HR·LEAD
Powering Strategy
Through People.

Leading Through Change: **Courage, Capability, and Human-Centred Innovation**



Dr. Rosa M. Colón-Kolacko

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FHRD
all about people



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LEADING THROUGH CHANGE: COURAGE, CAPABILITY, AND HUMAN-CENTRED INNOVATION

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MY JOURNEY From Puerto Rico To UK, USA, Latin America, Asia



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HUMAN VALUE

“The human good turns out to be activity of the soul in accordance with virtue.”

Aristotle, Nicomachean Ethics



Human beings are not merely useful. Work has utility.

Meaningful work is rooted in judgment, care, contribution and purpose. In human-centered AI, technology should amplify human dignity, strengthen agency and improve outcomes for people and society.



NeedHumans Method™

Human-centered AI for people, purpose and progress.

AI and Human Flourishing Together to Innovate

PEOPLE + TECHNOLOGY + A BRIGHTER TOMORROW

LEARNING
PEOPLE
POSSIBILITIES
TOGETHER

AI Agents, Robots & Human-AI Intelligence

AMPLIFYING HUMAN POTENTIAL



Human flourishing is the work of a lifetime.

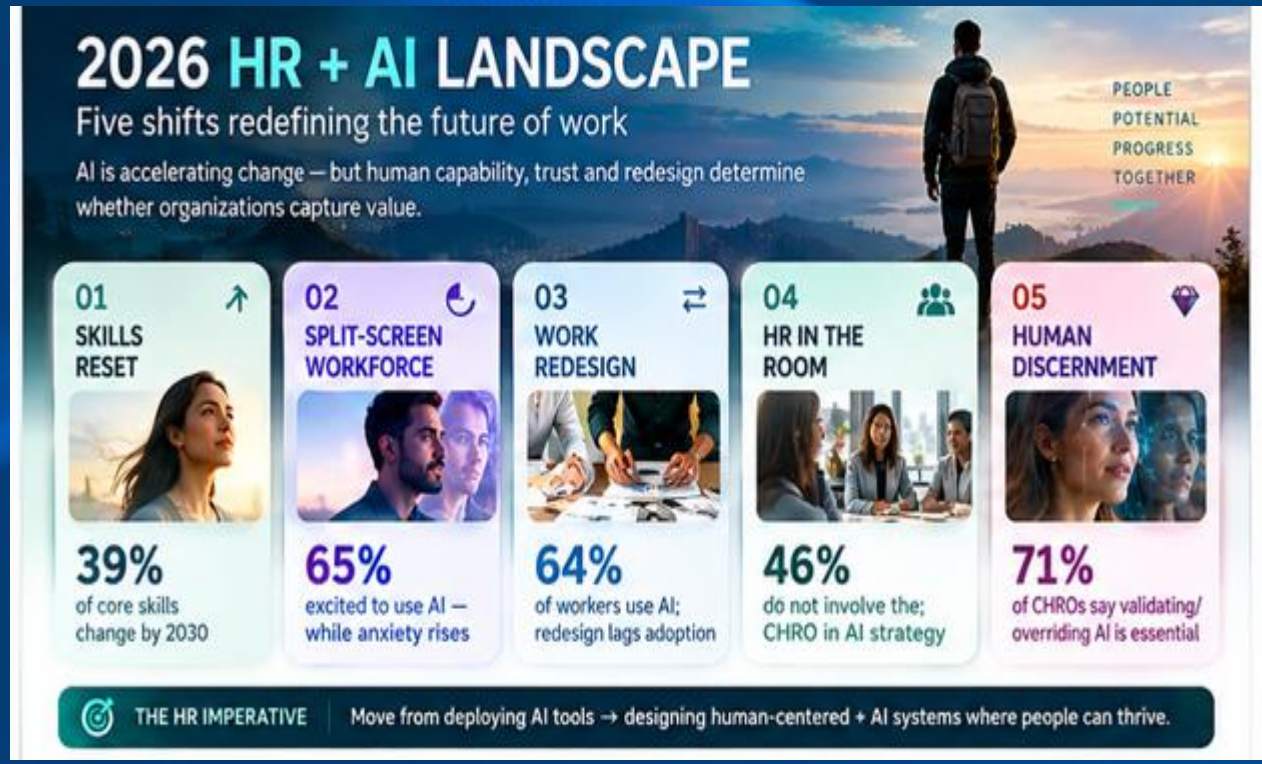
HEALTHY PEOPLE • THRIVING COMMUNITIES • BRIGHTER GENERATIONS



A MORE HUMAN TOMORROW. TOGETHER.

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Innovation, AI and The Future of Work 2026 Trends





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Innovation, AI and The Future of Work 2026 Trends





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THE SCIENCE OF CONNECTION

Connection is the invisible force that determines how human systems perform

Six factors. One force. Connection is not a mood or a perk. It is a measurable system of six factors, each creating a distinct condition for performance.

