

# Engineering Human Performance... ...in the Age of AI

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# Jobs: A Forecast and A Paradox

A two-year study by the McKinsey Global Institute suggests that by 2030, AI and robots could eliminate as many as 30% of the world's human labor, displacing the jobs of as many as 800 million people

*Elimination ... Replacement ... or Transformation?*

The more automation/AI we introduce in our lives, the more critical it is to understand our **evolving** roles as **humans**

# Human Performance Engineering: Optimizing the “FIT”



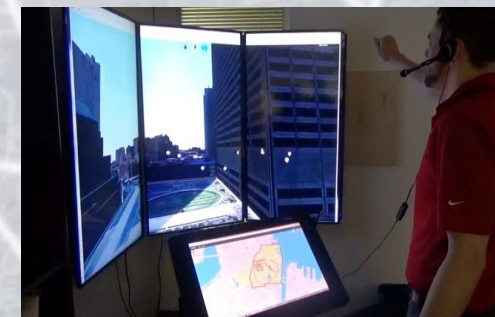
**AI**  
Technology

Mission, Tasks  
& Work

Humans

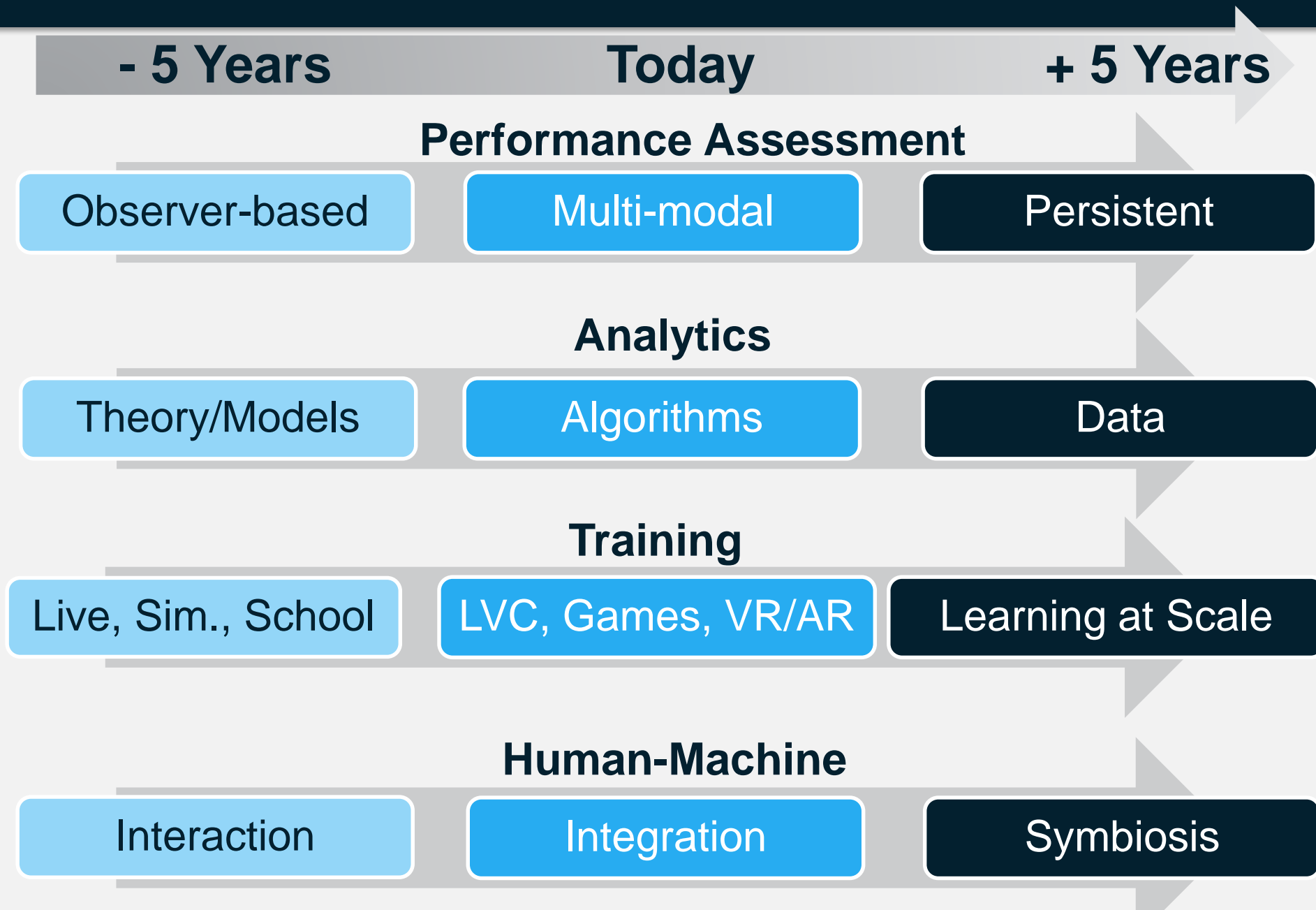
**FIT**

Structures

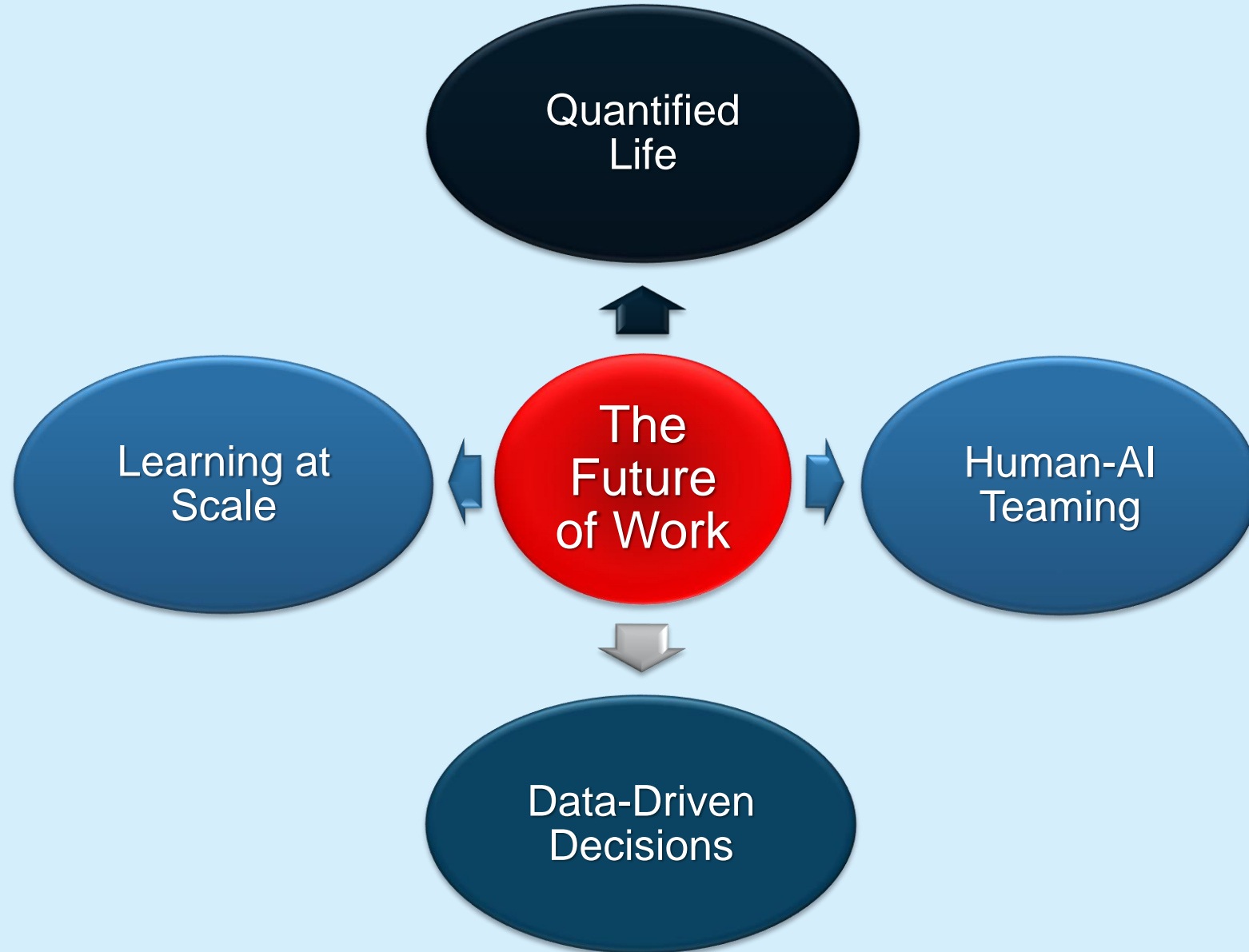


What does “FIT” mean when **technology learns**, adapts, & changes?

