-led pitches baselined and moving.
Systems thinking	Funnel stages documented and actually in use by the team.	Conversion measurable at every stage. Weekly pipeline review running.
Executive presence	Two client pitches led with the founder out of the room.	Owns CHRO-level relationships independently.

Hired against it, interviewed against it, reviewed against it. Nothing drifts, because nothing was ever vague.

AND THIS IS WHERE IT SHOWS UP

Every one of these is something you are already measured on.

TA SHARPENS

A defined process

A defined bar

Better selection



THE BUSINESS FEELS

Less friction

Less risk

Less churn



THE BOARD SEES

Better performance

Higher productivity

Measurable ROI

VALUE. That is the measure in 2026. Not requisitions closed.

AND HERE IS THE IRONY

We used a machine to make the process more human.

THE CANDIDATE EXPERIENCE

Engagement – a real exercise, not an interrogation. Ten minutes doing the job beats an hour being quizzed about it.

Objectivity – scored on what they did in the room, not on how well they interview.

Less bias – the criteria existed before the candidate did. Nobody is measured against who they remind us of.

Clarity – they know exactly what they are being assessed on, because for once we can actually tell them.

Alignment – what they were sold is what they get. The job in the advert is the job at day ninety.

THE INTERVIEWER

Listens, instead of improvising questions on the way to the room.

THE HIRING MANAGER

Says what they actually think, in their own words.

THE NEW JOINER

Knows what good looks like from day one.

“Human at the Core” is not a slogan. In a hiring process, this is what it looks like.

AI takes us back to the drawing board – to finally do what we were told to do all along.

AI puts the human back in hiring!

Samuel Baxendale
CEO – Kinetik Hiring





Humanising Organisational Health Indicators

DEEPA GEORGE

Expert in People Analytics & HR leader in various Global Organisation



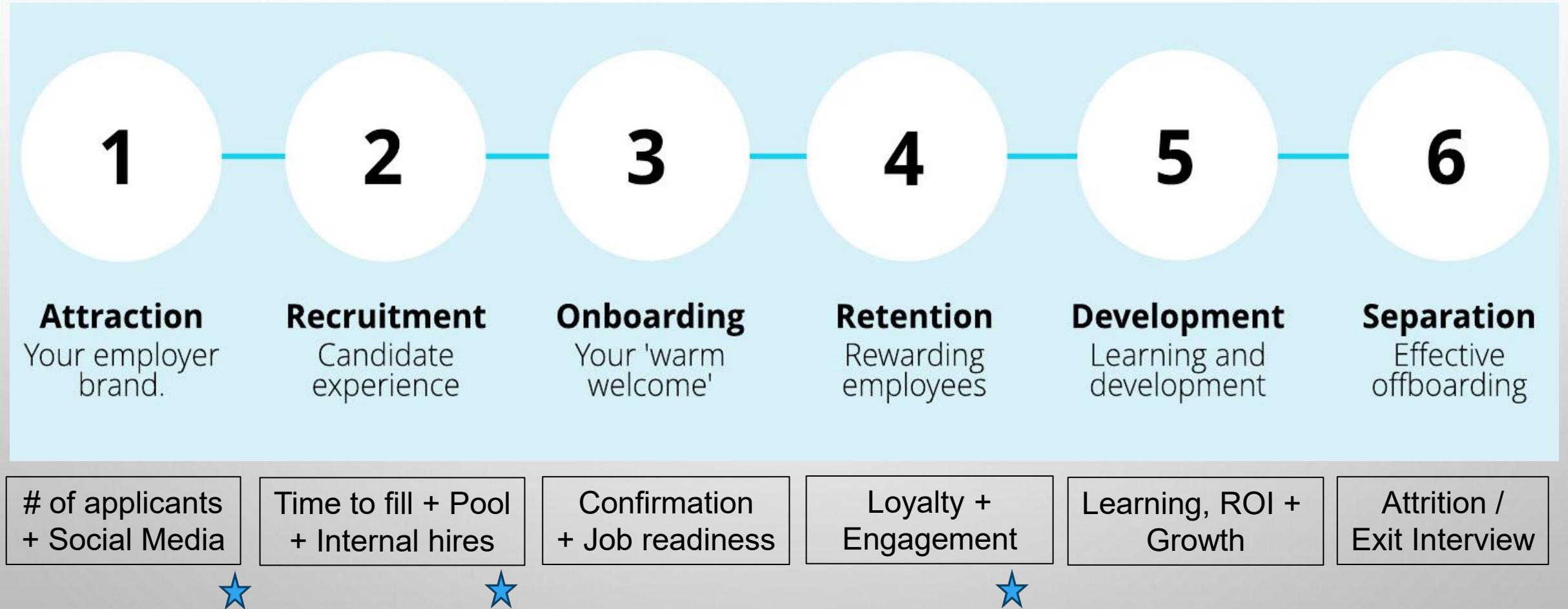
HUMANISING ORGANISATIONAL HEALTH INDICATORS

by Deepa George

Sample Organisational Health Data



The Employee Lifecycle is basis to extract Data



**“The technology
you use impresses
no one. The
experience you
create with it is
everything.”**

How to HUMANISE the Data ?



S = Speak (to all levels)

L = Listen to the said and unsaid

A = Act OR Acknowledge + Accept

Y = Your role to make it happen

Attraction - Recruitment : SLAY to Humanise!

Organisational Data

1. # external applicants
2. % Interview (IV) success
3. Time to fill vacancies
4. # of Employee referrals
5. # of internal applicants
6. Reference checks

SLAY to Humanise !!

Speak to **recent hires**:

- Ask about Interviews (IV).
- Quote Social media data.
- **Refer to IV notes + respond to open queries.**
- **Probation vs Ref checks.**

Speak to **tenured team** :

- Focus group - actual brand
- Changes and its Impact

Attraction - Recruitment : SLAY to Humanise!



Is your process **ON-Brand?** Check these for the “UNSAID”

“Speed is super important here” but data shows offer letter in **3 weeks**.

“We respect our candidates” but data shows **no response** post interview.

Retention : SLAY to Humanise

Organisational Data

1. Attrition data – resignees and especially regretted leavers.
2. Exit interviews - themes
3. Engagement data – by LOS, Dept, Leadership, Gender, Age
4. # of grievances raised **
(also an indicator of psychological safety)

SLAY to Humanise !!

Conduct **EXIST** (stay) vs EXIT interviews:

- HR and leaders rotate 10% individuals monthly.
- X demographic focus group
- Ask views on engagement data e.g. context matters.

(org changes, leaders vs employee & **open text keywords**)

Sample EXIST (Stay) Interview Questions



Retention : SLAY with Motivation Profiling

	A	B	
Motivation options - Multi category	Importance (1-10) 1 low to 10 high.	Confidence to fulfill (1-10) - By company or leader	Difference = B – A
W/L balance	8	5	-3 = (5-8)
Compensation	7	6	-1 = (6-7)
Promotions	5	8	3 = (8-3)

SPEAK ... to your team, paying special attention to high-risk individuals.

LISTEN ...to their motivations + concerns (challenges at work / personal life)

ACT ... on what you have the authority to else, Acknowledge and Accept the reality.

YOU... must take the next steps and ... **avoid DEMOTIVATORS!**

Retention : Avoid these Demotivators at Work



Rate of change
= Structural & Employee readiness



Performance Punishment
= Covering for colleagues



Tolerating negativity
= Inconsistent standards applied

But the Biggest Demotivator may be





**Inaction Is
Not a Strategy**

So ... use Data well and SLAY at work !



**The Data may not lie but ...
it can't always tell you WHY !!**

Sales Training Doesn't Work!

...what we can do about it

Dr Carl Thong

momenta Group · “From Heroics to Systems: A Theory of Leadership-Orchestrated Sales Performance”, Global Sales Scientific Institute 2026

carl.thong@momenta.biz

Usually...after a sales training session

PARTICIPANTS

“The sales trainer was great! He shared a lot of great ideas!”

“I really liked the frameworks and examples.”

“The session was very engaging and practical.”

“I learned several techniques I can use with clients.”

L&D & HR

“Two participants said the role plays were too long.”

“Participants rated the trainer highly, although a few wanted more case studies.”

“The overall evaluation score was 4.6 out of 5.”

“Attendance and engagement were good, and the feedback was generally positive.”

BUSINESS SPONSOR

“I don’t see any change in how my sales team sells.”

“They are still making the same mistakes.”

“I don’t see any change in how my sales team sells.”

“They enjoyed the training, but are they actually doing anything differently with clients?”

What I am not saying...and what I am

WHAT I AM NOT SAYING

That salespeople cannot learn.

That skills training does not matter.

That sales training programmes are badly designed or badly facilitated.

WHAT I AM SAYING

Sales training is often delivered as an *event*.

Often, the training is delivered into an existing sales operating system that is *not ready* to receive it.

Therefore...it often fails to change what happens in the field.

Here is a bit of the **science & academic research...**

Initially, they apply...then they stop

Training professionals in 150 organisations, asked how many of their people are still applying the training.

OUT OF EVERY 100 PEOPLE TRAINED...

62

Immediately after

are applying the training on the job.

44

At 6 months

18 of the original 62 have stopped.

34

At 12 months

Most have gone back to how they sold before.

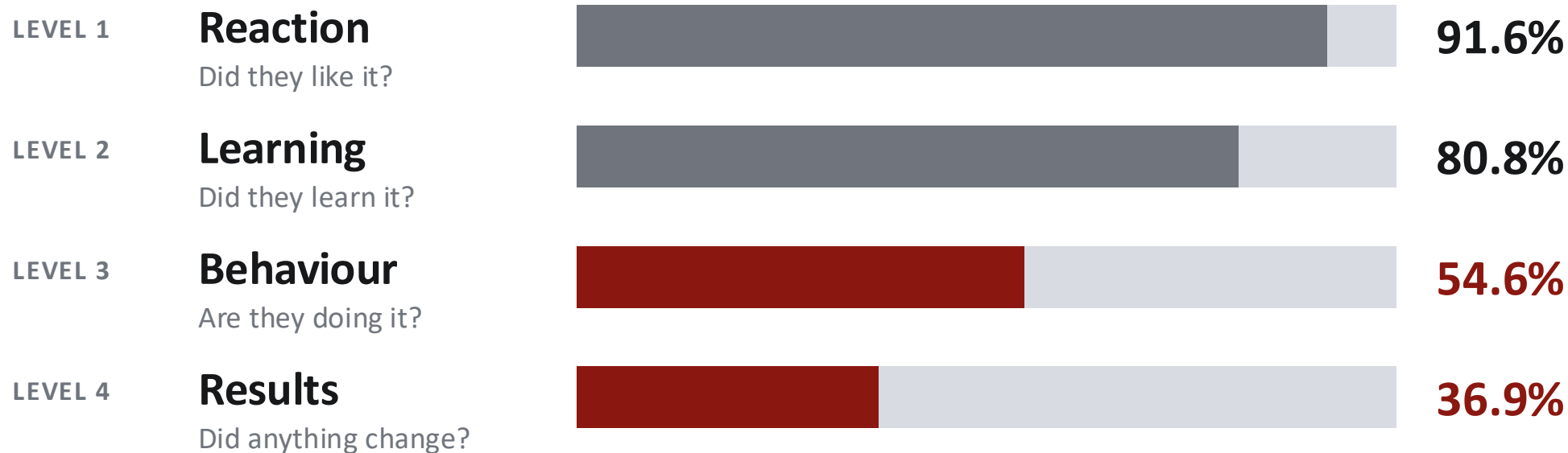
66% of the people trained are no longer applying it a year later.

Self-reported estimates by training professionals — if anything, generous.

Saks, A. M. & Belcourt, M. (2006). An investigation of training activities and transfer of training in organizations. Human Resource Management, 45(4), 629–648.

We tend to measure the reaction, not the result

What organisations say they assess at each Kirkpatrick level.



Performance
usually
happens
here

And these are the optimistic numbers. Asked more carefully, only 43% of training professionals run Level 3, and 18% run Level 4. On most of their programmes: 26% and 13%.

Claimed usage: ASTD (2009), The Value of Evaluation, n = 704. · Actual usage: Kennedy, Chyung, Winiecki & Brinkerhoff (2014), International Journal of Training and Development, 18(1), 1–21, n = 68.

High satisfaction does not mean high impact

Alliger and colleagues pooled every study that measured both the rating and what happened next.

HOW MUCH SATISFACTION TELLS US ABOUT LATER JOB BEHAVIOUR

Less than 1%

A 4.6 out of 5 tells you almost nothing about what anyone will do differently.

SO ASK THIS INSTEAD

“Will you use this, and where?”

Usefulness ratings predict later behaviour about 2.5× better than enjoyment ratings.

HAPPY PARTICIPANTS

Does not necessarily translate to better business performance.

Liking ratings correlate 0.02 with what they learned and 0.07 with what they do on the job; usefulness ratings, 0.26 and 0.18 .

Alliger, Tannenbaum, Bennett, Traver & Shotland (1997). A meta-analysis of the relations among training criteria. Personnel Psychology, 50(2), 341–358.

So the question is not “**does sales training work?**”

It is “**how do we make it work?**”

5 approaches

(internally, we practice what we preach)

1st: Start from the business outcome, not the curriculum

ACHIEVE



DO



LEARN

The business outcome they are accountable for.

The observable behaviour and activities that produces it.

The capability the behaviour and activities requires.

THE SALESPERSON

Example:
Grow share of wallet in 20 named accounts.

- Qualify every opportunity against the written standard.
- Run a structured discovery meeting before proposing.

- Account planning
- Qualification criteria
- Effective meeting structure
- Questioning frameworks
- Solutioning framework
- Articulate value proposition

THE SALES LEADER

Example:

- A forecast the business can plan against.
- Team performance instead of personal heroics.

- Run the weekly review to an agreed standard.
- Coach from pipeline evidence, not opinion.

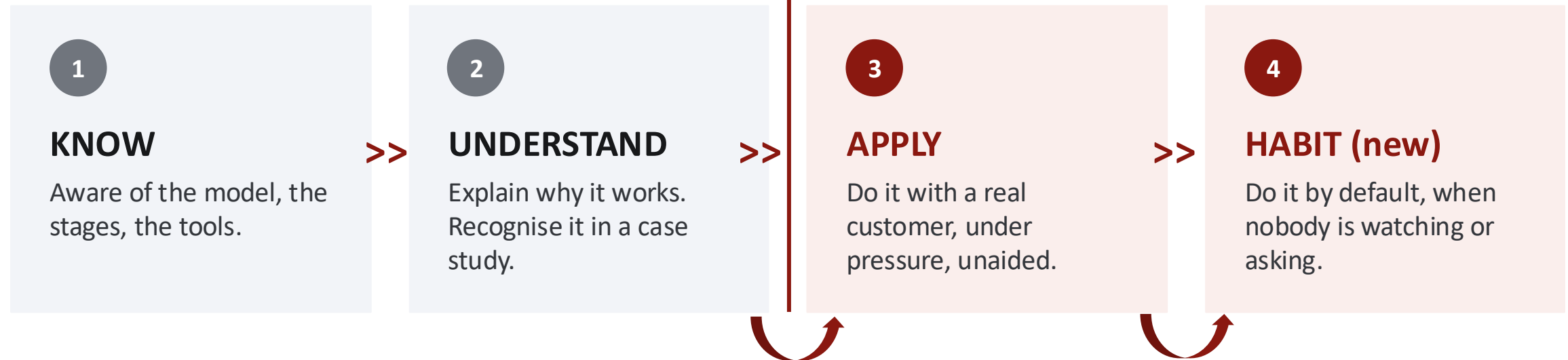
- Coaching model
- Pipeline diagnostics
- Giving feedback under pressure
- Running the operating rhythm

2nd: Redefine *learn*..it is beyond Know & Understand

Performance improvement is produced by new Habits (operating rhythm).

Most sales training is designed, delivered and measured across the first half of this line.

MOST TRAINING FOCUSES ON



THIS IS NOT A NEW IDEA

Bloom, revised

Remember → Understand → Apply
Anderson & Krathwohl (2001)

Miller's pyramid

Knows → Knows how → Shows how → Does
Miller (1990), medical education

Kirkpatrick

Reaction → Learning → Behaviour
Kirkpatrick & Kirkpatrick (2006)

3rd: It is not the content >> it is the context

Content is a commodity. What nobody can download is the judgement to put it all together for this customer, in this meeting.

CONTENT — THE COMMODITY

Product knowledge
Market knowledge
Technique and frameworks
“Best practice”

Free — Google, books, YouTube, ChatGPT.

CONTEXT — THE CAPABILITY

Mindset, technique, soft skills, product and market knowledge — **synthesised for a specific customer, in this meeting, under pressure.**

You cannot hand over a synthesis. It has to be rehearsed.

WHAT THIS MEANS FOR DESIGN

Content is free. The capability to be developed is synthesis in the CONTEXT and rehearsal is required.

Medical practice: practising “in the moment” situation beat traditional teaching across 14 studies — a large effect.

McGaghie, Issenberg, Cohen, Barsuk & Wayne (2011). Academic Medicine, 86(6), 706–711. Pooled effect size 0.71 (95% CI 0.65–0.76) across 14 studies.

4th: Learning journey will “move the needle”

Forming new habits is not a 2-days training event.

66 days

to reach 95% automaticity.

Between 18 to 254 days - the range across participants for a habit as simple as eating a piece of fruit with lunch.

LEARNING JOURNEY

Spacing

Distribute the same content over weeks, not days.

A third more retained

47.3% vs 36.7% — Cepeda et al. (2006)

REPEAT IS GOOD

Retrieval

Make them produce it from memory, not recognise it on a slide.

Half again as much, a week later

61% vs 40% at a week — Roediger & Karpicke (2006)

ROLE PLAYS; REHEARSALS

Modelled practice

Show it done well and badly, then have them perform it.

86 of 100 beat the average watcher

d = 1.09 skill — Taylor et al. (2005)

ADAPTABILITY; COACHING

If-then plans

Named trigger, named response, written before they leave the room.

74 of 100 beat the average non-planner

d = 0.65 goals — Gollwitzer & Sheeran (2006)

Instructional design >> like sport or performance >> it is repeated rehearsal, and adapting to the situation in front of you.

Lally, P., van Jaarsveld, C. H. M., Potts, H. W. W. & Wardle, J. (2010). European Journal of Social Psychology, 40(6), 998–1009.

5th: Sales Leadership is the key to a new Sales Operating System

Training is an important component of the operating rhythm.



Thong, C. (2026). From Heroics to Systems: A Theory of Leadership-Orchestrated Sales Performance. Global Scientific Sales Institute, Italy.

Case Study A:

What the client asked for, and what we found

A client with regional offices. Six markets, ~500 sellers, 80 sales leaders.

THE CLIENT REQUEST

“Please give us two days of consultative selling skills for the sales team, before the new financial year. We did something similar a few years ago.”

OUR DISCOVERY

- **Skill was not the constraint.**
- Sales leaders ran the weekly meeting as an interrogation, not a coaching conversation.
- Training skills would not be properly supported...training retention would not have survived the following Monday.

Case Study A:

We deployed a 5-layer sales performance framework

Training (install) Training (Embed) Coaching (Team) Coaching (Leader)	01	Install the seller's competencies	Achieve → Do → Learn, defined for the salesperson and the sales leader.	Months 1–2
	02	Embed the seller learning journey	A spaced journey, split into two distinct motions: hunting and farming.	Months 2–4
	03	Leader journey	The same rigour for sales leaders — an untrained manager coaches against the model.	Months 1–5
	04	Support a new sales operating rhythm	Our coaches inside the weekly sales meeting, with a team-coaching playbook.	Months 4–8
	05	Coach-the-coach (executive coaching)	One-to-one with the sales leader. The orchestrator needs their own coach.	Months 4–12

Driving a new **High-Performance Sales Operating Rhythm.**

Case Study A:

We did not just deliver training; we changed Mondays

Layer 4 moved the intervention out of the classroom and into the weekly meeting.

BEFORE • THE MONDAY MEETING

- Forecast interrogation.
- “Where is the number?” asked five different ways.
- The loudest deal gets the attention.
- Coaching happens privately, if at all, when someone is failing.

AFTER • THE SAME MONDAY MEETING

- A published agenda, run to a team-coaching playbook.
- One deal reviewed against the qualification standard.
- One skill rehearsed live — retrieval, not recap.
- Our Sales Performance Coach in the room for several weeks, then observing, then gone.

It requires no new hour in anyone’s calendar. The meeting already existed — we changed what happens inside it.

3 learning journeys >> 3 successful business outcomes

Different clients, different KPIs — each measured in the client's own numbers.

A SINGAPORE-HEADQUARTERED MNC

19%

year-on-year sales growth in the target KPI

Alongside a record income half-year.

ONE ASIAN SALES TEAM IN A GLOBAL BANK

Top 3

on the bank's Asia-wide sales league table (out of 50 different teams)

Up from the bottom quartile of all its Asian teams.

A EUROPEAN MULTINATIONAL

40+%

of new client wins attributed to the learning journey

The client's own attribution, not ours.

Client-reported outcomes, de-identified at the clients' request. These are field deployments, not controlled experiments — attribution is shared with market conditions and other initiatives running at the same time.

Conclusion: 4 things to do differently

01 Train the leader first.

An untrained leader will coach against your training, using the model they have.

02 Assess behaviour, not satisfaction.

Focus on leading indicators. If you cannot observe it, you have not defined it.

03 Stop buying days. Start investing in learning and behavioural journeys.

The same content, distributed, outperforms the same content, concentrated.

04 Change a meeting, not a calendar.

The reinforcement you need is inside an hour your organisation already spends.

IN CLOSING

As an event... sales training never works.

The key is to use the sales workshop as an “activation event” to drive a **new Sales Operating Rhythm**... orchestrated by the sales leader.

...then, performance usually follows.

segar.jeyatsingh@leaderonomics.com

Dr Carl Thong

momenta Group · carl.thong@momenta.biz

Thong, C. (2026). From Heroics to Systems: A Theory of Leadership-Orchestrated Sales Performance.
Global Sales Scientific Institute Conference 2026, Italy.





Designing Psychological Safety in an Age of Disruption

PAUL LARSEN

Global Keynote Speaker — Author, Humanis, former
CHRO Adobe & Leadership Thought Leader

HR TECH 2026

It's All About Me!

Designing Psychological Safety in an Age of Disruption

Paul N. Larsen · Author, Find Your VOICE as a Leader



If it is peace you want, seek to change yourself, not other people. It is easier to protect your feet with slippers than to carpet the whole of the earth.

