

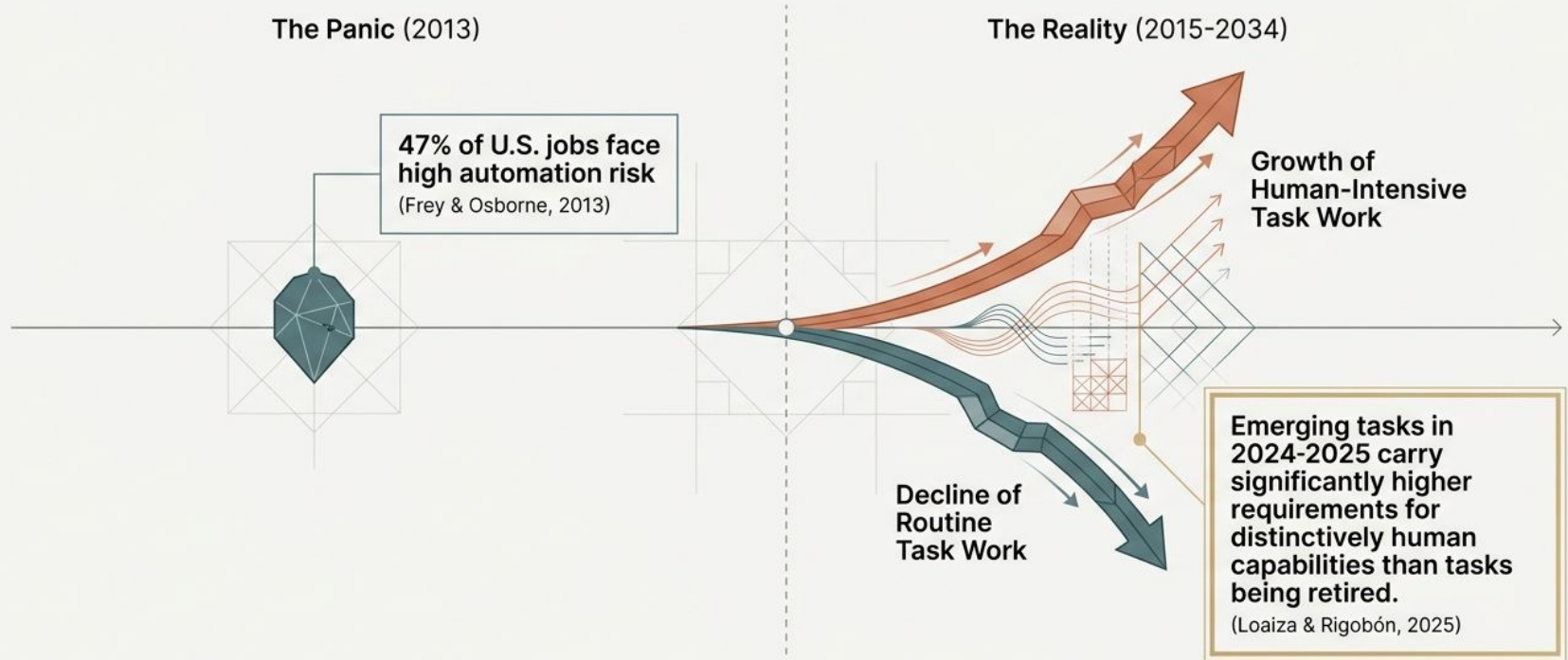


Designing Work for the Age of AI

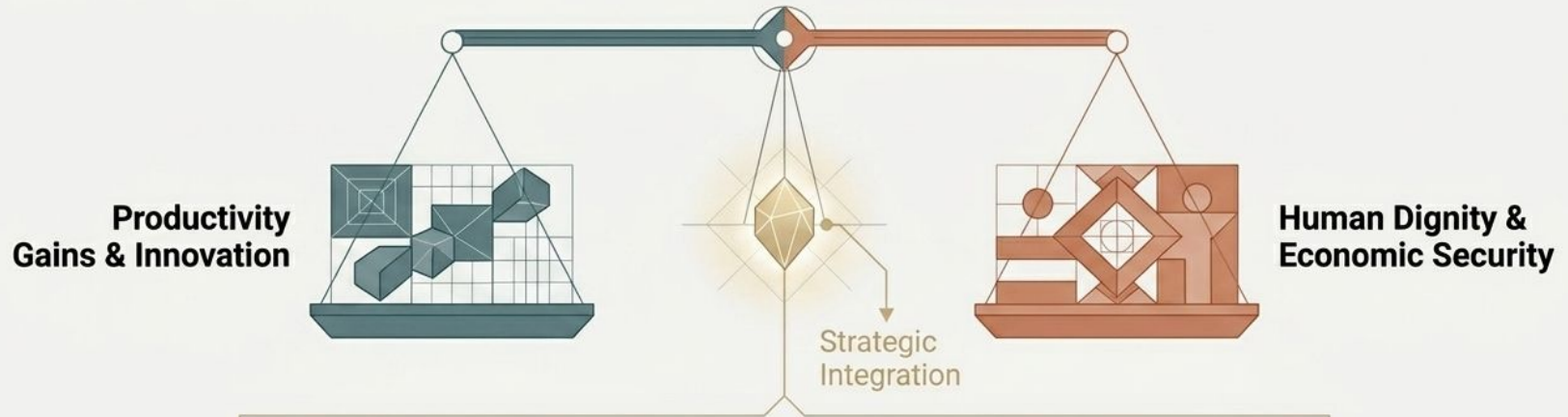
Strategic Responses to Human-Machine Complementarity

The End of the Automation Panic

The narrative has shifted from wholesale