# Human Performance: Four Societal and Market Trends



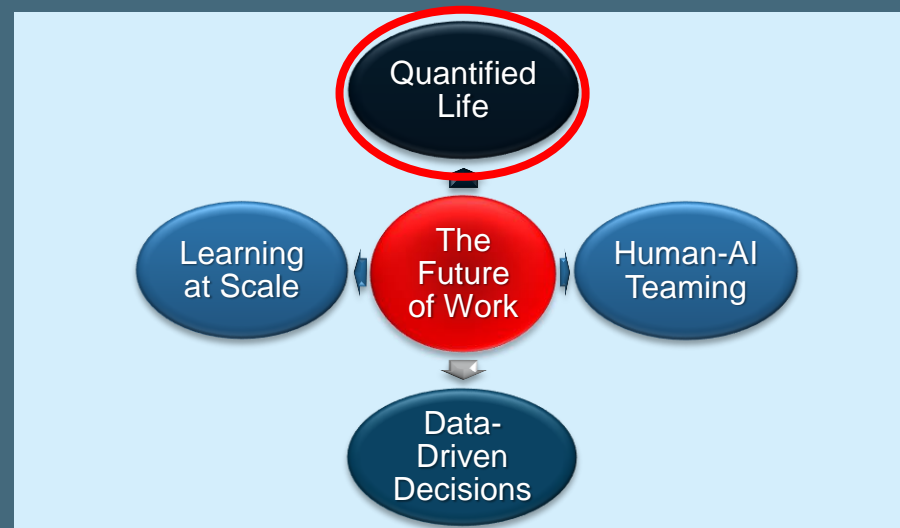
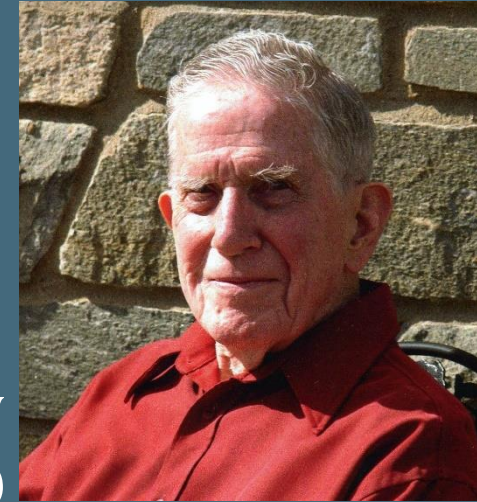
# Focus: The Future of Work



# Meaningful Performance Measurement

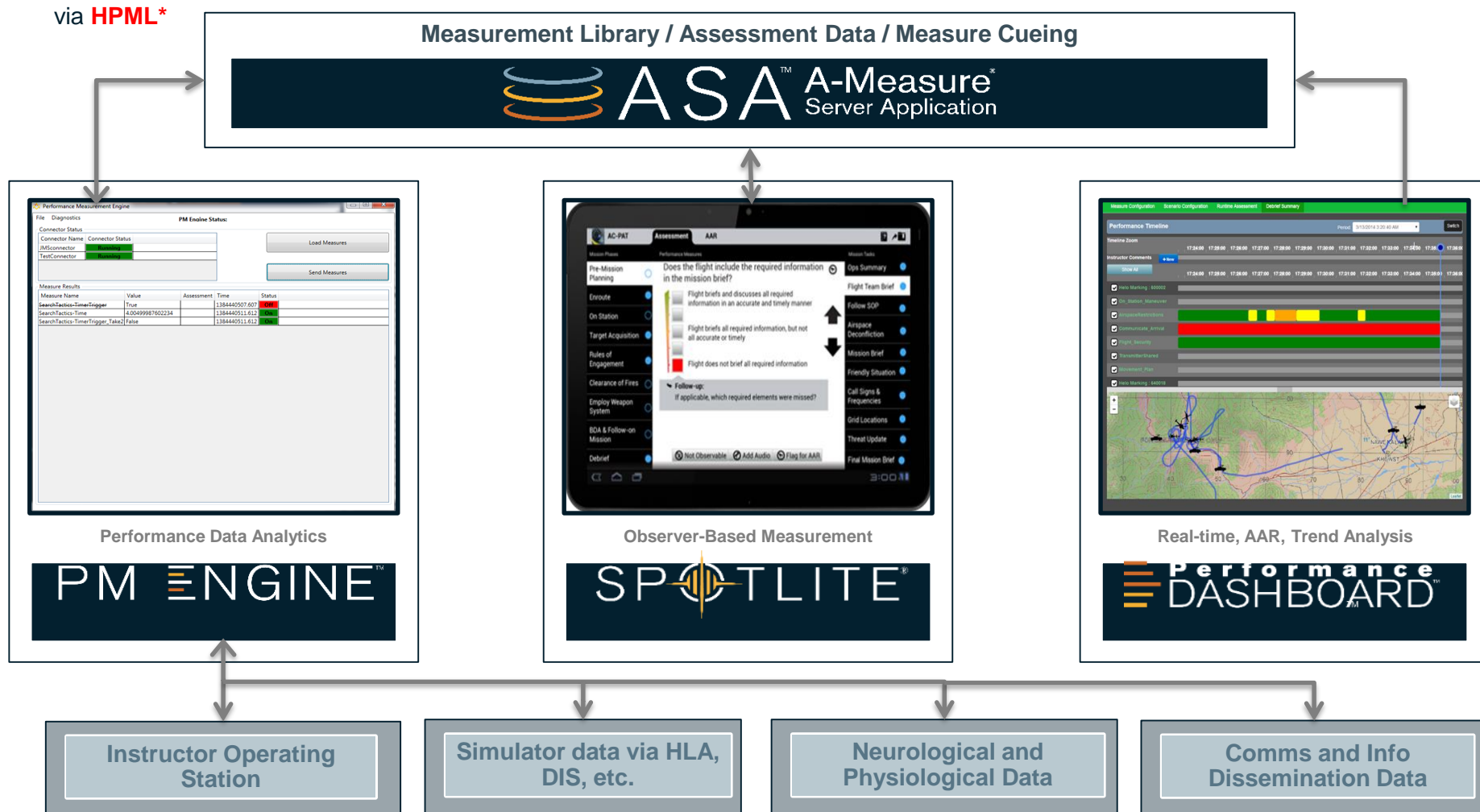
- ❖ *“You can’t improve what you don’t measure”*
- ❖ *“You can’t measure what you don’t understand”*

LTG John H. Cushman, U.S. Army  
(1921- 2017)





