TECHWOLF VISION PAPER

TECHWOLF

Why it's HR's time to lead the AI revolution

The CHRO's work intelligence playbook for the AI era

“For the first time, an HR problem and a business problem are exactly the same: AI workforce transformation is changing work at a unprecedented speed. But while the driver is technological, this remains a people transformation: everyone will need to change the way they work. And since work and people are an HR's job, this is HR's time to lead.”

Mikaël Wornoo, Co-Founder, TechWolf

To every CHRO and business leader shaping the future of work in the AI era.

In every era, work shifts first and org charts catch up later: we've all felt that truth over the past few years.

The COVID pandemic made skills visibility mission-critical. The talent squeeze rewarded companies that could move people inside faster than they could hire externally. Now, AI is reshaping work at unprecedented speed, fundamentally altering the physics of productivity.

One worker with an AI tool can now accomplish what used to require an entire team. That's not a headline, it's an operating reality. As roles are evolving within business quarters, not years, **work moves faster than ever and leadership must move with it**.

I'm fully aware this is easier said than done. At this moment, **most enterprises are navigating the AI transformation with limited visibility**. Which roles are being impacted by AI? Which skills need redeployment? Which tasks can be automated or augmented? The hard truth is that most companies lack the data foundation to answer these questions effectively.

The priority has become understanding each worker and the day-to-day realities of the work they're actually doing.

Enter work intelligence. Enter TechWolf.

Continued on the next page →

What we've built is a data layer for enterprise workforce transformation.

This layer connects tasks, skills, and jobs to provide deep work intelligence for enterprises like yours. Our solution relies on actual business data from workflow systems like Jira, GitHub, Salesforce, ServiceNow, Microsoft 365, and Google Workspace to truly understand work where it happens. When you can see the work, you can reshape it: redeploy capacity before recruiting externally, upskill with precision, or design AI-native roles.

The AI revolution represents a people transformation unlike anything we've seen before. I believe it's **HR's golden moment**, the opportunity for CHROs and their teams to step forward and lead the way.

We're your partner on this journey.

With our product, driven by the highest-rated AI models around, including our open-source JobBERT model (1.000.000+ downloads). With a team experienced in these transformations for the world's biggest employers. With our partner-first approach, which ensures intelligence comes to life in your existing HR stack , Workday, SAP, ServiceNow, your Talent Marketplace, your BI/ERP. There's no extra interface for your employees to learn.

Our mission is probably the same as yours: to help people flourish at work. We've taken an optimistic view of AI and work, believing that redeployment beats restructuring, targeted learning beats generic training, and clear career paths beat AI anxiety. We've built our data layer with exactly this perspective in mind.

This is an exciting era: HR's moment to shine through the creation of an effective operating model for the AI era. Let's lead together.

Andreas De Neve
Co-Founder & CEO, TechWolf

Based on publicly available data, we've built **a Work Intelligence Index**. For over 1500 enterprises, it shows the impact and opportunities of AI in work and gives a sneak peek on what work intelligence can look like in your organization. It creates insights and a dashboard in seconds and can provide direction for those who seek it.

Check it out at techwolf.ai if you're curious.

“For the first time ever, a business problem and an HR problem are essentially the same... both agree this is a priority.”

Mikaël Wornoo, Co-Founder, TechWolf

Why now?

In the past year, the conversation in boardrooms has fundamentally shifted. Directors are no longer asking whether AI will transform their organizations—they're asking which business units will feel the impact first, and what it means for next quarter's financials. This isn't a technology question. It's a workforce question.

The challenge is this: most enterprises are making billion-dollar AI infrastructure investments while flying blind on the human side of the equation. They can tell you how many GPU clusters they're provisioning, but they can't tell you which roles are most exposed to AI disruption, which employees have the skills to work alongside AI effectively, or where the biggest productivity gains will come from. Without visibility into the work itself - the actual tasks people perform and the skills they apply - leaders are essentially placing strategic bets in the dark.

AI workforce transformation has moved from future-state planning to present-day reality.

The external data makes this clear: the World Economic Forum projects 92 million roles will be displaced and 170 million created by 2030. The IMF estimates roughly 40% of jobs have significant AI exposure. These aren't distant threats, the transformation is already underway in pockets of your organization, whether you're steering it or not.

Our own TechWolf Work Intelligence Index, which analyzed over 2 billion job vacancies across a decade, brings the picture into sharper focus for enterprise leaders:

62%

of work remains firmly in human-judgment territory

Complex problem-solving, relationship management, strategic thinking, ethical decision-making. This is where your competitive advantage lives.

38%

of work is AI-augmentable right now

Not replaced, but accelerated. These are tasks where AI can handle the repeatable elements while humans focus on exceptions, quality control, and judgment calls. This is your immediate productivity opportunity.

18%

of work is fully automatable today

Straight-through processing candidates with clear rules and low variability. Important to capture, but not the main story.

What this means for your organization:

Within the next 12 to 24 months, approximately 38% of roles in a typical enterprise will experience significant changes to their task mix.

Some tasks will be automated entirely. Others will be augmented by AI assistants. New tasks will emerge that didn't exist before. And roughly 71% of your workforce will need to develop AI fluency, not just familiarity with tools, but the ability to effectively collaborate with AI in their daily work.

