

AI-Fication of jobs: Key Framework & Insights - focus on banks

Introduction



HUY NGUYEN TRIEU

THE AI-FICATION OF JOBS



PREPARING OURSELVES
FOR THE FUTURE OF WORK

Artificial intelligence (AI) is rapidly transforming the nature of work, and nowhere is this more critical than in finance. In *The AI-fication of Jobs*, Huy Nguyen Huy argues that AI's impact on jobs goes beyond simple replacement fears – it reshapes roles, skills, and organizational strategies. For banks and financial institutions, this means proactively preparing their workforce and redesigning their organizations to harness AI's potential.

Huy identifies major trends (from mass job displacement to “supercharged” AI-augmented professionals) and provides frameworks to navigate this change. This report distills the book's core frameworks – like the C-D-E Innovation Prism and the Performance Hexagon – and translates them into actionable takeaways for financial organizations. We'll explore how banks can integrate AI, develop talent, and design high-performing teams for the AI era, going deeper than the highlights of the author's talk.

AI's Impact on Jobs: From Displacement to “Supercharged” Roles

“AI is expected to touch up to 60% of jobs in developed economies, with roughly half of those jobs seeing productivity enhancement and the other half potentially being eliminated”.

Huy urges looking beyond the hype to three concrete workforce trends:

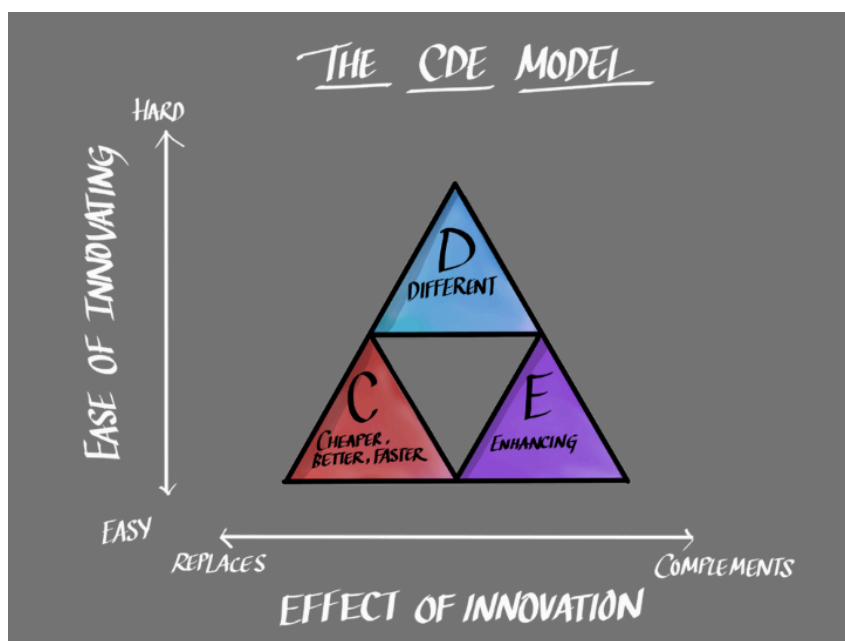
- **Mass Displacement:** Certain jobs and tasks will be automated at scale, leading to role reductions. Routine, repetitive, and predictable tasks – common in operations, data entry, or basic customer service – are at high risk. For example, many banks have introduced AI chatbots for 24/7 customer support, which can handle standard inquiries faster and cheaper than human agents. This “cheaper, better, faster” automation can replace roles entirely, as seen with some companies using AI-generated content (e.g. marketing visuals) instead of photographers or models. Financial institutions must anticipate which roles might be displaced and plan transition paths for affected staff.
- **Supercharged Professionals:** A portion of the workforce will amplify their productivity by partnering with AI tools instead of being replaced. These “supercharged” individuals leverage AI to handle routine parts of their job, allowing them to focus on higher-value activities. In banking, for instance, a financial analyst equipped with AI can analyze vast datasets or assess risk in real-time, managing a workload that would have required a larger team before. Rather than doing less work, these professionals achieve far more (1 person doing the work of 5 or 10), using AI as a force multiplier. Huy emphasizes that supercharged professionals will thrive

in an AI-augmented future – but organizations need to invest in tools and training to create them.

- **Creative Disruptors:** Entirely new roles, services, and even industries will emerge from AI-driven innovation . These creative disruptors leverage AI in novel ways to redefine markets, much like previous tech revolutions created new sectors. In finance, we see early signs of this in areas like algorithmic trading, AI-driven fintech startups, and digital assets. AI innovations that fall into this category (Huy’s “Different” innovations, discussed later) don’t just streamline old work – they create new possibilities that didn’t exist before. For example, AI breakthroughs in areas like protein folding (AlphaFold) or autonomous vehicles hint at how AI can spawn new domains of expertise and business . Banks should watch for these paradigm shifts – today’s “creative disruptor” might be an entrepreneurial team that uses AI to offer a service that renders a traditional banking product obsolete.

