

Topic: Designing a Human Capital Architecture for Strategic Renewal

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Table of Contents

Introduction	3
TASK A: Socialisation, Identity & Business Activism	3
1.1 From Traditional Onboarding to Strategic Organisational Socialisation	3
1.2 A Strategic Socialisation Framework for Helios	5
1.3 Building Organisational Identity, Ethical Professionalism and Business Activism	7
TASK B: Job Design	9
2.1 A Strategic Job Design Architecture	9
2.2 Enhancing Intrinsic Motivation and Innovation	11
TASK C: Reflective Report (Gibbs' Reflective Cycle)	14
Conclusion	16
Reference List	17

Introduction

This report brings together the theories on organisational socialisation, job design, and employee motivation to create a strategic human capital agenda for Helios Urban Mobility where it is applicable for the issues.

TASK A: Socialisation, Identity & Business Activism

1.1 From Traditional Onboarding to Strategic Organisational Socialisation

Traditional Onboarding versus Strategic Socialisation

Helios Urban Mobility's traditional onboarding program is inadequate as it is primarily focused on orientation, compliance training, and job instruction, which typically occur in the first few days of work, and the company has a ramp-up time of eight months, along with a 20 per cent percentage of new grads leaving. Strategic organisational socialisation, by contrast, is a longer-term endeavour, designed to foster organisational identity, state the psychological contract, and integrate the employees through mentoring, ongoing feedback and cultural immersion. This strategy can help increase engagement and retention, all while boosting productivity. This is corroborated by Gallup (2024), which found that 52% of employees are monitoring or actively searching for a new position, highlighting the critical need for strategic socialisation to prevent employees from seeking out other opportunities in expanding companies.

Van Maanen and Schein's Organisational Socialisation Tactics

According to the Organisational Socialisation Theory of Van Maanen and Schein (1979), there are six types of socialisation tactics that are used to shape newcomer reactions to the organisational culture: collectivism vs. individualism, formalism vs. informalism, sequentialism vs. randomism, fixism vs. variabilism, serialism vs. disjunctive, and investiture vs. divestiture. Helios Urban Mobility would benefit from a shorter ramp-up time, boosting organisational identification and retention by applying collective, formal, sequential, fixed, serial and investiture tactics, which would involve structured mentoring, clear milestones, peer support etc. Tackling socialisation to foster commitment and enhance performance is crucial, as only 20% of employees globally are actively engaged at work (Gallup, 2026).

