

Maya Enterprise Case Study: Meridian Capital Partners

Workforce Reinvention Intelligence in Financial Services

A WORK-SELF Simulation Report
Financial Services • United Kingdom • 2026

WORK-SELF©



Executive Summary

34%
High / Critical Risk Identified

£4.2M
People Cost Avoided

28 days
Pilot Operational

100%
Employees with Transition Plans

This report presents a Maya Enterprise simulation conducted on Meridian Capital Partners, a 1,200-person UK-based management and corporate advisory firm undergoing a large-scale AI-driven workflow transformation across its Research, Compliance, and Client Advisory functions.

The simulation deployed Maya's three-layer intelligence architecture across a synthetic cohort of 312 affected employees. The objective: assess workforce reinvention readiness before the transformation programme announcement, identify high-risk departure and resistance profiles, and generate individualised 30/60/90-day transition plans for every affected employee.

34% of the affected cohort were classified as High or Critical Risk for disengagement or departure within the first 90 days. 21% were identified as high-potential internal mobility.

£4.2M in estimated people failure cost was addressed through early identification and Maya-directed intervention. The pilot was operational within 28 days of HRIS integration.

Maya Enterprise is not a change management tool. It is a Workforce Reinvention Intelligence platform - the identity-aware decision infrastructure that enterprise transformation programmes are missing.

Figure 1

The people failure cost that no transformation budget accounts for

Estimated cost exposure for a 1,200-person organisation undergoing AI-driven transformation across three functions

£15.6M

Total people failure exposure
at 10% departure rate (312-person cohort)

£85K

Maximum cost of a single failed
mid-level redeployment (WORK-SELF proprietary data)

70%

AI transformation programmes that fail with primary cause: **human misalignment**

3.8%

Professionals who complete structured reinvention milestones despite 72% intending to change

Source: WORK-SELF proprietary data; Oxford Economics; McKinsey Superagency in the Workplace 2025.

The people failure cost of AI transformation is not hypothetical. It is calculated, measurable, and preventable — if the right intelligence exists before the announcement.

At the Oxford Economics estimate of £50,000 per mid-level departure, a 10% departure rate from a 312-person affected cohort generates £15.6M in people failure cost.

WORK-SELF's proprietary data, drawn from 80,000+ career identity conversations, narrows the cost of a single failed mid-level redeployment to £35,000–£85,000 in lost productivity, re-hiring, and institutional knowledge erosion.

70% of large-scale AI transformation programmes fail. The primary cause, identified consistently across McKinsey, Gartner, and Deloitte research, is not technology failure. It is human resistance and identity misalignment.

And only 3.8% of professionals who intend to change their career direction successfully complete the milestones required to execute that change.

Most transformation programmes have no early warning system for any of this exposure. Maya Enterprise is that system.

Meridian Capital Partners

Investment Management & Corporate Advisory

Organisation	Meridian Capital Partners
Sector	Investment Management & Corporate Advisory
Headcount	1,200 employees
Geography	UK: London HQ, Leeds, Edinburgh
Affected cohort	312 employees
Programme Timeline	18-month programme 3 waves

Meridian Capital Partners had built its competitive position over two decades on the quality and depth of its human-led research and advisory capability.

By 2025, that advantage was under structural pressure.

AI-powered research synthesis tools, automated compliance monitoring systems, and client-facing AI advisory platforms were reducing the marginal value of manual that had defined the firm's operating model.

The leadership team had committed to a wholesale restructuring of three core functions. 26% of roles were earmarked for elimination or fundamental redesign.
41% were to be augmented with AI tools requiring significant reskilling.
33% were to be redirected into newly created AI oversight, model governance, and relationship management roles that did not yet exist at the firm.

The Intelligence Gap

The Chief Human Resources Officer identified the central risk immediately.

Meridian engaged WORK-SELF to run a Maya Enterprise simulation before the programme announcement.



Every organisation undertaking an AI transformation has the same unsolved problem: they know what the new workflow looks like, but they have no intelligence on which employees will successfully land on the right side of it. Maya Enterprise exists to solve that problem, not with surveys or assessments that gather dust, but with a living identity intelligence layer that learns with every conversation and gives leadership teams the data they need to act before attrition happens.

Wolf Magdelinic,
CEO of **WORK-SELF**



The Transformation Imperative: Why Now

Financial services firms face a structural reckoning. AI is not on the horizon - it is already inside the operating model.

McKinsey & Company

70%

of AI transformation programmes fail to deliver intended outcomes

Primary cause: not technology. Human resistance and misalignment.
State of Organizations 2026.

