



The Strategic Case for a New People Operating System in an Intelligence-Driven Decade

By Tess Hilson-Greener

November 2025

HR2035 Foundation

ABSTRACT

Organisations globally are experiencing a structural, behavioural, and technological disruption unprecedented in the modern era. Artificial intelligence (AI) is becoming embedded across core decision-making cycles, reshaping how work is allocated, how talent is evaluated, how organisational capability is sensed, and how strategies are executed. At the same time, geopolitical volatility, and multi-level regulatory acceleration most notably the EU AI Act are placing new obligations on organisations operating across borders. Workforce expectations have shifted permanently, with autonomy, trust, fairness, development, wellbeing, and psychological safety now central to employment value propositions. These pressures expose fundamental limitations in traditional HR operating models, most of which were designed between 1995 and 2010 and assume stability, predictability, low data intensity, and discrete human decision-making.

A growing body of academic research across organisational learning, digital transformation, AI governance, behavioural economics, workforce psychology, and risk science supports the conclusion that incremental adaptation of legacy HR models is insufficient. The architecture underpinning HR is misaligned with the conditions of an intelligence-driven decade. This paper synthesises research evidence demonstrating why traditional HR structures process-centric, silo-dependent, and compliance-oriented cannot meet organisational needs in environments characterised by complexity, speed, and algorithmic decision systems. It further outlines the conceptual foundations of the People → Experience → Business (PXB) Ecosystem as a next-generation operating system built for intelligence, experience-driven performance, and integrated business value.

A subsequent white paper will present the full technical architecture of PXB including: the PXG governance framework, the BREATHE(S) cultural model, the WorkScope™ contribution system, capability mapping, maturity diagnostics, and a structured blueprint for the Chief AI Officer (CAIO) role.

1. Introduction

Over the last decade, HR has undergone a significant evolution in scope, scale, and strategic influence. Formal analyses by McKinsey (2023), Deloitte (2023), Gartner (2024), and multiple academic researchers argue that HR has moved from a function primarily concerned with compliance, administration, and transactional efficiency to one expected to lead organisational adaptability, workforce intelligence, digital transformation, and cultural stewardship. Yet despite this dramatic expansion, HR operating structures have not been redesigned to match this shift.

Traditional HR operating models most prominently the Ulrich HR Business Partner model and its derivatives were created in a pre-AI, pre-cloud, pre-analytics era. They were optimised for:

- linear processes and annual cycles
- stable workforce structures
- predictable organisational hierarchies
- low data intensity
- discrete roles and clear decision rights
- process standardisation
- minimal technological interdependency

These foundational assumptions are now obsolete.

1.1 The Rising Complexity of the Organisational Environment

The modern organisational system is characterised by:

- Non-deterministic AI systems - These systems do not follow linear rules, instead generating new patterns and decisions that require oversight, governance, fairness mechanisms, and continuous evaluation.
- Hybrid and boundary-less work - Hybrid norms, global collaboration, gig structures, distributed teams, and AI agents have reshaped what constitutes a workforce.
- Accelerating regulatory demands - The EU AI Act, ICO guidance, global data protection frameworks, and emerging AI labour compliance laws impose complex new governance requirements.
- Psychological realism in performance and engagement - Research from Edmondson (2019), Camerer (2022), and CIPD (2023) shows psychological safety, cognitive load, identity coherence, fairness, and trust now determine performance as much as formal skills.
- Geopolitical and economic unpredictability - Supply chain instability, labour shortages, political polarisation, and demographic shifts create volatile workforce dynamics.

Traditional models simply were not designed for these conditions.

1.2 The Structural Mismatch Between Scope and Architecture

HR is now responsible for:

- workforce strategy
- capability forecasting
- AI governance
- people analytics
- leadership development
- organisational design
- culture and behavioural systems
- inclusion and belonging, and wellbeing
- reskilling and skills-based strategy
- digital transformation
- regulatory compliance

However, the architecture used to deliver this scope has not changed. HR teams still operate through:

- siloed Centres of Expertise
- overloaded HR Business Partners
- process-heavy service teams
- disconnected technology ecosystems
- limited cross-functional learning loops
- annual planning cycles
- hierarchical decision rights

This mismatch between current expectations and outdated architecture creates structural fragility that becomes more visible as AI advances.

