



University of Wales
Trinity Saint David
LONDON

Student Name/ID	<i>Harsh Pyarelal Dhabhai/2541472</i>
Module Name	<i>Human Capital Management</i>
Module Code	<i>LCMB7023</i>
Assessment Title	<i>Assessment component 1: Individual report</i>
Topic	<i>Designing a Human Capital Architecture for Strategic Renewal</i>

Executive Summary

The report suggests a model of Adaptive Human Capital Architecture (AHCA) for HUM to solve the problem of its strategic human capital management related to fast growth internationally. In particular, this includes such problems as long-term employee assimilation, decreased engagement levels and high potential graduate attrition. According to the report, the problem of Helios cannot be reduced only to the issue of HR management and it requires development of scalable human capabilities, organisational identity and innovation capability. The report presents Helios Human Capital Identity Ecosystem (HCIE), which includes strategic socialisation, psychological contract compatibility and business activism. Furthermore, the Helios Dynamic Capability Marketplace (HDCM) is proposed by combining job characteristics theory, job crafting, and skills-based architecture to enhance motivation, agility, and innovation. Finally, the report reflects on responsible AI-enabled HR decision-making and identifies future leadership capabilities required for strategic human capital management in increasingly digital, global, and complex organisational environments.

Table of Contents

Executive Summary.....	2
Introduction.....	5
TASK A: Helios Human Capital Identity Ecosystem (HCIE)	5
Reframing Onboarding: From Administrative Entry to Strategic Socialisation	5
Proposed Helios 365 Strategic Socialisation Framework	7
Developing Business Activists and Ethical Professionals	8
TASK B: Helios Dynamic Capability Marketplace (HDCM)	10
Critical Evaluation of Traditional Job Design and Job Characteristics Model	10
Job Crafting as Employee-Led Innovation Architecture	12
Skills-Based Architecture and Internal Talent Marketplace	14
Human Capital Intelligence Dashboard	15
TASK C: Reflective Report – Developing as an AI-Augmented Strategic HR Leader.....	16
Responsible AI-Augmented Decision-Making in Strategic Human Capital Management	16
Future Strategic HR Capability Development Plan	16
Conclusion	19
References	20

List of Figures

Figure 1: Psychological Contract Alignment Model for Helios Urban Mobility	6
Figure 2: Helios 365 Strategic Socialisation Framework	8
Figure 3: Evolution from Traditional Job Design to HDCM	11
Figure 4: Application of JCM within Helios Urban Mobility	12
Figure 5: Helios guided job crafting model.....	13
Figure 6: Capability Development Plan	18

List of Tables

Table 1: Limitations and Risk Management of HDCM	15
Table 2: Helios Human Capital Intelligence Dashboard	15

Introduction

Helios Urban Mobility (HUM), a European smart-transport startup with 450 employees in London, Berlin, and Singapore, has a human capital scaling crisis after rapid international expansion. Helios, an AI-enabled electric mobility and smart infrastructure startup, relies on technology innovation and specialised talent development, retention, and mobilisation. Sluggish organisational socialisation, an eight-month new-hire ramp-up, 54% lower employee engagement, and growing high-potential graduate churn plague the organisation.

These concerns reflect worldwide workforce needs. Worldwide the level of employee engagement rose to 20% in 2025, highlighted the importance of connection, purpose and dedication (Gallup, 2025). Agile and skills-based workforce models are quickly becoming part of the competitive fabric of technology-driven companies as adaptability and capability deployments are a key competitive advantage (Deloitte, 2025).

Helios should use a human capital architecture to enhance business identity, psychological commitment of employees, employee motivation as well as employee creativity. This report calls for purposeful socialisation and dynamic job design of Helios, to make for society engaged citizens, and corporate activists, thus sustaining Helios' expansion internationally.

TASK A: Helios Human Capital Identity Ecosystem (HCIE)

Reframing Onboarding: From Administrative Entry to Strategic Socialisation

Limitations of Traditional Onboarding: A Transactional HR Approach

Helios Urban Mobility (HUM) has implemented a workforce ramp-up plan that takes place over 8 months and demonstrates an administrative as opposed to strategic approach. Normal onboarding methods focus on compliance, orientation, paperwork and training. The above strategy serves to give clarity with little commitment and attachment, however as it is practical. The limitation was considered critical by Oak Engage (2022) as it showed that strong onboarding results in an increase of employee productivity and retention.

