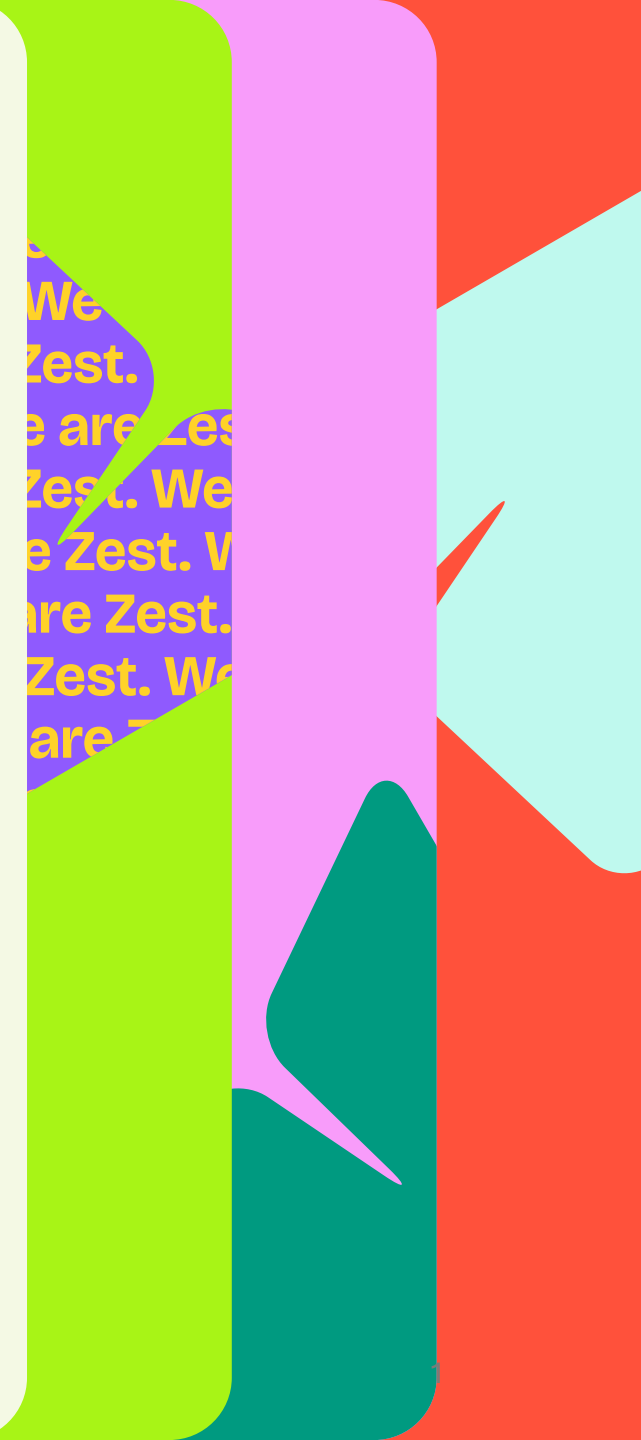


# Designing AI-ready work: Resource

**zest**

We  
Zest.  
e are Zes  
Zest. We  
e Zest. V  
are Zest.  
Zest. We  
are



# What's inside

1.0 Curious about AI?

---

2.0 Blockers

---

3.0 Playbook

---

4.0 Operating model

---

5.0 The confidence ladder

---

6.0 Talent remix

---

7.0 90-day challenge

---

# 1.0

## Curious about AI?

We  
est.  
are  
est. V  
Zest  
re Zes  
Zest. V  
are 7

## Curious why AI isn't creating the business value you anticipated?

Nearly half of leaders deeply involved with AI are finding it a struggle to prove its worth. Across industries, AI isn't just a buzzword anymore. It's a key differentiator. If an AI leader like yourself can effectively scale AI and create real value, you can transform your organisation into a true disruptor.

But the thing is, successful AI isn't just about the tech. The key is aligning your AI strategy with your business strategy. Here's how to do it. First, meet with C-level stakeholders and develop an AI strategy, one that's actionable. Next, to get your AI plans into gear, you've got to build a solid road map for your AI operating model.

And finally, always keep your AI strategy fresh. Remember, this technology is constantly evolving, so if your business strategy changes, your AI strategy needs to be right there in lockstep.



# The AI and work facts

What if the biggest risk of AI in your organisation isn't moving too fast, it's designing it wrong?

We spend a lot of time asking if we're ready for AI. Are our systems ready? Is our data ready? Are our people ready? Maybe even these questions aren't being asked. In most cases, the AI gap isn't technological. It's human. It's structural. It's in how we've designed the work itself.

AI is 25 years ahead of where they predicted it would be just eight years ago. AI capability has surpassed PhD-level performance on graduate science benchmarks. Output is doubling every four to five months.

