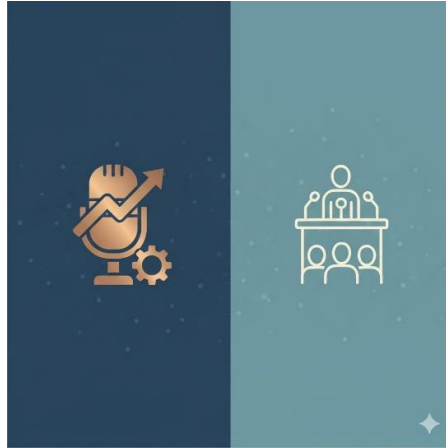




University of Wales
Trinity Saint David
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Master of Business Administration International Business pathway



Contemporary employability skills

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AI use acknowledgement

Note: One acknowledgement is needed for each used AI tool.

I acknowledge the use of [AI Tool] [(AI Tool url)] on [Date] to [Purpose my work]. I used the prompt(s):

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**HUMAN CAPITAL ARCHITECTURE FOR STRATEGIC RENEWAL: HELIOS URBAN
MOBILITY (HUM)**

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INTRODUCTION:

Helios Urban Mobility's growth in just five years has surpassed its human capital framework. These are not stand-alone HR indicators; they are indications of a business that hasn't developed intentional programs to help recent hires become loyal employees, or a culture to keep them motivated at a sustainable level. This report

takes head-on shots at both gaps; Task A introduces a new socialisation architecture based on organisational behaviour theory and uniquely designed to HUM's three-hub, fast scaling environment; Task B rethinks job design to encourage innovation; and Task C considers how I, the advisor, can use AI responsibly in this work.

TASK A: SOCIALISATION, IDENTITY & BUSINESS ACTIVISM:

A1. The Key Differences. The differences between traditional Onboarding and Strategic Organisational Socialisation:

Onboarding is transactional, paperwork, systems access, a welcome pack, all in days. It is not about changing identities, it's about transferring information, and that is what makes HUM's ramp-up take 8 months. New employees are given information about the organisation but are not systematically socialised into the norms and professional identity of the organisation.

A more diagnostic perspective is offered by the socialisation tactics framework of Van Maanen and Schein (1979). They differentiate between institutionalised tactics (collective, formal, sequential, serial, investiture) and individualised tactics (informal, random, disjunctive, divestiture). Institutionalised tactics facilitate identification and role clarity, but can lead to the creation of custodial, conformist role orientations, which can be a threat to an AI-based mobility company that relies on innovation. Individual tactics help role innovation, but could result in the slow, uneven integration that is currently happening with HUM. Critically, HUM's problem is not that it has chosen the wrong tactic it has made no deliberate tactical choice at all. New employees are not socialized through a series of mentors, nor are there a set of sequential milestones to follow, and as a result the worst of both worlds happens: they integrate slowly and don't feel very identified.

This failure can manifest itself in terms of disengagement and/or attrition, which is explained by Rousseau's (1989) psychological contract theory. The psychological contract is a set of mutual obligations that are unwritten and subjective, but that the employee feels he/she has with the employer. When onboarding does not clearly communicate what HUM offers (growth, purpose, autonomy) and expects (performance, ethical behaviour) new hires make contracts on assumptions, which are often unsure or their own creations. High potential graduates tend to expect faster

development, and they have higher but unnegotiable expectations for development or perceived contract breaches. (Rousseau, 1989) HUM's 54% engagement score and graduate attrition are therefore two symptoms and not two problems with two solutions.

The theory of identity construction takes this a stage further: organisational identity does not simply transfer when an individual enters the organisation, it must be co-constructed through narrative and ritual, social interaction (Ashforth and Mael, 1989). If not intentional identity work, HUM's new hires are orienting to occupational identity ("I am an engineer") rather than organisational identity ("I am Helios"), which is a problem particularly for a five-year-old scale-up. One important caveat: this theory relies on reasonably stable organisational narratives to build identity around, but in a rapidly scaling start-up, where strategy is still being developed, there is a need to show this as fluid and not pose as the settled certainty, otherwise there is a risk that the psychological contract may be violated at a second level if things do not work out as they should have on the front end of the process.