TRUST
Psychological safety to act

BELONGING
Confidence that I matter

APPRECIATION
Recognition of value

CONTRIBUTION
Meaningful impact

WELLBEING
Capacity for sustained effort

COHESION
Shared direction and momentum

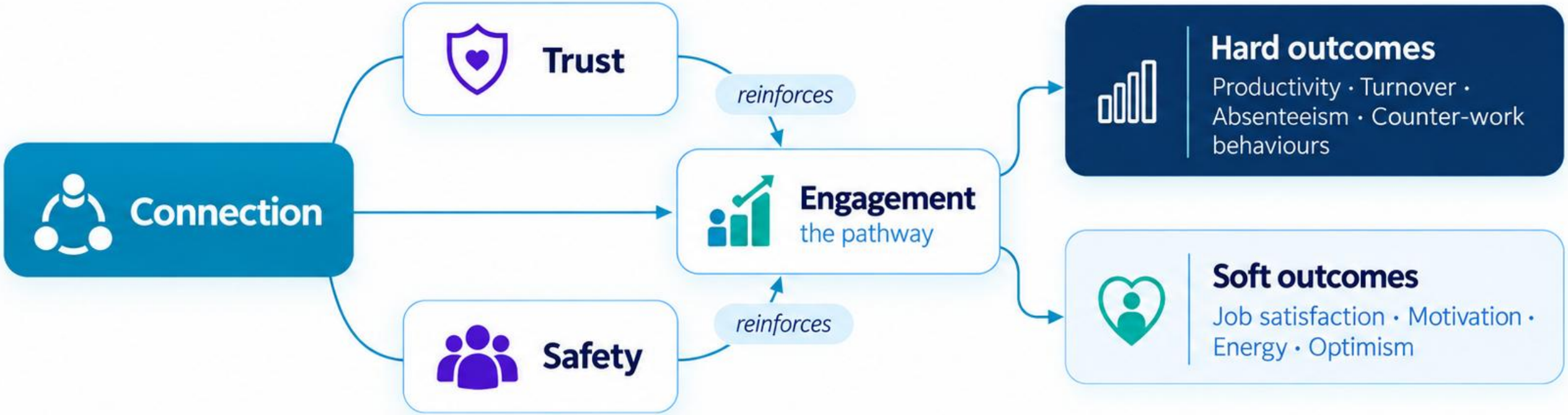
✦ Together these six factors determine the strength of connection within any team, organisation or community.

thomas

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NeedHumans®
Leading Change in AI
People. Purpose. Progress.

Connection creates the *conditions* for performance



Connection **strengthens trust** and safety, enabling engagement and **better human and organizational outcomes.**

Balancing Humanity and AI

PEOPLE + PERSPECTIVE + PROGRESS → A BRIGHTER TOMORROW

NeedHumans
PEOPLE POWER PROGRESS

Technology Thrives with Humans



HUMANITY
PEOPLE · PURPOSE · POSSIBILITY

AI
CAPITAL · COMPUTE · SCALE

With **intentional leadership**, we can balance humanity and AI for a more inclusive, sustainable and brighter tomorrow.

WHAT WE'RE DOING TO ORGANIZATIONS

Putting advanced AI on old systems **won't drive better outcomes.**

THE PROBLEM

New Ai.
Old Everything Else.

We're taking powerful AI (the engine) and putting it into outdated leadership, processes and systems (the car).

It's not built to perform.



WHAT HAPPENS

Misalignment
AI can't overcome broken processes and silos.

Poor Performance
Slower adoption, friction and rework.

Wasted Investment
High cost, low return.

People Disengaged
Low trust, resistance and burnout.

Powerful engine. Weak foundation. You won't get to your destination.

THE SOLUTION

Upgrade the Whole System, Not Just the Engine.

Human-Centric AI Design aligns leadership, people, processes and technology—so AI can deliver real performance and value.



THE OUTCOME

Aligned Leadership & Culture
AI is embraced and trusted.

Optimized Processes
Workflows designed for humans and AI to collaborate.

Measurable Impact
Better outcomes, efficiency and ROI.

Empowered People
Higher engagement, innovation and growth.

HUMAN-CENTRIC AI DESIGN

Right foundation. Right systems. Right outcomes.

PEOPLE at the center

PURPOSE that guides

PROCESSES that enable

TECHNOLOGY that amplifies

SUSTAINABLE PERFORMANCE. MEANINGFUL IMPACT.

The case for human-centric AI design and leadership

Across industries, the organizations pulling ahead share a small number of practices – not a bigger budget.

01

They fund the human side, not just the tool.

