Industrial Psychology Consultants
Maximising Returns on Human Capital

Humans versus machines: Working together or working apart

Presented By Memory Nguwi

HR Consultant & Registered Occupational Psychologist

@memorynguwi Memory Nguwi Memory Nguwi

Erik Brynjolfsson
Andrew McAfee

Race Against The Machine

How the Digital Revolution is Accelerating Innovation, Driving Productivity, and Irreversibly Transforming Employment and the Economy

The Big Question

Are machines replacing us, or augmenting us?

The dominant narrative often pits humans against machines. The reality is a fundamental transformation of work itself.

The Global Shift: By 2030, tasks representing up to 30% of hours worked globally could be automated.
(Source: McKinsey Global Institute)

The Impact: A massive redefinition of roles, demanding new skills and creating new opportunities.

The Fourth Industrial Revolution (4IR)

It's More Than Just Technology

The 4IR is the fusion of technologies blurring the lines between the physical, digital, and biological spheres.

Key Technologies:

Artificial Intelligence (AI), Robotics, Internet of Things (IoT), Quantum Computing

The Real Impact:

The convergence of these technologies fundamentally alters business models, governance, and society. (Source: World Economic Forum)

Human Strengths

The Irreplaceables

Creativity & Imagination

Generating novel and valuable ideas

Complex Problem-Solving

Navigating ambiguous situations

Emotional Intelligence

Empathy, persuasion, collaboration, leadership

Ethical Judgment

Understanding complexity and making value-based decisions

Scientific Evidence for Human Cognition

The Power of the Biological Brain

The human brain excels at tasks machines find difficult.

Cognitive Flexibility

AI struggles to replicate this contextual agility efficiently.
(Source: Nature Neuroscience)

Abstract & Contextual Understanding

We grasp the "why" behind the data, not just the mathematical patterns within it.

Machine Strengths

The Powerhouses

Speed

Processing trillions of operations per second

Data Analysis

Identifying patterns invisible to humans

Accuracy & Consistency

Performing tasks millions of times without error

Scalability

Instantly deploying solutions globally

Scientific Evidence for Machine Power

The Unrelenting Pace of Progress

Exponential Growth

Computing power used to train the largest AI models has been doubling approximately every 6 months.
(Source: Stanford University, AI Index Report 2024)

Massive Scale

State-of-the-art models like Google's Gemini are trained on vast datasets. The estimated cost to train a single frontier model now exceeds $100 million USD.
(Source: Stanford University, AI Index Report 2024)

Human Limitations

Understanding Our Inherent Biases

Our cognitive abilities are powerful but flawed.

- **Cognitive Biases:** Humans are susceptible to over 180 documented cognitive biases that systematically skew judgment (Source: Daniel Kahneman, Nobel Laureate)
- **Fatigue & Inconsistency:** Human performance degrades over time and under stress
- **Limited Memory & Processing Speed:** We cannot compete with machines on raw data recall or calculation

Machine Limitations

The "Brittleness" of AI

Even the most advanced AI has fundamental weaknesses.

- **Lack of Common Sense:** AI struggles with "edge cases"—situations not explicitly covered in its training data
- **The "Black Box" Problem:** For many deep learning models, it is impossible to know exactly how they arrive at a specific answer, posing risks for high-stakes decisions
- **No True Understanding:** AI is a master of pattern recognition, not genuine comprehension

Head-to-Head: A Summary

Capability	Humans	Machines
Data Processing	Slow, limited	Extremely fast, vast capacity
Pattern Recognition	Good, but biased	Superior in large datasets
Repetitive Tasks	Poor, prone to error/fatigue	Perfect, tireless
Creativity & Innovation	High, contextual	Low, derivative
Emotional Intelligence	High, innate	Non-existent (emulated)
Complex Problem Solving	Excellent in ambiguity	Poor with novel problems
Adaptability	High, flexible	Low, requires retraining
Ethical Judgment	High, nuanced	None (follows rules)

The "Vs," is a Flawed Premise

The most powerful results come from "And."

The debate should not be "Humans versus Machines" but "Humans with Machines."

Human – Computer Team

A human-computer team, where human strategy guides machine tactical power. First proven in chess, this model is now dominating industries.

Human-in-the-Loop (HITL)

A system where AI makes recommendations, but a human provides the final judgment, continuously training and improving the AI.

Debunking the "Job Killer" Myth

The Reality of Transformation, Not Just Displacement

- The latest data predicts that by 2027, **23% of current jobs** will be disrupted globally.
- This churn involves **69 million new jobs created** and 83 million eliminated—a net decrease of 14 million jobs (2% of current employment).
- **The Core Challenge:** Not a lack of work, but a massive skills mismatch between the jobs of yesterday and tomorrow.

(Source: World Economic Forum, "Future of Jobs Report 2023")

The New Job Landscape

The Shift from Routine to Dynamic Skills

Declining

- Data Entry
- Assembly Line Work
- Basic Administration

Growing

- AI/Machine Learning Specialists
- Data Scientists
- Digital Transformation Leaders
- Green Economy Jobs
- Strategic Advisors

The Strategic Imperative for Zimbabwean Executives

This is not an IT project. It is a fundamental business transformation.

The choice is not if your industry will be impacted, but how you will lead your organization through the transition.

Reactive Stance

Leads to obsolescence and loss of market share.

Proactive Stance

Leads to competitive advantage and a future-ready organization.

Step 1: Identify Collaboration Opportunities

A Simple Framework for Your Business

Task Type	Best Performed By	Examples
High Volume, Rule-Based, Repetitive	**Machine**	Invoice processing, data entry, report generation
Requires Judgment, Empathy, Creativity	**Human**	Strategic planning, client negotiation, innovation
Data-Intensive + Requires Judgment	**Human + AI**	Financial forecasting, medical diagnosis, market analysis

Step 2: Invest in Human Capital

Your technology is only as good as the people using it. The focus must shift from training for jobs to building durable skills.

Upskilling:

Training employees for enhanced roles within their current function.

Reskilling:

Training employees for entirely new roles.

Top Skills for 2027:

- Analytical Thinking
- Creative Thinking
- AI & Big Data Literacy
- Leadership & Social Influence
- Resilience, Flexibility, and Agility

(Source: WEF, "Future of Jobs Report 2023")

The Future

A Summary of the Core Message

The narrative of **"Humans versus Machines"** is obsolete. The most successful organizations of the next decade will be those that master human-machine collaboration.

They will build systems where technology handles what it does best, freeing humans to focus on what we do best.

AI as a Productivity Multiplier

Widespread Adoption, Incremental Gains

78% of global organizations used AI in 2024 (up from 55% in 2023), reporting real but modest improvements across operations.

49%

Cost savings in service operations

43%

Supply chain cost reductions

71%

Revenue gains in marketing and sales

Key insight: Most gains were under 10%, showing AI augments rather than replaces human productivity.

AI-Doctor Collaboration Success

Partnership Beats Solo Performance

GPT-4 outperformed doctors alone in diagnosis accuracy, but AI-doctor collaboration yielded the best outcomes in clinical cases.

AI already surpasses doctors in cancer detection and identifying high-mortality risk patients.

This demonstrates augmentation, not replacement: the combination of human medical judgment and AI pattern recognition produces superior patient outcomes.

For organizations: The lesson extends beyond healthcare. Human-AI teams consistently outperform either alone.

Automation vs. Augmentation

The Trend Toward Human-Machine Teamwork

276,300

Industrial robots installed in China (2023), 6x Japan's total

10.5%

Collaborative robots (cobots) now make up 10.5% of installations, up from 2.8% in 2017

The rise in collaborative robots demonstrates a clear trend: businesses are choosing human-machine teamwork over full automation.

Governance: Humans Regaining Control

Surge in AI Regulation

59

AI regulations in 2024 (2x from 2023)

131+

AI-related state laws passed in the U.S.

Governments worldwide are reasserting oversight of AI, signaling that humans are taking back control and establishing guardrails for responsible development.

The Future Is Collaborative

Humans and machines are not competing. They are learning to work together. The organizations that embrace augmentation over automation will lead the next era of innovation and productivity.

What Does Scientific Evidence Show about WFH or Hybrid Work

Reality Checks

WFH leads to small but tangible benefits.

Employees tend to be slightly more satisfied

Employee Productivity goes down

Study comparing before and during working from home outcomes

The organisation experienced higher communication and coordination costs.

Time spent on coordination activities and meetings increased

More productive hours where lost through interruptions.

Employees communication and collaboration went down significantly

Employees communicated with fewer individuals and business contacts, both inside and outside the firm.

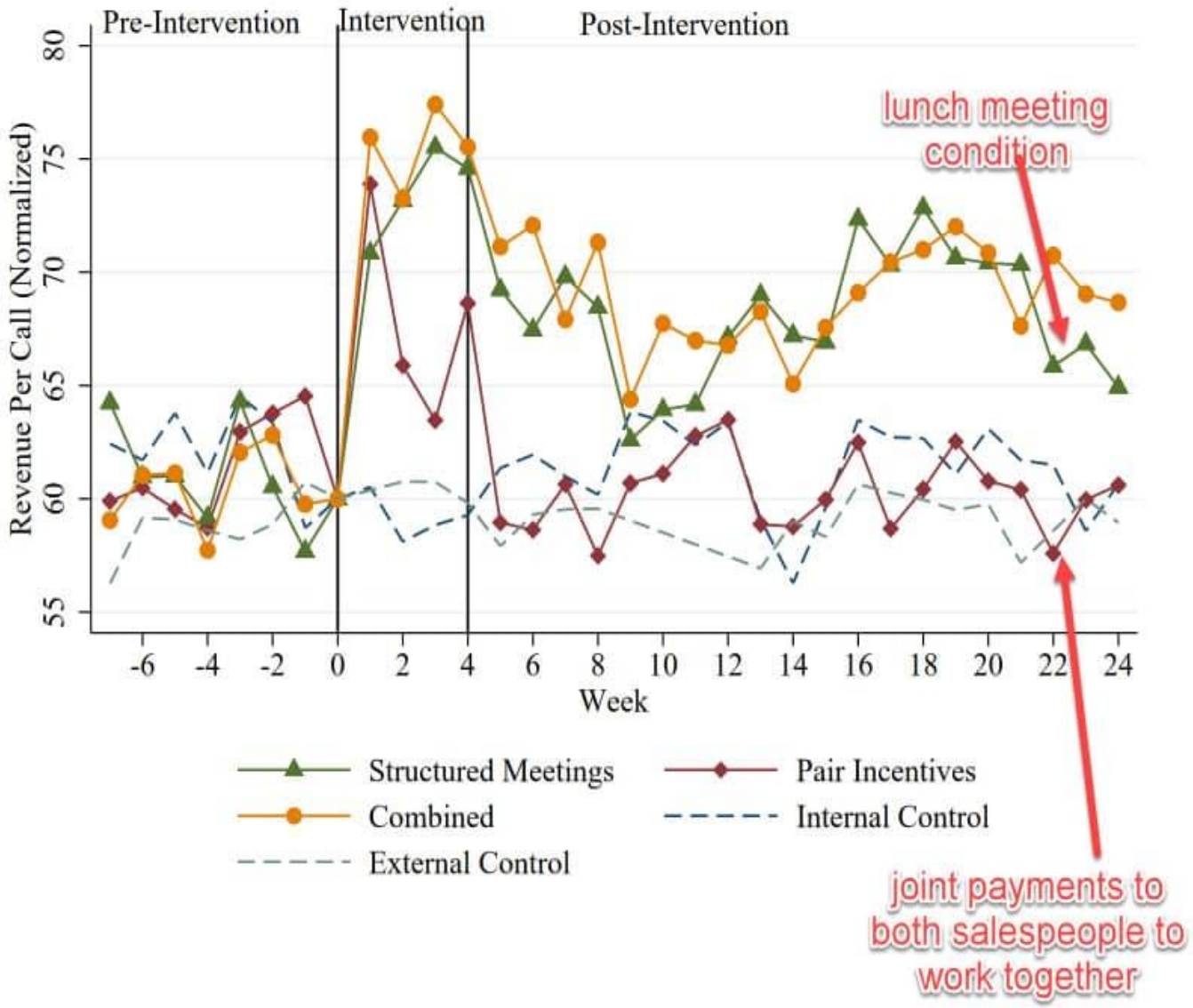
Employees received less coaching and 1:1 meetings with supervisors.