This is fundamentally a people transformation, not a technology deployment. The companies that will win aren't necessarily those with the most sophisticated AI models, they're the ones who can redesign work, redeploy talent, and reskill their workforce at the speed the technology is moving.

And that's precisely why we believe HR has not just a role to play, but the mandate to lead. For the first time in modern business history, the skills required to drive business outcomes are changing faster than the business cycle itself. That makes workforce strategy indistinguishable from business strategy. The CHRO's agenda is now the CEO's agenda.

The shift in operating model

The unit of change is the task; the fuel is skills. Small, AI-native teams already demonstrate how leverage beats headcount: repeatable steps route to assistants, humans own judgment and exceptions, handoffs shrink, and cycle times collapse. Declaring an "AI strategy" without changing how work flows, how roles are composed, and how capability moves will stall.

> “AI is disrupting work on the job level, on the task level, and on the skills level...
> If we want to model the workforce, we need the task-level view.”
>
> Mikaël Wornoo, Co-Founder, TechWolf

The path forward: foundation and execution

Success in the AI era requires a new data foundation—one that no single system currently provides. Organizations need to triangulate three data streams: external labor market signals (where work is heading), internal HR systems (your governed baseline), and workflow systems (the operating truth of how work actually happens).

On top of this foundation sit two intelligence layers that we'll explore in Chapter 3: a skills view that shows real capability proven in work, and a task view that reveals what can be automated, augmented, or must remain human-led.

With this foundation in place, leading organizations are executing through three repeatable moves:

The three pillars of execution

01

Redeploy Before You Recruit

Channel proven capability to priority work faster than competitors can hire externally.

02

Upskill With Precision

Invest in learning only where it closes specific task gaps and demonstrates measurable performance lift.

03

Build AI-Native Skills At Scale

Develop the workforce capability to work alongside AI effectively, turning the 40% augmentation opportunity into realized productivity gains.

The chapters that follow show you how organizations are making this transition, why HR is uniquely positioned to lead it, and how to build the foundation that makes execution possible.

01

The workforce reality check

AI isn't coming, it's already rewriting how work gets done. One operator with AI now accomplishes what used to require entire teams, and small AI-native squads are outperforming organizations ten times their size. This chapter shows why visibility into the work itself, not just the workforce, is now the foundation for every strategic decision you'll make.

AI is here; the operating model is shifting

Boards no longer ask if AI matters ...
they ask where it hits P&L next quarter.

How AI Is changing the physics of work

From Adam Smith's pin factory to Ford's assembly line, every productivity leap in history came from the same pattern: breaking work into smaller components and recombining them with better **tools or processes**.

AI is now bringing that same logic to knowledge work but at a speed and scale we haven't seen before. What used to require the coordinated effort of entire teams can now be effectively managed by one operator working with AI. Handoffs shrink. Cycle times collapse. And small, AI-native teams are outlearning and out-delivering much larger organizations.

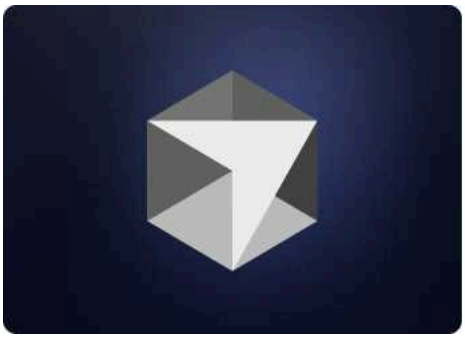
> "AI could wipe out half of all entry-level white-collar jobs in one to five years."
>
> **Dario Amodei,** CEO, Anthropic

Early movers reset the scale

The early movers are already demonstrating a new operating model.

Companies like **Midjourney** (40+ million users, fewer than 40 employees), **Cursor**, and **Gamma** show how lean teams can orchestrate work flow, apply augmentation precisely, and position humans where judgment creates the competitive moat. This isn't just a startup phenomenon anymore.

It's crossing into the enterprise.



Cursor

Midjourney

Gamma

Introducing the 100× Worker

A system outcome, not a superhero

As work decomposes into tasks and AI takes on the repeatable load, impact shifts from headcount to leverage. That's the operating reality behind CEOs saying "prove AI can't do it before you hire."

The question isn't whether 100× performers exist, it's how to design for them at scale.

Jeroen Van Hautte unpacks this operating shift **in his keynote** talk at TechWolf's AI Day and companion essay, both worth exploring.

Augmented pipelines

Repeatable steps route to AI; humans own judgment and edge cases.

Fit-for-task toolchains

Models and apps mapped to the actual work.

Live feedback loops

Prune low-value steps weekly, not annually.

Attention protection

AI shields humans from noise and maintains momentum.

A single analyst, engineer, or agent can now deliver what used to take a team—if you know which tasks to automate or augment and where human judgment remains key.

That targeting comes from work intelligence: a live work ledger showing where to redesign roles, redeploy talent, and teach AI-native skills in a targeted way.

AI has already broken the org chart

AI has already broken traditional organizational structures. Work now routes to the fastest path to value creation, not to the nearest box on an org chart. Tasks spill across functional boundaries. Roles recompose as the task mix changes, sometimes gradually within a department, sometimes rapidly across the entire organization.