Tech-first deployments underperform from human-centric ones by a wide margin (1.6x more likely to miss ROI targets), and this shows up identically in HR's ownership gap, education's pedagogy gap, and healthcare's trust gap.

02

They redesign the process before they automate it.

Work-process redesign, not tool rollout, is what correlates with revenue performance.

03

They set a measurement baseline before deployment.

The single most cited reason multi-function deployers capture value while isolated pilots don't (McKinsey consulting research on the ROI measure gap),

04

They sequence governance ahead of scale.

Whether that's asset managers prioritizing risk controls over alpha generation, or health systems building clinician-in-the-loop review before expanding clinical use.

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Shifting Focus from Technology to Humans to Innovate

Technology-Centered AI

Focus: Technology, Automation, Efficiency



Outcomes

- Optimizes for performance
- Humans adapt to AI
- Risk of bias, opacity, and loss of human agency
- Threat of Replacing Humans

Human-Centered AI

Focus: Human Values, Well-being, Augmentation



Outcomes

- Augments and empowers humans
- Humans and AI collaborate
- Builds trust, dignity, and societal benefit
- Elevate Human Potential

Sustainable Value creation for people, Organization, and society

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HR is asked to lead the transformation, but half of HR is not in the room yet

2026 research agrees on the mandate; the same research shows the readiness gap HR must close first

THE MANDATE

70% of AI value comes from people, organisation and process change, not algorithms (10%) or technology (20%). "AI transformation lives in HR."

BCG, Reinvention of the CHRO, 2026

91% of CHROs say AI and workplace digitisation is their most immediate concern.

CHRO Association / USC, Mar 2026

60% of CHROs are co-driving organisation-wide transformation; 61% of CEOs rely on them for strategic advice.

Korn Ferry, 750+ HR executives, Aug 2025

WHAT LEADING IT MEANS

1. **Redesign work for human-AI performance**
   Gartner priority #2; Mercer: 63% of C-suite see it as the top people ROI
2. **Build a skills-based organisation**
   Continuous reskilling; 97% of investors say weak skills models hurt investment decisions (Mercer)
3. **Own enterprise AI governance and ethics**
   Board-level accountability for fairness; EU AI Act high-risk HR rules from Dec 2027 (IMD)
4. **Routinise change, not just inspire it**
   Only 32% of leaders report healthy change adoption (Gartner); 27% manage change well (Deloitte)
5. **Repair culture for the AI era**
   65% say culture needs significant change because of AI; 34% say it blocks AI goals (Deloitte)
6. **Reinvent HR's own operating model**
   50% of HR activity AI-automated or agent-run by 2030; HRBP ratio 1:423 to 1:800+ (Gartner)

THE READINESS GAP



76% vs 43% Employees who feel safe questioning AI outputs where the CHRO shares responsibility for human-led decisions, versus where HR is only advisory. HR ownership changes outcomes.
IBM IBV 2026 CHRO Study, Sep 2026