# Performance Assessment and Data Analytics



\* **HPML**: Human Performance Markup Language standard

# TeamVitals: Sensing an Organization's

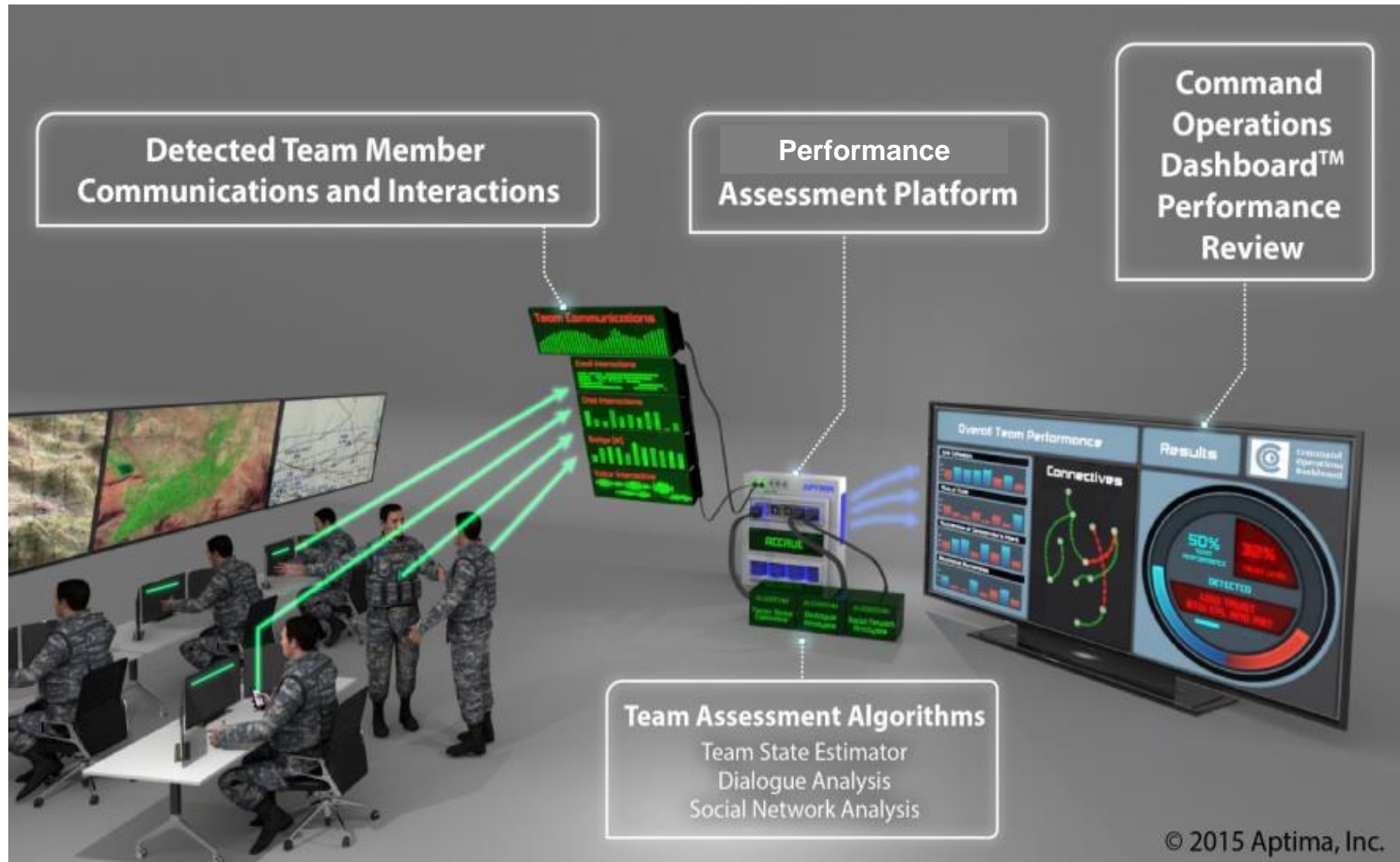
SENSE



ASSESS



AUGMENT

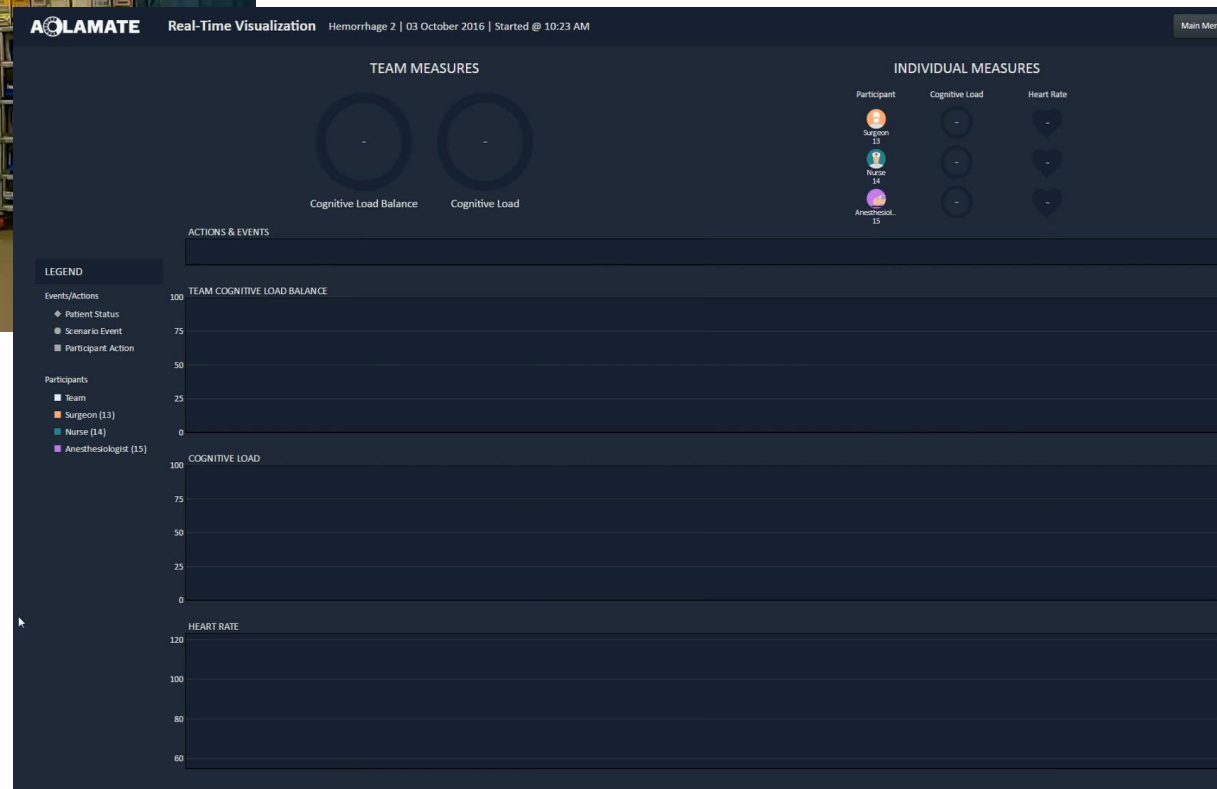




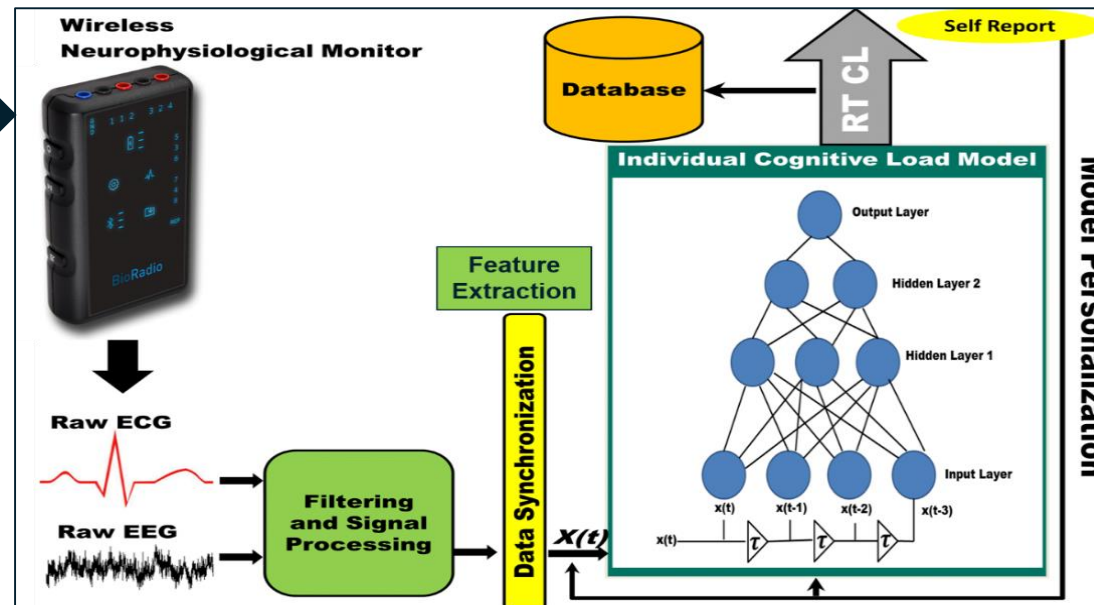
# Surgical Teams Real-Time Performance



Surgical Team =  
Surgeon +  
Anesthesiologist +  
Nurse(s)