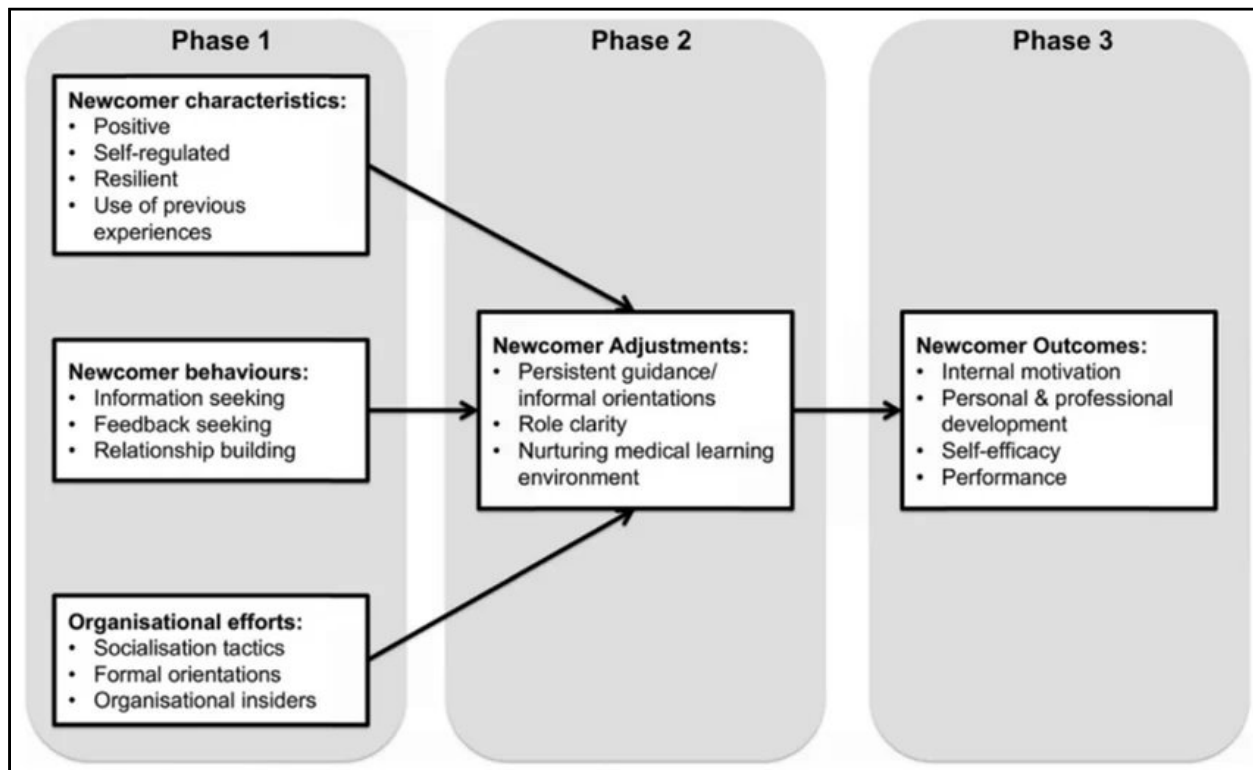


Figure 1: Organisational Socialisation Theory

(Source: Chang et al., 2022)

Psychological Contract Theory

According to Psychological Contract Theory, there are unwritten expectations by the employees for career development, organisational support, fairness and trust. Breaches of these expectations have been shown to include increased turnover intentions, and fulfilling leads to higher employee commitment, engagement and organisational citizenship behaviours. Graduate turnover can be minimized and integration sped up when Helios Urban Mobility develops a strong psychological contract through transparent communication, structured mentoring and continuous development. In line with this, Insight Global's 2025 Employee Sentiment Report identified that 22% of employees left their jobs after 90 days, often citing inadequate training and onboarding, indicating the need for companies to get it right from the start by aligning with their employees' psychological expectations (Insight Global, 2025).

