The 5 Joint Mandates for AI Transformation

What **CIOs and CHROs** must do — together and individually — to build the AI Powered Workforce.

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From Panel to **Action Plan**

This guide distills insights from a panel with:

➔ **JoAnn Stonier**, Fellow of Data and AI at Mastercard
➔ **Michael Fraccaro**, Fellow and former CPO of Mastercard
➔ **Siobhan Savage**, CEO & Co-Founder of Reejig

They explored what it really takes to build an AI-powered workforce — balancing bold technology moves with responsible people leadership.

We've translated their discussion into **five board-ready strategies**, each outlining:

- What the **CIO must do**
- What the **CHRO must do**
- Their **joint mandate** to deliver impact

📲 Scan the QR code to watch the full conversation

The World Demands
Bold & Responsible Reinvention

→ Make work visible.

→ Align AI to business priorities.

→ Re-engineer work to embrace AI.

Bold
Reinvention

Join

Responsible
Leadership

→ Empower people to see AI as an enabler.

→ Reskill and redeploy.

→ Ensure no one is left behind.

Why now?

The infrastructure of work is broken.
Companies are racing toward AI, but their job architecture and operating models weren't built for it.

The human risk in AI.
Without clear paths forward, fear and resistance stall transformation.

Workforces aren't evolving fast enough.
There's no real plan to build future leaders or reskill at scale.

AI is being deployed blindly.
Most initiatives are driven by hype, not strategy—wasting time and money.

No visibility, bad data.
Enterprises don't know what work is being done—or have the data to make informed decisions.

5 **Joint** Mandates

What **CIOs and CHROs** must do — together and individually —
to build the AI Powered Workforce.

✅ **Mandate #1**
→ Use One Shared Operating System for AI Transformation

✅ **Mandate #2**
→ Map Work at the Task Level to Guide AI and People Decisions

✅ **Mandate #3**
→ Show ROI Early and Build Confidence in AI Adoption

✅ **Mandate #4**
→ Reinvent in Loops: Test, Learn, Scale

✅ **Mandate #5**
→ Design a Human + AI Workforce and Put It into Practice

Mandate #1: Use One Shared Operating System for AI Transformation

CIO Must → Map work before deploying agents and track ROI.

> *"We're already deploying agents, but without visibility of tasks and ROI, it's like flying blind. We need to model the change before we spend."*

— JoAnn Stonier

Joint Mandate

Build one operating system of work that connects tech to talent.

> *"If we're serious about building an AI-powered workforce, we need one operating system powering both tech and talent — otherwise, we're flying blind."*

— Siobhan Savage

CHRO Must → Lead the change strategy and prove adoption at every step.

> *"HR's role is to help the org adopt this transformation — to connect the tech to the talent, and prove it's working at every step."*

— Michael Fraccaro

Mandate #2: Map Work at the Task Level to Guide AI and People Decisions

CIO Must → Use live task maps to decide where to build, buy, or deploy agents.

"You can't place agents without knowing where the work is. We need task-level visibility to get real value from AI."

— JoAnn Stonier

Joint Mandate

Create a shared language of work to align AI and people strategy.

"When HR and AI speak in tasks, we can actually co-create the roadmap."

— Siobhan Savage

CHRO Must → Rebuild job architectures with task-level data to plan skills and pivots.

"Our job architectures were built for a world before AI. We need real task data to modernize workforce design."

— Michael Fraccaro

Mandate #3: Show ROI Early and Build Confidence in AI Adoption

CIO Must → Govern agent use at enterprise level to avoid chaos and fragmentation.

"Employees self-managing AI creates fragmentation. We need an enterprise approach that tracks, governs, and proves value."

— JoAnn Stonier

Joint Mandate

Ensure AI delivers value by embedding change management into deployment.

"You can spend millions on AI tools — but if no one uses them, there's no ROI."

— Siobhan Savage

CHRO Must → Build confidence through clear comms, upskilling, and adoption programs.

"We demystify, upskill, and lead the adoption journey. This is a cultural shift, not just a tech one."

— Michael Fraccaro

Mandate #4: Reinvent in Loops: Test, Learn, Scale

CIO Must → Run proofs of concept, measure impact, and scale what works.

"We run constant proofs of concept, testing where agents make the most impact. Then we scale what works."

— JoAnn Stonier

Joint Mandate

Reinvent work in cycles of trial, measurement, and iteration.

"You're never done — but it gets easier when you build the muscle."

— Siobhan Savage

CHRO Must → Run pilots in org design, reskilling, and comms to test and refine in motion.

"We're redesigning in motion — trialing, learning, and iterating the org right alongside the tech."

— Michael Fraccaro

Mandate #5: Design a Human + AI Workforce and Put It into Practice

CIO Must → Build data models that show work shifts, agent fit, and ROI.

> *"We can't deploy generative agents into the dark. We need to model the org design and prove the ROI first."*
>
> **— JoAnn Stonier**

Joint Mandate

Design the workforce as human + AI, then execute against it.

