

Humanization of the Organization

*Framework for AI/ML in
Organizational Talent
Management*

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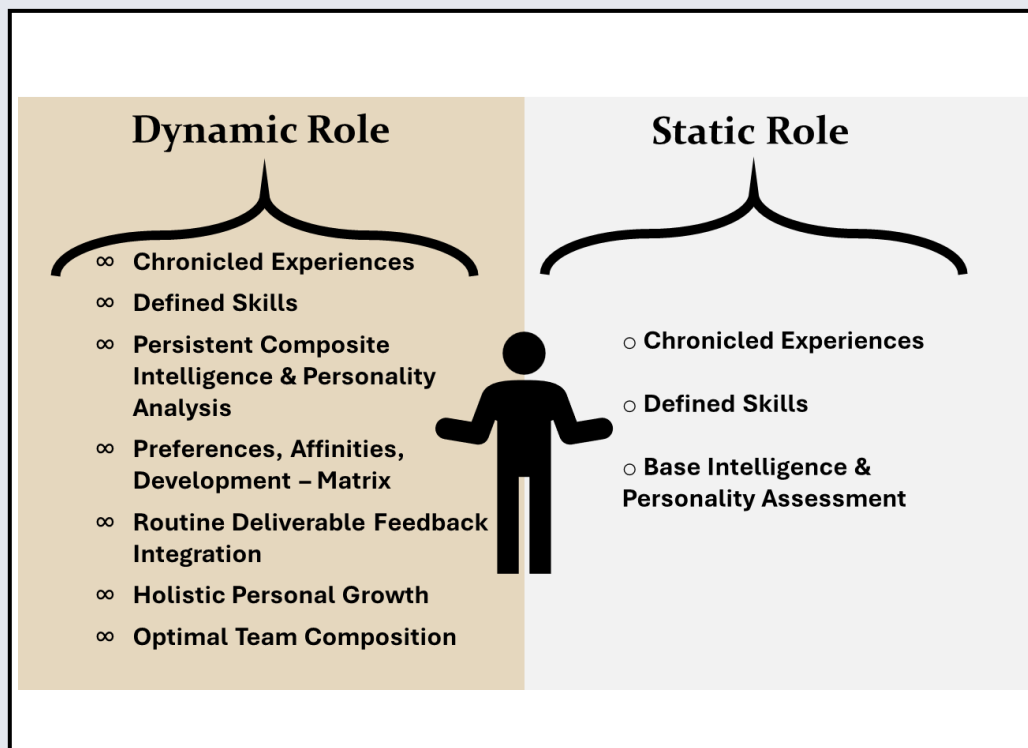

GREY THEOREM

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Framework for AI/ML in Organizational Talent Management

ABSTRACT

Herein lies a theoretical framework for an AI enabled Human Resources and Talent Development tool empowering the humanization of employees and their linear roles within organizations. By creating an Employee Digital Twin, the full skillset, aptitudes, and affinities of each person can be incorporated into their project load within the Organization. AI overcomes processing hurdles for holistic employee characterization, and in turn, can provide organizational benefits by: creating a Subject Matter Directory; de-siloing specific and general roles to Dynamic Talent Pools; and lastly, creating an Organizational Talent Development Network.



RELEVANCY

Talent Development, Human Resources, AI Systems Architecture

Artificial Intelligence has reached a new dawn in ideation and application throughout the organization. AI has rapidly integrated into hiring pipelines, typically as a filter of applicant volume, but has stalled in translation of other human resource domain problems, namely organizational and talent development. This whitepaper serves as a theoretical framework for a creating an AI tool for organizational and talent development by analyzing employee's preferences, aptitudes, work methodology, and interactions to create a "Best-Fit" Matrix for collaboration through organizational projects or directives. Using AI as an additive tool for talent development in management roles can offload a time-intensive process, all while promoting an employee-focused work environment in accomplishment of organizational goals.

There are three primary applications addressed in this work, scaling in integration of AI systems and benefits: (1) a Subject-Matter Directory, (2) Dynamic Talent Pools, and (3) an Organizational Talent Development Framework. Starting with a Subject-Matter Directory, it is the evolution in linear organizational charts for intra-org communication. Modern organizations have six or more primary departments, with each having five or more secondary teams, and more supporting teams and employees beneath or aside. Standard issue org charts with title and department fail to reveal mission-specific functions or expertise, requiring at least one question randomly anchored towards senior or junior members, i.e. a significant number of "who does this in my company" questions go unasked or unanswered. Establishing a system that digitizes the employee by composite skills, aptitudes and interests promotes directional intra-organizational communication and collaboration.

