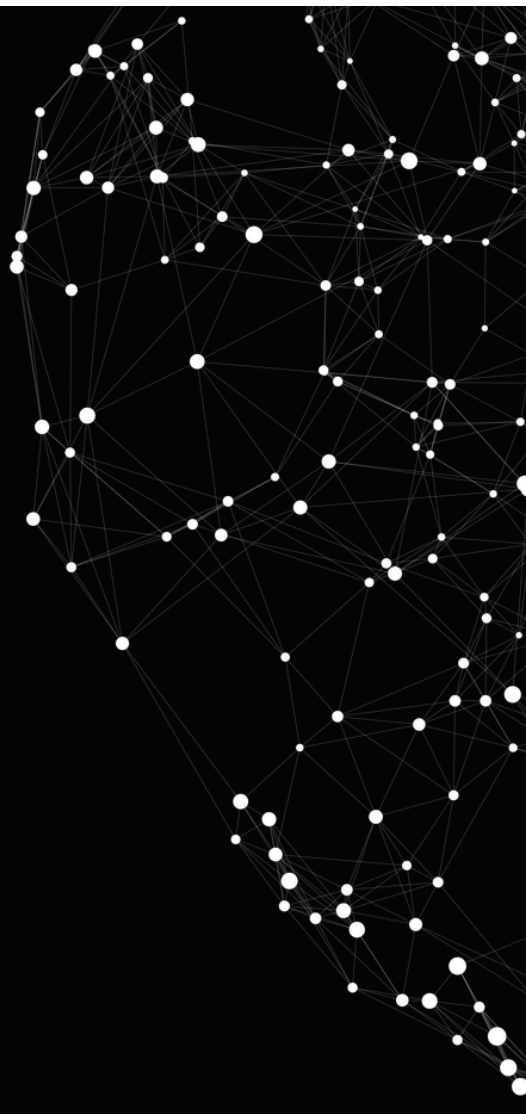
HumanCorps®

THOUGHT PAPER

Value Intelligence: How do you create value in an AI-enabled world?



Value Intelligence

According to a Futurist Report in 2025, 45% of CEOs are concerned that their business will no longer be viable within 10 years. This startling statistic is borne out by measures of organisational longevity.

In 1958, Fortune 500 companies lasted 60 years on average; by 2020 this had fallen to 20 years. Today the average tenure of a company in the Fortune 500 is 18 years, with a predicted drop to less than 15 years by 2030. Today, business moves fast.

These figures reflect the volatile and dynamic environment that CEOs must navigate today. With a shorter window for success, choosing where to play and how to win is absolutely imperative. Organisations that survive and thrive in this environment tend to have one thing in common – they excel in creating and capturing value.

The dual pathway to value

Value creation and value capture represent two distinct pathways to value. Value creation comes from identifying new sources of revenue. This may involve identifying unmet customer needs and generating innovative ways to address these needs. As we know from Teresa Amabile's work on innovation, value creation goes beyond idea generation to operationalising and implementing solutions.

Value capture is the capacity to extract value from these solutions through monetisation, commercialisation and cost savings. Value capture is measured through outcomes such as profit, revenue, market share and brand value.

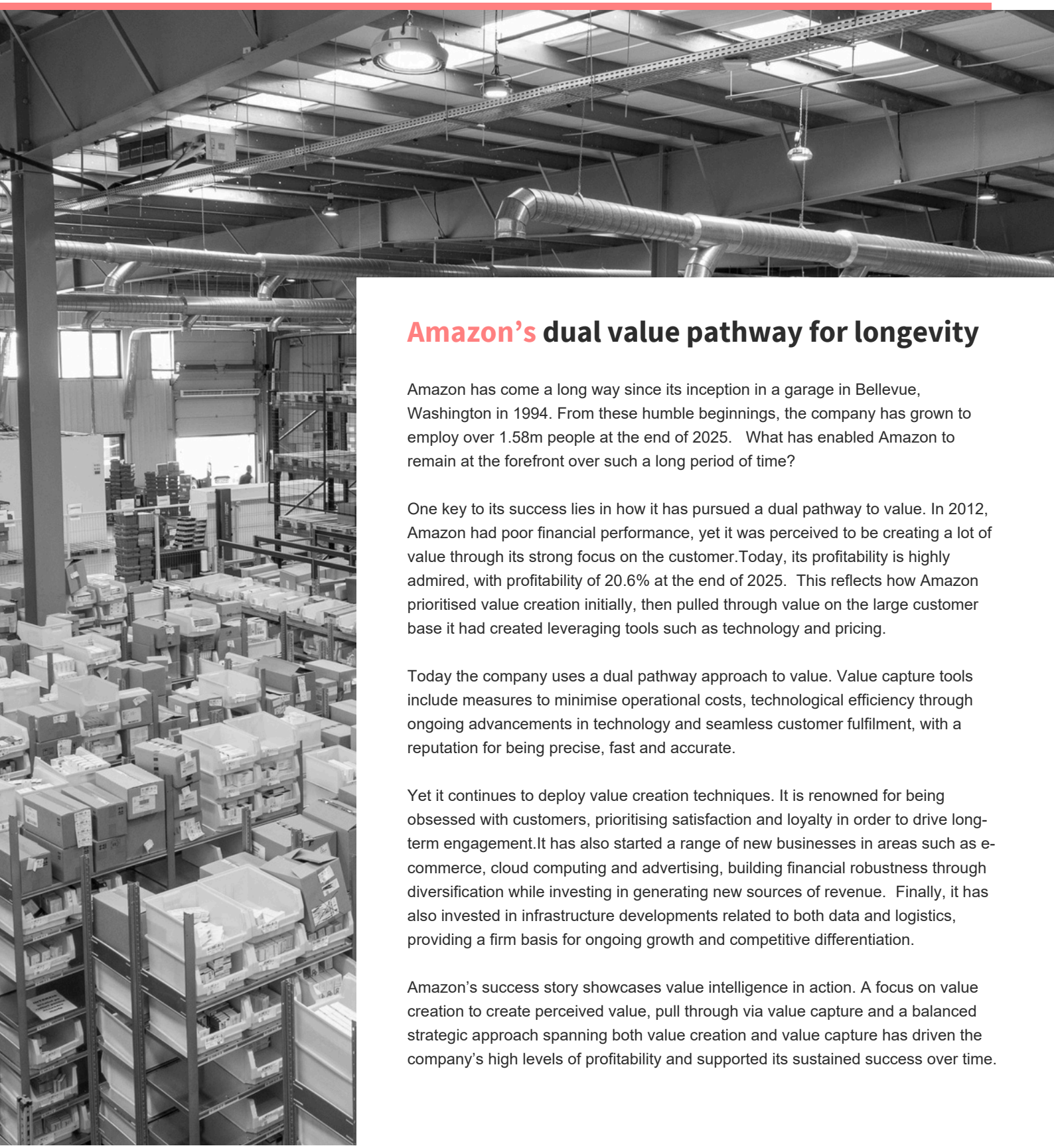
The advent of AI has opened up a whole realm of new possibilities for value capture. New technology has enabled businesses to move faster, both in customer fulfilment and through internal efficiency in data collection, integration and review. However, as McKinsey noted in in their recent report, using AI to boost productivity is unlikely to create a sustainable competitive advantage. With AI readily available to all market players, models that drive efficiency and profitability rapidly become commoditised, pushing companies that pursue the value capture strategy alone around a fast-moving hamster wheel.

Too much focus solely on extracting value from existing products and services often leads to a 'failure of success,' a major driver of shorter organisational tenure.

Sustainable competitive advantage is far more likely to come from a dual strategy that includes both value creation and value capture. Value creation requires organisations to constantly monitor and explore shifting customer perspectives, market dynamics and stakeholder perceptions in order to uncover value drivers as the foundation for generating new ideas.

Organisations that lead in value creation still tend to rely heavily on the creativity, expertise and talent of their people, albeit boosted and amplified by AI. Yet value creation without value capture leaves money on the table and is unlikely to lead to sustained success.

In an AI-accelerated world, value intelligence is about moving between value capture and value creation, making strategic choices that ensure a balanced portfolio of initiatives that enable leaders to capitalise on both the benefits of AI and people.



Amazon's dual value pathway for longevity

Amazon has come a long way since its inception in a garage in Bellevue, Washington in 1994. From these humble beginnings, the company has grown to employ over 1.58m people at the end of 2025. What has enabled Amazon to remain at the forefront over such a long period of time?

One key to its success lies in how it has pursued a dual pathway to value. In 2012, Amazon had poor financial performance, yet it was perceived to be creating a lot of value through its strong focus on the customer.Today, its profitability is highly admired, with profitability of 20.6% at the end of 2025. This reflects how Amazon prioritised value creation initially, then pulled through value on the large customer base it had created leveraging tools such as technology and pricing.

Today the company uses a dual pathway approach to value. Value capture tools include measures to minimise operational costs, technological efficiency through ongoing advancements in technology and seamless customer fulfilment, with a reputation for being precise, fast and accurate.

Yet it continues to deploy value creation techniques. It is renowned for being obsessed with customers, prioritising satisfaction and loyalty in order to drive long-term engagement.It has also started a range of new businesses in areas such as e-commerce, cloud computing and advertising, building financial robustness through diversification while investing in generating new sources of revenue. Finally, it has also invested in infrastructure developments related to both data and logistics, providing a firm basis for ongoing growth and competitive differentiation.

Amazon's success story showcases value intelligence in action. A focus on value creation to create perceived value, pull through via value capture and a balanced strategic approach spanning both value creation and value capture has driven the company's high levels of profitability and supported its sustained success over time.

Ambidexterity supports Value Intelligence

Research from Professor Howard Yu at IMD's Future Readiness Center tells us that organisations that achieve longer tenure and remain at the forefront of their industry tend to move between value creation and value capture. These pathways are mutually dependent: each is necessary but not sufficient to drive value alone. The ability to harness both value pathways is known as ambidexterity.

While ambidexterity as an idea has been around for many years, the advent of AI has boosted the speed and capacity of organisations to deliver value through both value capture and value creation. By redesigning their organisational 'wiring' to facilitate this fluidity, companies can amplify their capacity for value creation and value capture to thrive in today's hyper-competitive environment.

The ability to shape organisations to identify, create and capture new sources of value is known as Value Intelligence. Value Intelligence enables greater efficiency and profitability that funds innovation for sustained performance and supports higher company valuations. Value Intelligence is not only about deciding where to play and how to win; it is also about redesigning the organisation to capitalise on the strengths of both AI and humans to amplify the capacity for value creation and value capture.

