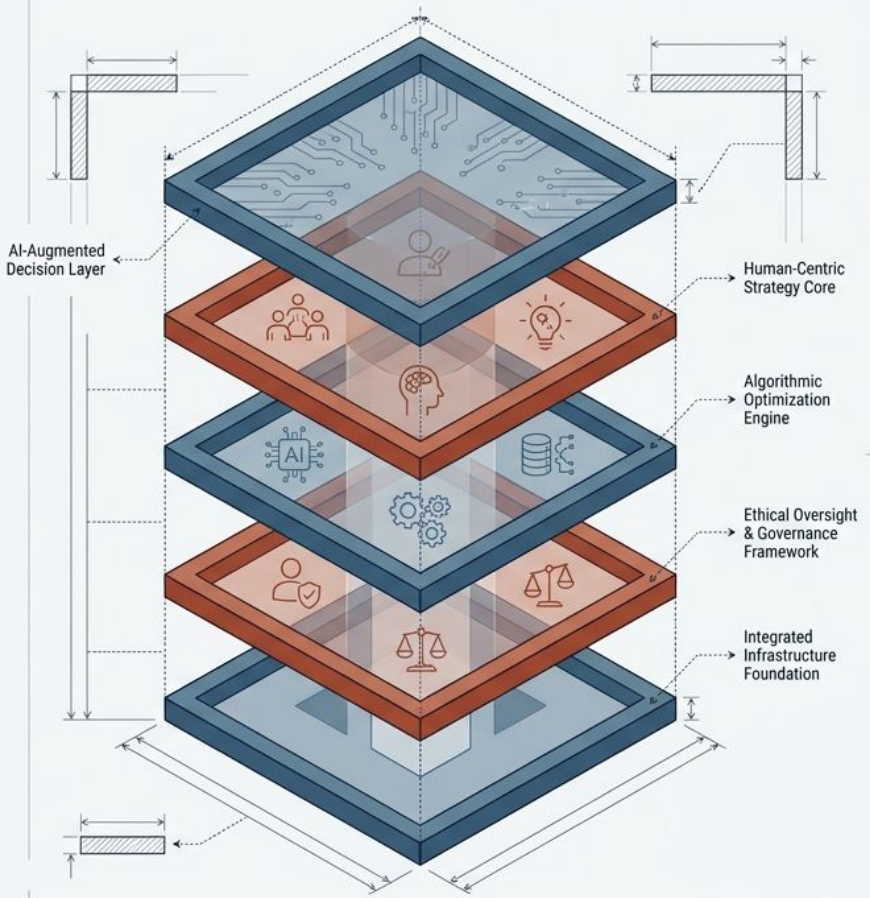
The Hybrid Stack: A Multi-Lens Blueprint for AI-Driven Work Redesign

Moving beyond false dichotomies to build coherent operating models in the algorithmic era.

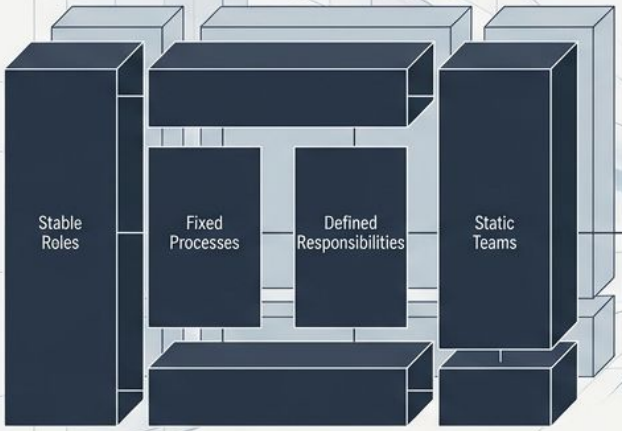


AI Has Broken Pre-Digital Workforce Planning

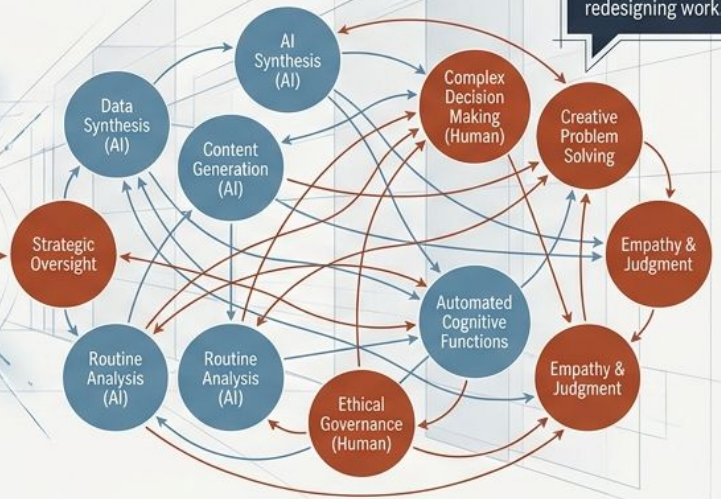
The challenge is no longer if AI will transform work, but how to systematically rethink the division of labor without destroying organizational coherence.