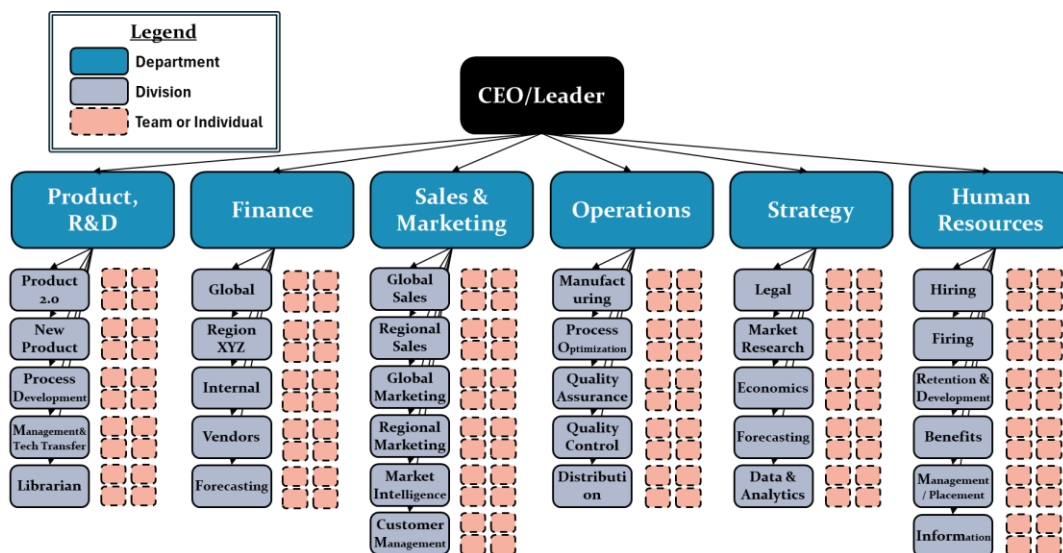


Figure 1 Modern theoretical organizational chart illustrating the scale and spread of critical functions across linear networks. Identifying necessary resources are hindered by operational opacity. Simple queries involving extra-departmental colleagues are complicated as important details are left out of all standard corporate directories.

Next, Dynamic Talent Pools are a restructuring of classic departments to limit or prevent siloing. This allows employee resources of generalized nature to be comingled for project-based work. Several teams and departments utilize the same skills for altered applications, forcing multiple employees into linear roles. Data Science, Project Management, Mathematics, Design– these are common talent resources replicated and spread across every department. Where static resources are necessary for continuity and specialization, junior and generalized skills can be applied and improved on a dynamic basis. Consulting organizations utilize both dynamic talent pool and project-based work models, where translations for more common adoption have largely focused on “flat” or horizontal-style organizations, these lack the same organizational and employee benefits.