Source

Experiment

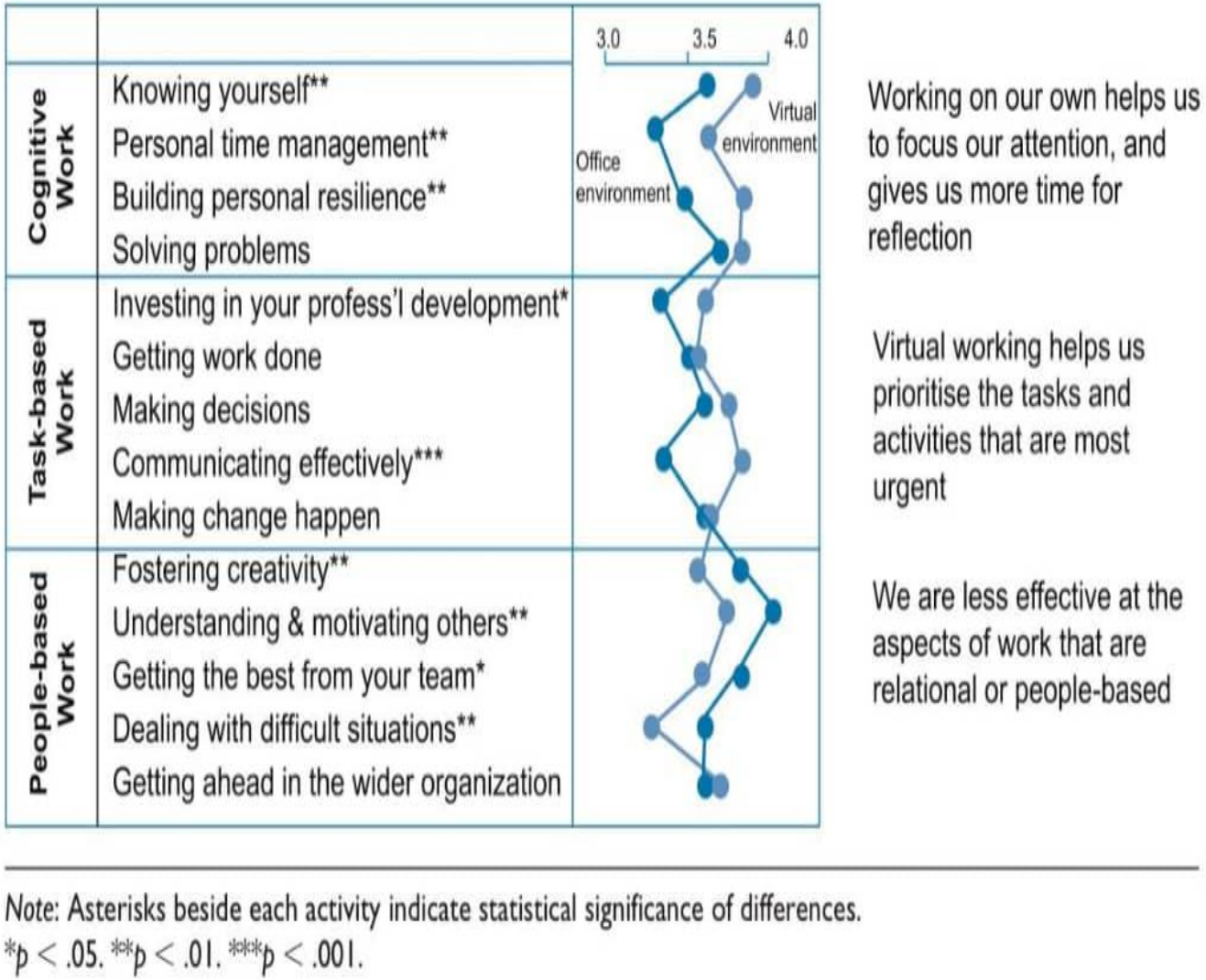
Remote prevents casual work discussions. The effect of such talks is big. They found that meetings between two colleagues discussing sales approaches [boosted sales revenue for the two by 24%](#) for months after the discussion

Figure 3: The Evolution of Revenue-per-Call Over Time, by Treatment Group



A study of 61,000 Microsoft employees in the United States revealed that remote work resulted in a decline in mentoring and collaboration, making it more challenging for employees to acquire and share new information.

FIGURE 1. Effectiveness of management tasks in office and virtual workplaces.

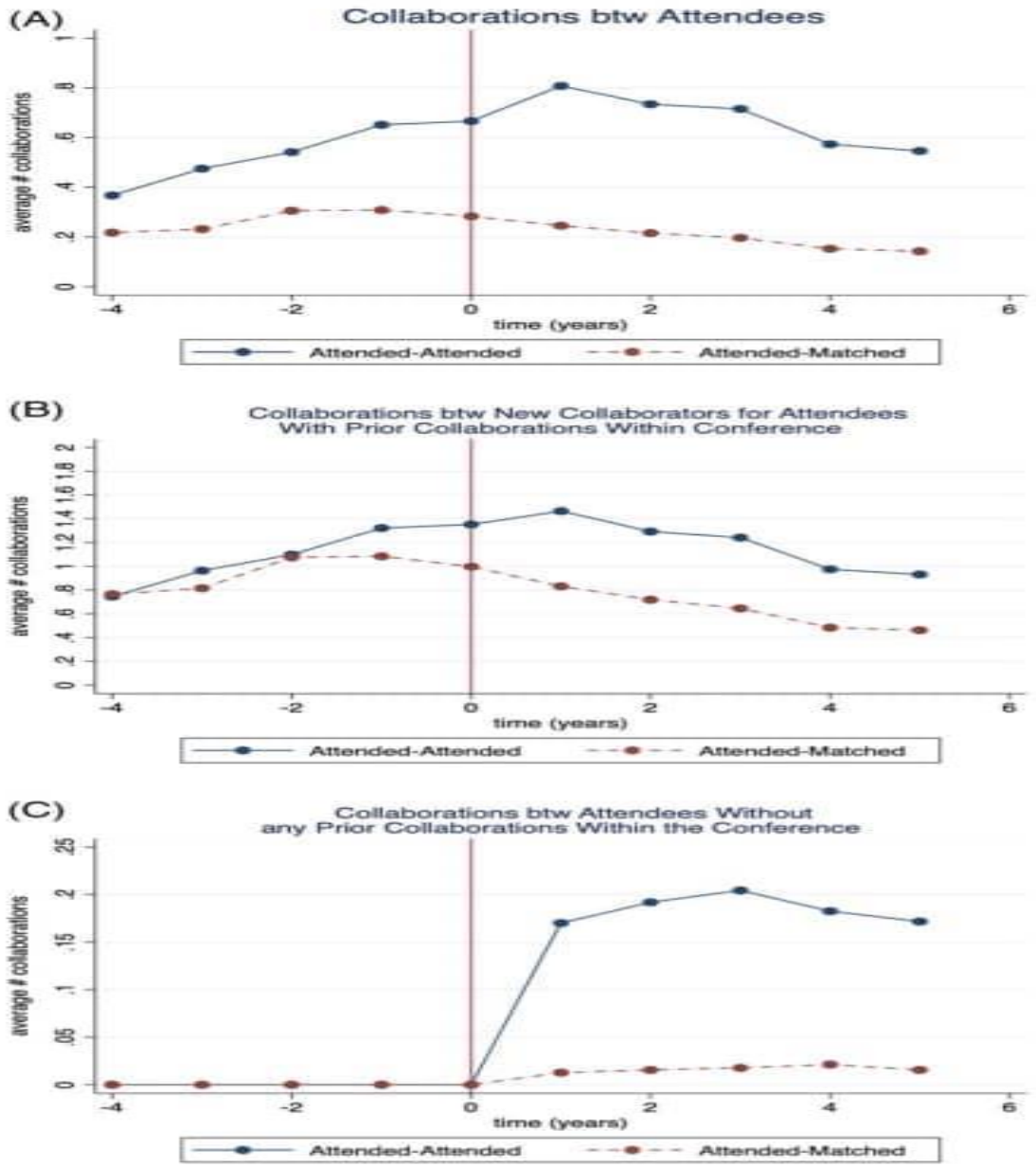


Note: Asterisks beside each activity indicate statistical significance of differences.
*$p < .05$. **$p < .01$. ***$p < .001$.

A study at a large Asian IT services company with over 10,000 skilled professionals reveals that productivity fell by 20%, but output remained stable because employees worked 30% more hours, particularly outside normal working hours. Employees with children experienced the highest decline, while those with longer tenure fared better on all indicators.

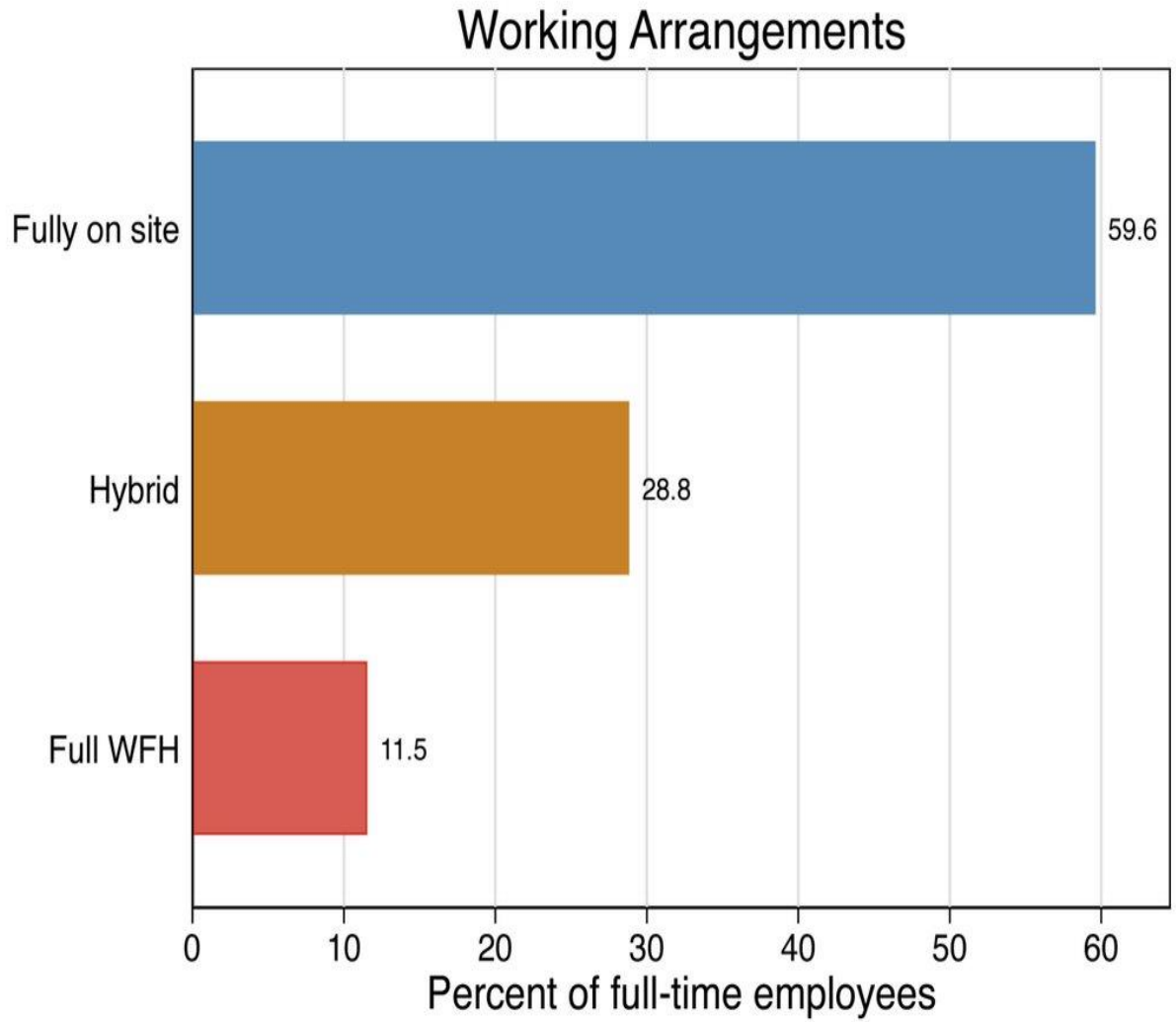
This study compared productivity before and after migrating to remote work.

