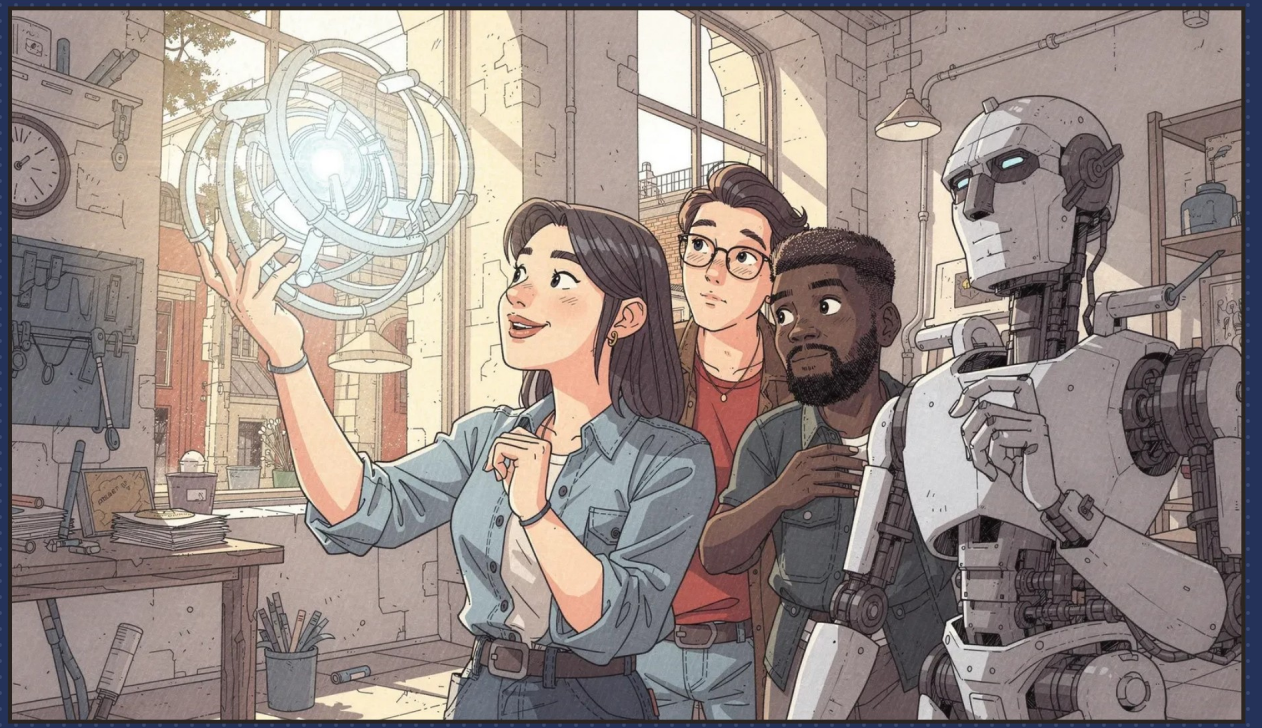
6 November 2026

AI in organisations

From human resources to human amplification

Dr Tim Rayner, Co-Founder, Superesque



Superesque

Australians are heavy users of AI, but where's the gain?

59% of Australian workers use AI at work, up from 49% last year

Shadow AI is widespread: **44%** of Australian employees

Australia ranks **seventh** in the world for Claude use per capita

82% of Australian executives say AI has made no difference to their firm's productivity over three years

Sources: PwC 2026; University of Melbourne and KPMG 2025; Anthropic Economic Index 2026; Yotzov, Bloom and others, NBER 2026. Full references at the end.

Organisations aren’t built for AI

AI speeds up production, but someone still needs to review the work.

80%+

of the code at Anthropic is written by AI. Human code review has become a new bottleneck.

The challenge is bigger than the bottleneck.