When Gartner surveyed organisations in late 2025, fewer than one in five had broadly deployed AI tools across their workforce. And of those that had, most were struggling to maintain even a quarter of their licensed users as daily active users.

AI is ahead of schedule and we have the tools, so why isn't the value flowing through?

## The stats



### Output Doubling

AI performance is doubling every 4-5 months.



### 25+ years ahead

That's how many years AI is ahead of schedule.



### 9 - 900 times

Unit costs are dropping 9x to 900x annually.



17% - 19%

17-19% of companies have broadly deployed AI tools. And of those, 25% use AI daily.



91%

91% of high-maturity AI firms have AI leaders. Just 37% of low-maturity firms do.



26%

Only 26% of IT leaders feel GenAI tackles real business problems. Only 14% see alignment across IT, workforce, and leadership.

# The AI and work facts

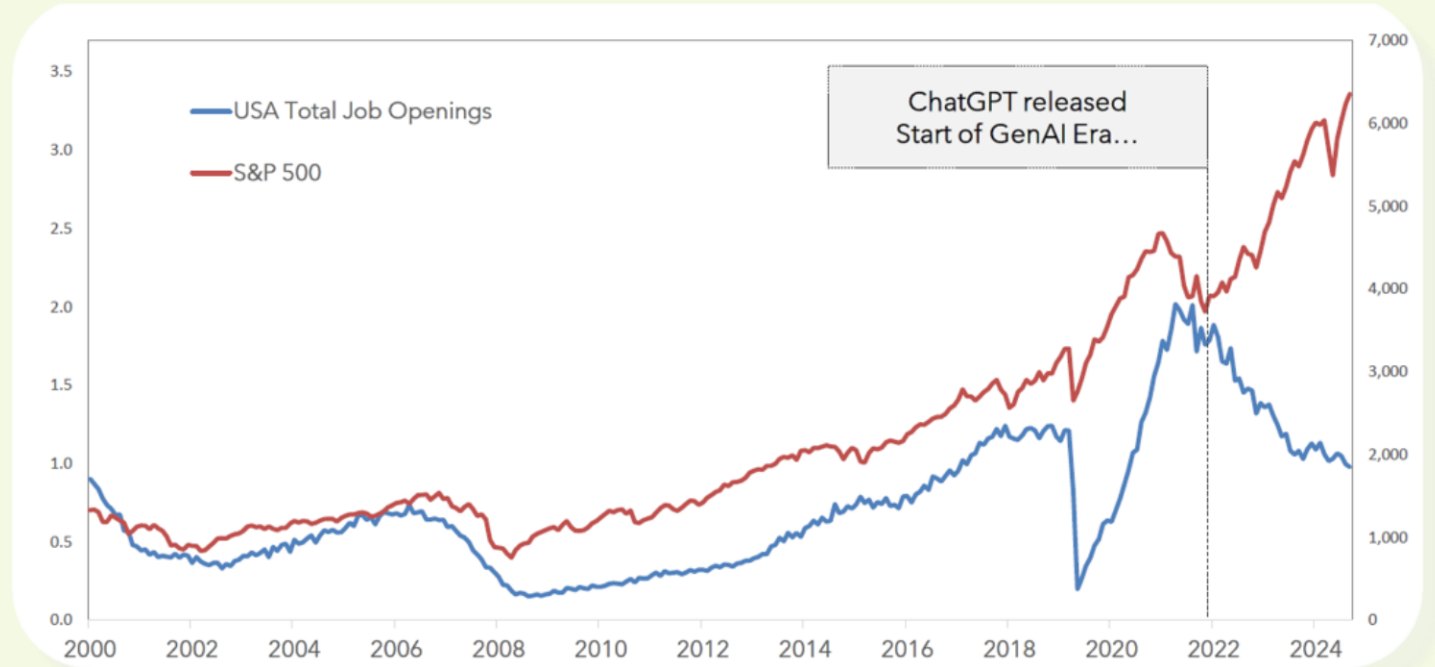


The S&P 500 vs US job openings divergence chart (from Voleno/AICD briefing) showing the decoupling from Q1 2023.

For two decades, economic growth and job creation moved together, almost in lockstep. Then, from early 2023, they start to decouple. Markets climb. Job openings flatten. The timing lines up precisely with the emergence of generative AI.

Now correlation isn't causation, and economists will debate this for years. However, when paired with another finding from Harvard research, showing that junior role hiring has flatlined since Q1 2023 while senior hiring has continued to grow, it indicates something structural is shifting.

AI is already bending the workforce toward senior roles. The apprenticeship model, where people learn by doing the entry-level work, is under real pressure. The leaders who built their careers pre-AI now lead in a world they didn't train for and are required to develop people through experiences that no longer exist in the same form.