1.3 Evidence from Organisational Learning Research

One of the strongest academic findings relevant to HR2035 research is the consistent conclusion that organisational learning requires systems-level architectures, not ad-hoc training or sporadic development initiatives (Basten & Haamann, 2018; Argyris & Schön, 1978).

The literature identifies:

- 18 distinct learning mechanisms
- Operating across people, processes, and technology
- Few organisations deploy more than 2–3
- Therefore, most organisations lack adaptability

Legacy HR models do not incorporate these mechanisms structurally, further weakening organisational resilience.

1.4 The Case for a New Operating System

The cumulative research leads to a single unavoidable conclusion:

- HR does not need new tools. HR needs a new operating system.
- AI, regulation, geopolitical tensions, and psychological theory have collectively outpaced every HR model currently in use.

The People → Experience → Business (PXB) Ecosystem™ is a response to this systemic shift. It is a multi-layered organisational operating system built for intelligence, adaptability, experience-driven performance, and aligned governance.

2. THE CURRENT HR OPERATING LANDSCAPE

The HR operating landscape in 2026 reflects a structural and conceptual tension: while organisations have modernised their technology stacks, digitised key processes, and attempted to build workforce intelligence, the underlying logic of how HR functions operate has not fundamentally changed. The research literature demonstrates a consistent pattern—HR teams have adopted new tools, but not new operating architectures (Deloitte, 2023; CIPD, 2024; McKinsey, 2023). This section examines the contemporary HR environment through four academic lenses: system design, technological fragmentation, experience consistency, and capability visibility.

2.1 Process-Centric Foundations in a Non-Linear Operating Environment

A central weakness of current HR operating systems is their continued dependence on process-centric logic. Traditional HR models were optimised for sequential, structured, and rule-based processes:

- workforce planning conducted annually,
- performance reviews at fixed intervals,
- competency structures updated occasionally,
- recruitment pipelines designed as linear funnels,
- learning delivered as scheduled programmes.

These processes assumed:

- low environmental volatility,
- clear job boundaries,
- stable performance expectations,
- predictable demand cycles,
- limited automation,
- human-controlled decision systems.

However, contemporary organisational environments no longer exhibit these characteristics. The rise of non-linear, agentic, continuously adapting systems most visibly AI fundamentally disrupts the assumptions underpinning legacy HR processes.

Research on complexity science and cybernetics emphasises that process-heavy architectures are inherently fragile in volatile environments because they cannot sense, adapt, and respond at the required pace (Hannah et al., 2021; Bar-Yam, 2019). Instead, organisations require operating models built on:

- continuous sensing,
- real-time decision flows,
- dynamic work allocation,
- fluid capability deployment,
- ongoing learning loops.

Traditional HR structures are incompatible with these requirements.

2.2 Fragmented HR Technology Ecosystems and Data Discontinuity

Over the past decade, organisations have invested heavily in digital HR ecosystems. Recent market analyses show that large organisations now commonly operate:

- 10–25 discrete HR systems (Gallagher, 2024),
- multiple overlapping tools supporting a single process,
- AI-based plug-ins for hiring and assessment,
- unintegrated performance management platforms,
- separate learning experience and LMS architectures,
- wellbeing and engagement systems with standalone data.

Yet despite this investment, the academic and consultancy evidence is remarkably consistent that the HR tech stack remains fragmented, disconnected, and operationally incoherent.

This fragmentation generates several systemic weaknesses:

- Data incompleteness - Capabilities, performance indicators, potential assessments, and skills data are dispersed across multiple systems, preventing the formation of a unified capability graph.
- Inconsistent workforce signals - Insights from engagement surveys, performance ratings, learning systems and feedback platforms frequently contradict one another, creating ambiguity and reducing organisational confidence in decision-making (EY, 2024).
- Limited analytical value - Because data architectures are not integrated, organisations are typically restricted to descriptive analytics. Predictive modelling, workforce forecasting, and advanced scenario planning become unreliable or impossible.
- Regulatory and governance exposure - Fragmented data pipelines hinder explainability, audibility and continuous fairness monitoring requirements now central to emerging AI governance standards, including the EU AI Act.