> *"The future workforce is human + AI. Design accordingly."*
>
> **— Siobhan Savage**

CHRO Must → Turn models into reskilling plans, career pivots, and skills investments.

> *"We need to connect every agent deployment to a people plan — what skills we need, where to pivot, how to track adoption."*
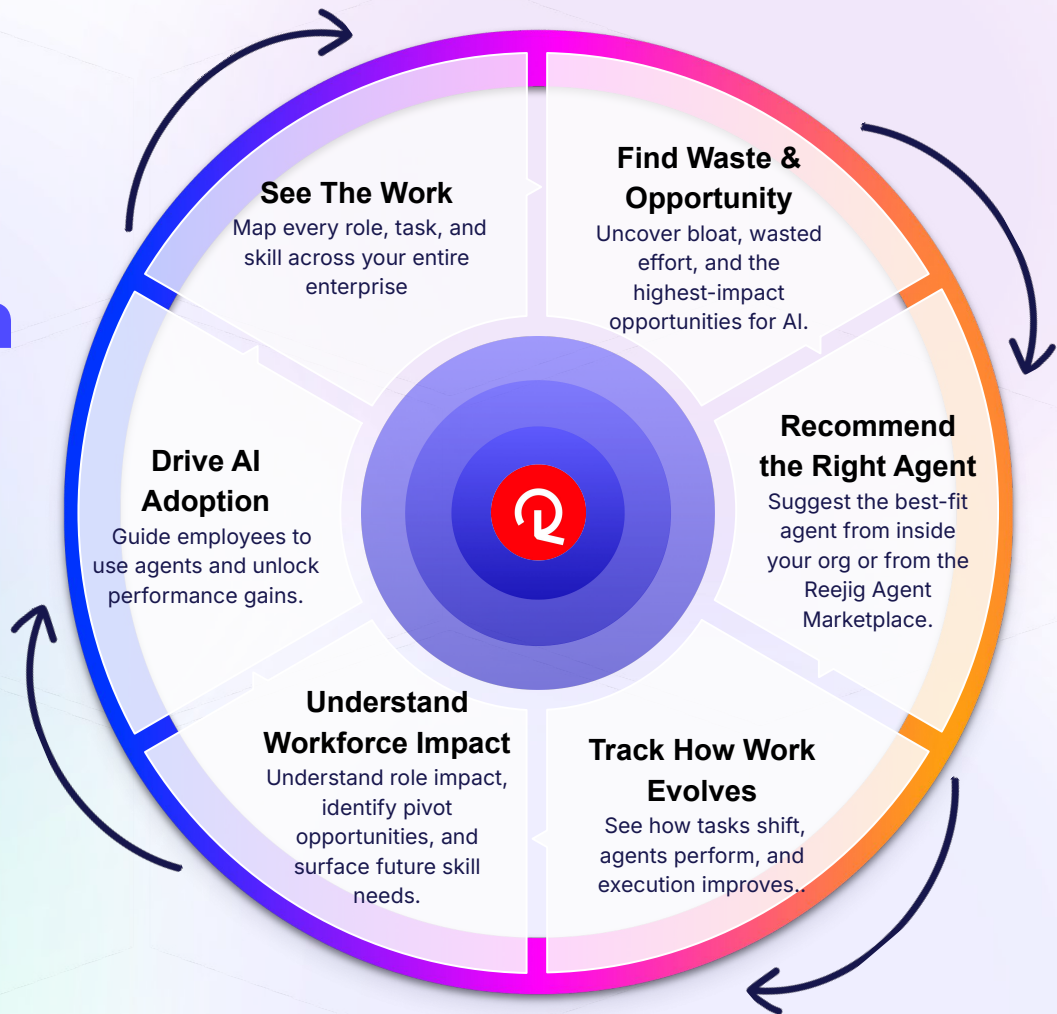>
> **— Michael Fraccaro**

The new Work Operating System for Enterprise

Reejig makes work visible, finds waste, recommends the right agents, and shows how work and the workforce evolve - while helping your teams adopt AI at scale.

This is continuous, intelligent, enterprise-grade transformation for this new era of work.

Built for scale. Made for change.

See The Work
Map every role, task, and skill across your entire enterprise

Find Waste & Opportunity
Uncover bloat, wasted effort, and the highest-impact opportunities for AI.

Recommend the Right Agent
Suggest the best-fit agent from inside your org or from the Reejig Agent Marketplace.

Track How Work Evolves
See how tasks shift, agents perform, and execution improves..

Understand Workforce Impact
Understand role impact, identify pivot opportunities, and surface future skill needs.

Drive AI Adoption
Guide employees to use agents and unlock performance gains.

This is Your Moment.

You're being asked to lead through one of the biggest shifts in work history.

Reejig helps you lead boldly, transform responsibly.

ZERO WASTED POTENTIAL