This isn't a technology story. It's a work design story.

# How do we design AI-ready work that protects humans, performance and culture?

This is the question every HR professional needs to own. Not IT. Not the CEO. Not the AI vendor.

Every answer to these questions – who does what, how do we develop people, what is the role of humans in an AI-augmented workplace, how do we protect wellbeing while pursuing performance – is in HR's domain.

Let's look at some tools and what it means to redesign the HR operating model for a world that isn't slowing down.

Let's start with a shift in how we think about our work.

For a long time, HR has been in the business of managing people.

It's time we move into the business of designing work.



# 2.0

# Blockers

We  
est.  
are  
est. V  
Zest  
re Zes  
Zest. V  
are 7

# The adoption paradox



Most organisations have the tools, but few have the value.

Only 17–19% of organisations have broadly deployed AI tools like M365 Copilot, and of those, most struggle to maintain even 25% daily active use.

AI tools are everywhere. Most organisations with a Microsoft licence already have access to a capable AI assistant at no additional cost. Copilot, ChatGPT, Gemini – the tools are accessible, they're improving rapidly, and in many organisations they've been available for well over a year.

Yet, when Gartner surveyed organisations in late 2025, fewer than one-in-five had broadly deployed AI tools across their workforce. Of those that had, most were struggling to maintain even a quarter of their licensed users as daily active users.

The question isn't whether organisations have AI. The question is, why isn't the value flowing through? The answer, in most cases, is not the technology.

# The three real blockers



## → Employees

Know how to use the tools, but don't know where in their work to use them.

- Most people who've used AI tools have had a positive experience – summarising a document, drafted an email, generated some ideas.
- What employees are missing is a clear answer to the questions: Where in my actual work does AI belong? Which tasks should I hand off? Which should I keep? Which need redesign?
- Without clarity, AI stays at the surface – a clever shortcut rather than a genuine shift in how work gets done.

## → Leaders

Mental models built for a pre-AI world. Managing outputs, not designing work.

- Most leaders today built their careers in a world where managing performance meant managing people: their time, outputs and development.
- The mental model doesn't map cleanly onto a world where some of the work is done by AI, and where the human contribution is increasingly about judgment and context rather than task completion.
- Leaders who haven't updated their model of what good work looks like are inadvertently blocking value, not through resistance, but through the absence of a new framework.

## → HR

Operating model is designed for processes that no longer reflect how work actually happens.

- Job architectures are designed around tasks that AI can now perform.
- Performance frameworks still measure outputs without accounting for how they were produced.
- Learning functions teach tools rather than building the underlying capabilities people need to work with AI effectively.
- Governance structures don't yet have a view on who owns AI work design decisions.

# The capability gap hiding in plain sight



The missing capabilities aren't technical. They're human.

Building AI resilience means deliberately designing work so that humans stay sharp in the capabilities that matter, even as AI handles more of the volume.

These two capabilities, digital literacy in context and AI resilience, are the missing link between AI investment and AI value.

## Digital Literacy

Understanding where AI fits in the flow of real work.

The ability to:

- Look at own work
- Decompose it into its component tasks
- Make good decisions about:
  - Which tasks AI should augment
  - Which tasks AI should take over
  - Which tasks need to stay firmly human

## AI Resilience

The ability to maintain judgment, skill and wellbeing as AI takes on more.

As AI takes on more tasks, people face a genuine risk of skill atrophy in the areas AI covers:

- The junior analyst who never has to build a model from scratch
- The recruiter who never has to write a job description without a prompt
- The manager who never has to synthesise feedback without an AI summary

Over time, the human capability quietly hollows out and it's not noticed until it's needed.

# The pivot

The organisations winning with AI aren't the ones with the most tools. They're the ones that have redesigned the work.

Gartner's *2024 AI Mandates* survey found:

- 91% of high-maturity AI organisations have dedicated AI leadership. This means a clear owner of the AI agenda, with the authority and the operating model to drive it
- Only 37% of low-maturity organisations have dedicated AI leadership

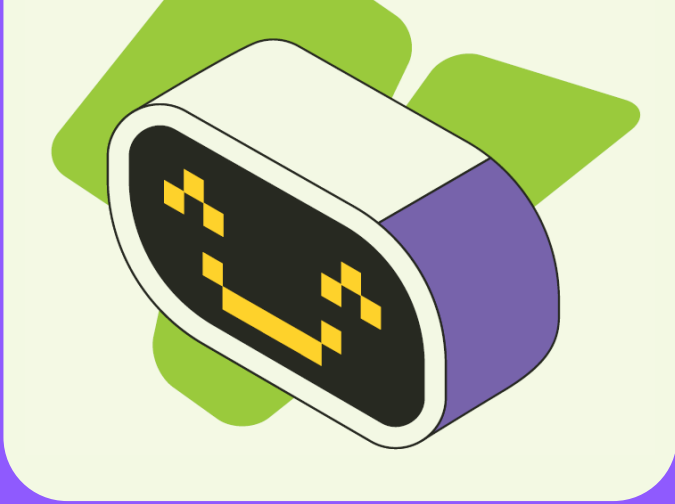
The notable gap isn't because of lack of tools or budget. It's lack of structure and the deliberate design of how AI gets embedded into the way work happens.