This creates a fundamental challenge: declarations about AI strategy without corresponding changes to operating models consistently backfire. Unless you rewire workflows, redesign incentives, update metrics, and reallocate decision rights, the organization remains static while the work and the value it creates, moves to competitors who have made these changes.

The organizations that are winning have stopped managing headcount and started managing capability. They've moved from debating whether to hire to asking where proven skills can be redeployed for higher-value work. This shift requires seeing the work clearly and that's what work intelligence provides.

"Impact isn't limited by hours anymore - it's limited by leverage."

Creating 100× workers:
Understanding the work first

Without a live, evidence-based view of how work flows, you can't spot the seams where AI removes handoffs, protects attention, and amplifies judgment. Leaders need:

Task mixes by role/team: What truly fills workers' weeks (via Jira, GitHub, Salesforce, ServiceNow, O365/Workspace, Slack).

AI-impact hotspots: Automate now, augment next, keep human-only where judgment is the moat.

Skills proven in work: Commits, tickets, transcripts, documents—not self-reports.

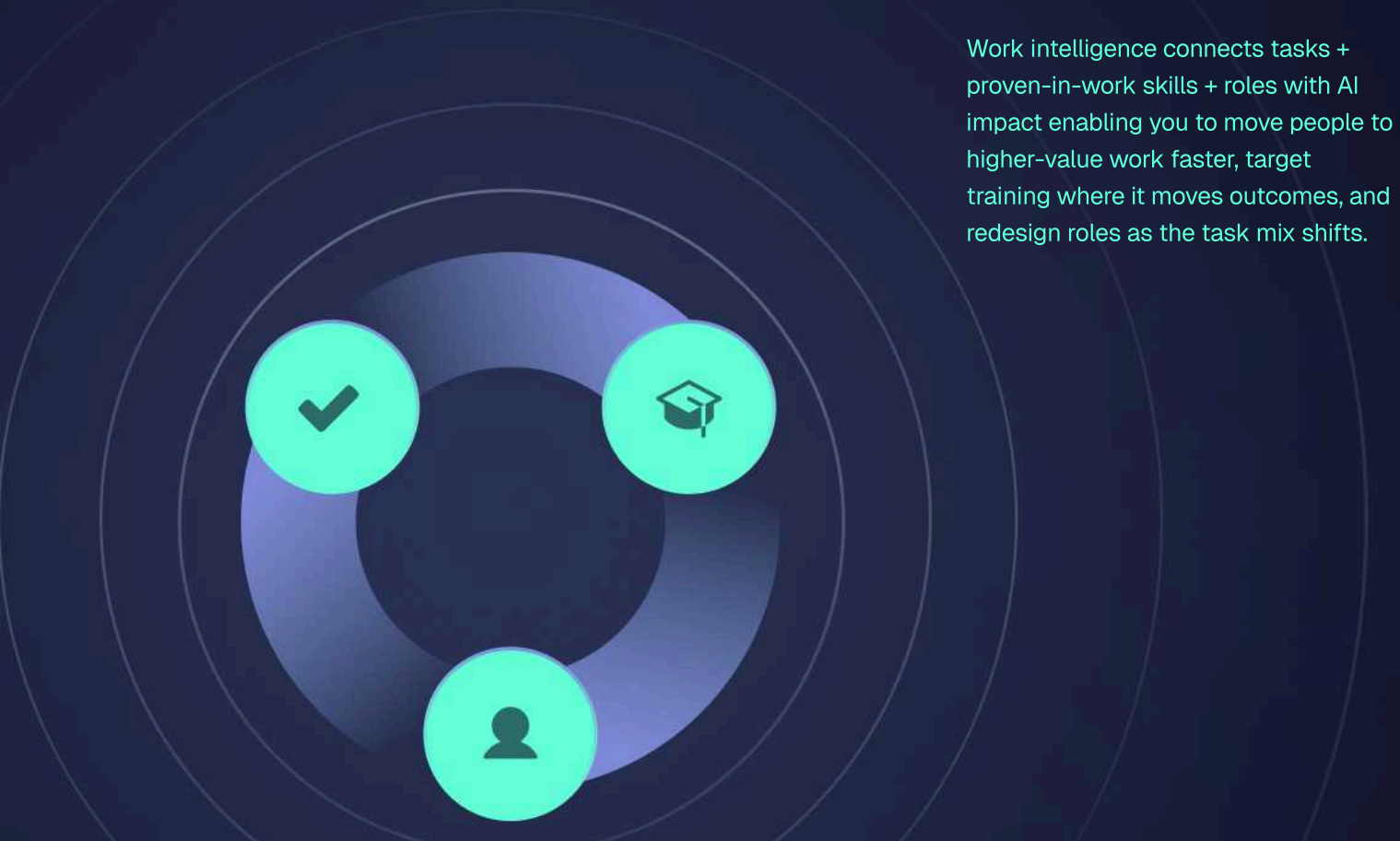
Adjacency paths: Who can move where next, enabling redeployment before recruiting.

That's how you design and scale 100× performance.
On purpose, with purpose.

Beyond skills to work intelligence

Skills remain a core asset, but AI is transforming the nature of the work those skills power.

A larger skills taxonomy alone won't steer an AI-era enterprise.