Strategic Organisational Socialisation: Creating Identity and Commitment

Strategic socialisation must make newcomers co-workers, not employees. The Van Maanen and Schein organisational socialisation technique asserts that employee adjustment requires good communication of organisational principles, attitudes, and cultural norms (Wanberg, 2012). While this approach is beneficial, it was intended for stable organisations and requires modification for Helios' international and AI-oriented workforce.

Present-day employees value reciprocal relationships that are based on the idea of purpose, development and trust rather than business transactions, states psychological contract theory (Rousseau, 1989; CIPD, 2024). Unrealised expectations lead to graduate turnover and lack of engagement. As per the identity construction theory, organisational goals shape commitment (Ashforth, Harrison and Corley, 2008). The organisation can implement strategic socialisation through stages from "new hire" to "innovator" to "business advocate".

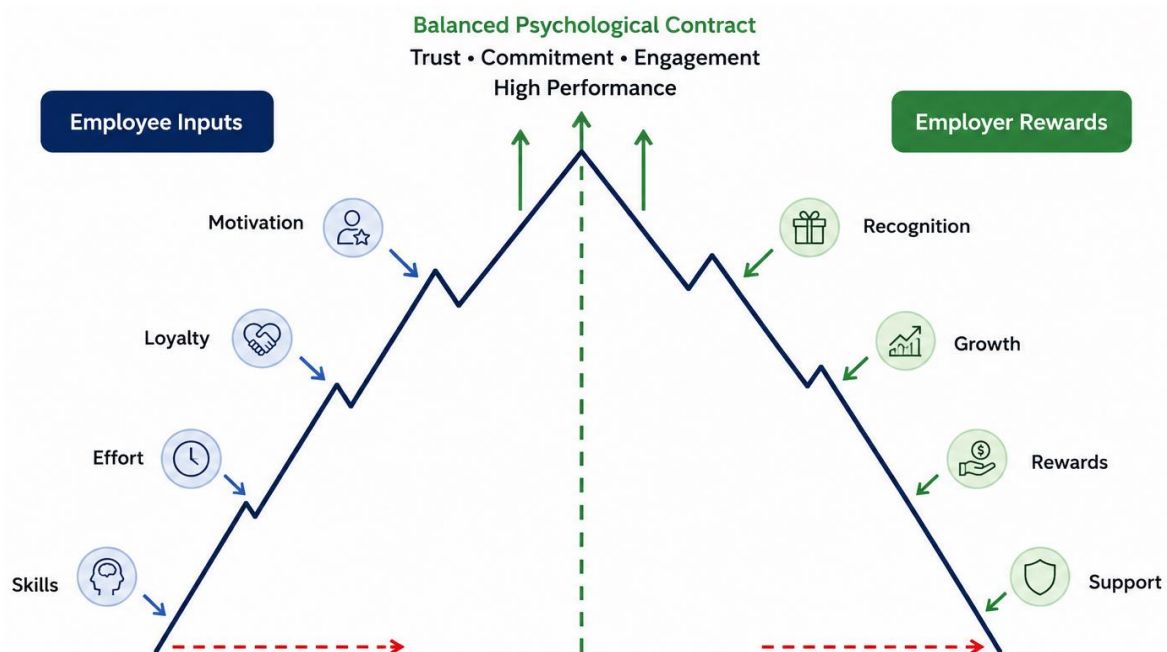


Figure 1: Psychological Contract Alignment Model for Helios Urban Mobility

Source: Self-made (Adapted from Rousseau (1989))

Proposed Helios 365 Strategic Socialisation Framework

Helios 365 Strategic Socialisation Model refers to an ecosystem that operates for one year and focuses on the eight-month ramp up of Helios Urban Mobility, the low level of involvement, and graduate turnover. The model defines socialisation as a continuous psychological and behavioural process, rather than onboarding.

Phase 1: Purpose Alignment (Pre-boarding Stage)

The pre-employment matching of psychological contract eliminates the expectation gap during the first stage of Helios. Through a digital socialisation website, Helios should communicate about its vision on smart mobility, AI ethics, environment, and organisational philosophy to potential employees. The work preview has to be realistic to prevent the violation of the psychological contract after recruitment due to certain traits and job-related issues. Each Helios member requires an innovation mentor to establish social ties in London, Berlin, and Singapore.