Fragmented data pipelines violate emerging AI governance requirements (EU AI Act, 2024), which rely on:

- audibility,
- explainability,
- bias monitoring,
- traceability,
- continuous oversight.

Traditional HR architectures cannot meet these demands.

2.3 Experience Inconsistency as a Performance Risk

Employee experience has shifted from being perceived as a “soft” variable to a recognised driver of:

- productivity,
- culture cohesion,
- psychological safety,
- discretionary effort,
- performance stability,
- talent retention.

Research consistently shows that organisations with highly consistent employee experiences outperform competitors in multiple business metrics (HBR, 2023; Forrester, 2023).

Yet legacy HR structures treat experience as an outcome rather than an operating layer, as experience is not formally owned or architected:

- onboarding varies by manager,
- performance expectations differ across teams,
- communication rhythms are inconsistent,
- hybrid work experiences diverge dramatically,
- wellbeing support depends on managerial discretion,
- internal mobility systems are opaque and inaccessible.

The academic evidence is clear:

- experience inconsistency acts as organisational noise, lowering performance.

This is particularly acute in hybrid environments, where local variation is magnified.

2.4 Capability Visibility Failure and Workforce Blind Spots

One of the most persistent and well-documented weaknesses in modern HR systems is the inability to see, quantify, and model capability.

Organisations typically lack:

- a live view of skills across the workforce,
- validated capability taxonomies,
- maps of skills adjacency,
- insight into hybrid or evolving role structures,
- visibility of critical roles at risk,
- heat-maps of organisational friction,
- predictive attrition modelling,
- contribution modelling beyond job titles.

The research literature on workforce economics (OECD, 2024; WEF, 2023) shows that countries and organisations that fail to map capability cannot compete effectively in an AI-enabled economy.

Yet HR operating models from the Ulrich era were designed for job descriptions, not dynamic contribution ecosystems.

This is a structural gap and not a tooling gap.

2.5 Governance and Accountability Misalignment

Governance requirements have expanded dramatically due to:

- AI regulation,
- data protection law,
- fairness and anti-discrimination oversight,
- cyber risk,
- psychological safety obligations,
- hybrid working complexity.

However, traditional governance structures inside HR rely on:

- annual or periodic policy reviews,
- static process maps,
- compliance checklists,
- hierarchical approval flows,
- dispersed accountability.

These approaches are incompatible with:

- algorithmic systems requiring continuous oversight,
- regulatory obligations requiring real-time documentation,
- workforce contexts requiring rapid risk management.

The literature on AI governance emphasises that:

“Governance must be designed into the operating model, not added as policy.”
(Rotolo et al., 2025)

HR departments operating traditional structures cannot meet the burden of:

- explainability,
- ongoing fairness monitoring,
- model audibility,
- cross-functional accountability,
- data lineage documentation,
- risk escalation pathways.

This is a fundamental architectural mismatch and not a skills gap.

2.6 Workforce Fragmentation and Structural Obsolescence

The workforce is no longer a homogenous population of permanent employees. It now includes:

- contractors
- freelancers
- gig workers
- portfolio professionals
- micro-entrepreneurs
- project-based specialists
- hybrid workers
- AI agents
- augmented roles
- algorithmic teammates

Traditional HR operating models assume:

- stable organisational membership,
- predictable tenure,
- fixed job boundaries,
- standardised performance cycles,
- homogeneous employment relationships.

These assumptions are no longer valid. Workforce fragmentation is now the norm, not the exception. Academic evidence (ILO, 2023; WEF, 2023) confirms that fragmented workforces require fluid capability exchanges, dynamic governance, people + AI integration, and contribution-based systems none of which legacy HR architectures provide.

2.7 Performance Misalignment: The Core Structural Failure

The most critical flaw in existing HR operating models is their underlying logic. Most legacy models follow:

- **People → Process → Policy**

This produces:

- slow, compliance-driven structures
- low adaptability
- fragmented experiences
- lack of business integration
- decision-making delays
- reactionary strategy cycles

Modern organisations, however, require:

- **People → Experience → Business**

The PXB research proves that experience is the mechanism linking people to business outcomes. Legacy models omit this middle layer entirely. This omission is why even high-budget transformations fail.