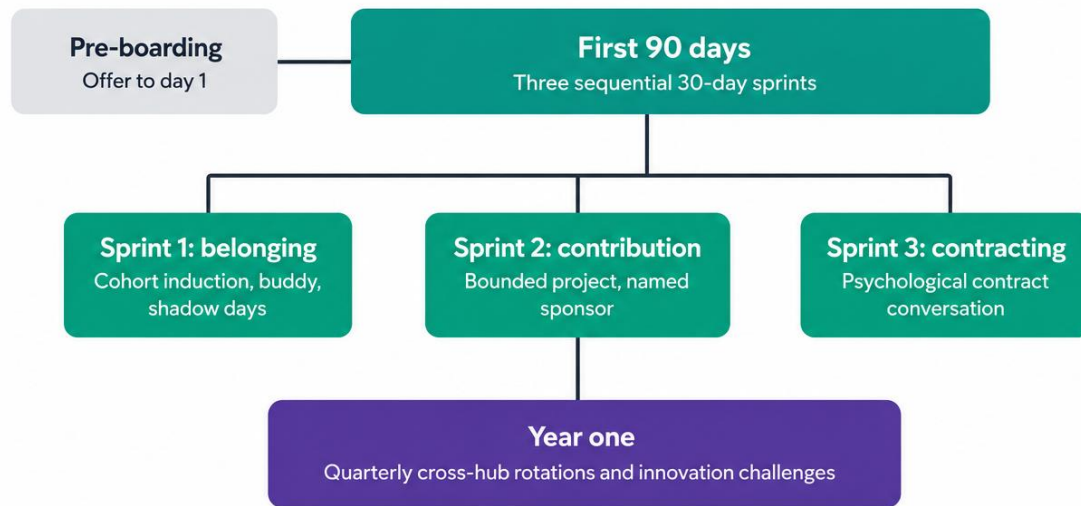
A2. A Structured Socialisation Framework for HUM:

I suggest that the whole model can be institutionalized in a three-phase, explicitly hybrid-tactics process, one that can speed the integration process, while at the same time preserving the innovation that forms the core of the competitive position of the HUM.

Table 1: Traditional Onboarding vs. Strategic Socialisation at HUM

Dimension (Van Maanen & Schein, 1979)	Traditional onboarding at HUM (current state)	Strategic socialisation (proposed)
Collective vs. individual	Individual, ad hoc induction per hub	Collective cross-hub cohort induction
Formal vs. informal	Informal, left to line managers	Formal 90-day structured programme
Sequential vs. random	Random, no defined milestones	Sequential 30-day sprints with checkpoints
Serial vs. disjunctive	Disjunctive; no designated mentor	Serial; trained buddy assigned pre-start
Investiture vs. divestiture	Divestiture by neglect; identity unaffirmed	Investiture; newcomer identity affirmed early

Figure 1: HUM's three-phase socialisation architecture (adapted from Van Maanen and Schein, 1979).



Phase 1: Pre-boarding (offer to Day 1): A digital "Helios Compass" portal provides the narrative content, personalised 90-day roadmap and introduces a trained buddy (the serial tactic) before the start date. The early presentation of a realistic picture minimizes early reality shock and the likelihood that the psychological contract outlined above will be violated (Rousseau, 1989).

Phase 2: First 90 Days: structured to three sequential sprints: (i) Orientation and belonging, a collective cohort induction across London, Berlin and Singapore; cross-site shadow days; explicit articulation of HUM's ethical commitments; (ii) Contribution: a real, bounded project with a named sponsor; shifting the hire from passive learner to visible contributor; (iii) Feedback and contracting, a formal psychological contract conversation between hire and manager; making implicit expectations explicit and renegotiable; direct targeting of the contract-break risk identified in A1.

Phase 3: Year One: Quarterly cross-hub rotations and innovation challenges continue socialisation as a process, in line with Van Maanen and Schein (1979) who state that socialisation is a continual process, not only at the point of entry to the job.