78% of HR executives have initiated AI pilots.

Only **23%** have an enterprise-wide framework for redesigning work.



LLM & GenAI Capability Expansion



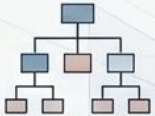
Pre-Digital Era: Stable Architecture

Threshold Timeline

The AI Era: Dynamic Migration

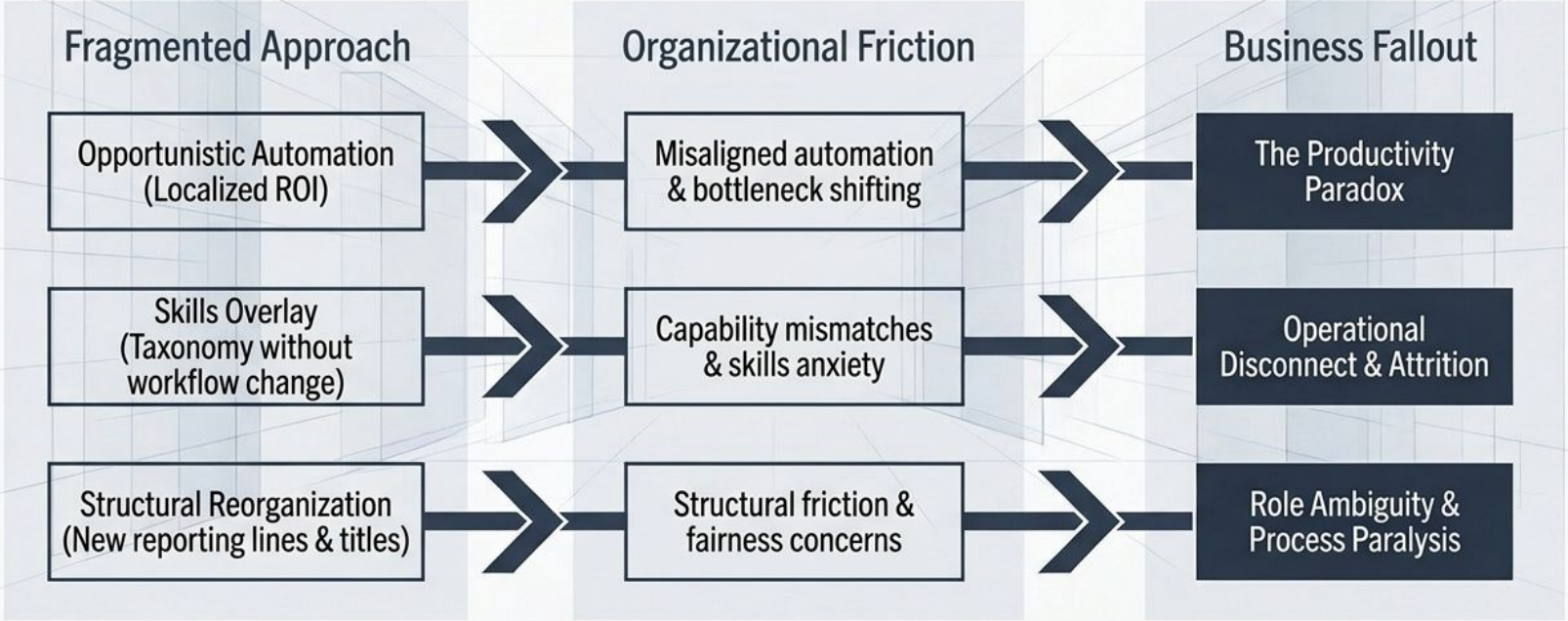
The False Dichotomy of Modern Work Design

Defaulting to single-dimensional paradigms creates critical blind spots.
Work redesign requires an integrated system.

	Role-Based Model	Skills-Based Model	The Hybrid Future
			
Core Unit	Positions and reporting lines.	Deconstructed capabilities (Talent Marketplace).	Integrated dynamic systems.
Strength	Clear accountability.	Internal talent mobility.	Synthesizes roles and skills while adding workflow, teaming, and structure.
AI Blind Spot	Fails to capture how work flows or where automation injects mid-process value.	Risks dissolving structural coherence; obscures algorithmic governance.	Requires new continuous design competencies.