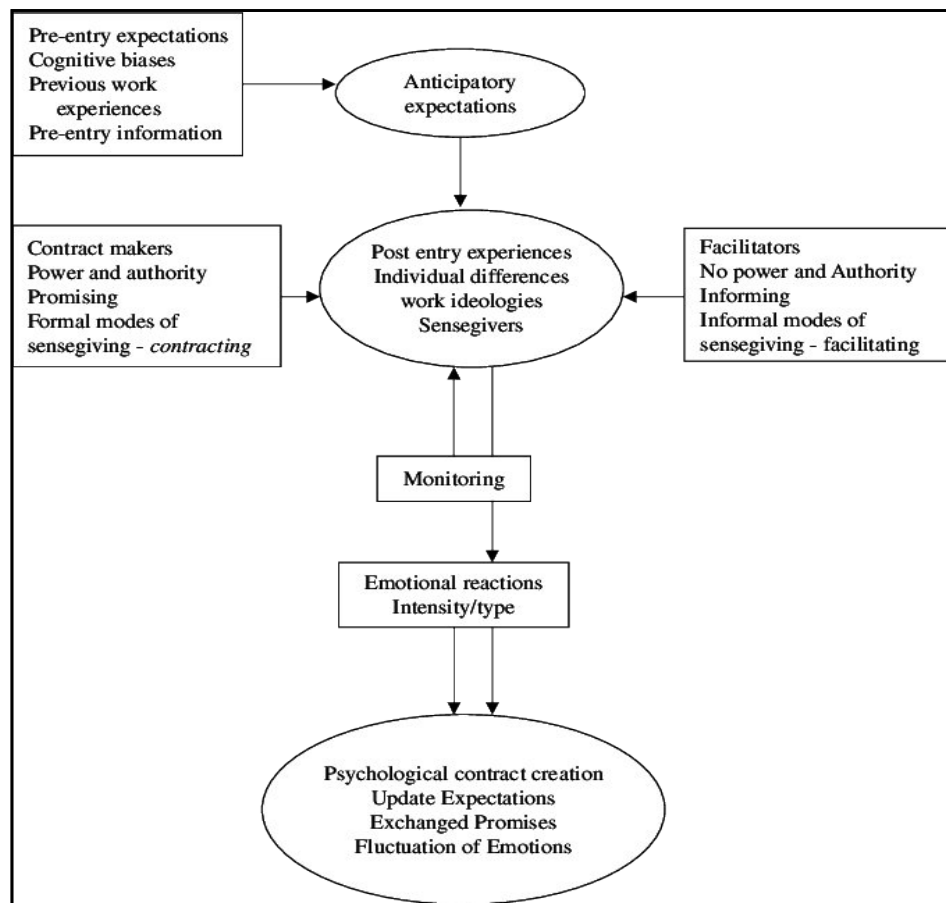


Figure 2: Psychological Contract Theory

(Source: Tomprou and Nikolaou, 2021)

1.2 A Strategic Socialisation Framework for Helios

Pre-boarding (Offer Acceptance to Day One)

Based on Menlo Park's experience and an analysis of pre-boarding's benefits, for Helios, it is best to start the pre-boarding process as soon as an offer is accepted, to minimise the uncertainty and to enhance commitment to the company before employees begin work. To underscore this, BambooHR's 2025 Onboarding Benchmarking Report revealed that 39% of employees have second thoughts about accepting a new job during onboarding, which emphasises the shift towards a compelling pre-boarding experience (BambooHR, 2026).



Figure 3: Satisfied Employees with Onboarding

(Source: TalentLMS, 2024)

First 90 Days

Helios Urban Mobility must have a structured cohort-based socialisation plan consisting of formal induction and mentoring, as well as experiential learning, in the first 90 days. Week one should be devoted to the values of the organisation, ethics and the innovation and strategic goals of the AI, delivered by senior leaders. Progress should be monitored through a structured 30-60-90-day review process, which would also give ongoing feedback and identify learning gaps early on, rather than Helios' current 8-months ramp-up due to the lack of this process (Hyring, 2026). This step-by-step strategy builds trust, partnership and retention among workers around the world.

Year One

Helios Urban Mobility should move employees from a new starter to an organisational citizen in the first year via ongoing learning, leadership development, innovation projects and across the three offices in London, Berlin and Singapore. Quarterly career development reviews, advanced technical trainings, and involvement in sustainability and smart mobility programmes can boost organisation identity and business activist attitude (Wickramaratne, 2020). Employees need to participate in cross-functional innovation teams and knowledge-sharing communities too, in order to enhance collaboration, engagement and retention.

1.3 Building Organisational Identity, Ethical Professionalism and Business Activism

Developing Organisational Identification

To increase organisational identification, Helios Urban Mobility should foster and cultivate a culture of organisational identification, meaning that employees would strongly feel attached to the mission, values and sustainability objectives of the organisation. This can be done via leadership story, mentoring, rewards program, teamwork across functional areas and employee involvement in strategic decisions. Commitment, engagement and employee retention rates are higher, and turnover rates are low when there is a strong organisational identification. In fact, 53% of leaders report that productivity needs to improve, but many workers feel lost in their roles, underscoring the importance of enhancing the sense of work identity and alignment (Microsoft, 2025).