3. GLOBAL CHALLENGES IDENTIFIED THROUGH RESEARCH

The HR2035 Foundation’s review of academic literature, regulatory developments, industry reports, and ambassador fieldwork finds seven systemic pressures reshaping organisational life. These forces operate concurrently, creating structural strain on HR operating models built for stability rather than complexity. This section expands the research evidence underpinning each challenge.

3.1 Geopolitical Volatility

Geopolitical instability has become a defining feature of the 2020s and early 2030s. Organisations are exposed to cross-border regulatory divergence, disrupted supply chains, labour market tightening, political polarisation, demographic decline, and heightened national security constraints. OECD (2024) reports that geopolitical risk now directly affects:

- workforce planning and mobility,
- access to critical skills,
- supply chain resilience,
- governmental regulation of labour markets,
- organisational investment cycles.

ILO (2023) similarly notes that labour shortages and demographic contraction are reshaping the availability of skilled workers across advanced economies. Traditional HR operating systems, designed for labour surplus and predictable borders, are structurally misaligned with these realities. Geopolitical shifts require continuous scenario-based workforce planning and dynamic capability allocation activities incompatible with annual planning cycles and static organisational designs.

3.2 AI Acceleration and Workforce Redesign

Artificial intelligence is not simply automating tasks; it is restructuring how work is designed, assessed, and governed. Academic literature differentiates between:

- narrow task automation,
- predictive modelling,
- agentic AI,
- workflow orchestration,
- human-machine teaming,
- machine-led sense-making.

Almeida et al. (2024) show that AI adoption fundamentally alters role composition, cognitive load, accountability, and decision latency within organisations. Brynjolfsson & McAfee (2023) argue that AI introduces “non-deterministic workflows” that require continuous oversight and adaptation, contrasting sharply with the linear logic of traditional HR processes.

Legacy HR models were never designed for:

- dynamic role boundaries,
- hybrid AI–human contribution models,
- continuous capability rebalancing,
- real-time learning systems,
- embedded risk controls,
- agent supervision,
- evolving data governance requirements.

This structural mismatch causes AI initiatives to stall or generate unintended risks when forced into legacy frameworks.

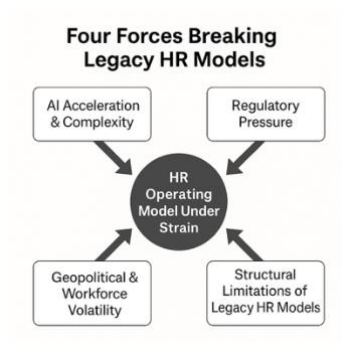


Figure 1: Four Forces Breaking Legacy HR Models

3.3 Regulatory Pressure and AI Governance

Regulation is now one of the single most significant forces reshaping the HR operating environment. The EU AI Act (European Commission, 2024) defines AI systems used in:

- hiring,
- promotion,
- performance evaluation,
- workforce classification,
- monitoring,
- task allocation, as high-risk.

Rotolo et al. (2025) emphasise three consequences:

1. HR becomes a regulated intelligence function - The use of AI in employment now requires documentation, traceability, fairness controls, bias monitoring, and explainability.
2. Oversight must be continuous, not periodic - Annual policy reviews cannot meet the compliance requirements for real-time auditing, monitoring, and model performance analysis.
3. Governance must be built into the architecture.

Regulation demands:

- transparent data pipelines,
- escalation pathways,
- clear accountability chains,
- consistent human oversight,
- auditable decision logic.

Traditional HR operating models rooted in policy libraries and process checklists cannot meet these obligations. Governance becomes a structural requirement, not an administrative one.

3.4 Cultural Deterioration and Trust Erosion

Academic research consistently identifies culture and trust as critical determinants of performance. Edmondson (2019) highlights the significant role of psychological safety in enabling organisational learning and adaptability. CIPD (2023) identifies widening trust gaps driven by:

- inconsistent manager capability,
- perceived unfairness in decisions,
- poor communication,
- friction within workflows,
- insufficient belonging signals,
- lack of recognition.