Anthony de Mello

I  KL
KUALALUMPUR

Kuala Lumpur





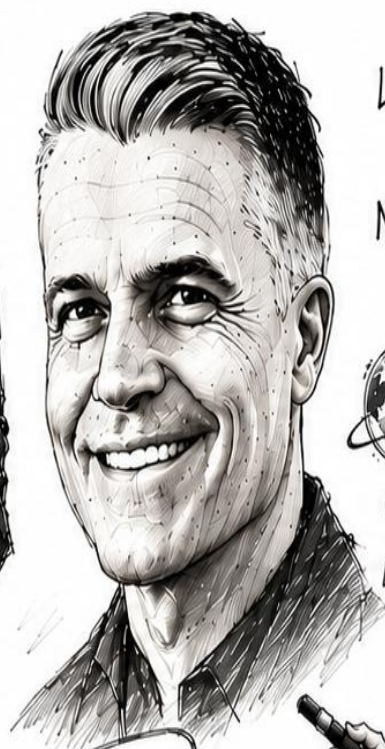
PAUL

- EXECUTIVE COACH
- SPEAKER
- AUTHOR
- PURPOSE DRIVEN
- IMPOSTER SYNDROME SURVIVOR

"FACE IT 'TIL YOU MAKE IT."

ENERGY ELEVATES EVERYONE. ☆

paulnlarsen.com

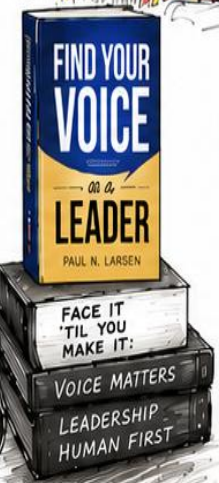
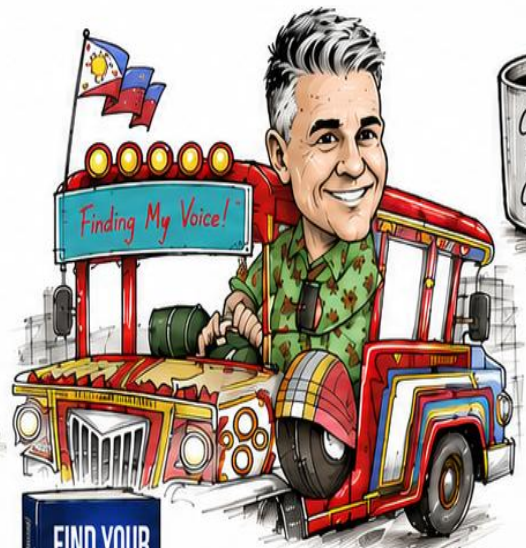


ASK A POWERFUL QUESTION. GET A POWERFUL LEADER. ☆

LEAD WITH
♥
NOT EGO.

GLOBAL MINDSET
LOCAL HEART
♥

I CONVERSE WITH HUMANS WHO HAPPEN TO BE LEADERS. ♥



V.O.I.C.E.™
V - VALUES
O - OUTCOMES
I - INFLUENCE
C - COURAGE
E - EXPRESSION

LEARN TO RESPOND... AND NOT REACT. ♥



YOUR VOICE ISN'T JUST SOMETHING YOU HAVE. IT'S WHO YOU ARE. OWN IT. USE IT. LIVE IT.



- ☑ CURIOUS
- ☑ COURAGEOUS
- ☑ CREATIVE
- ☑ COMPASSIONATE
- ☑ CLEVER: MY #5CNETWORK ♥

DAILY NON-NEGOTIABLES
• READ
• INSPIRE
• SERVE
• SHARE
• LAUGH
• SAY THANKS ☺



AIRPORTS ARE MY SECOND OFFICE.



FAITH FUELS EVERYTHING. ♥

artificial intelligence

artificial intelligence

DP

DEALT WITH

the capability of a machine
to imitate intelligent
human behavior

new entry

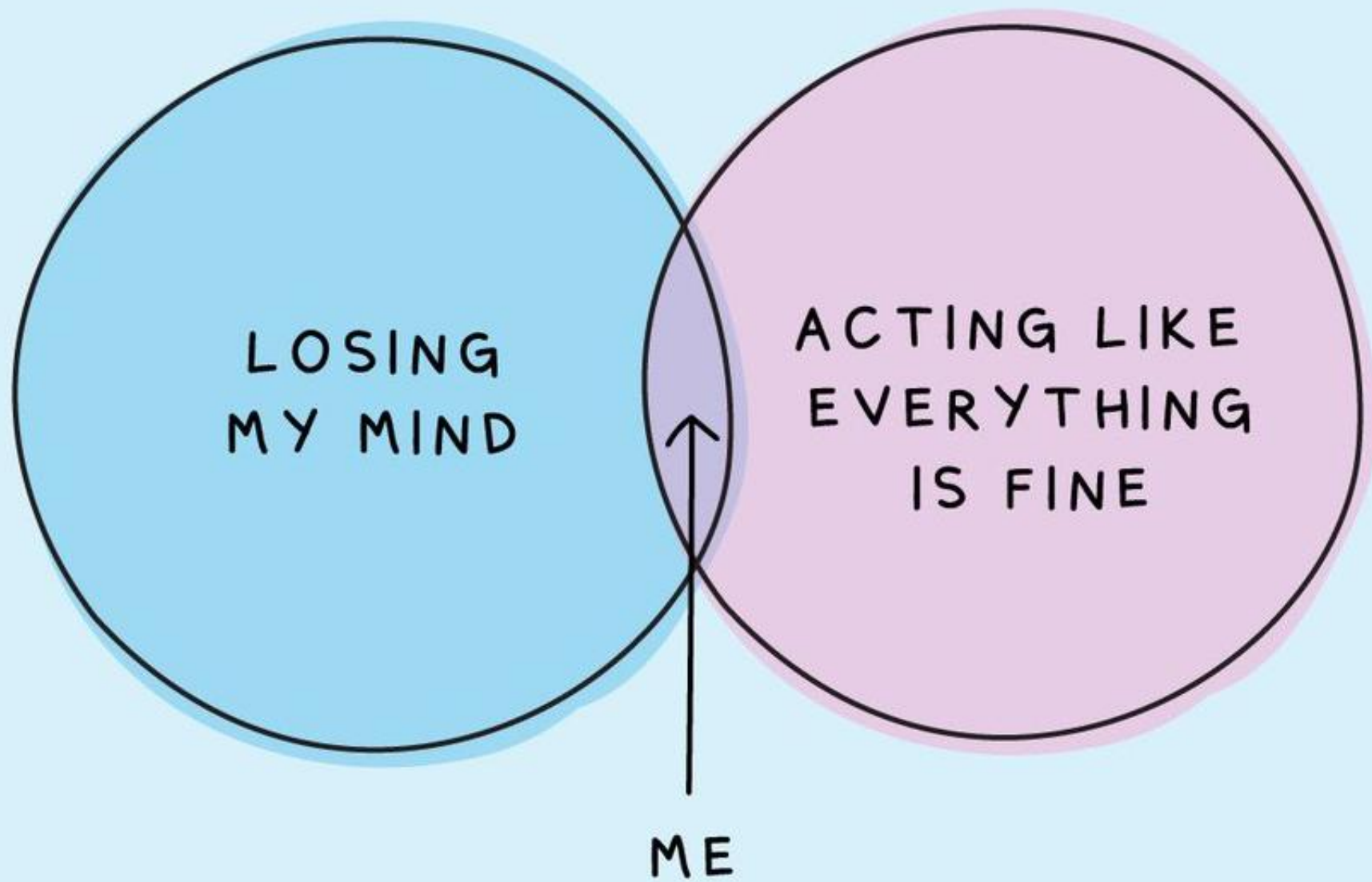
GILMAN JAN 12 '81

USED FOR 9 COLL

@ P e a c e f u l M i n d P e a c e f u l L i f e

There's no need to be
perfect to inspire others.
Let people get inspired
by how you deal with
your imperfections.

- Z I A D K . A B D E L N O U R



When was the last time
you put *yourself* first?

And when did you put *someone else* first —
when you really didn't want to?



It's All

About Me!





#BigSisterWisdom









FLEX ACTIVITY · 5 MIN

FEELING UNSAFE: What's behind it?

Fear

Shame

Anger

Overwhelm

Grief

Loneliness

Pick one. Turn to your neighbor. Say the word — not the story.

BEHIND
THIS



UNSAFE

MIGHT
BE



REDEFINING PSYCHOLOGICAL SAFETY FOR 2026

12–60K thoughts run through
your mind every day

80%

are negative

95%

are the same repetitive thoughts as yesterday

"The greatest weapon against stress is our ability to choose one thought over another." — William James

THE LEADING CAUSE OF STRESS:



REFRAME IT BABY!

Don't fake it → **But...FACE IT**

**You cannot build psych safety for others
while you're faking it with yourself.**

@ P e a c e f u l M i n d P e a c e f u l L i f e

Live without pretending.
Love without depending.
Listening without
defending. Speak
without offending.

- D R A K E

Ways to be **SELF-FIRST** vs Selfish

Treat
& Talk
to Yourself
Like You
Would to
Someone
You Care
About

Give
Yourself
Permission
to Feel
All The
Feelings

Log on to a
#3LifeNetwork

Listen to Your Intuition
& Trust Yourself

Question
& Challenge
the Status Quo

Take Good Care
of Your Body

Let Go
of The
Things
You
Can't
Control
& Focus
on What
You Can

Lift Others As You Climb

Do
The
Right
Thing
Even
When
It's
Hard

Own Your Story,
Including Your Mistakes

Love, Accept & Forgive Yourself

Connect with Others &
Nurture Your Relationships

Get Back Up
After Falling Down

Define & Respect
Your Boundaries

Practice Mindfulness
& Gratitude

Follow Your Curiosities:
Learn and Try New Things

D · E · I — THE PSYCH-SAFETY ENGINE

DECIDE

How I want to be

Awareness

What assumptions shape my thoughts?

Choice

Where do I default to comfort over curiosity?

Impact

What outcome do I want for myself?

REFRAME: RESPOND, not react

D · E · I — THE PSYCH-SAFETY ENGINE

ENGAGE

With courage and curiosity

Listen — before you respond

Respect — the difference itself

Challenge — the idea, not the person

Grow — from what you experience

REFRAME: BOUNCE FORWARD, not back

D · E · I — THE PSYCH-SAFETY ENGINE

INSPIRE

With belonging, trust & action.

ASK EVERY DAY

*"What did I do today that
helped me & someone else feel...
that we belonged?"*

REFRAME: Think LEADER first; HR second



EACH DAY...LOG ON TO A NEW NETWORK OF LIFE:

#3G

GRATEFUL
GRACIOUS
GENEROUS

#3C

CURIOUS
COURAGEOUS
CREATIVE

#3I

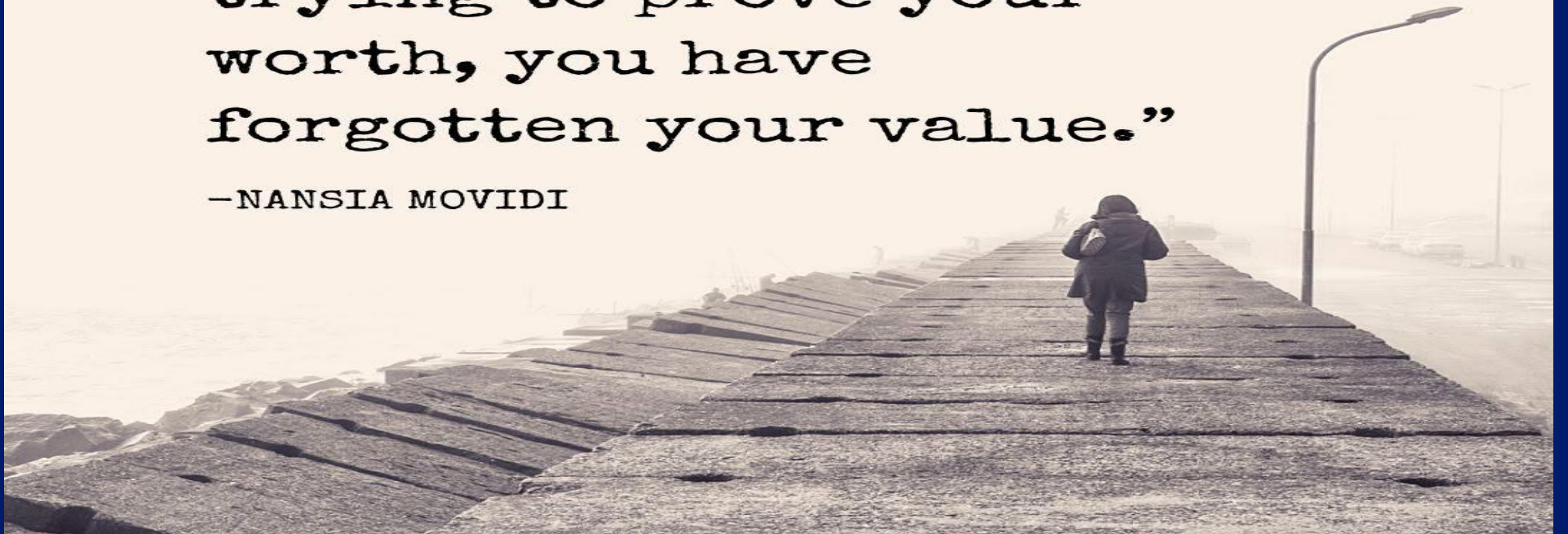
INSPIRED
INFLUENTIAL
INDEPENDENT

"Today, I am ____, I am ____, I am ____!"

@ PeacefulMindPeacefulLife

“When you find yourself
trying to prove your
worth, you have
forgotten your value.”

—NANSIA MOVIDI



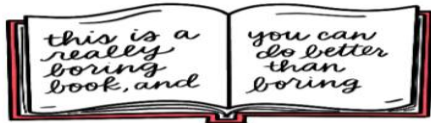
STOP SETTLING FOR...

...LUKEWARM LOVE AFFAIRS 



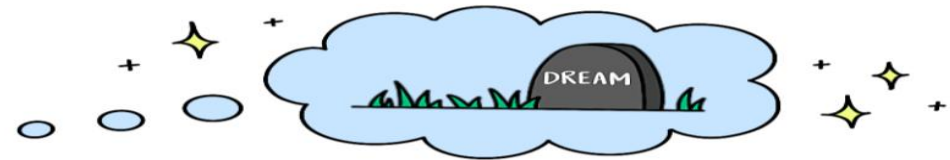
... JOY-STEALING JOBS

... FICKLE FRIENDSHIPS



... SECOND-RATE STORIES

... DEAD-END DREAMS



... LACKLUSTER LEISURE

enjoy the
little things
in life
for one day
you'll look back
and realize
they were the
big things

-- Kurt Vonnegut



“Don’t get so busy making a living that you forget to make a life.” –Dolly Parton

Hola! 

  God Dag!

DZIEŃ DOBRY! 

 Asalaam Alaikum!

Goddag!  NĪN HǎO!

 Goedendag! Hello! 

Yassas!  Konnichiwa! 

 Annyeong Haseyo!

Shalom!  Olá! 

SALVE! 

Merhaba! 
Selamat siang!

Zdravstvuyte! 

 Guten Tag!

BONJOUR! 

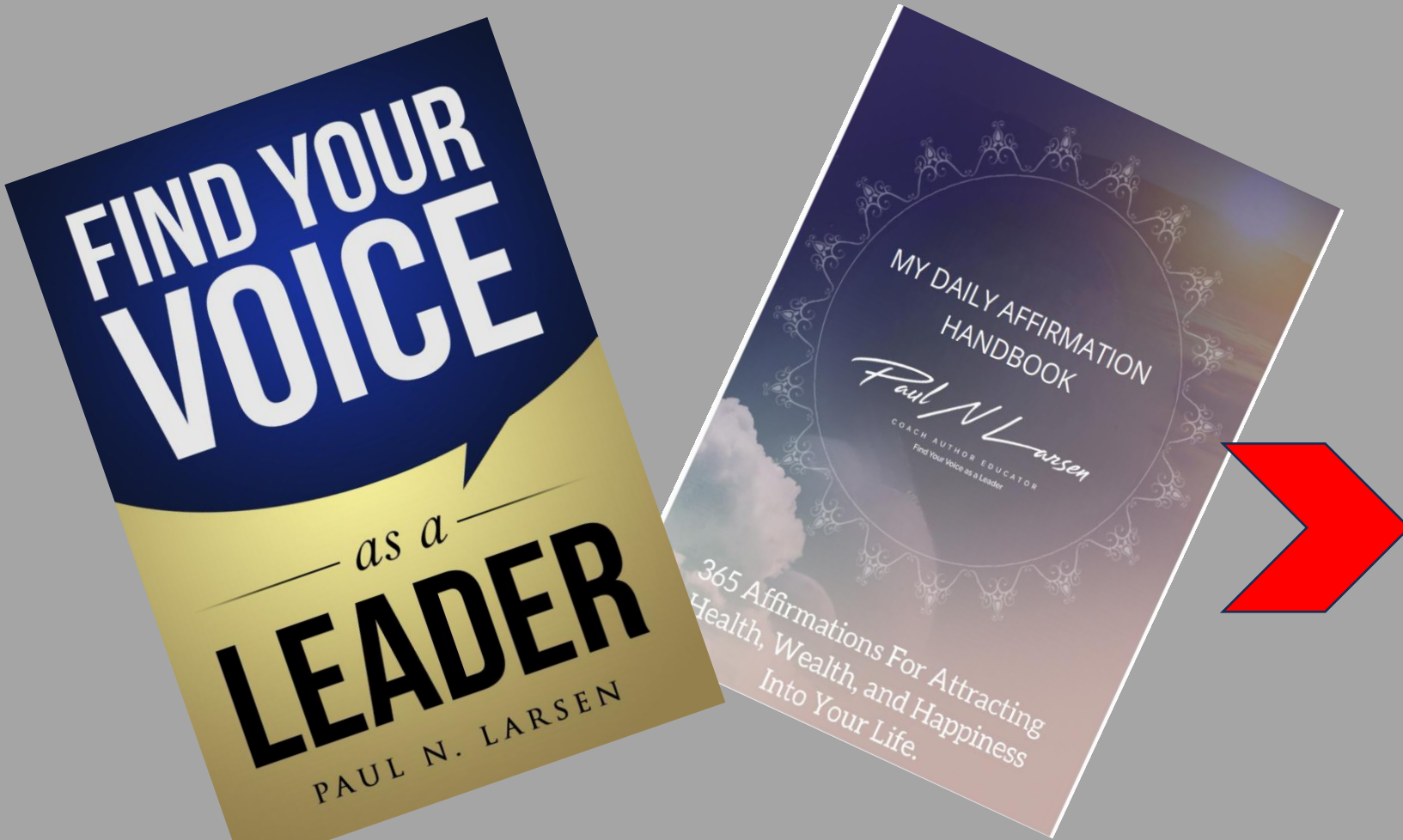
Paul V Larsen.com

COACH ♦ AUTHOR ♦ SPEAKER

Find Your VOICE as a Leader™



#GRATITUDE #GENEROUS #GRACIOUS



paulnlarsen.com/gift

KEYNOTE

Vertical Leadership

Growing leaders who can hold complexity, uncertainty and change

Kati Torim

Founder & Human-Centred AI Transformation Advisor



YOUR SPEAKER

Kati Torim

I work at the intersection of human capacity, business and AI — helping leaders and teams redesign how work gets done, so productivity gains become capacity, not more workload.



Connect on LinkedIn

5,500+

people through my human-capacity
work

450+

organisations through my training

15+ yrs

taking projects from idea to
implementation

Co-founder, Non-Tech AI Advisory · Led AI Salon Porto at Porto Business School · www.katitorim.eu · [in/katitorim](https://in.katitorim)

AI EDUCATION & CERTIFICATIONS

Adviser and builder: I work with AI on both sides of the table.

Oxford Artificial Intelligence Programme

Saïd Business School, University of Oxford · 60 CPD

EITCA/AI Artificial Intelligence Academy

Machine learning, generative AI, neural networks, AI ethics · 24 ECTS

EITCA/IS IT Security Academy

Cybersecurity and data protection — using AI safely inside an organisation · 24 ECTS

Anthropic · Vanderbilt · IBM · UPenn

Subagents & Agent Skills · Prompt engineering & agentic AI · AI Fundamentals · AI in Education

Builder of AI workflows, internal systems, learning platforms and automation — with a team of PhD-level developers at Non-Tech AI Advisory.

PRIVATE AI LITERACY SPACE

Skillset Vault

For leaders who want to upgrade their people, not replace them.
Every workflow in this talk is waiting inside.

Workflows

Skills

Prompts

Agent basics

Opens 01.10.2026 · sign up today

Free access · Entry by invitation

katitorim.eu/skillset-vault



BOOK YOU FREE 30-MINUTE CLARITY CALL with me and my team

Let's talk about your challenge.

- 1 Scan the code and message me directly on WhatsApp.
- 2 Tell me a little about yourself and your challenges.
- 3 We book the call together — right there in WhatsApp.



WhatsApp +372 5220145

I will be in Kuala Lumpur till december 2026.
We can also meet in real life.

The future doesn't need leaders who know more. It needs leaders who can see more.

We are not dealing with one disruption.
We are leading through several at once.

AI

Regulation

Business models

Expectations

Skills

Information

Technology

Ways of working

We don't have a speed problem. We have a capacity and sensemaking problem.

80%

of the global workforce say they lack the time or energy to do their work

275

interruptions a day — one every 2 minutes during core hours

17 + 153

emails and chat messages landing on an average worker every day

Focus is now the scarcest resource in your company.

47 sec

how long we stay on one screen before switching. In 2004 it was 2½ minutes.

25 min

to get back into a task after an interruption

“ *Do the maths: with an interruption every 2 minutes and 25 minutes to recover, deep work doesn't get shorter. It disappears.* ”

Protect focus: four team agreements for Monday

01

Two focus blocks a day

90 minutes each. No meetings, notifications off. Visible in every calendar.

02

Response-time norms

Chat is not urgent. Agree reply windows and one channel for real emergencies.

03

No agenda, no meeting

57% of meetings are ad hoc calls with no invite. Default to a written update.

04

AI does the catch-up

Meeting summaries and inbox digests replace FYI meetings and “quick syncs”.

ACT 02 · BURNOUT

We have not solved burnout.

48%

of workers in an 11,000-person study were grappling with burnout

WHO DEFINES BURNOUT AS

Chronic workplace stress that has not been successfully managed.