Promoting Ethical Professionalism

Helios Urban Mobility must build ethical principles into recruitment, induction, leadership development and performance management, as a way to cultivate ethical professionalism. Regular training and education on AI ethics, data privacy, sustainability, diversity and responsible decision-making should be provided to employees, along with communication through a code of conduct, and whistleblowing facilities should be provided. Leaders have a duty to demonstrate the right sort of behaviour, and to know when others are too, and to redeem those who are not only good and honest, but also hold others to the same standards. In line with this, PwC's 2025 Global Workforce Hopes and Fears Survey also revealed that Workers who feel their daily work and goals resonate strongly with the vision of their senior leadership are 78% more motivated compared to those who see a disconnect (PwC, 2024).

Developing the Business Activist Mindset

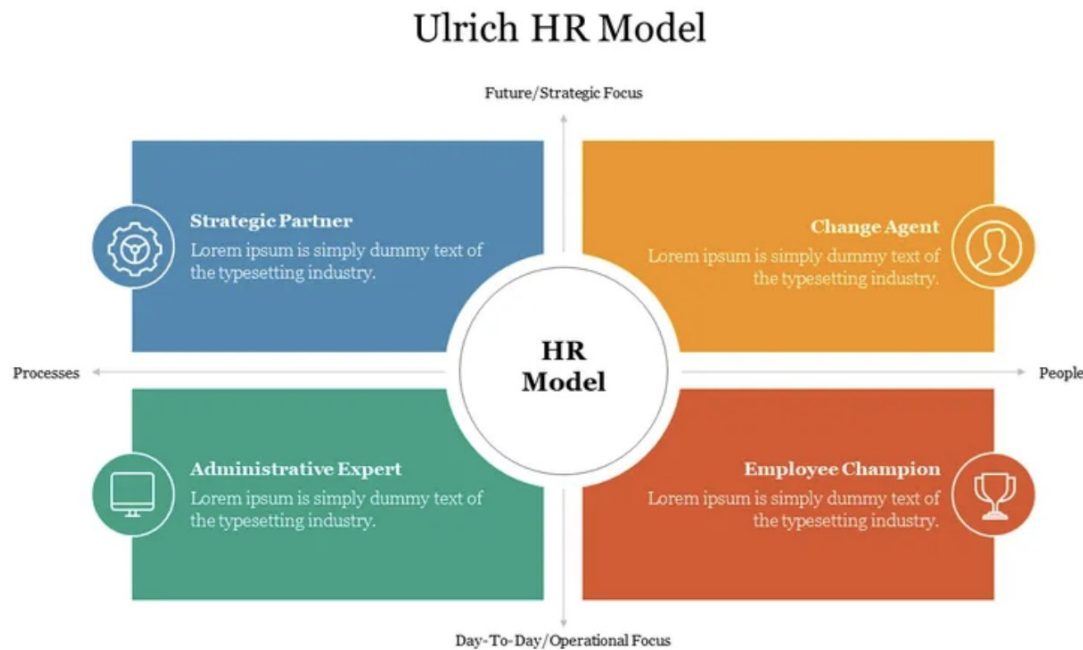


Figure 4: Ulrich's HR Model

(Source: slideegg, 2026)

According to Somu, and Jayavel (2024), Ulrich developed this HR model back in 1995 to enable HR from administrative functions to business partners in 4 distinct roles to balance both, consumer and business process. Helios Urban Mobility needs to cultivate a business activist mentality, that is to think beyond the way a business is operating and to generate value for the customer, society and the environment. Employees should be involved in Helios' sustainability efforts, ethical use of AI, innovation challenges and stakeholder engagement programmes to support strategic objectives. It is important for leaders to enable staff to see and understand the opportunities for social and environmental impacts and make ESG part of the daily decision-making process (Presgo, 2026).