Where operating systems do not intentionally shape culture, it becomes emergent driven by managerial variation and local conditions. Legacy HR models provide no infrastructure for cultural stability or psychological safety, particularly in hybrid environments where experience is inconsistent.

3.5 Workforce Fragmentation

The concept of a singular, permanent workforce has eroded. The modern workforce includes:

- permanent employees,
- contractors,
- freelancers,
- agency workers,
- gig-economy specialists,
- portfolio professionals,
- AI-augmented employees,
- algorithmic agents.

WEF (2023) data shows that blended workforce models are now the norm in knowledge-intensive sectors. Traditional HR models assume unified employment types, stable role boundaries, and hierarchical organisational structures. These assumptions no longer align with workforce reality.

AI further complicates this landscape by introducing:

- hybrid task allocation,
- algorithmic decision agents,
- intelligent workflow automation,
- distributed decision-making models.

Legacy HR architectures cannot support or govern such complexity.

3.6 Data Quality, Signals, and Sense-Making Failure

One of the most persistent findings across the literature is the failure of organisations to integrate, interpret, and operationalise workforce intelligence. EY (2024) highlights that organisations often have:

- capability data spread across disconnected systems,
- inconsistent role definitions,
- conflicting performance signals,
- non-standard competency frameworks,
- incomplete learning records,
- fragmented experience data.

This produces sense-making failure: the inability to generate a coherent, predictive view of workforce risk, capability, or performance. The academic consensus is that organisations cannot operate effectively without unified intelligence ecosystems (Robin et al., 2021).

3.7 Performance Misalignment

The foundational logic of legacy HR models e.g. People → Process → Policy designed for compliance, stability, and repeatability. However, performance research across psychology, economics, and organisational science now emphasises that:

- experience shapes performance,
- culture shapes retention,
- capability shapes adaptability,
- trust shapes productivity,
- learning shapes resilience.

HR models that omit experience and culture from their operating logic cannot influence the variables that now drive organisational success.

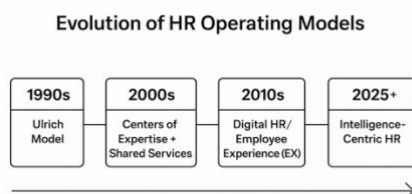


Figure 2: Evolution of HR Operating Models

4. WHY CURRENT HR MODELS ARE FAILING

The research reviewed across technology, psychology, governance, economics, policy, and organisational science reveals a common pattern: legacy HR models fail because they were designed for a world that no longer exists. This section provides a structured academic analysis of the failure mechanisms.

4.1 They Are Process-Centric, Not Intelligence-Centric

Ulrich-era models place process at the centre of HR design. However, in intelligence-led organisations:

- data drives decisions,
- capability shapes value,
- experience drives performance,
- governance shapes risk,
- learning drives adaptability.

Process-led models cannot adapt to:

- AI-driven workflows,
- non-linear decision systems,
- dynamic capability requirements,
- real-time experience sensing,
- continuous regulatory oversight.

This misalignment is structural, not procedural.

4.2 They Treat Experience as an Output, Not an Operating Layer

Academic research confirms that experience is a causal mechanism affecting:

- retention,
- engagement,
- performance,
- trust,
- wellbeing,
- capability utilisation.

Yet legacy HR systems treat experience as an outcome that emerges from processes, rather than an operating layer that shapes performance. This is a category error.

4.3 They Cannot Govern AI

Regulators require:

- explainability,
- fairness,
- accountability,
- traceability,
- continuous monitoring.

Traditional HR structures cannot supply these functions because they lack:

- integrated data pipelines,
- cross-functional governance,
- AI oversight roles,
- behavioural safeguards,
- audit mechanisms.

4.4 They Are Built on Outdated Psychological Assumptions

Performance research has evolved dramatically since the 1990s. Legacy models still assume:

- stable motivation,
- consistent manager capability,
- rational decision-making,
- predictable performance drivers.