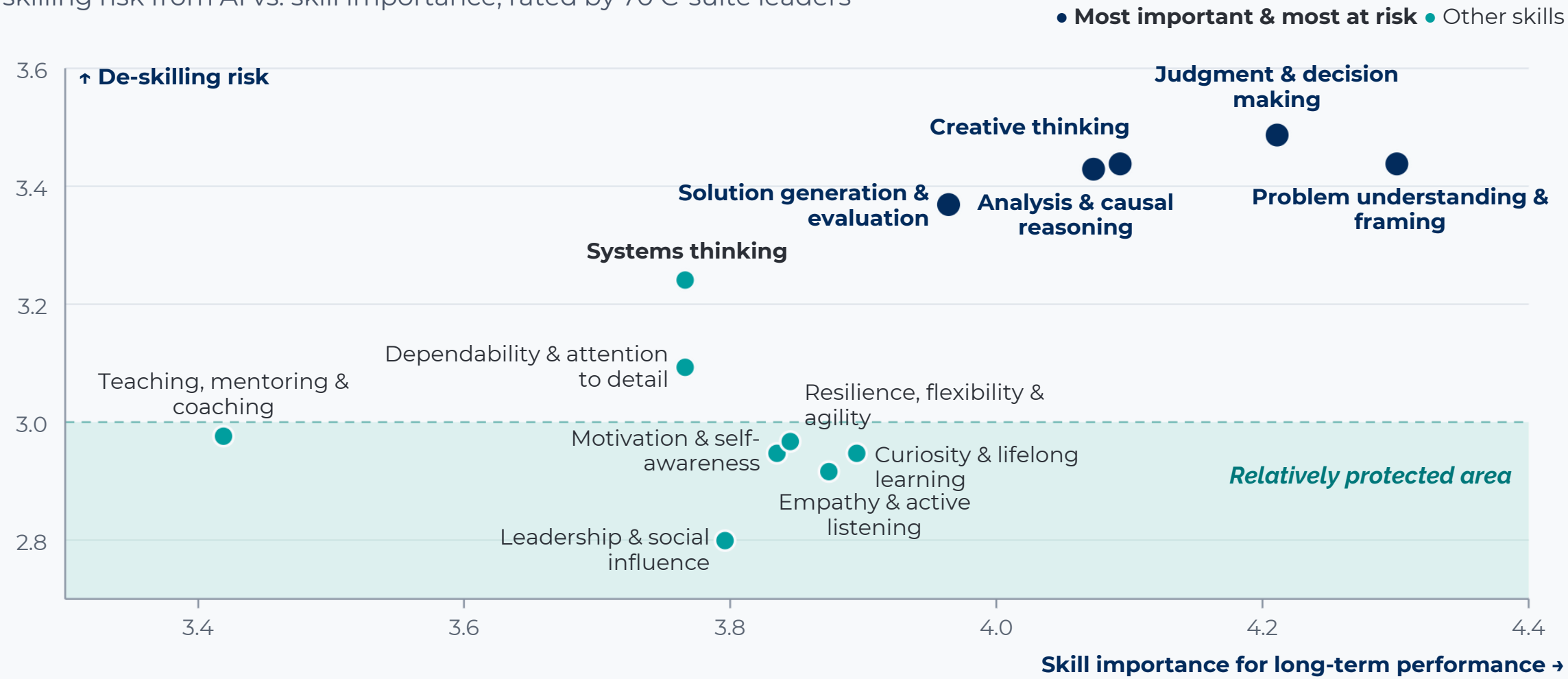
Sources: BCG, Reinvention of the CHRO in an AI-Driven Enterprise (2026); CHRO Association / USC Darla Moore 2026 CHRO Survey (Mar 2026); Korn Ferry CHRO survey (Aug 2025); Gartner CHRO Priorities 2026 (Oct 2025), HR AI value survey (Oct 2025), HR Operating Model (2026); Mercer Global Talent Trends 2026; Deloitte Global Human Capital Trends 2026; IMD, AI and the CHRO (May 2026); SHRM State of AI in HR 2026; IBM IBV 2026 CHRO Study (Sep 2026).

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WHY HUMANS MUST STAY AT THE CENTER

The skills that matter most are those most at risk

De-skilling risk from AI vs. skill importance, rated by 70 C-suite leaders



Source: BCG Henderson Institute, "When Everyone Uses AI, Companies Risk Losing Critical Skills" (Goel, Martin & Kaffe, June 2026). Scales 1–5 (risk: 1 = none, 5 = very high; importance: 1 = not important, 5 = mission-critical).





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THE HUMAN PARTNERSHIP IN THE AI CAPABILITY CONTINUUM

AI capabilities are most powerful when paired with irreplaceable human intelligence.

	①	②	③	④	⑤
AI Capability	**Predictive AI**	**Generative AI**	**Agentic AI**	**Physical AI**	**Emulation AI**
Human Intelligence Amplified	**Human Judgment** Discernment, ethics, and wise decisions.	**Human Creativity** Originality, imagination, and expressive insight.	**Human Leadership** Purpose, direction, and accountable action.	**Human Capability** Skill, adaptability, and real-world expertise.	**Human Understanding** Context, empathy, and systems thinking.

The future is HI partnered with AI.

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NeedHumans Method™ Impact-to-Value Operating System

Informed by the HCAI Excellence Index Domains and aligned with AI Digital Journey

HCAI Excellence Index 10 Domains

- A — Human-Centric AI Awareness
- B — Strategy and Leadership
- C — Governance, Ethics and Accountability
- D — Human Needs and Lived Experiences
- E — Participatory Design and Co-creation
- F — Safety, Trust, Inclusion and Equity
- G — Workforce Readiness and Change Capacity
- H — Human Impact, Control and Oversight
- I — Adoption, Value and ROI
- J — Continuous Monitoring and Improvement

THE 10 DOMAINS INFORM BOTH PATHWAYS

AI DIGITAL JOURNEY
From opportunity to scaled impact

1. Strategy & Opportunity
2. Design
3. Develop / Test
4. Deploy
5. Adopt & Scale
6. Optimize

HCAI METHODOLOGY
Human-centered by design

1. Understand Human Context
2. Co-Design with Humans
3. Buy, Design or Develop Responsibly
4. Deploy & Collaborate with Humans
5. Evaluate, Learn & Evolve

TOOLS PATHWAY
Practical tools to accelerate impact

- **IAIM1:** PRE-Decision Impact AI and Outcomes
- **CM-AIR:** AI CM Readiness
- **IAIM2:** POST Impact
- **AIV:** AI Value

Convergence:
Responsible AI Adoption, Human-Centred Impact, and Lasting Value.