If HR doesn't step into the work design space, someone else will. This leaves decisions about people, careers, skills and culture will be without the expertise, the ethics lens, or the mandate that HR brings.



# 3.0 Playbook

We  
est.  
are  
est. V  
Zest  
re Zes  
Zest. V  
are 7



## Introducing **The Playbook**.

**Three steps. One principle: design the work before the AI designs it for you.**

The Playbook is not a rigid framework, it's a thinking scaffold. The way it is applied varies on the size and maturity of the organisation, the nature of the work, and where the organisation is in their digital journey.

The sequence does matter. The right human-AI mix can't be determined if the work hasn't been mapped. People cannot be protected if the mix hasn't been decided.



# Step 1: Map the work



## Understand

Understand where the organisation is on its digital journey. Not where they think they are, and not where their AI strategy document says they should be.

Obtain a clear understanding of:

- Systems
- Data
- Capability
- How far along the digital journey the organisation has already travelled

The right starting point for a 500-person organisation with a sophisticated HRIS and a history of digital investment looks completely different from a 2,000-person organisation that's still running manual processes in half its teams.

## Decompose

Map the work itself at task level, not job level.

Decompose:

- Roles and workflows into their component parts
- Ask two questions about each task:
  - What's the value it creates?
  - What's the risk if AI gets it wrong?

## Apply a risk and value

Begin at the organisational level, then drill down into teams where the work is sufficiently different to warrant it.

Assess the tasks:

- High value, low risk  
Early candidates for AI delegation
- High value, high risk  
Need a human in the loop, at minimum
- Low value, low risk  
Have automation opportunities
- Low value, high risk  
Tasks worth questioning whether they should exist at all

Conversations, not spreadsheets, are the key in this step.

# Step 2: Decide the human-AI mix



## Keep

Human-led. Judgment, relationships, ethics, creativity, accountability.

Keep means the task stays human-led. Not because AI couldn't do it, but because the human element is the point.

Consider:

- Complex judgment calls
- Relationships that require trust
- Decisions with ethical dimensions
- Accountability that needs a human face

Workplace resistance with AI performing certain roles deserves to be taken seriously rather than engineered around.

## Co-lab

Human + AI. AI augments, human decides. Best of both.

Co-lab is where most of the value lives for knowledge workers.

AI handles:

- Volume
- Synthesis
- Pattern recognition
- The first draft

The human applies:

- Context
- Judgment
- Accountability to the output

If this is done well, it will genuinely expand what a person can do. If done badly, it creates over-reliance and skill atrophy.

## Delegate

AI-led. Human sets the parameters and reviews the outputs.

Delegate means AI leads and humans set the parameters and review the outputs.

This is appropriate where the task is:

- High volume
- Low variability
- Risk of error is manageable
- Often where speed and consistency matter more than nuance

The critical discipline is being honest about which category a task belongs in, not where it's most convenient to put it, and not where it feels least threatening.

# Step 3: Protect careers and wellbeing



## Design against skill atrophy

As AI takes on more tasks, humans risk losing proficiency in areas that matter. This is the difference between AI expanding human capability versus AI replacing human practice.

Build in deliberate opportunities for humans to exercise the skills that AI is also performing – not because AI isn't better at them, but because humans need to stay sharp.

## Manage cognitive load deliberately

Don't assume that AI always reduces workload.

In many practices, AI is adding work – more output to review, more decisions to make, more context-switching between human and AI-generated content.

Design for load, not just for output, and look at where AI might be creating hidden cognitive burden rather than relieving it.

## Redefine the employee value proposition

When AI changes what humans do, it also changes what people experience at work.

This is an employee's sense of contribution, their growth trajectory, their connection to the work itself. Organisations that get ahead of this deliberately redefine their EVP, rather than letting people figure out the new deal for themselves.

## Name and manage psychosocial risk

Health and Safety framework in Australia includes psychosocial hazards, and AI-enabled work creates new ones. Compliance issues and people issues need to be on the work design agenda from the start.

Consider the risks of:

- Role ambiguity as AI changes job scope
- Monitoring and surveillance concerns
- Loss of meaningful work
- Anxiety about job security

# The playbook in practice

This isn't a one-off project. It's an ongoing design discipline.