Work intelligence connects tasks + proven-in-work skills + roles with AI impact enabling you to move people to higher-value work faster, target training where it moves outcomes, and redesign roles as the task mix shifts.

“Once we could see the work, we stopped debating headcount and started moving capability.”

CHRO, Global Financial Services (anonymized)

Ericsson's global skills transformation

CUSTOMER SPOTLIGHT

When Ericsson set out to connect skills to strategy, the challenge was massive: 100,000 employees across 140 countries, rapidly shifting technology priorities, and fragmented data locked inside multiple HR systems. The ambition was clear: create one language for skills across the enterprise and make it visible everywhere.

CUSTOMER SPOTLIGHT

In partnership with TechWolf, Ericsson built a unified, AI-powered skills foundation embedded across SuccessFactors, Degreed, Eightfold, and its internal resource planning hub. This new language gave every employee a personalized “skills signature” and created a live view of skills supply and demand for leaders.

Through TechWolf’s data-driven skills inference and validation, Ericsson made skills actionable across the talent lifecycle, informing job design, hiring, learning, and mobility decisions in real time.

The result: over 100,000 employees now have personalized skill signatures, 75% of the workforce has upskilled in critical global skills, and business leaders can plan with enterprise-wide visibility through live skills dashboards.

Today, Ericsson uses work and skills intelligence as a strategic advantage: connecting employee capability directly to business priorities, identifying emerging skill gaps before they impact delivery, and continuously adapting job architectures to match how work evolves in the AI era.

“TechWolf helped us hold up a mirror to ourselves. Skills became visible. And that’s when they became valuable.”

Peter Sheppard, Global Head of L&D Ecosystem, Ericsson

02

It's HR's time to lead

When boards ask where AI will hit P&L next quarter, they're asking workforce questions that only HR can answer. The skills required to drive business outcomes are now changing faster than the business cycle itself, putting CHROs at the center of the most critical strategic challenge organizations face. This chapter makes the case for why CHROs must lead the AI transformation and what high-performing HR functions are doing differently.

Owning the work, not just managing the workforce

A few hundred years ago, skilled artisans guarded their trade secrets. Merchants knew trade, blacksmiths knew metal, and guilds controlled access to knowledge. Then Frederick Winslow Taylor walked into factories armed with a stopwatch and a radical idea: he deconstructed every craft process into its component steps. What had taken master artisans years to learn could suddenly be taught in weeks.

The guild system shattered, replaced by systematic workflows that transformed individual expertise into organizational capability.

For a century, productivity gains came from making work visible and designable. AI is now bringing that same visibility to knowledge work and it's happening at a speed that's collapsing the time between when work changes and when organizations can respond.

The organisations that take this higher-level view, before diving into mechanics, will move faster than org charts can.

A word from

Diane Gherson

We've been here before. Taylor's "scientific management" split craft into motions and put people in service of the assembly line.

Diane Gherson, former CHRO, IBM; board director

AI risks doing the same to white-collar work—turning early-career professionals into AI babysitters, hollowing out mastery, and starving the leadership pipeline. That's not inevitable. It's a design choice.

CHROs must lead the counter-design, starting with a work ledger

A living view of tasks, proven skills, and AI impact. Without it, you can't see where judgment creates your competitive edge, where AI agents truly add lift, or where handoffs can disappear. With it, you can make the hard choices: Are you optimizing for headcount reduction, speed to value, or repurposing capacity into growth work? Are you building skills, buying them, or renting them? Which roles are protected because they represent your future edge in human judgment?

Once you have this clarity, apply socio-technical discipline

Enable joint optimization of technology and people, create whole tasks where teams own outcomes end-to-end, design for meaningful work with agency and identity, and involve employees in how the system is designed. Do this successfully, and AI elevates professions instead of de-skilling them.

Consider the work ledger like finance treats cash flow

Reviewed weekly, owned collectively by CHRO, CFO, CIO, and COO, and audited for trust. If we get this right, AI becomes an engine for growth and capability—not a white-collar assembly line. This is our Frederick Winslow Taylor moment.

Let HR design the system this time.

Diane Gherson, former CHRO, IBM; board director

Why the CHRO should lead the AI transformation

Cloud modernized infrastructure.
Mobile expanded access.
Digital reshaped customer channels.
AI is different—it rewires the work itself.

The decisive question is no longer "Can we deploy the tools?" but "Can we redesign roles, skills, and workflows at the speed the work is changing?"

"It's a people transformation. Literally everybody has to change the way they work. Work and people is HR's job, which is why HR should lead the AI revolution."

Mikaël Wornoo, Co-Founder, TechWolf

The CHRO owns the playbook

Three capabilities decide outcomes in the AI era, and HR uniquely owns all three:

Skills and reskilling at scale:

In an environment where capabilities now expire in months rather than years, HR is the function that assesses capability, develops learning pathways, and deploys talent across the organization at the speed strategy requires.

Culture and change leadership:

Technology adoption is the real AI strategy, not technology deployment. HR establishes the norms, incentives, and communication patterns that determine whether AI augments work or creates resistance. The difference between augmentation and replacement is largely cultural—and that's HR's domain.

Balanced governance across competing priorities:

Business units want speed, legal wants safety, finance wants demonstrable savings, and IT wants standardization. HR is uniquely positioned to hold the center and make decisions that balance these competing demands while keeping the focus on sustainable workforce transformation.

