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// AIHR Resource



Five-Choices Map

TEMPLATE

Introduction

This resource provides a structured map that turns an AI transformation ambition into the five organizational choices it forces, so you can see where the biggest trade-offs sit and where HR should focus.

Complete it for one initiative in your own organization. Use it early or to prepare for a conversation with a business leader.

NOTE

Your map is a working hypothesis. It makes the choices visible, so the business makes them deliberately rather than by default.

How to use this resource

1. Read the **worked example** to see a completed map.
2. Define your **value shift**: the value created, and for whom.
3. Map the **five organizational choices**, from work through to value capture.
4. Use **gain-risk response** to decide where HR should focus and who should be in the conversation.

Step 1: Read the Worked Example

The example below follows a logistics company that wants to guarantee same-day delivery. Read the value shift first, then trace it through the five choices. Each row names what changes, the trade-off that creates, and the choice the organization must make.

What value is being created?

The ability to guarantee same-day delivery to 90% of customers

For whom?

The customer experiences the speed. Package handlers may absorb more time pressure.

What must change?

Faster routing decisions and new skills; judgment held by dispatchers shifts toward systems

Choice	What organizational choice has been made?	Trade-off: Gain and risk	Possible responses
01. Work	AI takes over route optimization. Planners evaluate routes instead of creating them.	• Gain: speed at scale • Risk: judgment built by planning routes by hand goes unpracticed	Redesign the planner role so human judgment is deliberately maintained where the cost of error is high.
02. Decisions	The basis for a routing decision now sits inside a system the planner cannot fully see.	• Gain: faster decisions, fewer people • Risk: accountability without understanding	Codesign clear decision rights: who remains accountable, when planners can challenge or override AI output, and what happens when AI is wrong.

03. Organization	Team sizes, measures, and incentives were designed around manual planning.	• Gain: a leaner structure • Risk: measures still reward the old local route knowledge	Design a new approach to capability development so planners can build expertise when AI performs part of the work and protect critical knowledge.
04. Workforce	The path to senior planner ran through years of manual route design is now shorter.	• Gain: AI performs more planning work • Risk: expertise stops accumulating	Codesign clear decision rights: Who remains accountable, when planners can challenge or override AI output, and what happens when AI is wrong.
05. Value capture	Routing changes the cost of delivery and makes a same-day guarantee commercially viable.	• Gain: margin, price, or driver conditions • Risk: targets set on the old cost base	Contribute to redesigning targets and rewards so they reflect the new economics and make the people implications visible.

How the choices connect

The five choices are not independent. Keeping manual planning for complex exceptions (choice 1) is what makes the override rule in choice 2 workable. Both rely on planners retaining judgment, which choice 4 has to rebuild deliberately. And the outcome-based measures in choice 3 only hold once the targets in choice 5 have been reset.

Where HR is focused

The largest unmanaged trade-offs sat in choices 2 and 4. Decision rights were being set informally by the routing tool's default settings, and no one owned the loss of the learning path to senior planner. HR chose to lead on those two, and to contribute rather than lead on the others.

Step 2: Define Your Value Shift

Start with the reward the initiative is expected to deliver, then move to what it puts at risk. Describe what the business will be able to do, not what the technology will do.

What value is the business trying to create?

What will the organization be able to do, offer, or deliver that it cannot today?

For whom is the value primarily created?

The business, the customer, or the employee. Name the primary beneficiary and note who absorbs the cost.

What must change for that value to be created?

Name what the organization currently depends on that will have to change.

Now write your value shift as one sentence

For example: *We will be able to do X for Y, which requires Z to change.*

Step 3: Map the Five Choices

Fill in all three columns: What must change, the trade-off that creates, and the transformation choice. Write each choice as a decision the organization must make, not a task. If a choice has not been made yet, mention a potential choice.

Choice	What must change?	Trade-off: gain and risk	Transformation choice
01. Work	*Which work is removed, redesigned, or shifted to AI? Where must human judgment remain?*		
02. Decisions	*Which decisions change, who stays accountable, and who can challenge the AI output?*		

03. Organization	*How must teams, roles, measures, and incentives change? What no longer fits?*		
04. Workforce	*Which capabilities matter more? How do people build expertise when AI does the basics?*		
05. Value capture	*How is value priced and captured? What happens to targets built on the old economics?*		

Connections and dependencies

Where does one of your choices enable or constrain another?

Step 4: Decide Where HR Should Focus

Your map now shows where the trade-offs are least managed. That is where HR's contribution creates the most value. HR does not need to lead on all five choices.

Which two choices carry the biggest unmanaged trade-off?

Judge by consequence, not by how close the choice sits to HR's usual scope.

For each, is the choice being made deliberately, or defaulting to the existing setup?

A choice made by default is still a choice. Name who is currently making it.

What is HR's first move on each, and who needs to be in the conversation?

Be specific about the decision you want to surface and with whom.

Then test it

The goal is not for HR to support every part of the transformation equally. It is to make sure the choices that matter most are made intentionally. Take your map into a conversation with the business but be aware it may change.