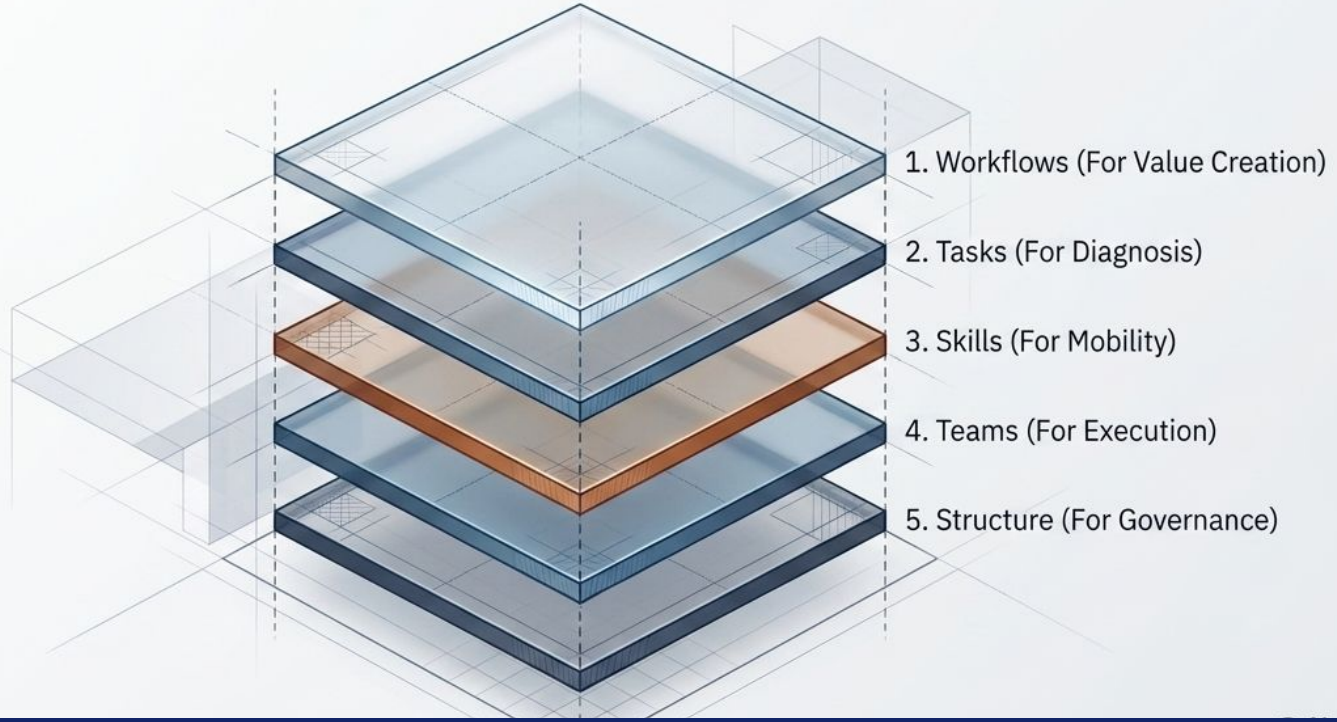
Three Fragmented Paths to AI Implementation Failure

Treating AI as a technology deployment rather than a work redesign challenge triggers organizational dysfunction.



The Hybrid Stack: A Five-Lens Framework

To harness AI effectively, work must be analyzed and redesigned through five overlapping dimensions simultaneously.

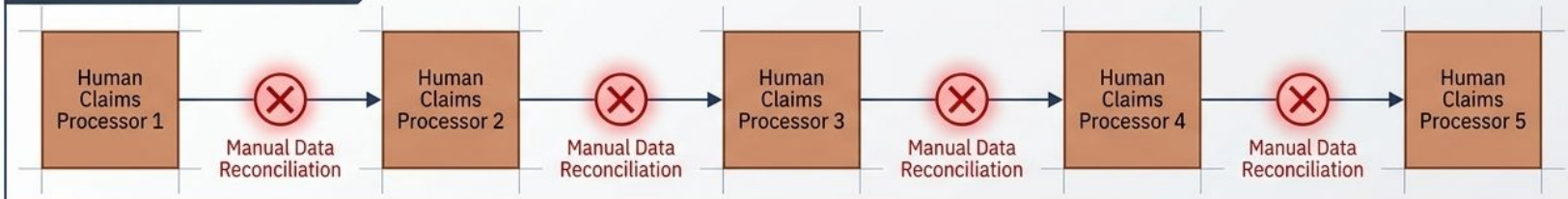


Lens 1: Workflows for Value Creation

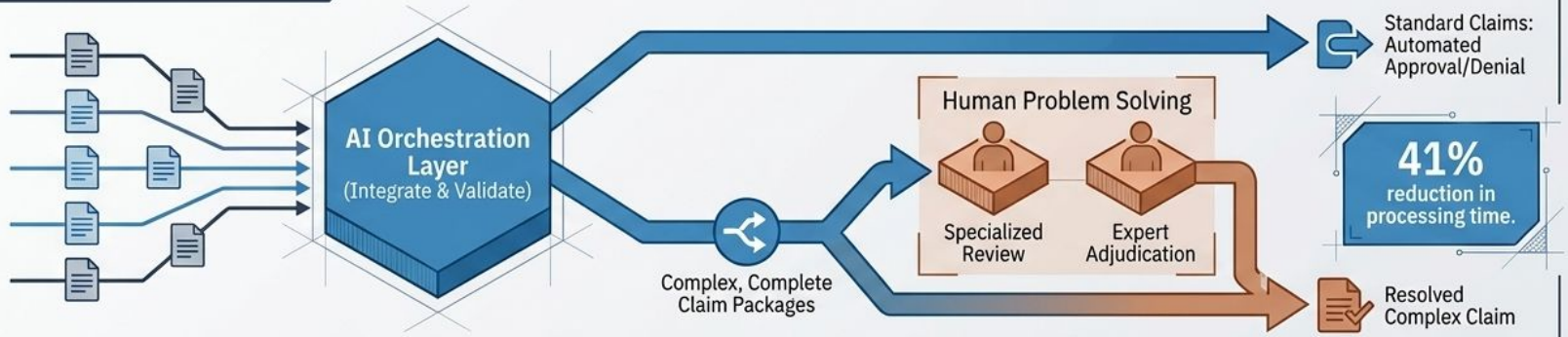
Optimizing for efficiency alone sacrifices adaptability. AI acts as an orchestration layer to route complexity.