Organisations need to rethink work, training, management and business models

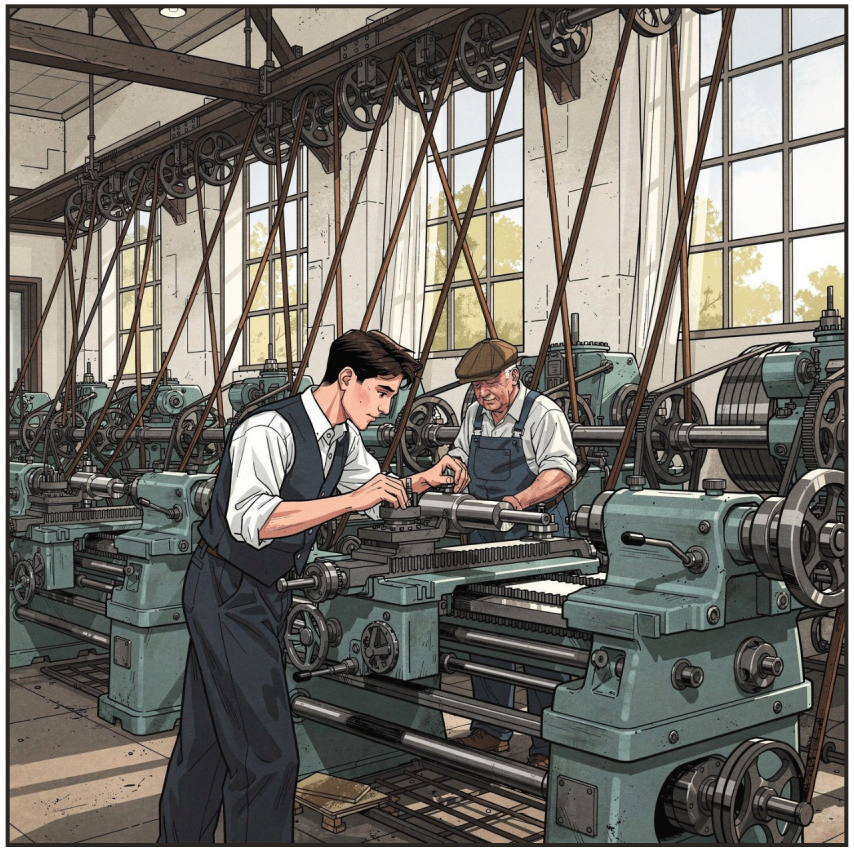
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Source: Favaro and Clark, “When AI builds itself”, Anthropic, June 2026, updated September 2026.

Electric motors took decades to transform factories

Electric motors emerged in the 1880s. But factories continued to operate with steam engines and belt-driven line shafts for decades.

Factory owners thought: line shafts work and electricity is expensive, so why change?



ELECTRIC MOTORS' SHARE OF US FACTORY POWER



1899: electric motors supplied under 5% of factory power

Source: Devine, Journal of Economic History, 1983.

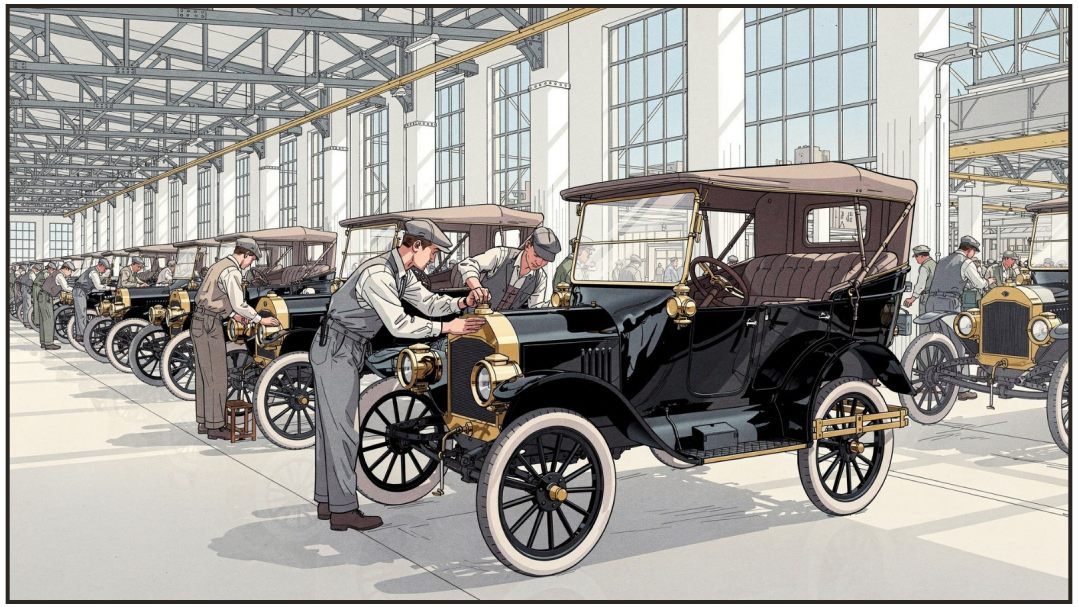
The gain emerged with work redesign and management changes

Ford rebuilt Highland Park around the flow of the work.

12½ → 1½ h Chassis assembly, 1913 to 1914

Staff turnover rose to 370% in 1913. Ford doubled pay to $5 a day and set up an Employment Department to manage its workforce.

Changes flowed out across multiple industries in the following decades. Factory productivity surged through the 1920s.



ELECTRIC MOTORS' SHARE OF US FACTORY POWER



By 1919: electric motors supplied half of factory power

Sources: Meyer 1981; Raff and Summers 1987; Devine 1983; David and Wright 1999. Full references at the end.