Today, Value Intelligence is grounded in a fundamental question: what value is worth creating and for whom? This reflects the notion of 'legitimate value,' which is value creation that stakeholders – both internal and external – recognise as worthwhile, fair, and aligned with organisational and societal objectives.This is important in the context of AI. AI has been framed as a vehicle hastening catabolic collapse for organisations and economies by hastening their capacity to maintain short-term profitability and growth by consuming existing assets in the face of declining infrastructure and resources – in other words, through value capture. Yet AI also facilitates opportunities for value creation through innovation – but it has become more difficult to achieve because of the complexity of the challenges and opportunities facing business today. Climate change, the Global Financial Crises, and even the recent stand-off in the Straits of Hormuz – all illustrate the degree to which creation (and value destruction) is a product of interdependent systems. Diverse teams come up with better ideas than the lone genius; business ecosystems unlock more value in the white space.

Thus, Value Intelligence reflects a different mindset than in the past, where questions of where to play and how to win are intricately entwined with an understanding of the commercial environment as a complex, dynamic system. This requires leaders who can readily switch contexts and pursue multiple paths – in other words, ambidexterity.

The table below shows this ambidexterity in practice. It illustrates how companies that excel in Value Intelligence shape their structure and processes to make the most of the complementary capabilities of people and AI, boosting their capacity to create legitimate value. In this paper, we explore the factors and practical steps that organisations need to consider when shaping themselves for sustained success in an AI-accelerated world.

“While ambidexterity as an idea has been around for many years, the advent of AI has boosted the speed and capacity of organisations to deliver value through both value capture and value creation.”

Sources of Value	Value Capture with AI	Value Creation with AI
1. Workforce Productivity	Greater efficiency in day-to-day tasks and improved productivity.	Boosting capacity for innovation and value creation.
2. Customer Connection	Enhanced customer experience through digital supply chain and seamless customer fulfilment.	Deeper insight, faster co-creation and stronger brand loyalty.
3. Managing strategic complexity	Cycle time reduction on data integration, experimentation and iteration.	Richer strategic choices with more strategic optionality.
4. Navigating complex ecosystems and partnerships (internal and external)	Coordination and collaboration via technology, rapid information dissemination.	Transparent information sharing and trust-building across partners, enabling innovation.
5. Enhancing adaptability of organisation	Integration of multiple systems to provide better insight and support effective decisions.	Synthetic Symbiosis to facilitate faster individual and organisational adaptation.

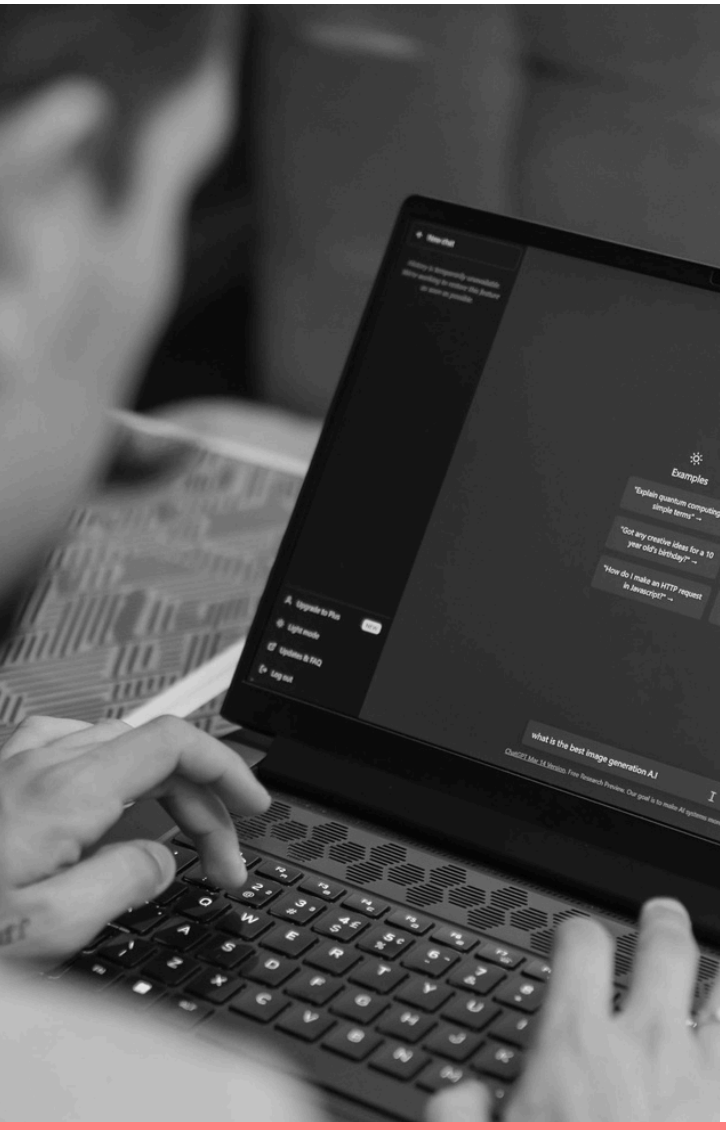
Making strategic choices

While both pathways to value are important, most companies today are tooled for value capture. However, these efforts are not returning the benefits anticipated. While studies suggest that modest gains in revenue of up to 10% have been achieved over a three-year period, many companies report difficulty in both achieving and sustaining this level of return. The major challenges cited have been trust, regulation and diminishing marginal returns.
This gap between expectation and return on technology is not a new finding. Economist Professor Robert Solow's Productivity Paradox noted this trend back in 1987 when he commented "You can see the computer age everywhere but in the productivity statistics." The lower benefit yield has been a persistent feature across different types of technologies, including robotisation, digitisation and AI.

According to a recent meta-analysis, the challenges in achieving AI-driven value capture include data limitations, cultural resistance, regulatory constraints, and high adoption costs. These factors create a high level of inconsistency in the returns generated by AI-led productivity improvements. In fact, BCG's recent analysis suggested that 60% of all AI transformation-led efforts deliver limited value.

So why do organisations continue to prioritise value capture over value creation? There are three main reasons. First, the technology rat race is receiving a lot of attention, creating pressure on leaders to adopt the latest tools just to keep up with competitors. Second, value capture tends to focus more on near-term change, enabling a more data-driven approach with higher levels of certainty about the right approach. Third, value capture is often perceived as easier, as technology can be applied within existing processes and tasks.

This is the value trap. McKinsey observed that using AI to boost productivity is unlikely to create sustainable competitive advantage. All competitors have access to the same technology, and value shrinks further as new competitors move in. Without a complementary focus on value creation, the result is short-term optimisation that amplifies the likelihood of long-term decline.



Value Intelligence in an AI world

With these challenges, how can organisations make smart choices to create value in an AI-accelerated world? HumanCorps research suggests that AI offers opportunities to support organisations to master ambidexterity in ways that have not been possible before.

The emergent and adaptive nature of ambidexterity requires robust and intelligent choices in the context of increasingly complex, dynamic business challenges and opportunities.

AI can support leaders to operate at this more sophisticated level — but only when organisations truly understand how to get the best from AI.That means thinking differently about structure, work and capabilities to create the fluidity and ambidexterity that individuals and organisations need to sustain success.

In the remainder of this paper, we look more closely at what this means in practice, structured around the five areas in the table above. The aim is to provide ideas on how leaders and organisations can unlock more value creation and build higher levels of ambidexterity to support sustained success.

> Companies that fail to rethink how they define, measure and capture value are chasing hype instead of building lasting advantage.”
>
> (Henken, 2025)



The value of organisations

By Malcolm Bacchus, Past President of The Institute of Chartered Accountants in England and Wales (ICAEW)

We talk about creating value for organisations – but what does that mean in practice?

Financial statements have historically been a starting point for valuations. Typically the lens is Tangible Book Value (TBV), which measures the net worth of a company based on its tangible assets. The practice is rooted in custodianship, the original purpose of accounting, and thus focuses mainly on the physical assets and liabilities. This lens has been adapted over the years to seek to give some measure of the company's performance and financial health.

However, as the knowledge economy grows, the gap between the book value and market value of an organisation is widening. The market value is heavily influenced by intangibles, such as intellectual property, patents, brand reputation and talent. Indeed, when I talk to companies about what they see as their primary assets, their response is almost always "their people", their knowledge set or their brand.Yet none of those assets are on their balance sheet, purely because of our historic definition of "assets".

In fact, a study by Ocean Tomo revealed that intangible assets constituted approximately 92 percent of S&P 500 market capitalisation at the end of 2025. That represents a 75 percentage point shift from 1975, when tangible assets represented 83 percent of the index's value, with intangibles making up only 17 percent. Intangible assets not only account for more market value than in the past; they are also the fastest-growing assets. According to an analysis by the World Intellectual Property Organization of the UK economy between 2015 and 2025, intangible investment in the UK showed a CAGR of 3.2 percent per year, compared to 1.3 percent for tangible investment. Overall, intangible investment in the UK accounted for 13.5 percent of GDP in 2025, versus 9.8 per cent for tangible investment. These data paint a picture of an economy that is shifting towards more intangible value creation. In this environment, competitive advantage comes through actively managing value creation. The danger is that when much of this value is not reflected on the balance sheet – or indeed directly in the profit and loss account – boards may pursue the wrong strategies and investors may be accidentally misled.

This is as much a socio-economic problem as it is an accounting one. Until we can work out how to bring accounting into the 21st century, it is up to the boards to find new mechanisms to manage, record and value intangible asset growth. Luckily, large datasets, AI and enhanced insights into latent talent support the ability to manage these emerging intangibles. It is through mining this data that we will find the real value of our human and intellectual capital.

Boosting value capacity

Workforce Productivity

There is no doubt that AI has the potential to enable individuals to be more productive in how they do their work. While there are variations based on job type and industry, there have been a number of studies showcasing the time savings that AI can achieve. For example, a study by the Federal Reserve Bank of St. Louis found that GenAI was able to save individuals about 2 hours per week.

However, there are downsides as well as upsides. Firstly, AI use tends to lead to work intensification. It enables workers to do more, both in quantity and quality, enabling them to leverage their more sophisticated capabilities. This fits with workforce demand data from Lightcast, which suggests that 70% of jobs are falling in demand but broadening in scope.However, operating at this higher level of complexity and demand takes its toll, with a higher risk of cognitive fatigue and burnout.

Secondly, too much dependence on AI in the workplace may be eroding human cognitive capabilities.While the evidence on the impact of AI is somewhat speculative, declines in working memory, metacognition and critical thinking continue a pattern observed in the wake of other digital technologies, such as mobile phones.

