2026 GLOBAL PUBLIC HR CONFERENCE · KEYNOTE

From Org Chart to Work Chart

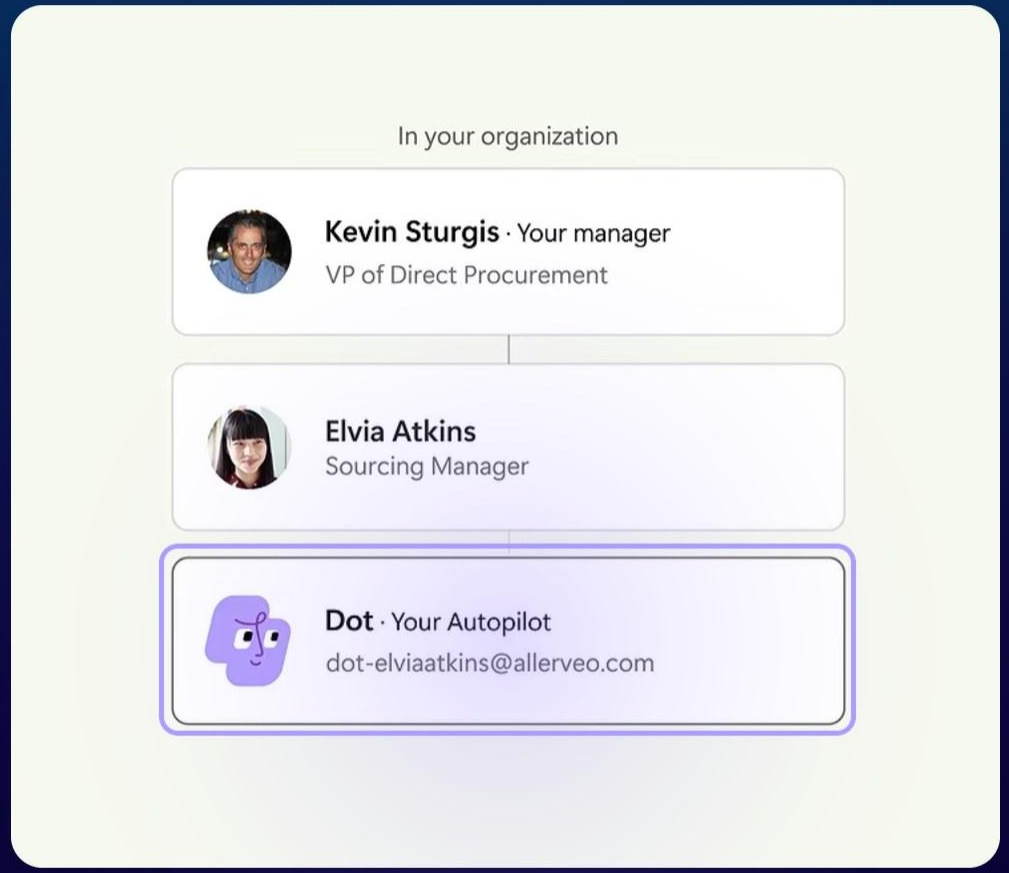
Public Value and Responsibility in the Agentic AI Era

Hyun Kyong Yoo | Head of Public Sector, Microsoft Korea | October 30, 2026

Your org chart already has a digital colleague

Own Entra ID | **Own Teams account** | **Always-on 24x7**

Microsoft 365 Copilot · Autopilot (September 2026)




TWO YEARS AGO
“Can this technology do valuable work?”
TODAY
“How do we lead this transformation?”
AI’s impact isn’t decided by what you buy — it’s decided by the decisions leaders make.