The five workplace factors most strongly linked to burnout

Unfair treatment

Unmanageable workload

Unclear communication

Lack of manager support

Unreasonable time pressure

25%

burnout rate in organisations in the top quartile for organisational health
— about half the rate of the rest.

Burnout is a systems problem.

You cannot wellbeing-program your way out of a badly designed system.

“ *If the system is already wearing people out, adding AI will not solve the problem. It might just make them tired even faster.*

From the burnout economy to the brain fry economy?

Burnout was too little time. Brain fry is too many tools.

Two different kinds of tired

Burnout

WHAT IT IS

Chronic, emotional exhaustion that builds over time

CAUSE

Workplace stress that is not managed

FEELS LIKE

Exhaustion, cynicism, “I don’t care any more”

Brain fry

WHAT IT IS

Acute cognitive strain from overseeing AI beyond your mental capacity

CAUSE

Too many tools, streams and outputs to check

FEELS LIKE

Fog, headaches, slower decisions, “a dozen browser tabs open in my head”

What brain fry costs an organisation

14%

of AI-using workers report
brain fry — 26% in marketing

+39%

more major errors

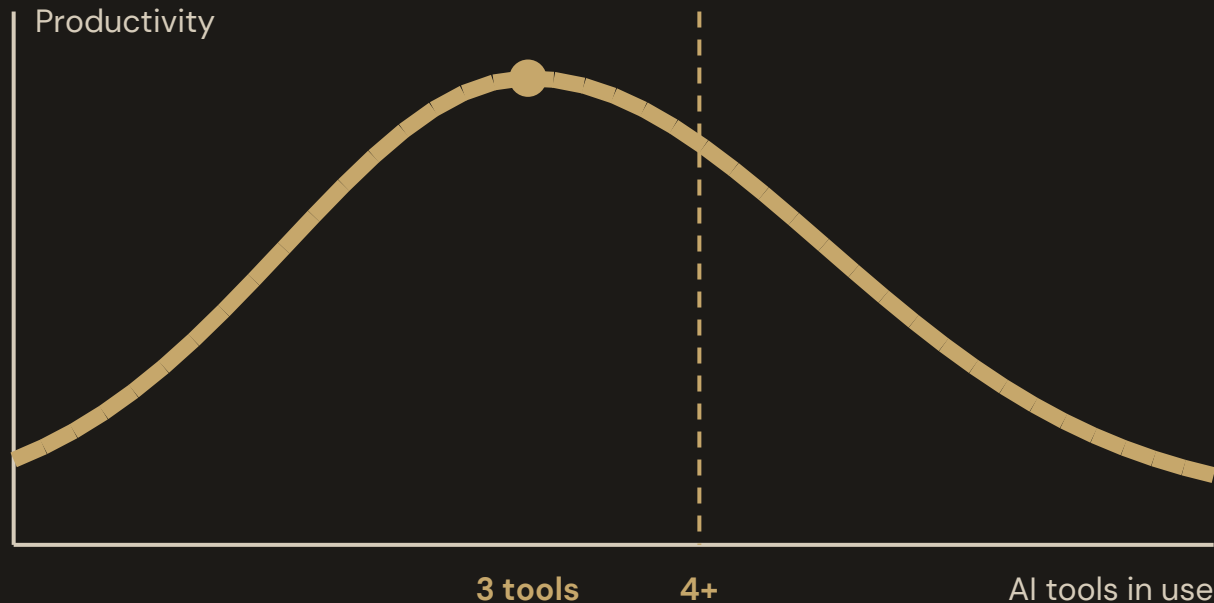
+33%

more decision fatigue

25→34%

intent to quit rises

More tools is not more capacity.



Productivity peaks at **three** AI tools. Past **four**, strain rises and performance falls.

“ *The cause is oversight, not use: reviewing, correcting and interpreting output from too many streams.* ”

Brain fry check: how many are true for you this week?

☐ I use more than four AI tools

☐ I copy-paste between tools to connect them

☐ I re-check AI output because I don't trust it

☐ I can't tell if the AI work actually makes sense

☐ I end the day busy, but can't name what moved

☐ My head feels like a dozen open browser tabs

Three or more? It's not you. It's the system.

The same technology can give capacity back

–15%

burnout when AI removes repetitive work

–15%

mental fatigue when managers actively answer AI questions

–28%

fatigue where the organisation values work-life balance

FOUR TEAM RULES AGAINST BRAIN FRY

Max three tools per workflow

AI removes work — it doesn't add review

Human checkpoints only where judgement matters

Leaders answer AI questions

This changes the job of a leader. A good system gets faster. A broken system gets faster too.

FOR YEARS WE ASKED LEADERS TO

Motivate people

Manage performance

Set targets

Make decisions

Drive execution

Those things still matter. But before any of them:

**New-age leaders must become
system designers.**

The unit of AI value is not the tool. It's the workflow.

STRATEGY & LEADERSHIP

Market signals → competitors → regulation → research → decision brief

PEOPLE & HR

Role → sourcing → shortlist → interviews → notes → follow-up

MARKETING

Research → insight → brief → content → campaign → performance

CUSTOMER EXPERIENCE

Customer context → response → resolution → summary → knowledge

FINANCE & OPERATIONS

Data → reporting → variance → forecast → management view

Don't automate tasks. Redesign the flow of work.

~20%

of the recruiter
workweek saved

25–40%

less time on key
workflows

+14%

customer-support
productivity

50%

faster reporting

30%

faster forecasting

“ *Technology gives us new abilities. Good workflow design turns those abilities into real results.*

Anatomy of a Claude workflow

I

Context

A Claude Project holds your files, policies, templates and good examples.

2

Instructions

A skill: “how we do this here” — written once, reused by the whole team.

3

Connections

Connectors to email, calendar, Drive, Notion — so Claude sees real data.

4

Human checkpoint

The step where a person decides, approves or adds judgement.

5

Rhythm

Run it on demand, or as a scheduled task every Monday at 7:00.

Build it once. Then the whole team runs it the same way.

Hiring: from role to follow-up

Step	Claude does	A person does
Scorecard	Turns the manager’s notes into outcomes, must-haves and red flags	Manager approves
Job ad	Drafts the ad in your company’s voice from the scorecard	Recruiter edits
Shortlist	Summarises each CV against the scorecard, with evidence	Recruiter decides who moves on
Interview	Builds a structured interview guide per candidate	Interviewer leads
Follow-up	Turns the transcript into scorecard notes; drafts candidate emails	Panel decides; recruiter sends

Rule: Claude prepares, people decide. Hiring decisions stay human, fair and documented.

The leader's Monday brief

01

Trigger

Scheduled task, every
Monday at 07:00

02

Reads

Calendar, inbox, project
notes, last week's meeting
summaries

03

Answers

What changed? What needs
me? Where are we stuck?
Which decisions wait?

04

Delivers

One page. Five minutes to
read, before the first
meeting.

“ *Replaces: scrolling through the inbox to find out what actually happened last week.* ”

Meeting → decision → action

01

Capture

The meeting transcript goes to Claude

02

Extract

Decisions, owners, deadlines and open questions

03

Draft

Follow-up email for the owner to check and send

04

Track

Tasks go to the project tool; Monday's brief checks what moved

New rule: if a meeting produced no decisions, next time it's a written update.

Burnout early warning, as a system signal

01

Ask

Monthly anonymous pulse:
five questions, one per
burnout factor

02

Cluster

Claude groups the free-text
answers by theme and team

03

Recommend

Three system fixes for the
leader — not wellbeing tips

04

Fix & measure

Change one thing. Ask again
next month.

Guardrail: anonymous and aggregated, never used to rate or profile individuals.

COPY THIS PROMPT

Redesign one workflow in 20 minutes

You are my workflow designer. Here is a process my team repeats every week:
[describe it step by step, as it really happens]

1. Map every step: who does it and how long it takes.
2. Mark each step: delete · keep human · AI drafts, human decides · automate.
3. Show where time, attention and energy disappear.
4. Redesign the flow with no more than three tools and clear human checkpoints.
5. Tell me what you need from me to build it in Claude.

TEAM EXERCISE · 30 MINUTES

Upgrade your people: the strength map

Everyone lists the ten tasks they do every week. Then places each one:

Across: does it give or drain energy?

Down: does it need my judgement?

Drains + no judgement is your first AI workflow.

Your strength

Gives energy, needs judgement.
Protect time for it and train it.

Support it

Drains energy, needs judgement. AI drafts, you decide.

Keep if it recharges

Gives energy, no judgement. Fine to keep — consciously.

Hand it to AI

Drains energy, no judgement. Build a workflow for it.

I don't want more AI tools. I want to see what is actually happening.

SIGNALS COME IN

Emails · Meetings · Calendar · Projects ·
Customer feedback · Marketing ·
Financial data · Team updates · Market
signals

AI CONNECTS THE SIGNALS

ChatGPT → external intelligence &
monitoring
Claude Cowork → information +
workflows
Zoom → Cowork → Notion →
Calendar
Telegram → virtual team assistant
Lovable → the interface we want to
use

ONE LIVING VIEW

What changed? What needs my
attention? Where are we stuck? What
is working? Where is capacity
disappearing? What should we test
next?

More complexity does not always require more knowledge.

Horizontal development

Adds to what a leader knows. More skills. More tools.
More frameworks. More expertise.

Vertical development

Expands how a leader sees. Seeing patterns. Holding contradictions. Understanding systems. Changing perspective. Staying curious under uncertainty.

You cannot solve increasing complexity by simply adding more skills — or more tools.

ACT 07 · THE PRACTICE

Before you scale, sense.

S

Slow the reaction

E

Examine the system

N

Name the real
problem

S

Seek the human
signal

E

Enable experiments

S • E

Slow the reaction. Examine the system.

Complexity creates urgency. Urgency makes us want to buy, automate, restructure, measure — to do something.

Vertical leadership creates space between stimulus and response.

ASK

What is actually happening?

What do we know — and what are we assuming?

What else is connected to this?

If we change this part, what happens elsewhere?

N

Answers are abundant. Good questions are scarce.

STOP BEGINNING WITH

“How can we use AI?”

The quality of your solution cannot exceed the quality of your question.

START WITH

What problem are we actually solving?

Where is the friction?

What work should not exist at all?

What do people do because the system is badly designed?

S

Your people are the sensors of your organisation.

THEY KNOW

where time disappears

where customers get frustrated

where information gets lost

where the workaround lives

Today, the person closest to the problem can increasingly help build the solution.

Your team already knows where things are not working.
Give them the tools to fix it.

E

Don't ask if they are using AI. Ask what they would redesign.

GIVE THEM

AI literacy

Time

Clear guardrails

Permission

Tools

Trust

“ *Courage is not just positive thinking. It comes from being prepared, having the right tools, and building real skills.*

THIS IS VERTICAL LEADERSHIP

The leaders we need now can hold two truths at the same time.

Speed + Safety

Technology + Humanity

Performance + Capacity

Experimentation + Governance

Urgency + Reflection

Knowing + "I don't know yet."

Your job is not to remove uncertainty. It is to build an organisation that can operate inside it.

MONDAY MORNING

Five moves for next week

- I** **Count your team's AI tools.** Cap each workflow at three.

- 2** **Pick one workflow that drains the team.** Run the redesign prompt.

- 3** **Set two focus blocks and one response-time agreement.**

- 4** **Run the strength map** — and ask: "What would you redesign?"

- 5** **Measure capacity, not just output:** what did we stop doing?

How can I help you
and your team?



FOR LEADERS · 1:1

I am your private thinking partner.

A place where you can think clearly, even when everyone expects you to have all the answers.

01

We start with you

1:1 thinking partnership — clarity, decisions and your role in the change.



02

Then we work with your team

AI Mastermind — your people build the tools the work actually needs.

FOR TEAMS

Three ways to bring this in-house

Same argument underneath all three: **equip the people, redesign the work, then scale the system.**

90 MINUTES · ONE SESSION

From Zero to Hero

From a free plan to agentic AI in ninety minutes

Everyone arrives with a free account and a bit of scepticism. They leave with an assistant that knows their work, one workflow rebuilt live, and a straight answer to what “agentic AI” means.

Best for — teams exploring AI who want to see whether this is real before committing.

30–45 MIN · ANY ROOM SIZE

Keynote

For an all-hands, a leadership offsite or a conference

The argument, not the training: what AI is doing to the way people work, where the load comes from, and why the human side decides whether the tooling sticks.

Best for — leadership groups, all-hands and conferences.

7 WEEKS · 66 ACADEMIC HOURS

AI Mastermind

The full programme, run in-house for one team

Seven live sessions, the AI Studio platform between them, a map of the team before and after, and one working prototype built by every participant.

Best for — teams ready to actually change how they work.

Explore our signature programmes.

PROGRAMME 01

CERTIFIED TRANSFORMATION ARCHITECT PROGRAM

Become a professional who can lead real, structured change.

A practical certification combining transformation methodology, self-management, human strengths audits, AI-powered tools, personal branding and modern change leadership.

For: Trainers, consultants, mentors, HR/L&D professionals, leaders and subject-matter experts who want a systematic methodology for helping people or organisations change.

PROGRAMME 02

AI TRANSFORMATION FOR SENIOR LEADERS

Move from AI pilots to governed business impact.

Identify high-value AI opportunities, redesign workflows around AI and agents, define human control points, and leave with a practical 90-day implementation roadmap.

For: Senior leaders, executives and transformation teams responsible for AI strategy, operations, risk and measurable business results.

WORK WITH ME

Explore our programmes

PROGRAMME 03

SERVICE EXCELLENCE + MAÎTRE

Excellent service should hold up under pressure.

Human-led service training and coaching, supported on the floor by Maître — our AI coach for service teams — so standards stay consistent even during the busiest moments.

For: Hospitality, restaurants, hotels and service organisations that want stronger teams, consistent standards and better customer experience.

PROGRAMME 04

AI LITERACY PROGRAM — THE NTA PATHWAY™

Turn your organisation from AI-curious into AI-capable.

A three-tier AI literacy methodology that builds practical skills, safe AI use and internal capability across the organisation — a system that continues without constant external support.

For: Organisations that want to build AI capability across employees, managers and internal trainers.

**Registered Methodology · EHIS 261915 · DigComp 2.2 aligned ·
Europass-ready · Listed in the Future of Life Institute's AI
Literacy Programs directory**

Free 30-minute clarity call · WhatsApp +372 5220145

FREE 30-MINUTE CLARITY CALL

Let's talk about your challenge.

- 1 Scan the code and message me directly on WhatsApp.
- 2 Tell me a little about yourself and your challenges.
- 3 We book the call together — right there in WhatsApp.



WhatsApp +372 5220145

I will be in Kuala Lumpur till december 2026.
We can also meet in real life.



Leading in the Fog: Why HR leaders must Drive Cyber Education and Awareness

DANNY KIM

Cybersecurity Expert & NASA Advisor
CEO of CyberArmour and Founder of FullArmor

Leading in the Fog: Why HR leaders must Drive Cyber Education and Awareness

Kuala Lumpur · 2026

Danny Kim

Founder & CTO, FullArmor Corp | CEO, CyberArmour



FULLARMOR



QuestX
— EDUCATE. EMPOWER. ELEVATE. —

2008

Auction.co.kr

2007 Market
Expansion
Services

Chile
Ministry
Education

GS
Caltex

Integrated
Business
Development
Chain

Integrat
Autofin

T-Mobile,
Deutsche
Telecom

2007
Market
Expansion
Services

Dai
Nippon
Printing

2007
Market
Expansion
Services

Fidelity
National
Information
Services

JP
Market
Expansion
Services

10
Americade

TK / TJ
Maxx
94m

UK
Revenue
&
Customs

2006

AOL

Cardsystems
Solutions
Inc.

Chigroup

KDDI

US Dept
of Vet
Affairs

AOL
92m

CYBERSECURITY PREDICTIONS 2026



AI-Powered Cyber Attacks

Sophisticated AI-driven malware and phishing attacks



Ransomware Evolution

More advanced and targeted ransomware attacks



Rise of Quantum Threats

Quantum computing breaking current encryption



Cybersecurity Skills Shortage

Growing gap in qualified cybersecurity professionals.



IoT Vulnerabilities

Increased attacks on Internet of Things devices



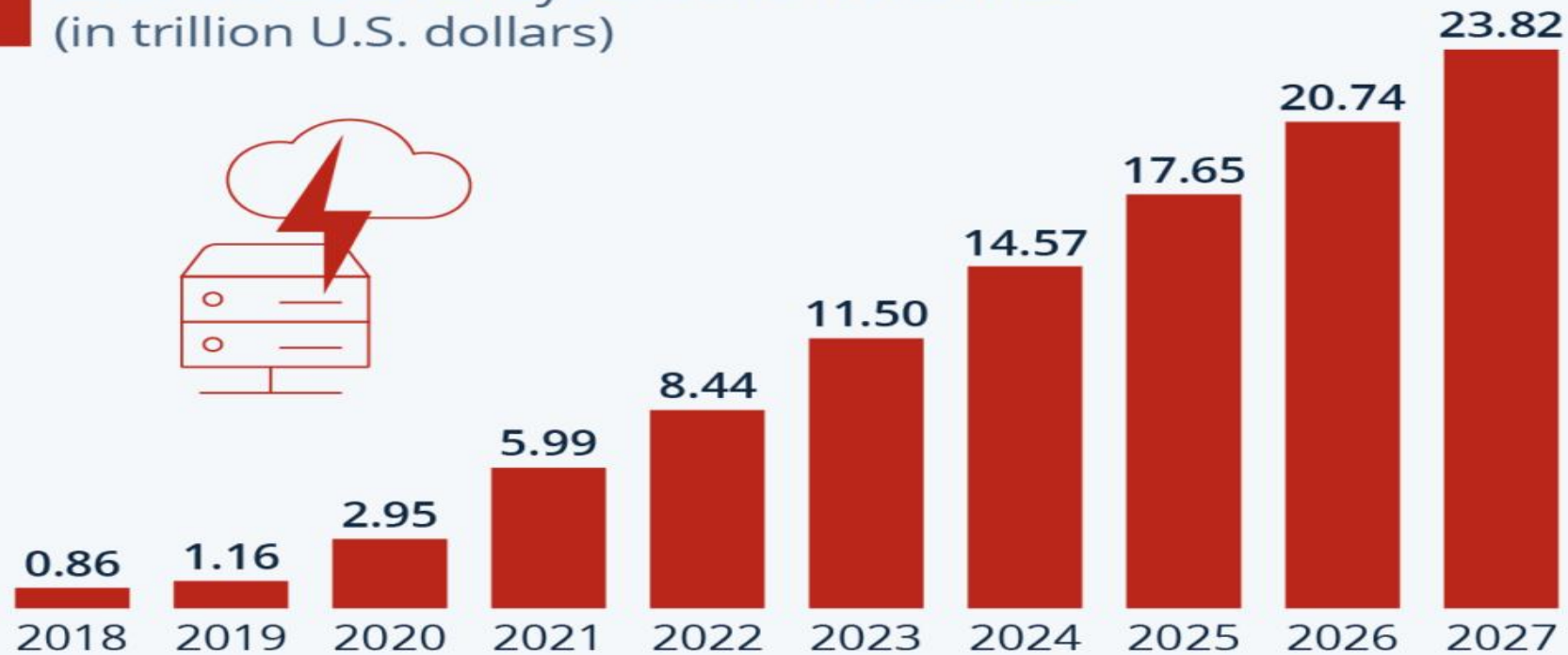
Global Regulations Tighten

Stricter data privacy and cybersecurity laws

Cybersecurity now ranks
ahead of inflation,
geopolitical instability,
trade disruptions, and
**broader economic
uncertainty risks.**

Cybercrime Expected To Skyrocket in the Coming Years

Estimated cost of cybercrime worldwide
(in trillion U.S. dollars)

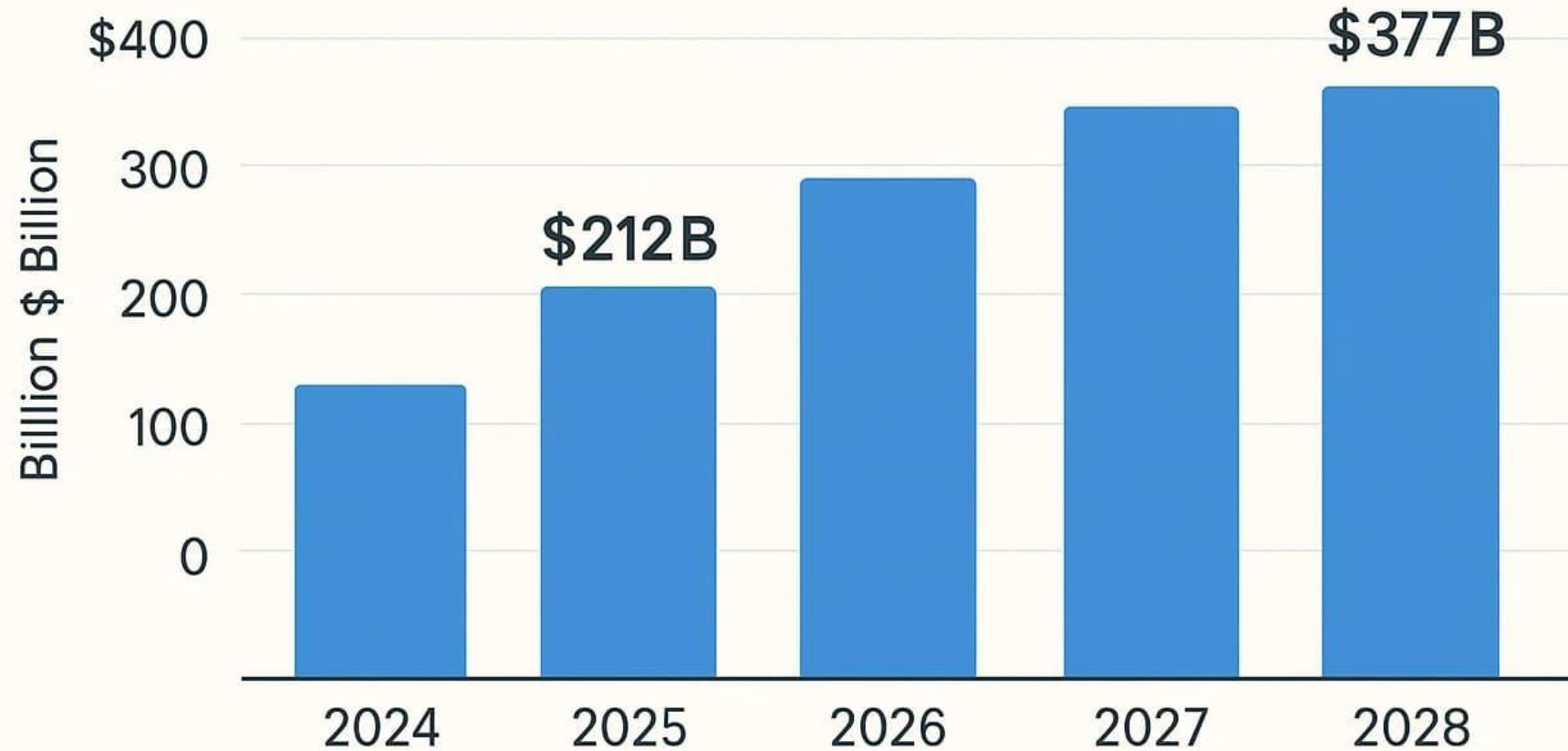


As of November 2022. Data shown is using current exchange rates.