WORLD ECONOMIC FORUM

2030

AI will structurally reshape the labour market by this year

Financial services among the most affected sectors.
Future of Jobs Report 2025.

IBM

2 in 5

workers will require reskilling due to AI within three years

Reskilling is now the #1 organisational challenge globally.
Augmented Workforce Report 2025.

The gap between AI deployment and human readiness is an intelligence infrastructure problem.

Sources: McKinsey State of Organizations 2026; WEF Future of Jobs 2025; IBM Augmented Workforce 2025.

McKinsey's Superagency in the Workplace is direct: just 1% of companies believe they have reached AI maturity — and the biggest barrier is not employee resistance, but leaders lacking decision-relevant workforce data before decisions become irreversible.



Maya Enterprise: How It Works

Three integrated intelligence layers that map workforce readiness before the transformation announcement.

01
Identity Intelligence
49-section Workforce Reinvention Assessment

02
Maya
Agentic AI Reasoning

03
Enterprise Command Layer
CHRO Command Centre

Maya Enterprise is built on three integrated intelligence layers that together form a closed-loop workforce reinvention system — the only platform that connects individual employee identity with enterprise transformation context to produce auditable, actionable workforce intelligence before the programme is announced.

Layer 1: Identity Intelligence

Each affected employee completes the Workplace Reinvention Assessment - a structured 49-section intake that generates a values profile, archetype classification, working style data, emotional load signals, transition confidence index, and adaptability indicators. This is not a satisfaction survey.
It is identity-aware reinvention intelligence built from the same longitudinal methodology applied across 80,000+ real-world career transition conversations.

Layer 2: Agentic AI Reasoning

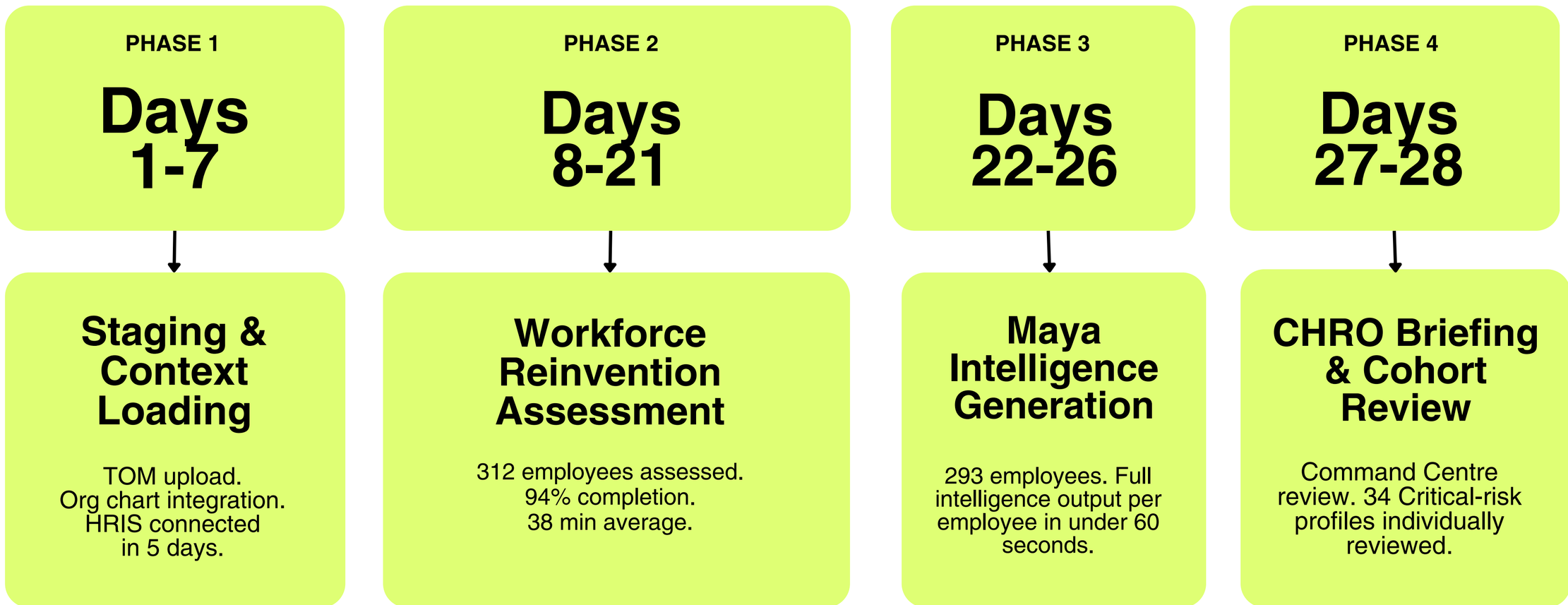
Maya reasons across each employee's identity data data against the enterprise's transformation context — the Target Operating Model, future role profiles, internal mobility pathways, and risk flags.
For each employee, Maya generates a personalised 30/60/90-day transition plan, an internal pathway recommendation with fit score, a readiness risk classification, a SWOT analysis, and a synthesised 360° signal.