replacement to human-intensive task growth.



The Augmentation Imperative



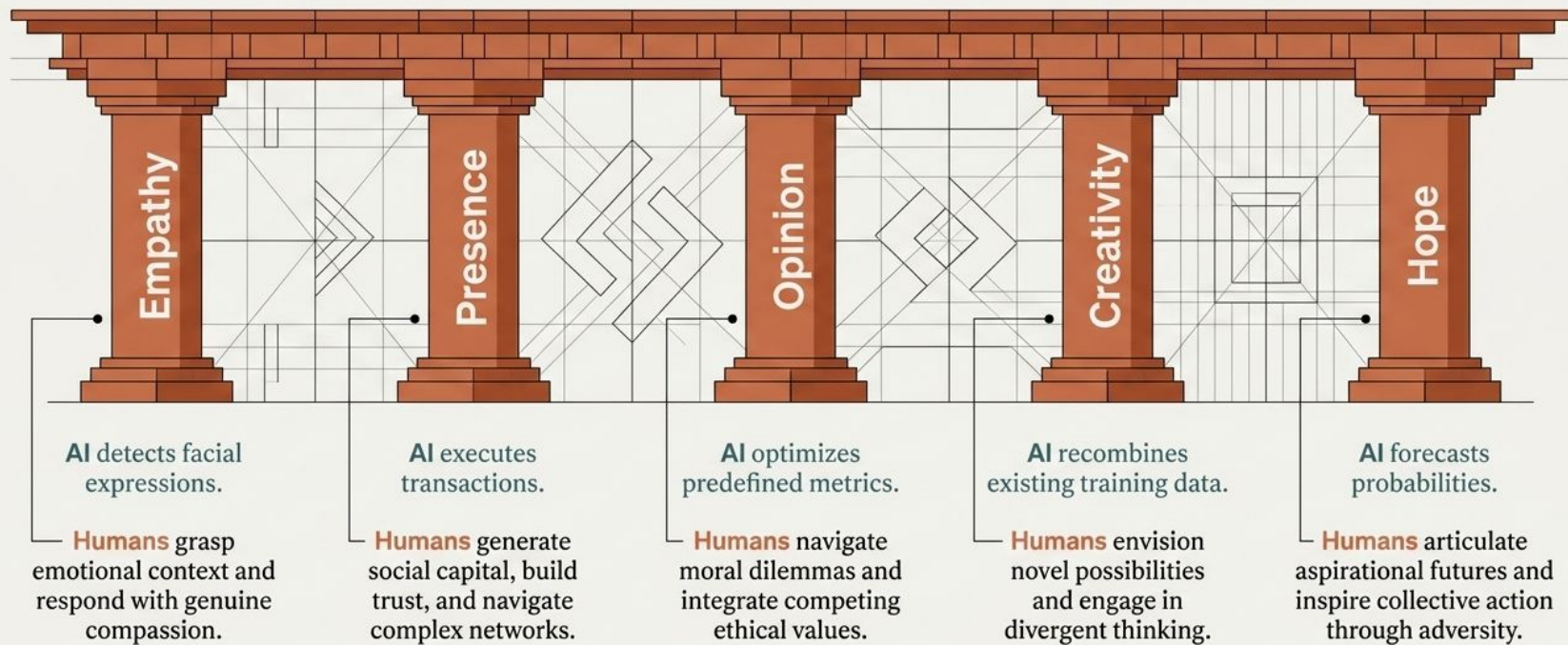
We are witnessing a fundamental reorganization of work that elevates certain human capabilities while delegating others to machines.