This research found that people who attended in person industry conference but normally work far from each other increased collaboration and this led to productive and innovative new work



Recent research shows fully remote work lowers average productivity by 10% to 20%. Hybrid work model had no impact on productivity at all.

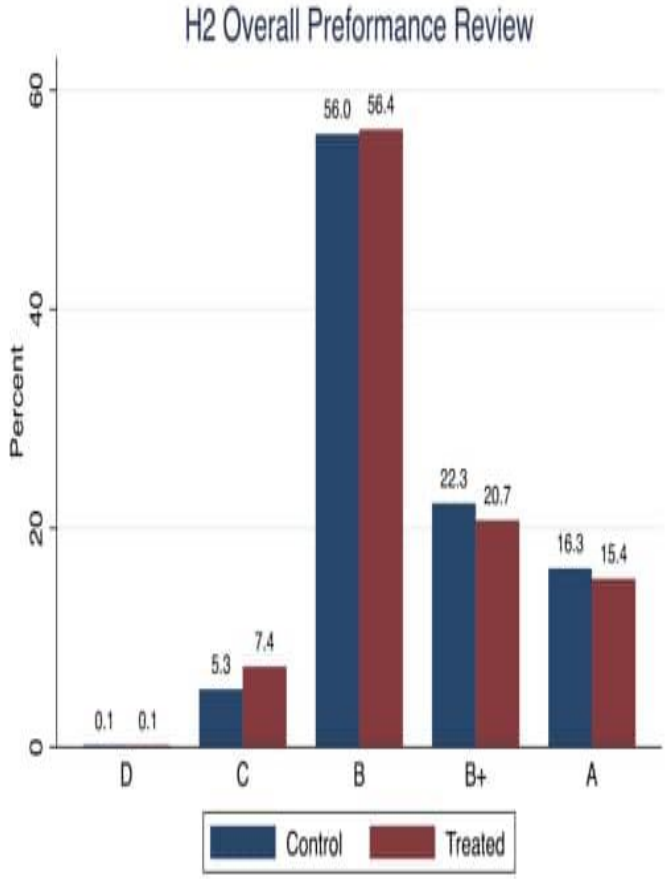
Figure 2: Employees are split into three groups

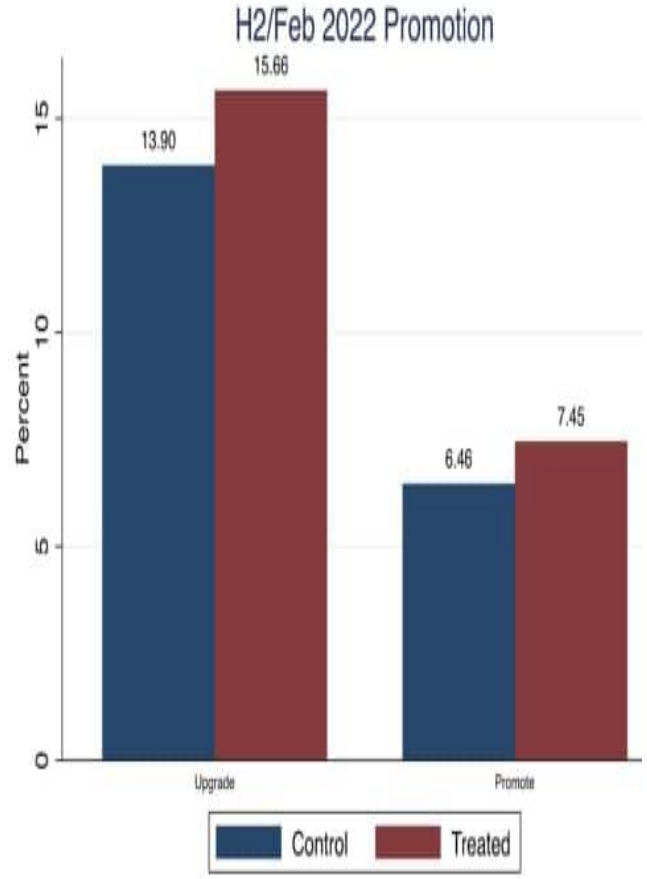


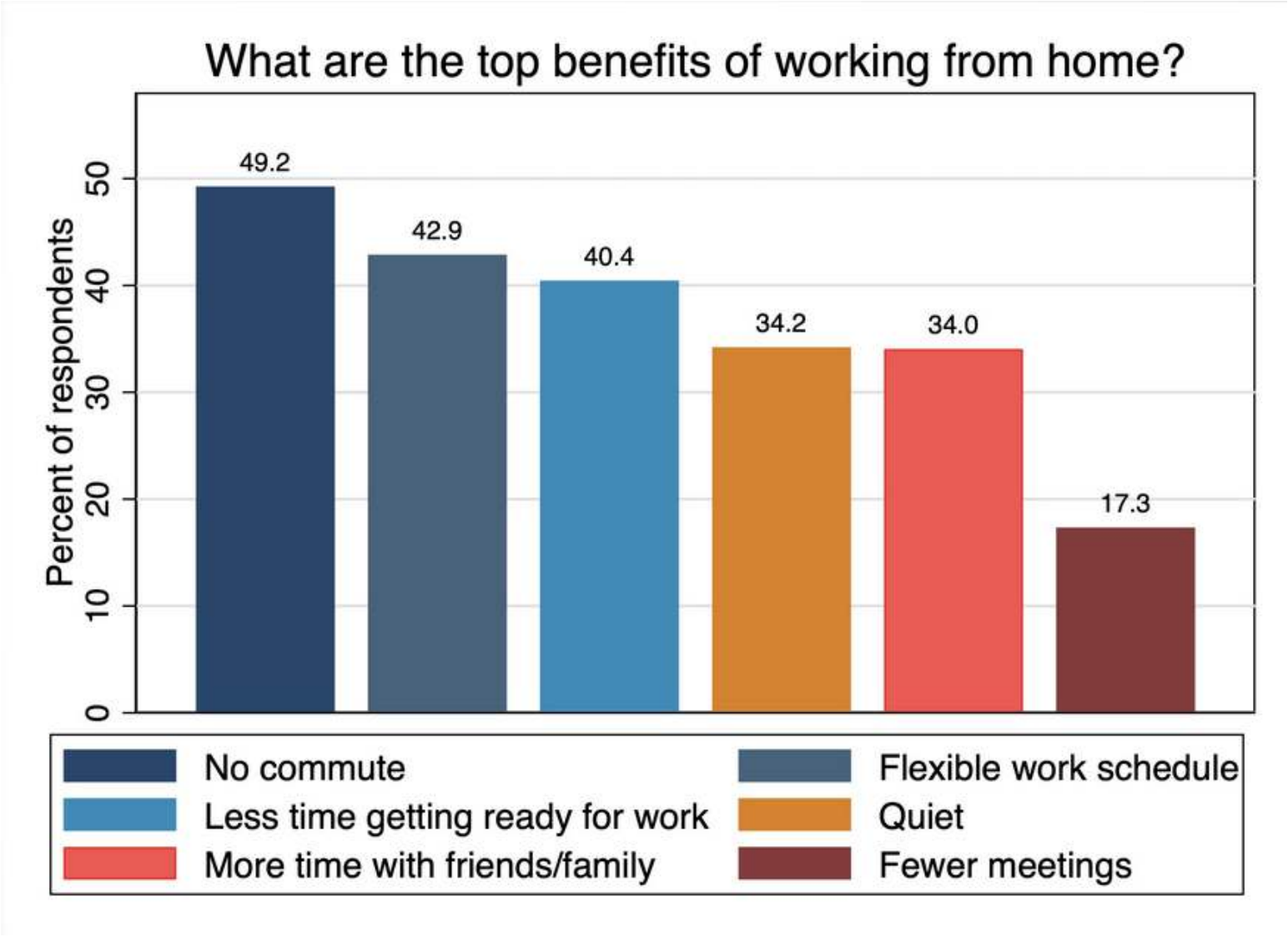
Source: The sample covers the January 2023 to April 2023 waves of the SWAA https://wfhresearch.com/

Firm has a rigorous 6-month performance appraisal to set pay and promotions: we see no significant impact (in the first 6-months)

In a [randomized trial] comparing a 3-day in-office schedule, a 2-day remote schedule, and a full-time office schedule, no change in performance was found for 1600 engineers. However, those assigned to work from home experienced significantly lower attrition rates.