These trends are not merely theoretical; they are already underway. The challenge for financial institutions is to actively shape which path their workforce takes. Will AI be something that happens to their employees (through layoffs and automation), or with their employees (through augmentation and innovation)? Huy’s work encourages the latter – embracing AI as a tool for empowerment – but it requires a clear understanding of how different types of AI innovation affect jobs. This is where the C-D-E Innovation Prism comes in.

The C-D-E Innovation Prism: Mapping AI Disruption



The C-D-E Model categorizes innovations as Cheaper/Better/Faster (C), Different (D), or Enhancing (E), illustrating how each type affects market competition and jobs .

Huy introduces the C-D-E Innovation Prism as a framework to understand how a given AI innovation will impact jobs and industries . This model, previously used to analyze tech giants, breaks innovation into three categories: C = Cheaper, Better, Faster; D = Different; E = Enhancing . Each category follows a distinct pattern in how it disrupts markets and the workforce:

- **“C” – Cheaper, Better, Faster:** Innovations that make existing products or services more efficient and cost-effective . In this mode, AI targets specific inefficiencies or high-cost processes and optimizes them. The result is often a Red Ocean scenario (intense competition in existing markets) where the AI drives cost down and performance up, outcompeting traditional methods . In practice, many AI applications in banking fall here: for example, AI-driven credit scoring can assess loan risk faster (and potentially more accurately) than human underwriters, processing more applications at lower cost. Similarly, automation in compliance (regtech AI that scans transactions for fraud or AML violations) performs tedious checks more cheaply and accurately. The upside is efficiency and cost savings; the downside is job displacement for roles centered on those tasks . Huy notes that when AI is used purely as a means of efficiency – think of a customer service chatbot that can handle unlimited inquiries 24/7 – it often replaces human workers in routine roles . An example cited is the fashion retailer Mango using generative AI to create marketing campaign images without human photographers or models, saving costs but also eliminating those jobs . In banking, an analog might be AI-generated research reports or automated marketing content replacing some marketing analysts. Implication: If an AI innovation in your bank is primarily about doing the same work faster or cheaper, plan for significant role reductions – and consider how to retrain or redeploy those employees elsewhere.

- **“D” – Different:** Innovations that are entirely new – they break the mold and create new markets or products . These are the classic “Blue Ocean” disruptors . Rather than competing within the old paradigm, they redefine the paradigm itself. Historical examples include Facebook reinventing how we connect (creating the social media industry) or the iPhone birthing the smartphone ecosystem . In the context of AI, Different innovations might be things like entirely new financial services enabled by AI: for instance, a personal AI financial advisor that creates a new category of service, or AI-generated virtual assets and markets. These innovations carry high uncertainty but potentially massive payoff – they can render old business models obsolete while creating jobs in new domains. Huy suggests that AI’s “Different” trajectory could generate new roles or even industries we haven’t imagined yet . For example, advances like AlphaFold 2 (AI in biotech) or self-driving cars represent AI doing something unprecedented, leading to fields like AI-driven drug discovery or autonomous mobility . In finance, one could argue that decentralized finance (DeFi) or AI-driven algorithmic trading are “different” innovations – they didn’t just make banking cheaper, they introduced new paradigms (though not all are purely AI). Implication: Different AI innovations in banking require a visionary approach – banks should foster innovation labs or partnerships

to explore entirely new AI-enabled services. The workforce impact here is twofold: some traditional roles may fade if the old product is displaced, but new specialist roles (and even new departments) will emerge. Banks that encourage employees to become “creative disruptors” internally – for example, allowing teams to experiment with AI to create new products – can ride this wave rather than be surprised by it.

- **“E” – Enhancing:** Innovations that augment existing products or workflows by adding new value or capabilities. These don’t necessarily replace what exists or create something wholly new, but instead complement and improve. Huy likens these to a “Purple Ocean” – not directly head-to-head (red) competition, but not completely new (blue) either. In tech, a platform like Salesforce (which boosted workplace efficiency without eliminating the need for sales teams) is an example. In the AI context, Enhancing means AI works with humans to elevate performance. A prime example is GitHub Copilot: it doesn’t eliminate software developers, but it significantly speeds up coding by autocompleting code and suggesting solutions, reportedly boosting programmer productivity by >25%. In consulting and finance, AI tools that analyze massive datasets or generate insights allow professionals to make better decisions faster. Huy stresses that in the Enhancing mode, “AI works with people, not against them”. The AI handles the heavy lifting of data-crunching or routine analysis, freeing humans to focus on strategy, creativity, and complex problem-solving. In banking, we see this with AI-assisted portfolio management: the AI might sift through market data and suggest trades, but the portfolio manager makes final judgments, combining AI insight with human expertise. Implication: Enhancing innovations present the best scenario for workforce transformation – one of augmentation. Financial institutions should identify roles where AI can be a teammate to employees. Investing in such tools can turn average performers into “supercharged” ones, dramatically increasing output without reducing headcount. However, this requires training employees to effectively use AI in their workflow.