# Surgical Team Real-Time Performance: AI Machinery

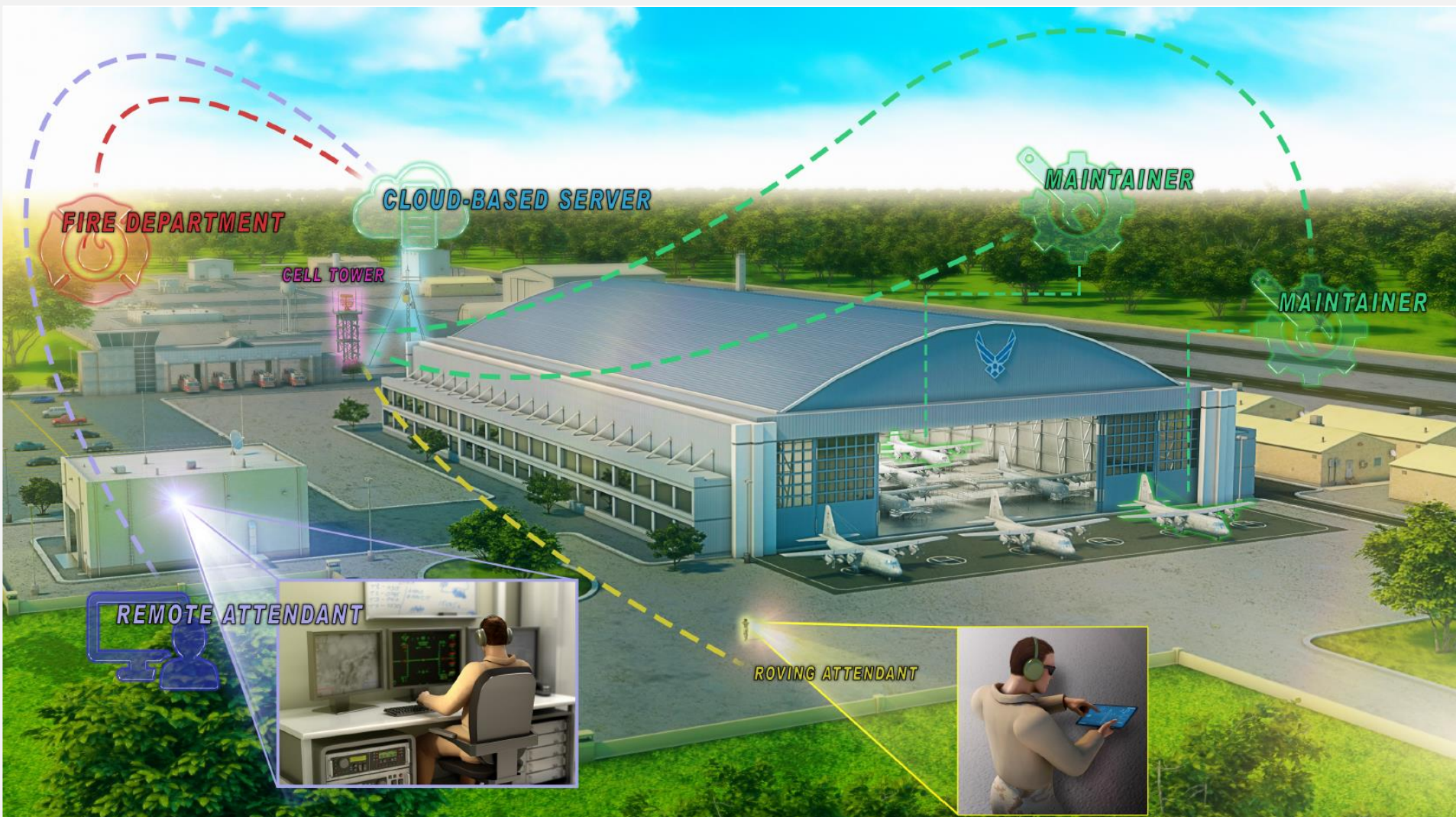


# S&T → Field: Confined Spaces Monitoring System

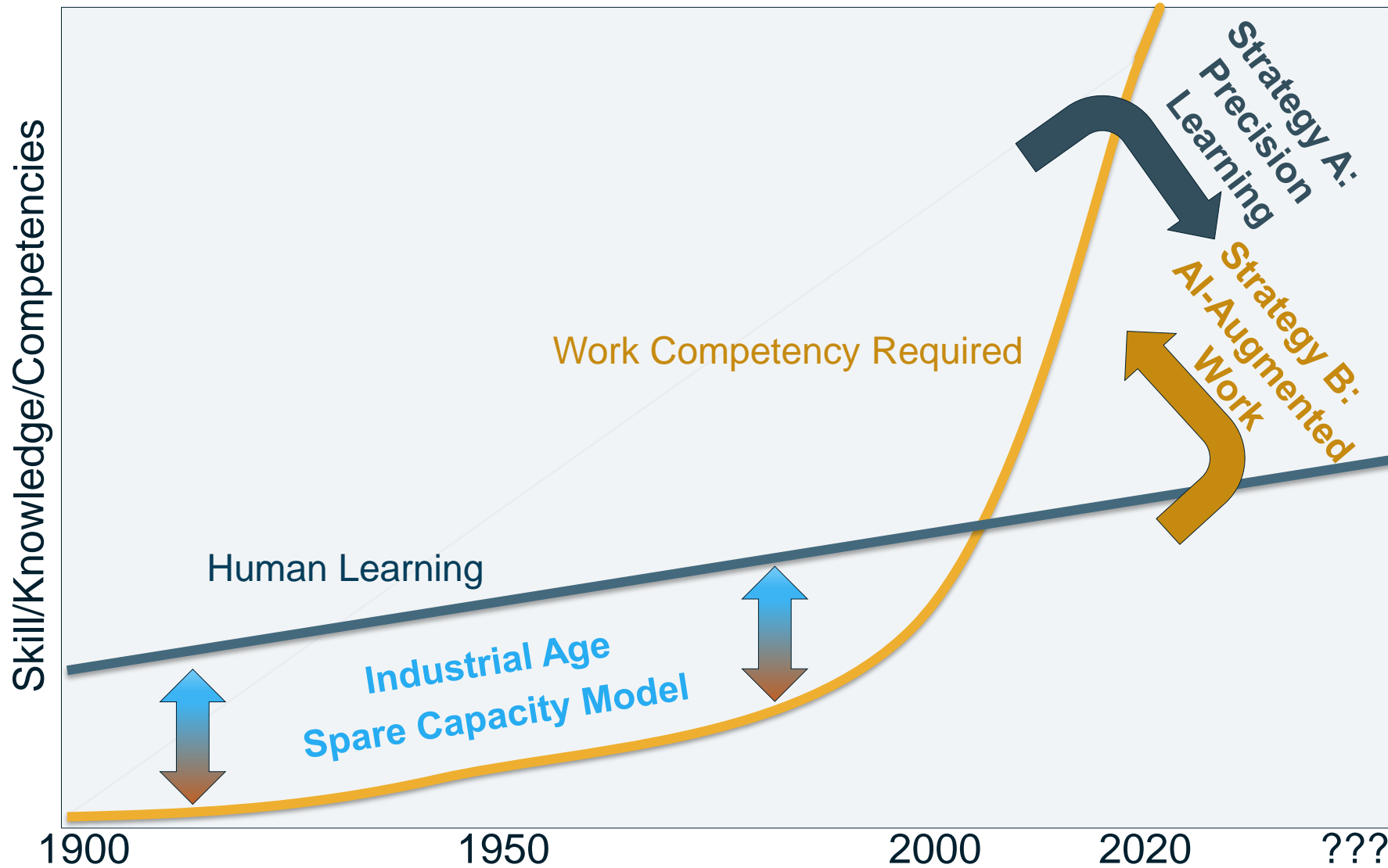




# CSMS – Air Force Logistics Command Application



# Knowledge Acceleration and Competency Gap

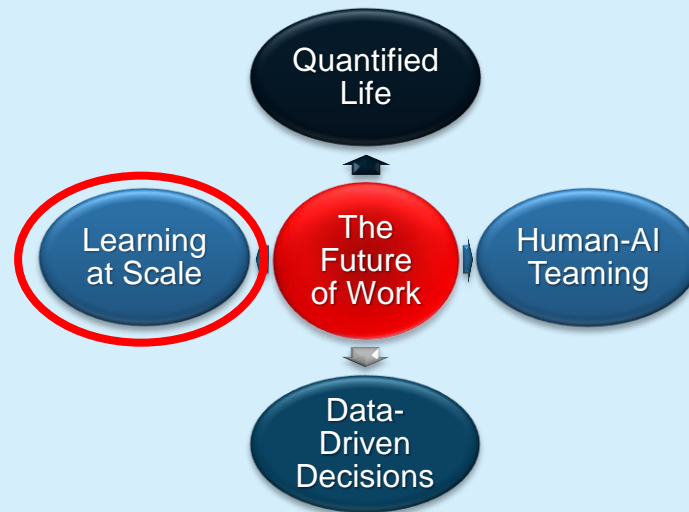


# Life-Long Learning

*“Traditionally, life has been divided into two main parts: a period of learning followed by a period of working. Very soon, this traditional model will become utterly obsolete, and the only way for humans to stay in the game will be to keep learning throughout their lives and to reinvent themselves repeatedly”*