Phase 2: Identity Acceleration (First 90 Days)

In stage two, the employees begin to engage in the process of the organisation. The organisation should introduce mentoring, cross functional innovations, and dialogic feedback (Parker, 2003). The reverse mentoring programs should be introduced to make sure that the graduates and IT specialists educate senior members on artificial intelligence. It helps to avoid hierarchy and encourages joint learning. Employees are able to join workshops on responsible AI and sustainable mobility.

Phase 3: Embedded Organisational Citizenship (First Year)

Later come commitment, maintenance and creation. Helios must create the Innovation Fellowship Programme, personalised career paths, and global communities of practice to solve future mobility issues. This will help employees identify as workers and agents of sustainable urban transformation.

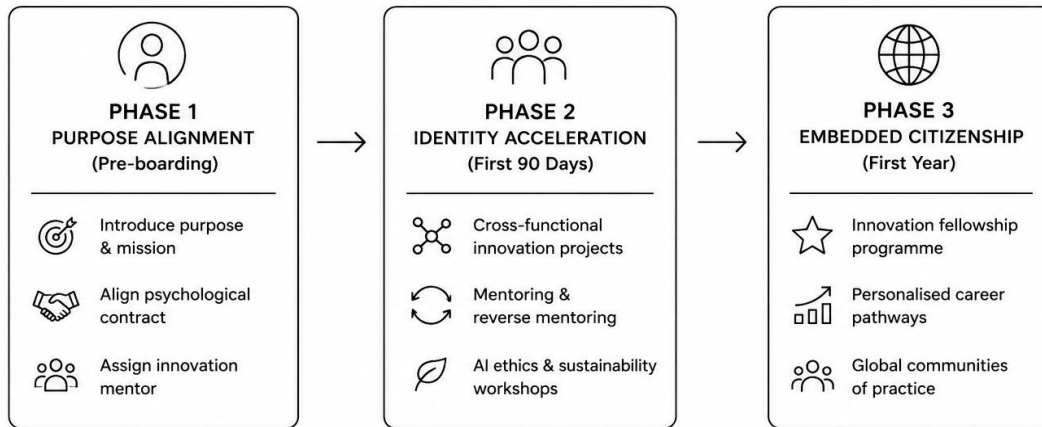


Figure 2: Helios 365 Strategic Socialisation Framework

Source: Self-made

A Human Capital Dashboard must measure the effectiveness of the Helios 365 Framework. We would like to see a reduction in ramp up times for our employees from eight months to four months, increase in employee engagement from 54% to 75-80% in 18 months, and a 30% drop in turnover rate of graduates who have high potential.

Developing Business Activists and Ethical Professionals

Transforming Employees: Job Holders into Business Activists

HUM will build organisational citizens by requiring employees to go beyond technical involvement and become business activists in innovation, ethics, and stakeholder value creation. Helios, an AI-enhanced mobility company, relies on employees to shape its success, data ethics, sustainability, and urban infrastructure (Haaland et al., 2023). Ulrich's HR commercial Partner model requires modern HR to strategically produce employees that understand business, social, and stakeholder aspects (Torrington et al., 2020).

Employees should participate in ethical AI, sustainability innovation, and smart-city stakeholder forums through a Responsible Mobility Ambassador Programme (RMAP). This will produce technically, socially, and commercially competent workers.

Embedding Ethical Professionalism and Stakeholder Responsibility

Stakeholder capitalism holds that companies must benefit shareholders and a greater ecosystem. This matters to Helios since its AI mobility solutions involve employees,

municipal governments, communities, and the environment (Shinichi Hirota, 2017). Deloitte's Global Human Capital Trends stress this strategy. Trend analysis of 14,000 business and HR leaders in 95 countries showed increased demands of businesses to include human sustainability and employee worth (Deloitte, 2025).

This is why Helios must imbibe ethical professionalism in:

- AI governance and responsible innovation training
- Sustainability-focused innovation challenges
- Cross-cultural collaboration between London, Berlin and Singapore teams

This ensures employees evaluate decisions based on technological feasibility, business value and social impact.