AI capability is changing fast enough that the task map built today will need revisiting in twelve months. The co-lab decision organisations make now might be a delegate decision in eighteen months. The skill atrophy risk that doesn't exist yet might emerge as AI takes on more.

The organisations that treat this as a one-off redesign will find themselves constantly catching up. The ones that build it as an ongoing design discipline – with the structures, the roles, and the governance to sustain it – are the ones that will stay ahead.

## The honest truth

The HR operating model most organisations are running right now was not designed for this playbook. And no playbook survives contact with a broken operating model.



4.0

# Operating model

We  
est.  
are  
est. V  
Zest  
re Zes  
Zest. V  
are 7

# The honest diagnosis

Most HR operating models in Australia today were designed in the late 2000s or early 2010s. They were built around a three-legged stool – business partners, centres of excellence, and shared services.

The model was a genuine step forward when it was introduced. It separated strategic HR from transactional HR and gave organisations a way to scale people support efficiently. But it was designed for a world where work was relatively stable, where the main job of HR was to support business-as-usual operations, and where technology was a tool HR used rather than a force that was actively reshaping the work HR was responsible for.

**That world is gone. And the operating model needs to follow.**



# The traditional HR operating model

## HR Business Partners

Aligned to business units, generalist support

**TRADITIONAL  
HR OPERATING  
MODEL**



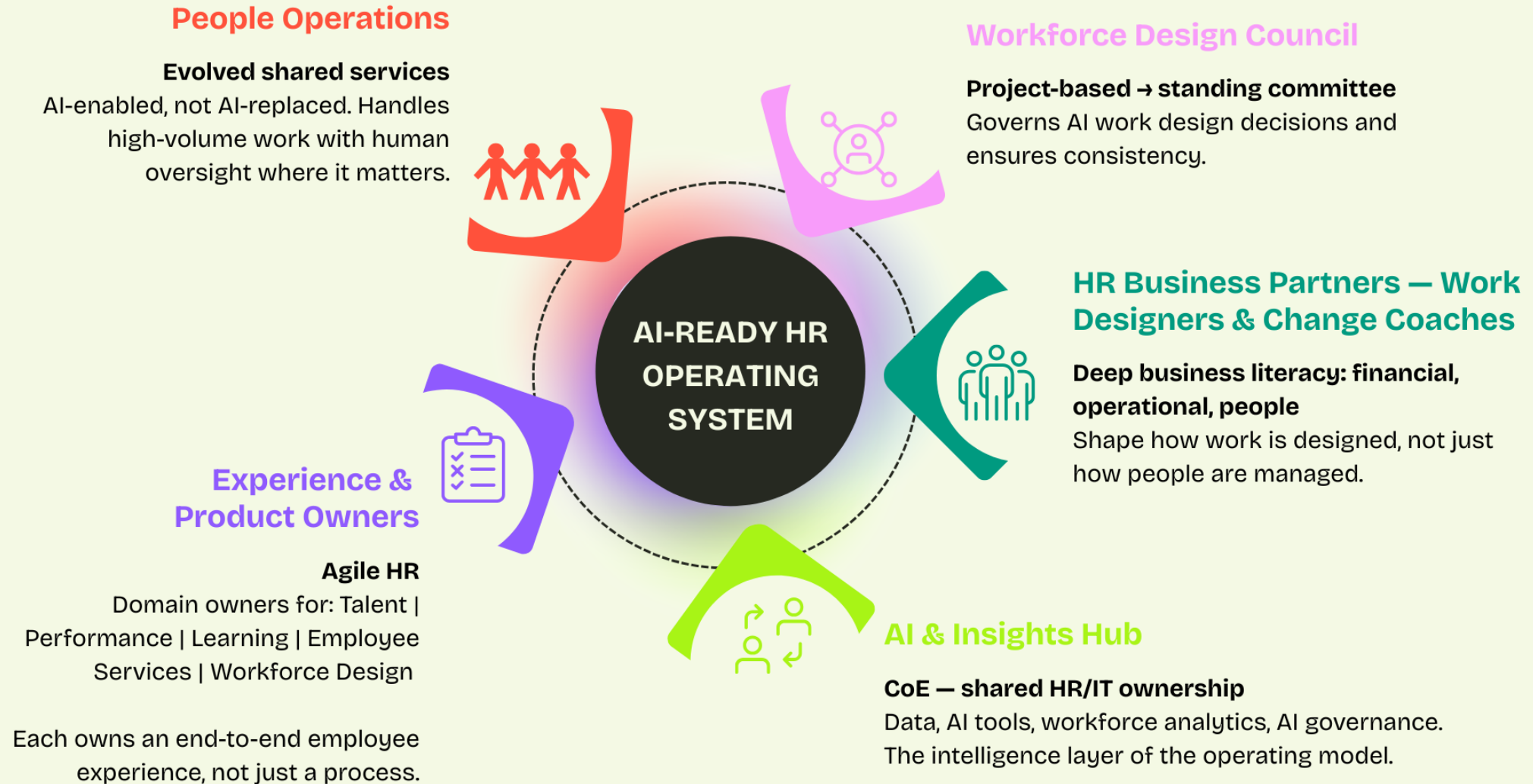
## Centres of Excellence

Talent acquisition, L&D, reward, HR technology

## Shared Services / HR Operations

Transactional, policy, compliance, advisory

# The AI-ready HR operating system



# The AI-ready HR operating system



## Workforce Design Council

- Starts as a project-based structure – a cross-functional group that forms around specific AI work design initiatives.
- Over time, matures into a standing internal committee that provides guidance and ensures consistency in how the organisation approaches workforce design decisions.
- Consider it a governance layer that makes sure work redesign happens deliberately and ethically, not by default.



## HR Business Partners

- Role evolves significantly, but it's an evolution, not a replacement.
- Business partners of the future need deep literacy across the full picture of how their business unit operates: financially, operationally, and from a people perspective.
- They need to understand enough about AI to have informed conversations about work design. They don't need to be technologists but need to be credible partners in decisions about how human and AI capability gets combined.
- Their primary orientation shifts from reactive relationship management to proactive work design and change coaching.



## AI & Insights Hub

- A new centre of excellence and sits as a shared function between HR and IT, with clear ownership negotiated based on the organisation's structure.
- Centre's job is to be the intelligence layer: workforce analytics, AI tool evaluation, AI governance, and the data that underpins good work design decisions.