Anthem Health Case Study

Before State - Linear Friction

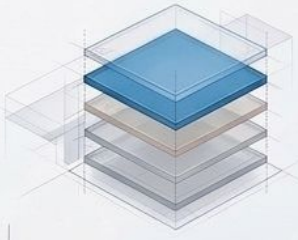


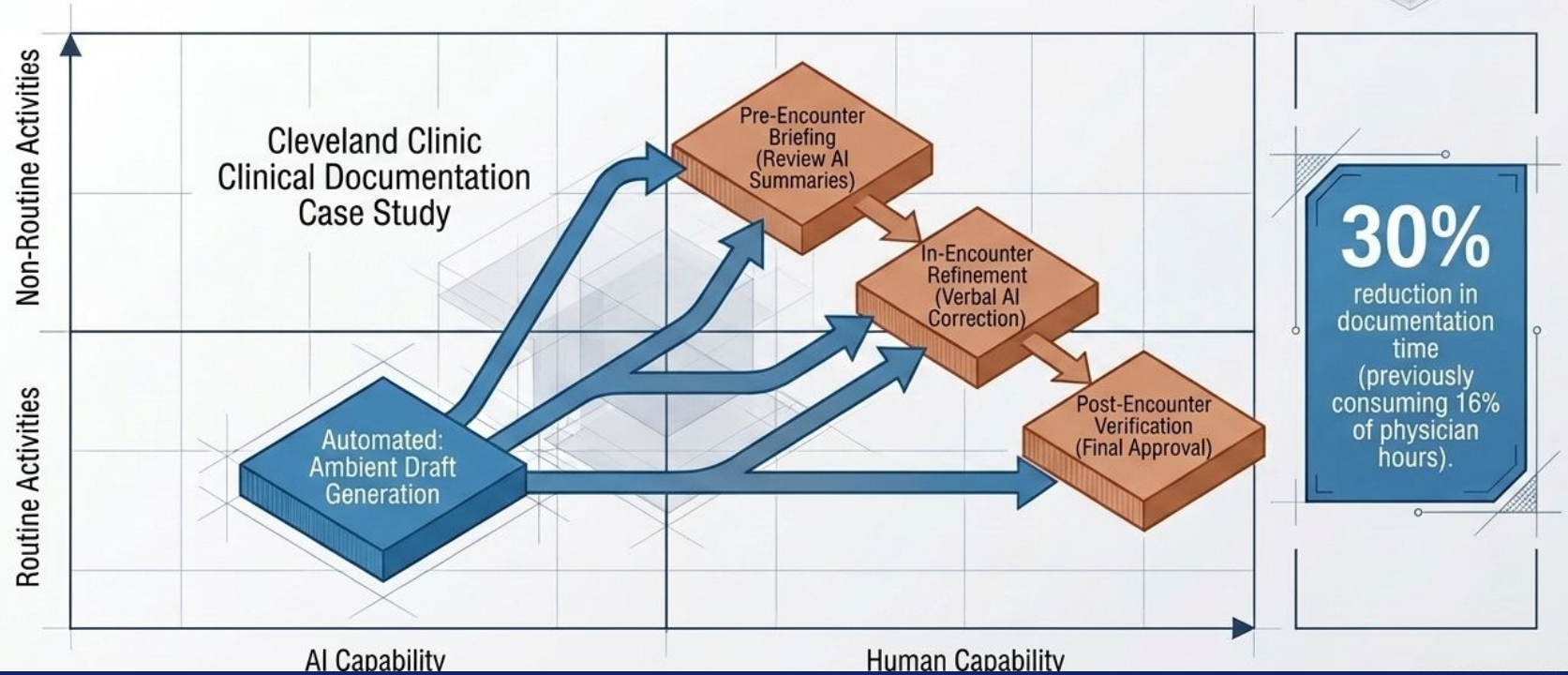
After State - AI Orchestration



Lens 2: Tasks for Diagnosis

AI does not just automate; it demands the intentional design of entirely new collaborative human-machine interactions.