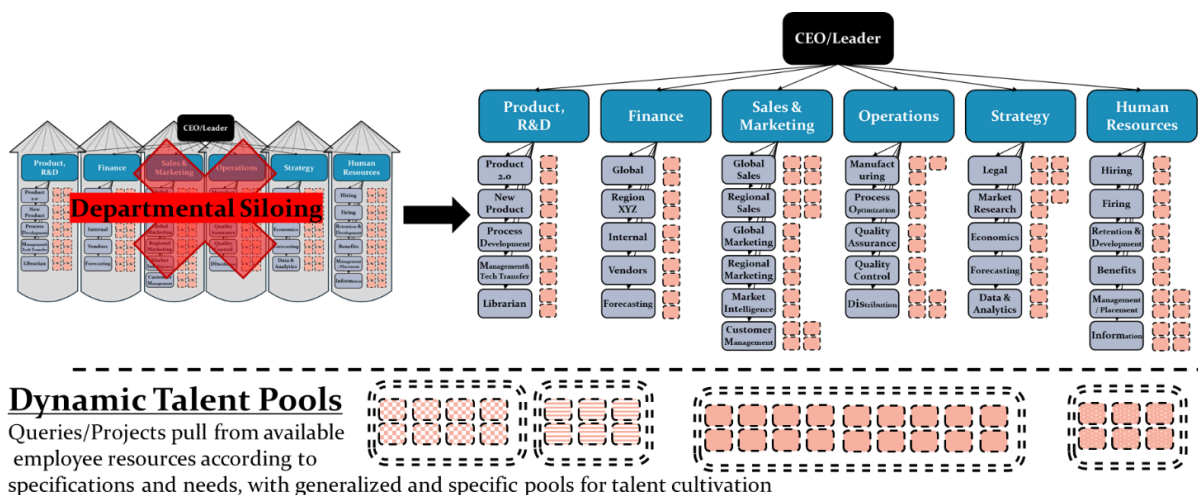


Figure 2 Dynamic Talent Pools offers a modern solution to Departmental Siloing. Common talent resources are comingled for organizational needs, assigned on a Project-based schedule according to fit, bandwidth, and interest.

Finally, the Organizational Talent Development Framework addresses three primordial organizational problems, focusing on reinforcement, enrichment, and development of employees. By strengthening and fully utilizing employees, the organization itself strengthens.

Resource Optimization: The cataloguing of employee talents and aptitudes enables a matching categorization of organizational functions, equipping hiring with a transparent and holistic view of needs.

Internal Component Growth: Intra-team competition for career growth, aka the Ladder Climb, has been the end of empire, industry, and career. Refocusing employee drive, and compensation packages, towards internal growth with a measured, communicative, and guided talent development system is an alternative to employee versus employee competition. The loss of friction, and clear delineation of colleague as a cooperator reduces workplace stress, reinforces healthy personal growth in and outside the workplace, which enriches their environment with friends and teammates.

Collaboration: Team member and stakeholder review of deliverables and project progression, allows for understanding beneficial or negative co-working members. While employees might be expected to cooperate equally, there are optimal configurations of team components to yield higher efficacy product.

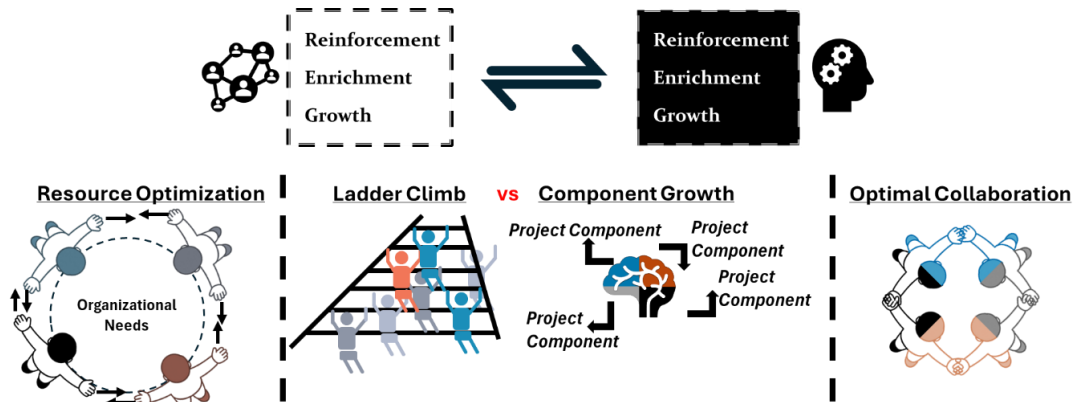


Figure 3 The Organizational Talent Development Framework accounts for previous interactions and collaborations into the formation of teams for projects, optimizing Collaboration. Treating each person as an individual, and allowing for all of the person, employees can be dutifully trained to meet or exceed organizational needs. Treating the person as a whole lends a final reward, adoption of compensation packages tied to personal growth allows for intra-team competition to change to friendly cooperation.

Talent development is an interdisciplinary and time intensive process. Where many understand different forms of intelligence exist, assessing and developing at organizational scale lacks viability. AI allows for personalized feedback for employees, providing fitting suggestions not just for the material at hand, but in a method and background specific to the person. By breaking down intelligence and personality to its base components, AI can organize complexity to identify how best to help each employee across their own developmental journey. This novel Employee Digital Twin concept progresses a growing movement for digital and physical data integration, but in a human-forward manner.