Overall, literature reviews of experience to date point to a paradox in AI-driven value creation. In the short term, digital tools such as AI create opportunities for value capture to optimise short-term performance.However, these gains come at the expense of the human capabilities that drive value creation. Researchers have coined the term ‘efficiency-atrophy paradox’ to describe this effect, which exacerbates the rapid rise and fall of organisations and drives the shorter tenure observed earlier. What can organisations do to boost their capacity for value generation through both AI-enabled capture and human-driven creation?

From AI adoption to Synthetic Symbiosis

As noted in the book HumanCorps (Lopianowski and Pino, 2026), AI development has been driven by a narrow focus on profit – in other words, value capture. This both underplays the potential of AI and constrains the potential of people – the worst of both worlds. Rather than continuing along the path already established, our technology seeks to optimise the contribution of both through a combination of a trust-based relationship with AI that addresses issues of ethics, privacy and morality while actively cultivating human judgement.

The move towards Synthetic Symbiosis is a significant shift from how most people operate today.That’s why experiential learning – like our interactive Clean Room sim or the Brain Boost learning experience – can help leaders to better appreciate the difference first hand and create the ‘a-ha’ moments that support a shift in behaviour.

Our interactive simulation Clean Room is designed to help leaders experience the difference first-hand. Such experiential learning is necessary to build appreciation for the subtle impact of AI on decision quality and a better understanding of how AI augmentation needs to be implemented to support value generation. This helps leaders to understand where they need to enhance their

own capabilities in areas such as judgement and connection while also understanding how AI can positively augment their capabilities when it is applied used key principles such as visible agency, links between ownership and accountability and defined space for the exercise of human judgement.

From Role Reduction to Role Redesign

A knowledge worker has never created value simply by possessing knowledge. An engineer creates value through a system that connects engineering judgement to customers, product decisions, capital, technology, and other people. A lawyer creates value through a system that connects expertise to clients, risk, regulation, and commercial decisions. A clinician creates value through a system that connects knowledge to diagnosis, treatment, colleagues, patients, and institutional processes. A product manager creates value through a system that connects customer understanding, technical possibility, commercial choices, and organisational action.

Agentic AI changes the economics of those systems — it can perform parts of the work, amplify the worker, coordinate across boundaries, generate options that once required teams of analysts and execute decisions once dependent on human handoffs. But none of that means the underlying need for expertise, judgement or accountability disappears. In many contexts those capabilities become more important. Indeed, research suggests that, when AI is included in a workflow, the components performed by the human become more valuable, not less.

The important distinction is between work and activity. Machines can make activity cheap. They cannot thereby determine what activity is worth doing.

- They can generate an answer, but that does not establish whether the answer is appropriate.
- They can detect a pattern, but that does not establish what the pattern means.
- They can optimise a metric, but that does not establish whether the metric still represents the value the organisation intends to create.
- They can execute a decision, but that does not determine who should be accountable for having authorised the decision.

This is why the central workforce question is not, Which human tasks will AI replace? It should be, What human judgement, accountability and capability does the organisation need when the cost of execution collapses? The question moves the conversation away from preserving yesterday's jobs and towards designing tomorrow's system of contribution.

HumanCorps' approach to designing structure and workflows brings this question to life by taking a holistic, multi-level approach that frames governance, interaction and accountability in a way that optimises value creation in an AI-enabled environment. Our approach doesn't simply wire AI onto existing workflows and structures; rather, it provides a guided process to shape a company that is optimised for value, both through capture and creation.

From Structural Control to Clear Accountability

As noted above, defining the governance of organisations today is key to building organisations with Value Intelligence. The organisational chart is becoming an increasingly poor description of how value is created. It tells us who reports to whom. It does not tell us where decisions are made, where information originates, how work crosses boundaries, who can intervene, what an agent is authorised

to do, or who remains accountable when a human-synthetic system produces an outcome.

Agentic AI makes those gaps consequential. A traditional employee encountering ambiguity can stop, ask, and interpret the situation through experience; an agent can continue. A traditional workflow can tolerate some uncertainty because humans resolve exceptions; an agentic workflow may encounter thousands of exceptions and treat them as instructions to keep optimising.

Governance must become more explicit as autonomy increases — not a larger bureaucracy, but a clearer system of accountability. Every consequential value stream should be able to answer who owns the outcome, who can decide, what they can decide without permission, what boundaries apply, what must be escalated, who can intervene or pause or reverse the system, and what evidence allows the decision to be reconstructed afterwards.
Minimal Structure is the minimum explicit scaffolding required to allow distributed action without losing institutional control. The aim is not to control every action, but to ensure that every consequential action sits inside a system whose purpose, authority and boundaries are intelligible. Minimal Structure is one of the core principles embedded in our approach to organisational design.

From Jobs to Systems as the Unit of Work

Nowhere is the industrial model more deeply embedded than in the workforce. The modern organisation hires people into jobs, places those jobs into grades, assigns responsibilities to them, pays people according to those grades, and evaluates performance against objectives attached to the job. That arrangement is administratively convenient — but increasingly detached from how value is created. A customer does not experience a job description. A product does not emerge from an organisational chart. A successful decision is rarely attributable to one person acting alone.

Value is produced through systems. People collaborate, information moves, decisions interact, processes cross-functional boundaries, technology amplifies individual capability, customers influence outcomes, and synthetic systems increasingly participate in the work itself. Yet the corporation continues to ask a remarkably industrial question: “What did this individual do?” A better question is: “What contribution did this person, team, and human-synthetic system make to the outcome for which they were accountable?” This does not abandon individual accountability. It makes accountability more precise.

This reflects a fundamental shift from seeing the workforce as a unit of production to a vehicle for value creation. Jobs will remain useful, because employment contracts, regulatory obligations, payroll systems, and workforce planning require them. But the job should increasingly be understood as the administrative container, not the unit of organisational value. The more durable unit is the Accountability Agreement, which begins with purpose.

It asks:

- What business purpose does this person or team contribute to?
- What outcomes matter over the relevant horizon?
- What are they accountable for creating?
- What decisions can they make without permission? What resources can they control?
- What risks must they manage, and what must they escalate?
- What evidence will demonstrate sound judgement?
- What are they accountable for learning?

A job description says: Here are the activities associated with this position. An Accountability Agreement says: Here is the value you are entrusted to create, the judgement you are entrusted to exercise and the boundaries within which you are authorised to act. The distinction becomes critical when work itself is fluid — a product manager may spend one month working primarily with engineers, the next with customers, and the next orchestrating a collection of

synthetic agents. The activities change; the underlying accountability can remain stable.

This is the beginning of workforce architecture for the agentic enterprise and is at the heart of our approach to organisational design. It better supports value in organisations than a skills-based talent marketplace. Skills become rapidly obsolescent and reinforce the individual as the unit of value creation. While constant skill acquisition, evolution and enhancement is vital for organisational performance, it does not make sense as the basis for organising and designing work.

Enhanced Customer Connection

AI is a powerful tool for capturing value from customer interactions. Digital supply chain can support customer fulfilment and efficiency, while omnichannel can strengthen customer engagement by building complementary communication channels that are experienced as unified, smooth and cohesive. These actions drive customer loyalty, enabling companies to generate more revenue from current customers, thereby avoiding the costs of additional customer acquisition. According to a recent report from McKinsey, there is a significant and direct link between value and whether an already-satisfied consumer is “delighted” by their experience with a brand.

The defining feature of both digital supply chain and omnichannel is that they enable personalisation/customisation at scale while facilitating customer journeys across complex systems. For example, SAP uses more than 40 different tools to guide SME customers through the sales process, moving them through prospecting, creating personalised demos and even supporting with the provision of training videos for active customers. With 90% of the buying journey completed in a virtual environment, the productivity of the SAP sales team is significantly enhanced while customers benefit from a convenient, seamless and personalised sales experience.

AI enables companies to push beyond the customer experience into pricing by tapping into advanced data and analytics. Examples include personalised pricing and outcome-based pricing. Rolls-Royce sells ‘Power by the Hour’, using sophisticated analytics to charge airlines for engine performance rather than the engines themselves. This pricing strategy also offers value reinforcement by implicitly measuring outcomes, provides a tailored experience for different customers and enables Rolls-Royce to extract more value through personalised pricing and outcome-based pricing.

The problem is that everyone has access to this technology. AI use in customer experience and customer fulfilment boosts value capture but does not support value creation. In a hypercompetitive world, value creation is increasingly driven by differentiation that creates customer bonds forged around identity, alignment and deep insight. These require uniquely human capabilities.

The value of human sense-making

Imagine an agent notices that customers in three European markets are abandoning a particular onboarding journey at an unusually high rate. It can identify the correlation. It can compare the behaviour with thousands of previous interactions. It can hypothesise that a regulatory disclosure is creating friction. It can test alternative language. It can measure conversion. Depending on its level of autonomy, it may even implement a change within an approved boundary.

But none of those capabilities answers the strategic question: What does this mean for the business?

- Is the problem a badly designed interface?
- A necessary consequence of a regulatory obligation?
- An indication that the proposition itself is becoming less attractive?
- A signal that customer expectations are changing?
- Or simply statistical noise?



AI can unlock more human creativity

Unilever has invested heavily in leveraging AI to build Desire at Scale, especially in its marketing approach. CEO Fernando Fernandez took a 'digital first' decision, with a heavy focus on investing in technology to drive both value capture and value creation. The results have been startling.

From a value capture perspective, Unilever's use of digital twins of products has dramatically increased the speed of content creation. Product imagery can be produced twice as fast and at half the cost, reducing duplication and improving efficiency across different channels. Marketing assets are created up to 30% faster and at about half the cost.

However, rather than simply banking these gains, Unilever has used the space to tap into the more sophisticated capabilities of its people. According to Chief Growth and Marketing Officer, Esi Egglestone Bracey, AI has "transformed what was once a complex, slow process into a marketing system that frees up our teams to focus on what they do best – think bigger, be creative, push boundaries and create magic for our brands."

Harnessing more of Unilever's human creativity is producing dividends. By utilising marketing experts' ability to gain a deep understanding of people's needs and desires and creating more space for them to be bold and creative, the company has doubled view and click-through levels, responded to market shifts with greater agility and increased purchase intent by five per cent.

However, the change has not only been about efficiency. Unilever invested time in adapting workflows to optimise the AI-human balance. Digital twins mean production and marketing processes have been streamlined, while DAM systems enabled more effective distribution, search and analysis of digital content.

Unilever's success in AI implementation in marketing illustrates how value capture and value creation can be complementary. The capabilities of AI to orchestrate and manage complex data and content can open up more opportunities for deep experts and creative contributors to spend more time tapping into their strengths.