- Without this function, AI decisions in HR get made ad hoc, inconsistently, and often without the right expertise in the room.



## Experience & Product Owners

- Where agile HR principles come to life. Rather than organising HR around processes, it is organised around outcomes.
- Each product owner is accountable for an end-to-end employee experience: talent, performance, learning, employee services, and workforce design.
- Employees own the experience, which means they cut across the old CoE silos and work with whoever they need to deliver the outcome.



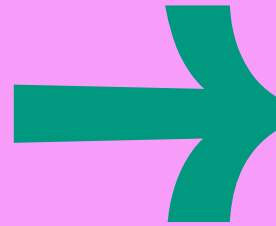
## People Operations

- The evolved shared services, becomes AI-enabled.
- A significant proportion of transactional HR work will be handled by AI within the next few years.
- Consider how to automate in a way that maintains quality, compliance, and the human oversight that matters.
- The people in this function shift from processing to reviewing, and from answering to governing.

# What makes this different

## Old HR Operating Model

- Reactive business partnering
- Process-owned CoEs
- AI sits in IT
- Workforce planning as an annual cycle
- HR responds to the business



## AI-Ready HR Operating System

- Proactive work design
- Experience-owned product domains
- AI governed jointly by HR and IT
- Workforce design as a continuous discipline
- HR shapes how the business works



# You don't need to build this overnight. But you do need to start.

For your own organisation consider:

## Where does AI work design currently live?

In many organisations, it's distributed and inconsistent. IT makes tool decisions. Managers make adoption decisions. Employees make task decisions. And HR watches from the sideline.

## Who owns the human-AI mix decisions in your teams right now?

If the answer is *the manager*, that's fine as a starting point, but managers need a framework, governance, and support to make those decisions well. If the answer is *nobody*, that's the most common answer, and it's the most urgent problem.

## Is HR at the table?

Not as a note-taker. Not as a policy checker. As a designer.



5.0

# Confidence ladder

We  
est.  
are  
est. V  
Zest  
re Zes  
Zest. V  
are 7

# The problem isn't AI adoption. It's AI confidence

Only 26% of IT leaders strongly believe GenAI initiatives are focused on solving specific business problems. Just 14% believe there's agreement across IT, workforce and leadership about what problems AI can solve (Gartner).

**Adoption is about usage. Confidence is about judgment.**

An employee can use AI every day and still lack the confidence to make good decisions about when to use it, how to verify its outputs, where to push back, and what to keep human. That's the difference between someone who has a tool and someone who knows how to wield it.

It's not an adoption gap. It's a confidence and clarity gap. It sits at every level of the organisation – from the frontline employee unsure whether to trust an AI summary, to the senior leader unsure how to set expectations for AI-assisted work.

The AI Confidence Ladder is a tool for addressing that gap for both for leaders working with their teams, and for HR assessing where the organisation sits.



# The AI confidence ladder

## Aware

People know AI exists and have experimented with it individually. Usage is ad hoc and disconnected from work design.