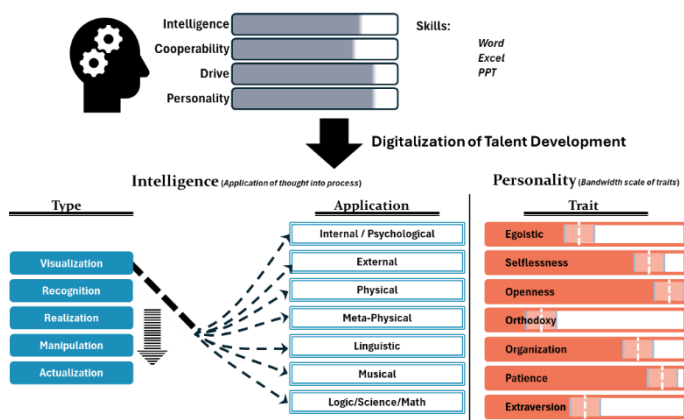


Figure 4 The Employee Digital Twin, a proposed model connecting intelligence and personality for optimal employee development and project assignment. Integrating Gray's Biopsychological Theory of Personality, Myers-Briggs Personality Theory, and modern neurobiology research, Intelligence and Personality can be broken into individual components, or neural processes. Viewing each employee within their strengths allows for tailored development to the capabilities and affinities of each.

Methodology to construct and implement this framework is split between **Process** and **Input**. Organizations commonly create project teams, made of the project manager, engineer, IT, etc. Where standard structures limit scope of employee recruitment, AI allows for all eligible employees to leverage organization-wide talents to create the best deliverable. The Project initiator is provided with an interface containing applicable and available resources, as well as integrated member sign-on. The Project goes through core phases of Planning/Origination, Operation, and Delivery. Origination is the strategy and planning phase, ensuring smooth operation and step-wise function. Not all projects can be as cleanly defined, but manifesting time and process for planning can lead to smoother operation and better deliverables. Furthermore, not all resources are needed throughout the project, allowing for streamlined asset allocation.

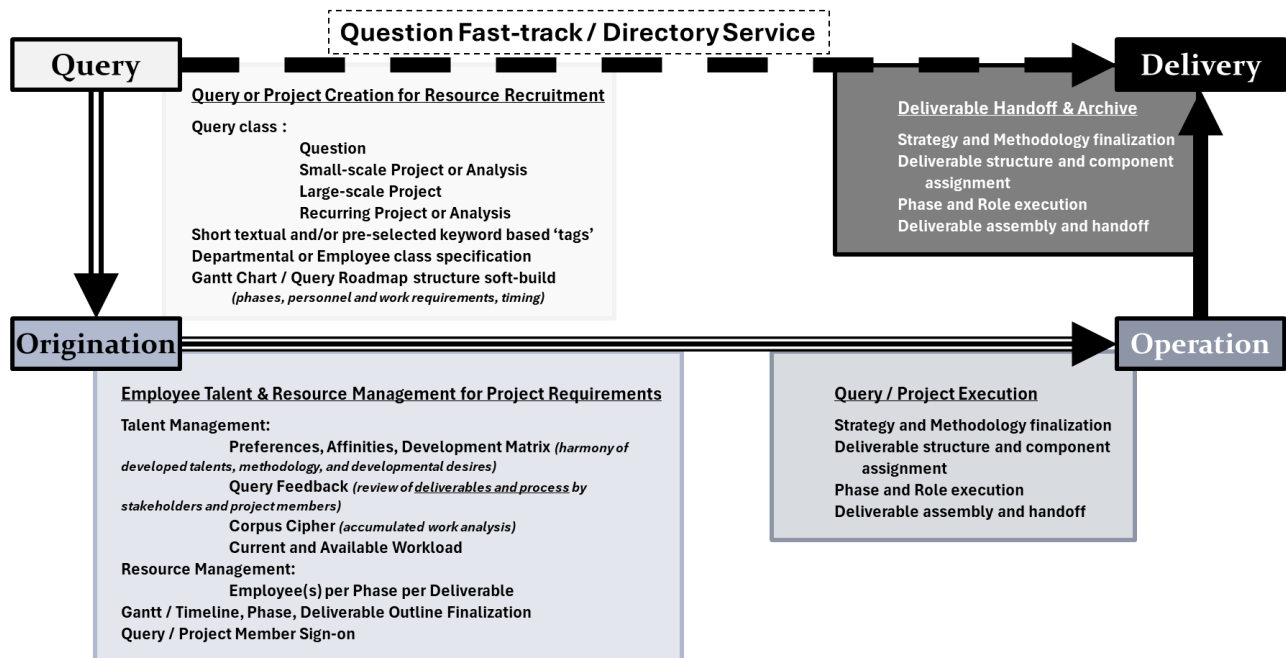


Figure 5 Process outlined as pictured utilizes similar Grey Theorem project methodology. Breaking the process into four parts allows for component analysis in efficacy of product and process.