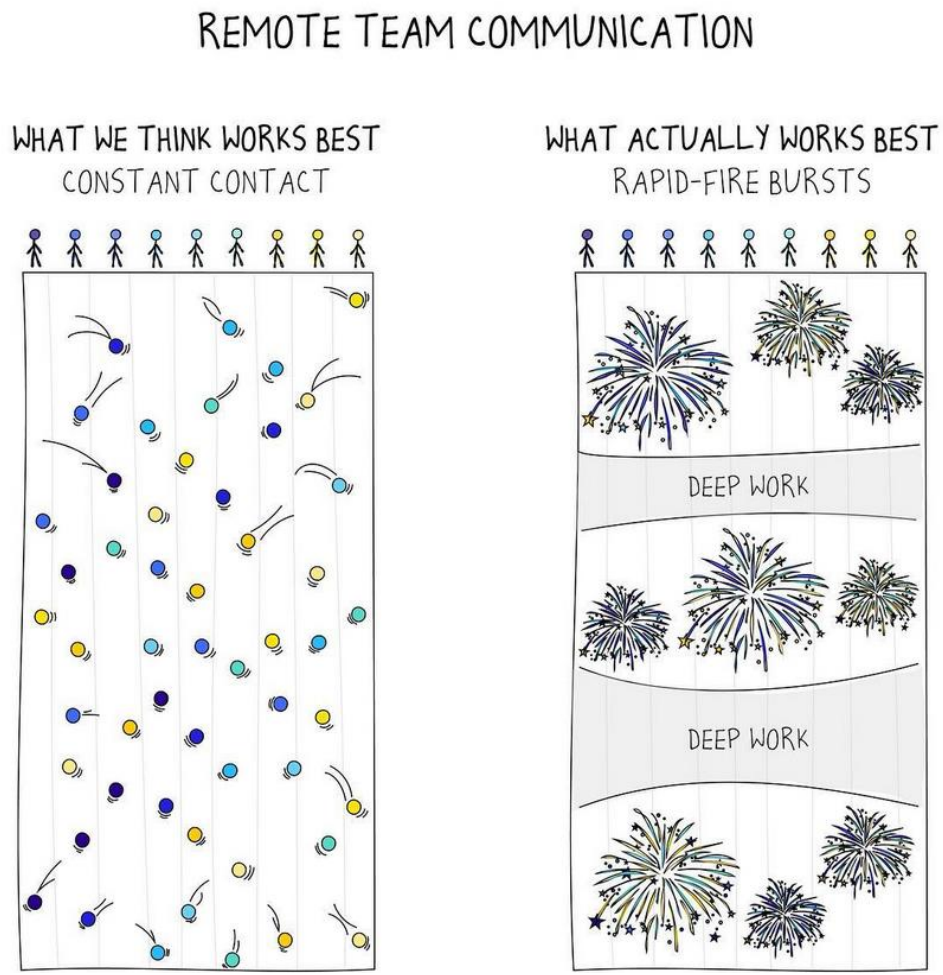





What are the top benefits of working from home?
Percent of respondents
0
10
20
30
40
50
49.2
42.9
40.4
34.2
34.0
17.3
No commute
Less time getting ready for work
More time with friends/family
Flexible work schedule
Quiet
Fewer meetings

One study shows that when we sit next to our colleagues at work we get more feedback- this boost learning and retention among junior staff but reduces productivity for senior staff

Hybrid work has been found to boost wellbeing and retention



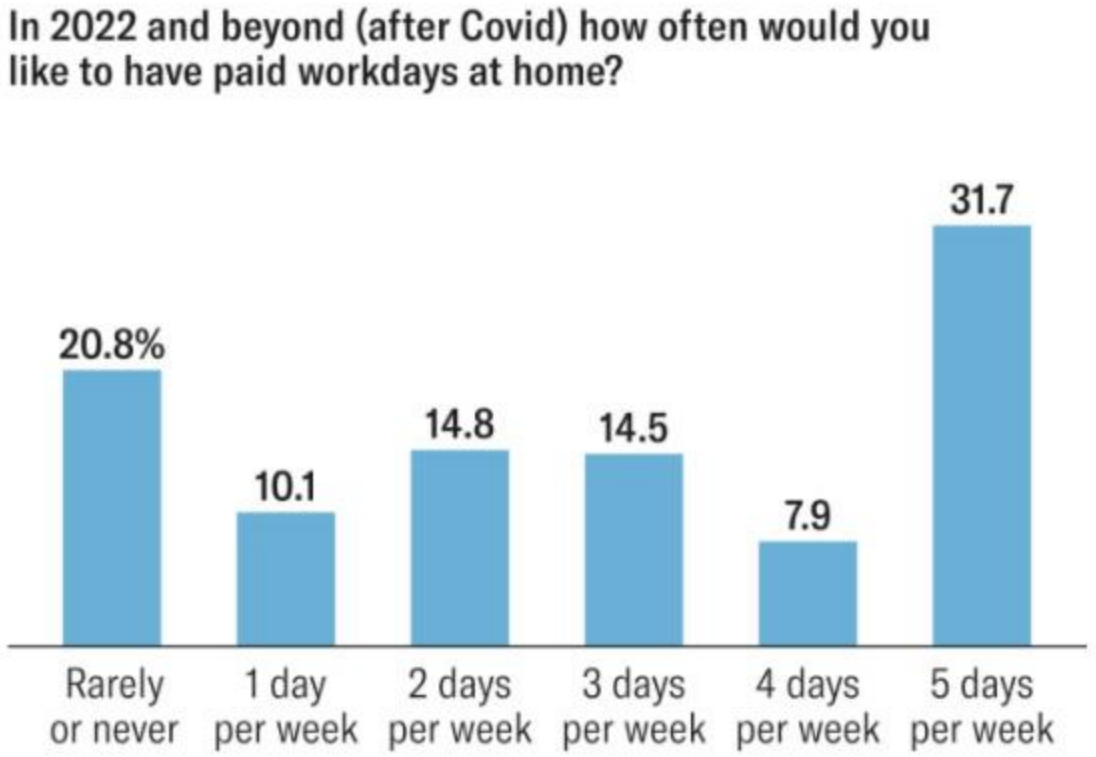
Experiment: 1600 people, 6 months- working from home 2 days

Results: quitting was down 35%, sick days down 12% and increases job satisfaction

Survey shows 32% of employees never wanted to go back to the office(especially women with young kids)

21% never want to be remote (especially those who are single)

Source: Harvard Business Review



The Microsoft Japan's experiment with a four-day workweek show that it can be a huge boon to employee productivity. The company recorded an almost 40% jump in productivity levels after cutting its work hours.

The increase in productivity was attributed to meetings being capped at 30 minutes and an increase in remote conferences.

The firm saw a decrease in costs, with 23.1% less electricity used and 58.7% fewer pages printed over the period.

The Effects of Generative AI on High Skilled Work: Evidence from Three Field Experiments with Software Developers*

Kevin Zheyuan Cui, Mert Demirer, Sonia Jaffe,
Leon Musolff, Sida Peng, and Tobias Salz

September 2024

This paper finds a 26.08% increase in completed tasks.

Abstract

This study evaluates the impact of generative AI on software developer productivity by analyzing data from three randomized controlled trials conducted at Microsoft, Accenture, and an anonymous Fortune 100 electronics manufacturing company. These field experiments, which were run by the companies as part of their ordinary course of business, provided a randomly selected subset of developers with access to GitHub Copilot, an AI-based coding assistant that suggests intelligent code completions. Though each separate experiment is noisy, combined across all three experiments and 4,867 software developers, our analysis reveals a 26.08% increase (SE: 10.3%) in the number of completed tasks among developers using the AI tool. Notably, less experienced developers showed higher adoption rates and greater productivity gains.

Study just released ……..

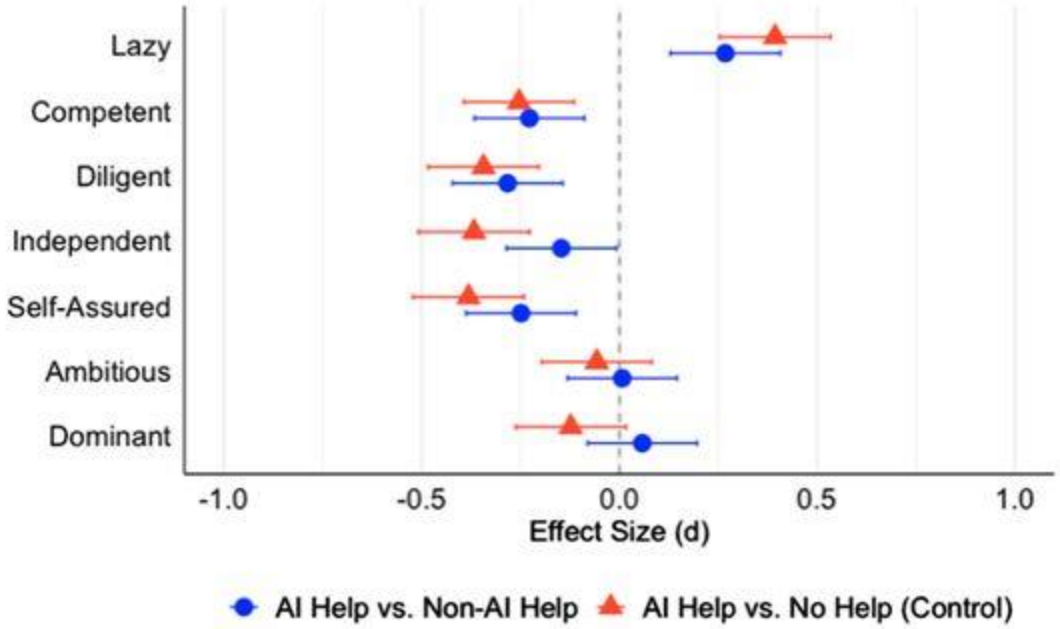


Fig. 2. Differences in evaluations for AI help vs. Non-AI help and AI help vs. Control (*Study* 2) Note: N = 1,203. Error bars represent 95% CI. Correlations among variables range from | *r* | = 0.05 to 0.76. Positive *d* values indicate higher values in the *AI Help* condition while negative *d* values indicate lower values in the *AI Help* condition.

Key points:

- People who use AI tools at work think that others might see them as lazy, less competent, and easily replaceable.
- This fear appears real: studies show that others do judge AI users as less hardworking and less capable compared to those using non-AI tools or no help.
- Managers who don't use AI themselves might be less likely to hire someone who does.
- If someone is seen as ‘lazy’ because they use AI it can affect their chances of being hired.
- But, if the job really needs AI, then using it doesn't seem to lower how capable people think you are…