In summary, the C-D-E Prism provides a lens for bank leaders to evaluate AI initiatives. If an AI project is about cost-cutting and efficiency (C), plan for automation impacts and consider how to redeploy staff. If it’s exploratory and potentially transformative (D), nurture it with an innovation-friendly structure and expect new talent needs. If it’s meant to assist employees (E), focus on change management and training so staff embrace the AI as a colleague. Using the C-D-E model, leaders can anticipate the type of workforce disruption or enhancement an AI innovation will bring, rather than being caught off-guard.

Workforce Transformation: From Automation to Augmentation

For banks, the workforce transformation challenge is balancing efficiency gains with talent development. Huy’s insights suggest that while AI can automate many tasks, the optimal

outcome is to create a collaborative human-AI workforce rather than simply a smaller human workforce. Key steps for banks include:

- **Identify Automatable Tasks vs. Augmentable Roles:** Break down jobs into tasks. Which tasks are low-value and repetitive (and thus candidates for full AI automation), and which tasks rely on human judgment, empathy, and creativity (thus ideal for AI augmentation)? For example, processing mortgage applications involves tedious document checks (ripe for automation) and complex judgment calls on exceptions (ideal to enhance with AI decision-support). Redesign roles so that AI handles the grunt work and employees concentrate on what humans do best. This approach can mitigate the pain of mass displacement by turning threatened jobs into augmented jobs. As Huy notes, when AI is deployed to collaborate (the “E” mode), employees can achieve more and remain in the loop .

- **Reskilling and Upskilling Programs:** A recurring theme is the need to train employees to work alongside AI. In the financial sector, 77% of European banking leaders acknowledge the disruption from AI (especially generative AI) and many highlight a lack of upskilling strategies for their staff . This is a critical gap to address. Banks should establish comprehensive AI training curricula for different job families – from tellers learning to use AI-driven customer insight tools, to analysts learning Python and machine learning basics. Huy’s work provides a framework (ABCDE, covered later) for structuring such training at scale. The goal is to turn potentially displaced workers into supercharged workers. As the book emphasizes, policymakers and businesses must invest in human-AI collaboration and help employees reskill, so they are not replaced by AI but work with it . A practical example is JPMorgan’s “Code for Bankers” program (hypothetical example for illustration) that trains non-IT staff in AI and data analytics, enabling them to build AI tools for their own workflows rather than being sidelined by tech teams.

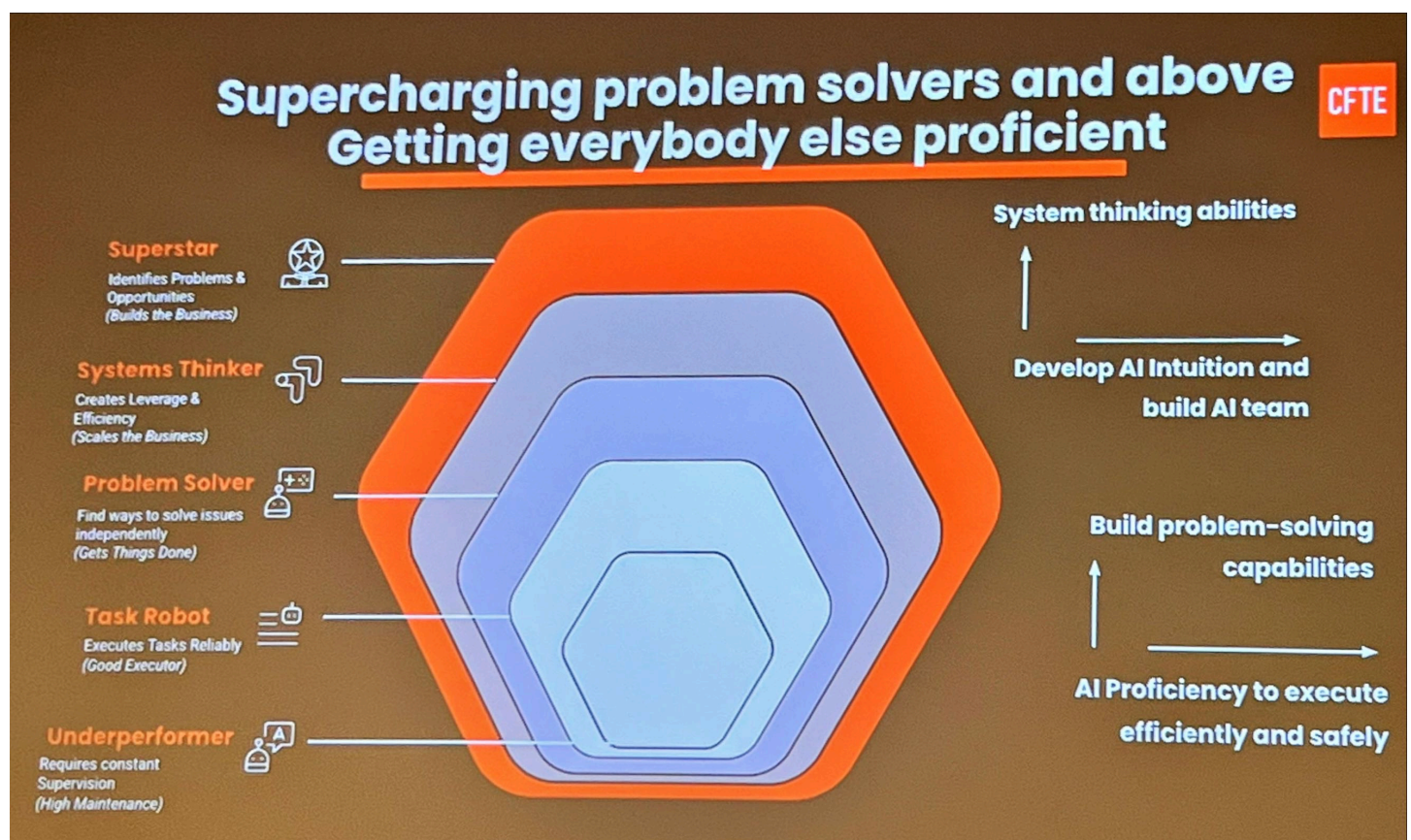
- **Redefining Job Roles and Career Paths:** Embracing AI may mean reimagining traditional career trajectories. For instance, entry-level roles that primarily involved manual data processing might disappear – but new entry-level roles could emerge in supervising AI outputs or in more relationship-focused capacities. Some banks are already creating positions like “AI Model Trainer,” “AI Ethics Analyst,” or “Automation Supervisor” to oversee AI systems – blending technical understanding with business knowledge. The AI-fication of jobs means that every role will shift somewhat; banks should update job descriptions and competencies to reflect the integration of AI skills. Importantly, employees should see a path for growth with AI: e.g. a credit officer might evolve into an “AI-augmented credit strategist” rather than feeling their only hope is to move into management or become obsolete.