TASK B: Job Design

2.1 A Strategic Job Design Architecture

Job Characteristics Model

The “Job Characteristics Model” should be used to redesign jobs in Helios Urban Mobility in favour of greater skill variety, task identity, task significance, autonomy and feedback. Engineers and AI specialists should collaborate on end-to-end smart mobility projects, be provided inter-location mobility between London, Berlin and Singapore and get regular performance feedback via quarterly reviews. Increased autonomy and substantial work will drive higher employee engagement, increased innovation and greater motivation, resulting in the elimination of Helios' 8-month ramp-up time and graduate attrition. To support this approach, LinkedIn's 2025 Workplace Learning Report showed that 91% of learning and development professionals think that continuous learning is more vital than ever for career success, emphasising the importance of enriched job design (LinkedIn, 2026).

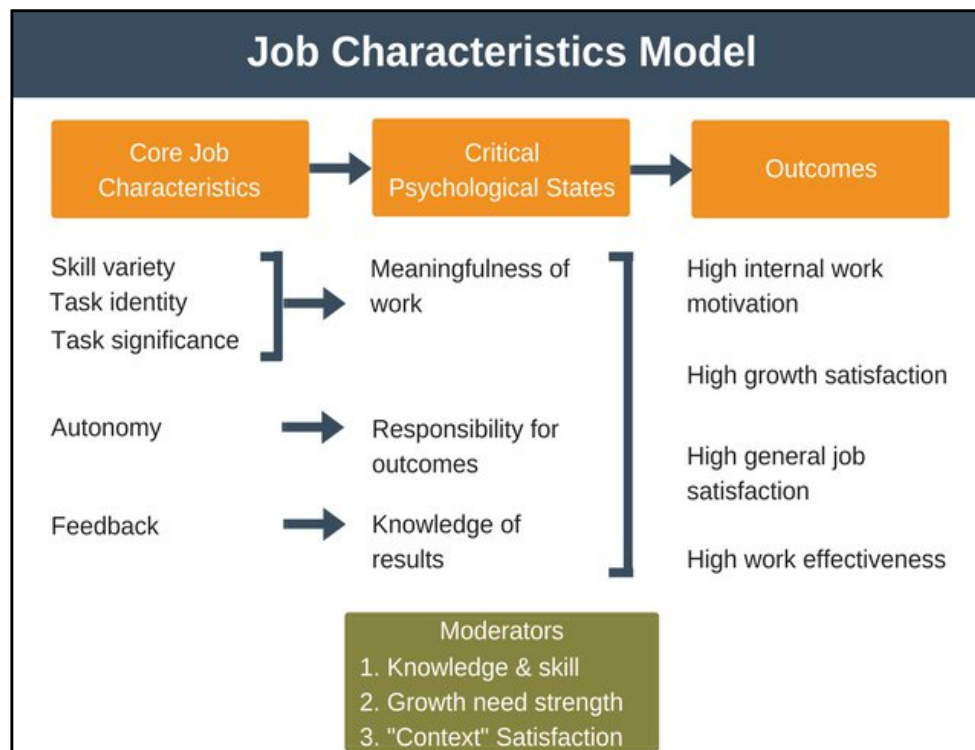


Figure 4: Job Characteristics Model

(Source: Expert Program Management, 2023)

Job Crafting Theory

Helios Urban Mobility views Job Crafting Theory as a way for workers to deliberately design their jobs, relationships and job attributions to better fit context, skills and career goals (Coetzee and Stoltz, 2024). Individuals should be involved in, supported to engage in, cross-functional innovation teams and given opportunities to propose ideas for AI-based mobility solutions. Managers play an important role by providing coach, autonomy and regular career development discussions to facilitate job crafting. This helps to increase commitment, engagement and creativity within the organisation and to decrease the risk of graduates leaving. In corroboration of this strategy, LinkedIn's 2025 Work Change Report states that 70% of the skills requested in most jobs are likely to change by 2030, underlining the importance of adaptable, employee-centric roles for organisational success (LinkedIn, 2025a).