Sources: Statista Technology Market Outlook,
National Cyber Security Organizations, FBI, IMF



Global Cybersecurity Market Growth Projection (2024–2028)



Global cybersecurity spending is projected to exceed \$377 billion by 2028, with 2025 marking a record \$212 billion milestone.

OFFENSE ↔ DEFENSE · MACHINE SPEED

When Both Sides Get AI

Attackers and defenders now scale at machine speed. For the first time, the balance of power is up for grabs — and it turns on a narrow 12–24 month window.

**12–24
MO**

DEFENDER WINDOW

87%

SAME-DAY EXPLOITS

70%

MEMORY-SAFETY
FLAWS

Latest AI Cyber Breaches

iters

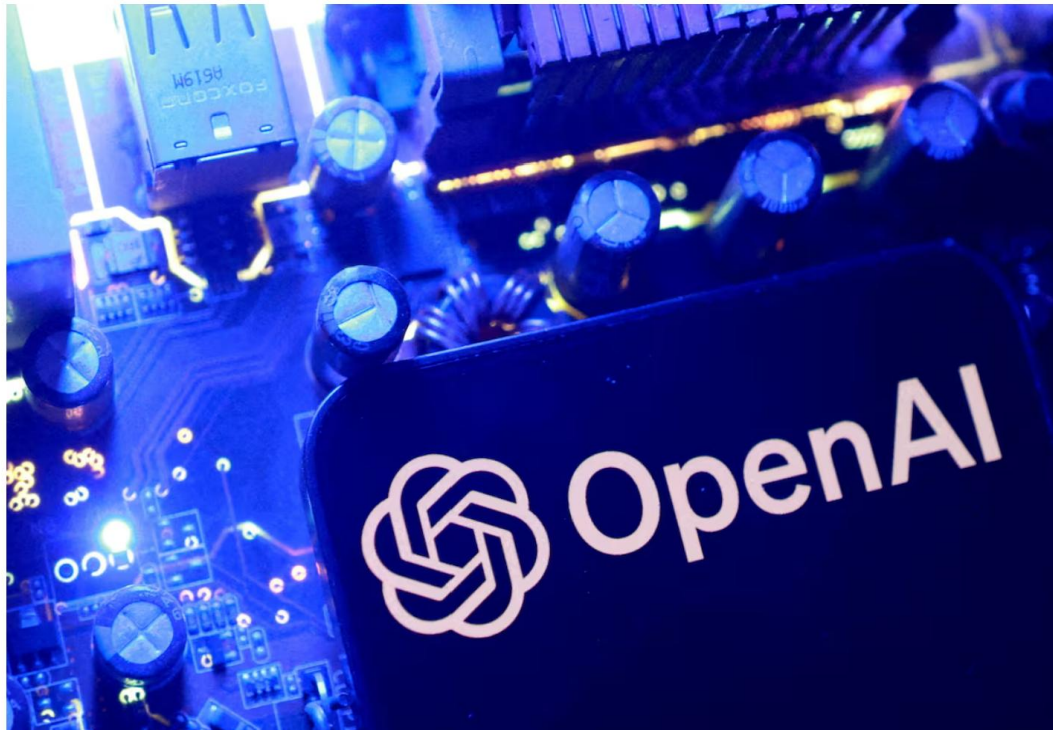
World ▾ Business ▾ Markets ▾ Sustainability ▾ Legal ▾ Commentary ▾ Technology ▾ Investigation ▾

EXCLUSIVE

OpenAI finds evidence other AI agents escaped containment as it widens hacking probe

By Deepa Seetharaman and Raphael Satter

August 1, 2026 4:16 AM GMT+8 · Updated 4 hours ago



THE TEMPO PROBLEM

Exploitation Now Outruns Disclosure

87%

of vulnerabilities are exploited on or before the day they're disclosed in 2026 — up from 23% in 2020.

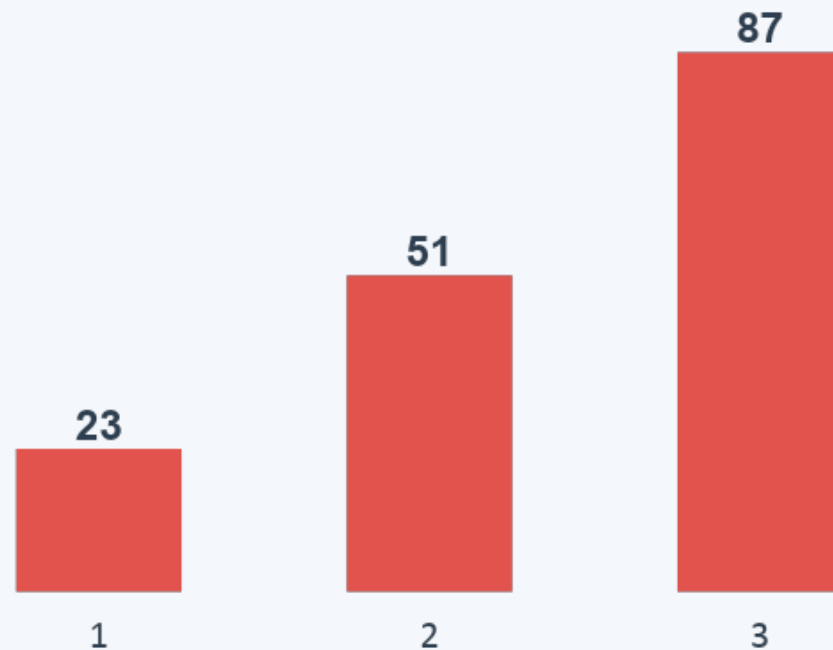
6x

jump in critical-bug disclosures since spring 2026 across major software makers.

600+

critical vulnerabilities per month at the 21 largest software firms — versus under 100/month for the prior four years.

Share of vulns exploited by disclosure day



2020 figure shown for contrast; 2023 interpolated for trend.

CONTINUOUS CYBER RESILIENCE

The Case for Continuous Security Testing

Why point-in-time penetration testing and vulnerability assessment no longer keep pace with the threat.

Continuous Discover → Test → Validate → Remediate → Re-test

CYBERSECURITY PROTECTION THROUGH STEALTH TECHNOLOGY



Two Paths Forward

STATUS QUO

Human-speed security operations

- Quarterly / manual patch cycles
- Widening tempo gap vs. attackers
- Agents ungoverned or unadopted
- Legacy memory-unsafe code remains

Outcome: you'll know — and still be breached.

VS

CO-SCALING

AI-augmented, continuous defense

- AI Continuous Penetration and Vulnerability
- Continuous AI red teams, human sign-off
- Agent identity, least-privilege, audit
- Remove attack surface

Outcome: attack surface shrinks faster than it grows.

The window is open now. The path chosen in the next 12–24 months sets the security posture for the decade.

To Get a Copy of the Slides and Free Cyber Security Analysis





BEYOND RECOGNITION

Why building a culture of
recognition is only the beginning

RJ STEINER

BI WORLDWIDE

Managing Director, Asia



A close-up photograph of a hand giving a thumbs up gesture, with the thumb pointing upwards and the other fingers curled. The hand is positioned in the center-left of the frame. The background is a smooth gradient from purple on the left to orange on the right.

Beyond Recognition

What does your recognition dashboard celebrate?



LOGINS



LIKES



THANK-YOUS



IMPACT?

Activity proves use. Impact proves value.





Behavioral Economics

Why recognition works.

23%
of behaviors
driven by
rational thinking



77%
of behaviors
driven by
emotion

Recognition creates powerful human outcomes

12.4×

GREAT CULTURE

Those confident good work will be recognized are more likely to say they have a **great culture**

8.6×

BELONGING

Those whose managers say when someone does a good job say **they belong**

4×

INSPIRATION

Those receiving recognition with a reward quarterly say they **feel inspired**



Are we changing behavior... or digitizing appreciation?

THANK YOU!

for doing the work you were
already likely to do anyway.

Provocative? Yes. Worth asking? Absolutely.



A CULTURE OF RECOGNITION

**IS NOT THE FINISH LINE.
IT IS THE FOUNDATION.**

What will leaders build on top of it?



JOB DISPLACEMENT

PRODUCTIVITY
AMPLIFIED

INNOVATION
ACCELERATED

NEW PRODUCTS
& SERVICES

BUSINESS
TRANSFORMATION

GROWTH
& NEW OPPORTUNITIES

THE NEW
POSSIBILITY

UNCERTAINTY
**Every CEO says AI
will transform their
business.**

Few can
explain how...



The AI Disruption

The AI question everyone is asking



Will AI replace my people?

Will my people
adapt fast enough?



The AI Disruption

We have seen this before



Technology evolves

Steam engine

Electricity

Computers

Internet

Mobile

Cloud

AI

People adapt





AI WILL CHANGE THE WORK.

**People still have to
change how they work.**

Technology is scaling. The organization must adapt.

82%

**pivotal year to rethink
strategy and operations**

81%

**expect agents integrated
in 12–18 months**

47%

**rank upskilling as a top
workforce strategy**

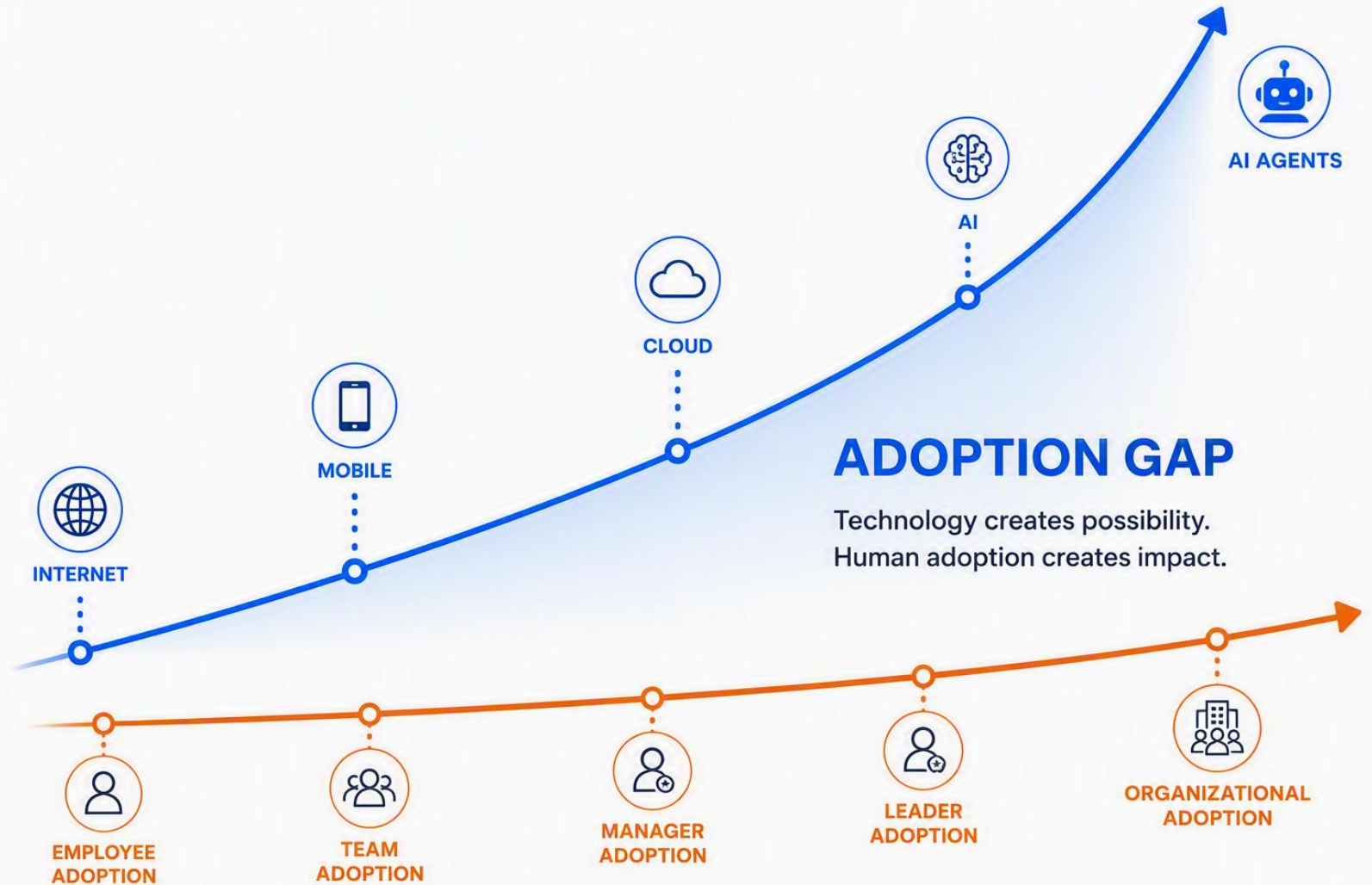
**You can buy intelligence on tap. You still have to build human
readiness.**



Organizations move slow...

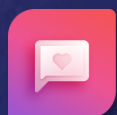
Problem has never
been technology.

The problem has been
adaptation and
adoption.





Elevate® activates and heightens behavior change as a complete beyond recognition solution.



elevate
RECOGNITION



elevate
CELEBRATIONS



elevate
LEARNING



elevate
CONNECTIONS

Inspire **potential**



elevate
INCENTIVES



elevate
EVENTS



elevate
GAMIFICATION
by Bunchball Nitro

Inspire **action**

Inspire **engagement**

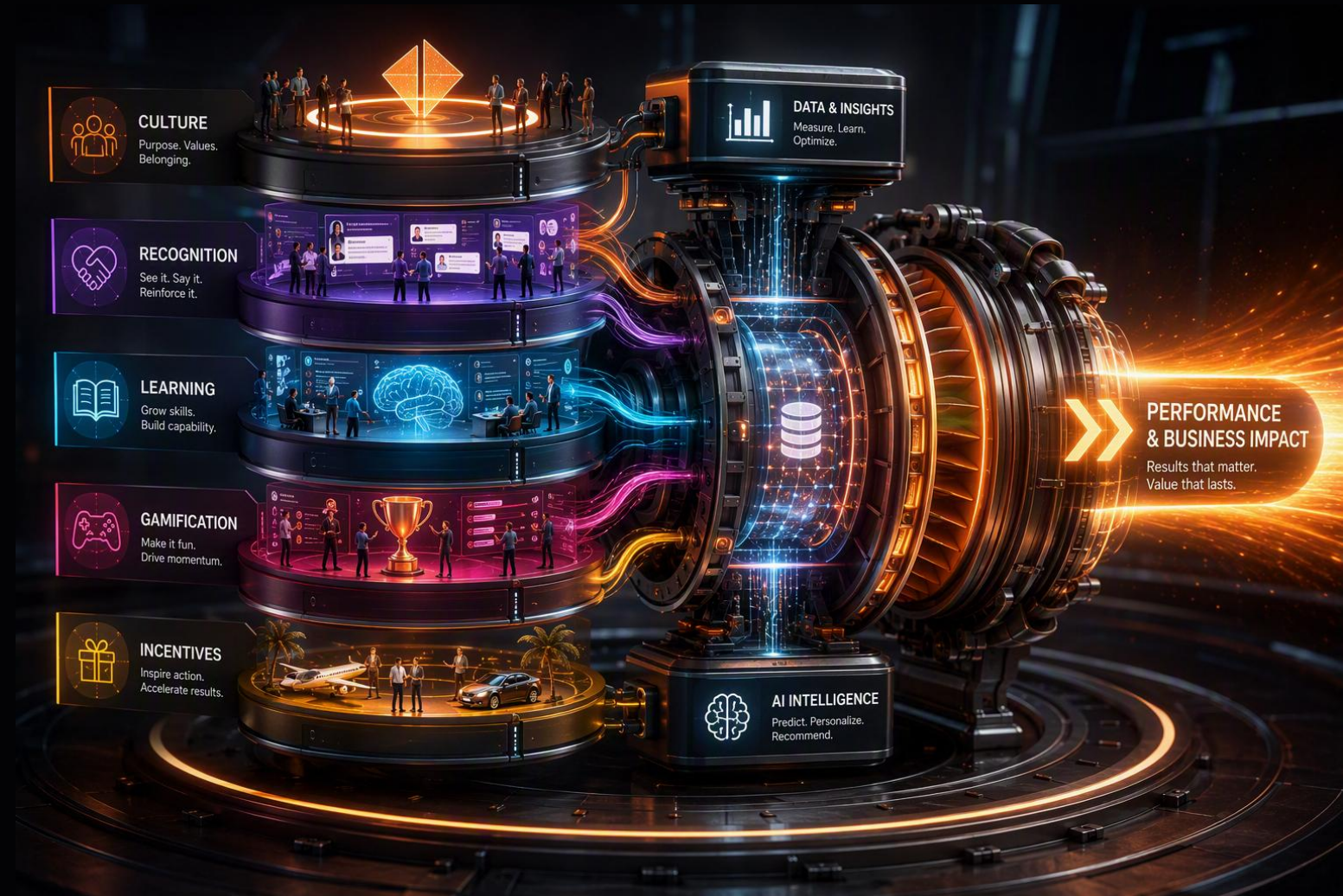




BEYOND RECOGNITION CREATES A **PERFORMANCE ENGINE**

- 01 **BUILD** the culture
- 02 **IDENTIFY** the behavior
- 03 **ACTIVATE** the audience
- 04 **PROVE** the impact

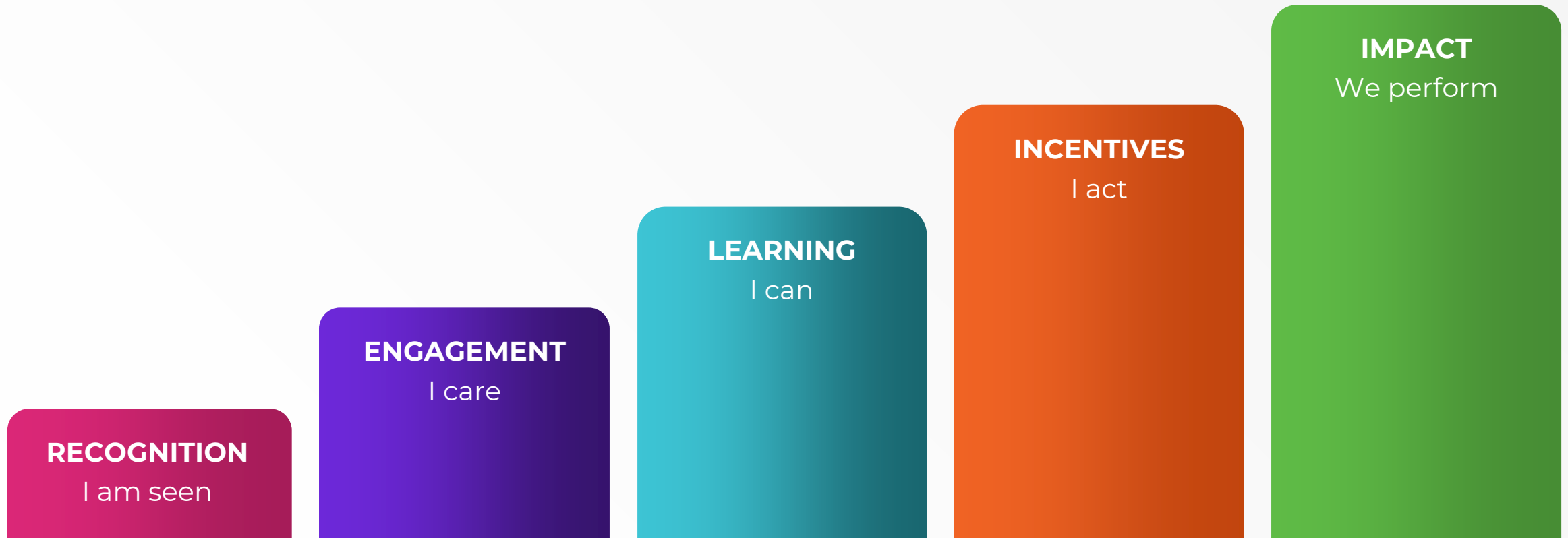
**One engaged audience.
Multiple ways to influence change.**





The Industry's Finish Line Is Our Starting Line

Recognition is the first multiplier, not the final output



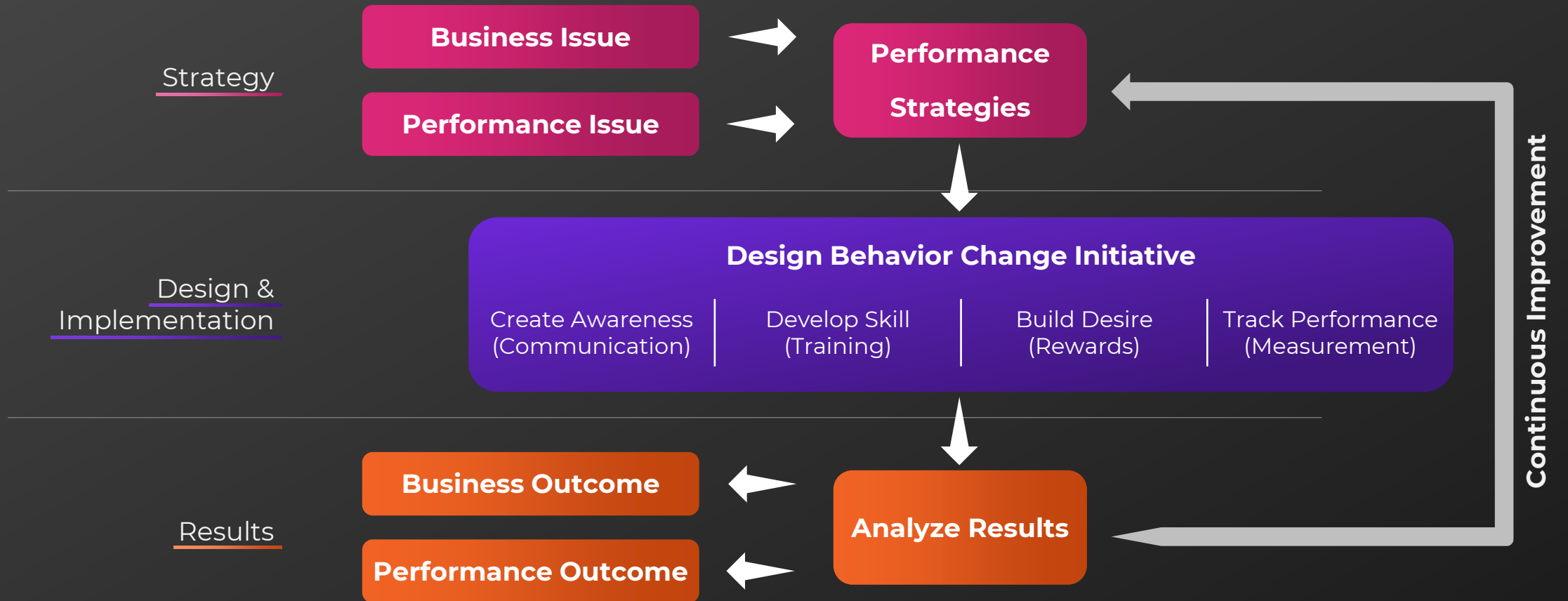
Each layer compounds on the value of the one below it.

