AU0011 / LEVEL 5

AI leadership – AI delivery and organisational transformation

03 BLOCK

180 minutes
+ 10-minute break

Redesign work with people

Workforce impact, role redesign, reskilling and transition

Mobilise the change → involve people → control risk → deploy responsibly → monitor live performance → communicate clearly → adapt when evidence changes.

Skills England Apprenticeship Unit
Version 1.0 • 30-hour programme

OBJECTIVES

Block objectives

LO2 • K2, K3, K7, K9, K12, K13, K14 • S3, S7, S10, S11

01

Assess how AI-enabled change affects tasks, roles, workload, capability and employee experience.

02

Plan reskilling, redeployment, role redesign and consultation rather than assuming adoption.

03

Recognise when workforce impacts require stronger evidence, safeguards or a different deployment plan.

Today’s workbook output: C – Workforce transition plan

JOURNEY

Today’s learning rhythm

10 min
Task changed – or job changed?

25 min
Assessing workforce impact

25 min
Role redesign and human–AI collaboration

20 min
Reskill, redeploy, consult or pause

25 min
Northstar: workforce evidence arrives

55 min
Workbook C

20 min
Credible workforce promise

Teach just enough → make a decision → explore consequences → apply the framework → record a usable leadership output.

WARM-UP

Task changed – or job changed?

ROLE-IMPACT SORT • 10 MIN

Separate task change from material role change

- A form is pre-filled.
- An adviser handles only exceptions.
- A supervisor signs off urgent flags.
- A team loses routine cases but gains complex work.

Output

One example of task change and one example of role change.

DEBRIEF

Warm-up debrief

What? → So what? → Now what?

WHAT?

What answer felt obvious?

SO WHAT?

What assumption made it attractive?

NOW WHAT?

What evidence would test it?

The first judgement is useful because it reveals assumptions.

TUTOR INPUT

Assessing workforce impact

Time saved is not automatically a workforce benefit.

Tasks

What activities reduce, grow or change?

Workload

Where does checking, exception or emotional labour move?

Capability

What skills, confidence and support are needed?

Autonomy

Who still decides and who feels monitored?

Job quality

Does work become better, narrower or more pressured?

Wellbeing

What targets, trust and morale issues emerge?

PRACTICE

Role redesign challenge

SMALL GROUP • 8 MIN

Design the new work, not just the new workflow

- Pick one role affected by the change.
- List tasks that reduce, grow or become harder.
- Name new skills and support.
- Identify an unintended consequence.

Output

A redesigned role with one safeguard.

TUTOR INPUT

Human–AI collaboration design

Redesign specifies who does what, who decides and who carries consequence.

AI suggests

The system proposes or flags.

Human checks

Person verifies and applies context.

Human decides

Accountable judgement stays explicit.

System logs

Evidence is available for review and improvement.

CHALLENGE

Reskill, redeploy, consult or pause?

FOUR CORNERS • 6 MIN

Choose the proportionate workforce response

- Reskill if the role remains but capability changes.
- Redeploy if work materially moves.
- Consult if role/employment implications are material.
- Pause if evidence or trust is too weak.

Output

A defensible workforce action with evidence need.

APPLICATION

Checkpoint: decision quality

A stronger leadership answer should state:

1. evidence used
2. assumptions made
3. decision owner
4. condition or gate
5. what would change the decision

Use this checkpoint before Northstar and again during workbook work.

BREAK

10-minute break

10-MINUTE BREAK

When we return: Northstar Reveal 03 and Workbook C.

Breaks are additional to the 180 planned delivery minutes.

NORTHSTAR REVEAL

Northstar Reveal 03: Workforce evidence arrives

Month 2. Dry-run simulations across Sites A and B show the workflow is useful on routine cases, but people impact is uneven.

- Some routine routing time reduces, but exception/checking work grows.
- Advisers and supervisors experience different workload shifts.
- Quality sampling increases from 8% historic to 15% during controlled rollout.
- Staff need coaching to avoid rubber-stamp review.
- Some people see opportunity; others worry about monitoring and job futures.
- Workforce promise cannot overstate headcount or job outcomes.