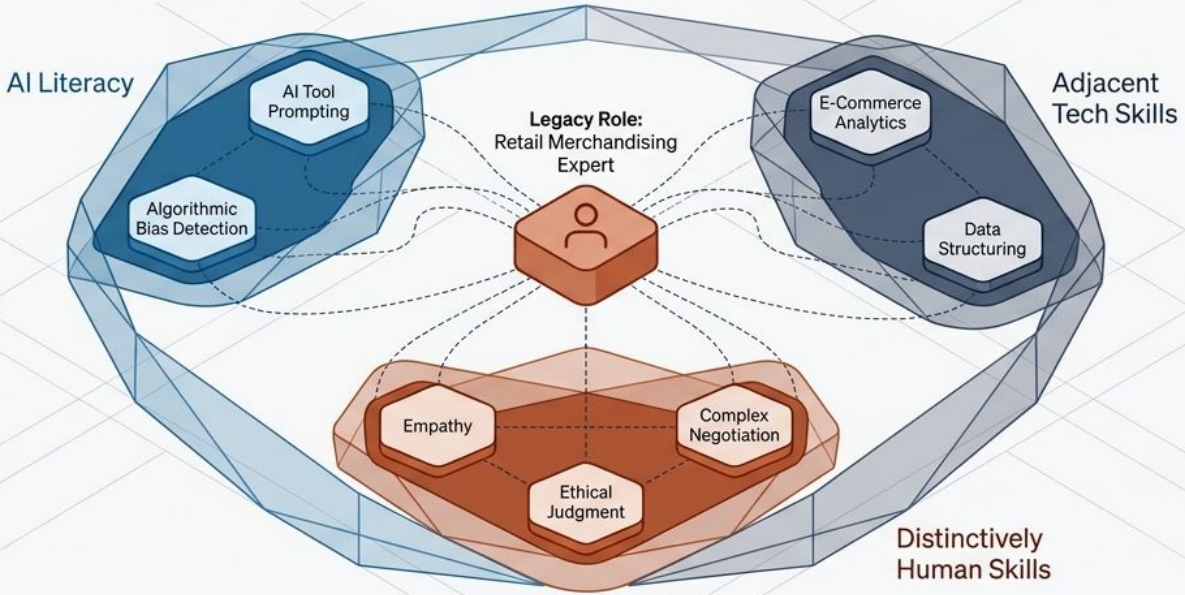




Lens 3: Skills for Mobility

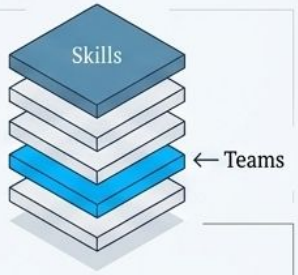
Moving from rigid roles to a fluid skills taxonomy enables proactive reskilling over reactive layoffs.

Unilever Case Study (45,000+ employees across 38 domains)



Lens 4: Teams for Execution

AI fundamentally alters team geometry, shifting information flows and peer-to-peer learning structures.



Hub-and-Spoke

Danske Bank Credit Underwriting Case Study

Junior Analyst

Role shifts to verifying data quality on routine cases.

Junior Analyst AI Data Validation

Role shifts to verifying data quality on routine cases.

Junior Analyst AI Data Validation

Role shifts to verifying data quality on routine cases.

Peer-Learning Feedback Loops

Refining understanding of when models are reliable vs. when to deploy human skepticism.

Senior Underwriters

Focus exclusively on AI-flagged complex cases.

37% improvement in throughput | **12%** reduction in credit losses.

Junior Analyst AI Data Validation

Role shifts to verifying data quality on routine cases.

Peer-Learning Feedback Loops

Refining understanding of when models are reliable vs. when to deploy human skepticism.

AI Data Validation Junior Analyst

Role shifts to verifying data quality on routine cases.

Junior Analyst

Lens 5: Structure for Governance

Defining accountability across functional boundaries to avoid the extremes of total centralization vs. ungovernable distribution.

Philips Healthcare Case Study

Heavy-duty architectural cables

AI Governance Office
(Reporting to CTO & CMO)
Sets enterprise standards and escalation paths.

Prevents the bottleneck of absolute centralization while neutralizing the liability of unmonitored AI.

Product Divisions & Deployment Sites

Clinical AI Lead
Experienced physicians accountable for monitoring local algorithmic reliance