- **Cultural Change and Mindset:** A major insight from Huy is that we must actively shape the future of work with AI, rather than passively letting technologists dictate it . For banks, this means fostering a culture that views AI as a tool for empowerment, not as a threat. Leadership should communicate a vision in which AI is part of everyone’s job in a positive way. Celebrating “augmented” successes – e.g. a relationship manager using an AI recommendation engine to significantly improve client satisfaction – can reinforce the

mindset that people plus AI achieve the best results. This cultural alignment is crucial for the workforce to embrace reskilling and new AI processes. It also entails ethical considerations: financial institutions have a duty to implement AI responsibly. By involving employees in that dialogue (for instance, allowing them to flag where AI might be making biased decisions or to provide input on where human oversight is needed), banks can create a more inclusive transition. As Huy warns, if we remain passive, AI's benefits will accrue to a few tech elites while leaving many workers behind; but with deliberate action, we can ensure AI leads to "abundance for all" .

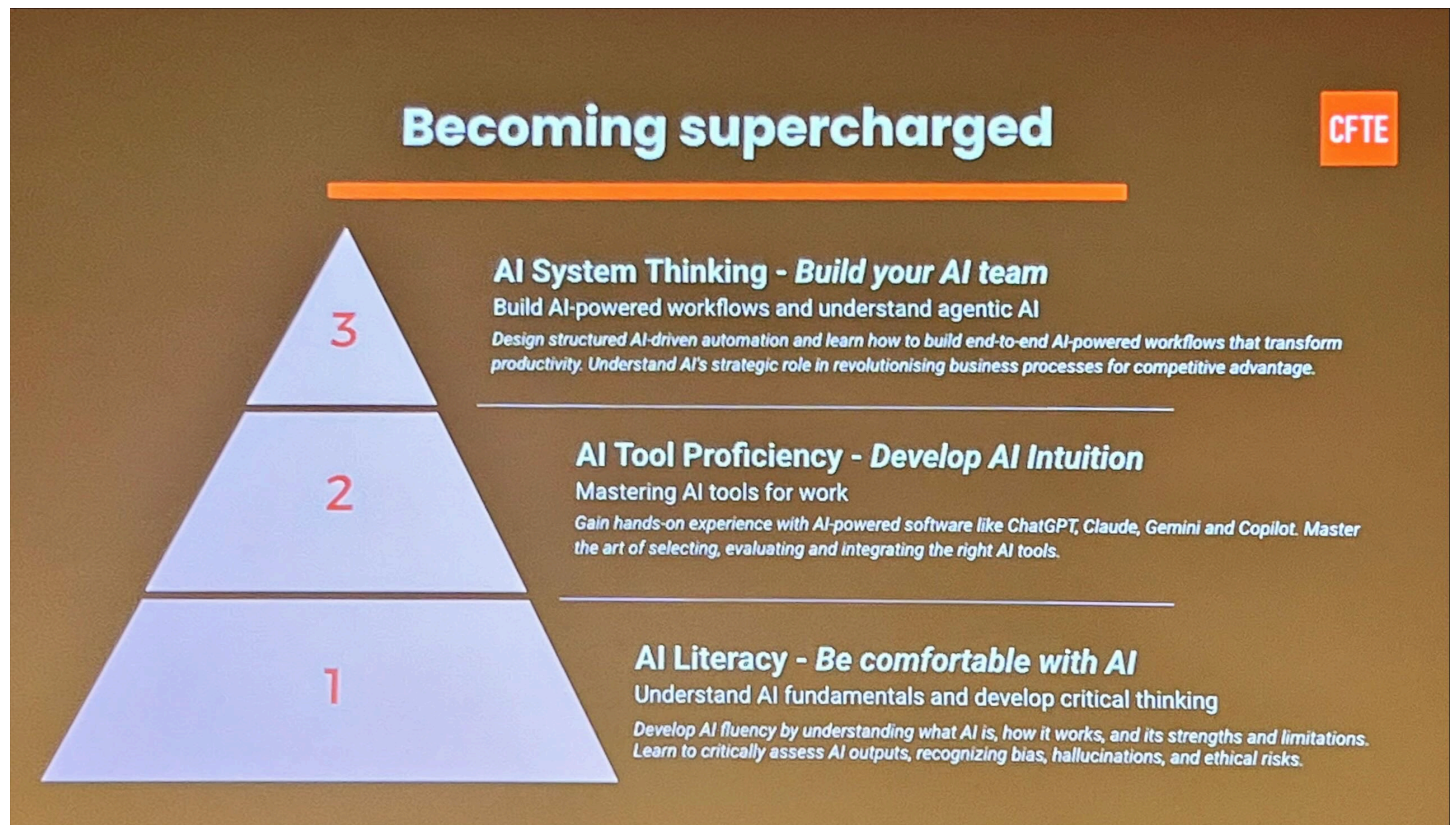
In summary, workforce transformation in banking should aim to shift as many roles as possible from the "displacement" category into the "augmentation" category. By doing so, banks not only avert the human and social costs of layoffs but also unlock the higher productivity and performance that comes from supercharged employees. The next sections will discuss how to develop those employees (the skills and talent model needed) and how to structurally integrate AI into the organization's design and strategy.

The Performance Hexagon: A New Model for Talent in the AI Age



High performance in the AI era isn't just about using the latest AI tools – it's about developing the right human capabilities to complement technology . In his research, Huy proposes the

Performance Hexagon, a framework identifying six key competency areas that future-proof professionals. This model goes “beyond AI” – focusing on the enduring skills and attributes talent must have to thrive alongside intelligent machines . While the book presentation highlights four major areas (domain expertise, AI literacy, learning mindset, and human-centric skills), the full spectrum can be thought of as six interrelated pillars. For banks aiming to cultivate agile, high-performing teams, the Performance Hexagon can guide hiring and development priorities:



