

CIPM National Conference 2026

Human Edge in the Age of AI

How Do We Strengthen Human
Intelligence in an AI-Driven World?



AI

Artificial Intelligence

Dr Ranjan L G De Silva

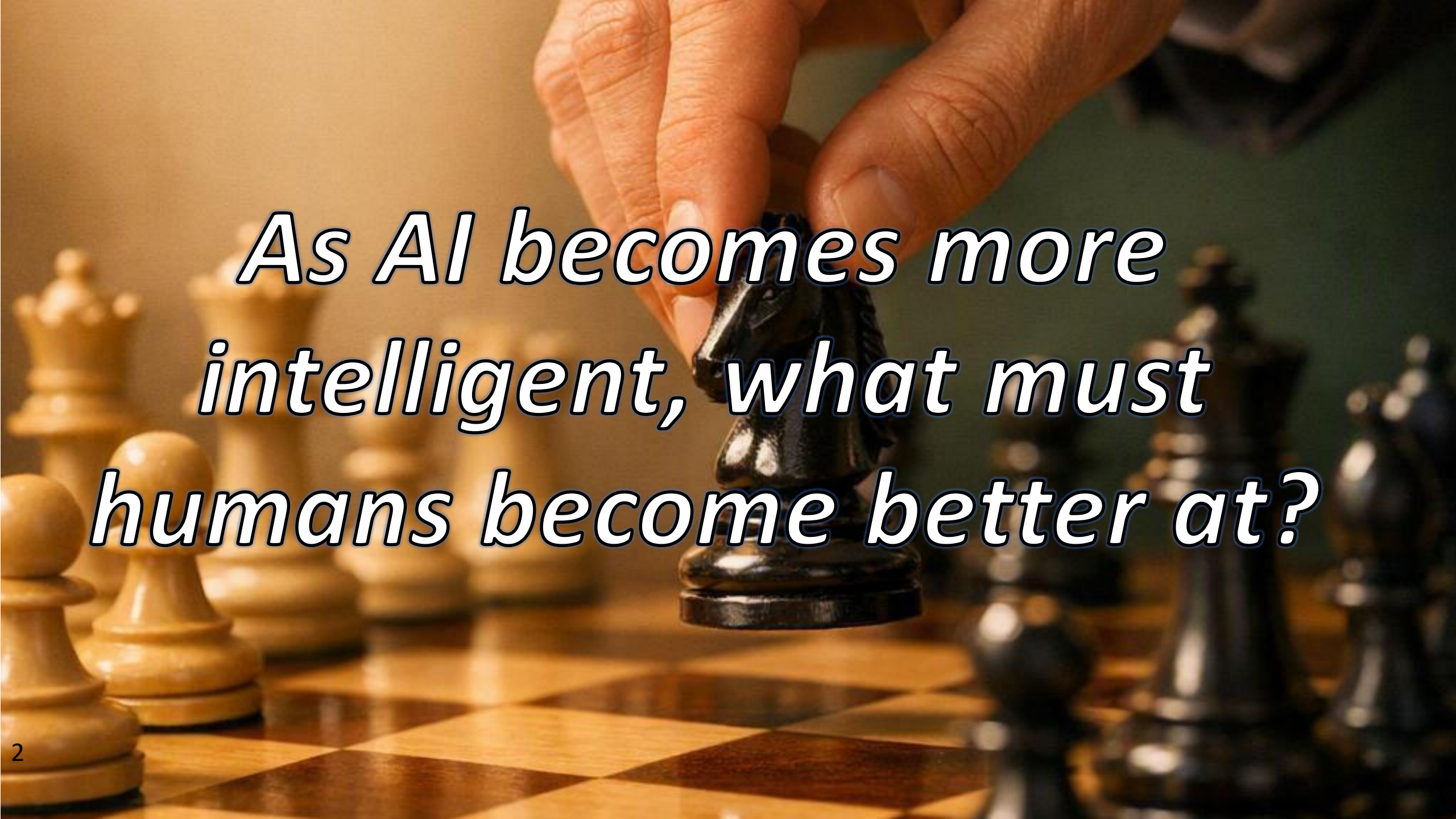
Chief Catalyst – Purposeful Leadership

CATALYSING PURPOSEFULNESS

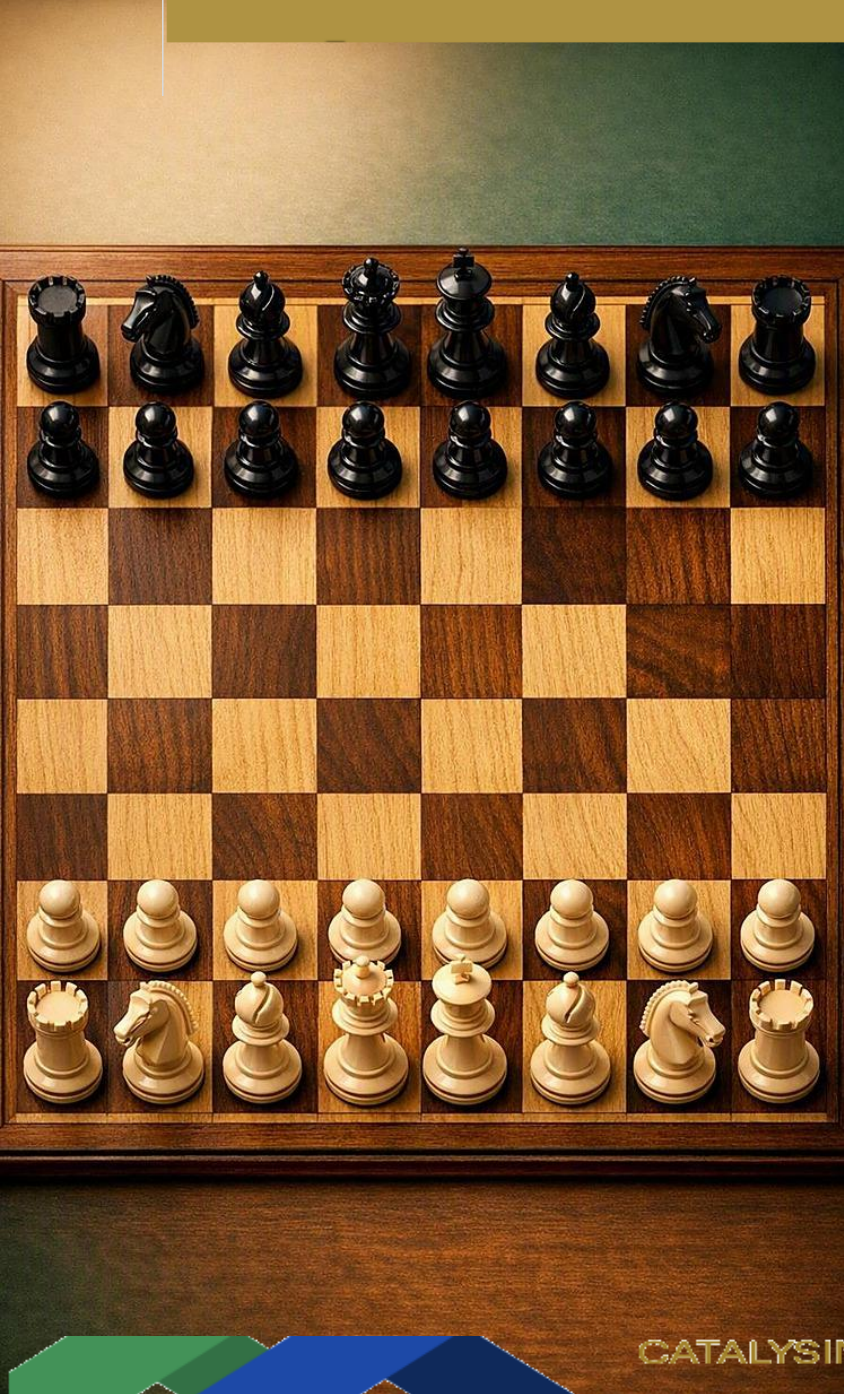


HI

Human Intelligence

A close-up photograph of a hand moving a dark chess knight piece on a wooden chessboard. The hand is positioned at the top of the frame, with fingers gripping the piece. The chessboard has a checkered pattern of light and dark squares. In the background, several other chess pieces, including pawns and a king, are visible but out of focus. The lighting is warm and focused on the hand and the piece being moved.