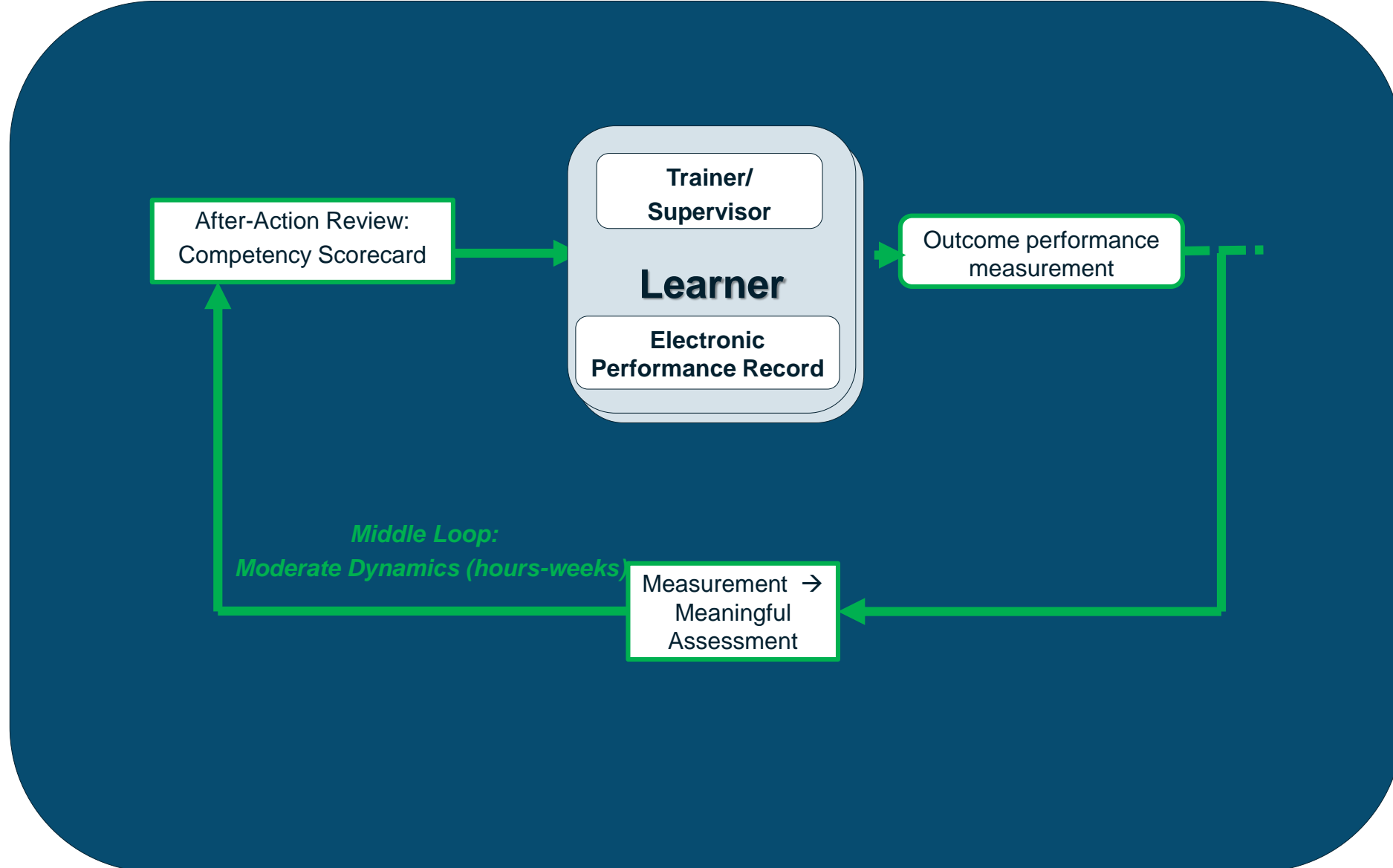


Yuval Noah Harari, *Sapiens* 2014

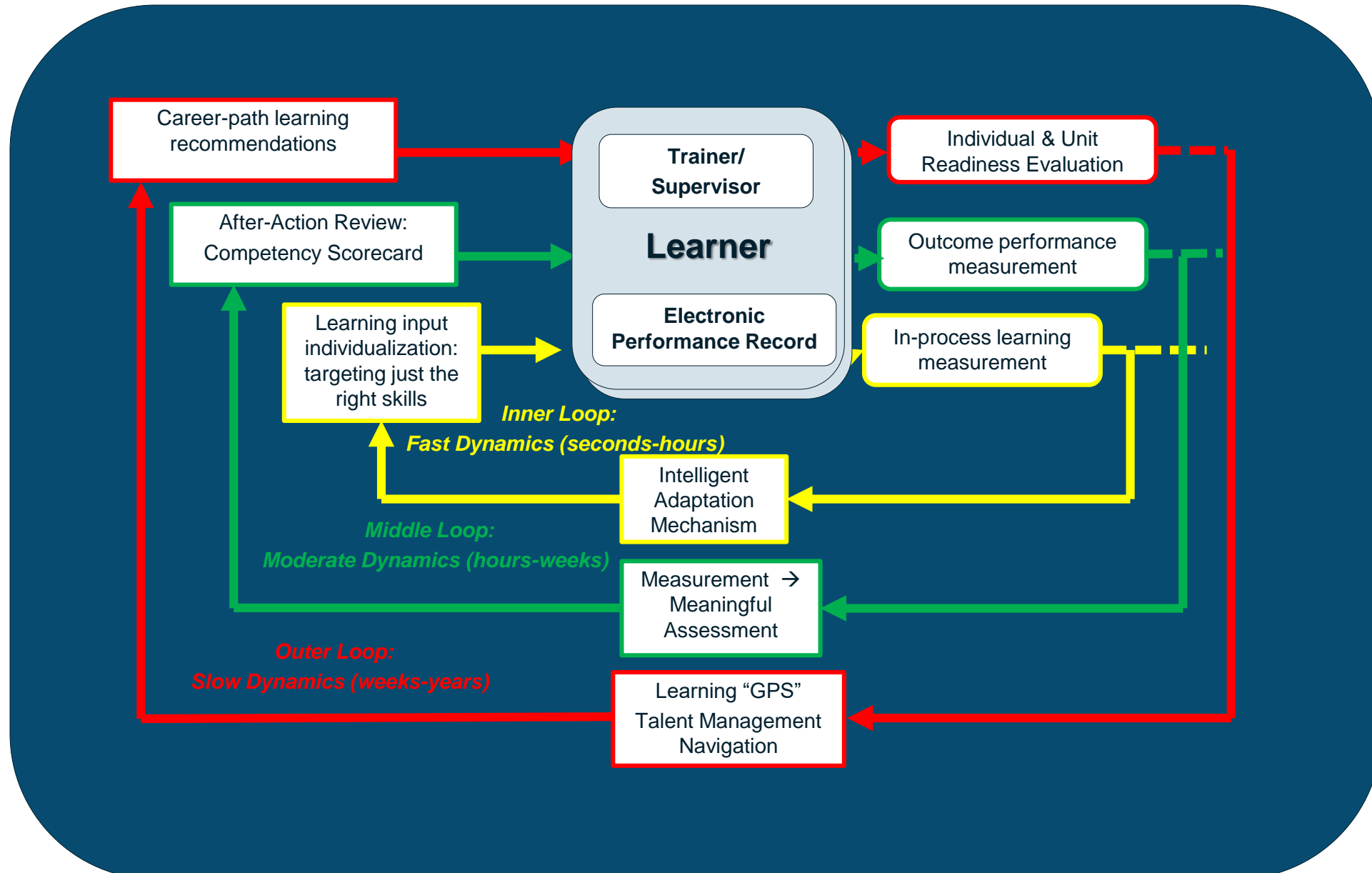




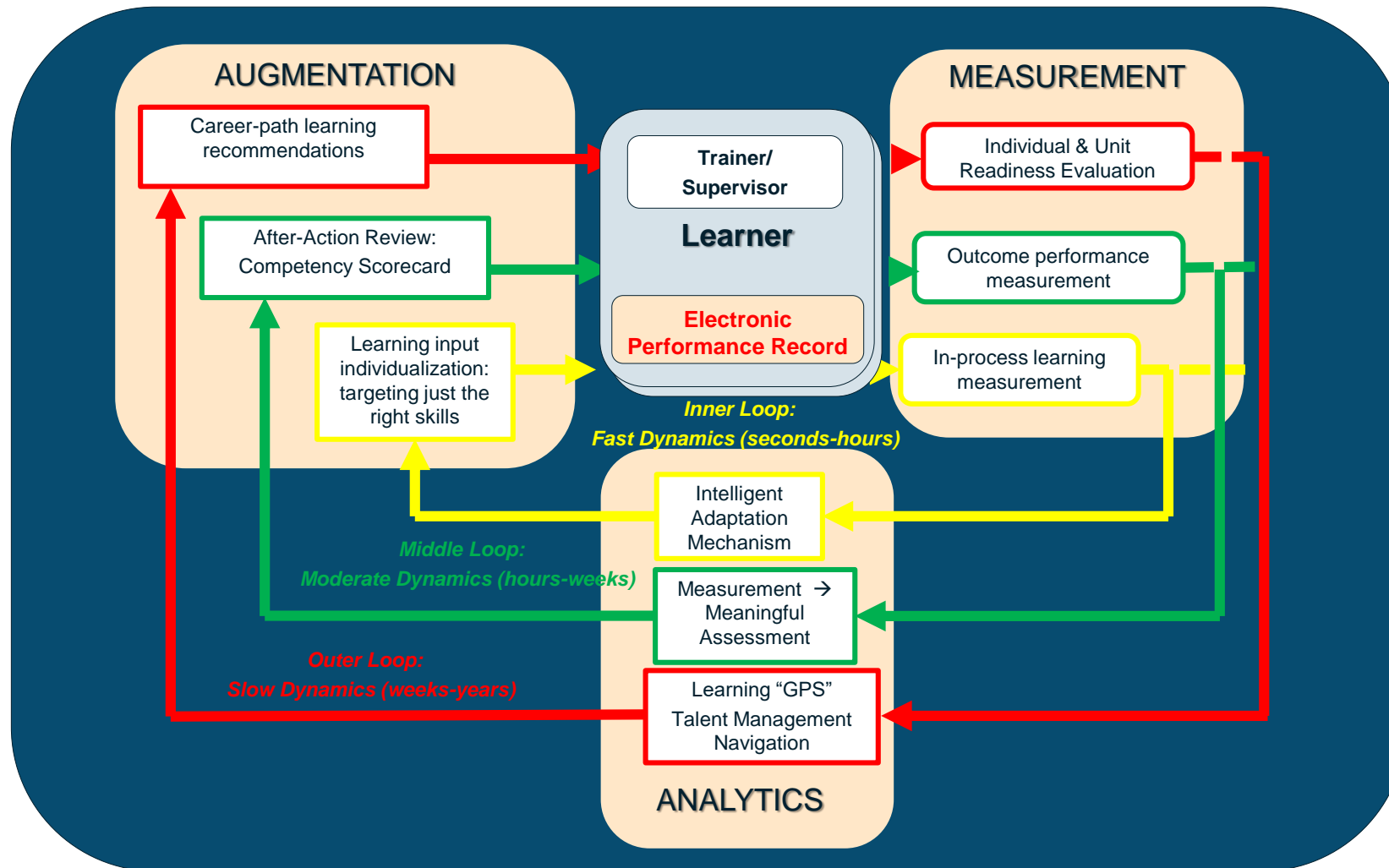
# Learning at Scale: Closing the Learning Loops



# Nested Learning Dynamics



# Optimizing Enterprise Performance Through Life-Long Performance Management



# Precision Learning Analytics: Adaptive Learning Management, Big Data Analytics, and AI

Performance data



Machine Learning

Learning Analytics

Competency list

Measure-to-Competency relationships

Exercise effectiveness on each skill

Performance Envelopes

AI Planning\*

Storage

Trainee(s)