Creating Purpose-Driven Organisational Identification

When the employee's values coincide with the organisation's mission, they become very loyal to the organisation. Young information technology employees desire meaning in their jobs, progression, and accountability in their leaders. Thus, it is important for them. It was found that 89% of executives perceived that their organisations had improved human sustainability, but only 41% of the employees agreed (Deloitte, 2024).

In order for Helios to embed its sustainability mission into employee experiences, it will have to incorporate communication from leaders, employee involvement in innovation decisions, and social impact acknowledgement (Kremer, Villamor and Aguinis, 2019). The effectiveness of this approach will be assessed using a Business Activist Scorecard that consists of:

- Ethical AI training completion: 95% target
- Employee participation in innovation initiatives: 50%+
- Engagement improvement: 54% → 75–80%
- Number of employee-generated sustainability ideas

Overall, developing business activists enables Helios to transform employees from passive participants into strategic partners who contribute to innovation, responsible growth and long-term competitive advantage.

TASK B: Helios Dynamic Capability Marketplace (HDCM)

Critical Evaluation of Traditional Job Design and Job Characteristics Model

Moving Beyond Traditional Job Design in an AI-Driven Organisation

Work architecture for HUM comprises capability-based work design instead of conventional. Conventional work design stresses hierarchy of reporting, clear job descriptions, and specialisation. Such work design could be constraining for creativity and flexibility. Helios' approach to work design is flawed since artificial intelligence-based mobility industries demand continuous learning and collaboration beyond job designs. At Helios where employees' engagement level stands at 54%, there is an urgent need for rethinking work.

Application and Critique of the Job Characteristics Model

Hackman & Oldham's Job Characteristics Model (JCM) helps Helios understand the effect of job design on intrinsic motivation. According to Hackman & Oldham's Job Characteristics Model (JCM), skill variety, task identity, job significance, autonomy, and feedback influence meaningfulness of work, responsibility, and performance (Judge, Klinger and Li, 2023). Helios can diversify expertise by hiring AI experts, data professionals, and mobility consultants for transdisciplinary smart-city projects instead of technicians. Allowing employees to follow innovation cycles from idea to city implementation should increase task identification. When workers promote sustainable mobility and social impact, tasks become more relevant. Ownership and engagement can result from digital performance systems' feedback and decision-making autonomy. AI-enabled mobility sectors are dynamic, therefore Helios must apply job design ideas to adaptive capability-based systems. A change from traditional job design to HDCM is seen here