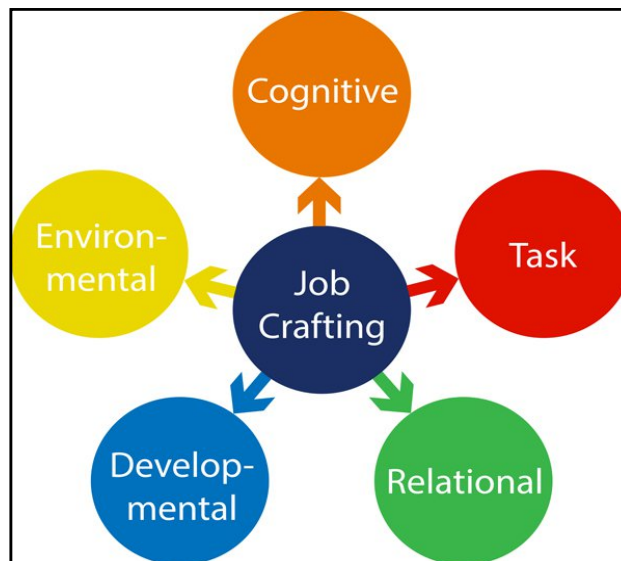


Figure 5: Job Crafting

(Source: Delphis, 2026)

Skills-Based Architecture

Helios Urban Mobility believes a shift toward a skills-based architecture needs to change workforce management from job titles to critical skills, that is to have employees develop in AI, data analytics, sustainable mobility and cross-functional collaboration. The Deloitte Global Human Capital Trends 2025 report indicates that organisations must adopt a skills-first approach to maximise the adaptability of their workforce and improve business performance, supporting this strategy as 72% of executives believe this shift is necessary (Deloitte, 2024).

Internal Talent Marketplace

Helios Urban Mobility: An Internal Talent Marketplace (ITM) use AI to find out what skills, interests, and career aspirations employees have, and which opportunities within the company they fit with, including short-term assignments, permanent roles, projects, and mentorship opportunities. This not only supports internal mobility, CPD and fosters cross-functional collaboration across Helios' London, Berlin and Singapore operations but also helps minimise external recruitment needs. Likewise, the LinkedIn 2025 Workplace Learning Report revealed that 88% of organisations are worried about employee retention underpinning this strategy, which involves the generation of internal career prospects for workers (LinkedIn, 2025b).

Proposed Integrated Job Design for Helios

Helios Urban Mobility should create innovative, future-proof and engaging employment opportunities by applying an integrated Job Design to its work, which it can do by combining Job Characteristics Model, Job Crafting Theory, Skills-Based Architecture, with an internal Talent Marketplace. Work should be autonomous, meaningful, continuous skills development, and with AI-enabled to access work across London, Berlin and Singapore (McKinsey & Company, 2024). This is an integrated approach that will increase students' motivation and innovation, improve their collaboration and present job mobility.

2.2 Enhancing Intrinsic Motivation and Innovation

Self-Determination Theory

Helios Urban Mobility can leverage on Self-Determination Theory by designing its work to meet employees' needs for autonomy, competence and relatedness, and therefore empower them to feel more intrinsically motivated and creative. Job autonomy is important in allowing employees to make decisions, to get involved in innovation AI initiatives and to provide regular learning and mentoring to improve their skills (Frontiers in Psychology, 2026). A cross-functional way of working together, along with regular recognition, will help create an attitude of belonging and commitment. Helios can reduce graduate attrition rates, boost productivity, and encourage greater creativity, engagement and sharing by setting the stage for a supportive work environment.