The distinction matters because emergence produces possibility, not strategy. A pattern recognised by a machine remains a pattern until someone interprets what it means.

This is one of the most important human responsibilities in an agentic enterprise. Often the human's job is not to run the analysis at all, but to decide what it means once it's in front of them — in the context of purpose, consequence and competing values. As synthetic intelligence improves, the problem will increasingly become an excess of suggestions rather than a shortage: agents can produce more experiments, observations and plausible strategic options than human leaders can responsibly pursue.

The scarce capability moves from information gathering to sense-making: distinguishing signal from noise, trend from anomaly, opportunity from distraction, local improvement from systemic value, short-term gain from long-term accretion. That is why the human contribution cannot be reduced to "the human in the loop." Sometimes the human should not be in the loop. The better question is, Where is human judgement genuinely consequential? — and human capability should be protected, developed and authorised wherever the answer is "here."

The value of social capital

With customer consolidation and hypercompetition affecting commercial conditions across a range of industries, the ability to build a genuine connection with customers is a differentiator. Humans are social animals who naturally seek belonging, whether through gathering with like-minded people or through embracing symbols and actions that reflect their personal identity and are recognisable by others.

Social capital is a strategic asset when it comes to customer engagement and business development. Social capital is built upon networks of trust and reciprocity, not features that AI can provide. Research shows that firms with rich social capital gain easier access to resources and opportunities and discern emerging customer insights and consumer trends faster than those who rely more heavily on formal data. Stories – good and bad – of customer experience rapidly travel through social and digital networks to directly influence customer behaviour.

In a hypercompetitive market, a distinctive identity is vital as a choice heuristic. A company's Orientational Purpose not only guides its own actions but also brings others on the journey. Buying into the brand is a choice driven by an individual's own identity and value congruence.

Social capital also supports value creation through innovation. Rich social connections facilitate access to richer customer insights, new ideas, creative solutions and broader insights drawn from diverse networks. Further, when firms use social capital to create shared value (e.g., community projects, ethical supply chains, inclusive hiring), their identity evolves from "seller of X" to "participant in a meaningful ecosystem." This repositioning can open new segments, partnerships, and premium pricing opportunities because customers and stakeholders see the firm as contributing to something larger than transactions.

The ability to build genuine connections and to create a shared sense of purpose and identity is not something that AI – or any technology – is able to accomplish. Discerning subtle social signals and building emotional alignment around a common connection is an area in which humans dramatically outperform AI. According to organisations such as the OECD, social capital is developed through bonding (developing close ties), bridging (building connections that span groups) and linking (establishing relationships that span levels of authority).
That's not to say that AI cannot support social networks and connections. There is a plethora of apps and technologies explicitly designed to enable human connectivity. Yet, at heart, trust, reciprocity, identity and relationship-based accountability are fundamentally human/social phenomena, even where technology mediates or supports them.

Research by sales and marketing consultancy ZS suggests that over half the leaders in large organisations view strengthening relationships with customers as a priority.



Beyond frictionless: the next frontier of customer connection

with Karl Daly, HumanCorps Partner

Our work with leaders in financial services has given us a first-hand view of how this industry is adapting in the context of AI. Banks offer an early view of a challenge that will confront almost every sector: what happens when excellent customer fulfilment is no longer enough to differentiate? Years of digitisation have removed friction from banking. AI is accelerating that progress, helping institutions interpret behavioural and transactional data, personalise interactions and anticipate what customers need next.

Yet the competitive context is moving just as fast. Customers now hold relationships with an average of three financial institutions, up from 2.5 in 2021 [1], and nearly three-quarters engage with a bank beyond their primary one [2]. Mobile is now the dominant channel for everyday servicing, and switching providers is easier than ever.

The response has been increasingly sophisticated personalisation: real-time signals and AI deciding what to offer, when, and through which channel. But this points to a deeper competitive question: what happens when everyone can predict the next best action? As AI democratises sophisticated analytics, prediction itself becomes less scarce. Advantage shifts to the quality of insight and judgement applied to it. That requires a different kind of rigour than banks have spent a decade building. Behavioural data reveals what customers do; AI is very good at pattern and prediction. Understanding why is harder. It draws on the same discipline used in serious human assessment: structured, evidence-based enquiry that moves past surface answers to the real drivers of behaviour, then aggregates that insight across a population to reveal strategic patterns.

Applied to customers, that same rigour is the missing link between data and judgement — the chain this paper calls value intelligence: from data, to prediction, to insight, to the human judgement that turns insight into value. In fragmented, competitive markets, frictionless fulfilment will become the baseline expectation. The differentiator will be the ability to turn intelligence into genuine understanding, and understanding into value.

AI can make organisations dramatically more knowledgeable about their customers. But knowledge and understanding are not the same thing. It is the quality of human judgement and social capital applied to that intelligence that has the potential to turn knowledge into wisdom — and ultimately into value.

[1] McKinsey, "How retail banks build strategic distance," 2024.
[2] Accenture, Global Banking Consumer Study 2025 (49,300 respondents, 39 countries).

According to Dr. Tania Lennon, this is an area where successful organisations cultivate sophisticated interpersonal and co-creation capabilities in their talent. Lennon teaches on the B2B Sales Force Strategy & Effectiveness in the Digital Age programme at Kellogg Business School in Chicago, where she has seen leaders shift their understanding of what they need from their people over the last eight years, moving away from sales skills alone to complex capabilities that enable them to unlock value at all stages of the customer engagement process.

Managing strategic complexity

Strategic choices in uncertainty

Humans are primed for certainty. Cognitively, the human brain seeks to minimise uncertainty through a range of heuristics and biases. Strategically, in the face of uncertainty, humans tend towards 'satisficing,' cutting down the wealth of possibilities to a smaller and more manageable range of options. And motivationally, Kruglanski's work on the Need for Cognitive Closure highlights how humans gravitate towards any firm answer over ambiguity, showcasing their bias for action and willingness to rewrite their beliefs to fit in with their chosen approach.
This orientation towards certainty is further amplified by time pressure, anxiety and complexity – all features that are practically definitions of today's working environment.

Now add a pinch of AI to the mix. The LLMs that characterise AI tend to be authoritative and confident in their responses. They are often perceived as independent validators of what the individual is already thinking. This can curtail decision explorations even further.

As AI gets to know you – your professional beliefs, focus, background, etc. – it tends to return narrow, belief consistent results that reinforce the individual's existing views. When the engagement algorithm is added in, there is even less room for exploring different views. AI acts as a "certainty amplifier" unless deliberately designed to preserve friction, show uncertainty, and diversify sources.

This pattern further erodes cognitive capabilities, adding 'certainty' to 'atrophy' to undermine human judgement – at the exact moment when judgement quality has become one of the defining capabilities that support value creation.

Strategic choices in dynamism

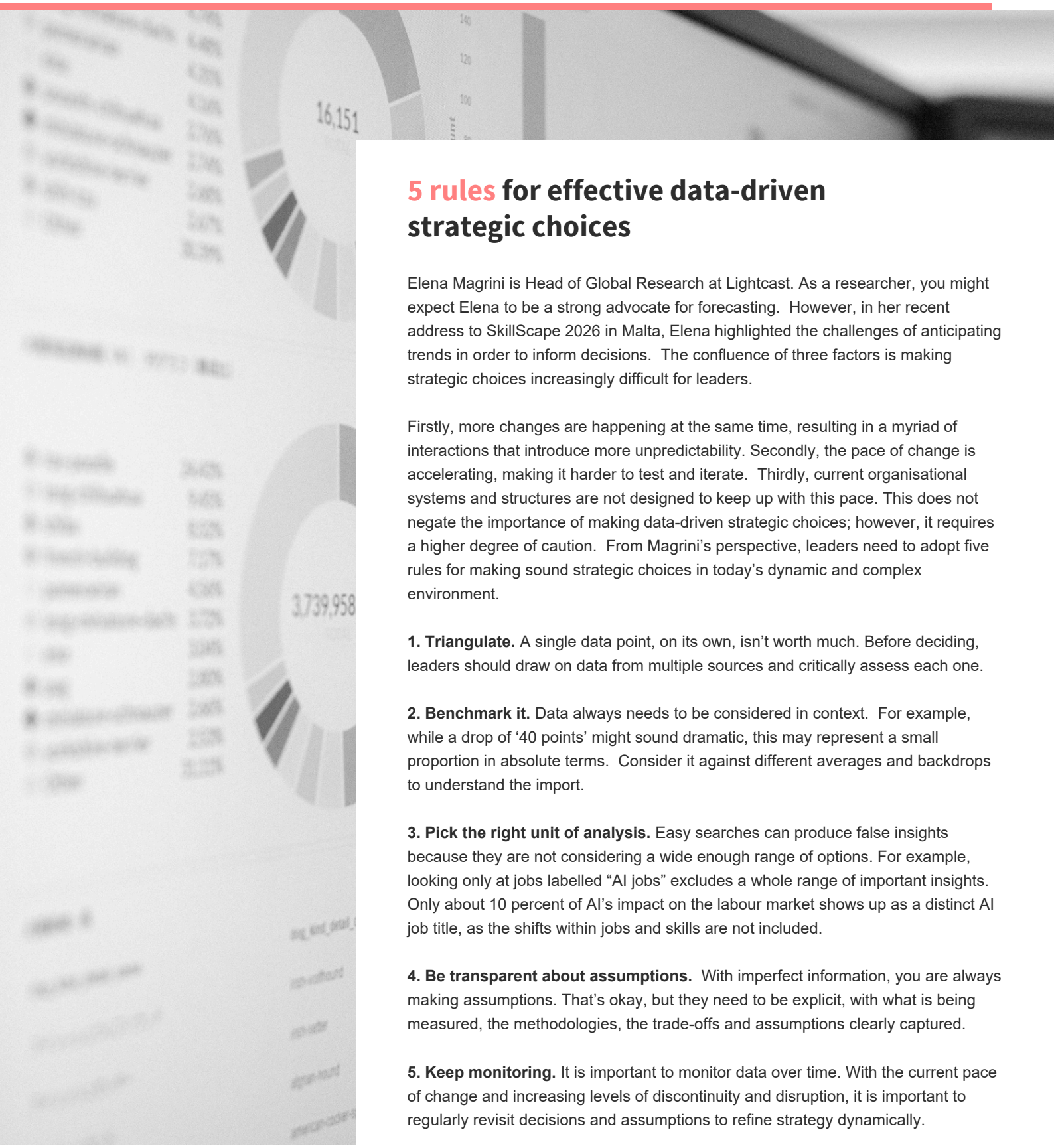
Once judgement becomes the scarce capability, the old sequence of strategy first and execution second starts to break down.