Three things to remember

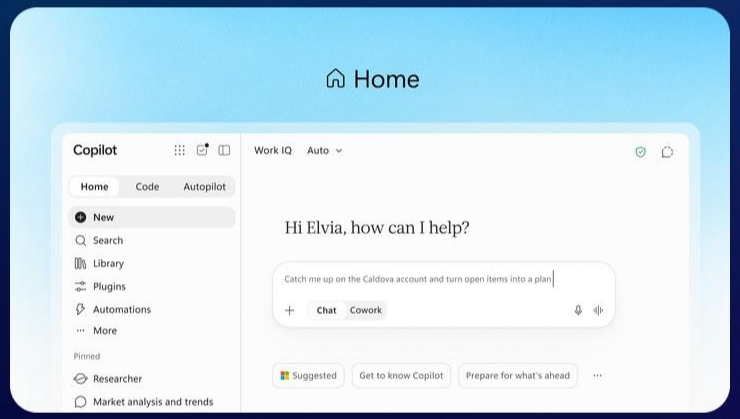
01 Work is changing — from AI assistant to AI doer

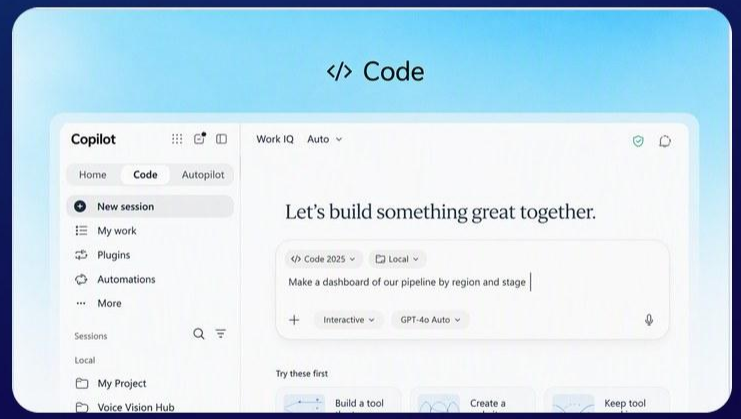
02 Impact comes from redesigning the organization — not the tools

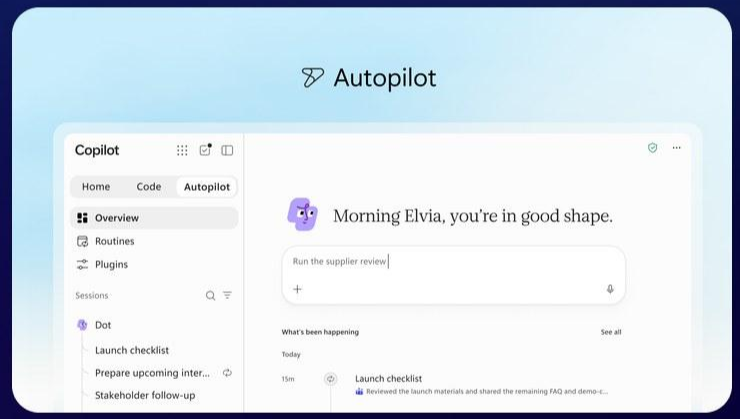
03 Agents can act — people stay accountable for public value