*As AI becomes more
intelligent, what must
humans become better at?*



AI Is Here to Stay

AI Is Already Transforming Organisational Life



AI Agents



AI Recruitment



AI Copilots



Decision Intelligence



**Customer
Experience AI**



**Autonomous
Operations**

AI is reshaping how organisations operate.

AI Makes Us Look Good

- 👤 Speedy data analysis
- 👤 Generate powerful insights
- 👤 Improve productivity and efficiency
- 👤 Personalise solutions
- 👤 Better decision-making
- 👤 Automate repetitive work

Does AI really make us look good?





AI is not coming.
AI is already here.

And the question is no longer:
“Should we adopt AI?”

The important question is:
**“How do we ensure
technology enhances,
rather than diminishes,
our humanness?”**

Sri Lankan Workforce Today



62%

DAILY HIGH STRESS



27%

DAILY ANGER



51%

LOOKING TO RESIGN

Half of the people in our teams are thinking about leaving.

Source: Gallup



The Human Reality

23%

Employees are
engaged

67%

Report feeling
lonely

31%

Describe
themselves as
thriving

Sri Lanka. 23% engaged means 6.33 million people disengaged. Source: Gallup

REFLECTION

Globally, disconnection costs an estimated
\$10 trillion a year in lost productivity.

Source: WHO, aligned with GDP and size of workforce



Technology continues to advance rapidly.
Yet human flourishing appears to lag.

The Hidden Risk: Mechanistic Dehumanisation

Nick Haslam's concept

People are treated as:

Resources

Metrics

Outputs

Units of
productivity

Are we becoming more efficient...
but less human?

What Are We Losing?



Judgement

The ability to discern.



Dignity

The ability to be valued.



Agency

The ability to choose.



Relationships

The ability to connect.



Human Intelligence

Human Intelligence is our uniquely human capacity to exercise **judgement, agency, dignity** and **meaningful relationships**.

These are becoming more valuable as AI becomes more capable.



Human Intelligence vs Artificial Intelligence

Artificial Intelligence	Human Intelligence
Processes information	Creates meaning
Predicts outcomes	Exercises Judgement
Optimises efficiency	Chooses intentionally
Generates content	Discovers purpose
Communicates	Builds relationships



Future Skills Become More Human

WORLD ECONOMIC FORUM 2025

Future critical skills include:

Empathy

Active Listening

Curiosity

Resilience

Lifelong Learning

As AI becomes smarter...

Human skills become more valuable.

Technology Cannot Replace These Skills

WEF

By 2030, employers expect 39% of workers' core skills to change, while human-centred capabilities such as resilience, curiosity, leadership and social influence continue to rise in importance

Future of Jobs Report

Gallup

“Purpose is vital to performance. Only when an employee's work directly fulfils their personal purpose will they fully take ownership of it.

Gallup – To Get Your People's Best Performance, Start With Purpose

Accenture

“Meeting the challenges of today and anticipating those of tomorrow requires a new brand of leadership with compassion, sustainability and purpose.”

Accenture and World Economic Forum Responsible Leadership Research

Business and Government Are Moving



\$100M

Invested by E&Y to reward judgement, adaptability, leadership and other human-centred capabilities in a tech-led, human-powered world, August 2026.



Ministries for loneliness

Japan • UK

Government Strategies for loneliness in Denmark, Finland, Germany, the Netherlands, and Sweden

Governments increasingly recognise that loneliness and social isolation have significant economic, health and workforce implications.

Source: The Wall Street Journal

A close-up photograph of a chessboard with a black king and a white pawn in the foreground, and other pieces blurred in the background. A semi-transparent white box with rounded corners is centered over the image, containing the title text in gold. The top and bottom of the slide feature decorative geometric patterns in gold, blue, and green.

Is Purposefulness the Solution?