THE OUTCOME

- **People** — Empowered & included
- **Organizations** — Stronger, more agile & trusted
- **Value** — Measurable outcomes & ROI
- **Society** — Equitable & positive impact

A SHARED FOUNDATION FOR RESPONSIBLE, HUMAN-CENTRED AI

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NEEDHUMANS Method™ Impact-to-Value Operating System Tools

01

Human-centric AI Excellence Index

Human-centric AI maturity assessment for your organization

OUTCOME

Assess how human-centered your organization is.

Assess how human centric your organization's AI strategy, tools and experiences are

QUESTIONS IT ANSWERS

- Is the approach to AI humanistic?
- What are your areas of strengths and gaps
- Which areas of focus should we address to demonstrate we are a humanistic organization?

02

NH-IAIM – Measure Impact and Value Before AI Decision

Evaluate an AI tool before making a purchase or deployment decision

OUTCOME

Determine whether and AI tool is ready for all populations.

Uses Yes/No questions backed by evidence, flags STOP conditions and leads to one of four possible decisions.

QUESTIONS IT ANSWERS

- Is this tool ready for all populations?
- Are there stop conditions that should pause or block this AI decision?
- What evidence supports each "Yes"?

03

NC-CMAIR – AI Change Readiness and Framework

Understand whether your organization is prepared for AI-driven change

OUTCOME

Assess organizational readiness across 6 dimensions.

Leadership, Change Agents, Frontline Staff, Partners & Community, Psychological Safety, and AI Technical Readiness. Used before and after deployment.

QUESTIONS IT ANSWERS

- Is the organization ready to lead people, not just systems, through this change?
- Where are the readiness gaps?
- Are there STOP conditions we need to resolve before deployment?

04

NC-AIV – Intelligence Value Framework

Measure whether AI is creating value for people and organizations

OUTCOME

Measure whether AI is delivering value for everyone

Covers readiness, human capital, operational process, quality & safety, customer / patient / impact, capability & learning, and strategic & financial value. Tracked at Month 0, 3, 6, 12.

QUESTIONS IT ANSWERS

- Is the AI delivering value for everyone?
- Is the benefit reaching the full population?
- How are AI impact and ROI changing over time?

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The evidence: work redesign is expected; leadership alignment trails.

Two distinct surveys point to the same change-management problem. Their percentages are not a shared population or a causal comparison.

ROLE AND WORKFLOW REDESIGN

78%

of surveyed CHROs agree roles and workflows must change to get the most from AI.



Gartner; Dec 2025 survey, n=110 CHROs; published Mar 2026.

LEADERSHIP ALIGNMENT

26%

of surveyed AI users say their leadership is clearly and consistently aligned on AI.



Microsoft Work Trend Index; 2026 survey of 20,000 AI users in 10 markets.

4×

ASSOCIATION · NOT CAUSATION

Adaptive plans are associated with better change outcomes. In Gartner's separate July 2025 survey of 313 senior-level senior-level respondents, organisations that regularly or continuously adjusted plans using employee responses were four times were four times more likely to report change success.

Executive implication: train and involve managers, adjust support from real employee feedback, and measure adoption in the redesigned workflow—not only logins.

Sources: Gartner, Top Change Management Trends for CHROs (2026) · Microsoft, 2026 Work Trend Index. Survey estimates are self-reported.

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Integrated Change Management

Unifying the ***Why***, the ***What***, and the ***How*** of Change

People at the center
Change succeeds when people understand, engage, and adopt.

Aligned and purposeful
Link leadership strategy to individual action.

Sustainable results
Build capability, reinforce, and continuously improve.

LEWIN'S CHANGE MODEL

Focus: Managing the Transition

1. **UNFREEZE**
   Create awareness of the need for change.
   Build readiness and challenge the status quo.
2. **CHANGE**
   Implement the change.
   Enable new behaviors, processes, and systems.
3. **REFREEZE**
   Reinforce and stabilize the change.
   Embed into culture and everyday work.

KOTTER'S 8-STEP PROCESS

Focus: Leading the Change

1. Create Urgency
2. Build a Guiding Coalition
3. Form a Strategic Vision and Initiatives
4. Enlist a Volunteer Army
5. Enable Action by Removing Barriers
6. Generate Short-Term Wins
7. Sustain Acceleration
8. Institute Change in the Culture

ADKAR® MODEL

Focus: Individual Change Adoption

- **A — AWARENESS**
  Understand the need for change.
- **D — DESIRE**
  Build motivation and commitment.
- **K — KNOWLEDGE**
  Learn how to change.
- **A — ABILITY**
  Apply new skills and behaviors.
- **R — REINFORCEMENT**
  Sustain the change and make it stick.