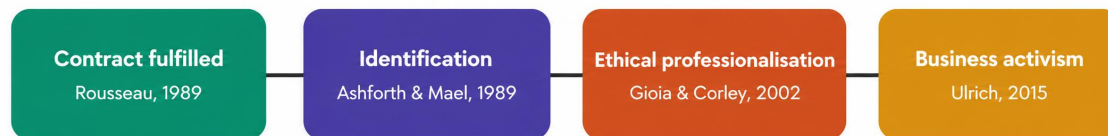
The design incorporates both serial and investiture strategies to increase identification speed without losing individualised elements that might be lost when bounded real projects are produced using institutional tactics (Van Maanen and Schein, 1979). An honest admission: It assumes that the competencies of line managers are similar

across the three hubs, with only minor differences that, if present, would require varying support materials for the framework's 3rd sprint rather than a single global script.

A3. Cultivating Identification, Ethical Professionalism, and Business Activism:

Here is the causal connection between socialisation and business activism:

Figure 2: The causal chain from psychological contract fulfilment to business activism



Helios Compass" narrative architecture and visible leader storytelling that connects people's work to the outcomes on city climate and mobility creates a superordinate identity for new hires that is beyond their job function (Ashforth and Mael, 1989).

Ethical professionalism is not taught as a compliance program but as an expectation that is lived at the outset of Sprint 1: when new hires are presented with real (anonymised) HUM decisions involving trade-offs in data-privacy, they discuss the decisions with their buddy and sponsor. This is essentially a way of operationalising ethics as the art of making a judgement as opposed to a policy to memorise, which is essential for using AI in the public sector.

The business activist mentality is based on an argument by Ulrich and Dulebohn (2015) that HR and therefore all functions need to move away from their current role as an administrative support function to taking an active role in shaping business strategy based on outcomes for stakeholders not just shareholders. At HUM, this happens when new employees' Sprint 2 project sponsors explicitly connect the project to its impact on city-government stakeholders from day thirty, rather than adding it as an abstract value statement at some point afterward. A major cautionary note: If business activism isn't translated into performance metrics and the Sprint 2 messaging isn't delivered as more than lip service, and the psychological contract suffers a mild violation at the very moment of feeling secure, then the sentiment will be easier to express in a slogan than it will be to execute in practice.

TASK B: JOB DESIGN:

B1. An Innovative Job Design Strategy for HUM:

HUM's trouble is not only a socialisation issue, it is a job design issue. Graduates tend to leave jobs that lack impact, are rigid, and feel narrow. While a credible redesign should follow a checklist, the three levers (Job Characteristics Model (JCM), job crafting theory, skills-based internal talent marketplace) play complementary, yet different, roles.

The five core dimensions of a job according to Hackman and Oldham (1976) create three critical psychological states (experienced meaningfulness, experienced responsibility, knowledge of results) which provide internal work motivation, performance and satisfaction, moderated by an individual's growth-need strength. If adopted without careful consideration, JCM can become a 'top down' redesign process and HR defines what the 'ideal' job is and moves on. This is the wrong tool for HUM: a five-year-old scale-up working in a mobility space with AI technology.

It is here that we can find a needed corrective in the work of Wrzesniewski and Dutton (2001) on job crafting. Rather than employees who are passive recipients of a job designed by their managers, job crafting reconceives employees as active agents who can modify the boundaries of their own job: boundaries of what they do, who they interact with and how they interpret the purpose of the job. HUM's concern lies in the fact that the five dimensions of the JCM are not static properties which HR can install once, but rather conditions that must be continuously renewed as the scope of the project changes and the mechanism by which workers keep the dimensions of their jobs high when the organization grows is through job crafting.

Addressing a structural constraint that neither JCM nor crafting alone could resolve, the third lever skills-based architecture is one through an internal talent marketplace. Deloitte's 2026 Global Human Capital Trends research makes this transition to "talent orchestration" a clear financial shift from allocating talent to static structures to orchestrating people, skills, data, and technology in real time, which are more likely to create superior financial performance (Deloitte Insights, 2026). This isn't an afterthought: Organisations that have implemented skills-based deployment are significantly more likely to report matching talent to new business requirements

compared with organisations that use the traditional job title-based approach (Deloitte Insights, 2025a; Deloitte Insights, 2025b).