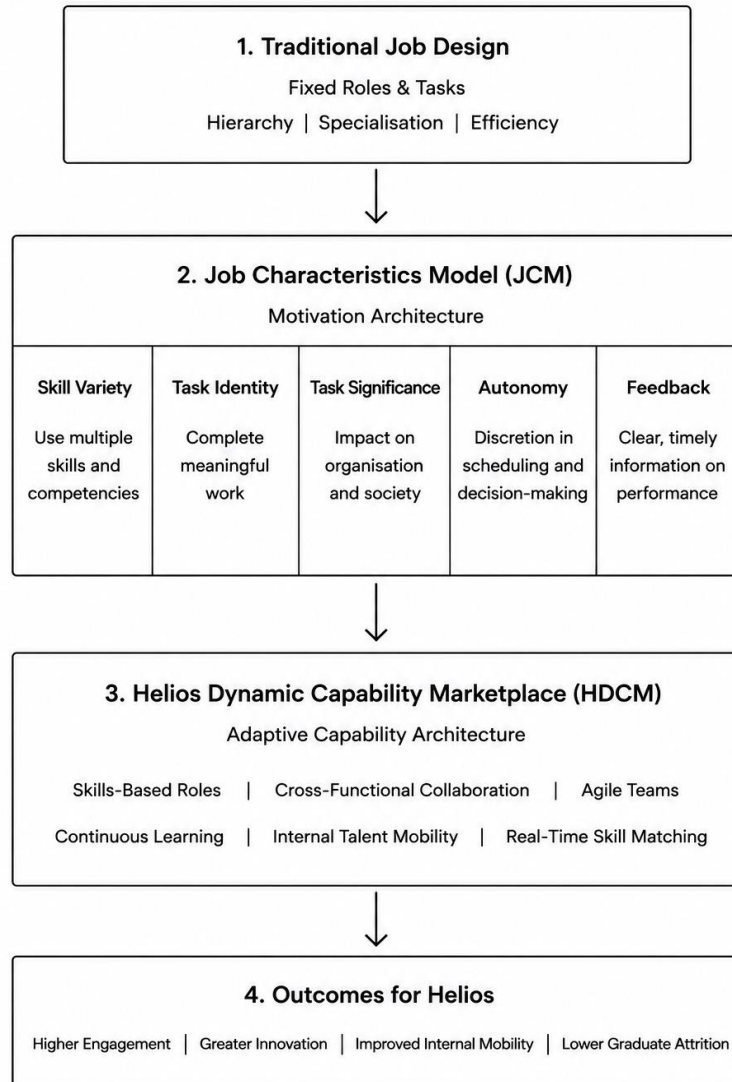


Figure 3: Evolution from Traditional Job Design to HDCM

Source: Self- made

JCM is influential despite requiring stable roles and deliberate restructuring. This limits fast-changing AI companies with evolving capabilities. Thus, Helios Dynamic Capability Marketplace (HDCM) should improve JCM by merging motivated job design and quick skill deployment. Helios becomes a capability-driven organisation where employees learn, share, and apply abilities to new innovative problems.

JCM Dimension	Application within HUM	Expected Human Capital Impact
Skill Variety	AI mobility projects, analytics, sustainability and cross-functional innovation teams.	Enhances learning, creativity and adaptive capability.
Task Identity	Employees contribute from idea generation to smart-city implementation.	Builds ownership, purpose and organisational identification.
Task Significance	Roles connect with sustainable transport, ethical AI and urban mobility mission.	Creates meaningful work and intrinsic motivation.
Autonomy	Decision freedom through job crafting and internal talent marketplace.	Improves empowerment, engagement and innovation.
Feedback	AI dashboards, coaching and continuous feedback systems.	Supports improvement, growth and retention.

Figure 4: Application of JCM within Helios Urban Mobility

Source: Self-made

Job Crafting as Employee-Led Innovation Architecture

From Job Holders to Capability Entrepreneurs

While the Job Characteristics Model inspires people through better-designed jobs, Helios Urban Mobility (HUM) needs to constantly redefine and expand skills to meet AI disruption and smart mobility demands. The Helios Dynamic Capability Marketplace (HDCM) leverages Job Crafting Theory, which states that workers actively reshape their work by changing tasks, relationships, and cognitive beliefs (Costantini et al., 2020). Job crafting views people as entrepreneurs who innovate, unlike top-down work redesign.

Helios Guided Job Crafting Model

Three-dimensional work making is advised. Working on cross-functional innovation issues using task crafting would allow AI and mobility professionals to employ new talents outside their job descriptions. Second, relationship-building will connect London, Berlin, and Singapore through knowledge networks, stimulating collaboration and exchange. Finally, cognitive crafting will link employee contributions to Helios' goal of

sustainable AI change and responsible innovation. Helios must mix staff autonomy with strategy alignment. Proposed Helios Guided Crafting Model figure below.