Input is fundamentally limited to the observable, but divided into three components, Query Feedback, Employee Response, and the totality of an employee's work, known as the Corpus Cipher. **Query Feedback** is a simple survey relating internal perceived performance, project phase, and deliverable review. Project members rate how they feel they performed at each phase, specifically in their own component of deliverables. Stakeholders provide ratings on key points of interest of work deliverables, but only deliverables and not team members. A simple matrix algorithm can pull apart additive or subtractive collaborations for project deliverables, ensuring optimal team composition. **Employee Response**, or the **Preferences Affinities Development-Matrix**, is a self-

assessment of the namesake, allowing for employees to guide their own career and growth. Secondly, short open-ended puzzles can be employed to gauge problem solving style and how employee's approach situations. Gamification of talent identification/intelligence will be an overarching theme for implementation of AI systems in education, employing the same here puts your organization ahead of curve. The complete chronicle of an employee's work, or the **Corpus Cipher**, enforces the quantitative assessment of skill and growth. AI-enabled systems measuring linguistic variation and fit, computational style in the form of function or code usage, Design style for cleanliness and impact, and Collaboration from digital communications and virtual meetings. The Corpus Cipher warrants extreme caution as analog work, non-recorded meetings, internal thought, etc., would all be missed.

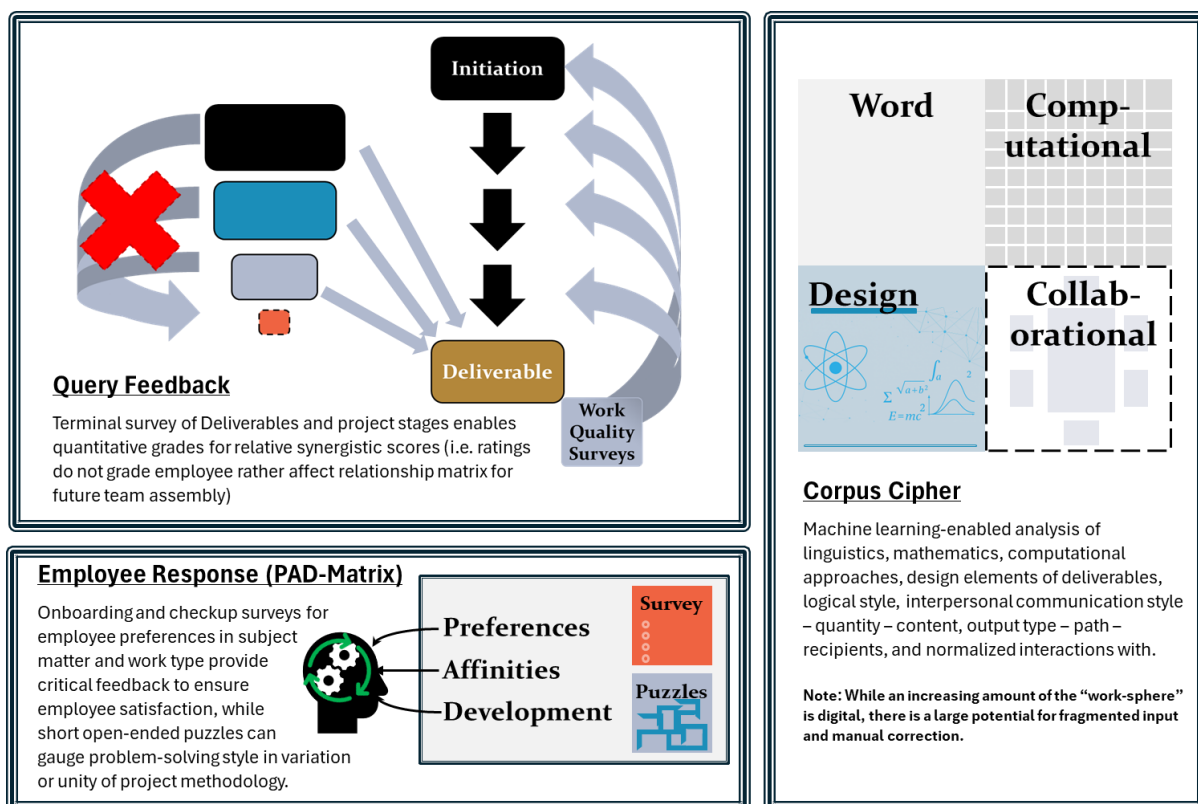


Figure 6 The Organizational Talent Development Framework employs three core systems for input: Query Feedback (survey ratings on deliverables), Employee Response (internal preferences and strengths), and the Corpus Cipher (complete set of employee's work).