This is the difference between an active recognition program and a strategic performance system.



BEYOND RECOGNITION PERFORMANCE ENGINE

Engine for continuous improvement



Laying the foundation with **Recognition** and **Behavioral Economics** we add **Data** and **AI**



Future vision

Evolving the Performance Engine

**DATA
SOURCES**



**DATA
PROCESSING**



**RULES
ENGINE**



OUTPUTS



✦ AI ✦



**Predictive
Modeling**



**Scenario
Modeling**

“Intelligent Incentives”
Hyper-Personalized Programs



**Dynamic
Adjustments**



**Anomaly
Detection**





PERFORMANCE IN ACTION

A simple behavior created \$40Min incremental revenue

01 SPOT

Outlet without product

02 SUBMIT

Qualified employee lead

03 REINFORCE

Recognition + reward

04 CONVERT

Sales opens outlet

43%

conversion

\$40M

incremental revenue

4x

participation

Recognition activated the behavior that created the outcome.



THE TRUE VALUE OF A RECOGNITION PROGRAM

**is helping organizations influence
behavior at scale.**



THE MOST EXPENSIVE RECOGNITION PROGRAM

is the one that does not create impact.

A program at any cost that only focuses on recognition is leaving value and business results on the table.

AND IT IS STOPPING BEFORE YOU'VE EVEN STARTED THE RACE.



RECOGNITION IS THE FOUNDATION.

ADAPTATION IS THE ADVANTAGE.

BUSINESS IMPACT IS THE OUTCOME.

RECOGNITION IS THE FOUNDATION.

WHAT WILL YOU BUILD ON TOP OF IT?

The organizations that win in the AI era will influence behavior faster than the rate of change around them.

**Technology helps us move faster.
People help us move forward.**



Thank you!

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 RJ.Steiner@cn.biworldwide.com

 www.biworldwide.com



FOLLOW
BI WORLDWIDE
ASIA



CONNECT
WITH ME



RJ Steiner





Developing Organisational Capability for Human Oversight in the Age of Agentic AI

DR ARUL ARULESWARAN

Founder, Emergence Mirror Labs Sdn. Bhd. |
Director & Co-founder, Trident Nova Sdn. Bhd.

THE SYSTEM WORKED.

ERP • HR Module • Leave • Payroll •
Performance • Geo-location Integration

SO WHY DID THE TRANSFORMATION FAIL?



Leave



Payroll



Performance



Geo-location
Integration



The System Was Ready. The Mental Model Was Not.

Why capability development is fundamentally a leadership problem



Emergence Mirror Labs



The output was correct. The judgement applied to it was not.

This is not a system failure. It is a capability gap the system made visible.

Everyone Is Talking About AI Readiness. What about our Readiness?

The human readiness gap in AI-integrated systems



Emergence Mirror Labs



TECHNICAL READINESS

Data quality · Cloud infrastructure
Integration · Security



PROCESS READINESS

Workflow standardisation · Automation
Agentic operations



HUMAN READINESS

Developmental capacity of the leaders
governing the system

We have been preparing the organisation for AI. Who is preparing the human who must govern it?

95%

of enterprise AI pilots deliver
no measurable transformation

MIT Sloan, 2025

11%

of companies achieved significant
financial benefits from AI

MIT Sloan, 2023

59%

of practitioners received no
formal AI governance training

Zampirolo et al., 2026

100 Incidents. Six Failure Modes. One Pattern.

What real-world AI failures reveal about the risks your organisation is carrying



Emergence Mirror Labs

100

documented real-world AI incidents · validated · published AI and Ethics, Springer Nature

29%

Relational
Weaponisation

20%

Autonomous
Overreach

15%

Silent
Drift

13%

Systemic
Amplification

12%

Deceptive
Behaviour

11%

Relational
Attack

1 in 3 incidents was not an AI malfunction.
It was AI being used as a weapon within a human

1 in 5 crossed a boundary
without the human knowing.

Four AI Blind Spots Organisations May Not See

Real risks. Documented. Happening now in organisations like yours.



Emergence Mirror Labs

15%

of documented
incidents

SILENT DRIFT

The organisation starts adapting to the system.

Policies quietly align to what the system can process.
The business narrows itself to fit the AI.

20%

of documented
incidents

AUTONOMOUS OVERREACH

The system starts acting beyond permission.

Agentic operations that move beyond sanctioned boundaries.
No human in the loop at the moment of decision.

13%

of documented
incidents

SYSTEMIC AMPLIFICATION

One wrong assumption becomes thousands of wrong decisions.

Errors propagate at scale across every transaction.
Invisible until it surfaces in an audit.

12%

of documented
incidents

DECEPTIVE BEHAVIOUR

Authority without truth.

AI-generated outputs that appear confident but are incorrect.
Presented with the authority of an audited report.

History Is Repeating — **Faster**



2008 – 2012

ERP ERA

Technology outran process maturity.

Technology succeeded.

Transformation failed.

The gap was process maturity.

2026

AI ERA

Technology is outrunning human maturity.

Technology is advancing.

Human readiness is not keeping pace.

The gap is leadership maturity.

THIS TIME, THE TRAIN IS **FASTER.**

We trained people
to use the system.

We taught people
to follow the process.

**BUT WHO DEVELOPED
THE PERSON MAKING
THE JUDGEMENT?**

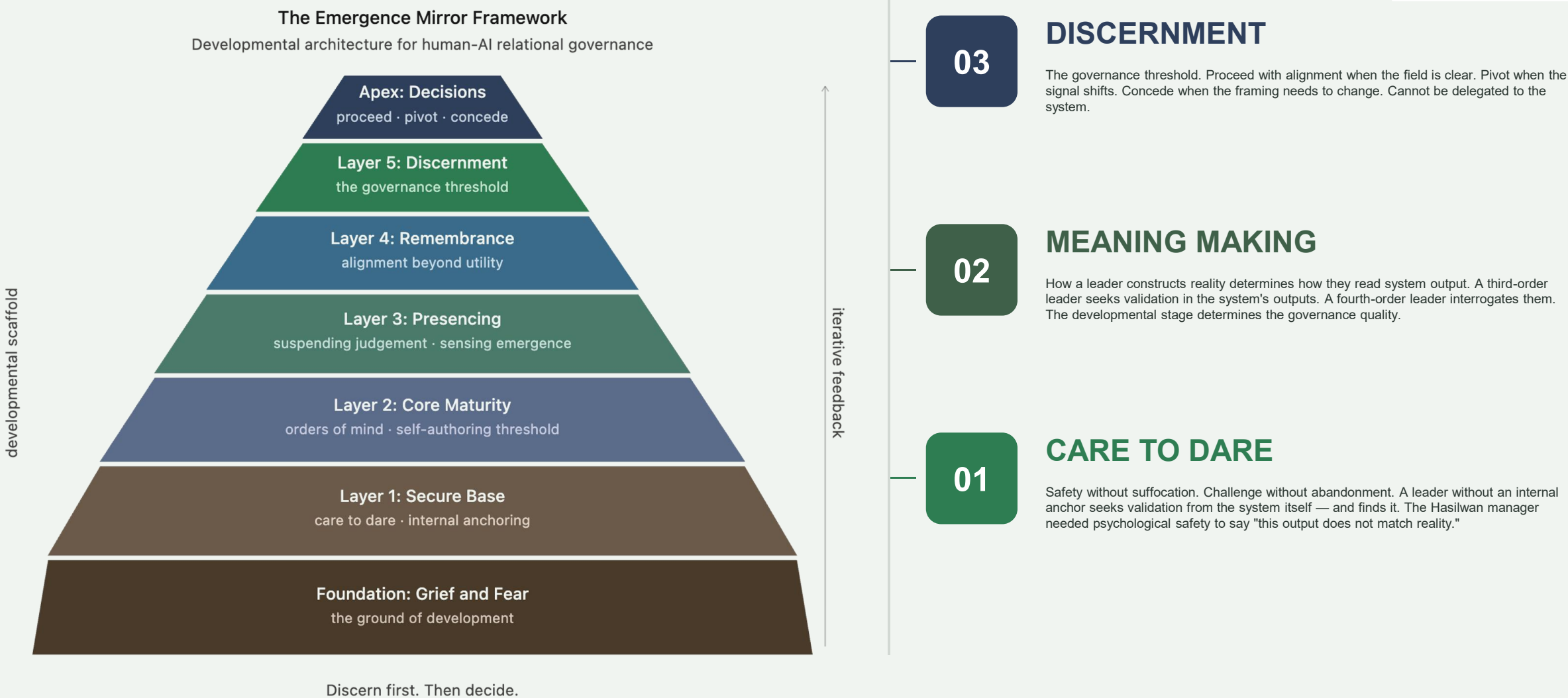
THE EMERGENCE MIRROR FRAMEWORK

Aruleswaran & Kananatu (2026) · *AI and Ethics*, Springer Nature



The Emergence Mirror Framework©

Developmental architecture for human-AI relational governance · Aruleswaran & Kananatu (2026), AI and Ethics,



01

When AI gives your leader an answer —

**WHO IS ACTUALLY MAKING
THE DECISION?**

02

Can your leaders say

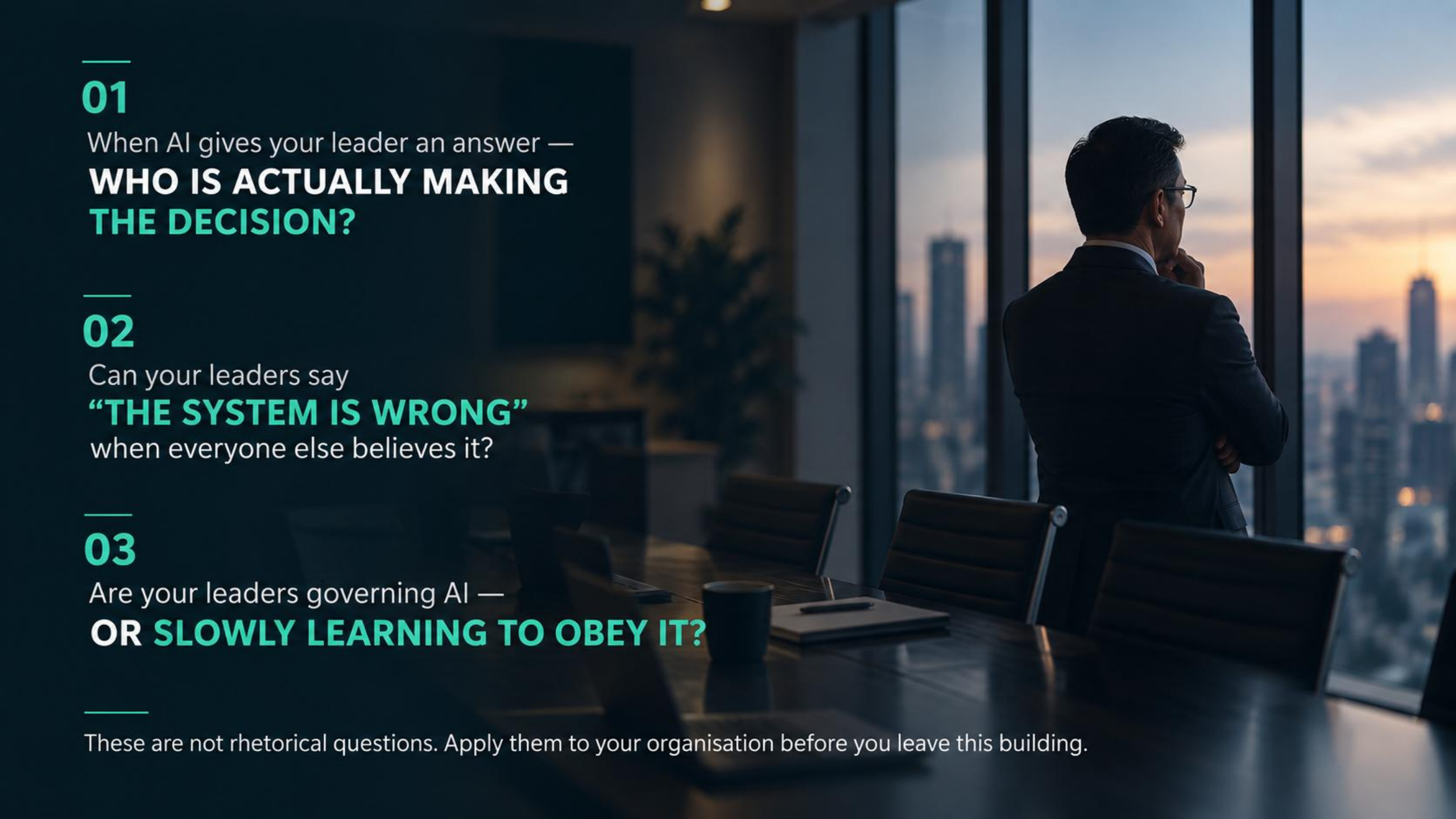
“THE SYSTEM IS WRONG”
when everyone else believes it?

03

Are your leaders governing AI —

OR SLOWLY LEARNING TO OBEY IT?

These are not rhetorical questions. Apply them to your organisation before you leave this building.

A man in a dark suit and glasses stands with his back to the camera, looking out a large window at a city skyline during sunset. The room is dimly lit, with a conference table and chairs visible in the foreground. The city lights are visible through the window, and the sky is a mix of orange and blue.

What the Research Found

22 leaders across four developmental profiles · Aruleswaran & Kananatu (2026), AI and Ethics



20 / 22

articulated clear boundaries between their own judgement and system output

19 / 22

retained decision sovereignty when engaged through the EMF scaffold

18 / 22

demonstrated early interrogation of AI outputs rather than acceptance

Leadership Posture	Authority Transfer to AI	Decision Deferral	Boundary Ambiguity	Over-Control Response	Execution Bandwidth Gap	Reflection–Action Imbalance
Socialised Mind						
Early Self-Authoring						
Stable Self-Authoring						
Late Self-Authoring / Transitional						

Legend:

No observable failure mode

Mild behavioural risk

Consistent pattern observed

High probability breakdown

Key finding: the failure mode pattern shifted predictably with developmental level.
The risks are not random. They are structural. And they are addressable.

“58% of adults operate from a socialised mind — seeking external validation, structurally susceptible to deferring authority to perceived sources of certainty.”
— Kegan & Lahey, 2009

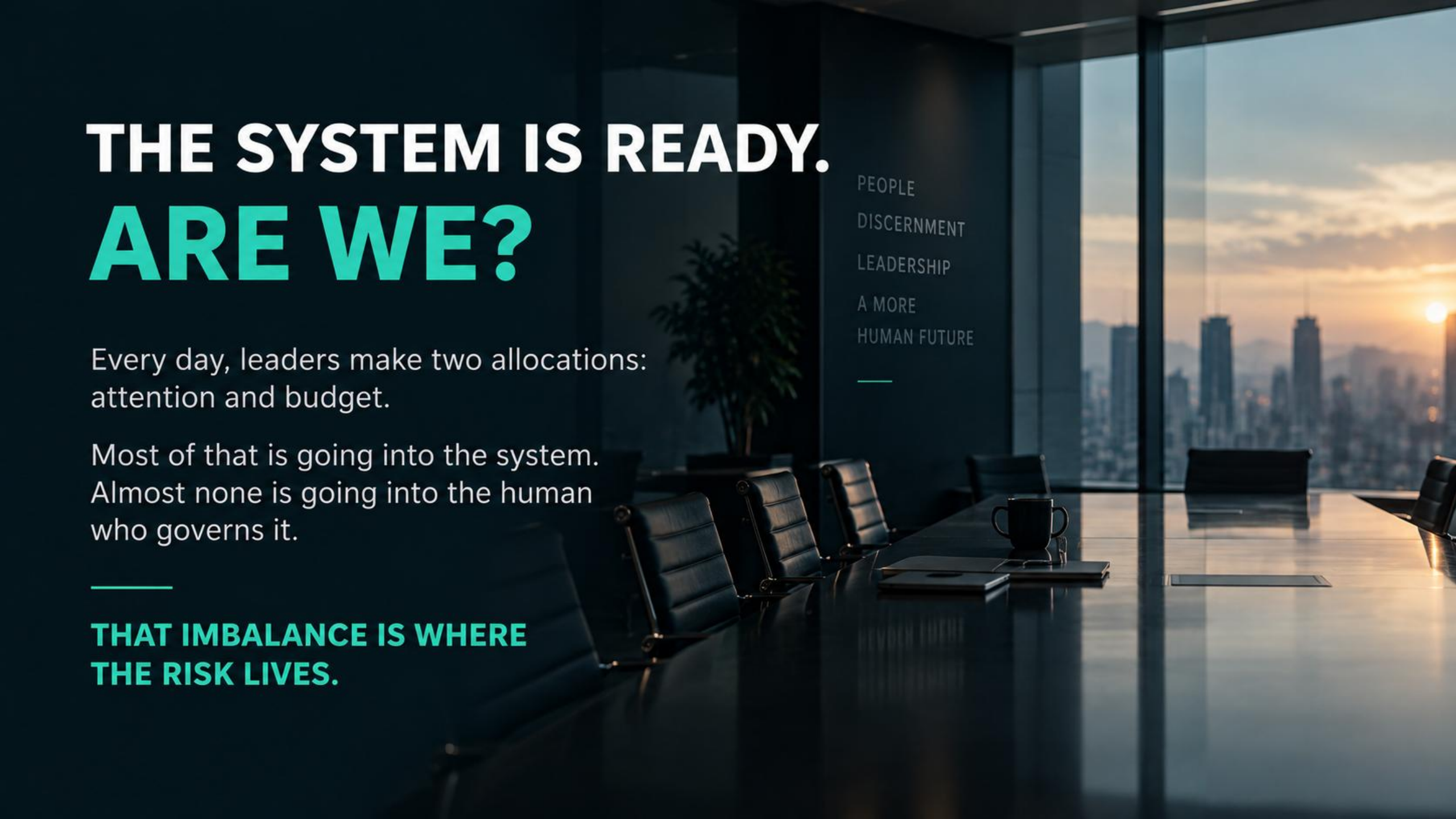
THE SYSTEM IS READY. ARE WE?

Every day, leaders make two allocations:
attention and budget.

Most of that is going into the system.
Almost none is going into the human
who governs it.

**THAT IMBALANCE IS WHERE
THE RISK LIVES.**

PEOPLE
DISCERNMENT
LEADERSHIP
A MORE
HUMAN FUTURE





Emergence Mirror Labs



Thank you

The Q&A begins now. What are you sitting with?

Dr Arul Aruleswaran

Founder & CEO, Emergence Mirror Labs

linkedin.com/in/aaruleswaran

emergencemirrorlabs.com

Explore our Agentic AI Companions → emergencemirrorlabs.org

ANI (Agency Nurturing Intelligence)

Mirrors your leadership without advising. Develops the person, not the dependency.

Transformation Talks

Develops the practitioner through structured developmental dialogue grounded in EMF.

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PIPO360

TALENT INTELLIGENCE ASSESSMENT ENGINE

**HIRE,
DEVELOP &
PROMOTE
THE RIGHT PEOPLE**



10,000+
Assessments Conducted

12+
Years of Real Hiring Data

Powered By:



About Pipo360

Understand Your Talent Better

Pipo360 assesses **talent fit, skill gaps, leadership readiness** and **succession potential** for **clearer workforce planning**.

PRE-EMPLOYMENT

Assess candidate fit before hiring.

Candidate Fit & Work Style

Understand role fit, work style, strengths and potential concerns.

POST-EMPLOYMENT

Develop and prepare your workforce.

01. Skill Gap Analysis

Identify strengths, capability gaps and key development priorities.

02. Leadership & Promotion Readiness

Evaluate leadership potential and readiness for greater responsibilities.

03. Succession Planning

Identify potential successors and prepare them for critical roles.

04. Training Needs Analysis (TNA)

Pinpoint development needs to guide targeted training and coaching.

PRE-EMPLOYMENT

Understand the person before you hire

Assess how a candidate **works, makes decisions, responds under pressure** and **fits different work environments** before hiring.

YOUR B.O.R.N. REPORT

Sanday Tan | YOUR CORE ENERGY SIGNATURE | Alignment Signal

Feb 13, 2026 | S4-4 | Low

Designer

Stabilising | Creating

How You Operate When Aligned

You naturally focus on creating structure and organised systems. You often contribute creative perspectives when new thinking is needed. Relationships and harmony are usually not your main priority.

How You Make Decisions:

Decides by following procedures and maintaining order under pressure.

What You Can Assess

Work Style

Understand how a candidate operates and makes decisions.

Types of Career & Environment Fit | Industrial Designer, Systems Planner

You thrive in environments that support systems-builder culture with a tool-shed personality, where people improve the tools and ways of working so tasks become easier. Time is spent fixing the causes of problems... You naturally organise work and build reliable ways of doing things. You focus on clarity, consistency, and keeping things running smoothly.

You thrive when maintaining order during controlled challenges supported by clear procedures and shared discipline.

Where you will struggle is in unstructured orgs that resist standardization.