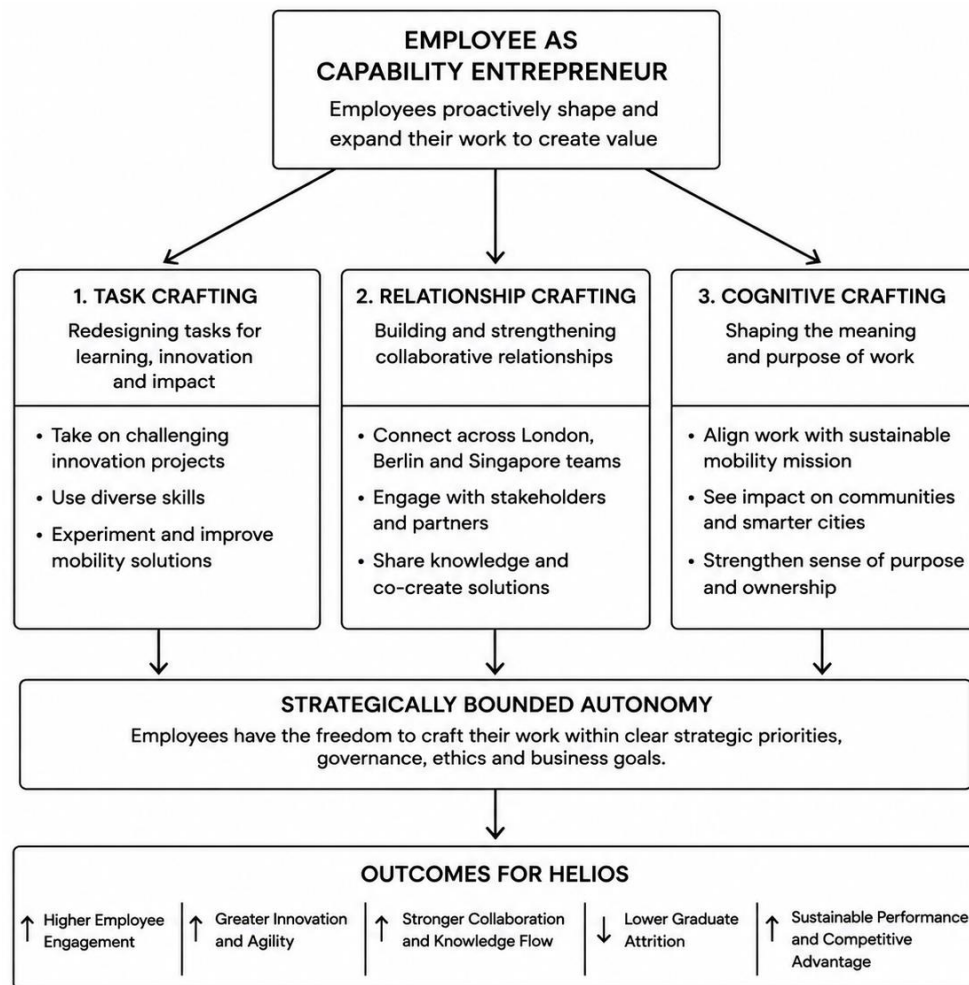


Figure 5: Helios guided job crafting model

Source: Self-made

Critical Evaluation and Strategic Governance

While there may be a number of positive implications of job crafting without any boundaries, it is possible that such an approach would lead to fragmentation of strategy, poor accountability and misalignment of employee and organisational needs. Hence,

Helios must apply strategically bounded autonomy which involves giving employees the chance to change their roles in line with the business agenda.

This will be measured using:

- Employee engagement improvement from 54% to 75–80%
- Cross-functional project participation above 50%
- Increased internal mobility
- Reduced graduate attrition

Consequently, job crafting becomes not only a motivational tool but a strategic mechanism for developing adaptive human capital capability.

Skills-Based Architecture and Internal Talent Marketplace

Transitioning from Job-Based Structures to Capability-Based Architecture

Long-term competitiveness for Helios Urban Mobility (HUM) hinges on employee skills, not job titles. Traditional organisational job structure, which gives stability and clarity, is based on job descriptions, not organisational goals. AI firms like Helios face changing innovation cycles, technological needs, and client demands. HUM's HDCM should regard employees as dynamic capability portfolios, not organisational assets.

AI-Enabled Internal Talent Marketplace

AI-assisted capacity mapping must boost Helios' internal talent market. All employees will have dynamic Skills Cloud Profiles with technical, project, leadership, and career goals. AI-assisted matching may assign London, Berlin, and Singapore office staff to innovation, international, and development projects. This will improve workforce flexibility by allocating talent to strategic locations.

The internal market will boost career visibility and reduce graduate turnover. Helios grads with talent may receive internal mobility plans, mentoring, and stretch assignments instead of departing.

Strategic Evaluation and Human Capital Impact

However, while skills-based architecture increases flexibility, there are some difficulties that arise, such as issues concerning data quality and the intricacies of measuring skills and the possible biases in the algorithms that underpin AI-led talent decisions. Consequently, Helios should integrate AI suggestions with management decisions.

HDCM's performance needs to be assessed by Human Capital Intelligence Dashboard:

- Employee participation in cross-functional projects (50%+ target)
- Increased internal mobility rates
- Reduction in critical skills gaps
- Improved engagement from 54% to 75–80%
- Reduced graduate attrition

Therefore, the internal talent market enables Helios to move from being a conventional role-based organisation to a more adaptive capability ecosystem that sustains innovation and global expansion.