1. Deep Domain Expertise – “Know Your Field”: Rich industry-specific knowledge remains a cornerstone of high performance . Whether you’re in retail banking, investment banking, or insurance, understanding the products, regulations, market dynamics, and best practices of that domain is critical. Huy notes that a deep understanding of how your industry works and its challenges gives you the context to apply AI effectively . In other words, you know which problems matter and can spot where AI can make a difference. For example, a trader who deeply understands market microstructure will use an AI trading assistant far more effectively than someone without that background. Banks should continue to value and develop employees’ domain expertise (through rotations, continued education in finance, etc.) as the foundation on which AI skills build.

2. AI and Data Literacy – “Tech Fluent”: To be “supercharged” rather than sidelined, professionals need a working literacy in AI and data analytics . This doesn’t mean every banker must become a data scientist, but they should be comfortable using AI-driven tools and interpreting their output. Huy emphasizes that AI literacy is key to staying competitive – one must at least understand the capabilities and limitations of AI relevant to their role . In

practice, this could mean a relationship manager knows how to use an AI recommendation system for cross-selling, or a risk manager understands how an ML model flags anomalies. Key skills include basic data reasoning, knowing how to ask the right questions of data/AI, and awareness of emerging AI applications. Many banks are addressing this by offering in-house “AI for Business” courses to all staff. The Performance Hexagon embeds technical acumen as a core competency, ensuring talent can adapt as new tools arrive.

3. Adaptability and Lifelong Learning – “Growth Mindset”: Given the rapid evolution of AI, the willingness and ability to continuously learn is indispensable. Roles and required skills will keep shifting, so high performers must be highly adaptable. Huy advises professionals to “stay curious and continually update your skills”, regularly exploring new tools and attending training. In a bank, this might manifest as employees proactively learning new programming libraries, or a team leader experimenting with a new AI platform in a pilot project. It also involves psychological resilience – being open to change, able to unlearn old methods and embrace new workflows. Organizations can support this by creating a culture of continuous learning (e.g. allotting time for training, recognizing those who pick up new skills). The bottom line: adaptability isn’t just nice-to-have; it’s a core performance driver when technology is a moving target.