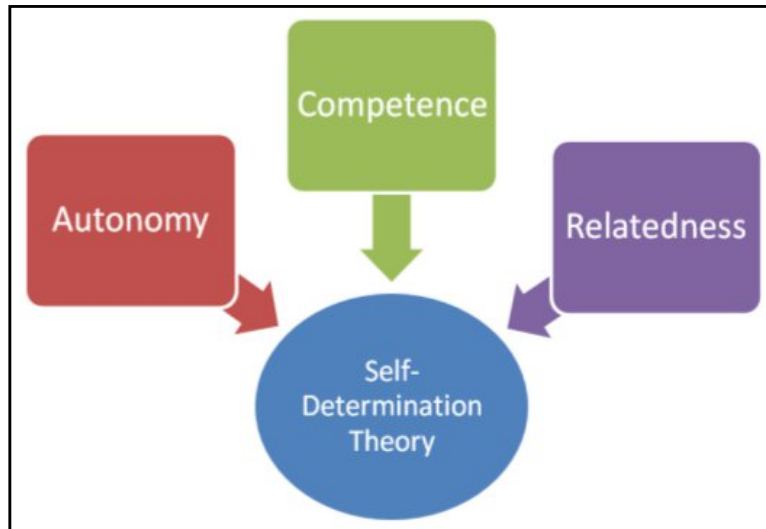


Figure 6: Self-Determination Theory

(Source: Human Performance, 2026)

Intrinsic Motivation through Redesigned Jobs

Helios Urban Mobility sees redesigned jobs as creating more intrinsic motivation, which can be achieved by giving workers more autonomy, meaningful responsibility and opportunities for ongoing learning and training, and the assignment of more varied tasks. Employees should be given autonomy to make decisions, be assigned to various cross-functional AI endeavours, constructive feedback to develop, and be encouraged to generate new ideas on sustainable mobility problems. Work will be assigned to individuals, based on strengths and aspirations for the development of their careers, enhancing competence, ownership and commitment to the organisation and the duration will be shortened, as there will be less ramp-up time and less graduate attrition. 49% of organisations identified the inability to keep employees up-to-date with evolving workplace needs as the largest obstacle to career growth (LinkedIn, 2025). It underscores the need for redesigning jobs so that they give autonomy, continuous learning, and opportunity for skill development that make them intrinsically more motivating and innovative.

Innovation through Autonomy, Collaboration and Continuous Learning

Helios Urban Mobility can become more innovative by affording more autonomy to employees, fostering collaboration from across different functions, and making it a habit to learn continuously on the job. With that comes the freedom for employees to try different ways of using AI for mobility, work across the London, Berlin and Singapore offices, and continuous

technical and leadership development programmes. Knowledge-sharing platforms, innovation labs and frequent hackathons will also inspire and foster creativity and problem-solving. An integrated approach creates a learning culture that fast-tracks innovation and agility within the organisation. In line with this strategy, the Udeemy Business 2025 Global Learning & Skills Trends Report revealed that the number of AI course enrollments rose (Udeemy Business, 2025). It illustrates the need for continual learning to generate innovation and success in business in the future.

Expected Organisational Outcomes

The proposed strategic socialisation and integrated job design solution will help Helios Urban Mobility to overcome the challenges of graduate attrition, a long ramp-up process and employee engagement and productivity. The organisational identification, ethical professionalism and business activist mindset will increase commitment and innovation. An agile workforce and internal mobility will be achieved by skills-based development, job crafting and an internal talent marketplace.

TASK C: Reflective Report (Gibbs' Reflective Cycle)