The Old Objective: Wholesale Substitution
Automating workflows to remove humans.

The New Mandate: Strategic Complementarity
Designing systems to amplify human potential.

Success is no longer defined by AI adoption, but by how work is redesigned to leverage the human-machine intersection.

The EPOCH Framework: Frontiers of Human Advantage

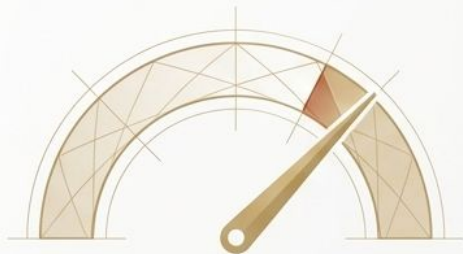


The So-So Automation Trap vs. True Complementarity

	Automation-First Logic	The Augmentation Lens
Implementation Goal	Replace human labor wherever technically feasible.	Position AI as a complement to human judgment.
Economic Outcome	So-So Automation: Modest 8-12% productivity gains via cost savings.	Value creation, structural innovation, and new capability generation.
Employee Impact	Disengagement, knowledge loss, and reduced adaptability.	Enhanced context , creative problem-solving, and adaptability.
System Result	Value shifts from workers to capital.	Combination achieves outcomes neither could produce alone.

Performance Outcomes of Collaborative Intelligence

Healthcare (Radiologists)

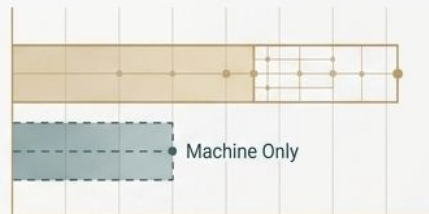


23%

Reduction in diagnostic errors

Human-AI collaborative teams outperform both human-only and machine-only analysis (Kelly et al., 2022).

Technology (Software Developers)



55%

Faster task completion

Achieved only when humans actively review and refine AI-generated suggestions rather than accepting them uncritically.