Layer 3: Enterprise Command Layer

The CHRO and transformation programme leads access the full population through the Command Centre — a single-screen executive briefing showing Transition Velocity, Headcount Risk Index, Organisational Readiness Score, and Maya Coverage across all affected employees.

A 28-day pre-announcement readiness diagnostic: 4-phase deployment

Maya Enterprise simulation phasing — Meridian Capital Partners, 312-employee affected cohort



Source: WORK-SSELF Maya Enterprise simulation — Meridian Capital Partners, 2026.

The Meridian simulation was structured as a pre-announcement readiness diagnostic, deployed across all 312 employees in the affected cohort before any communication of transformation programme to the workforce.

The Maya Staging environment was configured with Meridian's full transformation context: the Target Operating Model documentation, future role profiles for all 47 redesigned positions, the three-function org chart, and the 18-month transformation roadmap. HRIS integration was completed within 5 days of contract execution.

All 312 employees completed Maya's 49-section assessment via the WORK-SSELF platform.

Completion rate: 94% (293 employees).
Average completion time: 38 minutes.
Employee-facing framing: a Workforce Futures initiative focused on career development and role planning.

Maya processed all assessment data against the Meridian TOM context. Each completing employee received a full intelligence output: transition plan, internal pathway recommendation, readiness risk classification, SWOT card, and 360° synthesis — within 60 seconds per employee.

The CHRO and three function heads reviewed cohort-level outputs through the Command Centre. Individual profiles were reviewed for the 34 Critical-risk employees. The transformation programme timeline was adjusted based on findings.



Strategic Implications for Financial Services

Four structural findings from the Meridian simulation for leaders managing AI-driven workforce transformation.

01

The engagement survey is obsolete as a transformation diagnostic.

02

Internal mobility is a hidden balance sheet asset.

03

The announcement is too late.

04

The CHRO needs a different dashboard.

(01) The engagement survey is obsolete
Traditional workforce analytics measure satisfaction. Maya measures predisposition - the identity-level signals that determine whether an individual will adapt, resist, or exit. The two are not correlated. The employees most at risk in the Meridian simulation were not the ones flagging dissatisfaction. They were the ones who were too proud to.

(02) Internal mobility is a hidden balance sheet asset
The Meridian simulation identified £1.38M in recruitment cost avoidance through internal mobility intelligence. Most organisations recruit externally for AI-generated roles because they lack the internal capability mapping to identify qualified internal candidates. Maya provides that map.