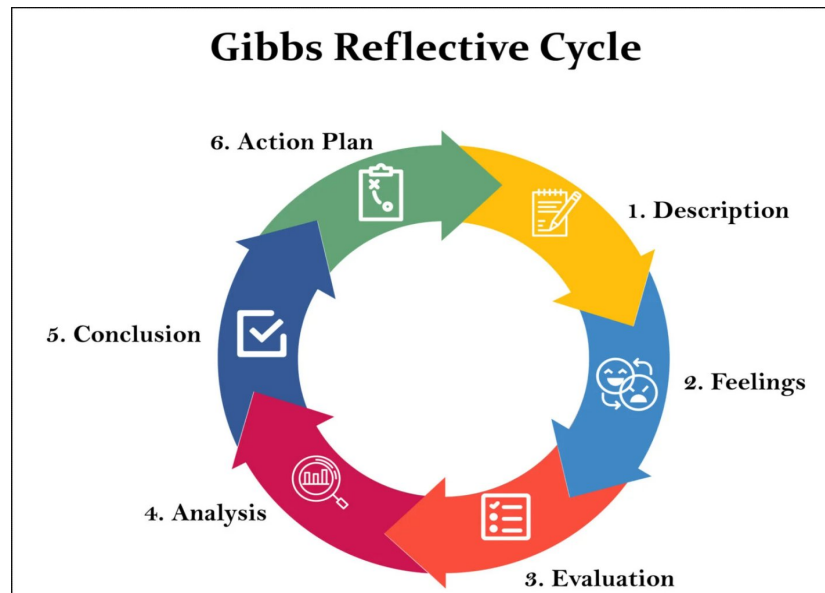


Figure 7: Gibbs' Reflective Cycle

(Source: Simply Psychology, 2024)

1. Description

This module has enriched my knowledge on the future of Human Resource Management, where it is transforming through Artificial Intelligence (AI) and strategic socialisation and skills-based management of the workforce. AI can boost HR decision-making by analysing employee data, predicting when employees are likely to quit, and mapping out skills gaps (TechClass, 2026). At the same time, I understood that human resources professionals need to use AI's insights alongside ethical considerations, company culture, and human values.

2. Feelings

As I started, my biggest thoughts about AI were about automating HR functions. I learned how important it is for AI to be used as a decision support tool and not replace human judgment throughout this module. I gained confidence from other insights, such as workforce analytics and realised it is important to question AI suggestions. I also acknowledged some of my own limitations around advanced HR analysis and exploring international employee and workforce trends; this drove me to focus on building my abilities in these areas as I advance in the future.

3. Evaluation

The most useful learning was understanding that the HR decisions needed are to be both technologically capable and critical thinking. AI can analyse employee data quickly, uncovering recruitment trends and streamlining workforce planning, leading to more informed decision-making and efficient operations (IBM, 2024). Using AI alone, though, can reaffirm bias, fail to take organisational culture into account and disregard ethical issues.

4. Analysis

This module illustrated that in the future, HR Managers will need more than HR specific knowledge in order to be competent. I have 4 main areas of priority in my personal development plan. I will start to enhance my data literacy in order to be able to interpret HR dashboards and workforce analytics. Second, I will grow the AI augmentation skills, learning HR technologies, prompt engineering, and AI-assisted workforce planning and adhering to ethical AI governance. Third: I will develop my strategic influencing skills to effectively influence senior stakeholders by enhancing communication, negotiation and evidence-based decision-making skills. Last but not least, I will develop Global Mobility awareness, including international Employment law, Cultural Intelligence and Global talent management for multinational organisations.

5. Conclusion

This reflection has brought to light the idea that AI complements, not supplants, human decision-making in HR practices. Ethical considerations, empathy, understanding the context, and strategic thinking continue to be distinctly human skills that provide a complement to AI suggestions. Empowering me with technical, analytical, and interpersonal skills will help me to make informed decisions and be adaptable to changes that may occur in the global HR profession in the future.

6. Action Plan

In the next year, I will undertake professional courses in HR analytics, AI applications in HR and data visualisation (Power BI & Excel). Lastly, I will build my strategic influencing skills and continually keep abreast of developments in HRM on a global scale through presentations, networking and collaborative projects and by following developments relating to HRM for international HR professional bodies such as the Chartered Institute of Personnel and Development (CIPD) and the Society for Human Resource Management (SHRM).

Conclusion

Lastly, Helios Urban Mobility's strategic approach to human capital can support an improvement in employee engagement, organisational commitment, innovation and workforce agility. Reflective analysis also shows me that I am certain about the belief in and the desire to combine AI and important human reasoning and continuously develop strategic skills in HR management in the global business world.

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