Modern theories emphasise:

- cognitive load,
- identity,
- sense-making,
- belonging,
- psychological safety,
- behavioural science.

Legacy models cannot account for these dynamics.

4.5 They Lack a Unifying Architecture

Research finds that HR fragmentation increases with each added tool. Without a unifying operating model, organisations accumulate:

- process debt,
- experience inconsistency,
- capability blind spots,
- governance gaps,
- misaligned investment.

This is why transformations fail even when budgets increase.

4.6 They Are Not Business-Aligned

Legacy models begin with HR activity (process) rather than business value. Modern organisations require HR to:

- influence productivity,
- mitigate risk,
- accelerate strategy,
- improve forecasting,
- enhance resilience.

PXB begins with business outcomes, not HR processes.

CAPABILITIES NEEDED FOR THE FUTURE OF HR	
Business Requirements	Legacy HR Models
Continuous learning	Process ownership
Data governance	Transactional efficiency
AI oversight	Siloed expertise
Workforce intelligence	Linear workflows

Figure 3: Capability Gaps in Legacy HR Models

5. CONCLUSIONS FROM RESEARCH

Across academic literature, consultancy reports, regulatory frameworks, and HR2035 Foundation fieldwork, a coherent set of conclusions emerges about the state of HR operating models in the intelligence-driven decade. These conclusions align strikingly across disciplinesorganisational psychology, AI governance, complexity science, workforce economics, and people analytics indicating a systemic pattern rather than isolated failure points.

5.1 Legacy HR Models Are Structurally Incompatible with Modern Conditions

The evidence consistently demonstrates that HR models developed between 1995–2010 cannot meet the operational, regulatory, psychological, or economic requirements of contemporary organisations. Their process-centric, siloed, periodic, compliance-first architecture is misaligned with environments characterised by:

- continuous change
- emergent behaviours
- hybrid work
- algorithmic decision systems
- geopolitical volatility
- dynamic skills markets
- psychological complexity
- rising regulatory oversight

The mismatch is architectural, not procedural.

5.2 Incremental Adaptation Cannot Repair Structural Misalignment

Attempts to modernise through HRIS upgrades, EX tools, or digital workflows have produced tool proliferation rather than systemic transformation. Research from Deloitte (2023) and Bersin (2022) confirms that organisations adopting new tools without redesigning their operating logic experience:

- increased fragmentation
- duplicated processes
- inconsistent experiences
- low-quality analytics
- reduced trust
- failed transformation programmes

Legacy systems cannot be retrofitted for intelligence-era demands.

5.3 HR Must Transition from Service Delivery to Organisational Intelligence

The emerging regulatory, technological, and workforce environment positions HR not as an administrative function but as:

- a custodian of workforce risk,
- an overseer of intelligence systems,
- a capability architect,
- a steward of psychological conditions,
- a governance anchor for AI,
- a strategic integrator of human and machine contribution.

This reconceptualisation requires an entirely new operating system.

5.4 Culture, Capability, and Experience Must Operate as Integrated Systems

Academic evidence across psychology, learning theory, and organisational science shows that:

- culture drives performance,
- experience drives retention and trust,
- capability drives adaptability.

These elements cannot be managed through fragmented teams or process owners.

A unifying architecture is necessary to ensure:

- coherence,
- stability,
- visibility,
- predictive insight,
- integrated performance.

PXB recognises these as interconnected systems, not isolated domains.

5.5 Governance Must Become AI-First, Not Policy-First

AI governance cannot rely on annual policy reviews or compliance statements. Regulators require:

- continuous monitoring
- explainability
- fairness controls
- data lineage tracking
- bias detection
- accountable oversight structures
- escalation mechanisms

This necessitates an operating model where governance is embedded structurally, not documented administratively.

5.6 A New Operating Architecture Is Essential

The convergence of evidence from:

- AI governance research
- organisational learning studies
- behavioural science
- workforce economics
- risk and resilience modelling
- regulatory frameworks
- HR transformation case studies

This leads to a single conclusion:

A next-generation HR operating system is required one built for intelligence, adaptability, experience, and business value.

The PXB Ecosystem™ provides this architecture.