Technology deployment can be led by IT. ROI modeling belongs to finance. Process redesign is operations' strength. But when leaders like Shopify say "only hire if AI can't do it," or when 92 million roles face disruption, those are strategic workforce decisions that cut across all of these domains. That's precisely why HR should lead.

When HR leads, AI lands

The pattern across successful transformations is remarkably consistent: When HR leads from the front, AI initiatives achieve their goals faster and with broader organizational impact.

87%

of successful AI transformations include HR in a leadership role, not just as a supporting function

(Deloitte Human Capital Trends 2024)

3X

faster transformation timelines when HR leads the initiative versus when HR follows IT or business unit leads

(BCG Research 2024)

71%

of corporate boards now include the CHRO in strategic AI discussions, recognizing that workforce implications are inseparable from business strategy

(Spencer Stuart Board Index 2024)

Forward-thinking leaders are already claiming this territory:

"We're not HR anymore —we're the work intelligence function."

— CHRO, Fortune 500

"My team owns AI-impact analysis for every role in the company."

— CPO, Global Tech

"The board asks me, not our CIO, what AI means for our workforce."

— CHRO, EU Manufacturing

The Moderna model

CASE STUDY

At Moderna, HR and IT were merged under a single leader—the Chief People & Digital Technology officer, formerly the CHRO—with an explicit mandate to redesign work around AI rather than simply deploy AI tools into existing work patterns.

The results of this structural decision have been substantial:

- Rolled out ChatGPT Enterprise to thousands of employees with clear governance and use case frameworks
- Scaled from a few hundred to more than 3,000 custom GPTs embedded across functions from clinical development to HR operations
- Reconfigured roles across the digital organization to match the evolving task mix, adjusting responsibilities as AI took on repeatable work and humans focused on complex problem-solving

Moderna's approach represents an explicit recognition that AI success is fundamentally a workforce design problem first and a tooling problem second. By giving one leader accountability for both people and digital transformation, the company ensured that technology deployment and work redesign moved in lockstep rather than as separate initiatives that had to be reconciled later.

moderna

What high-performing HR functions do differently

The shift to leading AI transformation is less about new slogans and more about new capabilities. High-performing HR functions in the AI era share three distinctive patterns:

1

A work intelligence foundation

These organizations have moved from managing org charts to instrumenting the work itself. They've mapped tasks, skills, and roles across critical parts of the business. They've scored AI impact, identifying what can be automated, what can be augmented, and what must remain human-led. They've identified adjacencies that show who can move into which roles next.

Critically, this intelligence appears inside existing systems that managers and employees already use, with appropriate privacy controls, role-based access, and clear quality gates that build trust in the data.

2

A coherent transformation narrative

Role evolution and AI-augmented career paths are made explicit rather than left to speculation. Employees can see credible internal moves based on their proven capabilities. Learning pathways are tied to specific tasks and performance outcomes, not generic course catalogs.

Concepts like "redeploy before recruit" and precision upskilling become part of the organizational storyline, how we talk about talent and make decisions, rather than hallway speculation about what AI might mean for jobs.

3

Leadership in concert

HR partners deeply with IT on AI roadmaps and deployment priorities. They work with finance to link workforce outcomes directly to P&L impact. They collaborate with operations to re-architect workflows as the task mix changes.

The work ledger becomes a standing artifact in executive reviews, as important as financial dashboards, framing discussions about people, productivity, and risk. Decisions are anchored in how work actually runs today and how it should run tomorrow, not in abstract workforce plans disconnected from operational reality.

How TechWolf helps you land it

not just implement it

Rolling out software doesn't change outcomes. We work shoulder to shoulder with your CHRO, CFO, CIO, and business leaders to turn work intelligence into decisions that move the business.

Our approach:

- Co-design a use-case portfolio prioritized by value and feasibility
- Apply our AI Opportunity Assessment to highlight which tasks to automate, which to augment, which to keep human-only, and what that means for roles and skills
- Wire those choices into strategic workforce planning (redeploy before recruit, internal mobility, precision upskilling)
- Integrate into the tools you already run (Workday/ SAP, ServiceNow, Talent Marketplace, BI)

We help you pick the right AI bets, prove them, and scale them, without asking your org to learn a new system.

03

The foundation of workforce transformation

You can't lead what you can't see. Most enterprises are making billion-dollar AI bets while flying blind on which roles are exposed, which skills exist, and where real productivity gains will come from. This chapter reveals the data foundation that changes everything: three essential streams and two intelligence layers that turn workforce decisions into defendable strategy.

You can't lead a workforce transformation without understanding both the worker and the work they're doing.

Every leader, in HR and across the business, needs two non-negotiable views: a skills perspective that shows real capability proven in actual work, and a task perspective that reveals what can be automated, what can be augmented, and what must stay fully human.

> AI is disrupting work on the job level, on the task level, and on the skills level... if we want to model the workforce, we need to include the task-level view. Once you have rich task data on jobs and on employees, use cases around task automation and how to optimally partner with AI become relatively trivial to execute."
>
> **Mikael Wornoo**

Every leader, HR and business, needs a non-negotiable skills view of skills and tasks.

The data foundation: three essential streams

The AI transformation isn't another tool rollout,
it fundamentally changes what work is and how it gets done.