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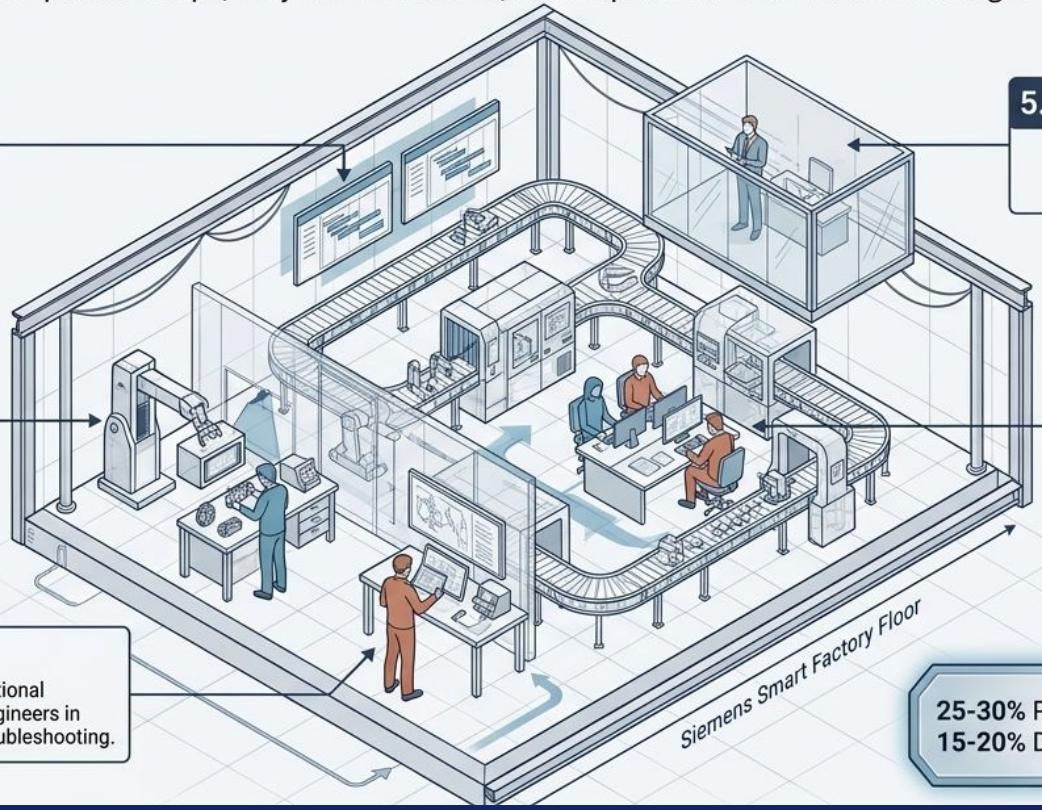
The Hybrid Stack in Action: Integrated Implementation

The lenses are not sequential steps; they are concurrent, interdependent dimensions of a single operating model.

1. Workflows:
End-to-end production mapping integrated with predictive AI scheduling.

2. Tasks:
AI handles visual defect inspection; humans handle root-cause diagnosis.

3. Skills:
Reskilling traditional mechanical engineers in algorithmic troubleshooting.



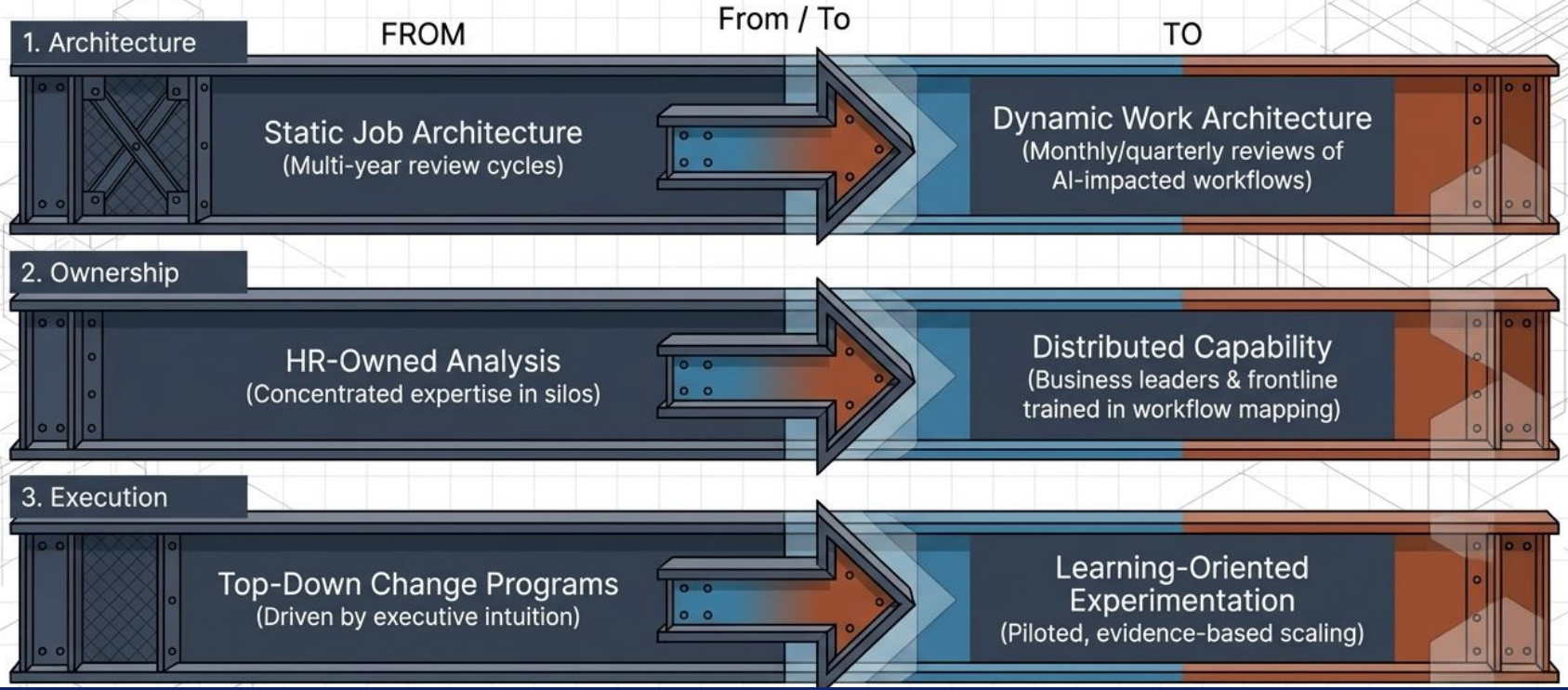
5. Structure:
Production managers explicitly retain accountability for quality, preventing algorithmic deflection.