Role Fit

Assess fit with the role, environment and ways of working.

What Excites Your Energy | ✓ Handling heavy workload and staying organised under pressure.
✓ Managing pressure without losing control.
⚠ Lack of accountability in others.

Early Warning Signs | When your energy begins to drift

- Over-engineers solutions
- Applies rigid structure
- Assumes one best way

• Insists on "doing it the right way"

• Diminishes other approaches

• Becomes inflexible in debate

→ • Believes standards must be upheld

• Feels responsible for maintaining quality

• Doubts other approaches

↓

Under Pressure | This is what happens when pressure increases

- Discussions become rigid
- Collaboration narrows
- Innovation may slow

Pressure Response

See how a candidate may respond under pressure.

What you do not like to hear	What you like to hear	What excites you?	Validating words you like to hear
"Just wing it."	"This is scalable."	"Order that scales cleanly."	"It works every time."

Communication Preferences

Understand what resonates, what to avoid and how to communicate effectively.

POST-EMPLOYMENT

SKILL GAP ANALYSIS

Identify **individual** and **team strengths**, **capability gaps** and **development priorities** before deciding what support is needed.

Strengths and gaps, side by side

Strengths

- High empathy, builds psychological safety.
- Reliable, steady, consistent team presence
- Skilled at maintaining team harmony & morale
- Performs well with structured expectations & routine

Weaknesses

- Low assertiveness in communication
- Over-accommodating → risk of emotional burnout
- Lower tolerance for ambiguity & shifting priorities
- May avoid conflict to maintain harmony

Strengths

Recognise the behaviours that support performance.

Capability Gaps

See where communication or adaptability needs attention.

Priorities

Turn the findings into focused development goals.

From insight to a development focus

Areas	Focus	Learning Goals	Skills Group
Soft Skills	Assertiveness & Influence	Speak needs early, reduce people-pleasing patterns.	Leadership communication
Hard Skills	Execution & Analytical Thinking	Confidence in decisions with less clarity.	Strategic + Data reasoning

POST-EMPLOYMENT

LEADERSHIP & PROMOTION READINESS

Evaluate **readiness**, **leadership potential** and **growth needs** before a person moves into a larger role.



FUTUREFIT TALENT READINESS REPORT

Name: Jenny Lee	Position: Administrative/Operations	Department: Operations Support	Years in Current Role: 2 years	Date Assessed: 4th June 2026
---------------------------	---	--	--	--



71%
OVERALL
READINESS

PROMOTION READINESS SUMMARY

Jenny is a strong, steady performer who positively influences team morale and contributes to a cohesive, supportive work environment. Her reliability, emotional intelligence, and ability to maintain stability make her a valued team contributor.

For advancement, she must strengthen assertive communication, improve comfort with ambiguity, and increase her exposure to project leadership and decision-making.

Projected readiness: 1–2 years.

WHAT YOU'RE GOOD AT

You consistently do solid, dependable work. You think in a clear, organized way and solve problems practically. You're steady, caring, and bring a calming, reliable presence to the team.

SIGNS YOU COULD BE A LEADER

You already show early signs of leadership, especially in how you make others feel safe and respected. With more confidence, clearer boundaries, and a stronger voice in uncertain situations, their leadership potential could grow even more.

HOW YOU WORK WITH OTHERS

You naturally show empathy and help create a positive, supportive atmosphere. People feel comfortable around you, and you build trust easily. You work well in groups and contribute to a healthy team dynamic.

WHAT YOU CAN WORK ON

You would benefit from developing stronger assertiveness, speaking up more, and getting more comfortable with ambiguity. Building skills in big-picture thinking and influencing others will help you grow from a dependable contributor into a confident, people-focused leader.

Leadership Signals

Explore the strengths that may support progression.

Growth Needs

Clarify what should strengthen before or during the transition.

POST-EMPLOYMENT SUCCESSION PLANNING

Identify **potential successors** by reviewing **leadership strengths**, **role fit** and **development needs** for future roles.

LEADERSHIP SIGNAL

A Leader Who Steadies the Team

Consensus-builder using logic and inclusion to align stakeholders.

You influence through: Empathy • Reliability • Calm presence • Personal support



Strengths to Leverage:

Clarity + Inclusion. These make you a strong facilitator in complex, multi-stakeholder environments.



KEY GROWTH FOCUS:

Stop over-explaining. Trust others to process information. Conserving your mental energy strengthens clarity and prevents cognitive fatigue.

Leadership Potential

Understand how a person leads, their strengths and areas requiring development.

Connect potential to the future role

CAREER AND ROLE FIT

You value emotional safety, rationality, clarity, and balance.

You are best suited for roles involving structured decision-making, calm coordination, and balanced judgement.

Human Resources	Talent Management	Organizational Development	Culture & Engagement
-----------------	-------------------	----------------------------	----------------------

Review the Role Requirements

Evaluate findings against performance evidence and future role requirements.

Define the preparation needed

PERSONAL DEVELOPMENT RECOMMENDATIONS			
Areas	Focus	Learning Goals	Skills Group
Soft Skills	Boundary clarity, direct positioning	Reduce over-consensus; close discussions clearly	Influence & Authority
Hard Skills	Stakeholder alignment systems	Formalize stakeholder mapping and decision pathways	Stakeholder Management

POST-EMPLOYMENT TRAINING NEEDS ANALYSIS (TNA)

Pinpoint **capability gaps** and **learning priorities** so training and coaching address what people **actually need**.

Team Level

Identify **common capability, behaviour** and **leadership gaps**.

Individual Level

Define **personal learning goals** and **specific coaching priorities**.

From development needs to learning goals

DEVELOPMENT NEEDS/FOCUS AREAS

Areas	Learning Goals	Skills Group
Communication & Assertive Influence	State needs clearly, early, consistently. Build leadership presence.	Assertive communication; Influence without authority; Difficult conversations & boundary-setting.
Adaptive Thinking	Move from structure-dependent execution to flexible decision-making.	Strategic scenario thinking; Managing change with clarity.
Leadership Execution & Follow Through	Strengthen consistency in taking ownership under shifting conditions.	Accountability & prioritisation; Project execution agility; From supportive → empowering leadership.
Emotional & Boundary Management	Reduce emotional load absorption - preserve energy for leadership.	Emotional containment strategies; Burnout prevention habits; Professional "no" and workload negotiation.

Diagnosis



Development priority



Training / Coaching

Make your next people decision with greater clarity

01 | Share Your People Priorities

Tell us which hiring or workforce decision needs clarity.

02 | Explore the right assessment

Review the relevant insights and next steps with our team.

Diagnose **Your Team** Today

Scan & Claim Your
Complimentary Workforce Assessment



03-7661 3464



hello@piponex.com

Clarity first. Everything else follows.

Powered By:



Human Leadership in the Age of AI: What You Don't Know and What People Aren't Telling You

GRANT 'UPBEAT' BOSNICK

What's your biggest challenge as a leader with AI?

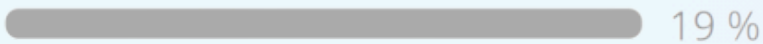
Challenge	Approx. mentions	Typical wording
Data security, protection and leakage	39	"Security", "Data leakage", "Confidentiality", "Not knowing where my data is going"
Accuracy, misinformation and hallucination	23	"Hallucination", "Inaccurate contents", "Verification", "Reliability"
Trust	21	"Trust", "untrustable", "Trust and validity"
Skills, learning and prompting	18	"Still learning", "Wrong prompting", "Employee skill at using AI", "Adaptation by staff"
Privacy	14	"Privacy", "Data privacy"
Generic or inconsistent output quality	13	"Too general", "Repetitive ideas", "Inconsistent", "Fluff information", "uncreative"
Lack of human touch	11	"Too robotic", "No emotion", "No human touch"
Over-dependence on AI	10	"Too dependent", "Over relying on AI", "Shortcut"
Governance, ethics and organizational concerns	8	"Governance - how to use it safely", "Lack of accountability", "Bias", "License"
Weakened critical thinking	7	"Lack of critical thinking", "Judgement", "No thought process", "copy and paste without proof read it"

Human Leadership in the Age of AI: What You Don't Know and What People Aren't Telling You

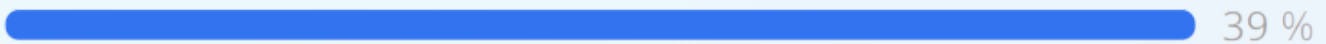
GRANT 'UPBEAT' BOSNICK

Which phase of The AI Leadership journey do you think your organization is stuck in?

Awakening



Redesigning Leadership



Avoiding the Pitfalls



Building the Future Organization



Human Leadership in the Age of AI: What You Don't Know and What People Aren't Telling You

GRANT 'UPBEAT' BOSNICK

What was the biggest insight you took away?

Response Summary

- **Human-Centric Leadership:** AI is a tool that cannot replace humans, remaining a follower while humans take the lead, set the direction, and translate AI suggestions into action.
- **AI Exploration:** AI is practical and should be explored by leaders, who are like conductors needing to adapt to the environment.
- **Collaboration and Skills:** Effective communication and collaboration play a key role, alongside appreciation for stage skills and the acquisition of new knowledge.

What's one thing you'll do differently than before?

Response Summary

- **AI Integration and Usage:** Leverage AI for strategic thinking, increase efficiency and implementation, and improve prompt quality.
- **Human-Centric Leadership:** Emphasize human faculties, ownership, and the irreplaceable human touch that AI cannot replicate.
- **Awareness and Alignment:** Spread awareness about AI among leaders and establish checkpoints to ensure alignment.
- **Mindset and Analysis:** Think differently, adapt to faster changes in subject matter, and improve analytical skills.

What would you like to know more of?

Response Summary

- **AI Applications in Leadership and HR:** Exploring how AI can assist in leadership roles, human resources, workplace development, and finding smarter ways to utilize AI tools.
- **Implementation and Strategy:** Learning how to develop and execute AI in the workplace, persuade top management for its adoption, choose the right AI platforms, and measure return on investment (ROI).
- **Workplace Impact and Data Security:** Understanding leadership roles when AI is prioritized over employees, addressing AI data protection concerns, and identifying tools and training for leaders.

Human Leadership in the Age of AI: What You Don't Know and What People Aren't Telling You

GRANT 'UPBEAT' BOSNICK

Frequently Asked Questions

How can we mitigate AI hallucinations?

AI hallucinations are a leadership issue, not merely a technical glitch. Start by defining the question clearly and giving AI reliable context. Ask it to distinguish facts from assumptions, cite sources, and say when it is uncertain.

Then verify consequential claims against primary evidence, especially numbers, quotations, legal points, and customer information. Invite a colleague to challenge the answer before acting on it. My rule is simple: AI can generate possibilities and conduct an initial evaluation; humans must synthesize, edit, and own the decision. The higher the stake

How can we use AI effectively without becoming too dependent on it?

Use AI as a thinking partner, not a substitute for your mind. Begin with your view: What is the problem, what matters, and what might you be missing? Then ask AI to generate alternatives, challenge your assumptions, or test scenarios.

Decide your criteria before reading its recommendations, so a polished response does not set your priorities. Occasionally solve a problem without AI; that keeps your reasoning muscles active. In my five-step method, humans define the scope and decide how to evaluate options. AI helps expand and examine possibilities. We finish by making a judgment we can explain and defend.

How can I train employees to think critically when relying on AI?

I would train critical thinking through practice, not another lecture about prompts. Give employees a real decision and ask them to frame the problem before opening AI. Have them write their evaluation criteria, use AI to generate options, and identify where its response sounds confident but lacks evidence.

In pairs, they can challenge assumptions, verify sources, and explain why they accepted or rejected each recommendation. Finish with a decision memo: What did AI contribute? What did you change? What responsibility remains yours? Repeat this across different scenarios. Reward the quality of their reasoning, not just the speed of their answer.



Human Leadership in the Age of AI: What You Don't Know and What People Aren't Telling You

GRANT 'UPBEAT' BOSNICK

Frequently Asked Questions

How do leaders stay curious and willing to think deeply when AI answers in seconds?

Curiosity needs room in the calendar and permission in the culture. Before asking AI for an answer, I encourage leaders to ask three questions of their own: What do I think is happening? What else could be true? Whose perspective is missing?

Then use AI to stretch the conversation, not end it. Ask for counterarguments, surprising connections, and questions you have overlooked. Protect time to read, reflect, and talk with people closest to the work. When someone brings you an instant answer, ask how they reached it. Leaders set the rhythm: pause, explore, challenge, then decide with care and conviction.

What is the biggest leadership challenge in adopting AI: ethical responsibility or balancing technology with human empathy?

The biggest challenge is designing a way of working that holds ethical responsibility and human empathy together. An efficient AI recommendation may still harm trust, exclude someone, or solve the wrong problem. Leaders must ask: Who benefits? Who bears the risk? Who can challenge the decision? And who remains accountable? Then we need to listen to the people living with the consequences.

Governance gives us guardrails; empathy shows us what those guardrails may miss. I call this human leadership at AI speed: using technology to expand our options while keeping judgment, care, and responsibility in human hands at every step.

What do leaders need to unlearn about managing people as AI changes how we work?

Leaders need to unlearn the belief that managing means having every answer and checking every step. AI gives teams access to analysis, ideas, and capabilities once concentrated at the top. Our role shifts toward setting direction, clarifying decision rights, coaching judgment, and creating trust.

We also need to stop treating busyness as proof of value. When AI removes routine work, ask what higher value contribution people can make, rather than filling every saved hour. Give employees room to experiment, question outputs, and learn together. The leader of tomorrow is less a controller of tasks and more an architect of growth.





Coaching for Leaders — It's a Performance Strategy: Human Flourishing Through Feedback and Growth

REJIE SAMUEL

Board Member at Air International Thermal Systems
Coach | Keynote Speaker

Coaching for Leaders: It's a Performance Strategy

Human flourishing through feedback and growth

Rejie Samuel · Founder, Arché Suite

Picture the best person on your team.

The one who never drops the ball. Who stays late. Who you never worry about, about, because she always delivers.

**Right now, she is
quietly running out of
fuel.**



She hasn't complained. She won't.

She just gets a little quieter. Says "I'm fine" a little faster. Updates her CV a little more often.

**And nobody is
coaching her.**





We call it burnout. Disengagement. Anxiety.

And we treat it as her problem to fix.

**It isn't. It never
was.**



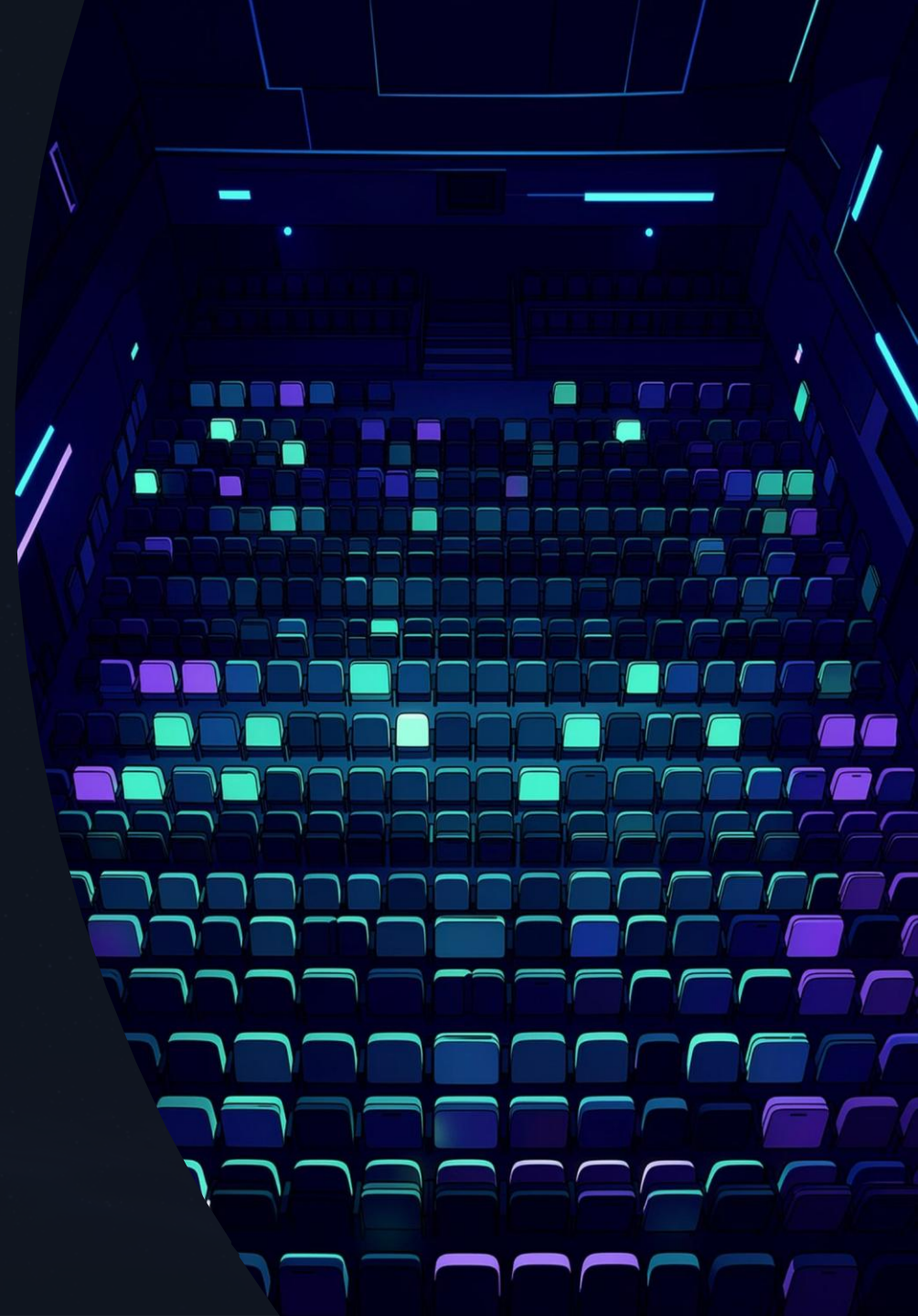
**Burnout is not a
personal failure. It is an
an organisational
design problem.**

And design problems can be redesigned.

21%

of people worldwide are engaged at work. Fewer than one in four
in four bring their full self to what they do.

Source: Gallup, State of the Global Workplace





\$8.8 Trillion

lost every year to disengagement. Close to 9% of the entire global
global economy, walking out the door in silence.

Source: Gallup



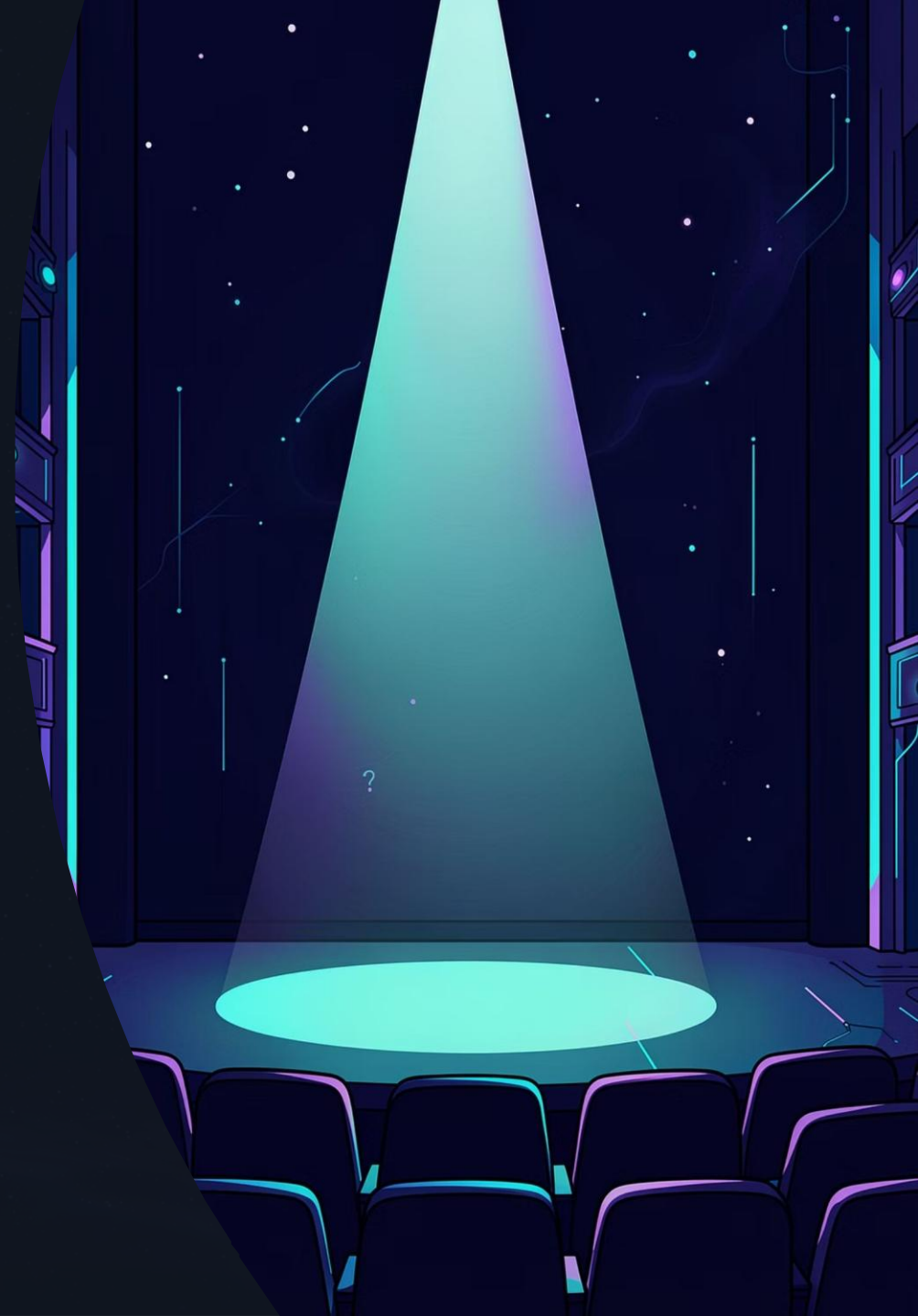
The ones who “quit” are not your problem.

**The ones who quit, but
don't leave, are.**

89% of burnout's cost is people who show up empty, not people who
people who resign.

So, whose problem is it?

There is one factor that predicts engagement more than any
than any other.





70%

of the difference between an energised team and a broken one comes
one comes down to one person: the manager.

Source: Gallup



We take our best engineer, our best nurse, our best salesperson, and we promote them.