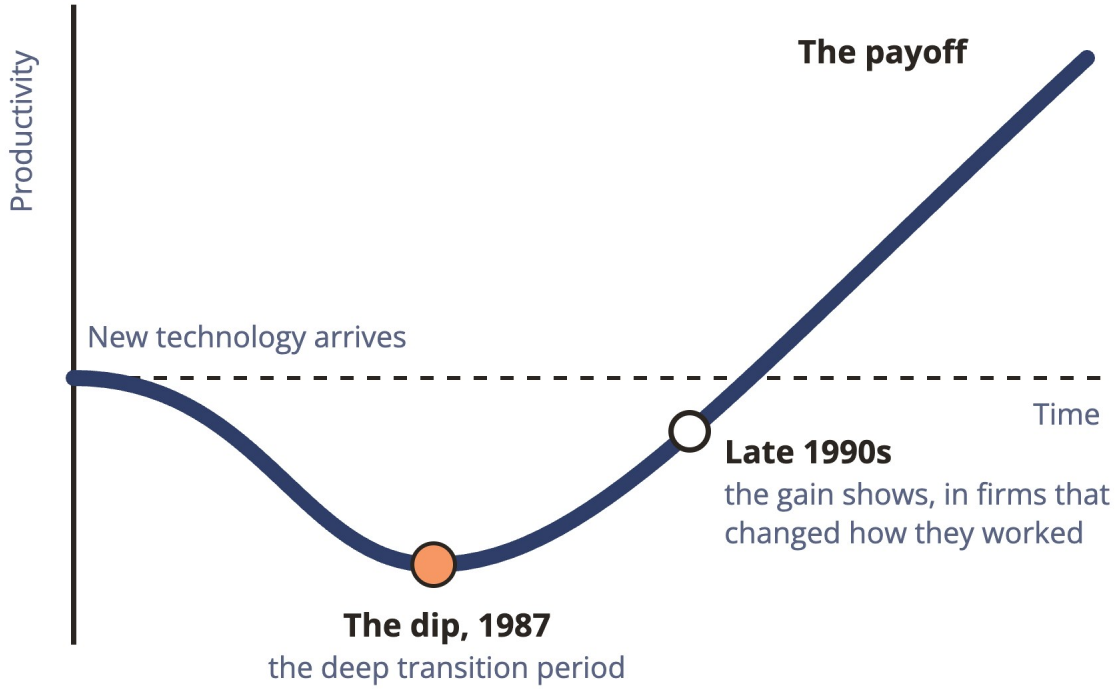
The productivity J-curve: delayed impact of new technologies

The productivity payoff waits on redesigning work, training for new skills and managing differently.

Computing followed the same path. In 1987, US economist Robert Solow said:

> **"You can see the computer age everywhere but in the productivity statistics."**

It wasn't until the late 1990s that computing unlocked a productivity gain, in firms that changed how they worked: distributed decision-making, collaboration and agile teams.



Sources: Brynjolfsson, Rock and Syverson 2021; Bresnahan, Brynjolfsson and Hitt 2002. Full references at the end.

With AI, we are in the dip

Individuals are seeing gains, but organisations aren't, because they are redesigning work and exploring new training and management practices.

Change is happening, but not yet showing up in the productivity stats.

HR leaders: What is your role in the redesign?

What is AI doing to us?

Every technological revolution amplifies different kinds of human capability.

	WHAT IT AMPLIFIED	THE REDESIGN THAT UNLOCKED IT
Electricity	The ability to make and move things	The industrial organisation: defined roles, targets, measurement
Computers	The ability to manipulate information	The information-age organisation: teams, collaboration, agility
AI	**Thinking, judgement and expertise**	**Watch this space**

Computers amplified what we could do. AI amplifies who we are.

Working with AI, people become bigger, more ambitious versions of themselves.



LAYER	WHAT IT AMPLIFIES	COMPUTERS	AI
Ambition	**What you want to do, and believe you can achieve**		✓ **Yes**
Skill	What you can do as a practitioner		✓ **Yes**
Understanding	Making sense of what you see		✓ **Yes**
Perception	Seeing more of what exists		✓ **Yes**
Ideation	Generating and developing ideas	Partly	✓ **Yes**
Execution	Doing and delivering more	Yes	✓ **Yes**

HR's challenge: to manage employee amplification

AI does not just enable people; it transforms their capabilities and elevates their ambition.
That gives HR three jobs:

1. **Train people to work collaboratively with AI**
2. **Make people feel safe to share their tacit expertise**
3. **Redesign roles and careers so people can apply their expertise without feeling trapped in their roles**

Job 1 of 3

Train people to work collaboratively with AI

Key skill: training AI on tacit knowledge.

Tacit knowledge: knowing how to get the right result in this situation.

> **“We know more than we can tell”**
>
> Michael Polanyi, 1966

HR’S JOB

Train employees to surface their tacit expertise and amplify it with AI.

→ **Real AI education, not prompt workshops**

Job 2 of 3

Make people feel safe to share their tacit expertise

Nobody builds what they know into AI if they think they're training their replacement.

> **The agent doesn't replace the expert. It works best with them.**

HR'S JOB

Create new ways of managing human and AI teams to empower experts.

→ **Recognise and reward the expertise people bring to AI**

Job 3 of 3

Redesign roles and careers so people aren't trapped in them

Amplified people outgrow their roles, and if there's no room to grow, the best ones leave.

> **Defined roles were built for the factory, not for people who keep growing.**

HR'S JOB

Design roles and careers that grow with people.

→ **Growth paths, not fixed position descriptions**

HR emerged with the 20th-century organisation.

It needs to reinvent itself for the 21st.

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