6. THE PXB ECOSYSTEM - HIGH-LEVEL INTRODUCTION

While the full technical model will be described in detail in the subsequent HR2035 white paper, the conceptual foundations are outlined here to connect the research findings to the PXB Ecosystem™ solution.

6.1 PXB as a Future-Back Operating Architecture

Unlike legacy models, which evolve incrementally from existing structures, PXB is designed future-back starting from the demands of the 2035 landscape and reverse-engineering the architecture required to meet them.

PXB integrates insights from:

- organisational psychology,
- data science,
- AI governance,
- systems theory,
- workforce strategy,
- behavioural economics,
- experience design,
- organisational performance research.

6.2 The Three Core Pillars of PXB Ecosystem™

1. People - PXB reframes capability beyond skills, incorporating:

- cognitive diversity,
- behavioural patterns,
- identity,
- psychological safety,
- contribution modelling,
- hybrid human-machine role structures.

2. Experience - Experience is treated as the operating layer that shapes:

- trust,
- performance,
- wellbeing,
- retention,
- culture,
- adaptability.

PXB operationalises experience through designed flows, not incidental interactions.

3. Business - PXB begins with business value:

- productivity,
- risk mitigation,
- resilience,
- innovation,
- performance outcomes,
- value pathways.

People and experience configure around business requirements, not the reverse.

6.3 What the PXB Ecosystem™ Delivers

PXB provides:

- a next-generation operating architecture
- a governance model for human–AI partnership (PXG)
- a unified psychological and economic logic
- a capability map for future HR leaders
- a diagnostic-ready system for maturity assessment
- role clarity for the Chief AI Officer (CAIO)
- system-wide integration of culture, capability, and experience
- alignment with regulatory and ethical obligations

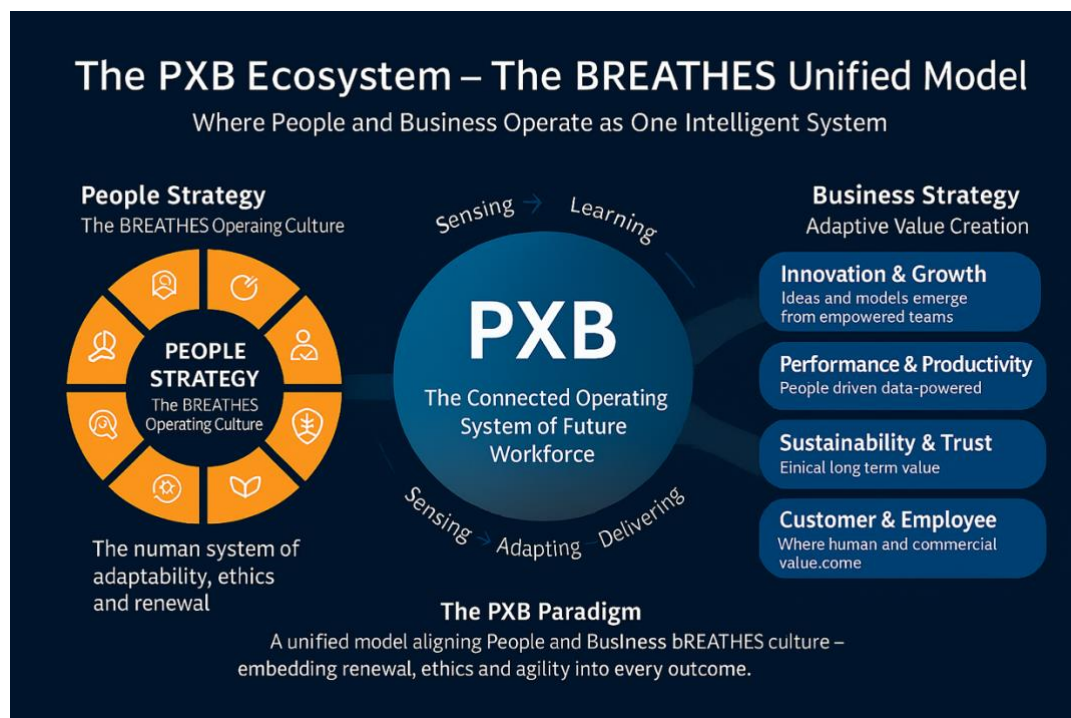


Figure 4: PXB Core Framework: People → Experience → Business

Next Phase of the Research

A full technical specification of the PXB Ecosystem™ including detailed architectural diagrams, the PXG governance framework, diagnostic maturity pathways, capability maps, WorkScope™ contribution models, and the CAIO role blueprint will be published in PXB White Paper Part 2.