CATALYSING PURPOSEFULNESS

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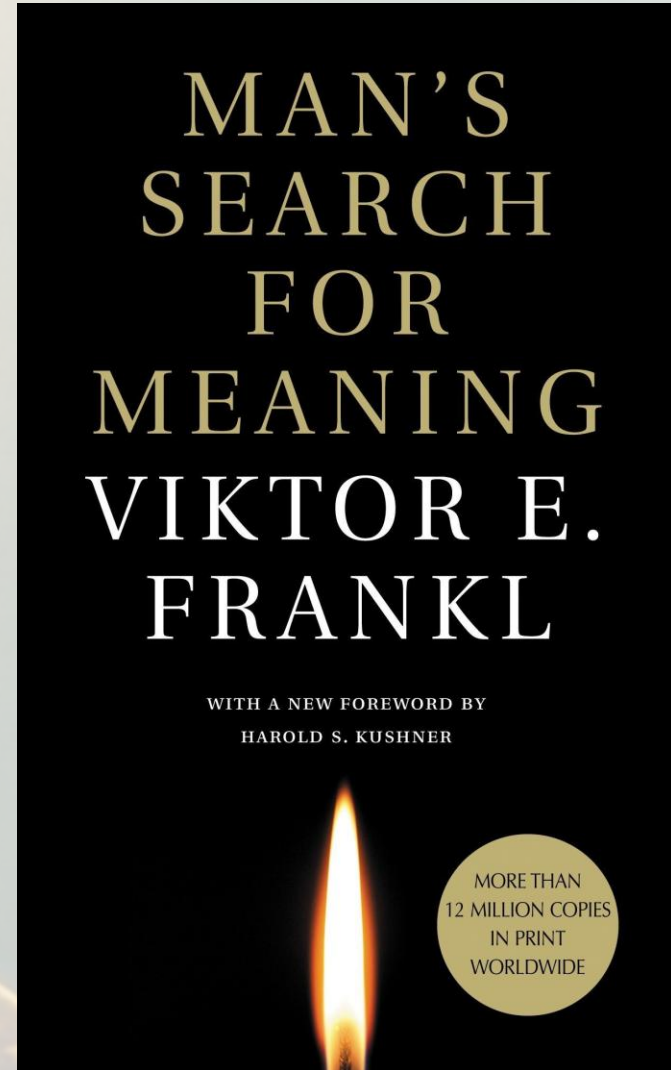
G PURPOSEFULNESS

Aristotle



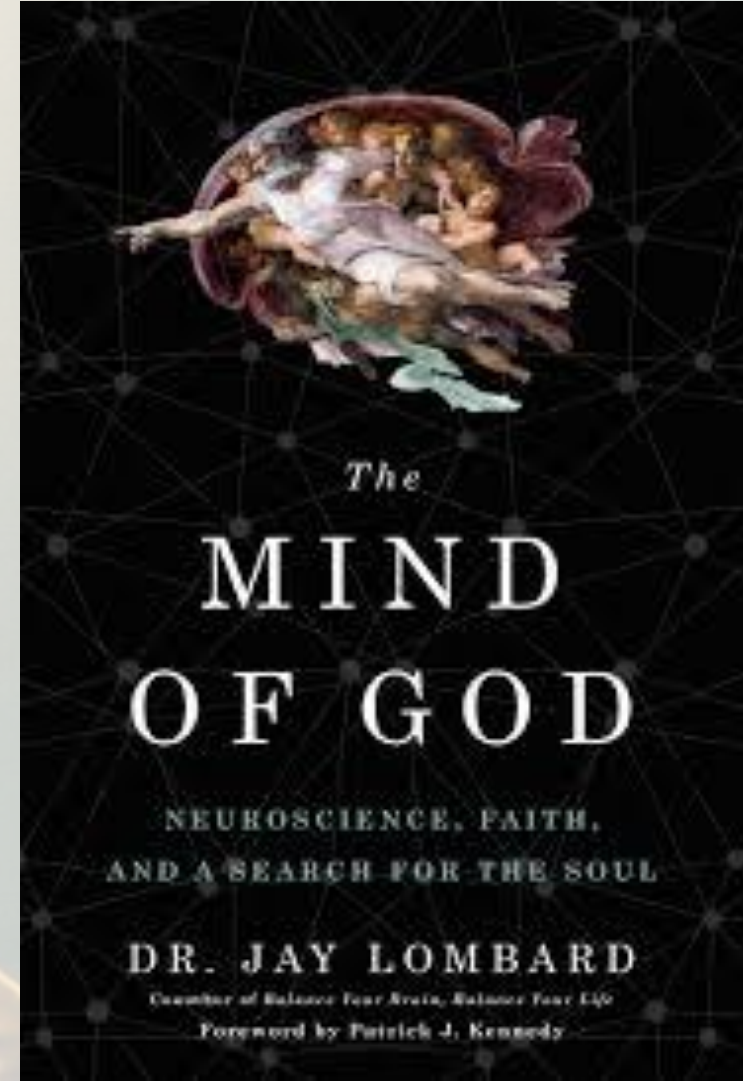
**Man's search for
meaning is the
primary
motivation in
his life**