That means decisions about automation, redeployment, and learning must rest on evidence, not on job titles or employee surveys. The foundation is a **living, auditable data layer** that describes your people and your work in terms that leadership can trust and finance can audit.

No single system holds this truth. Each system sees the workforce from a different vantage point, and only by triangulating across three streams do leaders get a picture sturdy enough to move budgets, headcount, and organizational design decisions.

Stream 1: External labor-market signals

Think of the labor market as your horizon line. It won't tell you what to do tomorrow morning, but it shows you what's coming toward your organization.

Labor market data reveals which skills are emerging in your industry, how roles are evolving across comparable organizations, and where AI exposure is rising by sector and geography. When a capability starts spiking in adjacent industries, or when an established skill begins to show signs of decay, you can see the trend before it shows up in your recruiting challenges or skill gaps.

This matters for strategic timing: Should you build a capability internally, acquire it through hiring, or access it through partnerships? It also matters for language: when your internal skills taxonomy aligns with how the external market describes work, you reduce friction in recruiting, benchmarking, and strategic workforce planning.

The market view won't determine a specific redeployment this week, but it frames why such redeployments will soon become necessary.

Stream 2: Internal HR systems

HR systems capture the organization you've declared yourself to be: headcount by function, job architecture, reporting relationships, compensation bands, formal certifications, and historical mobility patterns. This is your governed record, where decisions must ultimately reconcile, where auditors look for compliance, and where planning cycles officially begin.

On its own, this view tends to be static and lag operational reality. But it provides the essential controls, constraints, and accountabilities within which any transformation must operate. You can't ignore org structure, compensation frameworks, or compliance requirements: they form the boundaries within which change happens.

When you connect the market's forward-looking signals to this auditable baseline, workforce strategy stops being abstract. You can ask concrete questions: "Given our current structure and compensation framework, where are we over-exposed to disruption, and where do we have latent strengths we're not leveraging?"

Stream 3: Workflow & business systems: the operating truth

This is where work actually happens: ticketing systems, code repositories, documents, CRM records, customer service platforms, knowledge bases, and collaboration tools. This stream shows how time is genuinely spent, reveals the hidden work that job titles miss entirely, and surfaces the patterns that indicate AI readiness—repetition rates, variability, error clustering, and customer impact.

Why all three streams matter: Individually, each stream provides useful but incomplete information. Together, they become decisive.

Market data tells you where work is moving across your industry. HR data defines the rules and structures within which you can operate. Workflow data shows the actual plays being run on the field right now.

When the three streams disagree with each other, you've learned something important: either your org chart is lagging operational reality, your planning assumptions are built on outdated models, or your teams have already adapted informally to changes that haven't been captured in official systems.

When all three streams align, you have permission to move fast: to redeploy before recruiting, to target learning investments at specific task gaps, and to redesign roles with confidence that you understand both the current state and where you need to go.

The intelligence layer

01

Skills intelligence

02

Work intelligence

Skills Intelligence

01

The capability truth

Every transformation conversation eventually circles back to the same fundamental question: Do we have the people who can actually do this work?

Job titles don't answer that question. Employee surveys provide only rough approximations. What leaders genuinely need is a way to see capability as it's demonstrated in actual work, not as it's described on paper or self-reported in HR systems.

That's what TechWolfs' skills intelligence provides. It doesn't rely on subjective self-assessments or inflate competency with vague adjectives. Instead, it grounds skills in evidence extracted from the systems where work actually happens:

- Jira and ServiceNow tickets
- GitHub/GitLab commits and pipelines
- Salesforce opportunities and activities
- Zendesk or service logs
- Documents in Microsoft 365/Google Workspace
- Knowledge in Confluence/Notion
- Collaboration traces in Slack/Teams

Here's what this looks like in practice: A data scientist isn't labeled "advanced" because they checked a box in a skills survey. Their capability shows up in the models they've shipped to production, the ML pipelines they maintain in the codebase, the quality reviews they've passed in MLOps logs, and the GxP compliance documentation they've created. A customer service team lead isn't "great at escalation handling" based on their job title, it's visible in the case classes they consistently resolve at high quality bars, the knowledge base articles they've authored, and the patterns in how they handle complex customer situations.

By linking skills to these concrete artifacts in tools that teams already use every day, you capture the nuances that actually matter to leaders: How well can someone perform this skill? How recently have they demonstrated it? In what context did they prove it? At what level of complexity or scale?

When capability becomes visible in this evidence-based way, HR and business leaders start speaking the same language. Internal mobility stops being an aspirational slogan and becomes a set of adjacent moves that a manager can actually execute with confidence. Learning and development loses its "course catalog" feel and becomes targeted intervention tied to specific performance gaps. Workforce planning shifts from advocacy and negotiation to trade-offs that finance can audit and trust.

Skills intelligence, in this sense, is not optional for AI-era organizations. It's the non-negotiable view that keeps every other conversation honest and actionable.

Work Intelligence

02

The work truth

If skills intelligence tells you who can do the work, work intelligence tells you what work is actually being done and critically, where AI belongs in that work.

Task intelligence is the translation layer between capability and value. It's where you discover the often-substantial gap between what job descriptions say people do and what they actually spend their time doing.