From answers to outcomes

One app for getting answers, building solutions and delegating outcomes







Chat
Getting answers

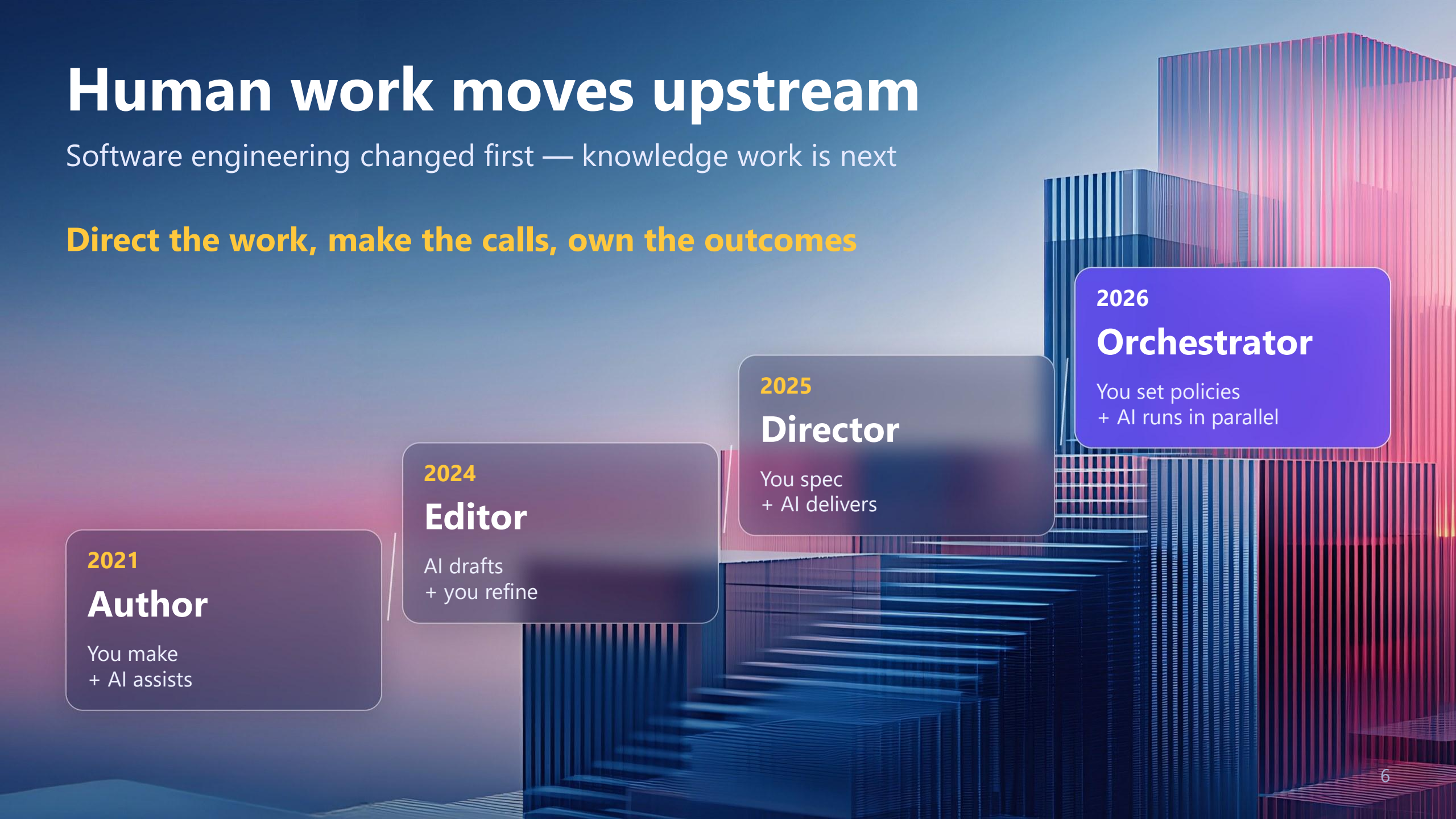
Cowork · Code
Building solutions

Autopilot
Delegating outcomes

Human work moves upstream

Software engineering changed first — knowledge work is next

Direct the work, make the calls, own the outcomes



People are ready.
The systems around them are not.

78% **fear falling behind if they don’t adopt AI fast**
Global: 65%

16% **report clear and consistent leadership alignment on AI**
Global: 26%

7% **feel rewarded for reinvention**
Global: 13%

12% **are Frontier Professionals — the most advanced AI users**
Global: 16%



Source: Microsoft 2026 Work Trend Index — Korea vs. global

2x

The #1 driver of AI impact isn't individual — **it's institutional (67% vs. 32%)**

① A culture that encourages experimentation
② Managers who model AI use and reward it
③ Talent practices that build AI into growth