Table 1: Limitations and Risk Management of HDCM

Risk / Limitation	Impact on Helios	Control Strategy
AI Bias	Unfair talent decisions	Human review + ethical AI
Data Privacy	Employee trust issues	Strong HR data governance
Skill Measurement Errors	Wrong talent matching	Regular skill validation
Employee Resistance	Slow adoption	Training + communication
Strategic Misalignment	Unfocused job crafting	Guided autonomy

Human Capital Intelligence Dashboard

Helios may examine HDCM and use worker data for decision-making with a Human Capital Intelligence Dashboard. Predictive analytics can uncover competency gaps, engagement issues, and staff demands instead of reactive HR duties (Wright and Ulrich, 2017). Talent wellness (skill development, retention, and internal movement), innovative skills (project involvement, new ideas, and information exchange), and employee experience should be tracked by the dashboard. Helios' HRM system will combine AI and human assessment.

Table 2: Helios Human Capital Intelligence Dashboard

Dimension	Measures	Strategic Purpose
Talent Health	Skills gaps, retention risk, internal mobility	Build future capabilities
Innovation	Project participation, ideas	Strengthen innovation

Capability	generated	culture
Employee Experience	Engagement, autonomy, belonging	Improve commitment

TASK C: Reflective Report – Developing as an AI-Augmented Strategic HR Leader

Responsible AI-Augmented Decision-Making in Strategic Human Capital Management

AI in human resource management will require future HR leaders to blend data intelligence with professional ethics. The problems HUM faces show that strategic HR choices no longer depend on experience. Leaders must examine workforce data to identify competency gaps and anticipate employee demands for strategic HR choices.

As a strategic HR executive, I would employ AI to aid judgement. AI systems may assess engagement trends, find retention difficulties, identify skill needs, and drive staff growth to improve HR performance. Early graduate employee disengagement identification will help HUM leaders to convert from reactive problem-solving to strategic human resources planning using predictive analytics.

However, HR directors must act ethically when using AI. Insufficient or biased labour data can prejudice algorithmic decisions. Employees may lose the ability to be understanding and empathetic if they overuse the automation. I work in a human-centred way of leadership with AI.

As is observed in the image, it is important to note that future HR professionals shouldn't just manage people but must be capable of strategically interpreting human and technical systems as well. This procedure is dependent on AI knowledge, ethics, and judgement.

Future Strategic HR Capability Development Plan

Today's digital and global enterprises require analytical, technological, and leadership abilities. Predictive analytics, HR dashboards, and workforce data analysis can teach me people analytics. I'll get HR analytics certification in six months to analyse employee engagement, performance, and retention for SMART goals (Edwards and Edwards,

2019). I will study AI governance, responsible technology adoption, and ethical algorithms to develop AI-enabled HR skills. Future HR professionals require such skills to evaluate technology's impact on efficiency, justice, and employee welfare. Third, I will increase my strategic effect to educate stakeholders about human capital. I need better executive communication, consultancy thinking, and evidence-based decision-making to impact organisational decisions (Worth, 2019). Developing cultural intelligence and understanding multinational workforces will teach me about global human capital. Management of London, Berlin, and Singaporean staff requires Helios to consider cultural norms, employment procedures, and leadership style.

Capability Area	My Development Action	Timeline and Evidence	Success Measurement
People Analytics Capability 	HR analytics training will help me understand workforce data, engagement trends, and predictive HR insights.	6 Months: HR Analytics Certificate + dashboard portfolio	I will be able to accurately interpret engagement, retention and skills data.
AI-Augmented HR Capability 	Responsible AI deployment, algorithmic fairness, and ethical HR technology use will be learned.	9 Months: AI –HR Course + Case based application	Balancing the insights of AI along with human judgement.
Strategic Influencing Skills 	I will improve my leadership communication and consultancy to impact senior stakeholders.	12 Months: Presentations, mentoring and feedback from leadership	Influencing the senior stakeholder through data driven recommendations.
Global Human Capital Awareness 	For global staff management, I will improve cultural intelligence and international HR.	12 Months: Global HR learning + Cultural Intelligence practice	Manage diverse and international workforce challenges.

Figure 6: Capability Development Plan

Source: Self-made (Adapted from Edwards and Edwards, 2019; Worth, 2019)

In this regard, therefore, my development goal is that of a strategic human resource manager who is augmented with intelligence skills in order to integrate technology, ethics, and the human element into the creation of organisations that will be fit for the future.