Integration of AI allows for humanization of the employee. By constructing digital replicas of employees, positions can move past linear or fixed roles, departments can be de-siloed, and projects use the best-fit employees across the entire organization. Pivotal to this paradigm, investment in the employee is investment in the organization: Reinforcement of learnt skills and masteries ensures needs stay sharp. Enrichment of work

material and project load encourages passion-led growth and buy-in, limiting stale deliverables. Growth of employee's talents widens the organizational pool, allows for experimentation and backup of needed skills. It is worth repeating that this system will be limited to recorded work and interactions, necessitating human oversight – instead of replacing any human function, this framework theorizes a tool for human benefit.

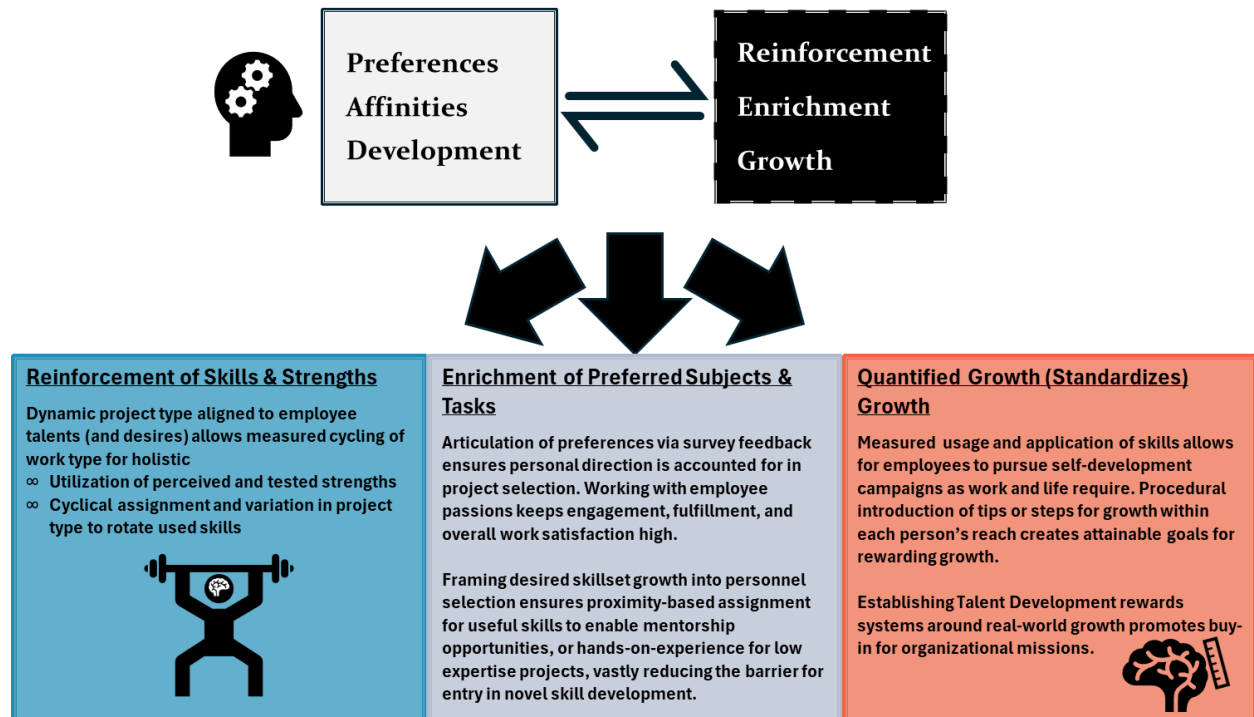


Figure 7 An organization is the sum of its employees; strengthening employees and their relationship with the organization strengthens the sum. Reinforcement, Enrichment, and Growth as core tenants addresses all 5 of Maslow's Hierarchy of Needs.

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