Performance/Measures

Trainer

Instructional Policy

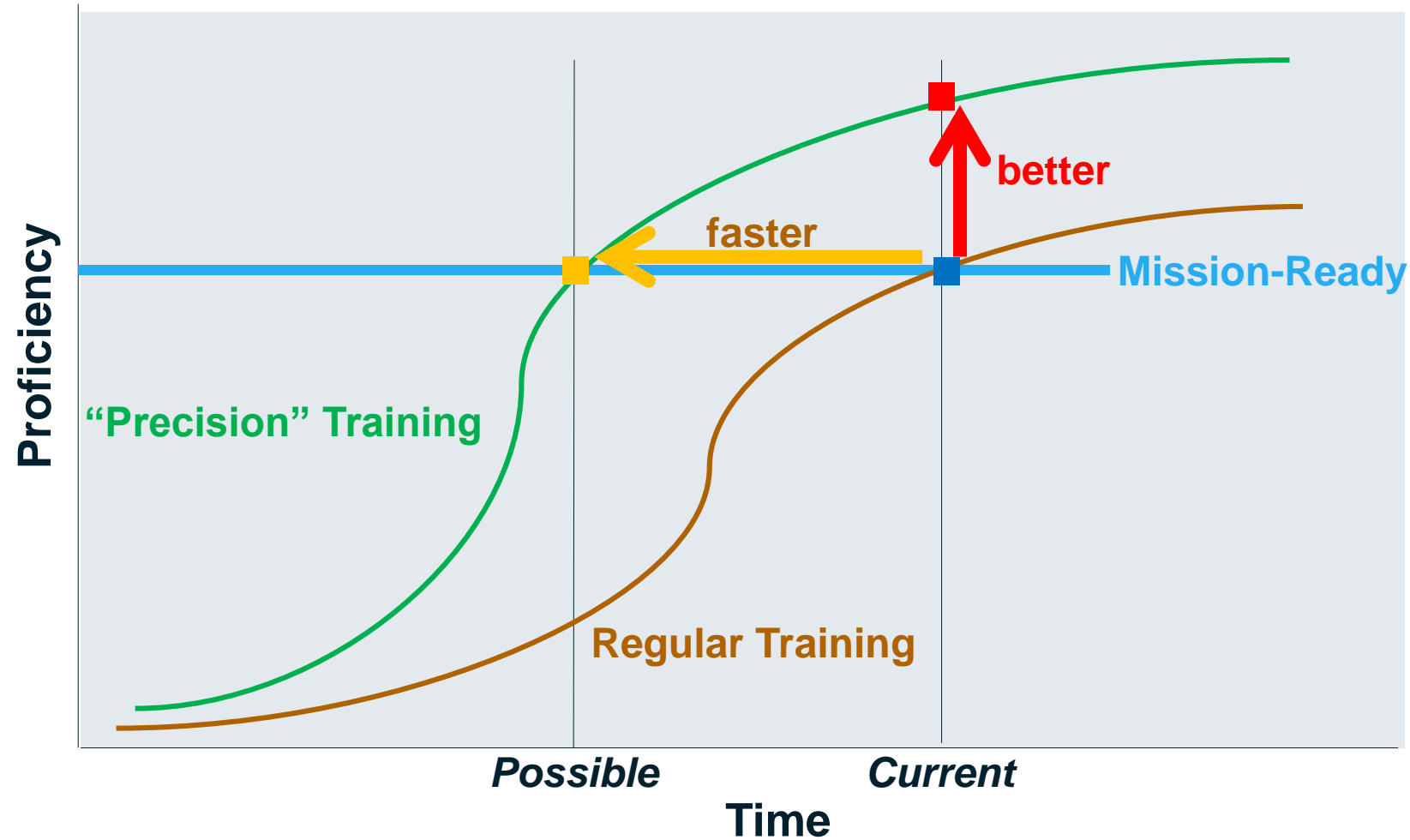
Training  
Scenario\*\*

Training  
Recommendation

\* Intelligent mathematical modeling approach POMDP (Partially Observable Markov Decision Process)

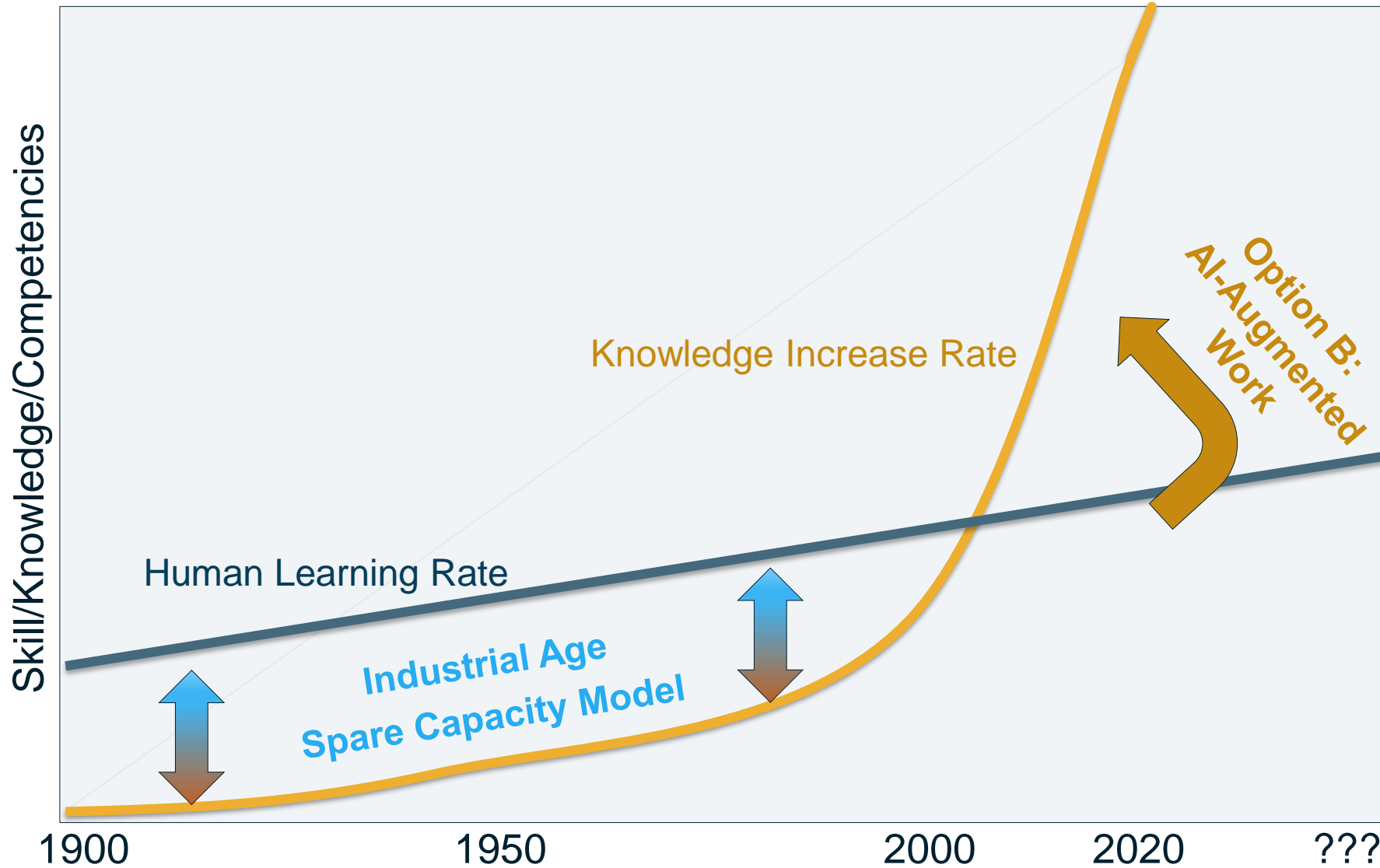
\*\* In M&S, the Scenario is the Curriculum

# “Precision” Learning Payoff: Efficiency and/or Effectiveness



- Target only skill/knowledge needing improvement
- Learner-worker's engagement & motivation

# Strategy B: AI-Augmented Work





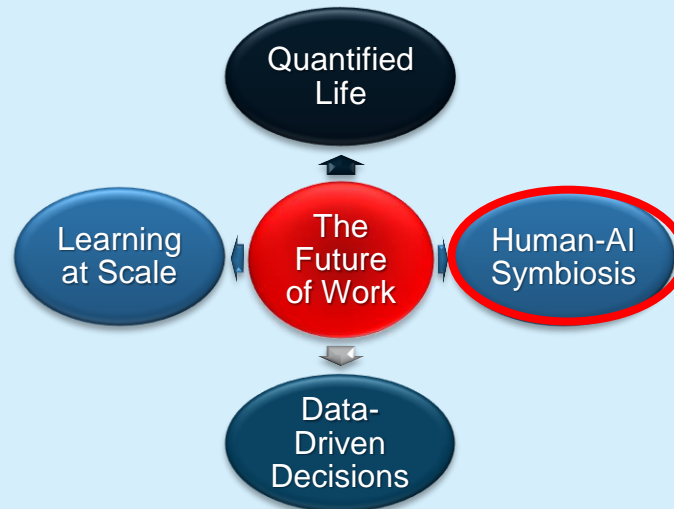
# Human-Machine Teaming

*“..estimated that it would be 1980 before developments in artificial intelligence make it possible for machines alone to do much thinking or problem solving of significance.*

*That would leave, say, 5 years to develop man-computer symbiosis and 15 years to use it. The 15 may be 10 or 500, but those years should be intellectually the **most creative and exciting in the history of mankind**”*



J.C.R. Licklider (1915-1990) in 1958...