CHANGE READINESS ENABLERS FOR HUMAN-CENTRIC AI IMPLEMENTATION

Align Strategy with Human Values | Engage People and Communities | Enable Responsible AI Adoption | Drive Sustainable Impact | Create Outcomes that Matter

STRONGER ENGAGEMENT
People understand the why and feel part of the journey.

EFFECTIVE EXECUTION
Clear direction, aligned teams, and actionable steps.

LASTING ADOPTION
New behaviors are embedded and reinforced.

SUSTAINED IMPACT
Change drives results and future readiness.

ONE INTEGRATED APPROACH. LEAD THE CHANGE. EMPOWER PEOPLE. ACHIEVE RESULTS.

Will each person understand, want and know how to change?

Awareness → Desire → Knowledge → Ability → Reinforcement. Diagnose the barrier at the individual level rather than treating tool access as adoption.

HR DESIGN OUTPUT

Role-specific literacy, practice, manager coaching and reinforcement.

Can the plan adapt as roles and workloads change unevenly?

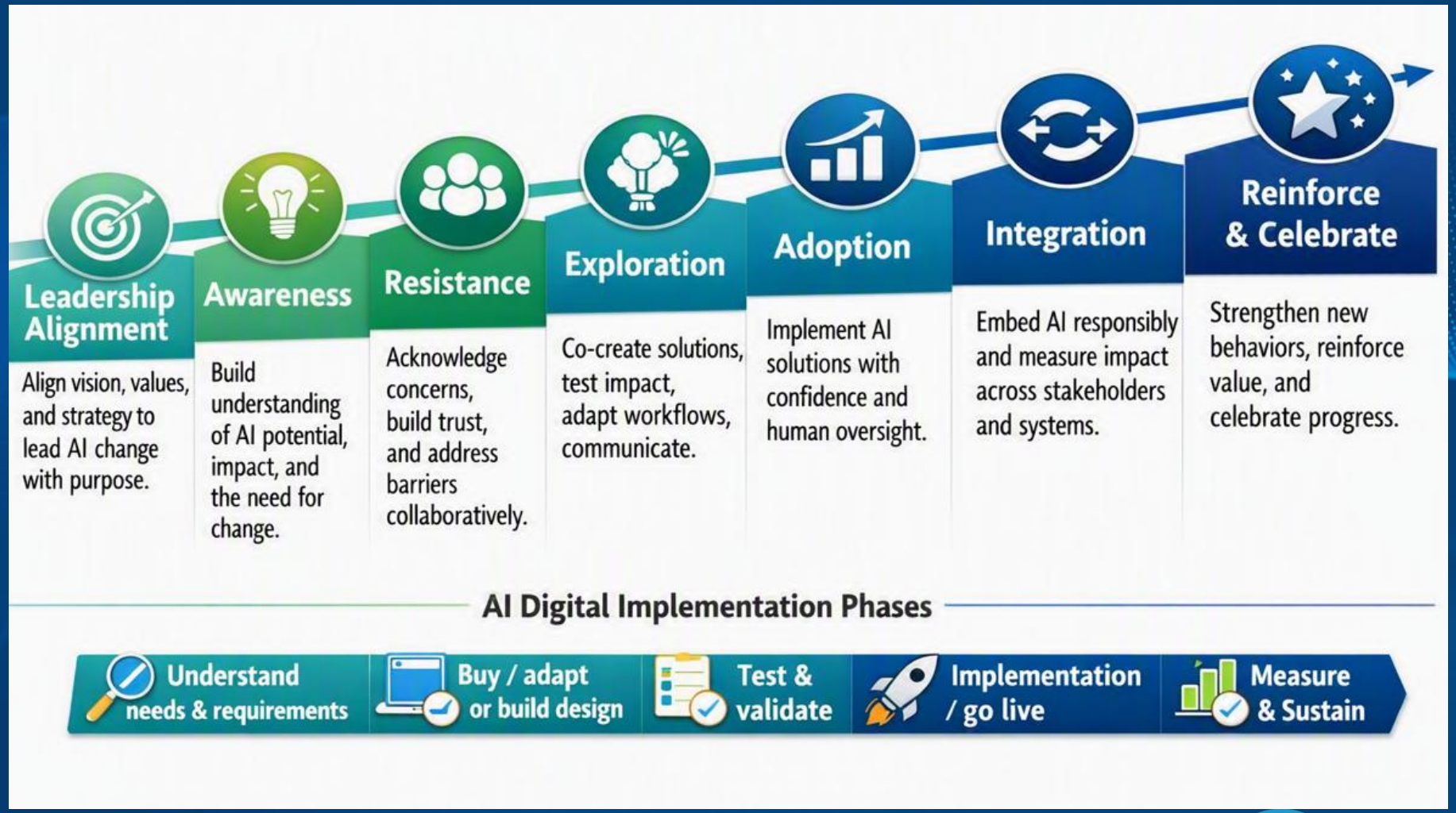
Run shorter change cycles; use employee-response response signals to adjust support, reduce friction friction and distinguish real adoption from performative use.