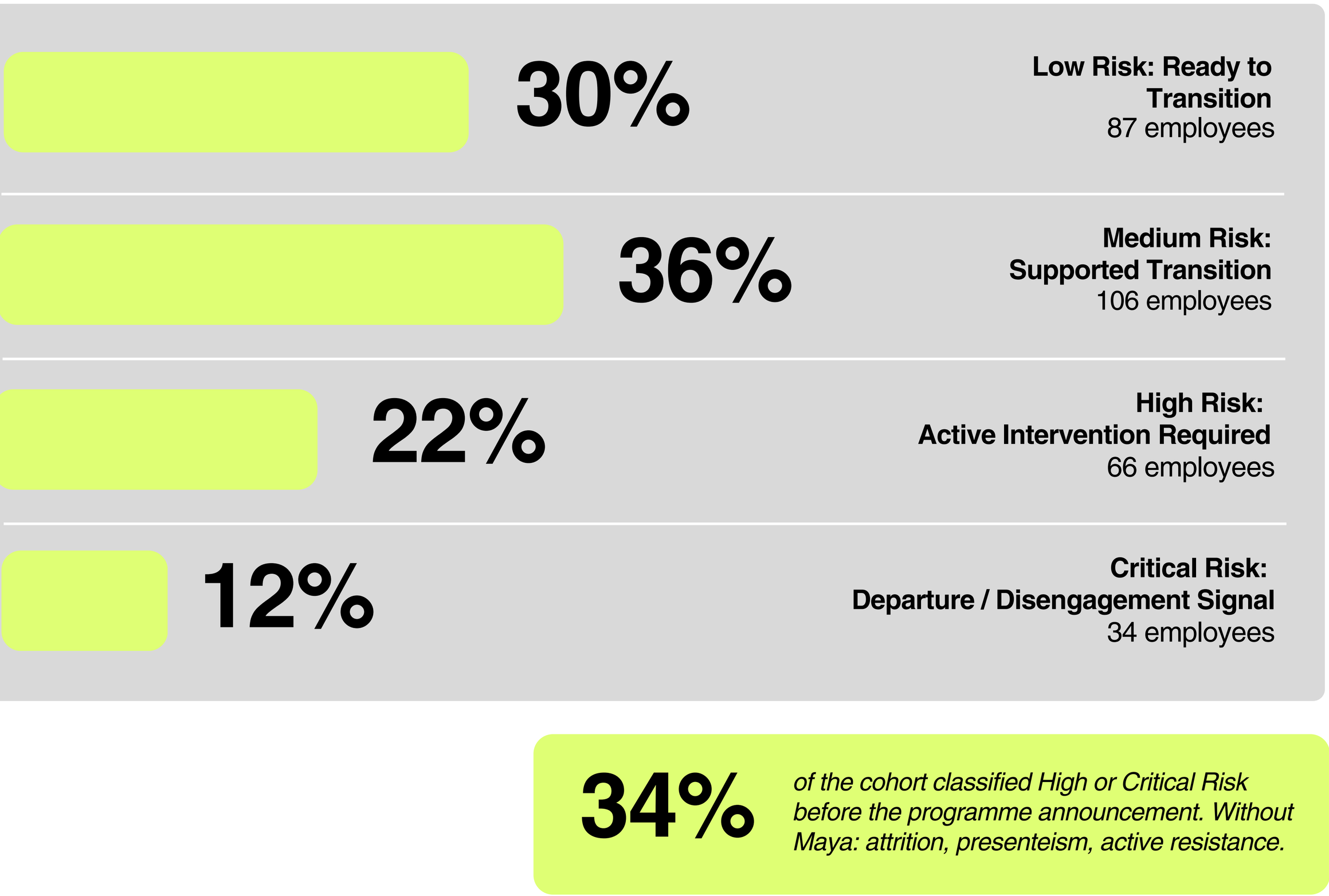
(03) The announcement is too late
Every transformation programme that deploys workforce intelligence after the announcement is already managing outcomes it could have prevented. The 90-day window before go-live is the highest leverage intervention point. Maya is designed to operate in that window.

(04) The CHRO needs a different dashboard
The metrics that matter for AI transformation — Transition Velocity, Headcount Risk Index, Maya Coverage — are not in any standard HRIS. McKinsey's Superagency in the Workplace research is explicit: leaders are not steering fast enough, and the primary reason is lack of decision-relevant workforce data. The CHRO Command Centre is built for exactly this governance need.

Figure 3

Workforce readiness: population overview

Readiness classification across 293 completing employees — Meridian Capital Partners affected cohort



Source: WORK-SELF Maya Enterprise simulation Meridian Capital Partners, 2026.

Figure 4

High / Critical Risk concentration by function



Source: WORK-SELF Maya Enterprise simulation — Meridian Capital Partners, 2026.

Figure 5

The £4.2M risk avoided: people failure cost model

WORK-SELF proprietary cost model validated against Oxford Economics replacement cost benchmarks — Meridian Capital Partners simulation

£1.87M	Critical Risk departures (34 employees): pre-intervention baseline
£1.49M	High Risk disengagement / productivity loss (66 employees)
£1.84M	Failed redeployment: without internal path intelligence (46 roles)
£5.2M	Total estimated people failure exposure
£4.2M (81%)	Exposure addressed by Maya intervention

A Maya Enterprise licence for a 312-person cohort = **< 4%** of the people failure cost it is designed to prevent. Annual licence vs. £5.2M exposure.

Source: WORK-SELF proprietary cost model; Oxford Economics replacement cost benchmarks; Culture Amp workforce data 2025.