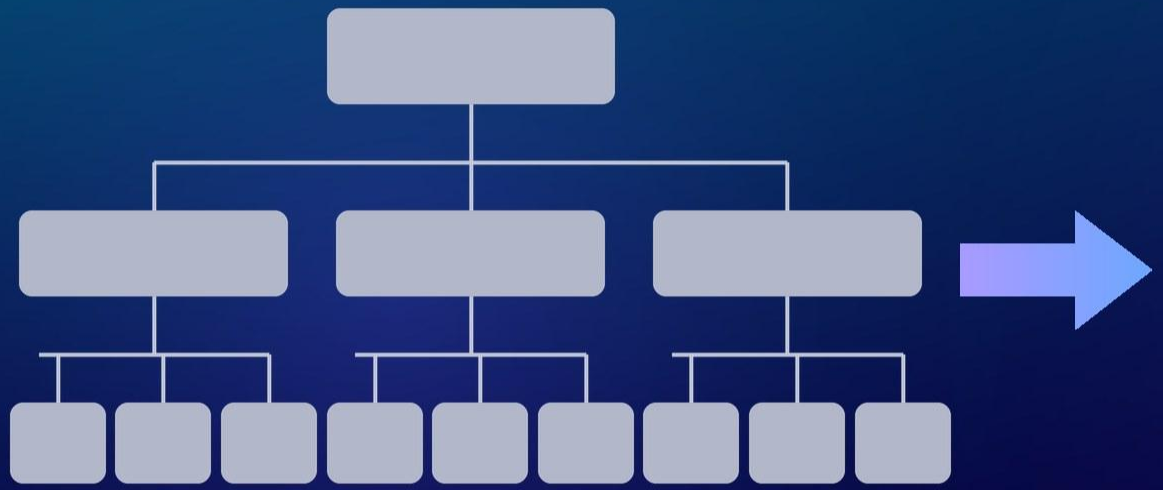
HR designs two-thirds of AI impact



Source: Microsoft 2026 Work Trend Index

Org Chart

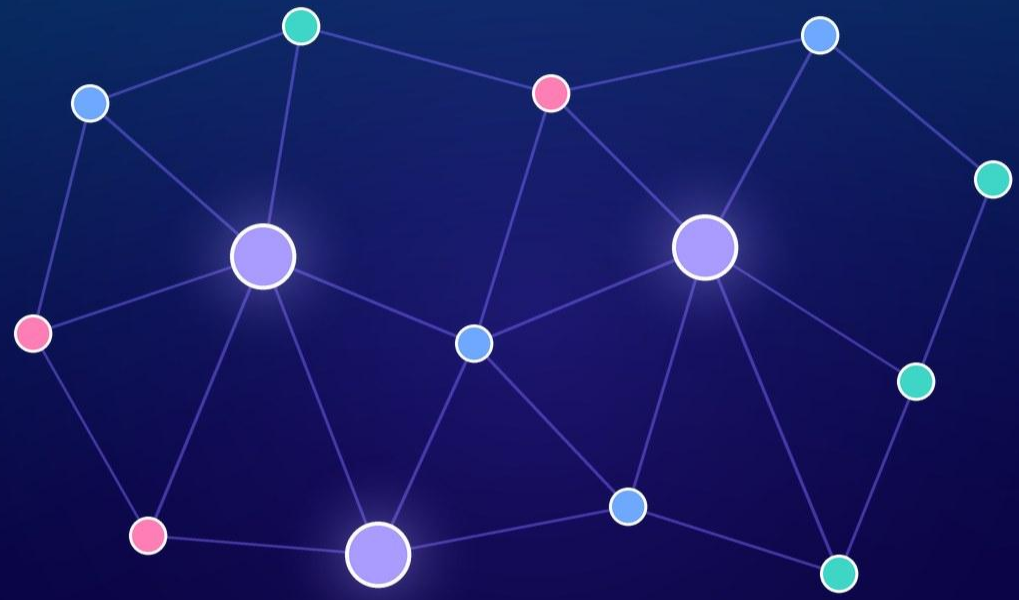
Who reports to whom



Units · ranks · headcount · reporting lines

Work Chart

How the work actually gets done



Outcomes · workflows · people + agents · fluid teams

Work Chart: "structured not around functional expertise but around jobs that need to be done"
— Microsoft 2025 Work Trend Index