Use the evidence released so far. Do not assume future evidence.

CASE DECISION

Northstar decision board

What would you do now?

- Separate task changes from material role changes.
- Define what remains a human responsibility.
- Plan reskilling, coaching, consultation and workload changes.
- State the workforce promise leaders can make now.

Train and continue

Redesign roles first

Pause until consultation

Treat as no workforce impact

Decide → justify → name the evidence still missing

NORTHSTAR

Northstar group challenge

GROUPS • 6 MIN

Defend and improve your decision

- What evidence are you using?
- What assumption is most fragile?
- Who owns the next action?
- What condition must be protected?

Output

Revised case recommendation with one condition.

DEBRIEF

Northstar debrief: what changed?

If another group made a different decision, ask:

1

What assumption are they making?

2

What evidence are they weighting differently?

3

What condition would make their answer safer?

4

What future evidence would change your answer?

Revising a recommendation is a sign of stronger judgement when evidence changes.

YOUR TURN

Workbook C

C – Workforce transition plan

1. Review the Westbridge worked example.
2. Complete your organisation section using non-sensitive information.
3. Challenge one assumption with a peer.
4. Refine the decision, owner, evidence or condition.

Concise working notes are enough. “Unknown / not yet established” is a valid answer when evidence is missing.

WORKBOOK

Worked example → your organisation

Use Westbridge to understand the standard of thinking. Then apply the same logic to your organisation.

Westbridge worked example

Read the example as a model of judgement, evidence, ownership and uncertainty. Do not copy the wording.

Your organisation

Use anonymised, non-sensitive information. “Unknown” is valid when evidence is genuinely missing.

The workbook builds your leadership thinking. It is separate from the final assessment.

YOUR TURN

Workbook sprint 1

INDIVIDUAL • 10 MIN

Complete the first half of the section

- Capture the decision or plan.
- State the evidence you have.
- Mark assumptions clearly.
- Leave unknowns as unknowns.

Output

First draft notes in workbook.

PEER COACH

Peer challenge

PAIR COACH • 6 MIN

Test one decision, owner or gate

- Explain your draft.
- Partner challenges the evidence or assumption.
- Swap roles.
- Record one useful change.

Output

One revised workbook entry.

YOUR TURN

Workbook sprint 2

INDIVIDUAL • 10 MIN

Refine the section after peer challenge

- Strengthen ownership.
- Add missing evidence or condition.
- Adjust scope, timing or gate if needed.
- Keep notes concise.

Output

Refined working output.

CLINIC

Small-group clinic

GROUPS OF 3 • 7 MIN

Stress-test one learner output

- What could go wrong?
- Who is affected?
- What evidence would strengthen it?
- What should not proceed yet?

Output

One improvement and one protected boundary.

RECORD

Northstar decision record

INDIVIDUAL • 4 MIN

Capture the case decision

- Decision or recommendation.
- Evidence used.
- Condition or owner.
- What remains unknown.

Output

Completed short Northstar decision record.

DEBRIEF

Debrief: a credible workforce promise

What? → So what? → Now what?

WHAT?

What changed for people?

SO WHAT?

Why could time saved become pressure?

NOW WHAT?

What can leaders honestly promise now?

Responsible transformation redesigns work with people, not around them.

REVISIT

Decision revisit

How will roles, skills, workload and opportunities change?

Opening instinct

What did you think first?

Evidence now

What changed the picture?

Decision now

What would you do now?

Condition / unknown

What would make you revise?

Think alone → compare with a partner → share one changed assumption.

RECAP

Block principles

1
Tasks are not jobs

2
Checking is work

3
Consultation is evidence

4
Promises must be defensible

Responsible transformation redesigns work with people, not around them.

NEXT

Block close

Tasks are not jobs
Checking is work
Consultation is evidence
Promises must be defensible

Next: Block 04

Protect inclusion and the wider ecosystem

Who could be disadvantaged, excluded or affected beyond the immediate team?