4. Creativity and Problem-Solving – “Human Ingenuity”: As AI takes over routine tasks, human creativity and complex problem-solving become even more valuable. These are soft skills that AI cannot easily replicate. Huy highlights that qualities like creativity, critical thinking, and strategic problem-solving are “irreplaceable and highly valuable in an AI-powered world”. In finance, creativity might mean designing an innovative financial product, finding a workaround for a client’s unique problem, or simply thinking outside the box in a crisis. Problem-solving includes the ability to interpret AI outputs and integrate them into solutions – for instance, using an AI’s risk analysis to formulate a novel risk mitigation strategy for a client. Banks should foster these skills by giving teams challenging projects, encouraging diverse thinking, and not overly relying on algorithmic answers. A high-performing team in the AI age blends machine accuracy with human creativity to achieve outcomes neither could alone.

5. Communication and Collaboration – “Interpersonal Excellence”: Emotional intelligence, communication skills, and the ability to collaborate in teams are amplified in importance when technical tasks are augmented by AI. As Huy notes, skills like effective communication and empathy remain crucial – they’re part of the “soft skills” set that AI doesn’t have. In a bank setting, this could mean being able to explain an AI-generated insight to a client in plain language, or cross-functional collaboration between tech teams and business teams. High performers act as bridges between AI systems and human goals – requiring strong listening, explaining, and teamwork abilities. Moreover, leadership in the AI era often means guiding people through change, which is fundamentally a communication challenge. The Performance Hexagon thus includes interpersonal competencies as a key facet of talent. Banks can cultivate this by training staff in storytelling with data, encouraging collaboration rather than

silos (so the quants and traders talk to each other!), and hiring for attributes like empathy and teamwork, not just technical chops.

6. Leadership and Initiative – “Driving Impact”: The final facet is the capacity to lead, take initiative, and drive change – especially important as AI enables leaner teams and more autonomous working. Huy’s research with executives underscores that AI-augmented leadership is about building adaptive, high-performing teams and not just about tech know-how. Even at an individual contributor level, leadership can mean taking ownership of a project or proactively implementing an AI solution to improve a process. High performers distinguish themselves by not only doing their tasks but by multiplying their impact – mentoring colleagues in new skills, championing ethical AI practices, and being agents of innovation. For example, a VP in a bank who pilots an AI tool in her department and shares lessons company-wide demonstrates this initiative. In the AI era, hierarchies may flatten (as small teams can achieve more with AI), so leadership is less about title and more about influence and proactiveness. Banks should thus develop leaders at all levels who can integrate AI into strategy, inspire their teams to adapt, and ensure that technological change aligns with the organization’s goals and values.

By focusing on these six areas, banks can use the Performance Hexagon as a guide for talent development. From hiring criteria to training programs, each element should be intentionally cultivated. For instance, recruitment for a data analyst might test not only technical skill (hard skill) but also scenario-based problem solving (creativity) and communication skills. Internal development programs might pair domain experts with data scientists to cross-pollinate industry knowledge and AI literacy. The overarching message is that people + AI = high performance, but only if the people have the right mix of skills and attitudes. This hexagonal model of competencies ensures that as jobs evolve, the people evolve too – becoming flexible, tech-savvy, and well-rounded professionals who are “future-proof.”

AI Integration Strategy: The ABCDE Framework for Organizations

Adopting AI at scale in a legacy institution (like a large bank) is not just a tech upgrade – it’s an organizational transformation. To guide this process, Huy (through CFTE) offers the ABCDE framework – five pillars for building a modern, AI-ready company. Especially relevant to banks, which often have decades-old processes and siloed structures, the ABCDE framework provides a checklist to ensure no critical dimension is overlooked in the AI integration journey. The pillars are: A – AI & Technology, B – Business Models, C – Customer Centricity, D – Data, E – Employees & Culture. Below is a breakdown of each pillar with its significance for financial institutions:

• **A: AI & Technology – Leverage Tech for Efficiency and Scale.** This pillar urges organizations to aggressively apply transformative technologies (AI, automation, cloud, etc.) to boost operational efficiency and revenue generation . For banks, this means modernizing legacy systems and infusing AI wherever it can add value – from AI-driven fraud detection to robo-advisors in wealth management. It’s a call to be technology-forward: experiment with emerging AI (e.g., generative models for code or content), and integrate these tools into core processes. Many banks are establishing AI Centers of Excellence or partnering with fintechs as a way to inject AI technology into the organization. The key action here is to embrace AI at a strategic level – not as a one-off IT project, but as a continual tech upgrade cycle that keeps the bank at the cutting edge. This often requires investment in infrastructure (like data platforms, cloud computing) and talent (hiring ML engineers or retraining IT staff).