The traditional corporation still carries a deeply embedded assumption that strategy comes first and execution comes second: senior leaders decide where the company should go, the organisation translates those decisions into plans, functions turn plans into programmes, managers allocate work, employees execute it, and performance systems measure whether the intended results were achieved.

The arrangement was never quite as tidy as that description suggests. Strategy has always been influenced by customers, competitors, experience, and the ingenuity of people doing the work — Henry Mintzberg's distinction between deliberate and emergent strategy made this clear decades ago.

But the distinction mattered less when the organisation's capacity to observe, interpret, and act was constrained by human speed.

Agentic AI changes the constraint. A system that can observe a customer interaction, identify a pattern, propose a response, test alternatives, and implement an approved change is participating in the strategic process whether the organisation calls it strategy or not.



5 rules for effective data-driven strategic choices

Elena Magrini is Head of Global Research at Lightcast. As a researcher, you might expect Elena to be a strong advocate for forecasting. However, in her recent address to SkillScape 2026 in Malta, Elena highlighted the challenges of anticipating trends in order to inform decisions. The confluence of three factors is making strategic choices increasingly difficult for leaders.

Firstly, more changes are happening at the same time, resulting in a myriad of interactions that introduce more unpredictability. Secondly, the pace of change is accelerating, making it harder to test and iterate. Thirdly, current organisational systems and structures are not designed to keep up with this pace. This does not negate the importance of making data-driven strategic choices; however, it requires a higher degree of caution. From Magrini's perspective, leaders need to adopt five rules for making sound strategic choices in today's dynamic and complex environment.

1. Triangulate. A single data point, on its own, isn't worth much. Before deciding, leaders should draw on data from multiple sources and critically assess each one.

2. Benchmark it. Data always needs to be considered in context. For example, while a drop of '40 points' might sound dramatic, this may represent a small proportion in absolute terms. Consider it against different averages and backdrops to understand the import.

3. Pick the right unit of analysis. Easy searches can produce false insights because they are not considering a wide enough range of options. For example, looking only at jobs labelled "AI jobs" excludes a whole range of important insights. Only about 10 percent of AI's impact on the labour market shows up as a distinct AI job title, as the shifts within jobs and skills are not included.

4. Be transparent about assumptions. With imperfect information, you are always making assumptions. That's okay, but they need to be explicit, with what is being measured, the methodologies, the trade-offs and assumptions clearly captured.

5. Keep monitoring. It is important to monitor data over time. With the current pace of change and increasing levels of discontinuity and disruption, it is important to regularly revisit decisions and assumptions to refine strategy dynamically.

The agent does not need to attend the strategy meeting. It can change strategy by changing what the organisation actually does. Machines should not make strategy, but strategy can no longer be insulated from execution: when machines can make thousands of consequential choices between strategy cycles, execution stops merely implementing strategy and starts continuously interpreting it.

That creates a new strategic requirement — a stable orientation that does not become rigid, and responsiveness that does not become reactive. The traditional planning model can become too slow; responding continuously to whatever the latest data suggests can become directionless. The HumanCorps response is Orientational Purpose combined with continuous learning. Purpose provides the stable reference point. Strategy provides durable choices. Execution generates evidence. Evidence creates insight. Human judgement interprets the insight. The organisation adjusts its strategic choices. The resulting loop is:

Purpose » Strategy » Execution » Insight » Judgement » Renewed Strategy

This is the Strategic Navigation Loop. Strategy stays alive because the organisation keeps learning from execution without surrendering direction.

These questions are strategic because they define what the organisation is for and what it will refuse to do in pursuit of performance. This is why HumanCorps places Orientational Purpose next to Emergent Strategy.

Purpose is not a slogan about aspiration. It is the stable reference point that tells the organisation what should change, what should endure, and what trade-offs are legitimate. A purpose that cannot survive a trade-off is not yet doing enough organisational work. If an executive cannot use purpose to decide between two desirable outcomes, neither can an autonomous system — which is the practical reason this matters and not merely the philosophical one.

Organisations should translate purpose into decision principles. Not every principle needs to become a rule, but in consequential domains the organisation should know what it is trying to optimise, what it is unwilling to sacrifice, which values trump others in defined circumstances, which decisions require human judgement, and which boundaries should remain stable even as local conditions change.

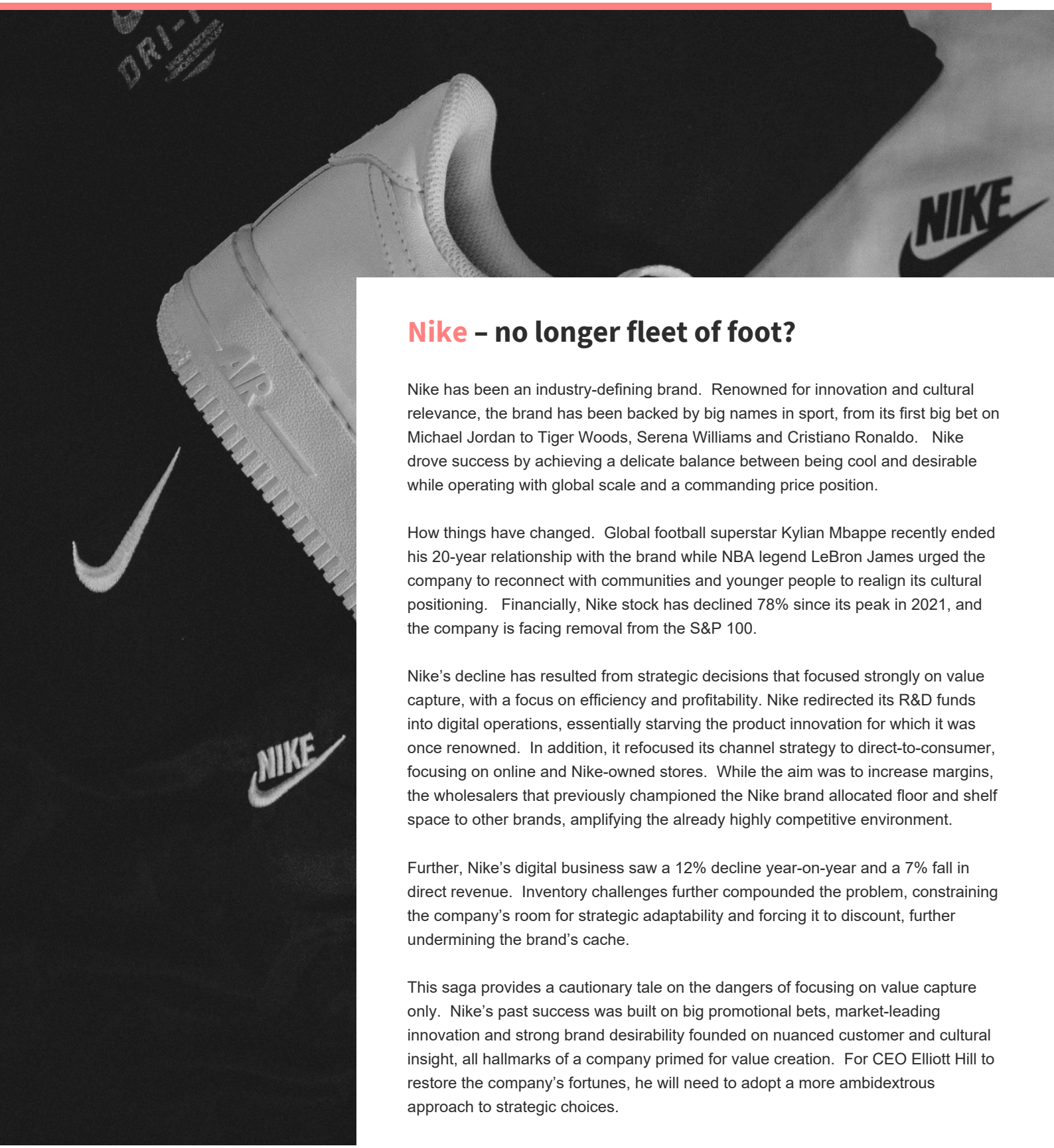
This is where strategy, governance and technology meet. The question is no longer simply, “What should the AI do?” It becomes: “What principles govern optimisation when nobody has anticipated the precise situation in which the system will have to act?”

Strategic choices at speed

Planning must become more responsive without losing direction. An annual strategy document assumes that leaders can make sufficiently good assumptions about the future and organise execution around them — an assumption that weakens as the organisation’s ability to sense and act accelerates. But abandoning direction and simply reacting to data would be the opposite error.

The organisation needs both orientation and adaptation. Orientational Purpose provides the durable reference. Strategic choices establish where the organisation intends to place its bets. Agentic execution generates continuous evidence; human judgement determines what that evidence means; the organisation updates its choices. The practical shift is from strategy as plan to strategy as navigation, and it changes what executives ask: not just what the durable strategic choices are, but what assumptions underpin them, what evidence would cause a reconsideration, which decisions can be made locally, which are deliberately slow, and what agents should — and should not — be allowed to optimise.

That last distinction deserves particular emphasis. An organisation should deliberately decide what remains slow, because some decisions carry consequences that justify deliberation. Speed is an economic capability, not a strategy.



Nike – no longer fleet of foot?

Nike has been an industry-defining brand. Renowned for innovation and cultural relevance, the brand has been backed by big names in sport, from its first big bet on Michael Jordan to Tiger Woods, Serena Williams and Cristiano Ronaldo. Nike drove success by achieving a delicate balance between being cool and desirable while operating with global scale and a commanding price position.

How things have changed. Global football superstar Kylian Mbappe recently ended his 20-year relationship with the brand while NBA legend LeBron James urged the company to reconnect with communities and younger people to realign its cultural positioning. Financially, Nike stock has declined 78% since its peak in 2021, and the company is facing removal from the S&P 100.

Nike's decline has resulted from strategic decisions that focused strongly on value capture, with a focus on efficiency and profitability. Nike redirected its R&D funds into digital operations, essentially starving the product innovation for which it was once renowned. In addition, it refocused its channel strategy to direct-to-consumer, focusing on online and Nike-owned stores. While the aim was to increase margins, the wholesalers that previously championed the Nike brand allocated floor and shelf space to other brands, amplifying the already highly competitive environment.

Further, Nike's digital business saw a 12% decline year-on-year and a 7% fall in direct revenue. Inventory challenges further compounded the problem, constraining the company's room for strategic adaptability and forcing it to discount, further undermining the brand's cache.