4. Teams:
Integrating data analysts directly onto the floor with production engineers.

25-30% Productivity Gains |
15-20% Defect Reductions

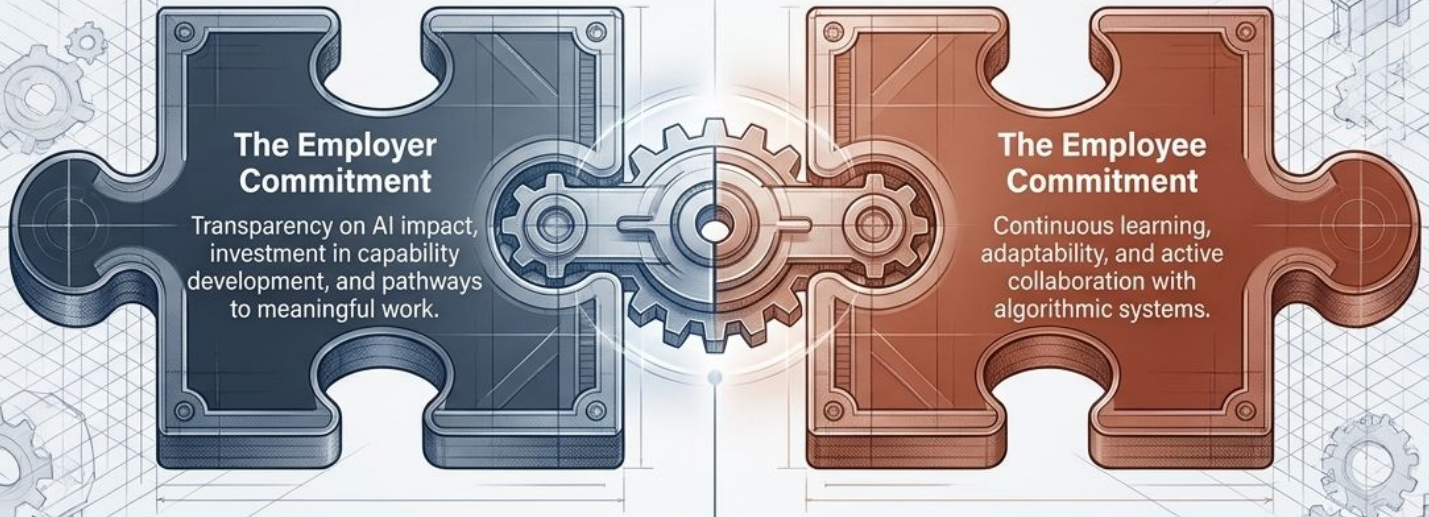
Building Dynamic Capability: The HR Operating Model Shift

Moving away from episodic, multi-year restructuring toward a continuous foundation of organizational capability.



Evolving the Psychological Contract

The traditional bargain of job security for role compliance is untenable.
The new contract requires joint governance.