Viktor Frankl



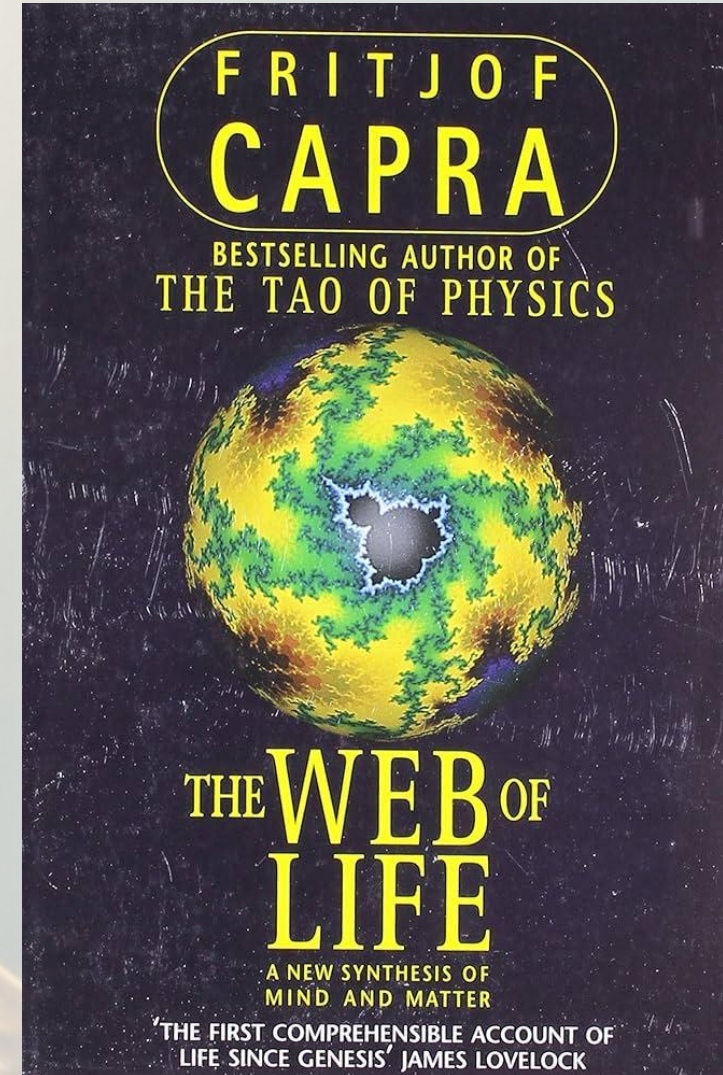
Purpose is the ultimate fuel for the brain

Jay Lombard



**Protection of free
Nature is felt and
conceived as
protection of
ourselves**

Fritjof Capra





What Is Purposefulness?

Purposefulness is not:

~~A purpose statement~~

~~A goal~~

~~A destination~~

Purposefulness is:

**Conducting
ourselves for the
flourishing of life.**

Questions:

**What is the
contribution I can
make?**

**What are the
values I can
express?**

**What is the
space I can
enrich?**

Goals Become Meaningful when Supported by a Purpose

The purpose is for the Flourishing of life

Flourishing of life involves:

Contribution

Connection

Growth

Meaning

Fulfilment

Values

*Fulfilling Goals are a by-product of
Purposefulness*

What Does Purposefulness Strengthen?

**Purposefulness
Strengthens**



Judgement ➡ helps us discern what matters



Agency ➡ gives us reasons to act



Dignity ➡ helps us see value in people



Relationships ➡ encourages empathy

Purpose and Empathy

Purposeful people are naturally empathetic because:

- ♟ They contribute to flourishing.
- ♟ They live by decent human values.
- ♟ They enrich spaces related to their passion.

Empathy helps us understand others deeply.

Purposefulness helps us add value to others.