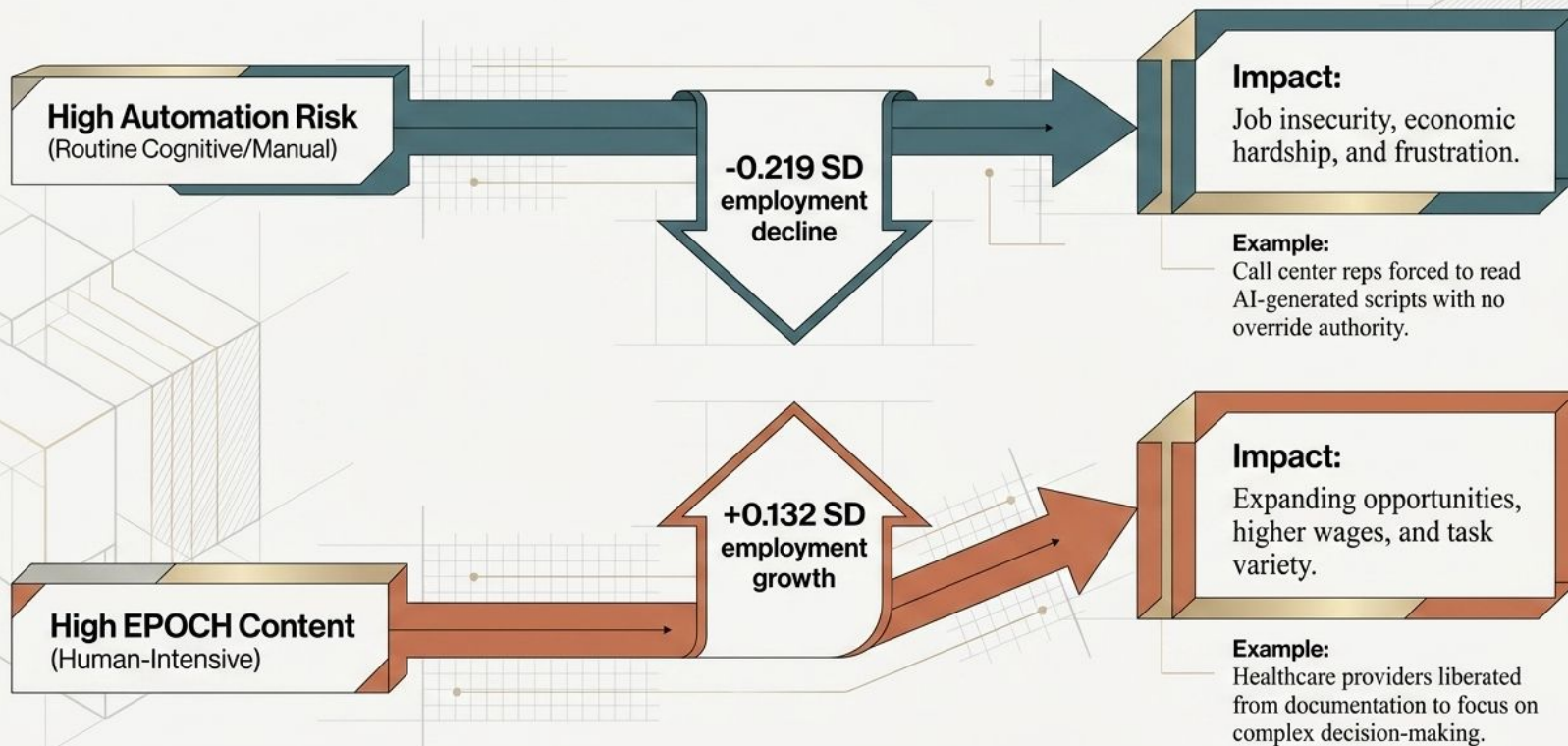
Financial Services (Advisors)



Better retention | Higher revenue/client | Higher satisfaction

Pure-algorithmic portfolio management suffered mass attrition; AI-equipped human advisors captured premium value.

Workforce Wellbeing Trajectories



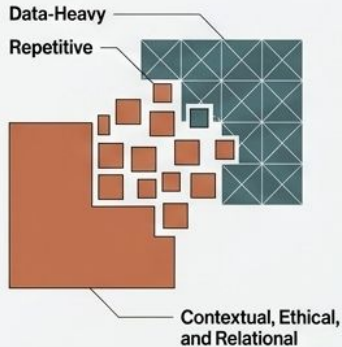
The Task Redesign Protocol

1

Decomposition & Capability Mapping

Break roles down into tasks.

Map data-heavy, repetitive tasks to machines.
Map contextual, ethical, and relational tasks (EPOCH) to humans.

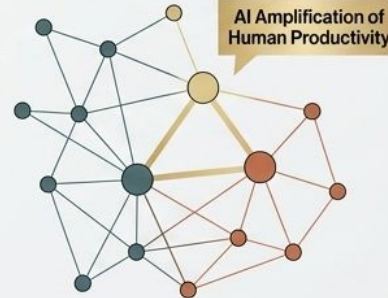


2

Network-Based Complementarity Analysis

Map task interdependencies.

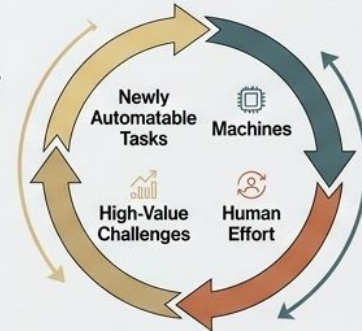
Identify where an AI enhancement in one task amplifies human productivity in an adjacent task.