AI is here and will be here to stay

Study Overview: Unprecedented Scale & Insights

700M+

Weekly Active Users

10% of global adult population

2.5B

Daily Messages

29,000 messages per second

Nov 2022-Jul 2025

Study Period

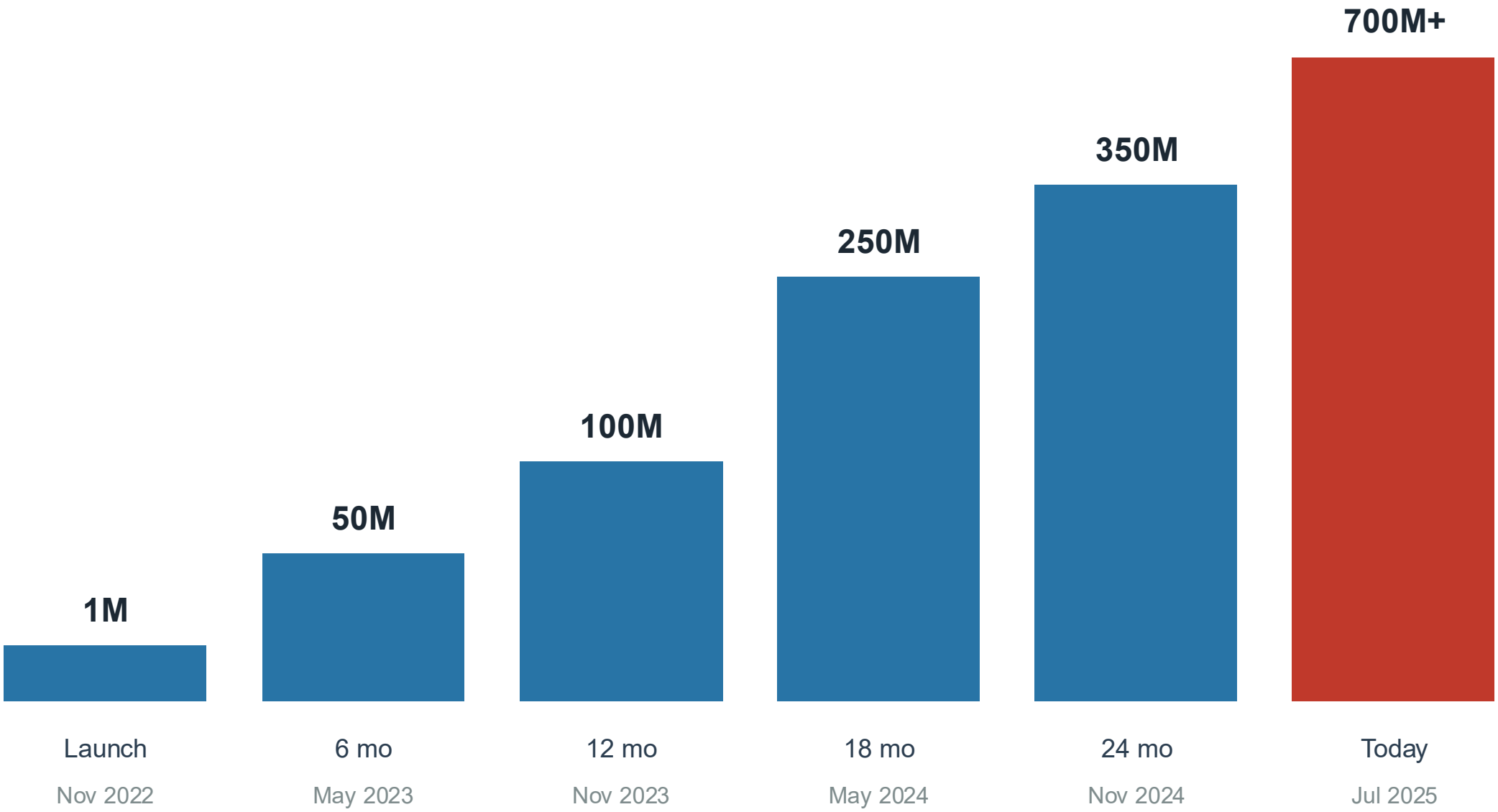
33 months of data

1.1M

Messages Analyzed

Privacy-preserved analysis

Finding 1: Explosive Global Adoption

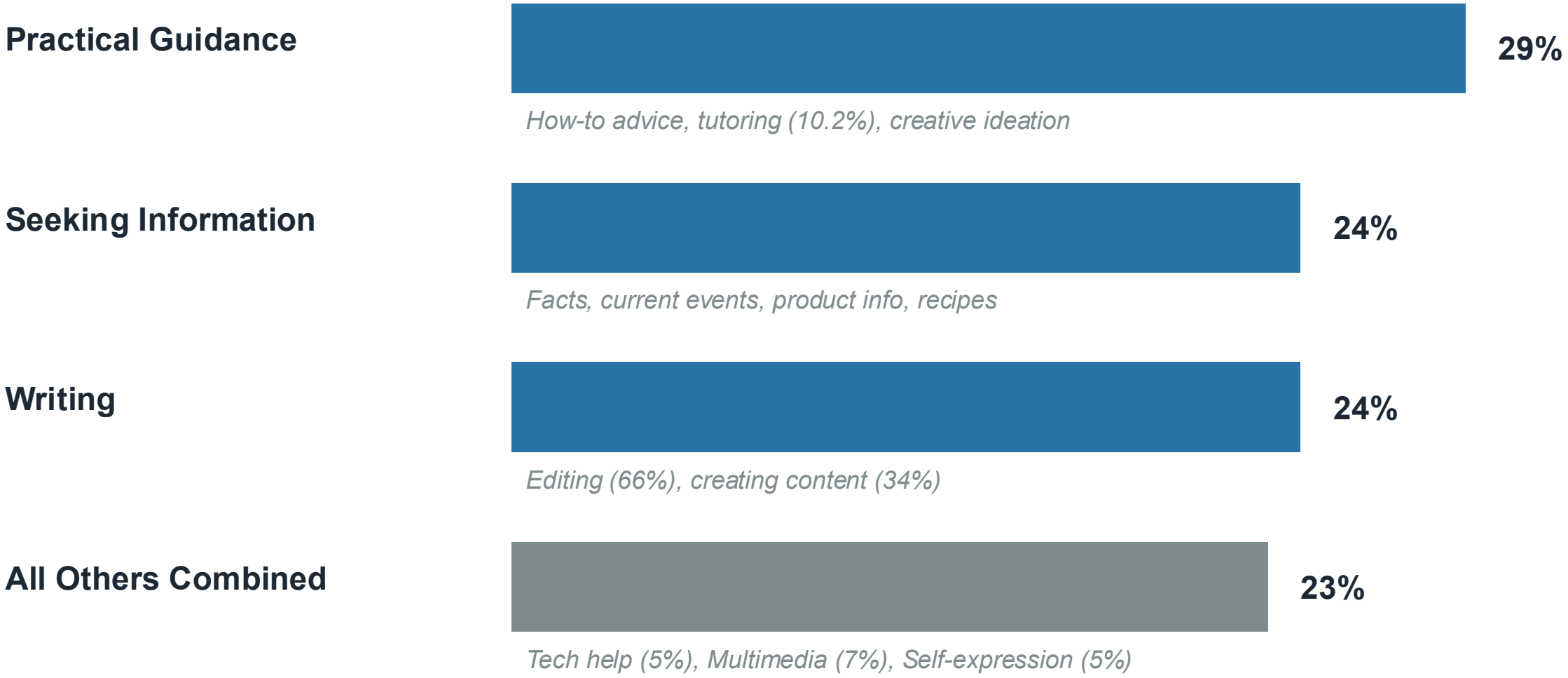


Fastest technology adoption in history - reached 10% global penetration in under 3 years

Finding 2: Dramatic Shift from Work to Personal Use

- Work usage declined 43% (47% → 27%)
- Personal usage grew 38% (53% → 73%)
- Both growing in absolute terms, but personal growing faster

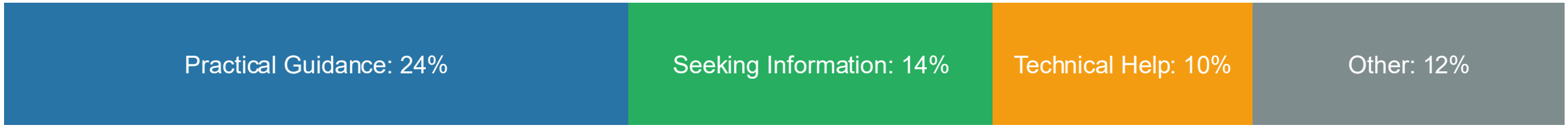
Finding 3: Three Use Cases Dominate (78% of All Usage)



Notable: Only 4.2% for programming • Education is 10.2% of all usage

Finding 4: Writing Dominates Workplace Usage (40%)

WRITING - 40%



User Intent at Work:

Doing (Task completion): 56% — *Creating outputs, writing documents*

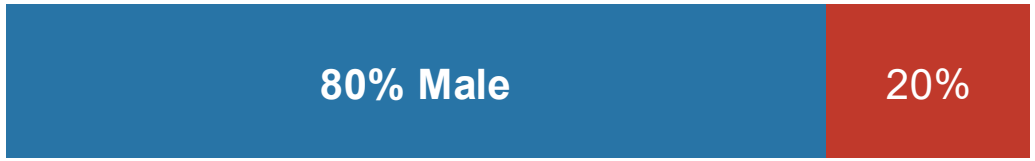
Asking (Decision support): 35% — *Seeking advice, information for decisions*

Expressing: 9% — *Other interactions*

Finding 5: Demographic Revolution

Gender Balance Shift

Launch (Nov 2022)



Today (Jun 2025)

Additional Key Demographics:

- 46% of messages from users under age 26
- Rapid growth in low/middle-income countries
- Higher education correlates with work usage (37% → 48%)
- Professional occupations: 57% work usage vs 40% for non-professional