Purposeful Leaders Are Empathetic Leaders

Purposeful and Empathetic leadership helps Organisations to produce:

Higher engagement

Greater trust

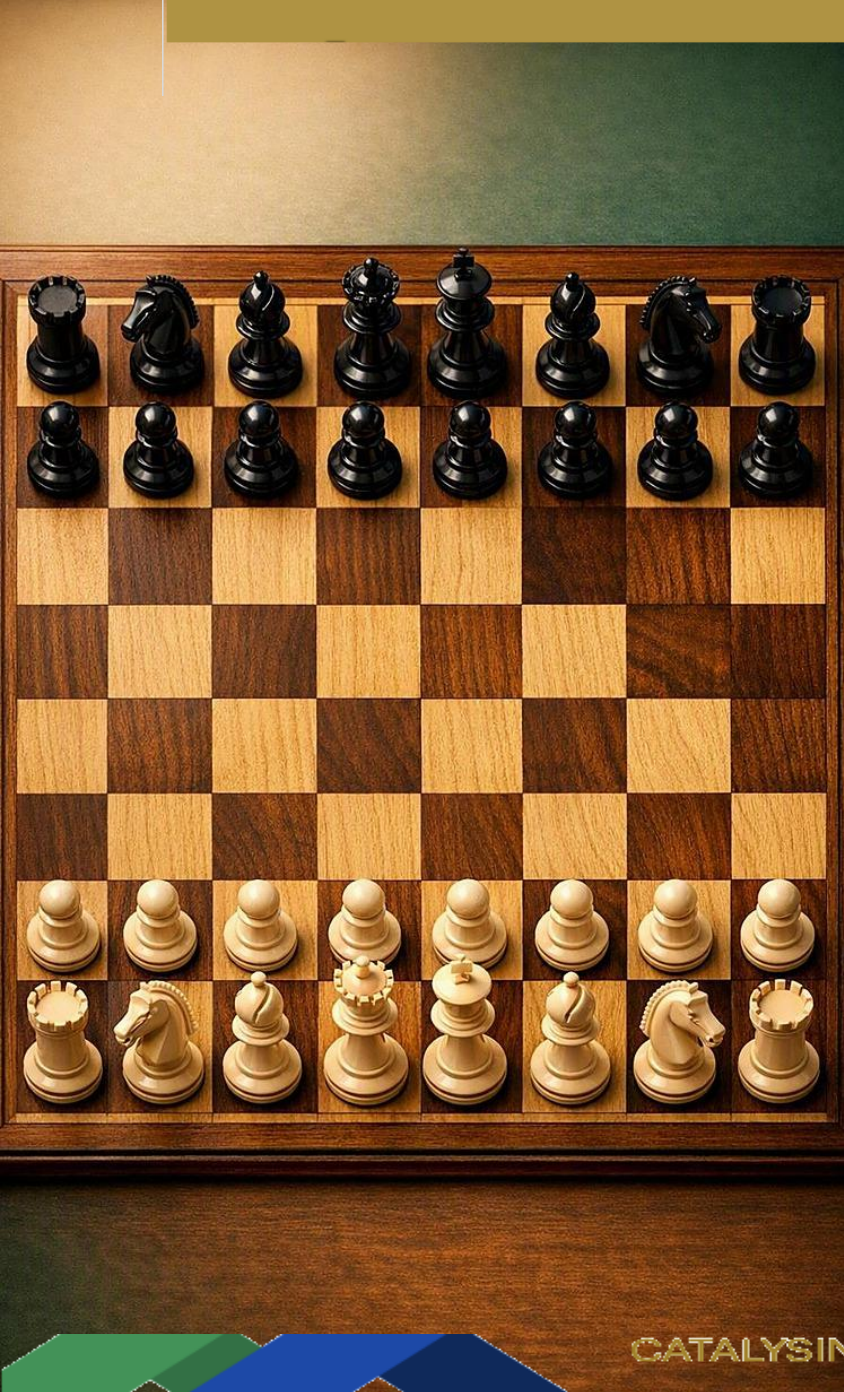
Lower turnover

Better collaboration

Stronger performance

A close-up photograph of a chessboard. In the foreground, a black king piece stands prominently on the left, and a white pawn is positioned to its right. In the background, other white pieces, including a king and a knight, are visible but out of focus. The lighting is warm, creating a professional and strategic atmosphere.

Purposefulness and Empathy
are not soft skills. They are a
strategic capability.