3

Dynamic Reallocation

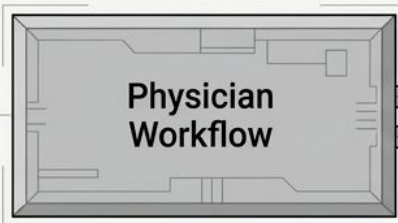
Establish ongoing reassessment loops.
Continuously shift newly automatable tasks to machines and reallocate human effort to emerging high-value challenges.



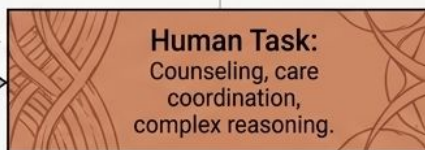
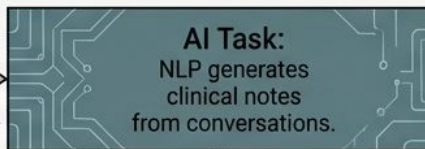
Anatomy of a Redesigned Role

Northwell Health (Clinical Care)

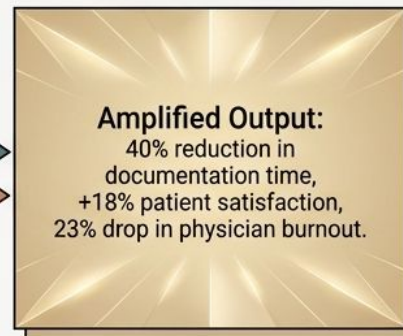
Old Role



Task Sorting

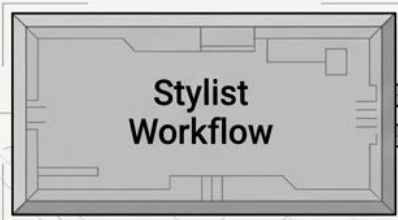


Amplified Output

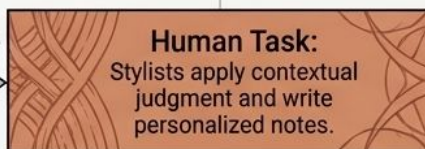
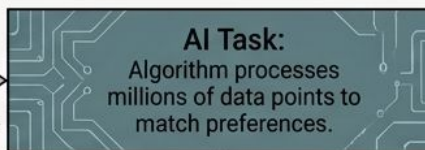


Stitch Fix (Retail Styling)