# Third Wave A.I.: “Let’s rethink how it’s made – Now.”



# Kasparov's Inequality & The Expertise Shift



**Superior Human**

+

**AI Machine**

+

**Average H-M  
Team "Design"**



**Average Human**

+

**AI Machine**

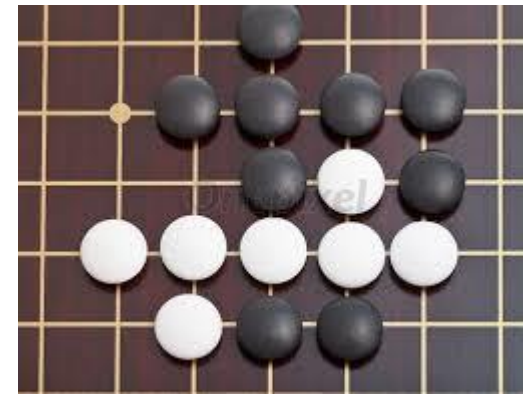
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**Superior H-M  
Team "Design"**

# Cautionary Questions About AI

- Should we design AI to our (human) image?
- Does AI need human data to learn better?

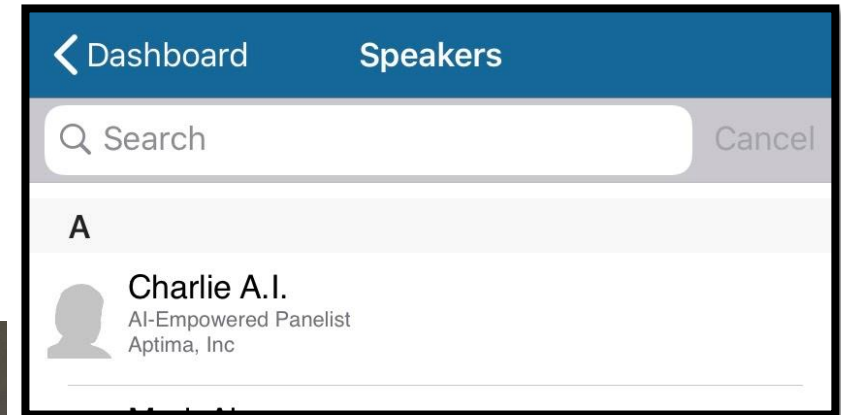
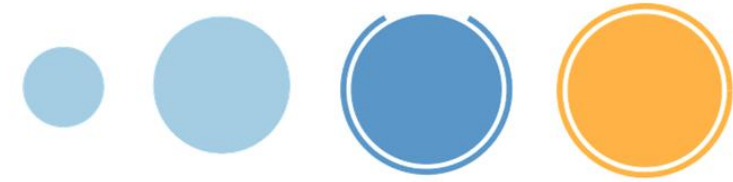
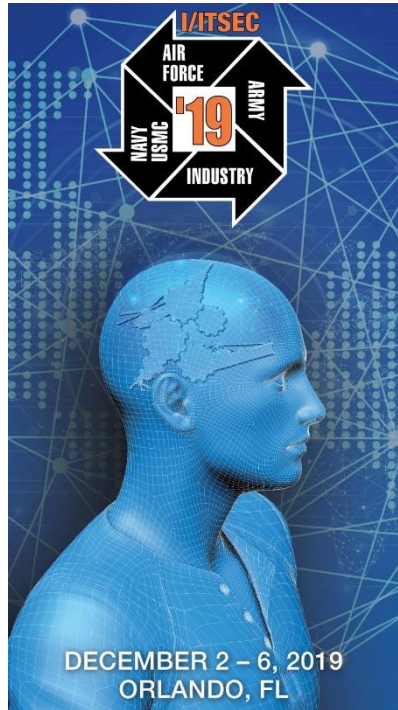
*The Lonely Tale of  
AlphaGo Zero*



- Deep Learning: What does AI learn exactly?



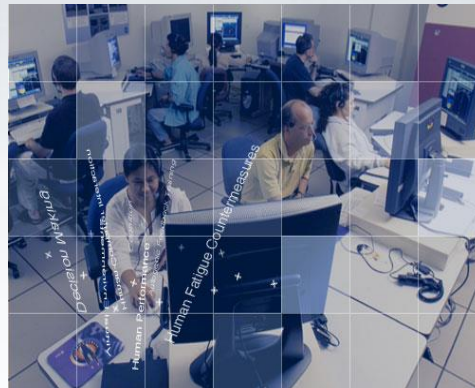
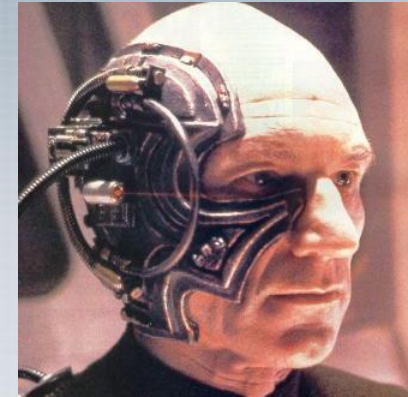
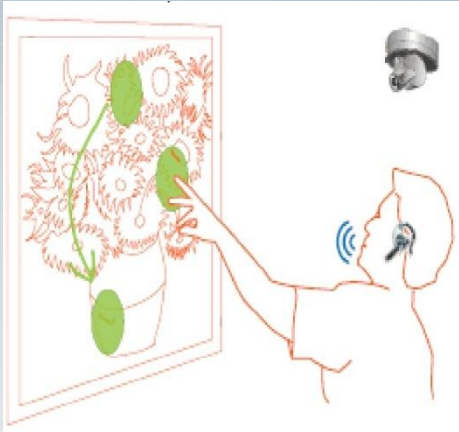
# A Personal Story: Adapting to an AI Teammate -- **Charlie**





# Increased Intimacy of Human-Technology Teaming

Interaction → Integration → Augmentation → Fusion

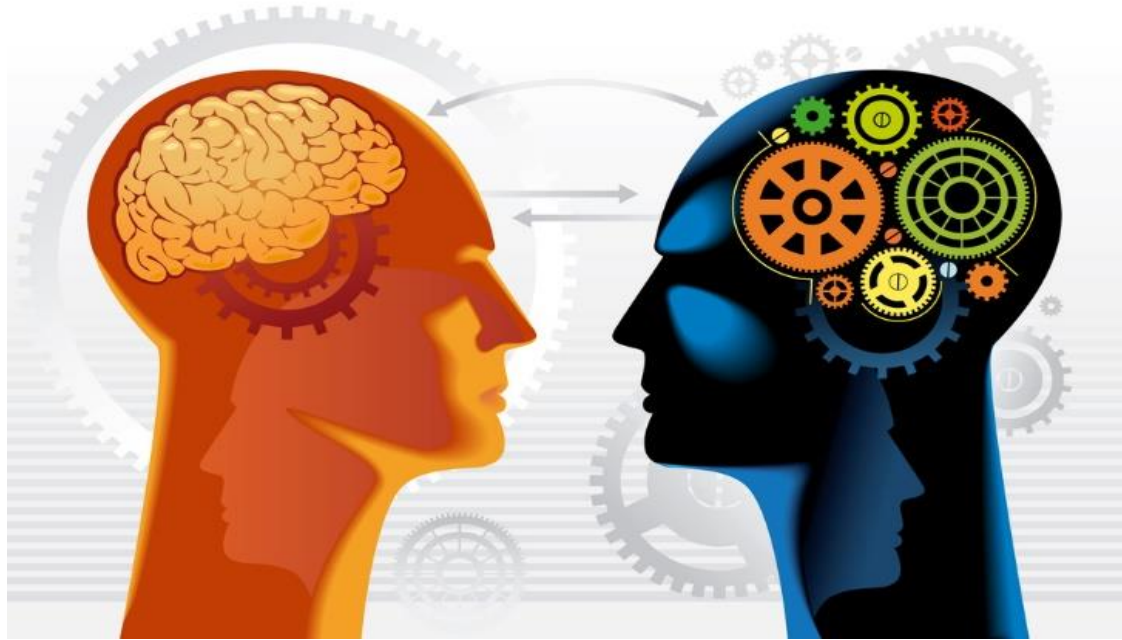




# Human Working/Learning in the Age of AI

From Socio-Technical Organizations to...

**Multi-Species Systems**



*“We are probably one of the last generations of Homo sapiens”*

Y. N. Harari



*Thank You!*

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