How Purposeful Leadership Pays

Organisations with Purposeful leadership see:

50%

HIGHER
ENGAGEMENT
Vs 9%

13%

EXPERIENCE
BURNOUT
VS 38%

41%

Looking for Jobs.
Vs 68%

4.4%

HIGHER PROFITS –
10% INCREASE IN
CONNECTION WITH
COMPANY PURPOSE

When people find meaning in their work, connected to their personal purpose, they stay longer, work smarter and produce more.

Source: Gallups Power of Purpose Report

The Emerging Purpose Gap

What Gallup's Recent Research Is Telling Us

Purposeful work boosts
engagement...



Yet many people struggle to find
purpose.

KEY FINDINGS



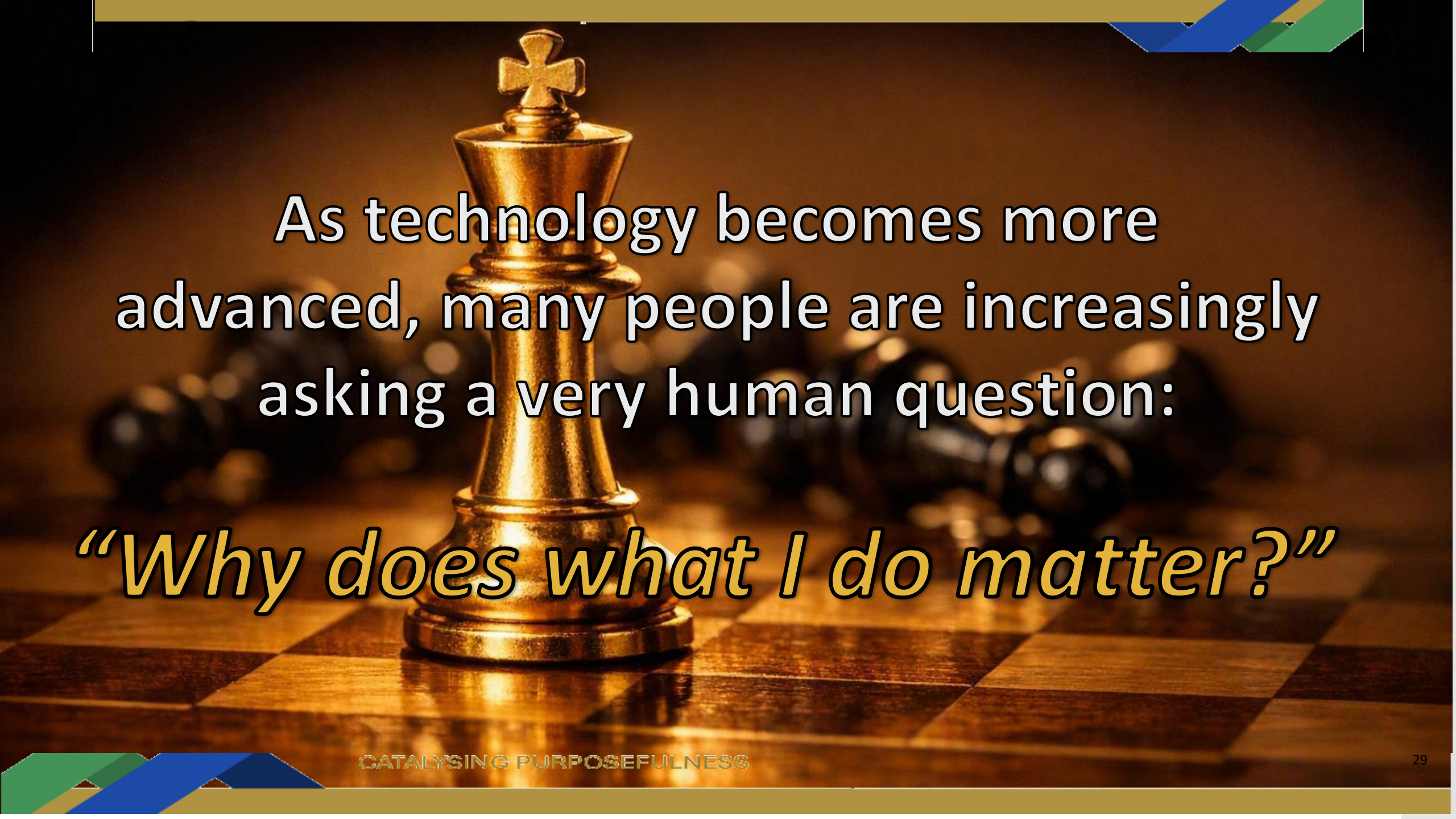
Many employees feel their work falls short of providing purpose and meaning.