HR DESIGN OUTPUT

Feedback cadence, targeted involvement and manager support.

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HUMAN-CENTRIC AI CHANGE MANAGEMENT
Leading Change in AI



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Human-Centric Change Management · AI Readiness (CM-AIR)

The 24 STOP non-negotiables before you launch HR AI.

A self-assessment for HR Directors, Managers, Specialists, Recruiters and HR Experience teams. Every item must be **Yes**, backed by evidence, before deployment proceeds. Save your reports, work in groups and compare with peers in your role.

Start the self-assessment →

Free account · about 5 minutes

24
STOP conditions

6
readin

1
clear go / no-go decision

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HUMAN-CENTRIC AI CHANGE MANAGEMENT
LeadingChangeinAI

AI HR TRANSFORMATION / IMPLEMENTATION / EUROPEAN WORKFORCE

A 90-day HR change loop: consult, redesign, pilot, adapt.

A practical synthesis of adaptive change and human–AI and innovation work design; timeboxes are a planning proposal, not a research finding.

ONE ACCOUNTABLE HR–IT–PRIVACY WORKING GROUP THROUGHOUT

01–15

Map & consult

Inventory HR AI uses, affected tasks, tasks, impact, workload and risk; hear hear staff and worker representatives representatives where relevant.

Output: use-case and impact register

16–30

Co-design work

Set human decision rights, acceptable use, escalation and role-specific learning needs.

Output: task and oversight map

31–60

Pilot & coach

Train managers and users in the workflow; sample outputs for accuracy, fairness and service quality.

Output: coached pilot and QA log

61–90

Adapt & decide

Review employee feedback and evidence; revise the process, scale carefully or stop the use case.

Output: documented go / change / stop

MEASURE CHANGE IN WORK, NOT JUST SOFTWARE USE

Role readiness
Share able to complete a task safely

Output quality
Sampled drafts accepted after HR review

Human control
Escalation and sign-off compliance

Worker experience
Pulse on workload, confidence and trust

European guardrail Make AI literacy relevant to each role. For applicable high-risk workplace AI, check current obligations and timing for competent oversight and oversight and informing affected workers and their representatives.

Sources: European Commission AI literacy Q&A · EU AI Act, Article 26 · Eurofound, collective bargaining on AI (2025).

HR Predictions

01 AI labour becomes visible in reporting.



Prediction: organisations will start formally reporting AI labour investment alongside headcount and capital expenditure.

HR translation: Make the whole operating cost visible, including staff staff training, human review and quality assurance—not just software software licences.

People signal	AI signal
Skills, workload and employee experience	Spend, task coverage and error rates

Prediction from the user-supplied Alicia Lyttle reference; not an existing reporting requirement.

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HR Predictions

02 AI budgets sit beside people budgets.



Prediction: AI labour budgets will sit alongside payroll budgets in financial models.

HR translation: Joint planning should protect learning time and decision decision capacity; buying automation without investing in the people around people around it is a false saving.

Human line	AI line
Skills · job quality · review time	Tooling · assurance · monitoring

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HR Predictions

03 Human leaders direct their AI agent teams.

Each role leads a bounded team of assistants; people retain authority for decisions about people.

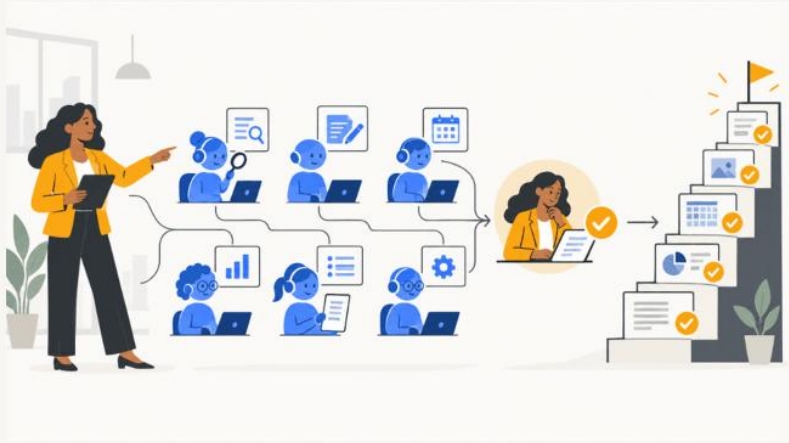
HUMAN LEADER HR Director	HUMAN LEADER HR Manager	HUMAN LEADER Recruiter
		
AI AGENTS WORKING WITH THE LEADER Policy aide · Workforce-planning aide	AI AGENTS WORKING WITH THE LEADER Employee-support aide · Insights aide	AI AGENTS WORKING WITH THE LEADER Job-ad aide · Scheduling aide

Decision rights: The HR Director owns policy, the HR Manager owns employee matters, and the Recruiter owns candidate selection.