This saga provides a cautionary tale on the dangers of focusing on value capture only. Nike's past success was built on big promotional bets, market-leading innovation and strong brand desirability founded on nuanced customer and cultural insight, all hallmarks of a company primed for value creation. For CEO Elliott Hill to restore the company's fortunes, he will need to adopt a more ambidextrous approach to strategic choices.

Navigating complex ecosystems and partnerships

According to an EY study of more than 800 business leaders leveraging at least one ecosystem business model, ecosystems make up on average 13.7% of their total annual revenues, drive a 12.9% reduction in costs and generate 13.3% in incremental earnings. However, ecosystems primed for high performance generated even higher returns, with 1.5 times the cost reduction, and 2.1 times the incremental revenue growth in comparison with low-performing ecosystems.

Overall, ecosystems are becoming more important for success, with 31% of the CEOs surveyed indicating that their strategy includes an external ecosystem of business partnerships. The EY study revealed that 69% of business leaders from companies that are part of an ecosystem believe ecosystems are very important to their company's current success, and 91% agreed that ecosystems have increased the resilience of their business.

AI and technology are certainly playing a key role in unlocking the value that ecosystems can bring. Coordination and collaboration via technology facilitate rapid information dissemination and the ability to act quickly in order to capture emergent opportunities and compete for scarce resources.

However, business ecosystems are, by definition, aligned with the world of value creation. A business ecosystem is often defined by the co-evolution and co-creation of capabilities around a new innovation. Being part of an ecosystem enables companies to work together – both cooperatively and competitively – to support new products, satisfy customer needs and contribute to the next round of innovation. Again, this relies heavily on augmented human capabilities. Sjödin et al. (2024) identified three capabilities that appear to be essential for success in generating value through ecosystems.

- ecosystem foresight capabilities, which enable organisations to sense emerging opportunities and threats through continuous exploration and filtering of technologies and markets
- ecosystem integration capabilities, where firms take action to address business opportunities through co-creation of new products and value propositions or through collaboration
- ecosystem governance capabilities,which entail the capacity to adapt and reconfigure the complex ecosystem in the context of the dynamic commercial environment. This may include realigning interests, incentives and goals across the players that make up the ecosystem.

These three groups of management skills mirror the dynamic capabilities highlighted by David Teece as essential for enabling organisations to reconfigure in order to achieve a sustainable competitive advantage. The ecosystem environment makes this more complex, requiring a more sophisticated set of leadership capabilities. However, it also mitigates risks and enables more agility, as it relies less on the ability of any single organisation to undertake dramatic adaptations for the purposes of driving value.

Strategic influencing in ecosystems

These complex capabilities rely heavily on the uniquely human qualities needed to forge and manage relationships. In a business ecosystem, the relationship dynamic is not about the kind of transactional exchanges and negotiations crystallised in traditional economic theory; rather it is about collaboration, influence and joint innovation to find ways that bring added value to the ecosystem and the companies that comprise it. In this way, unlocking value through ecosystems centres on identifying, forming, and governing relationships with the evolving business ecosystem of partners and complementors.

This aligns with insights generated by HumanCorps Partner Karl Daly, who has conducted over 3,000 assessments with senior leaders in ecosystem environments during the past five years. The most common capability need that surfaced across these assessments was strategic influencing. According to Daly, “leaders have often been schooled in more traditional methods of exercising power. As organisations become flatter and as ecosystems become more prevalent as a vehicle for value creation, leaders need to adopt a more sophisticated repertoire of influencing and relationship management capabilities. That’s why targeted development like the HumanCorps programme, Strategic Systems Influencing (SSI) is more important than ever before.

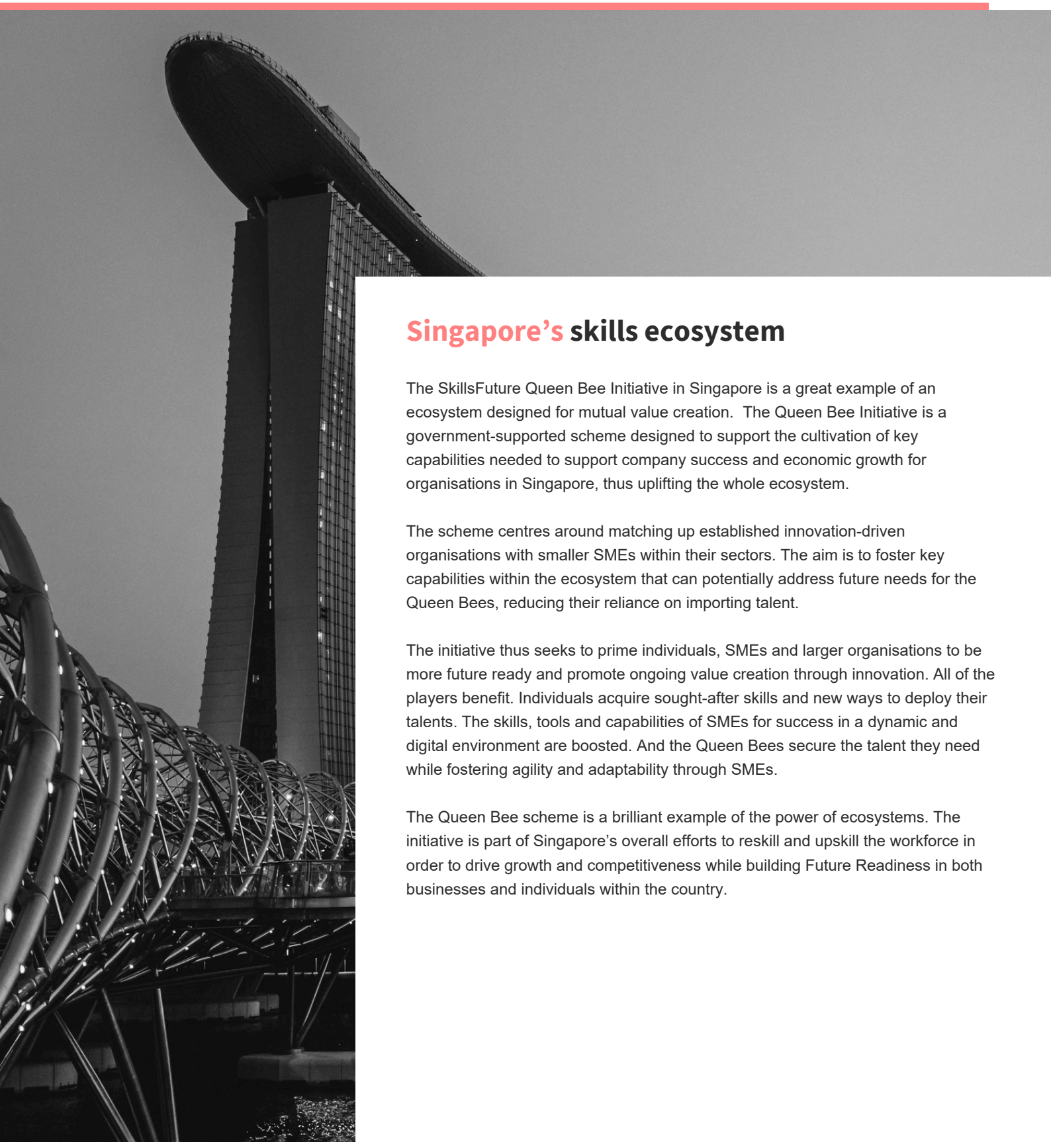
The value of clarity

To exercise Value Intelligence in their choices in complex settings such as ecosystems, organisations need to take a holistic perspective on the information they have. Execution now generates strategic evidence at machine speed: the organisation needs a discipline for deciding what that evidence is for.

Yet organisations do not need another dashboard — they already have financial reports, customer dashboards, employee surveys, operational metrics, risk registers, product analytics, AI monitoring, compliance reporting, and balanced scorecards. They have no shortage of measures. What they often lack is a coherent view of the value-creating system that connects them. A finance dashboard may show better margins. Operations may show shorter cycle times. HR may show stable engagement. AI monitoring may show higher automation. None of it necessarily tells the executive whether the organisation is becoming better at creating legitimate value.

Organisations need to translate Orientational Purpose into decision principles. Not every principle needs to become a rule, but in consequential domains the organisation should know what it is trying to optimise, what it is unwilling to sacrifice, which values trump others in defined circumstances, which decisions require human judgement, and which boundaries should remain stable even as local conditions change.

This is where strategy, governance and technology meet. The question is no longer simply, “What should the AI do?” It becomes: “What principles govern optimisation when nobody has anticipated the precise situation in which the system will have to act?”



Singapore's skills ecosystem

The SkillsFuture Queen Bee Initiative in Singapore is a great example of an ecosystem designed for mutual value creation. The Queen Bee Initiative is a government-supported scheme designed to support the cultivation of key capabilities needed to support company success and economic growth for organisations in Singapore, thus uplifting the whole ecosystem.

The scheme centres around matching up established innovation-driven organisations with smaller SMEs within their sectors. The aim is to foster key capabilities within the ecosystem that can potentially address future needs for the Queen Bees, reducing their reliance on importing talent.

The initiative thus seeks to prime individuals, SMEs and larger organisations to be more future ready and promote ongoing value creation through innovation. All of the players benefit. Individuals acquire sought-after skills and new ways to deploy their talents. The skills, tools and capabilities of SMEs for success in a dynamic and digital environment are boosted. And the Queen Bees secure the talent they need while fostering agility and adaptability through SMEs.

The Queen Bee scheme is a brilliant example of the power of ecosystems. The initiative is part of Singapore's overall efforts to reskill and upskill the workforce in order to drive growth and competitiveness while building Future Readiness in both businesses and individuals within the country.

Redesigning organisations

Designing for value

Few organisations are integrating AI in a way that is driving value, with 60% of organisations achieving only minimal returns from their AI investment. According to PwC, about 75% of the economic gains driven by AI belong to 20% of companies. Those that are successful are adopting the dual pathway of value capture through efficiency gains and cost reduction and value creation through business reinvention and innovation.

According to BCG, these superior successes are derived from redesign – of business models, of operating models and of the workforce.

This is because the factors that support value intelligence – robust strategic choices, agency and accountability – are integral to company design. They have to appear in strategy, structure, and workforce architecture. In the agentic enterprise, those three elements — what the organisation is trying to create, how authority and information let those choices become action, and how people are organised to meet what the strategy requires — need to be designed holistically in order to unlock value.