How AI is Transforming Work

Evidence from 4+ Million Claude Conversations

AI Usage Across the Economy: Key Findings

50%

of AI usage in Software & Writing

36%

of occupations use AI for 25%+ of tasks

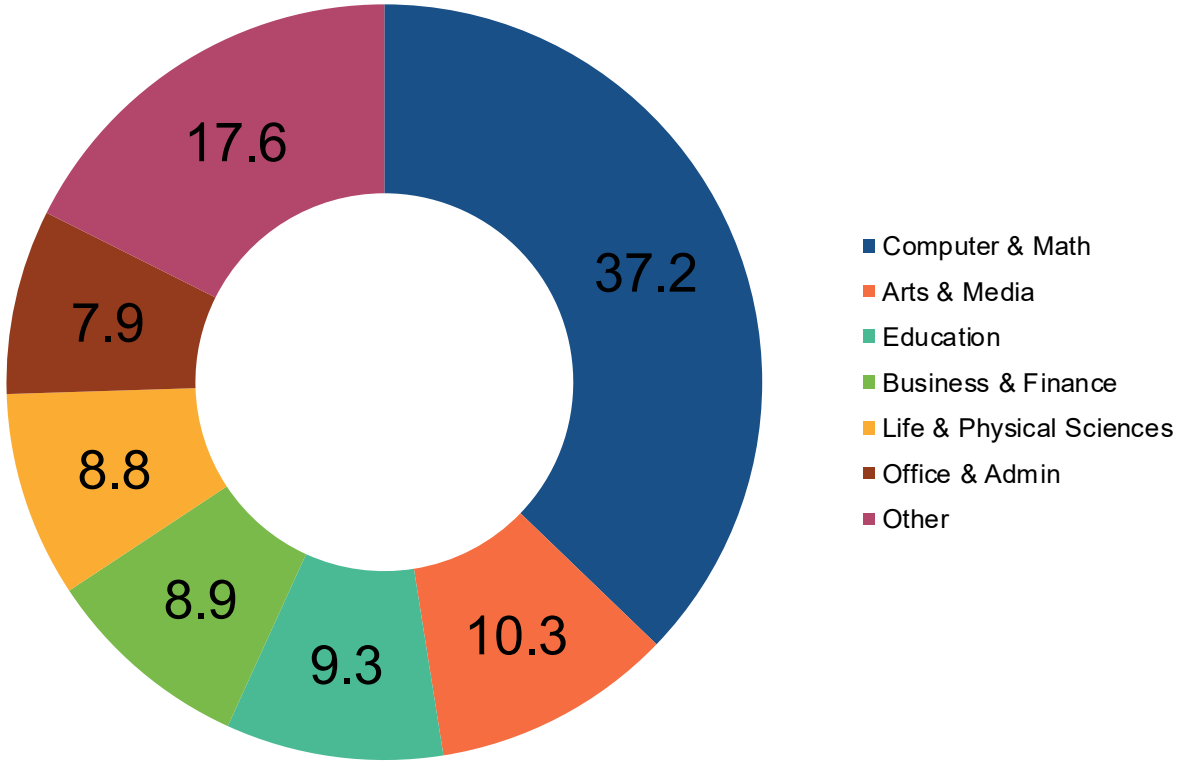
57%

of usage is Augmentation

4%

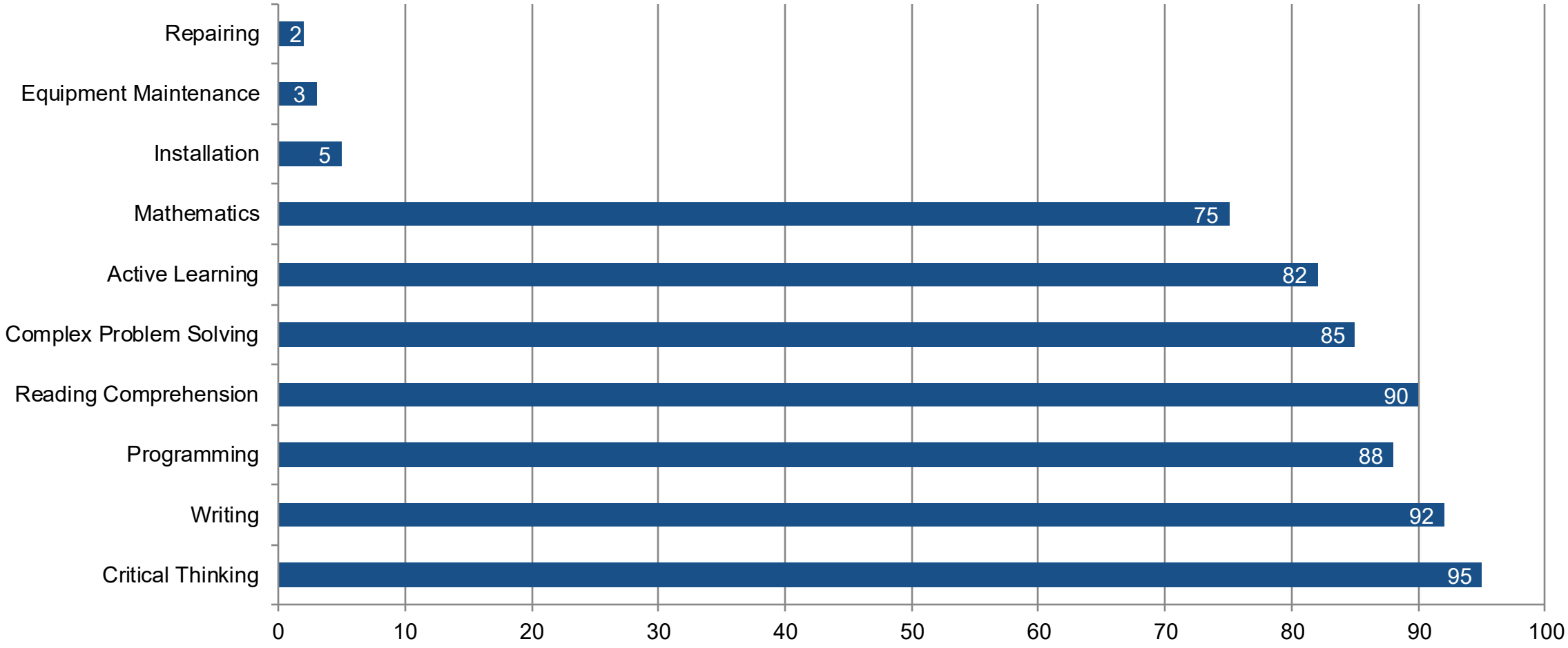
of occupations use AI for 75%+ of tasks

AI Usage Concentration by Occupation



Computer & Mathematical occupations dominate with 37.2% of all AI usage

Cognitive vs Physical Skills in AI Interactions



Different AI Models for Different Tasks

Claude 3.5 Sonnet

Preferred for:

- Software development
- Programming & debugging
- Technical documentation
- Data analysis
- System architecture

Claude 3 Opus

Preferred for:

- Creative writing
- Educational content
- Research & analysis
- Publishing & media
- Curriculum development

The Physical-Digital Divide in AI Adoption

HIGH AI USAGE

- Computer & Mathematical
- Arts & Media
- Education & Library
- Business & Financial
- Life & Physical Sciences

LOW AI USAGE

- Transportation & Moving
- Healthcare Support
- Construction & Extraction
- Installation & Repair
- Farming & Forestry

Use of AI led to a 40% increase in productivity

Experimental Evidence on the Productivity Effects of Generative Artificial Intelligence

Shakked Noy MIT
Whitney Zhang MIT

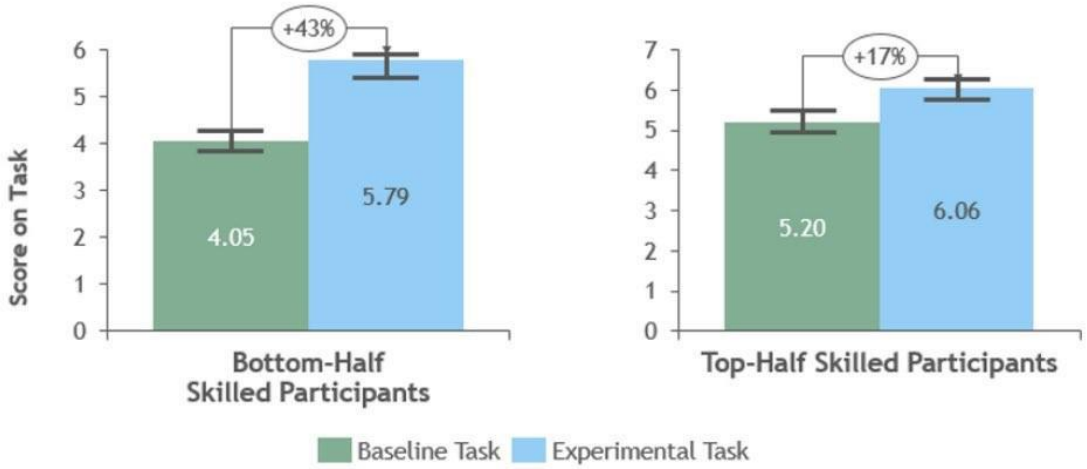
March 2, 2023
Working Paper (not peer reviewed)

Abstract

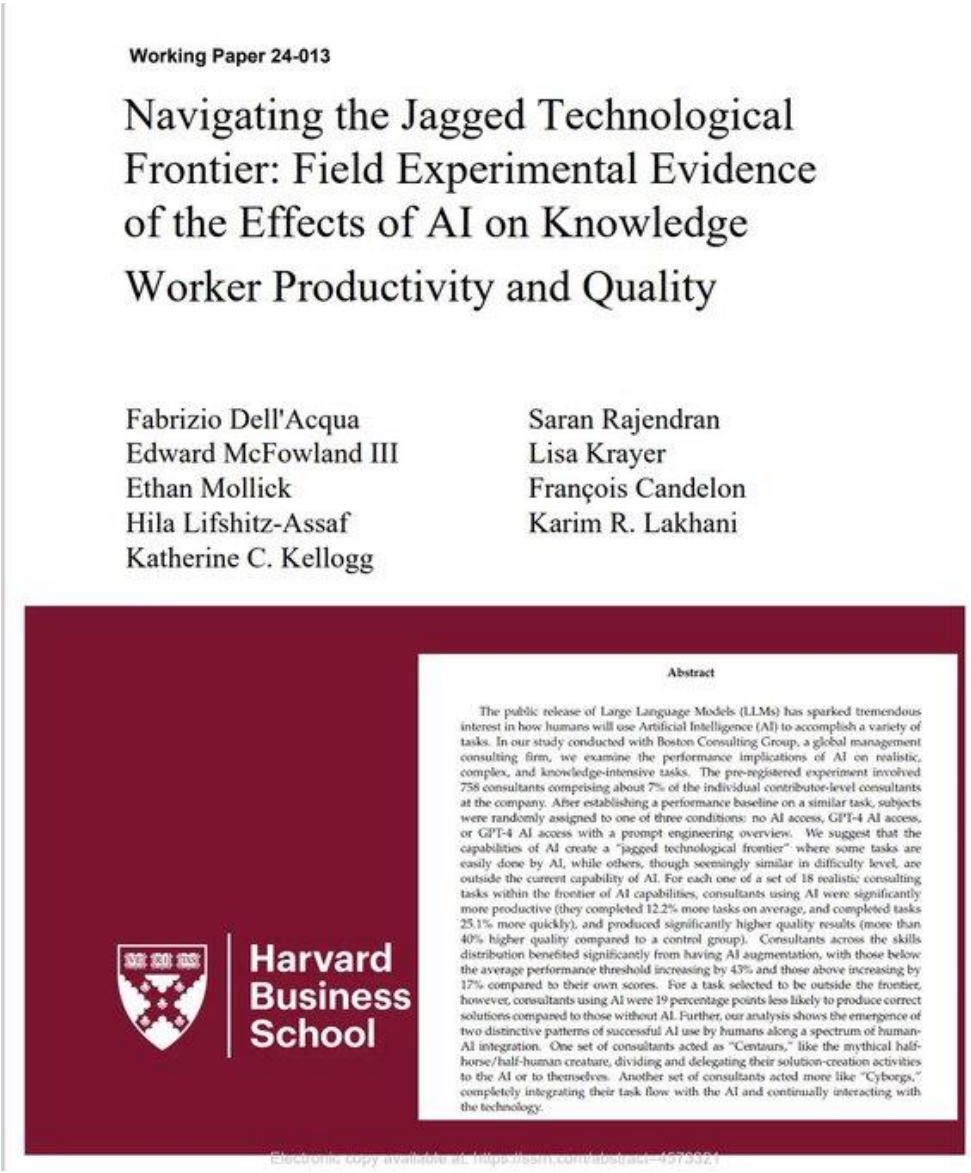
We examine the productivity effects of a generative artificial intelligence technology—the assistive chatbot ChatGPT—in the context of mid-level professional writing tasks. In a preregistered online experiment, we assign occupation-specific, incentivized writing tasks to 444 college-educated professionals, and randomly expose half of them to ChatGPT. Our results show that ChatGPT substantially raises average productivity: time taken decreases by 0.8 SDs and output quality rises by 0.4 SDs. Inequality between workers decreases, as ChatGPT compresses the productivity distribution by benefiting low-ability workers more. ChatGPT mostly substitutes for worker effort rather than complementing worker skills, and restructures tasks towards idea-generation and editing and away from rough-drafting. Exposure to ChatGPT increases job satisfaction and self-efficacy and heightens both concern and excitement about automation technologies.

AI improve the performance of bottom performers.

Figure 5: **Bottom-Half Skills and Top-Half Skills - Inside the Frontier**



Experiments at BCG, the elite consulting firm, consultants using the GPT-4 AI finished 12.2% more tasks, completed tasks 25.1% more quickly & produced 40% higher quality results. Big gains.



Working Paper 24-013

Navigating the Jagged Technological Frontier: Field Experimental Evidence of the Effects of AI on Knowledge Worker Productivity and Quality

Fabrizio Dell'Acqua
Edward McFowland III
Ethan Mollick
Hila Lifshitz-Assaf
Katherine C. Kellogg
Saran Rajendran
Lisa Krayer
François Candelon
Karim R. Lakhani

Harvard Business School

Abstract

The public release of Large Language Models (LLMs) has sparked tremendous interest in how humans will use Artificial Intelligence (AI) to accomplish a variety of tasks. In our study conducted with Boston Consulting Group, a global management consulting firm, we examine the performance implications of AI on realistic, complex, and knowledge-intensive tasks. The pre-registered experiment involved 758 consultants comprising about 7% of the individual contributor-level consultants at the company. After establishing a performance baseline on a similar task, subjects were randomly assigned to one of three conditions: no AI access, GPT-4 AI access, or GPT-4 AI access with a prompt engineering overview. We suggest that the capabilities of AI create a "jagged technological frontier" where some tasks are easily done by AI, while others, though seemingly similar in difficulty level, are outside the current capability of AI. For each one of a set of 18 realistic consulting tasks within the frontier of AI capabilities, consultants using AI were significantly more productive (they completed 12.2% more tasks on average, and completed tasks 25.1% more quickly), and produced significantly higher quality results (more than 40% higher quality compared to a control group). Consultants across the skills distribution benefited significantly from having AI augmentation, with those below the average performance threshold increasing by 43% and those above increasing by 17% compared to their own scores. For a task selected to be outside the frontier, however, consultants using AI were 19 percentage points less likely to produce correct solutions compared to those without AI. Further, our analysis shows the emergence of two distinctive patterns of successful AI use by humans along a spectrum of human-AI integration. One set of consultants acted as "Centaurs," like the mythical half-horse/half-human creature, dividing and delegating their solution-creation activities to the AI or to themselves. Another set of consultants acted more like "Cyborgs," completely integrating their task flow with the AI and continually interacting with the technology.