At least one in three young adults struggle to find meaning or purpose in life.



AI users fear job losses; supportive managers significantly reduce that fear.



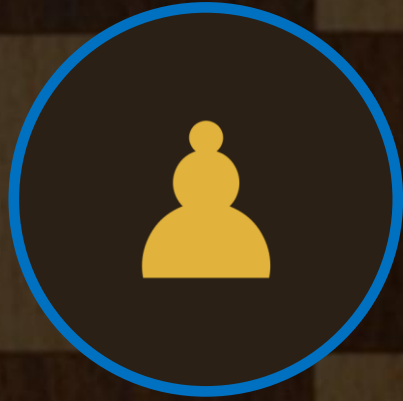
As technology becomes more advanced, many people are increasingly asking a very human question:

“Why does what I do matter?”

A close-up photograph of a chessboard with a black king and a white pawn in the foreground, and other pieces blurred in the background. The text is overlaid on a semi-transparent white box.

How to Bridge the Purpose Gap?

Purposeful Leadership at Three Levels



**Purposeful
Self Leadership**

Leading
myself.



**Purposeful
People Leadership**

Developing
others.



**Purposeful
Organisational Leadership**

Creating flourishing
organisations.

Reflection

Three questions



Personal Purpose

Why do I do what I do?



Leadership Purpose

Why do my people want to be a part of the organisation?



Organisational Purpose

Why do we exist as an organisation?



Purposeful Self Leadership

Mindset:

- ♟ Positive and confident
- ♟ Self-disciplined and focused
- ♟ Contributes to the flourishing of our own worlds

Purpose strengthens Agency.

How To Develop Purposeful Self-Leadership?

Talents & Passion

Inherited and acquired through life's challenges

Contribution

What matters to us and how we can make a difference

Values

Good human qualities we would be proud of.

Articulate a Purpose Statement summarising the above intention.

Take baby steps and develop purposeful self-leadership.

Purposeful People Leadership

Mindset:

- 🐎 Builds trust and creates belonging
- 🐎 Develop strengths and enable growth
- 🐎 Contributes to the flourishing of the organisation

Purpose strengthens Relationships.



How To Develop Purposeful People Leadership?

Cascade

Encourage team members to find purpose and live purposefully

Align

Match team members' roles to their personal purpose

Develop

Develop team members to perform purposefully

Engage your team members to fulfil the above aspiration.

Take baby steps and develop purposeful people leadership.



Purposeful Organisational Leadership

Mindset:

- ♔ Driven by Purpose and Mission
- ♔ Culture based on Values
- ♔ Technology enables strategic success
- ♔ Contributes to the flourishing of the planet

Purpose strengthens Dignity.

Technology serves purpose. *Not the other way around.*

How To Develop Purposeful Organisational Leadership?

Contribution

Develop a business which contributes to the flourishing of our planet.

Culture

Develop a conducive culture based on decent human values

Investment

Invest in people and technology to develop relevant capabilities.

Articulate a Purpose Statement summarising the above intention.

Take baby steps and develop purposeful organisational leadership.

What Must We Do?



Individuals

Develop
purposefulness
in Self.



Leaders

Facilitate
Purposeful
Performance.



HR Leaders

Develop
Purposeful
Talent.



CXOs

Champion
human-centred
workplaces.

The Real Human Edge

AI may increase Artificial Intelligence.



Purposefulness strengthens Human Intelligence.



Human Intelligence Enables Purposeful Organisations.



AI

Artificial Intelligence

***“Technology may shape the
future of work. Human
intelligence will determine its
value.”***

– Ranjan De Silva

CATALYSING PURPOSEFULNESS



HI

Human Intelligence

Lead with Purpose, Succeed with Impact

Purposeful Leadership (Pvt) Ltd.

9-5/1, Station Road, Colombo 4, 00400,
Sri Lanka

Mobile: +94 76 660 3227

Email: info@purposefulleadershipco.com

Web: www.purposefulleadershipco.com

Purposeful Leadership - Resource
Request Form



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