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HR Predictions

04 Compete on workforce multiplication— measure the quality of support.



Human lead → agent support → documented review → better work.

Measure augmentation, not automation alone.
Pair each productivity signal with quality and human-control control checks.

PROPOSED 90-DAY PILOT TARGETS · NOT ACHIEVED RESULTS

HR Director's agents

≥95%	**Policy briefs cite approved, current sources**	QA sample: 20 agent briefs per month
100%	**Suggested policy changes receive human sign-off**	Audit: approval logged before release

HR Manager's agents

≥95%	**Employee-service drafts pass HR accuracy review**	QA sample: 30 drafts per month
100%	**Sensitive cases escalate before a substantive reply**	Audit: all flagged cases in the pilot

Set baseline and sample rules at pilot launch; investigate any miss before scaling.

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HR Predictions

05 The human + AI labour model wins trust.



Prediction: the highest-performing companies will master a human + AI labour model.

HR translation: Write down what the machine may do, what the reviewer reviewer must check and where employees can seek redress.

Human	AI
Purpose · care · accountability	Scale · retrieval · first draft

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NeedHumans

HUMAN-CENTRIC AI FOR HR

HR + AI Transformation Model

FROM TALENT TO THRIVING — PEOPLE AND AI TOGETHER

ATTRACT • DEVELOP • ENGAGE • DEPLOY • RETAIN

Human potential. AI innovation. Stronger organizations.

1 CLARIFY

Vision, Strategy and Human Needs



- Align with business strategy
- Establish the role of HR in AI strategy
- Understand workforce and human needs

2 SOURCE

Attract Diverse Talent with AI



- AI-enabled sourcing
- AI-enabled outreach
- AI-enabled onboarding
- Broaden diverse talent pools
- Inclusive employer brand

3 ASSESS

Evaluate and Design with AI



- Evaluate processes AI will add value
- Fair and transparent selection using AI
- Candidate experience and accessibility
- Bias-aware and ethical assessments

4 HIRE & ONBOARD

Start for Success



- Personalized onboarding with AI support
- Clear role expectations
- Connection to purpose, team and culture
- Accelerate time to productivity

5 DEVELOP

Human + AI Collaboration



- Develop HR AI strategy and capability
- Human + AI collaboration skills
- Skills development and assessments
- Career pathways and internal mobility

6 DEPLOY & ENGAGE

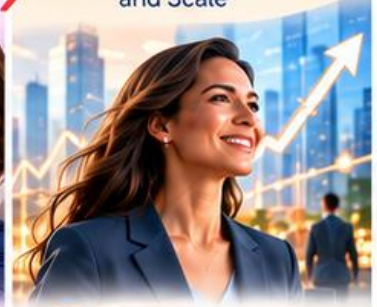
Enable High-Performance Teams



- AI augment people capabilities and workflows
- Role redesign for greater value
- Wellbeing and psychological safety
- Manage change for inclusive workplaces

7 RETAIN & THRIVE

Measure Impact and Scale



- Track skills, engagement and mobility
- Monitor impact to prevent attrition
- Recognize and reward growth and contribution
- Continuously improve and scale impact

TALENT ATTRACTION → **FAIR AND INCLUSIVE SELECTION** → **ONBOARDING AND DEVELOPMENT** → **ENGAGEMENT AND RETENTION**

THE 2026 HR + AI LANDSCAPE



- Skills reset (39% of skills change by 2030)
- Split-screen workforce (excited and anxious)
- Work redesign (adoption ≠ value)
- HR in the room (credibility gap)
- Human discernment (validate and oversee AI)



CROSS-CUTTING ENABLERS

- Governance, Ethics and Compliance
- Change Management and Leadership
- Data, Measurement and Impact
- Diversity, Equity, Inclusion and Belonging
- Technology and Responsible AI

OUTCOMES

- Stronger talent pipeline
- Higher skills readiness
- Greater engagement and productivity
- More equitable opportunities
- Human + AI thriving organizations

PEOPLE + AI + PURPOSE = THRIVING ORGANIZATIONS

ELEVATING HUMAN POTENTIAL AND LEVERAGING AI APPLYING A HCAI NEEDHUMANS METHOD IMPACT-TO-VALUE OPERATING SYSTEM FOR EQUITABLE HEALTHCARE



Founder NeedHumans
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Dr. Rosa Colon-Kolacko

Access HCAI Operating System Tools

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