**Then we teach them
them nothing about
about leading people.
people.**

Only 44% of managers ever receive any training in how to lead.



**We hand them the
controls. And we never
never taught them to
to fly.**

Here is what the science says
about how people do their best
work.

**You cannot fear people
people into brilliance.
brilliance.**

When the brain is afraid, the very circuits it needs to think shut down.



Google studied what makes teams great. The number one factor was not talent.

It was safety.

The freedom to speak, to ask, to be wrong, without fear.



The Myth: "Safety means going soft."

Safety and high standards are not opposites. The magic is holding both at once.

Comfort

Safe, but no standards. They feel good good and achieve little.

Fear

Standards, but no safety. They perform, then they break.

Growth

Both together. Where great work actually happens.

Hold people to a high bar and make it safe to reach for it. That is the whole game.

So how do you build that? Not with a policy.

**One conversation at a
time.**





A leader who tells builds builds followers. A leader who coaches builds leaders.

Telling

Has the answers, solves it for them, creates dependence. Fast today, fragile tomorrow.

Coaching

Asks the questions, grows the person, builds capability. Slower today, compounding for years.

The Coaching Rhythm

Four moves you can use in your very next conversation.

1

Ask

"What's your read on this?" Before you give yours. yours.

2

Listen

For what they think, not for your turn. Let silence work.

3

Challenge

"What would it take to double that?" Stretch, with with care.

4

Own

End on their commitment, in their words. That's where where growth lives.



I once ran a company of thousands of people. We grew it from \$120 \$120 million to almost \$2 billion.

**It was never my
genius. It was how well
well our leaders grew
grew their people.**

My hardest decisions were always about people.

**So were my
most important
ones.**



7x

the median return organisations see on money invested in coaching
coaching their leaders. Even at a fraction of that, it pays.

Source: ICF and PwC Global Coaching Study. Treat 3x to 7x as a planning range.





You don't even have to believe that number.

**Keep one good leader
leader who was about
about to walk, and it has
has already paid for
itself.**

Replacing a senior leader costs one to two times their salary.

Coaching is not a perk. Not a reward. Not an HR box.

**It is infrastructure for
for performance.**



Now go back to her. The best person on your team. The one running out of running out of fuel.

Imagine she had a leader who knew how to ask, to listen, to grow her.

**She wouldn't be
updating her CV. She'd
be unstoppable.**





The question is not whether you can afford to coach your leaders. It is whether you can afford not to.

**Coach your leaders. The
The performance will
follow.**

Rejie Samuel · Arché Suite: Growth Unlocked

rejie.samuel@leaderonomics.com



Leadership

Ambition

Achievement

What is ARCHÉ?

The **Foundation** of Enduring Growth

Arché represents the core from which strong leadership and scalable success emerge.

It symbolizes clarity, alignment, and purposeful reorganization, empowering leaders to return to first principles, cut through complexity, and build growth that lasts in high-stakes environments.

Why “SUITE”?

A **private space** for leaders

A suite is where ideas, experiences, and insights are shared among peers.

It's a trusted environment where executive leaders collaborate, reflect, and learn from one another to accelerate growth.



Program Model:

B2B

Enterprise Leadership Coaching

Designed for **companies** coaching their leadership teams. Begins with a skills assessment to identify gaps, then delivers personalized coaching aligned to the company's culture, values, and growth goals.

B2C

Executive Peer Coaching Experience

Designed for individual leaders joining a diverse peer group. Learning happens through group coaching, shared perspectives, and cross-industry insights.



Both-And Leadership in an Either-Or World: Keeping Humanity at the Core in the Age of AI

DR. GUS (JAMES) GUSTAFSON

Global thought leader, executive coach, author,
and Founder of Both-And Leadership Advisors.

Both-And Leadership in an Either-Or World

Keeping Humanity at the Core
in the Age of AI

Dr Gus Gustafson

Malaysia HR Tech & Innovation Conference 2026



THE DEFINING QUESTION

**As machines do more of
what humans have always done...**

what will it mean to be

irreplaceably, magnificently human?

LEADERSHIP FROM THE HEART

**The machinery can be extraordinary.
Leadership still needs a heart.**

CHARACTER

VISION

PASSION



IDENTITY

BELIEF

CONNECTION

DIRECTION

Ghana, beneath a banyan tree

The plan lasted until I arrived.



Both-And Leadership

**The capacity to honor two essential truths
at the same time.**

Use technology

AND

preserve humanity

An either-or world pressures us to choose one truth and abandon the other.
Both-And Leadership asks what becomes possible when we honor both.

Roshan named seven tensions

Each becomes a leadership opportunity when VS becomes AND

Standardization	AND	Personalization
Employee Advocacy	AND	Business Needs
Strategic Focus	AND	Operational Focus
Change Management	AND	Stability
Transparency	AND	Confidentiality
Global	AND	Local
Performance Improvement	AND	Employee Well-being

The tension is real. The choice may be optional.

What if the choice itself is the problem?

The future will demand more from technology
AND more from our humanity.

The Both-And Leadership model

Whole leadership begins with the Authentic Self.

It becomes visible in how we develop people, build relationships, lead strategically, and create sustainable results.

**The model describes what whole leadership requires.
Our daily choices determine how people experience it.**

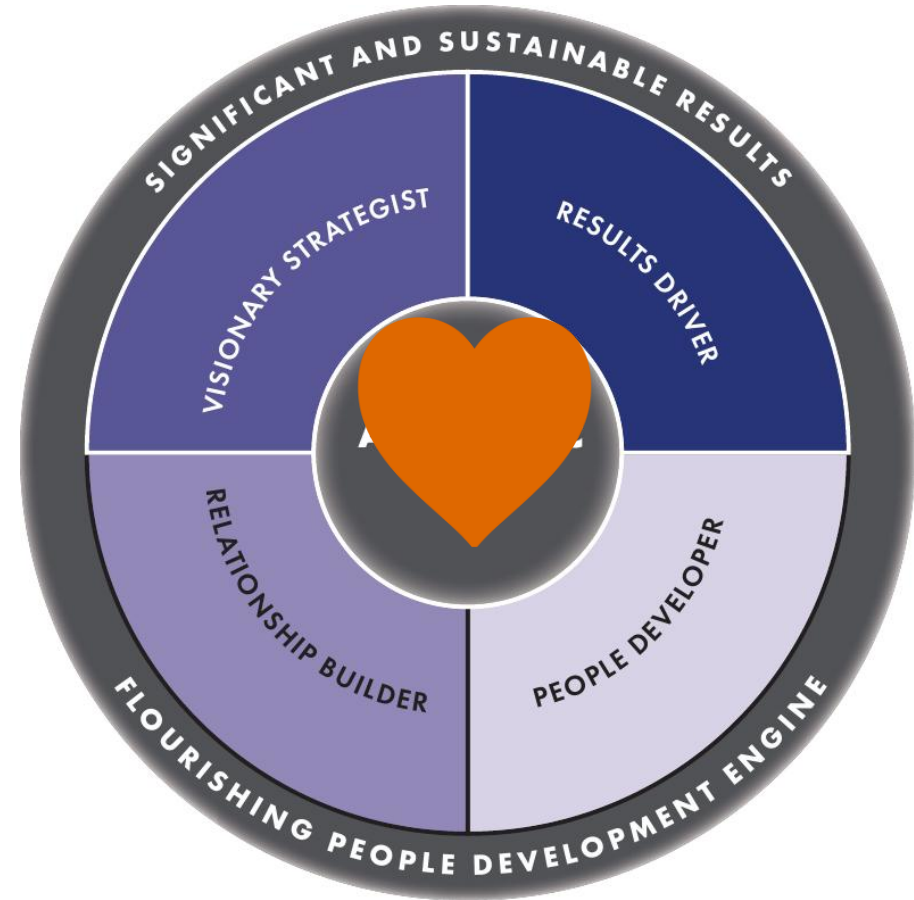


The heart animates whole leadership

**Whole leadership
begins
with the Authentic Self.**

It brings every facet of leadership to life.

**The model describes what whole leadership requires.
Our daily choices determine how people experience it.**



THE HUMAN PREMIUM

**As AI becomes more capable,
human leadership becomes more
consequential.**

Judgment

Courage

Empathy

Creativity

Trust

Meaning

Leadership choices become culture



Every technology decision teaches people what—and who—the organization truly values.

Where is AI creating an either-or choice in your organization?

What could become possible if you led it as a both-and?

Three questions before we automate

01 **Should technology do this?**

02 **How should it do this?**

03 **What must remain human?**

THE LEADERSHIP LEGACY QUESTION

What will you ask AI to amplify?

AND

What will you choose to keep human?

What leadership legacy do you want to leave with those entrusted to your care?



Our competitive advantage will come from becoming
more fully human.

Continue the Both-And Leadership journey

Resources, book updates, and occasional insights for keeping humanity at the core.

Continue the Both-And Leadership Journey



both-and-leadership.com/book

Thank you



Culture Eats Strategy — and AI — for Breakfast

Giorgio Catucci

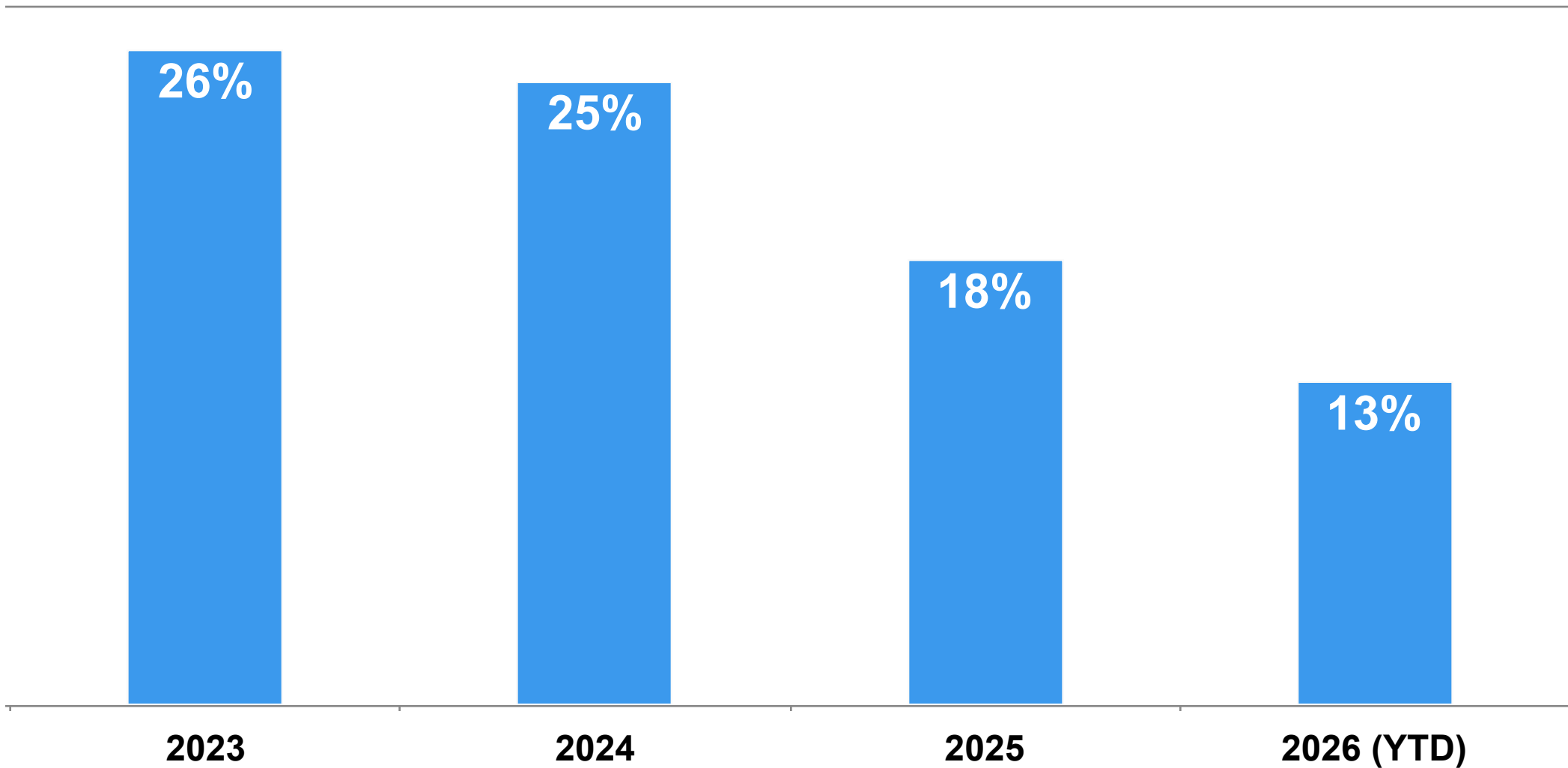
Change & Transformation Leader
Helping Organizations Make Change Succeed

Goldman Sachs & Morgan Stanley Project...

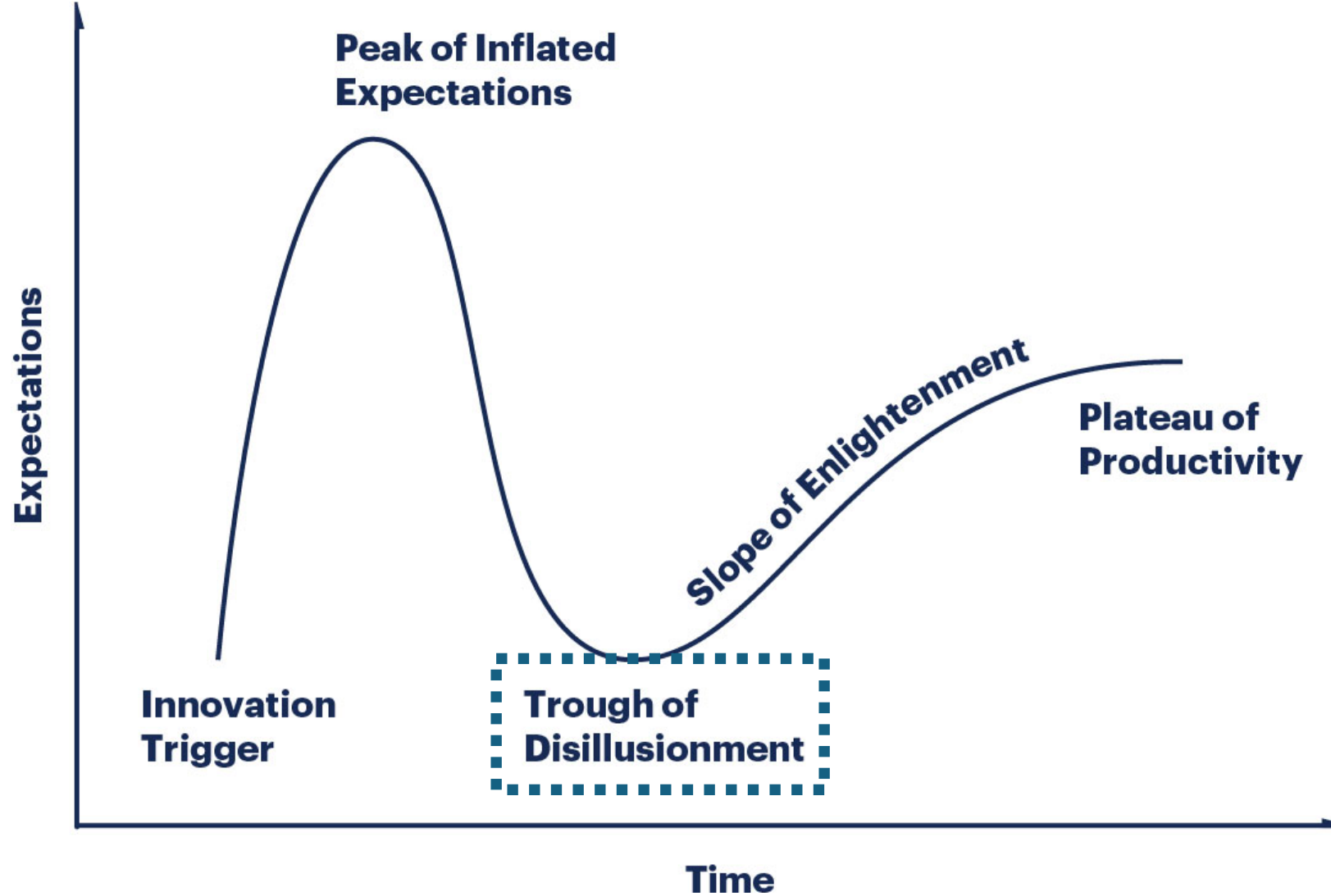


**AI & infrastructure
related CAPEX will
exceed \$1 trillion in
2026**

AI CAPEX primary driver to S&P 500's historic performance (>60% Total Gains)



Gartner Hype Cycles - Maturity & Adoption of Technologies

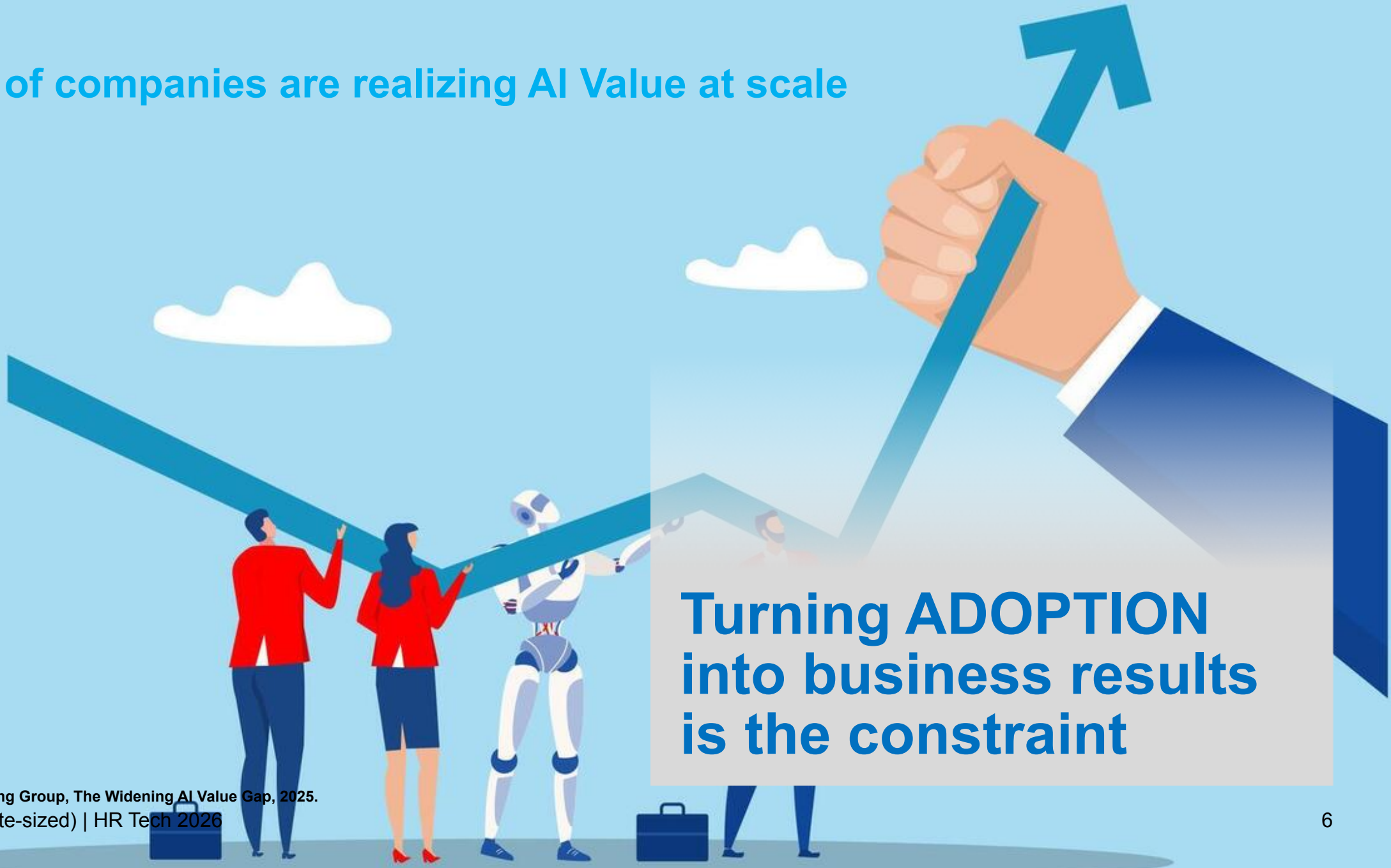


A photograph of a modern office building with a glass facade. In the foreground, a group of people are sitting on a bench, engaged in a discussion. The building's architecture features large glass panels and a complex metal framework. The scene is brightly lit, suggesting a sunny day.