Conclusion

The problems with the workforce at Helios Urban Mobility clearly indicate that sustainability can only be achieved through a human capital architecture that is adaptive and addresses issues of identity, competence, and innovation, and not through HR operations alone. The Helios Human Capital Identity Ecosystem (HCIE) Corporate Socialisation process fosters ethical values, dedication, and business. The Helios Dynamic Capability Marketplace (HDCM) does away with fixed employment and builds a skills ecosystem where individuals develop and exploit capabilities in line with the changing organisational objectives. Innovative technologies and empowered individuals help IT organisations flourish.

References

- Ashforth, B.E., Harrison, S.H. and Corley, K.G. (2008). Identification in Organizations: An Examination of Four Fundamental Questions. *Journal of Management*, 34(3), pp.325–374. doi: <https://doi.org/10.1177/0149206308316059>.
- CIPD (2024). *CIPD | psychological contract*. [online] CIPD. Available at: <https://www.cipd.org/en/knowledge/factsheets/psychological-factsheet/>.
- Costantini, A., Demerouti, E., Ceschi, A. and Sartori, R. (2020). Implementing Job Crafting Behaviors: Exploring the Effects of a Job Crafting Intervention Based on the Theory of Planned Behavior. *The Journal of Applied Behavioral Science*, 58(3), p.002188632097591. doi: <https://doi.org/10.1177/0021886320975913>.
- Deloitte (2024). *Deloitte's '2024 Global Human Capital Trends' Report Identifies Trust and Human Sustainability as Top Issues*. [online] Deloitte. Available at: <https://www.deloitte.com/ua/en/about/press-room/human-capital-trends.html>.
- Deloitte (2025). *2025 Global Human Capital Trends*. [online] Deloitte Insights. Available at: <https://www.deloitte.com/us/en/insights/topics/talent/human-capital-trends.html>.
- Edwards, M.R. and Edwards, K. (2019). *Predictive HR analytics : Mastering the HR metric*. London ; New York: Kogan Page Ltd.
- Gallup (2025). *State of the Global Workplace Report*. [online] Gallup. Available at: <https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>.
- Haaland, H., Kinsbergen, S., Lau Schulpen and Hege Wallevik (2023). *The Rise of Small-Scale Development Organisations*. Taylor & Francis.
- Judge, T.A., Klinger, R. and Li, M. (2023). Promote Job Satisfaction Through Mental Challenge. *Principles of Organizational Behavior*, pp.161–178. doi: <https://doi.org/10.1002/9781394320769.ch8>.
- Kremer, H., Villamor, I. and Aguinis, H. (2019). Innovation leadership: Best-practice Recommendations for Promoting Employee creativity, voice, and Knowledge Sharing. *Business Horizons*, 62(1), pp.65–74. doi: <https://doi.org/10.1016/j.bushor.2018.08.010>
- Oak Engage (2022). *24 Shocking employee onboarding statistics you need to know in 2024*. [online] Oak.com. Available at: <https://www.oak.com/blog/employee-onboarding-statistics>.
- Parker, G.M. (2003). *Cross-functional teams : Working with allies, enemies, and other strangers*. San Francisco, Calif.: Jossey-Bass.
- Rousseau, D. (1989). Psychological and Implied Contracts in Organizations. *Employee Responsibilities and Rights Journal*, [online] 2(2), pp.121–139. doi: <https://doi.org/10.1007/BF01384942>.
- Shinichi Hirota (2017). *Corporate Finance and Governance in Stakeholder Society : Beyond Shareholder Capitalism*. London: Taylor & Francis Ltd.
- Torrington, D., Hall, L., Taylor, S. and Atkinson, C. (2020). *Human Resource Management*. 11th ed. Harlow, U.K.: Pearson Education Limited.
- Wanberg, C. (2012). *The Oxford Handbook of Organizational Socialization*. Oxford University Press.
- Worth, R. (2019). *Communication skills*. New York: Ferguson.

Wright, P.M. and Ulrich, M.D. (2017). A Road Well Traveled: The Past, Present, and Future Journey of Strategic Human Resource Management. *Annual Review of Organizational Psychology and Organizational Behavior*, 4(1), pp.45–65. doi: <https://doi.org/10.1146/annurev-orgpsych-032516-113052>.