• **B: Business Models – Innovate How You Deliver Value.** AI often enables new operational and business models that were not possible before . Banks should examine how AI can change their value proposition or economics. For example, could AI allow for hyper-personalized banking services at scale, turning a one-size-fits-all product model into a tailored one? Could predictive analytics turn a reactive risk management approach into a proactive, preventive model? Huy’s framework suggests using AI as an opportunity to rethink offerings and revenue streams . A practical step is running innovation sprints: pick a business line (say, lending) and brainstorm how AI could fundamentally alter it – perhaps dynamic pricing of loans via AI risk assessment, or new insurance products made viable by AI risk modeling. The point is to not just do the same banking cheaper, but consider doing it differently (tying back to the “Different” innovations). Banks that fail to adapt their business models risk being outflanked by tech-driven entrants. Those that do (for instance, adopting platform models, AI-enabled advisory services, etc.) can find new growth avenues.

• **C: Customer Centricity – Make Decisions with the Customer in Focus.** In the age of AI, data about customer behavior and preferences is abundant. This pillar emphasizes creating a culture where customer insight drives decisions at all levels . For banks, AI can be the engine that provides those insights – analyzing transaction data, social media, and even text conversations to gauge customer needs in real time. However, becoming truly customer-centric means reorganizing around the customer journey and using AI to personalize that journey. Huy’s guidance is to build a decision culture led by customer data . Concretely, this could involve deploying AI to segment customers more finely and predict needs (e.g., an AI model that predicts which customers might need a mortgage next, so the bank can reach out proactively with tailored offers). It also means measuring success by customer outcomes (satisfaction, retention, financial health) more than internal KPIs. A customer-centric bank empowered by AI might, for example, use chatbots not just to cut costs, but to improve response times and 24/7 availability, enhancing the customer experience. In summary, use AI to see your customer better, and ensure products and strategies are shaped by those insights.

• **D: Data – Treat Data as a Strategic Asset.** AI’s fuel is data, and the framework highlights the need to implement data-driven processes across the organization . For a bank, this entails

breaking down data silos (e.g., connecting customer data from retail banking, credit cards, and investments to get a 360° view) and investing in data quality and governance. Huy points out that the size and quality of data are essential for powering AI algorithms successfully. Action items here include establishing robust data infrastructure (warehouses, lakes), implementing governance to ensure data is clean and compliant (critical in regulated environments), and training staff in data literacy. Many banks are appointing Chief Data Officers and treating data management as equally important as financial management. By doing so, banks can unlock AI's full potential: for example, feeding years of transaction data into an AI to detect fraud patterns, or using broad customer datasets to train a recommendation engine. Data is the foundation – without good data, even the best AI will fail. So this pillar reminds leaders to invest accordingly, turning their institution into a data-centric organization.

• **E: Employees & Culture – Empower People to Drive Change.** The final pillar stresses building a culture of ownership, innovation, and continuous learning among employees. Huy's message is clear: even with great tech, success in AI-fication depends on people. An AI-ready culture is one where employees are not afraid of AI, but excited by it; where they are encouraged to experiment with new tools and are supported in acquiring new skills. Creating this culture in banks may involve significant change management – banks often have risk-averse, process-driven cultures. Leaders should start by communicating a vision of AI augmenting (not replacing) staff, as discussed earlier. Providing training and clear career paths in an AI-enabled bank helps employees feel invested. Also, reward systems might be adjusted to celebrate innovation (for example, acknowledging a team that tried an AI solution even if the first iteration failed). According to Huy, fostering ownership is key – employees at all levels should feel they have a stake in the bank's transformation and the autonomy to implement AI improvements in their work. In practical terms, a bank could implement an "AI Ambassador" program, where enthusiastic staff in each department lead local initiatives and share successes. The employee and culture pillar also ties back to the Performance Hexagon: it's about ensuring your people have the mindsets and experiences (the "M" and "E" in SHIME) to carry the organization forward. Ultimately, a culture that blends fintech agility with the bank's domain expertise will be best positioned to thrive.

By evaluating strategies and initiatives across all five ABCDE dimensions, banks can ensure a holistic integration of AI. For example, launching a new AI tool without training employees (Tech without Culture) would backfire; or trying to be customer-centric without good data is impossible. ABCDE serves as a balanced scorecard: A and D (technology and data) are the backbone, B (business model) and C (customer focus) align AI with value creation, and E (people) is the glue that makes it sustainable. Using this framework, a bank's leadership (perhaps through an AI Transformation Steering Committee) can set specific initiatives under each pillar, assign ownership, and track progress. Over time, this ensures that the bank not only implements AI tools, but truly becomes an AI-driven organization in structure and spirit.