Table 2: Mapping JCM Core Dimensions to HUM Interventions

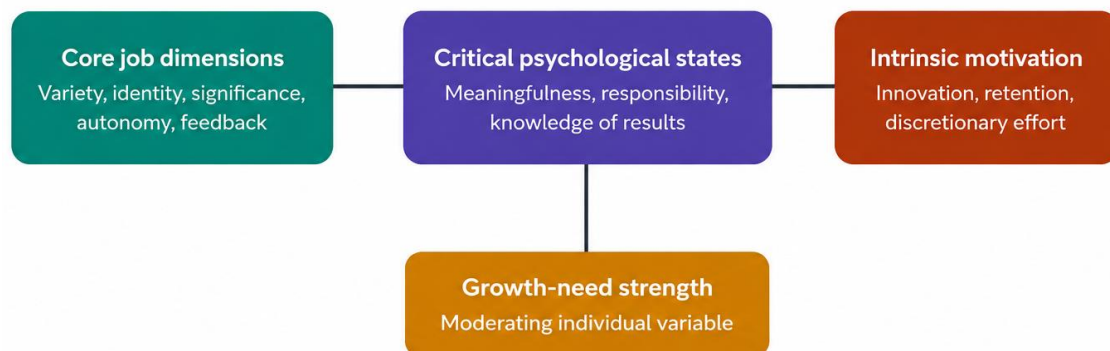
JCM core dimension (Hackman & Oldham, 1976)	HUM intervention	Mechanism
Skill variety	Internal talent marketplace project postings	Skills-based staffing across hubs and functions
Task identity	Named-sponsor bounded projects from Sprint 2	Whole, visible deliverable rather than fragment
Task significance	Stakeholder framing tied to city-government impact	Explicit link to public outcomes, not internal metrics
Autonomy	Employee-initiated job crafting windows	Quarterly self-proposed task/relational adjustments
Feedback	Continuous marketplace-linked skills profile updates	Real-time visibility of contribution and growth

In practice, HUM will take away fixed job descriptions, publish internal project and secondment opportunities on a marketplace across London, Berlin and Singapore, and put in place formal deployment of 10-15% of working time to market place sourced cross functional projects following the example of organisations like Unilever and Shell that explicitly challenge departmental silos (Deloitte Insights, 2025b). A problem with this approach: value only emerges if the business outcome is the one that precedes building marketplace infrastructure, not the other way around. Deloitte's study of 87 organisations found that value only comes because of a measurable outcome, not the other way round (Deloitte Insights, 2026). Ideally, HUM should not sequence this way: specify the outcome (e.g. shorten ramp-up time, increase cross-hub innovation output) after procurement of marketplace technology, rather than before.

B2. Encouraging Intrinsic Motivation and Innovation:

This redesign is directly connected to intrinsic motivation through JCM's psychological states:

Figure 3: The Job Characteristics Model (Hackman and Oldham, 1976) applied to HUM, showing job crafting and the internal marketplace as renewal mechanisms.



Task significance is the factor most directly related to HUM's particular issue of attrition. In Grant's (2007) version of relational job design, relating employees to the people their work serves, as is done in HUM's case with city residents impacted by smart-mobility infrastructure, directly contributes to persistence, performance, and prosocial motivation, especially for those early-career employees who are more externally motivated than tenured employees. This is precisely why Sprint 2's stakeholder framing (Task A) and marketplace's project-significance tagging (Task B) are to be built as one seamless system, not two independent HR efforts (as the conclusion of the report will attest).

Autonomy and skill variety are the basis that led to innovation. Alongside resilience and leadership, analytical thinking, creative thinking, and technological literacy are the top three core skills that employers worldwide are looking for, and that are projected to grow the quickest according to the World Economic Forum's Future of Jobs Report 2025. A job architecture that is fixed and narrow will not develop these skills in an experiential way; a job architecture based on the marketplace will, because it will allow employees to be exposed to the skill variety that the WEF data indicates is a competitive need, not a development luxury.

A key constraint, however, must be clearly acknowledged: some important constraints to the application of reskilling and crafting of work have been found to be the lack of line managers' capability to support self-directed work, rather than a skills gap (CIPD, 2026). Manager capability building must therefore be considered a prerequisite for HUM's rollout, otherwise it risks being an empty shell.