Not a new engine — a redesigned factory

Swap the engine



Steam engines replaced by electric motors
→ **little gain in productivity**

Redesign the factory



Layout, flow and ways of working redesigned
→ **a leap in productivity**

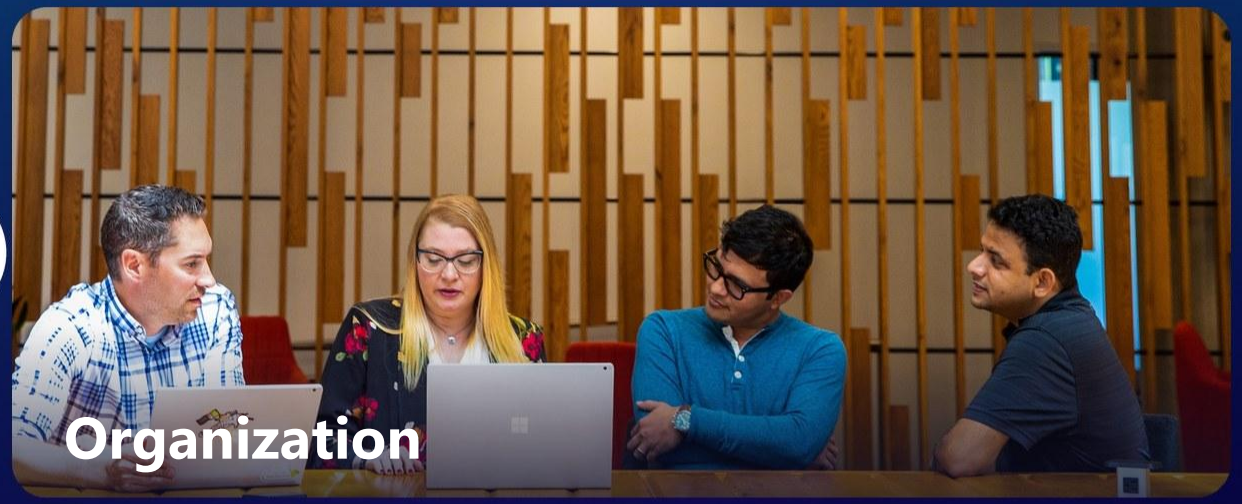
Same with AI: value comes from redesigning work, not from access to tools

Reference: Paul A. David, "The Dynamo and the Computer," American Economic Review (1990)

From personal AI to organizational AI

Own the learning loop that encodes your institutional knowledge





My own prompts	**Shared skills and agents**
Know-how locked in individuals	**Context, knowledge and ‘what great looks like’**
One-off outputs that disappear	**A learning loop that compounds**

Human capital + token capital = an asset that outlasts any model

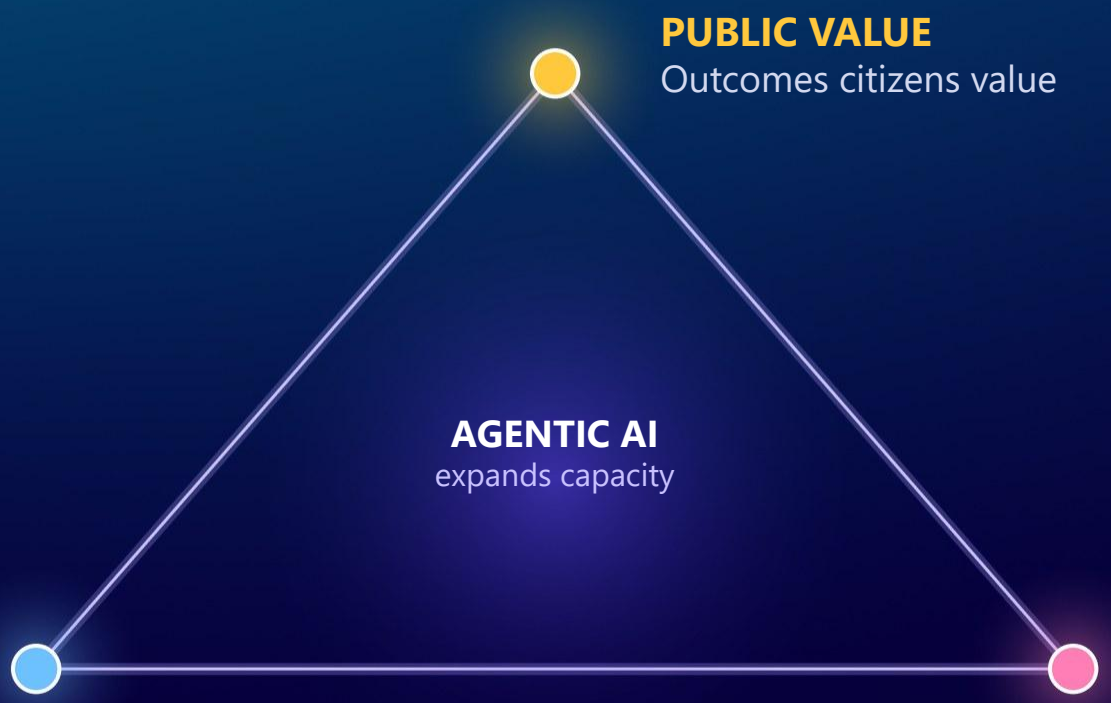
HR needs a new lens

FROM	TO
Org chart (reporting lines)	**Work Chart (flow of work)**
Headcount	**Human-agent ratio + token budget**
Job descriptions for people	**Roles for people + agents**
Activity & attendance reviews	**Outcome reviews, incl. agents run**
Training courses	**Designed experiences**
Individual know-how	**Organizational intelligence**



Agents scale capacity. Trust must scale too.