### WHAT IT LOOKS LIKE

- Employees using personal AI tools informally
- No shared language for AI in the team
- Anxiety or curiosity but no structure
- HR assessing: patchy, uneven across teams

### WHAT HR LEADERS DO

- Set clear, consistent AI use guidelines
- Create psychological safety to experiment
- Run team AI literacy sessions
- HR assessing: map current usage and gaps

## Active

People are using AI deliberately within their roles. There's a shared understanding of where it adds value. Some redesign is happening.

### WHAT IT LOOKS LIKE

- AI integrated into specific workflows
- Team has a shared keep/copilot/ delegate view
- Some skill atrophy risk emerging
- HR assessing: consistent in pockets, not enterprise-wide

### WHAT HR LEADERS DO

- Facilitate team-level work mapping sessions
- Model good AI-human judgment publicly
- Introduce AI-free skill checks deliberately
- HR assessing: identify high-value redesign opportunities

## Adaptive

AI is embedded in how work is designed. The team continuously updates its human-AI mix as AI capability evolves. Confidence is self-sustaining.

### WHAT IT LOOKS LIKE

- Work design reviewed as AI capability changes
- Humans deliberately developing AI-resistant skills
- AI governance feels natural, not policed
- HR assessing: enterprise-wide, governed, evolving

### WHAT HR LEADERS DO

- Coach teams through ongoing redesign cycles
- Build AI resilience into performance conversations
- Contribute to the Workforce Design Council
- HR assessing: measure AI resilience not just AI use

# Where most organisations sit



Most teams are somewhere between Aware and Active. They've moved beyond pure experimentation but haven't yet built the shared frameworks and deliberate work design habits that Active requires consistently. There are often pockets of Active – a team or a leader who's figured it out – but it's not yet enterprise-wide.

Most HR functions sit at Aware, aspiring to Active. They know AI is changing the work. They're running some literacy programs. But the operating model, the governance, and the capability to lead work design conversations at scale aren't fully there yet.

Very few organisations are genuinely Adaptive. However, Adaptive requires a level of structural maturity that takes time to build. It's not the right short-term target.

The practical goal for most organisations over the next twelve months is to move from Aware to Active, and to do it consistently rather than in isolated pockets. It requires the playbook, the operating model to support it, and leaders who understand their role in building confidence not just driving usage.

The goal for the next 12 months isn't Adaptive. It's Active, consistently, across the enterprise.

# The leader's role reframed

The best AI leaders aren't the ones who know the most about AI. They're the ones who create the conditions for their teams to use it well. The pressure most leaders feel is to be the AI expert. To know the tools. To have the answers.

For most leaders, that pressure creates either performance by pretending to know more than they do, or avoidance by stepping back from AI conversations entirely because they don't feel qualified.

## The three concrete leader behaviours

- Talk openly about their own AI use, including where it's gone wrong
- Ask their team "where in our work does AI belong?" not "are you using AI?"
- Protect space for humans to practice skills without AI assistance



# 6.0 Talent remix

We  
est.  
are  
est. V  
Zest  
re Zes  
Zest. V  
are 7

# The ripple effect

When you redesign work, you don't just change tasks. You change roles, skills, careers and pipelines.

Mapping work, deciding the human-AI mix and building confidence all have a consequence that HR needs to get ahead of:

- When you change what humans do, you change what humans need to know
- When you change what humans need to know, you change what roles look like
- When you change what roles look like, you change how careers develop and how talent pipelines are built

This ripple effect is also called the Talent Remix, and it's happening whether organisations design for it or not. The difference between the organisations that navigate this well and the ones that don't isn't the pace of AI adoption. It's whether HR has a forward-looking view of how work redesign flows through to workforce consequence, and a plan for managing that transition deliberately.

This isn't a prediction exercise. Nobody knows exactly which roles will be most affected or how quickly. But the absence of certainty isn't an excuse for the absence of a plan. The risk and the opportunity sit side by side here, and both require the same thing: intentional workforce design.



# The talent mix map

The Talent Remix Map is a tool for having an honest conversation about workforce trajectory. The specific roles in each column will look different depending on your industry, your organisation's AI maturity, and how quickly you're moving through the work design process.

The questions for every HR team are:

- Do you have a view of where your workforce sits across these three columns?
- Do you have a pathway from the at-risk column to the growth column that's deliberate, supported, and fair?

