EXECUTIVE BRIEFING

KAIVANT®

The Architecture of *Compounding Advantage*

For senior leaders, HR and learning leaders · Foundation Paper, Version 4.2, October 2026

Most organisations measure whether they use AI. Few measure whether they are built for it. This page sets out what the Kaivant Score reads, why, and how to move from a free first reading to a verified score.

1 The problem is measurement

- **Use is high, impact is not.** 69 per cent of firms use AI, yet around nine in ten report no impact of AI on employment or productivity over three years (Yotzov et al., 2026).
- **Felt gains run ahead of measured gains,** linked to a likely delay before they show in revenue (Baslandze et al., 2026).
- **Old metrics read task speed.** AI changes which work is needed, which coordination still matters and which skills gain value. Advantage comes from redesign plus the human capital it depends on (Brynjolfsson, Rock and Syverson, 2021).

2 Two axes, one floor

Leverage Architecture	Coordination Efficiency · Decision Velocity · Autonomous Workflow · Leverage Trajectory
Organisational Capital	Learning Velocity · Human Judgement Utilisation · Capability Development Velocity · Human Dignity and Agency
Adaptation Architecture	The bridge: a multiplier on both axes

- **Non-compensatory.** The score floors at the lower axis. Strength on one cannot buy back weakness on the other.
- **The HDA floor.** If the HDA score or employee-reported psychological safety falls below its threshold, a flag sits beside the score. The score is reported as calculated; strength elsewhere cannot remove the flag.

3 The managed loop

The axes do not reinforce each other on their own. Gains compound only where the organisation runs a deliberate loop around AI, the four elements of the GITO Approach (MindMagine, 2022): **govern AI · find new value · change the way work is done · measure, keep and spread the gains.** The weakest element sets the result.

State and practice. The Kaivant Score is the photograph; the steer and improve reading is the film. It sits beside the score, so a strong position that is not being managed stays visible.

4 People: Kaivant-I

- **Augmentation or substitution.** Both raise output today. Only augmentation builds capability; output metrics cannot tell them apart.
- **Extension.** AI lets people work in fields they never trained in. It counts as growth only when *owned*: the person can explain, change and judge the work. Otherwise it is *borrowed* (Dell'Acqua et al., 2025; Bastani et al., 2025).
- **The CIR floor.** A flag when capability without AI declines over two periods; for extension work it reads ownership.

5 Range Velocity: growth in more than one direction

- **Upskilling is one direction.** Range Velocity reads how fast a person's range moves, in depth and width, and in which direction: deepening, widening, shifting, deepening and widening, stalled or eroding. Flags: *hollowing* (wider on top, thinner below) and *borrowed range*.
- **Things in use count, not things started.** Behaviour is measured, not belief.
- **The growth climate.** In the organisation it reads four conditions: stimulus from leaders, time to learn, permission and safety to try, and a route to use for what people build. Climate is read against movement.
- **For HR and learning:** movement and direction at baseline, six and twelve months, by programme cohort, linked to programmes, never attributed. At board level it joins the learning and growth row.

6 From free reading to verified score

- **Free and private:** the Kaivant-I Starter (about 13 minutes) and the Leadership Pulse (about 25 minutes). *A mirror, not a measurement:* they never produce a Kaivant Score.
- **The full Kaivant-O** draws on leaders, employees and a Certified Kaivant Practitioner who validates the evidence. The gap between leaders' and employees' views is often the most useful finding.
- **Action, not just a number.** Fourteen interaction risks feed an intervention library.

Privacy. Individual results, including CIR and Range Velocity, stay with the person. Organisations see aggregates of ten or more.

Evidence. The theory rests on published research and the practice behind the GITO Approach; thresholds and norms are calibrated on the KAIVANT dataset.

Next step. Take the free Kaivant-I Starter or Leadership Pulse at kaivantscore.com. To verify, run the full Kaivant-O with a Certified Kaivant Practitioner.

© 2026 KAIVANT Sdn. Bhd. · kaivant.org