TechWolf's task intelligence reconstructs the current task mix for each team and role using the same workflow and business systems:

From ticketing and project systems, you see which activities truly consume time, where work follows predictable patterns, and where handoffs create delays. From code repositories, you understand which development tasks are routine versus which require novel problem-solving. From customer systems, you identify which service activities are repeatable versus which require complex judgment. From documents and collaboration platforms, you see how information flows and where knowledge work concentrates.

Automate when the work is repeatable, controllable, and low-variance—suited to straight-through processing with the right guardrails.

Augment when an assistant accelerates throughput while a human preserves judgment and handles exceptions.

Human-only when the moat is judgment, ethics, safety, or nuance.

04

The three pillars of AI transformation

Visibility without execution changes nothing. Once you can see the work clearly, three repeatable moves turn that insight into measurable business impact: redeploy before you recruit, upskill with precision, and build AI-native skills at scale. This chapter shows you how, with real examples of organizations proving value in quarters, not years.

The three pillars of AI transformation

Once the data foundation is in place and the intelligence layers are active, the questions facing leadership change fundamentally. It's no longer "What's happening in our workforce?" but rather "What should we move first, and how will we prove the value?"

With a defensible view of capability and a live map of work patterns, leadership can shift from describing reality to actively reshaping it: channeling capacity to where it creates the most value, investing in learning only where it demonstrably lifts performance, and recomposing roles so that people and AI assistants each do their best work.

Three repeatable moves turn visibility into measurable business outcomes:

1. Redeploy Before You Recruit
2. Upskill with Precision
3. Build AI-Native Skills at Scale

"AI doesn't kill jobs - it kills the excuses for not maximizing the potential of your valuable human employees. 20-40% is huge. When machines automate such a large portion of the tasks involved in every role, it's not a question of who gets replaced, but who gets empowered to do the work that only humans can do."

Jeroen Van Hautte, TechWolf co-founder and CTO

The three pillars of AI transformation

01

Redeploy before you recruit

02

Upskill with precision

03

Build AI-native skills at scale

Redeploy before you recruit

01

The opportunity:

Mobilize the talent you already have faster than competitors can restructure or hire externally. When AI automates 20-40% of tasks across a team or function, the opportunity isn't panic or immediate headcount reduction—it's intelligent reorganization. That freed capacity can be redeployed into higher-impact human work: complex customer experience management, novel problem-solving, or entirely new revenue-generating activities.

How leading organizations approach this:

They treat the organization as a capability engine rather than a fixed structure. Task intelligence reveals what people actually do beyond their official job titles, and skills intelligence shows where that capability could be applied elsewhere. Consider these patterns that emerge from the data: The finance analyst who spends 40% of their time building data visualizations has essentially become a ready-made business intelligence asset—potentially more valuable in a central analytics function than in their current role. The customer service representative who consistently resolves complex technical escalations is demonstrating support engineering or professional services capabilities that aren't captured in their job title.

What to measure:

The metrics that matter to the board are straightforward:

- **Time-to-redeploy** (measured in days, not months): How quickly can you identify and move capable people into priority roles?
- **Internal fill rate** (percentage of open roles filled internally): What proportion of critical positions are you filling with proven internal talent versus external hires?
- **Cost avoided:** What's the delta between internal redeployment costs and external recruiting and onboarding costs?
- **Performance deltas:** How do key metrics (cycle time, quality scores, customer satisfaction) change when you redeploy strategically versus hire externally?

CASE STUDY

Synopsys M&A integration

During a major acquisition, Synopsys faced the classic M&A challenge: overlapping roles and capabilities across two organizations, creating both redundancy and organizational uncertainty. Traditional approaches would have meant lengthy organizational design projects followed by difficult decisions about which people to retain.

Instead, work intelligence revealed precise overlaps between sales engineering and product engineering across the two companies. Rather than making headcount reduction the first move, leaders used the visibility to pool talent strategically and reallocate work based on proven capabilities and AI-readiness of different task types.

The approach - redeploy first, hire last - preserved critical institutional knowledge during a vulnerable integration period while actually accelerating the combined organization's ability to execute. What would traditionally have taken 9-12 months of organizational disruption was largely resolved in weeks, with better outcomes for both business continuity and employee retention.

Upskill with precision

02

The opportunity:

Stop wasting learning and development resources on generic training programs that show completion rates but don't move business metrics. Task intelligence reveals exactly which capabilities drive performance in specific roles today and which capabilities will matter as work evolves tomorrow.

How leading organizations approach this:

They map the entire chain from tasks to competencies to role-specific learning pathways, then measure impact through performance metrics—cycle time improvements, error rate reductions, customer satisfaction scores, win rate increases, internal fill rates—not through traditional L&D metrics like seat time or course completions. This represents a fundamental shift in how learning investments are made and evaluated. Instead of offering a broad catalog and hoping employees choose relevant content, organizations identify specific task gaps that are limiting performance or strategic capability, then design targeted learning interventions that close exactly those gaps.

What to measure:

The metrics prove whether learning investments are working:

- **Speed to close priority gaps:** How quickly can you take someone from current capability to required capability for critical skills?
- **Performance lift per role:** What's the measurable change in key performance indicators after targeted learning interventions?
- **Training efficiency:** Organizations typically see 50-60% reductions in wasted training spend when they shift to precision approaches, because they stop funding learning that doesn't connect to performance outcomes

CASE STUDY

Just Eat Takeaway

Just Eat Takeaway faced a classic challenge: large, distributed customer-facing teams with highly variable performance and a generic training approach that wasn't moving the needle on key metrics.