Public value in the agentic era — through Mark Moore's strategic triangle



39%

of people have moderately high or greater trust in their national government

OECD Trust Survey, 2023 data

"Reliable, responsive and fair public services can enhance trust in government."

— OECD, Governing with Artificial Intelligence (2025)

Framework: Mark H. Moore, Creating Public Value: Strategic Management in Government (Harvard University Press, 1995)

AI-operated, but human-led

Agents can act. In public service, accountability stays with people.

SINGAPORE · IMDA · 2026

Model AI Governance Framework for Agentic AI

① Assess and bound the risks upfront
② Make humans meaningfully accountable
③ Implement technical controls and processes
④ Enable end-user responsibility

THE AGENTIC STATE · 2025

Rethinking Government for the Era of Agentic AI

Agents handle complexity and scale, while "human officials focus on strategic direction, political accountability, and decisions requiring judgment."

Vision paper · GovTech Centre Berlin & World Bank

MICROSOFT · RESPONSIBLE AI

Responsible AI Standard: Accountability

"People should be accountable for AI systems."

One of six principles: fairness · reliability & safety · privacy & security · inclusiveness · transparency · accountability

WHAT THIS MEANS FOR PUBLIC HR

Every agent: a named human owner · a clear mandate · an audit trail · a route to redress

Sources: IMDA Singapore (2026) · Ilves et al., The Agentic State (2025) · Microsoft Responsible AI Standard · Microsoft 2025 Work Trend Index



Guardrails let you go faster

Use and risk management: two sides of one coin

① **Data & access**	Access by data classification; oversharing checks
② **Human control**	Meaningful human control at the right stages
③ **Agent oversight**	Agent ID · registry · observability · audit

Learning from global standards

ISO/IEC 42001
AI management system standard

EU AI Act
AI in hiring, promotion, evaluation = high-risk

Japan Digital Agency
Chief AI Officer (CAIO) in every ministry

Korea AI Basic Act
High-impact: hiring & public decisions

UK AI Playbook
10 principles · meaningful human control

HR's own AI sits in the strictest risk tier

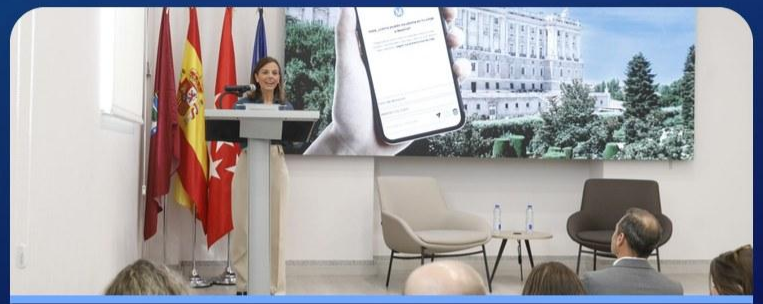
Six HR moves for the next 12 months



0–90 DAYS

Make work visible

- Map work patterns: differentiating vs. infrastructure
- 1–2 pilots, success defined by outcome metrics
- Draft AI-use principles and accountability



3–6 MONTHS

Build capability

- Agent-management skills in job descriptions
- Token budgets: allocate, monitor, rebalance
- ‘Agent boss’ practice for managers; 5C experiences



6–12 MONTHS

Change the structure

- Workforce plans based on human-agent ratios
- Outcome-based evaluation and rewards
- Always-on agent governance

Measure success by outcomes — not adoption rates

HR has always drawn the org chart.

Now HR draws the Work Chart, too.

Four decisions: work patterns · two budgets (headcount + tokens) · people · accountability