Building the AI-Era Bank: Key Takeaways for Leaders

The AI-fication of Jobs ultimately delivers an optimistic call to action: the future of work in finance is something we can shape to achieve “collective abundance,” provided we act with foresight. For bank and financial institution leaders, “acting with foresight” means proactively transforming their organizations today. Here is a summary of actionable takeaways drawn from the book’s insights, tailored to financial services:

- **Embrace AI with a Strategic Vision:** Don’t treat AI as a gadget or a threat – treat it as a core strategic driver for the next decade. Develop a clear AI strategy that aligns with your bank’s mission. For example, if customer trust is your brand, focus on AI that improves risk management and customer service rather than just trading optimization. Use the C-D-E Prism to map out how each AI initiative could play out and plan for best-case and worst-case scenarios. Crucially, communicate this vision to the entire organization so everyone understands why the bank is investing in AI and how it will benefit customers, employees, and the business.
- **Prioritize Workforce Upskilling and Role Evolution:** Invest in people as much as technology. Create an AI academy or training program for employees at all levels – from executives (to build AI-savvy leadership) to front-line staff (to build tool-specific proficiency). Incorporate the Performance Hexagon competencies into your HR development plans: for each role, ask how you are enhancing domain expertise, tech literacy, adaptability, etc. A practical step is to mandate a certain number of training hours in AI/data topics per year, and tie it to performance goals. Simultaneously, start redefining roles and career paths to integrate AI. Encourage and reward “AI champions” who find ways to use AI to improve their work – their successes can serve as use cases for broader adoption. By proactively reskilling, banks can avoid painful layoffs and instead transform their workforce gradually into an AI-augmented one.
- **Foster a Collaborative Human+AI Workflow:** Re-engineer processes to put AI and employees on the same team. This may involve redesigning workflows: for example, in loan processing, insert an AI credit model in the loop to do initial analysis, then have human underwriters handle the complex exceptions and final judgment. Establish protocols for human oversight of AI (important for risk and compliance in banking) so that employees see themselves as “AI supervisors” or “collaborators” rather than cogs being replaced. In practice, this could mean creating dashboards where employees can monitor AI decisions (like flagging transactions) and intervene as needed. Such collaboration not only increases efficiency but also builds trust in AI systems among staff. As Huy’s examples show (Copilot with programmers, AI with consultants), the best productivity gains come when AI handles what it’s best at and humans do the rest. Strive to replicate this dynamic in each department.

• **Innovate Organizational Structure:** Consider new organizational designs that an AI-driven operation enables. With AI handling many routine tasks, you may not need as many hierarchical layers of review – teams can be flatter and more empowered. Some banks are forming cross-functional “AI squads” that bring together IT, data scientists, and business officers to rapidly develop and deploy AI solutions in a domain (like a squad for “AI in Wealth Management”). This breaks down silos and accelerates learning. Also, think about where AI talent sits: you might embed data scientists within business units rather than a central team, to ensure domain alignment (the “hub and spoke” model for analytics). Ensure your org chart and governance allow for agile experimentation – maybe a sandbox environment where teams can pilot AI ideas without cumbersome approvals. The high-performing organizations in the AI age may look different from traditional banks; they might have smaller, more versatile teams (remember the stat: some startups reach \$100M revenue with 28 people), augmented by AI and a network of partners. Be willing to reorganize and redraw boundaries to find the optimal setup.

• **Embed Ethics and Policy from Day 1:** In finance, the ethical and regulatory stakes of AI are high. Huy warns that if left unchecked, AI’s development could deepen inequality and concentrate power . For banks, there is both a responsibility and a regulatory imperative to use AI fairly and transparently. Action items include establishing an AI ethics committee or guidelines to ensure compliance with laws (like credit algorithms not discriminating, or using explainable AI in decisions). Work with policymakers – many regulators are themselves unsure how to govern AI, so proactive engagement can shape reasonable rules that allow innovation while protecting consumers. Internally, cultivate an ethic of AI usage that serves customers and society, not just the bottom line . This could involve impact assessments for any AI deployment (asking, e.g., does our AI loan model inadvertently exclude certain demographics? Are we comfortable with how it makes decisions?). By baking ethics into your AI projects, you not only avoid scandals and compliance issues, but also build trust with customers and employees. In an industry built on trust, that’s a competitive advantage.

In conclusion, the financial institutions that will thrive in the AI era are those that proactively adapt. The insights from The AI-fication of Jobs make it clear that while AI will undeniably transform jobs, we have agency in guiding that transformation . Banks that leverage frameworks like C-D-E and ABCDE can anticipate changes and craft strategies accordingly, rather than reacting late. By focusing on augmenting their workforce (not just cutting it), developing future-proof skills, and reorganizing around technology and data, they can turn the AI revolution into an opportunity – increasing productivity, creating innovative services, and elevating the role of their human talent. As Huy puts it, the future of work is not something to fear but something to shape . For banks and financial leaders, the time to shape that future is now, ensuring that AI integration leads to a win-win: better outcomes for the institution and an empowered, evolved workforce ready for the challenges of tomorrow.