Old Role



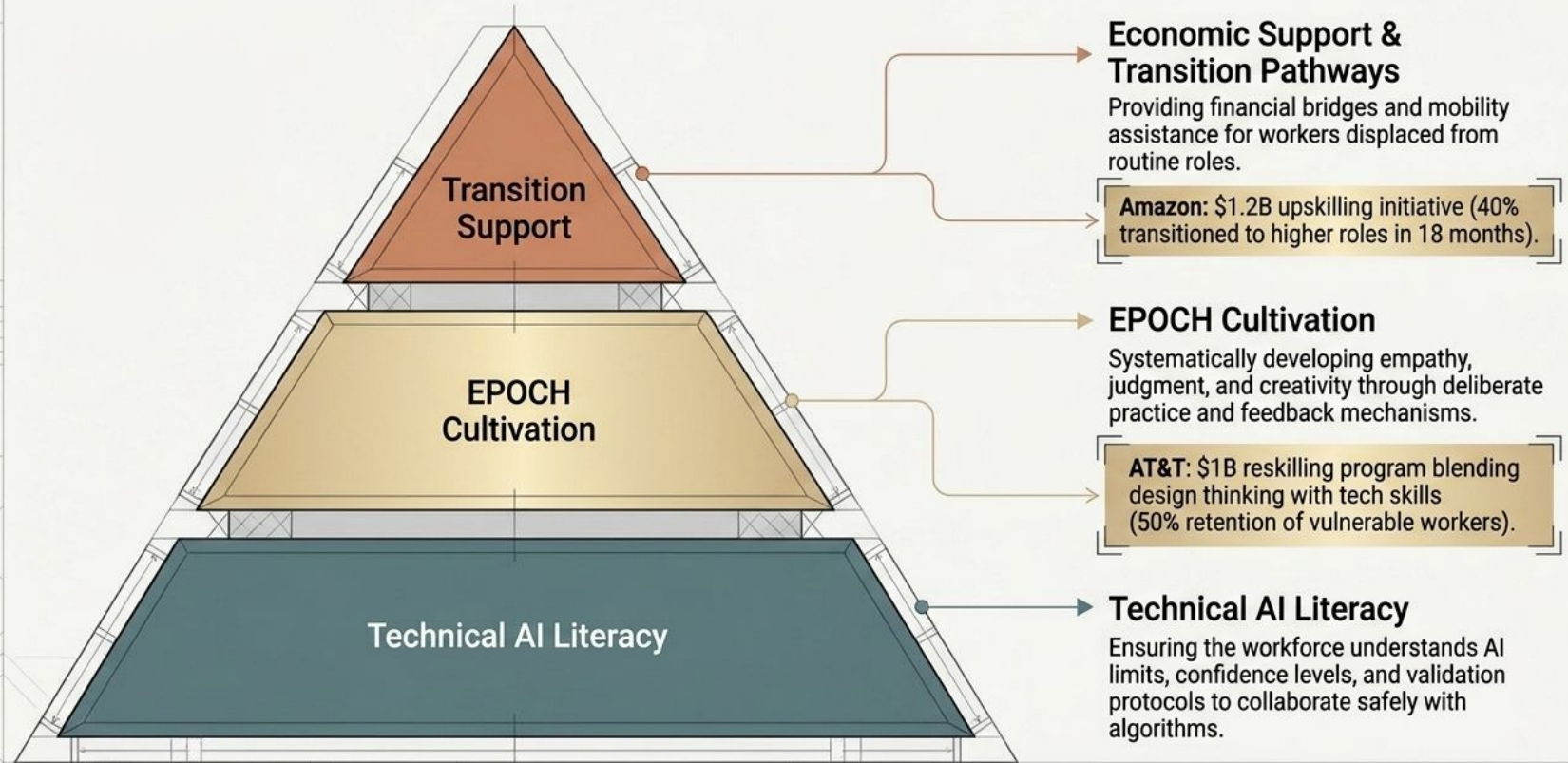
Task Sorting



Amplified Output



Capability Development Infrastructure

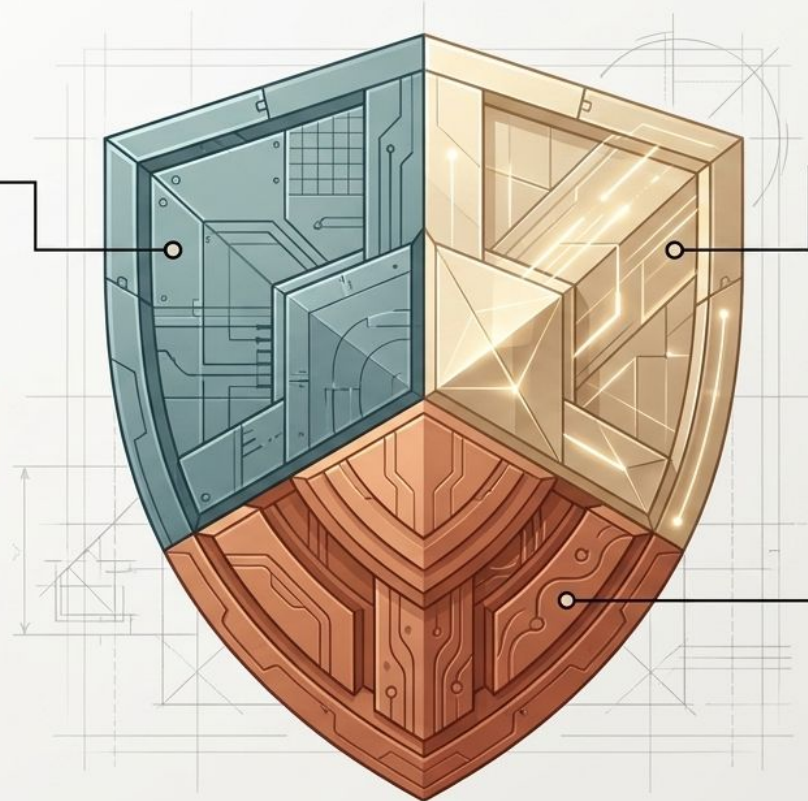


Governance, Transparency & Procedural Justice

Algorithmic Explainability

Stakeholders must understand what factors influence decisions and have access to recourse mechanisms.

IBM's AI Ethics Board mandates transparency mechanisms for applicants.



Participatory Design

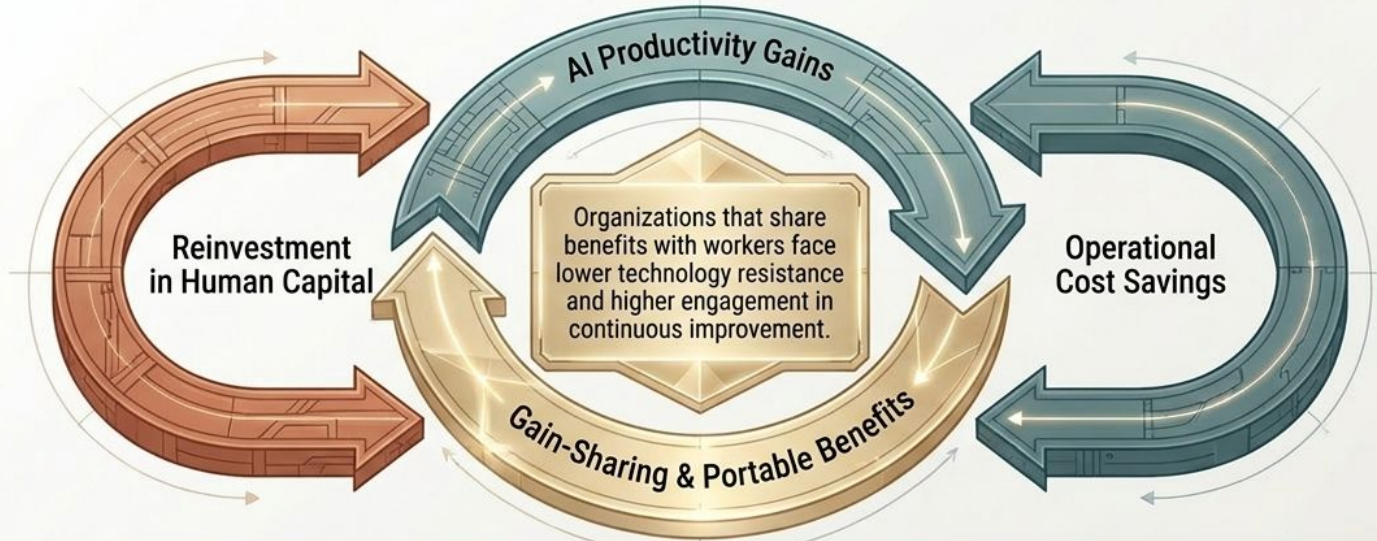
Involve affected workers from the outset to capture tacit knowledge and edge cases.

Unilever uses AI to screen resumes but retains human recruiters for interviews, dropping time-to-hire by 50% while boosting diversity by 35%.

Human Override Authority

Workers must possess genuine, penalty-free authority to override algorithmic recommendations.

Financial Security & Gain-Sharing



Case 1: Kaiser Permanente

Guaranteed no involuntary layoffs for 5 years during AI deployment. Directed 25% of automation cost savings toward wage increases.