Work intelligence exposed the reality: different roles within "customer service" actually had quite different task mixes and therefore different skill requirements. What looked like one job family was actually several distinct types of work, each requiring different capabilities to excel.

The shift was from generic customer service training to precision enablement: learning focused specifically on the task gaps identified in each role type. The organization stopped measuring success by training completion rates and started measuring by performance deltas: improvements in average handle time, first-contact resolution rates, and customer satisfaction scores.

The results were substantial: cycle times improved by 23% in roles where specific task bottlenecks were addressed through targeted skill development.

Conversion rates in sales-oriented service roles increased by 31% when training focused on the specific judgment skills that high performers demonstrated. And perhaps most importantly, the organization reduced overall training spend by 40% while achieving better performance outcomes, because they stopped funding learning that didn't connect to measurable work improvements.

Build AI-native skills at scale

(Create 100× Workers)

03

The opportunity:

The 100× worker we discussed in Chapter 1 isn't something you can recruit at scale, it's a system outcome you develop deliberately. It's domain expertise paired with AI mastery, and it requires building new capabilities across your workforce.

How leading organizations approach this:

They go well beyond tool familiarity or "AI awareness" training. Building AI-native skills means teaching people how to prompt AI for specific outcomes in their work context, how to design workflows that remove bottlenecks rather than just automate existing inefficient processes, how to select the right model or tool for different task types, and how to use AI responsibly with appropriate oversight. Task intelligence becomes critical here because it shows which AI skills matter for which roles. Not everyone needs the same depth of AI capability, what matters is matching AI skill development to the actual augmentation opportunities in each role's task mix.

What to measure:

The metrics that demonstrate AI-native skill development is working:

- **Augmentation coverage by role:** What percentage of AI-augmentable tasks are now actually being augmented in practice?
- **Cycle time and throughput deltas:** How much faster is work moving through augmented workflows versus traditional approaches?
- **Quality lifts:** Are augmented processes producing better outcomes, not just faster ones?
- **Employee confidence and trust:** Do people feel capable and comfortable working with AI, or are they anxious and resistant?

CASE STUDY

Pattern proof: Ericsson's developer map

Ericsson's transformation from a hardware-focused company to a software-led organization required more than just hiring new talent, it required fundamentally rebuilding how existing engineers worked.

The company had more than 15,000 people with "developer" titles, but faced critical gaps in cloud-native development capabilities.

Work intelligence provided the foundation: a detailed skills map showing where cloud capabilities existed, at what proficiency levels, and which roles were best positioned to develop them. More importantly, task intelligence revealed which development activities were repeatable and AI-augmentable versus which required novel problem-solving.

Teams built AI-native workflows deliberately: teaching developers how to use AI for code generation on routine tasks, how to prompt for specific technical outcomes, which tools to use for different types of coding work, and how to maintain quality with appropriate guardrails and code review processes.

The measurable lift came in both throughput (developers handling more complexity in less time) and quality (fewer defects in production because AI assisted with test coverage and edge case identification). The skills map served as the ongoing foundation for role redesign: as AI took on more routine development tasks, senior engineers could focus on architecture, complex system integration, and mentoring.

05

The CHRO's mandate

The table has moved to HR. Organizations making billion-dollar AI bets while flying blind on the workforce side are learning this the hard way: without visibility into which roles are exposed, which capabilities exist, and where real productivity gains will come from, even the best technology investments fall short. This closing makes the case for why work intelligence isn't just helpful, it's the foundation that lets CHROs lead the AI era effectively.

Own the work

The table has moved to HR, and it's not moving back.

Here's what we've seen across organizations navigating this shift: the ones who can't see the work clearly end up making billion-dollar AI bets while flying blind on the workforce side. They invest in technology without understanding which roles are exposed, which people have the capabilities to work alongside AI, or where the real productivity gains will come from.

The foundation that changes this is work intelligence: skills proven in actual work, tasks scored for AI impact, capabilities mapped to strategy. With that visibility, something shifts. Leaders stop debating abstractions and start making moves: redeploying talent before opening headcount, investing in learning where it demonstrably lifts performance, building AI-native capabilities at the speed the business needs them. And critically, they can show the impact in the language the board already speaks: time-to-redeploy, internal fill rates, throughput improvements tied directly to P&L.

When you have that foundation, AI doesn't choose your operating model – you do.

The organizations that are winning this transformation aren't necessarily the ones with the most sophisticated AI models or the biggest technology budgets.

They're the ones whose CHROs have moved from managing org charts to instrumenting work itself. They're redesigning roles as the task mix shifts, redeploying talent to where it creates the most value, and reskilling at the pace technology is moving.

You already know this transformation is coming. You're feeling it in every board meeting, every workforce planning cycle, every conversation about what AI means for your organization. The question isn't whether you'll lead it, it's whether you have the foundation to lead it effectively.

That foundation is work intelligence. And building it might be the most important strategic move a CHRO can make right now.

It's your time to lead. We're here to help you do it.

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