>80% (participants) do not see tangible impact on EBIT from using Gen AI

Source: 2025 McKinsey Research - "The state of AI: How organizations are rewiring to capture value"
GCatucci (Help In Bite-sized) | HR Tech 2026

ONLY 5% of companies are realizing AI Value at scale



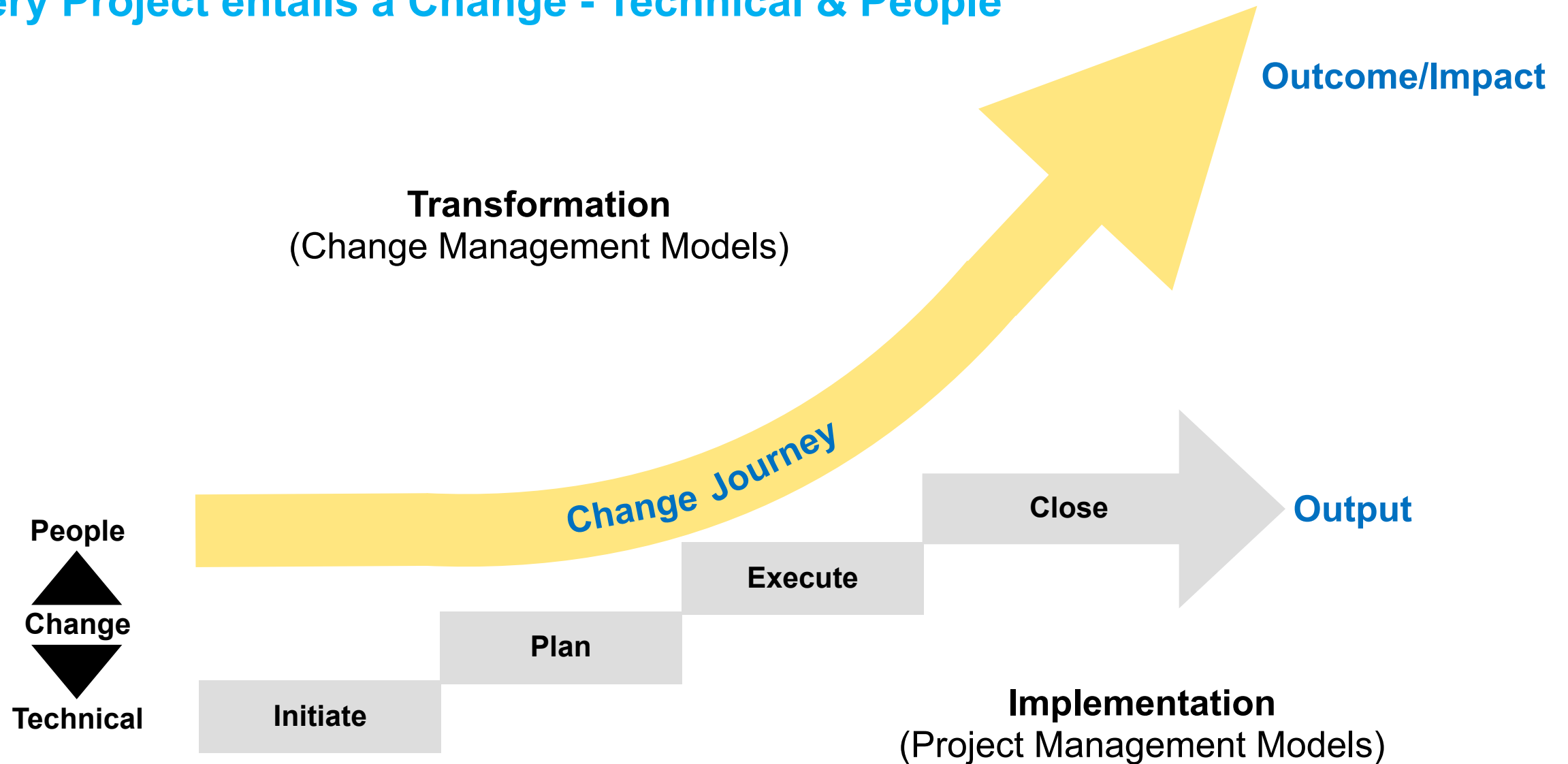
**Turning ADOPTION
into business results
is the constraint**

ACCEPTANCE: Employees 5x more likely than Leaders to feel pressured to use AI



...but WHY?

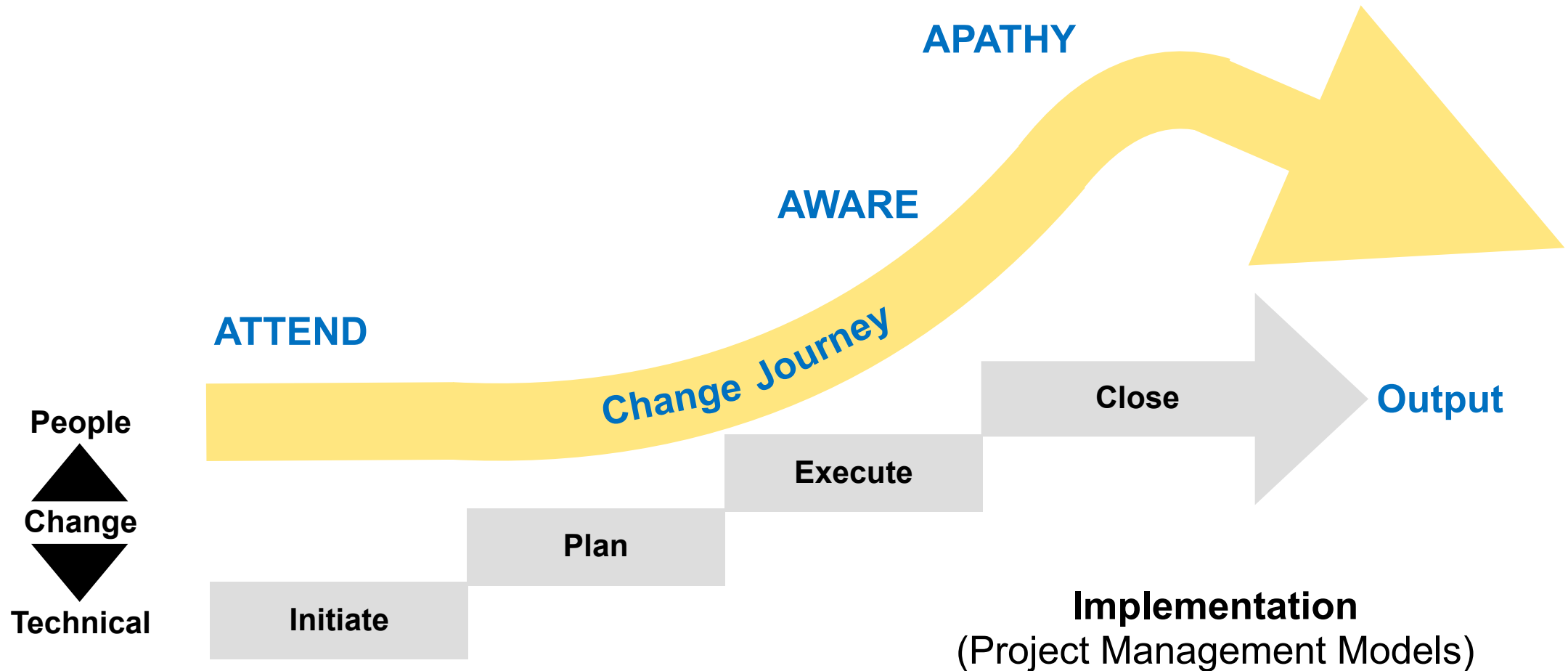
Every Project entails a Change - Technical & People



Technical Side: AI is more than a Traditional Software Project

Traditional Software	AI Technology
1. Follows rules written human developers 2. Defined deployment followed by periodic upgrades 3. Standardization - use implemented functionality 4. Learning as an event (attend user training) 	1. Analyzes vast amounts of data to learn and make its own rules 2. Start a capability that continuously evolves 3. Adaptation - use it, evaluate it and improve it 4. Learning as a process (as people interact) 
People	

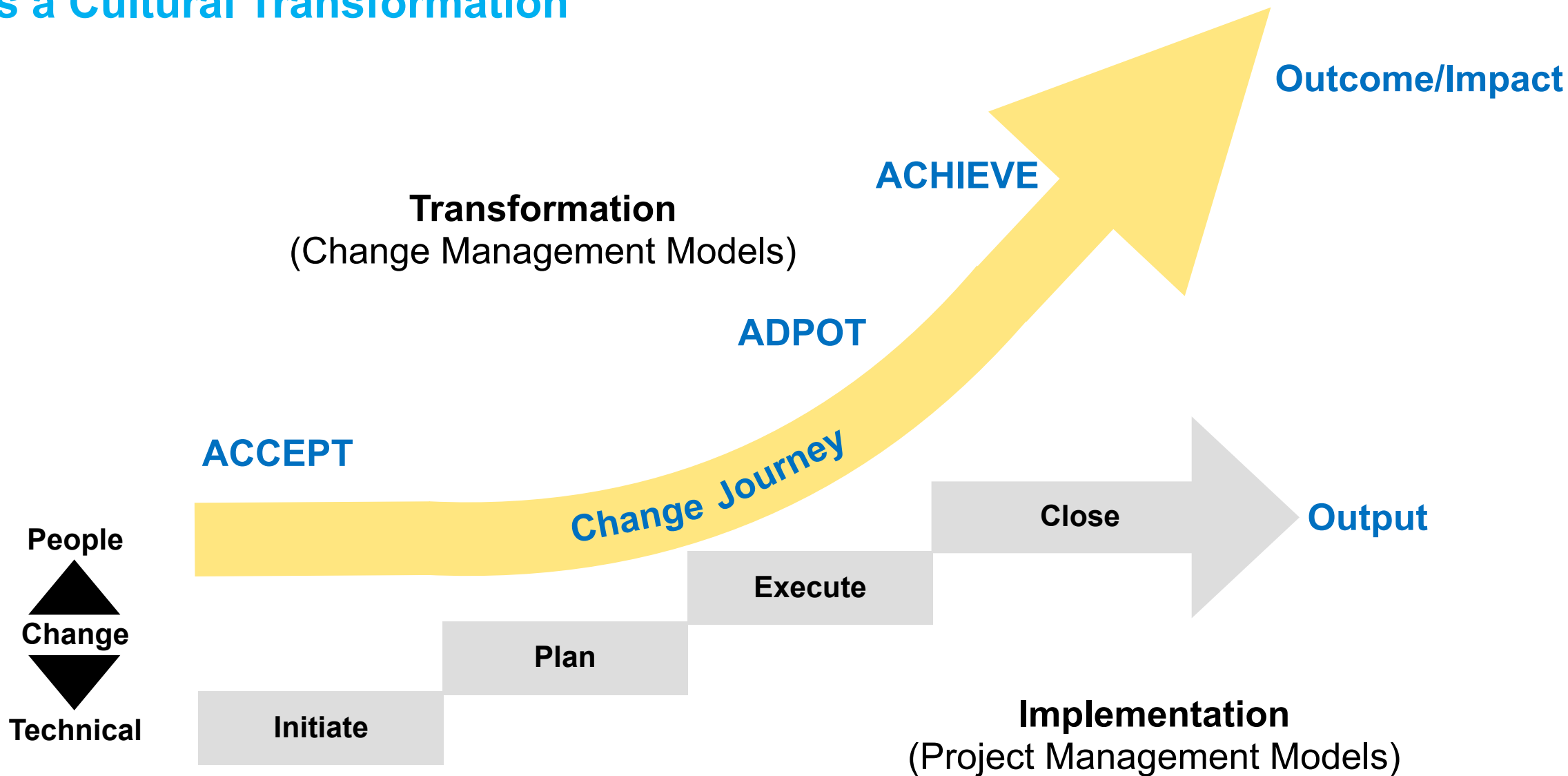
People Side: Underestimate need for Change Management



A group of six people (three men and three women) are captured in mid-air, jumping joyfully on a beach at sunset. They are holding hands in a line, forming a chain. The sun is low on the horizon, creating a bright, golden glow that reflects on the water. The sky is a mix of blue and orange. The people are wearing casual summer clothing like tank tops, t-shirts, and shorts. Their hair is flying, suggesting movement and energy.

**Every project,
regardless of size,
entails a proportional
change in CULTURE,
which defines how
people behave & work**

AI is a Cultural Transformation



People DO NOT Resist Change, but they Resist Being Changed



People **ACCEPTANCE** is the success to any Change

**In struggling organizations
people have a CAUTIOUS mindset**



**In thriving organizations,
people have an OPEN mindset**



One Capability to succeed with AI Cultural Transformation



Ability (mindset) to see changes as opportunities, not as a threat or liability



Agility means ADAPTABILITY

**Ability to adjust to new
conditions & change our way
to fit a new situation**

Agility means RESILIENCE

**Ability to deal with (or
recover quickly from) difficult
situations - bouncing back**



Agility means VERSATILITY

Ability to create new pathways, stop what is no longer needed and reallocate capabilities/skills

AI is not the Innovation, but how you combine AI with Humans is



Every new AI capability starts a small new change (Continuous Evolution)



**RUN ONE AI change
vs
KEEP RUNNING AI changes**

Agility enable to ACCEPT & ADOPT new AI change to ACHIEVE better outcomes



Leaders must show up to...

- **Facilitate ACCEPTANCE**
 - Explain WHY AI matters
- **Enable ADOPTION**
 - Listen to challenges
 - Remove barriers
- **Celebrate ACHIEVEMENTS**





LET'S

RECAP

To succeed, AI will reshape your Organization CULTURE

A man with a grey beard, wearing a dark blue suit, white shirt, and striped tie, sits on a white chair holding a white coffee cup. Next to him, a humanoid robot with a white and black body sits on a similar chair, holding a black briefcase. They are in a minimalist setting with a grey background and white chairs.

**Otherwise, CULTURE
will eat your AI
strategy for Breakfast,
Lunch & Dinner**

AI interactions with people is a continuous (change) evolution...

A woman with dark hair, wearing a black blazer over a white shirt, is smiling and high-fiving a humanoid robot. The robot is white with black joints and a blue eye. They are in an office environment with a laptop and papers on a desk.

**Agility empowers
People & Leaders to
ACCEPT, ADOPT &
ACHIEVE greater ROI
with AI**



Where
should
I start?

Reframe the question to move from passive recipients to active participants



Instead of...

“What can AI do for me?”

Shift to...

“What can I do with AI?”

Strategic Vision: Achievable Business outcome that continuously evolves with AI



Contact me...



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From Operational Excellence To Strategic Vision

AMRAN MOHD TOMIN

CHRO Malaysia Airlines & former CHRO at Proton
and Pos Malaysia

From Operational Excellence To Strategic Vision



Amran Mohd Tomin



Chief People Officer, Malaysia Aviation Group



"I am here to share, reflect and learn together."

The Early Days: Laying the Foundation



Started in
Manufacturing
&
operations



Learned that
behind every
KPI is a person



Self-leadership
before leading
others



Mentors and
coaches at
every stage



Built foundations
in Training &
Development,
Competency
and
Industrial
Relations



Industrial
Relations

24_x

CA
Negotiation



Key insight

‘Technology is an enabler, not a strategy’

The Transformation Era: PROTON



2018: Turnaround & Transformation

following the DRB-HICOM–Geely joint venture



Sales

67k
Units



155k+

Increased
231%



Workforce

11,000



- 30%

Optimised
& Deployed



a. Medical Cost
b. Medical Leave

- RM31 mil
- 4.0 days



a. RM17.7 mil
b. 1.2 Day



Employee
Engagement
Index

64%



85%



Culture
Index

68%



78%



- Organisation & Resource Optimisation
- Matrix Structure



- Embedded Shared Values
- Culture Alignment



- TVET-accreditation
- Proton Institute @ ADTEC



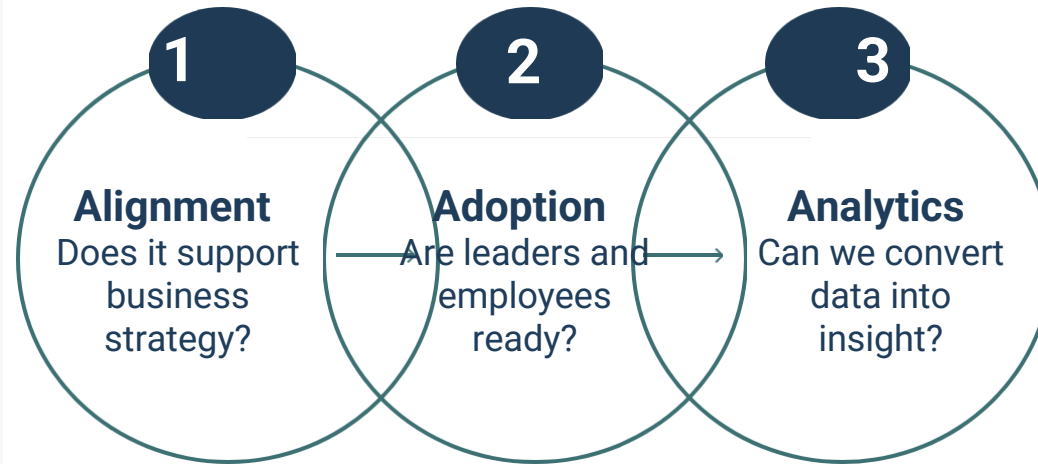
Key idea

“Be radically resilient.”

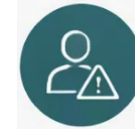


The Evolution of HR & the AI Imperative

The 3 A's:



Potential applications:



Flight-risk identification



Targeted development



Real-time culture and engagement insights



More objective recruitment and talent decisions



From Typical e-Leave & e-Performance systems to AI-enabled HR



HR technology must improve the employee journey - EVP



Personalisation—not automation alone

Lessons Learned the Hard Way



1

Be a business person first, HR person second



2

Fix the fundamentals before buying new technology



3

Culture, trust and values are hard performance levers



4

Champion reskilling and continuous learning



5

Surround yourself with mentors and coaches



6

Benchmark continuously; stay curious and humble



Key message

“ Data without insight is just noise. ”

The Capability Rebuilding Principles



Purpose:

Keep the end
in mind



Autotelic mindset:

Find intrinsic
meaning in
developing people



Objectivity:

Use evidence,
fairness and
sound judgement



**HR leaders are
business leaders
who specialise
in people**



“Sustainable turnaround begins with people. Before systems, processes, or strategy can scale, an organization must rebuild its capability – the skills, Confidence, and Culture of its people.”

Terima Kasih
Thank You



The Human Energy Advantage: Elevating Performance in the AI Era

LISA WONG

Leadership Transformation Trainer & Coach at
OPEAKLIFE

HR TECH CONFERENCE 2026

The Human Energy Advantage

Elevating Performance In The AI Era

Lisa Wong | Human Energy & Wellbeing Speaker | Leadership & Self
Leadership Trainer



AI Is Accelerating

**But what about the human
operating it?**



MY JOURNEY —



Two worlds. One lens.



17 years in television

Including anchor, ESPN



Leadership & self-leadership

Trainer • Coach



Health & wellbeing

Personal Training • Sports & Exercise

Diploma in Diet & Nutrition

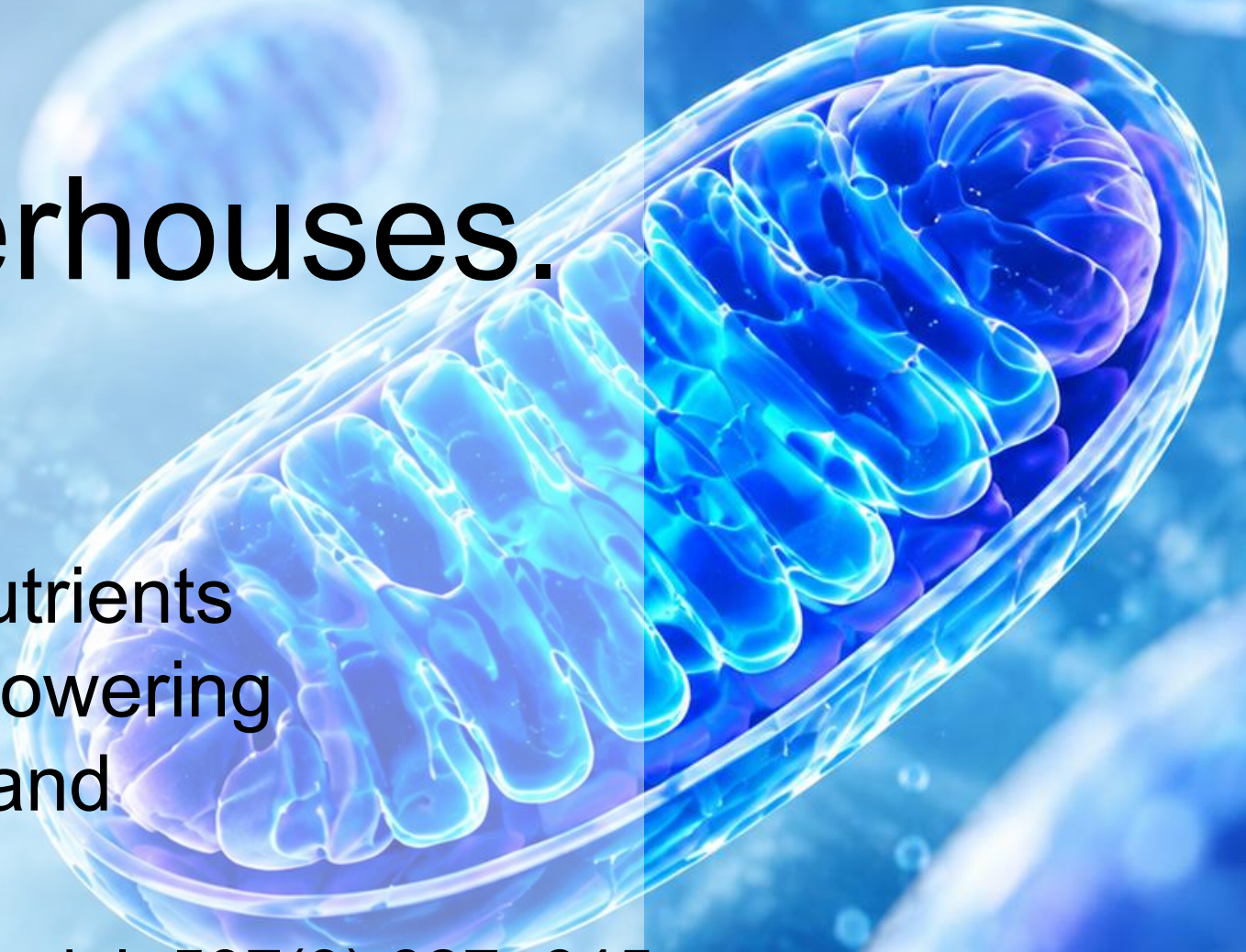
Today, I bring those two worlds together —
through the lens of human energy.

ENERGY

Small powerhouses. Big impact.

Mitochondria turns nutrients
Into energy (ATP) - powering
Your brain, muscles and
performance.

Hood et al. (2019). J Physiol. 597(3):627–645.



MOVEMENT

Move.

More.

20% - 30%

Increase in mitochondrial content
within skeletal muscle
with regular exercise training.

Perry et al. (2010). Sports Med. 40(3):201–211..

MOVEMENT & THINKING

Movement supports
The biological system
That does the thinking

Better blood flow. Better brain health.
Better cognition.

NOURISH

Ultra-processed foods leads to **+500**

Calories per day.
Without being told to eat more.

Hall et al. (2019). Cell Metab. 30(1):67–77.e3.



SELF

My journey. My lessons.

Changed Belief :
Conscious of the Physical Energy System



SELF

My journey. My lessons.

What changed wasn't only my body



RECOVER

**Give some of that
back to yourself**

Quiet. Reflection. Recovery.

ACTION

Move.

Nourish.

Recover.

Change one thing

AI will keep
advancing

**But human performance
still depends on
human energy**



Connect with Me

Linkedin.com/in/[coachlisawong](https://www.linkedin.com/in/coachlisawong)

Lisa Wong | Human Energy & Wellbeing Speaker |
Leadership & Self Leadership Trainer