This subsequent publication will extend the conceptual foundations outlined here into a complete, operationally ready model for organisations preparing for an intelligence-driven decade.

Intellectual Property Notice

© HR2035 Foundation 2025. All rights reserved.

This white paper contains proprietary concepts, research, frameworks, models, and terminology developed exclusively by Tess Hilson-Greener and the HR2035 Foundation, including but not limited to the PXB Ecosystem™, People → Experience → Business Architecture, PXG Governance Framework™, BREATHE(S)™ Cultural Model, and WorkScope™ Contribution System.

No part of this publication may be reproduced, distributed, modified, stored in a retrieval system, or transmitted in any form without explicit written permission from the HR2035 Foundation. Commercial use, consulting use, training use, or incorporation into derivative works is strictly prohibited.

The HR2035 Foundation reserves all rights relating to the licensing, certification, delivery, and commercial application of the frameworks contained herein.

Academic citation of excerpts is permitted for non-commercial research, provided HR2035 Foundation is credited as the source. Reproduction of diagrams, models, or frameworks requires written permission.

This publication may not be used to train machine learning or AI systems without the explicit written permission of the HR2035 Foundation.”

Trademark Notices

PXB Ecosystem™, PXG Governance Framework™, WorkScope™ AI Strategic Pillars™ and BREATHE(S)™ are trademarks of the HR2035 Foundation.

For permissions, partnership requests, or licensing enquiries, contact:

tess@hr-2035.com

REFERENCES

- Almeida, F., Duarte, J. & Lopes, S. (2024) AI-driven HRM: A systematic review.
- Argyris, C. & Schön, D. (1978) Organisational Learning.
- Bar-Yam, Y. (2019) Dynamics of Complex Systems.
- Basten, D. & Haamann, T. (2018) 'Approaches for organisational learning', SAGE Open.
- Bersin, J. (2022) The HR Reset.
- Brynjolfsson, E. & McAfee, A. (2023) The Second Machine Age: AI Edition.
- Camerer, C., et al. (2022) 'Behavioural economics and performance', Journal of Behavioural Science.
- CIPD (2023) Culture and Trust in Organisations.
- CIPD (2024) Evolving HR Operating Models.
- Deloitte (2023) Human Capital Trends.
- Deloitte (2024) AI-Enabled Workforce Strategy.
- Edmondson, A. (2019) The Fearless Organisation.
- European Commission (2024) EU AI Act: Final Legislative Text.
- EY (2024) Workforce Intelligence Futures.
- Forrester (2023) Employee Experience Index.
- Gallagher (2024) HR Tech State of the Market.
- Gartner (2024) The Future of HR Operating Models.
- Hannah, D. et al. (2021) Complexity and Organisational Adaptation.
- Harvard Business Review (2023) 'Experience as a Performance Mechanism.'
- HR2035 Foundation (2025) PXB Pilot Insights.
- ILO (2023) Global Employment Trends.
- McKinsey (2023) Reinventing HR for a Digital and AI-Enabled Era.
- McKinsey (2024) Human-Machine Operating Models.
- OECD (2024) Global Economic Outlook.
- PwC (2023) AI in the Workforce.
- Robin, C. et al. (2021) Digital Transformation and Data Integration.
- Rotolo, A. et al. (2025) AI Risk, Regulation, and HR Systems.
- Swiss Re (2024) Tech-Tonic Shifts: AI and Risk.
- Ulrich, D. (1997) Human Resource Champions.
- Ulrich, D. et al. (2020) 'Reinventing the HRBP Role', Strategic HR Review.
- World Economic Forum (2023) Future of Jobs Report.