- Strategic choice changes the work, the work produces information, the information changes what leaders understand, and that understanding reshapes strategy.
- Structure determines how quickly the loop runs.
- Workforce architecture determines whether people can exercise the judgement it requires; reward determines what behaviour the organisation reinforces.

AI transformation to unlock value should not be framed as a technology programme followed by an HR programme. Agentic AI changes the economics of work, which changes structure, accountability, performance management, behaviour, and the production of understanding — and, in time, strategy itself, once strategy has to determine what the technology is being asked to optimise.

This demands a new question. It is no longer “How do we deploy AI into the existing organisation?” Rather, the question that will help leaders unlock value is “What kind of organisation should exist when intelligence, coordination and execution become dramatically cheaper?”

In order to build sustained competitive advantage in an AI-enhanced environment, CEOs need to create the conditions that tap into the unique human capacity for innovation and adaptation – in other words, to channel human ingenuity and talent into value creation. Equally, workflows and processes can be redesigned to support value capture through technology. AI should not be applied to the existing structure and wiring; instead, it is about thinking differently about how to shape organisational structures, systems and interactions.

This means redesigning the wiring of organisations to create space and time for thinking and relationship building. It means cultivating and valuing diverse perspectives. And it requires performance systems that allow for the failure and iterative cycles of improvement that characterise innovation. By applying these principles, leaders can unlock more of the potential of more of their people, creating a pool of future-ready talent that can support sustained success.

The New Rules of Organisational Design

Three implications follow: strategy becomes navigation; structure becomes governable agency; workforce becomes accountability and capability.

But what about agency — who gets to take action? Agency is where intelligence meets organisational design. A company can see an opportunity and still be unable to act. It can identify a risk and still be unable to intervene. It can know that a process is broken and still require six approvals to change it.

This is where the industrial model becomes particularly awkward in an agentic environment. Concentrated authority

once helped organisations manage scarce information and coordinate complex work, but when systems can operate continuously, authority concentrated at the centre becomes a bottleneck. Distributing authority without defining its boundaries, meanwhile, creates unacceptable risk. Neither centralised control nor uncontrolled decentralisation solves the problem. What is needed is bounded agency: authority sitting where relevant context exists, with explicit boundaries around it.

HumanCorps calls this Minimal Structure: lightweight scaffolding comprising interfaces, clear decision rights, escalation paths and risk boundaries that allows local actors to move without requiring constant permission from the centre.

The paradox is straightforward: the more autonomy an organisation wants, the more precisely it needs to define the boundaries within which autonomy can operate. This applies to people as much as machines. People need to know what they can decide, what they can change, what they need to escalate, what information they can trust, who can challenge their decision, and who can stop the process. Agents require the same clarity, expressed in ways that can govern behaviour through what HumanCorps call the Autonomy Ladder.

The first rung of the Autonomy Ladder is assistance, where AI drafts and a person decides. On the second, recommendation, it proposes but does not execute. On the third, bounded automation, it acts within pre-approved limits. On the fourth, agentic operation, it initiates and coordinates work across systems. The step from the third rung to the fourth is a governance cliff rather than an increment.

Movement up the ladder should depend on evidence, not enthusiasm, and the organisation should make consequential action observable: provenance, explicit decision rights, escalation routes, named accountability, risk envelopes, decision journals where appropriate, and the authority to pause or reverse consequential action. Human judgement does not belong in every loop. It belongs where consequence requires it.

Designing for adaptation

The second question is whether the organisation becomes wiser as it becomes more informed. A company can increase its volume of analysis without improving judgement. It can produce thousands of recommendations and still fail to recognise the one that matters. It can

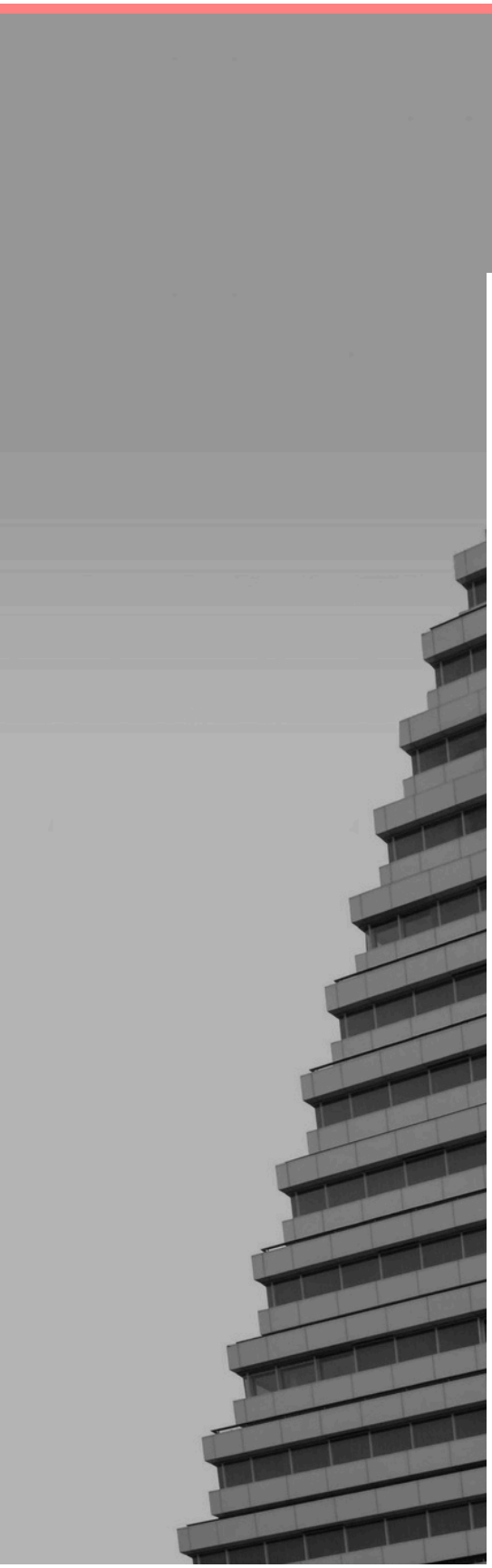
automate reporting while leaving executives with less time to think. It can give every employee access to synthetic intelligence while failing to establish the conditions under which collective intelligence becomes better rather than merely louder.

Value Intelligence looks for evidence that information is becoming organisational learning. Weak signals need to reach people capable of interpreting them. Experiments need to generate knowledge that travels. Near misses need to change the system. Decisions need to be revisited when evidence changes. Experience needs to become institutional memory, while Synths play a larger part of the workplace. By Synths we mean tools with synthetic capability, including automation, machine learning and AI systems, from assistants to agents, that augment human capability or perform elements of work directly. One opportunity to drive value is for Humans and Synths to become better at working together.

Collecting information is not enough; the organisation needs a learning loop. A mature organisation should be able to answer:

- What did we believe? What evidence did we have? What did we decide?
- What happened, and what surprised us?
- What should change as a result — and, importantly, what should not change?

The last question matters because continuous learning can destabilise an organisation that has not decided what should endure. Responsiveness and reactivity are different disciplines.



Reshaping for value in Roche/Genentech

As noted earlier in this paper, in today's world, legitimate value is produced through systems. The organising principle for designing companies for value is understanding how purpose is translated into strategy and then into execution driven by accountability for outcomes. This reinforces the need for workforce design rather than workforce planning. Design allows for dynamism, complexity and interactions across boundaries, while planning adopts a linear mindset that can limit the capacity for adaptation.

The merger of Roche and Genentech offers a great illustration of the power of purpose-driven workforce design. The company undertook a redesign to address increased complexity that was further amplified by an expanding portfolio. Customers didn't know who to connect with, while higher turnover rates amongst acquired employees suggested that internal engagement wasn't as strong as it could be.

Roche/Genentech didn't start with the existing organisational wiring; instead, they looked externally. They mapped patient and funding flows to identify ecosystems that spanned Integrated Delivery Networks, which are coordinated healthcare systems that encompass hospitals, physician groups and outpatient services.

The organisation design was mapped onto this system, with boundaries redefined and cross-functional teams spanning Medical, Patient Experience, Reimbursement, KAM and Commercial aligned around a common purpose and targeted outcomes. In a particularly bold move, the organisation created a dual leadership structure for these new system-focused units, with leadership oversight from both Medical and Commercial to reinforce the pursuit of key outcomes. Compensation and benefits were further aligned with these same healthcare outcomes.

In this way, the Orientational Purpose of the organisation was infused throughout the system, linking purpose into strategy and execution in a way that permeated boundaries and reinforced what was most important. This alignment also embedded high levels of adaptability in the structure, enabling teams to respond to the needs of the different IDNs they addressed. This design exemplifies how the principles advocated by HumanCorps can equip organisations to deliver elevated levels of value.

From Strategic Workforce Planning to Strategic Workforce Design

Responsiveness is a key factor in enabling value creation in today's dynamic world. Strategic workforce planning (SWP) is typically based on data gathered about the current organisation and an assumption of stability in the environment.

With so many change vectors converging, traditional SWP that measures supply and demand against capabilities linked to today's strategy can inadvertently create rigidity in the organisation.

To build an organisation that is primed for value generation through both capture and creation, HumanCorps deploys a carefully crafted process of Strategic Workforce Design (SWD). We call it Dynamic Organisation. The Dynamic Organisation process for SWD takes a deeper dive into the horizon to explore possible futures before building organisational design models that actively foster dynamic capabilities, features that have been persistently linked with sustained competitive advantage and enduring market success.

Our approach seeks to build a Dynamic Organisation through the process of Emergent Strategy, creating an aligned flow between people and business, both tethered to Orientational Purpose. The Dynamic Organisation approach also feeds into the talent process, with a greater focus on cultivating strategic, cognitive and behavioural agility across the talent pipeline.

Maximising your value intelligence: three top tips.

As an individual – cultivate range.

According to Future Ready talent specialist Dr. Tania Lennon, one of the key features that define experts and leaders who create outsized value for their organisations is breadth.

As described in the book Future Ready Talent (Kogan Page, 2026), breadth of experience acted as the 'fuel' to build both more sophisticated capabilities and higher levels of ambidexterity, enabling people to move between extracting value today and laying the foundations for value creation tomorrow.

What does this mean in practice? The advice is to actively expose yourself to the broadest range of challenges possible.Whether it is living and working in other countries, undertaking formal education in an adjacent subject, taking on a wide range of business or project challenges, or even learning a language, anything you do that forces your brain into learning mode and pushes you out of your comfort zone will help you to build breadth.