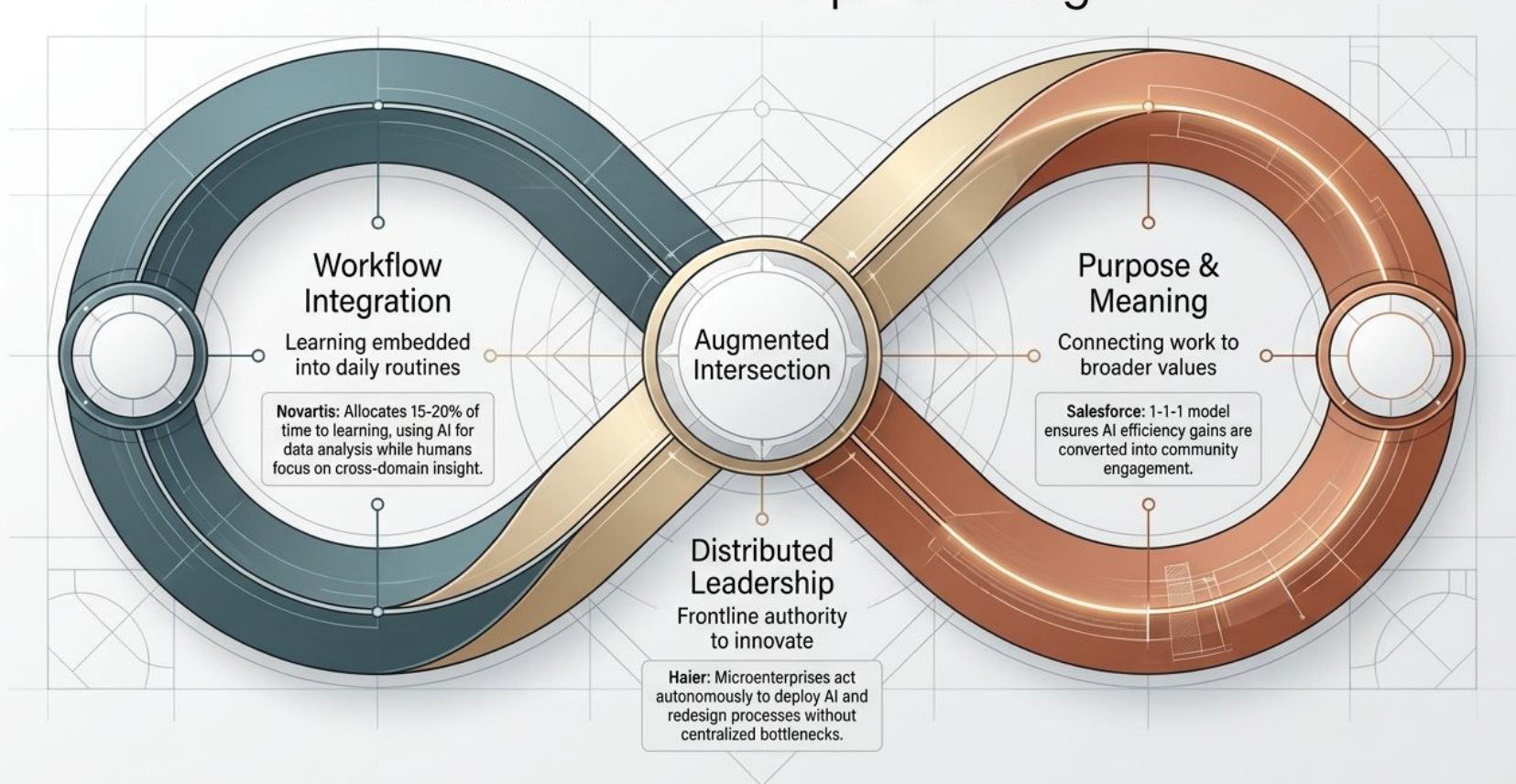


Case 2: Patagonia

Directed AI supply-chain optimization savings into employee profit-sharing and sustainability programs, reinforcing shared purpose.



The Continuous Adaptation Engine



The Strategic Mandate

The AI Threat

- ❑ Driven by automation-first logic and technical determinism
- ❑ Focused on wholesale substitution
- ❑ Leads to inequality, workforce precarity, and “so-so” returns

The AI Opportunity

- ❑ Driven by EPOCH preservation and task redesign
- ❑ Focused on capability investment and gain-sharing
- ❑ Leads to broader prosperity, innovation, and resilience

The outcome depends less on technology than on organizational choices—choices that remain fully within leaders’ control.