This study, based on a field experiment, found that AI feedback systems improve employee performance by 20% due to more accurate and consistent performance feedback.

The Janus face of artificial intelligence feedback: Deployment versus disclosure effects on employee performance

Siliang Tong, Nan Jia, Xueming Luo, Zheng Fang

First published: 30 June 2021 | https://doi.org/10.1002/smj.3322 | Citations: 49

Abstract

Companies are increasingly using artificial intelligence (AI) to provide performance feedback to employees, by tracking employee behavior at work, automating performance evaluations, and recommending job improvements. However, this application of AI has provoked much debate. On the one hand, powerful AI data analytics increase the quality of feedback, which may enhance employee productivity ("deployment effect"). On the other hand, employees may develop a negative perception of AI feedback once it is disclosed to them, thus harming their productivity ("disclosure effect"). We examine these two effects theoretically and test them empirically using data from a field experiment. We find strong evidence that both effects coexist, and that the adverse disclosure effect is mitigated by employees' tenure in the firm. These findings offer pivotal implications for management theory, practice, and public policies.

Raising productivity is not about monitoring people. It's about motivating them. 94 studies have shown that surveillance fails to improve performance and increases stress, distrust, and dissatisfaction.

PERSONNEL PSYCHOLOGY
THE STUDY OF PEOPLE AT WORK

ORIGINAL ARTICLE

A meta-analysis of the effects of electronic performance monitoring on work outcomes

Daniel M. Ravid, Jerod C. White, David L. Tomczak, Ahleah F. Miles, Tara S. Behrend

First published: 14 April 2022 | https://doi.org/10.1111/peps.12514 |

Abstract

Electronic performance monitoring (EPM), or the use of technological means to observe, record, and analyze information that directly or indirectly relates to employee job performance, is a now-ubiquitous work practice. We conducted a comprehensive meta-analysis of the effects of EPM on workers (K = 94 independent samples, N = 23,461). Results provide no evidence that EPM improves worker performance. Moreover, findings indicate that the presence of EPM is associated with increased worker stress, regardless of the characteristics of monitoring. Findings also demonstrate that organizations that monitor more transparently and less invasively can expect more positive attitudes from workers. Overall, results highlight that even as advances in technology make possible a variety of ways to monitor workers, organizations must continue to consider the psychological component of work.

Digital transformation helps, but it is not magic.

A 2025 meta analysis that combined 44 studies found a small but reliable lift in sustainable business performance when companies go digital.

On average, the gain is about 0.15

The biggest wins come from smart factory programs and strong use of data analytics, not from simply putting old processes online

Research | Open access | Published: 26 April 2025

Digital transformation and its multidimensional impact on sustainable business performance: evidence from a meta-analytic review

Dedrix Stephenson Bindeeba, Eddy Kurobuza Tukamushaba & Rennie Bakashaba

Future Business Journal **11**, Article number: 90 (2025) | Cite this article

Abstract

Digital transformation has become a strategic driver of sustainable business performance, offering new pathways for firms to achieve economic, environmental, and social goals. This study conducts a meta-analysis to synthesize empirical evidence on the relationship between digital transformation and sustainable business performance. A total of 153 effect sizes from 44 empirical studies, comprising 17,284 observations, were analyzed using Comprehensive Meta-Analysis software and a random-effects model. The findings reveal a significant positive relationship, with the strongest impact observed on economic performance, followed by environmental and social performance. Among the technologies examined, smart factories, big data analytics, and the Internet of Things emerged as the most influential enablers of sustainability outcomes. Subgroup analyses showed higher impacts in lower-middle-income countries and specific sectors such as telecommunications and manufacturing. Methodologically, studies using structural equation modeling reported stronger effect sizes than those using regression analyses. These results demonstrate the multidimensional benefits of digital transformation, particularly in improving productivity, reducing environmental impact, and fostering stakeholder engagement. The study contributes a comprehensive evidence base for guiding digital adoption strategies and policymaking in support of sustainable development.

AI and Seniority-Biased Technological Change

How Generative AI is Reshaping Entry-Level Employment

Evidence from 285,000 U.S. Firms | August 2025 Research

Key Findings

Key Finding

Junior employment at AI-adopting firms declined **7.7%** relative to non-adopters after 2023Q1

Paradox

Senior employment **continued to grow** at AI-adopting firms, with promotions increasing for existing juniors

Unprecedented Research Scope

285,000

U.S. Firms Analyzed

62M

Workers Tracked

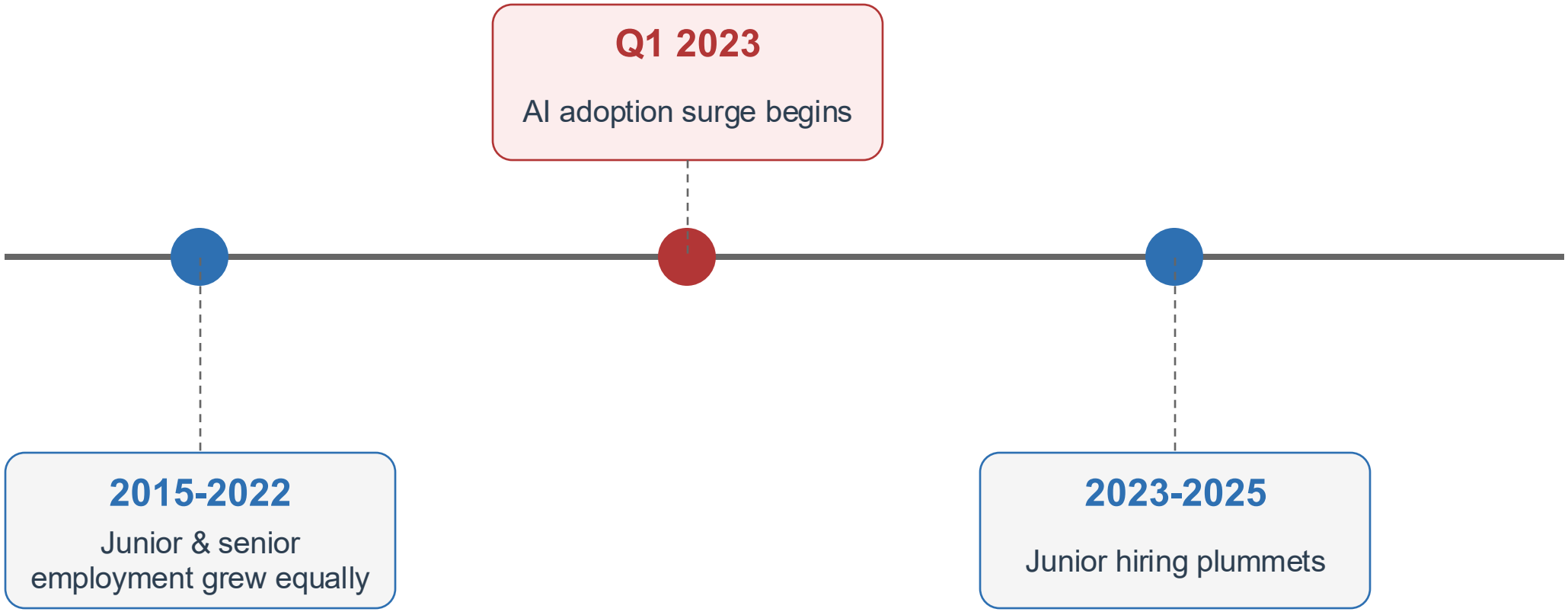
245M

Job Postings Examined

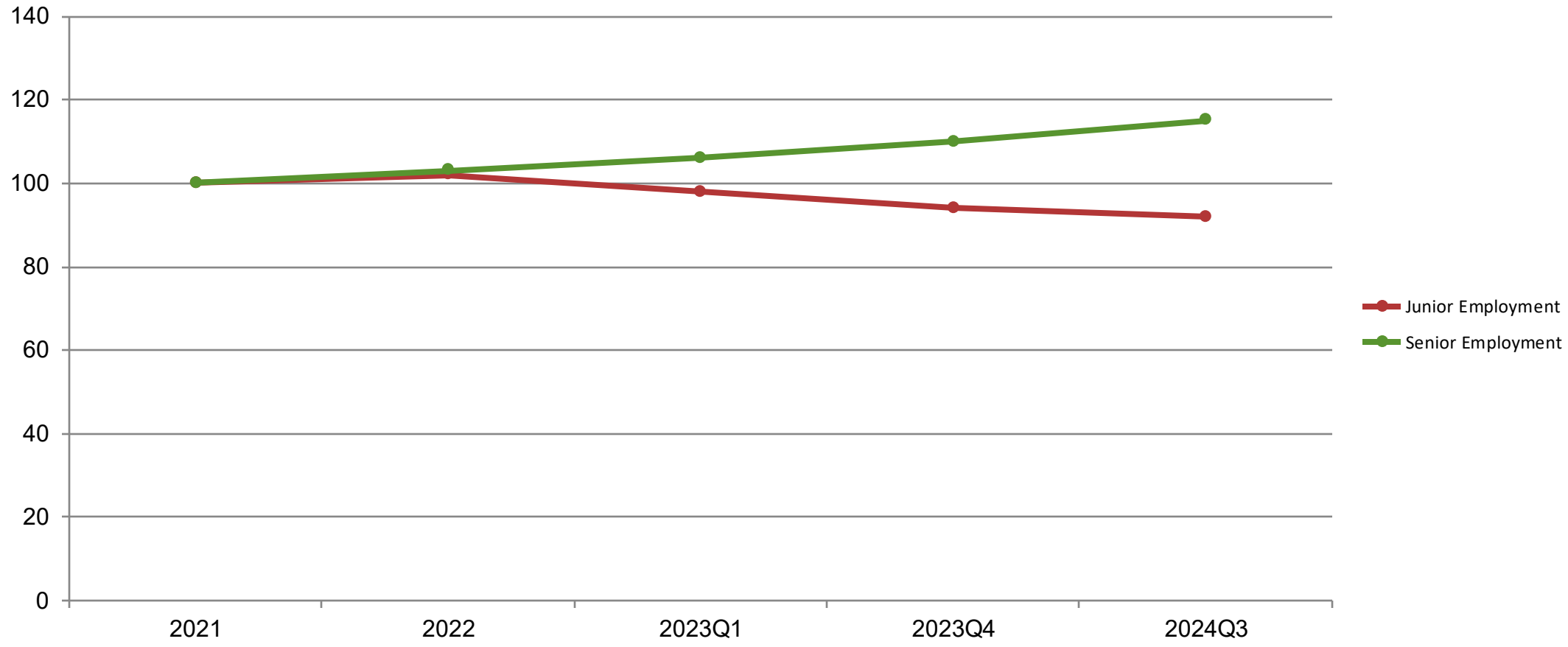
Novel AI Adoption Detection:

Identified firms posting 'AI integrator' roles to implement generative AI systems