## At-Risk

- High volume, low variability tasks
- Routine data processing and reporting
- First-pass screening and triage
- Template-driven content creation

## Transition Zone

- Roles where AI augments but humans remain essential
- Knowledge work being restructured around AI co-pilot
- Roles requiring reskilling to stay relevant
- Leadership roles needing an updated mental model

## Growth

- New or expanding roles requiring human judgment + AI fluency
- Work designers and AI integrators
- People-facing roles where trust and empathy matter
- Governance, ethics and oversight roles

# Four approaches for preventing skills atrophy

## AI-free skill checks

- Deliberately practising skills without AI assistance
- Keeps human capability sharp in areas AI is also performing

## Stretch assignments

- Putting people into situations that require the judgment, creativity and relational skills AI can't replicate
- Builds the capabilities that grow in value as AI takes on more

## Peer learning circles

- Teams sharing how they're navigating the human-AI boundary in their specific work
- Builds collective intelligence rather than individual workarounds

## Capability health checks

- Regular pulse checks on whether key human capabilities are being maintained or eroding
- Built into performance conversation, not just annual reviews



# The HR mandate in the Talent Remix

HR's job isn't to protect jobs. It's to protect people's ability to grow into the jobs that matter next.

There's sometimes a temptation, particularly in times of workforce disruption, for HR to become defensive, to position itself as the protector of existing roles, existing structures and existing ways of working. This comes from a genuine care for people.

Protecting jobs isn't the same as protecting people. In an environment where AI is reshaping work faster than any single organisation can fully anticipate, the most important thing HR can do for its people is build their capacity to move from the work that's thinning out to the work that's growing in value.

That means putting three things into practice.

## 1. Build a forward view

Don't wait for roles to become redundant before having the conversation. Use the Talent Remix Map to give your organisation a view of where the pressure is building and where the opportunity is opening.

## 2. Create real pathways

Look beyond reskilling programs that look good in an annual report and yet don't truly connect people to new roles. Provide pathways with support, with time, with manager involvement, and with honest conversations about what the transition requires.

## 3. Redesign learning and development around capability, not tools

The half-life of any specific AI tool is short. The capabilities that make people valuable in an AI-augmented world – judgment, creativity, relational intelligence, ethical reasoning – have a much longer half-life. Build those deliberately, and the specific tools will follow.



# 7.0 90-day challenge

We  
est.  
are  
est. V  
Zest  
re Zes  
Zest. V  
are 7



## The 90-day challenge.

You don't need a perfect strategy. You need a starting point, a sprint, and a structure.

Everything in this resource can feel overwhelming if you try to do it all at once, so let's look at a different path. Ninety days. Three phases. One critical workflow. That's the entry point. The fastest way to build credibility for the work design agenda is to demonstrate it in a contained, visible, meaningful piece of work. Then use that proof point to expand.

The three phases are: Choose, Sprint, and Structure. Each one is doable. Each one builds on the last. And together they give you something real to show at the end of 90 days.



# Phase 1: Choose (Days 1–30)

**Pick one critical workflow and map it honestly.**

The right workflow is high visibility, manageable in scope, and genuinely important to the business.

## ACTIONS

- **Identify:**  
One workflow where AI is already being used, or where the pressure to use it is building. e.g. Recruitment, case management, performance reviews, onboarding.
- **Run:**  
Your HR Digital and Tech maturity assessment to understand where the organisation actually is.
- **Assemble:**  
A small, cross-functional team: HR, a line manager, and two or three people who do the work.

# Phase 2: Sprint (Days 31–60)

**Run an AI-Ready Work Sprint  
with your chosen workflow.**

**A sprint isn't a pilot. It's a  
deliberate redesign with real  
people doing real work.**

## ACTIONS

- **Map:**  
The tasks. Decompose the workflow into its component parts. What happens in the process step by step?
- **Apply:**  
The keep / co-pilot / delegate lens facilitated with the team. Give the team the framework, create the psychological safety to be honest, and let them make the call, while you facilitate, challenge and document.
- **Identify:**  
Skill atrophy risks and design AI-free skill checks into the new model. Make it structural, not optional.
- **Run:**  
The new design – test it, observe it, adjust it. Learn through doing.

# Phase 3: Structure (Days 61–90)

**Build the governance and metrics to sustain what you've learned.**

Structure turns a sprint into a discipline. Without it, the work disappears when the energy does.

## ACTIONS

- **Stand up:**  
A lightweight Workforce Design Council, even if it's just three people to start. At this stage it doesn't need to be a formal committee with terms of reference and quarterly reporting cycles – keep it small and simple.
- **Assess:**  
Your team's position on the AI Confidence Ladder and set a 90-day target for the next cycle. Use the sprint experience as your evidence base: What did you observe about how people engaged with the keep, co-pilot, delegate decisions? Where did anxiety show up? Where did genuine confidence emerge?
- **Define three metrics:**  
AI use, human capability health, and workforce design progress.

We  
Zest.  
e are Zes  
Zest. We  
e Zest. V  
are Zest.  
Zest. We  
are

[zesthr.au](https://zesthr.au) →

**zest**