TASK C: REFLECTIVE REPORT:

C1. Using AI as a Decision-Support Tool Without Eroding Critical Human Judgement:

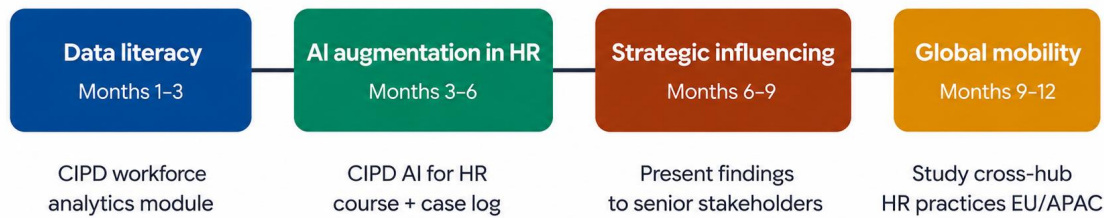
I did use AI to search and synthesize current evidence from the CIPD, Deloitte, SHRM, and WEF reports, and to help me draft the report, but it was not the one that made the decision to use any of the various frameworks; it was my duty to reason through and defend why any particular framework was or was not suitable for HUM's specific Ramp-Up and Attrition problem, as well as where the assumptions of a framework failed for a three-hub scale-up. It is an important difference than it appears. Confidence is lower when it comes to applying AI to tasks that involve making judgements, such as creating reskilling pathways or managing reskilling redesigns (CIPD, 2026) exactly what this report involved. I resolved that was my own rule: AI drafts, I decide and justify.

A concrete boundary I set myself going forward as an HR practitioner: AI should never be the only basis for performance judgements, disciplinary outcomes or redesign choices that would have material human consequence and meaning for individuals (AI should be used to summarise and/or check consistency CIPD guidance says this should still be human led). I also want to wade through a second, less obvious risk put forward by the State of AI in HR data that SHRM released in 2026: The focus on AI adoption is greatest in the parts of HR work that are farthest from also being the parts most concerned with ethics, inclusion and board-level judgement. My rule of thumb is to use AI when time saving is worth it, and to take the time to manually reason where a recommendation might have material impact on someone's psychological contract, sense of self, or job security in the form of this report.

C2. By the end of this activity, students will have created a personal Capability Development Plan:

To be an effective HR adviser in an AI-enabled world, I'm focusing on four capabilities first, rather than last, and not in order of preference:

Figure 4: A 12-month personal capability development roadmap, sequenced by dependency rather than aspiration.



Data literacy (Months 1–3) is the first because it is essential to all others: The WEF's Future of Jobs Report 2025 has analytical thinking and technological literacy among the core skills most in demand by employers, and I can't seriously recommend that you should learn how to use AI to augment decision-making without knowing how to read the underlying workforce data!

AI augmentation in HR (Months 3–6) follows this foundation, and according to SHRM's 2026 data, it is not trusted for judgement, is only adopted in efficiency, and only a minority of organisations are fluent in the use of AI for this.

Strategic influencing (Months 6–9) is next as I believe that HR's greatest challenge isn't the lack of those skills, but in applying them to redesign work under uncertainty (CIPD, 2026) which is something that needs to be done not studied, and I've ordered it as an applied stage not a course.

All in all, Global mobility awareness (Months 9–12) brings the report to a close, as the three-hub nature of HUM necessarily generalises across UK, German and Singaporean employment practices.

CONCLUSION:

The three challenges of Helios Urban Mobility, ramp-up, weak engagement and graduate attrition, are best viewed as a single failure of human capital architecture and not three independent issues. Task A's socialisation framework and Task B's job redesign are intentionally designed to complement one another: a psychological contract created in the onboarding process is the same one that job crafting and marketplace mobility will continue to have to closely follow in month 6, month 12 and

beyond, or the early gains in identification will be undermined. It's not an accident my own commitment to disciplined, judgement-preserving AI use is the same as my principle with my own practice: Technology helps with preparation, but the responsibility for the recommendation remains human.

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