Timeline: The AI Watershed Moment

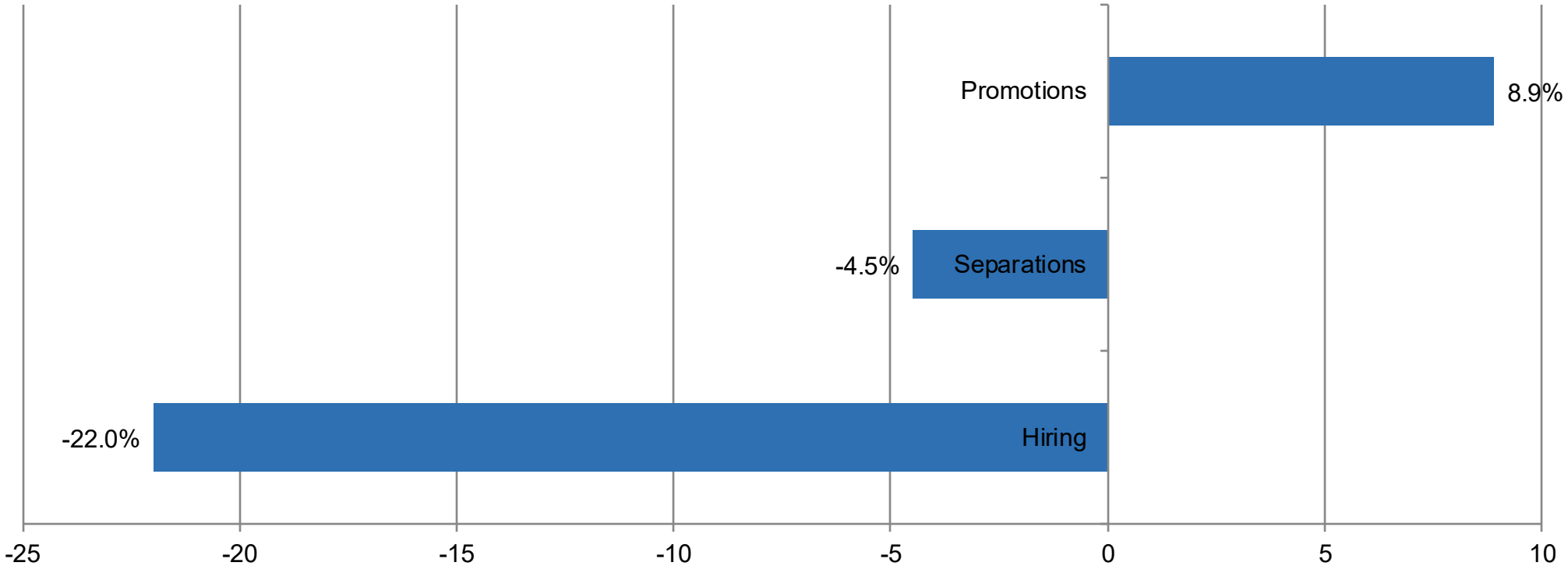


The Great Employment Divergence



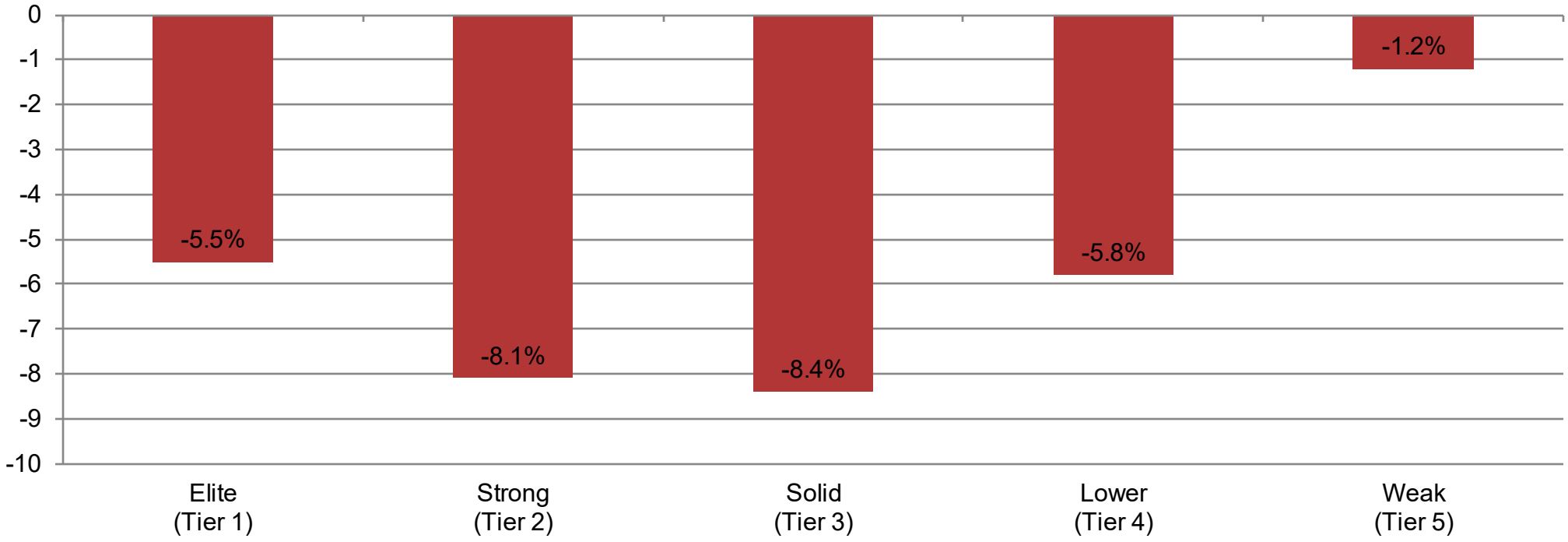
Key insight: Post-2023 divergence marks a fundamental shift in labor demand

It's Not Layoffs - It's Hiring Freezes



Key Finding: AI adopters reduced junior hiring by 22%, not through layoffs

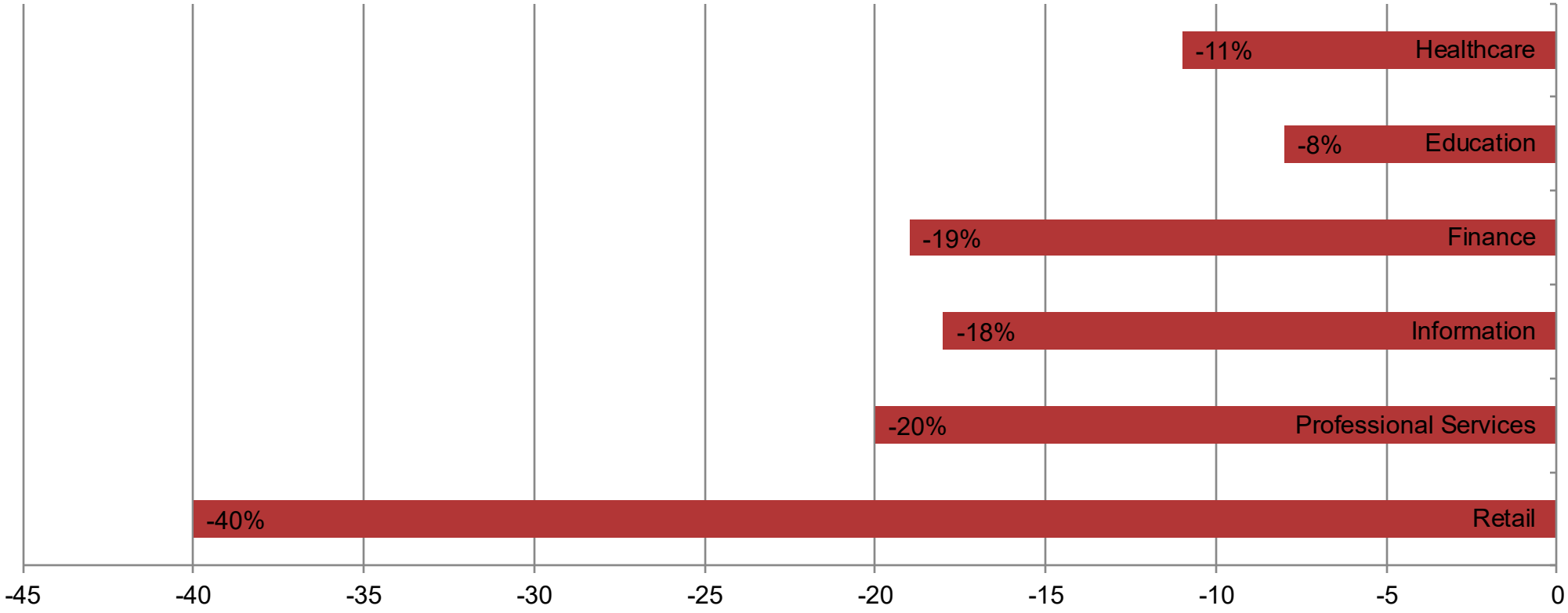
The U-Shaped Impact: Who's Most Vulnerable?



Mid-tier graduates face the steepest declines:

- Elite grads: Protected by high productivity
- Lower-tier: Protected by lower costs
- Middle: Most vulnerable to AI substitution

Industry Impact: Where AI Hits Hardest



Retail & Wholesale: 40% reduction - highest vulnerability to AI automation

The Future of Work: 2025 and Beyond

Continued Divergence

45%

Junior roles continue declining, senior positions grow, inequality widens

Market Adaptation

35%

New AI-native entry roles emerge, education systems adapt, equilibrium returns

Policy Intervention

20%

Government mandates junior quotas, subsidizes training, regulates AI adoption

The AI Disclosure Paradox

How Transparency About AI Usage Erodes Trust

Research: 13 Experiments | 4,093 Participants

Comprehensive Research Design

13
Experiments

4,093
Participants

12
Contexts

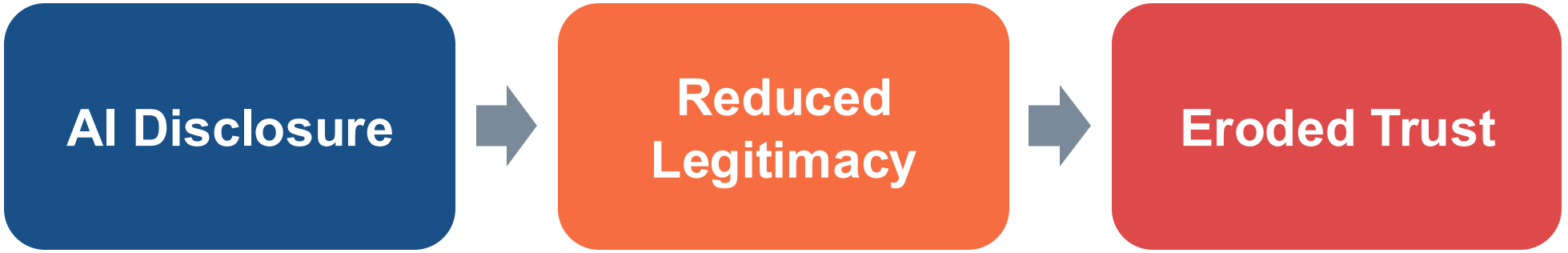
Contexts Tested:

Job Applications • Performance Reviews • Email Communications
Investment Decisions • Tax Advisory • Marketing Materials

Core Finding: AI disclosure reduces trust by 81%

- Trust penalty occurs across all task types and industries
- Effect persists even among tech-savvy professionals
- Third-party exposure causes more damage than disclosure
- Legitimacy concerns drive the trust erosion

Why Does This Happen?



Key Insight: AI usage violates expectations of human agency

- Audiences expect human expertise and judgment
- AI involvement seen as deviation from norms
- Transparency paradoxically highlights this violation

Looking Ahead: The Evolution of Trust

- **Today** — AI disclosure creates significant trust penalty
- **Near Term** — Detection technology makes hiding risky
- **Medium Term** — Normalization may reduce penalty
- **Long Term** — New trust frameworks emerge

Industrial Psychology Consultants
Maximising Returns on Human Capital

The End & Questions

To continue the discussion follow me on social media

@memorynguwi Memory Nguwi Memory Nguwi

170 Arcturus Road, Greendale, Harare www.ipcconsultants.com ipc@ipcconsultants.com +263 4 481946-8/481950