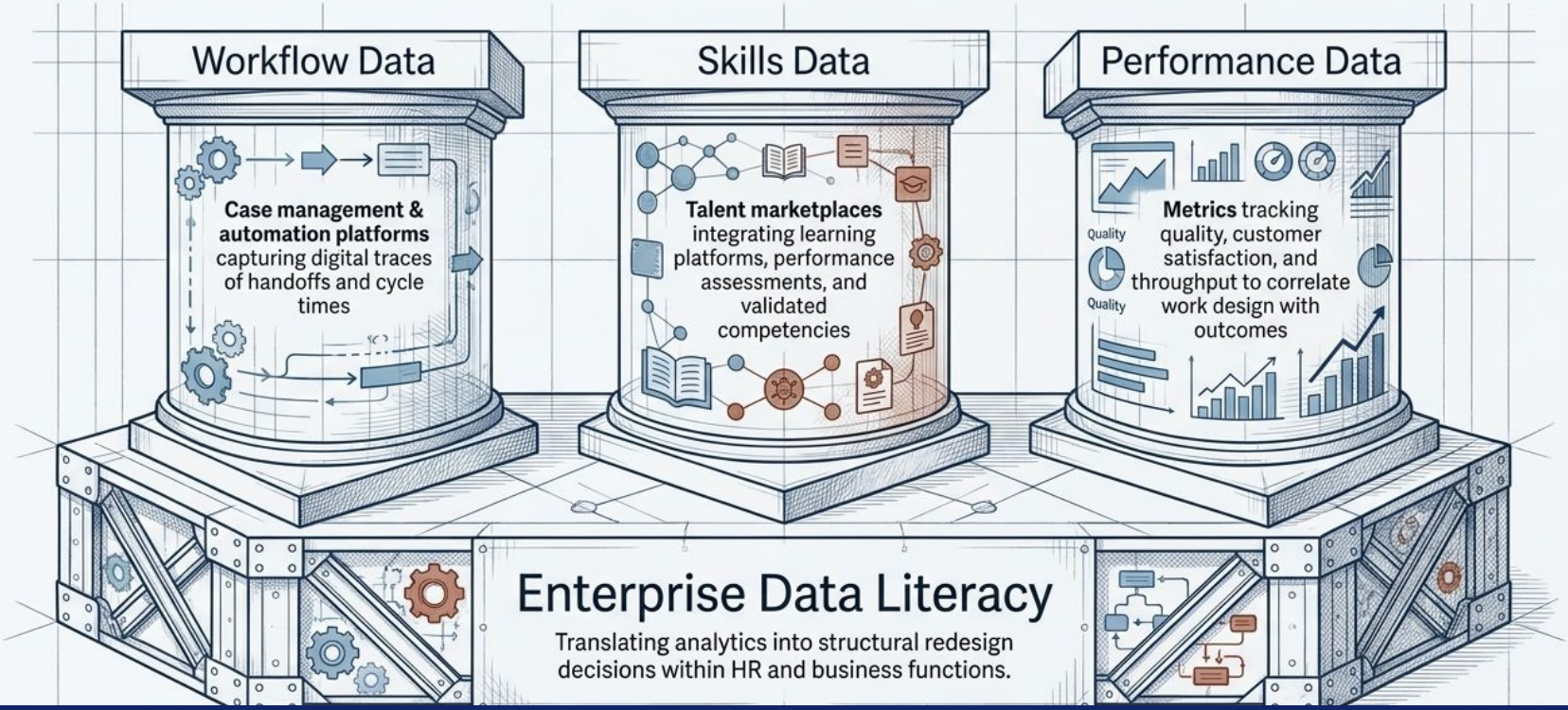


Kaiser Permanente Case Study:

Utilized early involvement of labor unions in joint work redesign committees. Moving from "Role Preservation" to "Meaningful Work" resulted in lower anxiety, faster implementation, and sustained organizational trust vs. adversarial resistance.

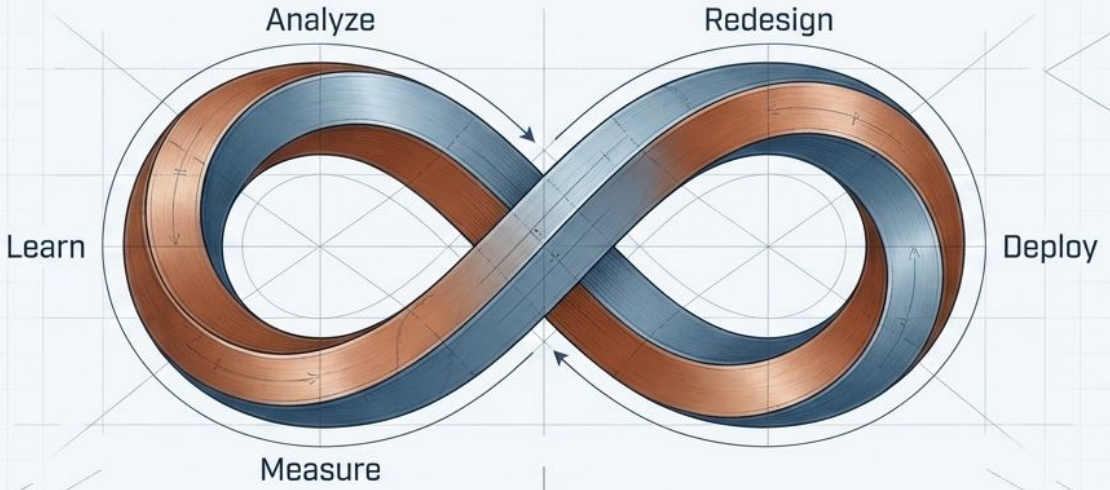
The Data Infrastructure Engine

You cannot redesign what you cannot measure. Integrated systems make workflows, capabilities, and performance empirically visible.



Work Design as a Continuous Enterprise Competency

The **Hybrid Stack** is an enduring competitive advantage in the continuous evolution of how value is created.



The question is no longer whether to choose roles or skills, but how to integrate them coherently to preserve human agency while harnessing algorithmic power.