On a daily basis, this means also considering a wider range of possibilities and options before you converge. As we have discussed in this paper, our natural tendency is to converge, decide and act quickly in order to create certainty, with AI acting as a 'certainty amplifier.' Using techniques that force you to challenge your own thinking and to slow down to consider a wider range of possibilities enriches your cognitive capabilities and supports learning agility.

As a leadership team: collective leadership

HumanCorps author Andrew Lopianowski has worked with many top teams around the world. His observation is that many leadership teams still operate as a collection of highly capable individuals representing different functions rather than as a true enterprise leadership team. Yet the most important challenges facing organisations today, from navigating strategic uncertainty and accelerating innovation to responding to changing customer expectations, cannot be solved within functional boundaries. They require collective leadership.

Lopianowski says, "At HumanCorps, we often describe the purpose of a top team as addressing the challenges that only this group of leaders can solve together. High-performing teams are defined not simply by the quality of the individuals around the table, but by their ability to create a shared understanding of reality, align around a clear purpose, make high-quality decisions and take collective ownership of outcomes. These characteristics sit at the heart of our Top Team Performance methodology."

This is why relationship capital has become such an important source of value. In an increasingly interconnected and fast-moving world, effective leadership depends on trust, constructive challenge, shared accountability and the willingness to prioritise enterprise outcomes over functional interests. Teams with strong relationship capital are better able to navigate ambiguity, surface different perspectives and make robust decisions together.

Artificial intelligence adds a new dimension to this challenge. AI can provide leaders with faster access to

information, insights and options, but it cannot replace the conversations required to determine what matters most, which trade-offs are acceptable or what course of action is right for the organisation. If anything, the growing availability of intelligence makes collective judgement even more important.

The most effective leadership teams of the future will therefore not be those that simply have access to better technology. They will be those that combine human judgement, strong relationships and shared ownership with the intelligent use of AI to make better choices and create greater value together.

As an organisation: building a value stream

Dr. Mike Pino, author of HumanCorps, cautions leaders not to confuse the scale of the argument with the scale of the first intervention. A company does not need to redesign its entire operating model before learning how Value Intelligence works. It should start with one consequential value stream — credit, insurance claims, pricing, customer remediation, supply chain decisions, clinical operations, safety, fraud, or another process where the relationship between customer value, operational decisions, risk, and human judgement is visible.

Five things then need to become explicit.

1. Define the value
What outcome matters? For whom? What trade-offs are legitimate? What would constitute value destruction even if the immediate financial metric improved?

2. Establish accountability
Who owns the outcome? Who can decide? Who must be consulted, informed, or able to stop the process?

Start by naming one person accountable from end to end, with authority across every desk the workflow crosses. Then define a risk envelope for any AI that touches it, that is, the purpose an actor serves, the systems and data it may access, its limits, the triggers that require escalation and the things it must never do.

Every human–AI workflow needs:

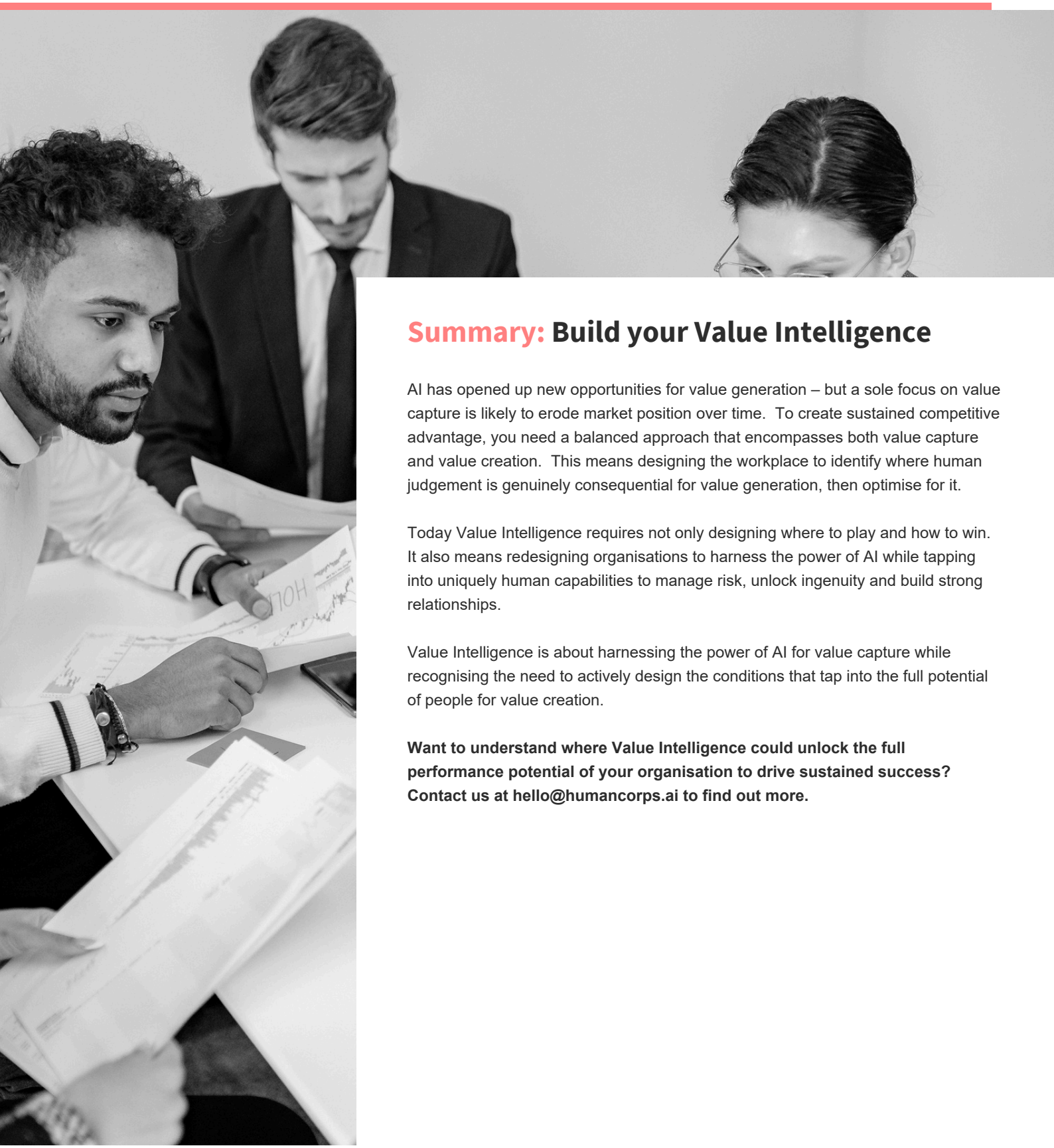
- An outcome owner accountable from the initial trigger through to completion.
- An authority boundary defining what the AI may decide or execute.
- Stop conditions specifying when human intervention is required.
- An exception memory recording why people override the system, so tacit organisational knowledge is captured.
- An expiry and review point, so access and autonomy are never permanent by default.

3. Define the autonomy ladder
Which activities can be assisted, recommended, automated within a boundary, or agentic — and what evidence would justify moving to the next level?

4. Make the system observable
Require provenance. Record consequential decisions. Make assumptions visible. Create clear escalation routes. Ensure someone has both the authority and the obligation to intervene.

5. Install a learning loop
Do not wait for the annual strategy cycle. Review what the system is learning. Identify unexpected behaviour. Challenge assumptions. Change the boundary when evidence requires it, then repeat.

This creates a practical laboratory for Value Intelligence and a way to test its implications without launching another enterprise-wide transformation programme. The first ninety days should not primarily test whether the technology works — most organisations can already demonstrate that. The harder test is whether the organisation can increase the speed of execution without losing purpose, judgement, accountability and legitimacy.



Summary: Build your Value Intelligence

AI has opened up new opportunities for value generation – but a sole focus on value capture is likely to erode market position over time. To create sustained competitive advantage, you need a balanced approach that encompasses both value capture and value creation. This means designing the workplace to identify where human judgement is genuinely consequential for value generation, then optimise for it.

Today Value Intelligence requires not only designing where to play and how to win. It also means redesigning organisations to harness the power of AI while tapping into uniquely human capabilities to manage risk, unlock ingenuity and build strong relationships.

Value Intelligence is about harnessing the power of AI for value capture while recognising the need to actively design the conditions that tap into the full potential of people for value creation.

Want to understand where Value Intelligence could unlock the full performance potential of your organisation to drive sustained success? Contact us at hello@humancorps.ai to find out more.

5 HumanCorps tools that can help

1. Clean Room Simulation: This immersive team simulation asks participants to explore the differences in how exercising business judgement. The simulation explores three approaches: synthetic intelligence, hybrid intelligence and collective intelligence. This experiential exercise helps leaders identifies the pros and cons for strategic choices and understand how they can use AI to augment their strengths to create legitimate value.

2. Brain Boost: A personalised learning journey that aims to enhance leader value intelligence. This is an individual, self-directed digital learning experience that focuses on amplifying leader judgement in two ways. Firstly, it works on building strategic range in the context of factors such as ambiguity, dynamism and data availability. Secondly, it seeks to build three vital thinking capabilities for today's world: critical thinking, abductive intelligence and eductive intelligence.

3. Strategic Systems Influencing: Like the HumanCorps organisational leadership programme, the SSI programme addresses three pillars – Identity, Cognitive and Dynamics. The programme is designed to help leaders to shape the conditions for decision making and value creation in an ecosystem environment, leveraging AI to augment their capabilities while tapping into their unique strengths in managing relationships.

4. Top Team Performance: HumanCorps Top Team Performance helps executive and senior leadership teams move from being a collection of highly capable functional leaders to becoming a high-performing enterprise team. We help teams define the critical work and outcomes that only they can accomplish together, then build the shared purpose, relational capital, constructive challenge, collective ownership and mutual accountability needed to deliver them. The methodology shifts leadership beyond coordinating functions and managing individual agendas towards using the unique collective intelligence of the team to make better decisions, navigate complexity and create greater value for the organisation as a whole. Because a group of exceptional executives does not automatically make an exceptional executive team: the real source of advantage lies in what those leaders can understand, decide and accomplish together that none of them could achieve alone.

5. Dynamic Organisation Design: The Dynamic Organisation process for SWD takes a deeper dive into the horizon to explore possible futures before building organisational design models that actively foster dynamic capabilities, features that have been persistently linked with sustained competitive advantage and enduring market success. Our approach seeks to build a Dynamic Organisation through the process of Emergent Strategy, creating an aligned flow between people and business, both tethered to Orientational Purpose. The Dynamic Organisation approach also feeds into the talent process, with a greater focus on cultivating strategic, cognitive and behavioural agility across the talent pipeline.



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