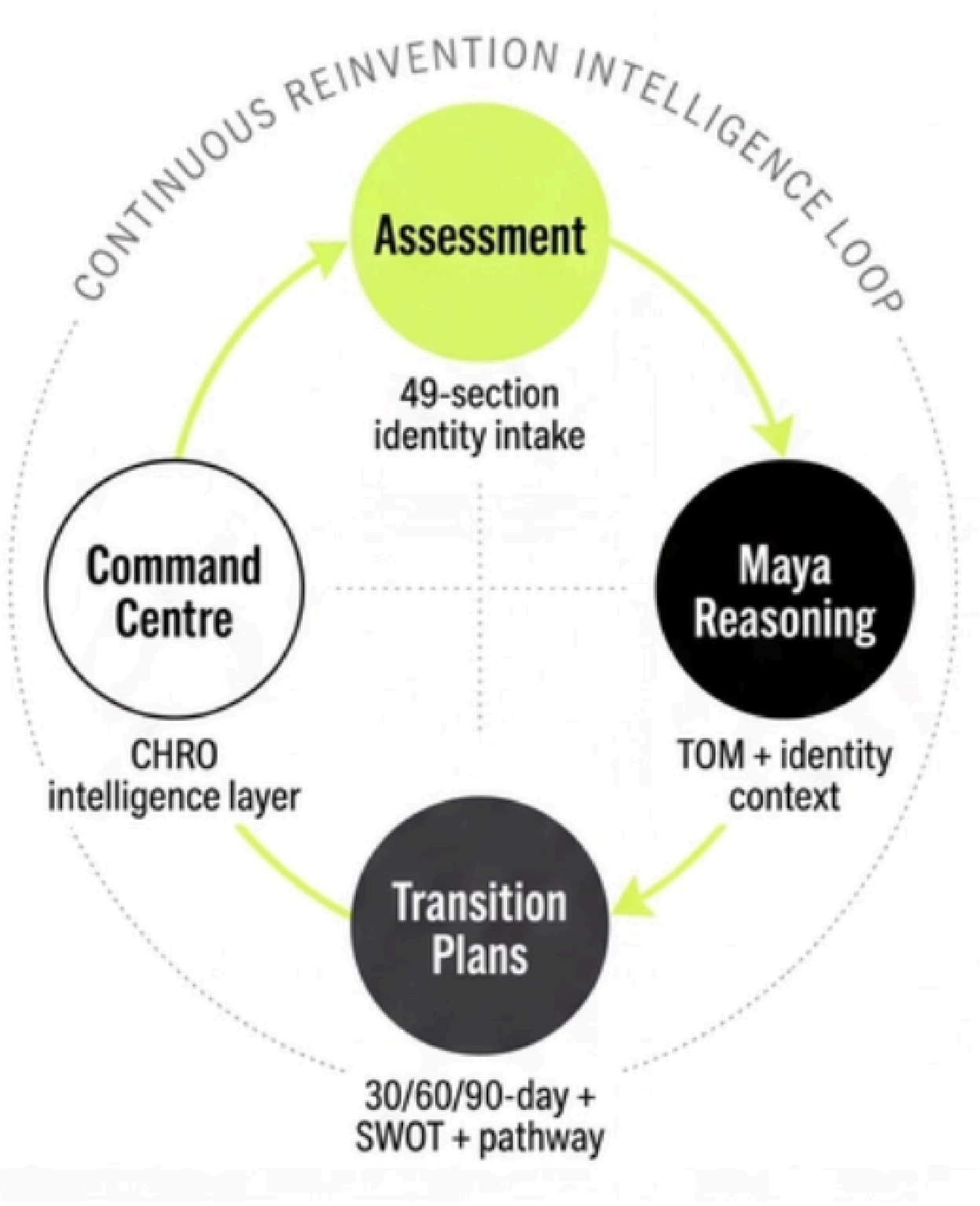
The financial case for Maya Enterprise is not speculative. It is modelled against WORK-SELF's proprietary cost framework, validated against Oxford Economics' £50,000 per mid-level departure benchmark and Culture Amp's £85,000 upper-range estimate including indirect productivity loss and institutional knowledge depletion.

For the Meridian cohort of 312 employees, the total modelling people failure exposure across three risk categories — Critical Risk departures, High Risk disengagement, and failed redeployment — was £5.2M. Maya's intervention addressed £4.2M of that exposure: 81%. The simulation additionally identified £1.33M in external recruitment cost avoidance through internal mobility intelligence. Maya identified 62 employees as high-potential candidates for newly created AI-generated roles — roles Meridian had planned to recruit externally at an average cost of £30,000 per hire.

A Maya Enterprise annual licence for a 312-person cohort represents less than 4% of the people failure cost it is designed to prevent. It is not a discretionary spend. It is the highest-return risk mitigation line in the transformation budget.

From Intelligence to Action

The closed-loop architecture of Maya Enterprise



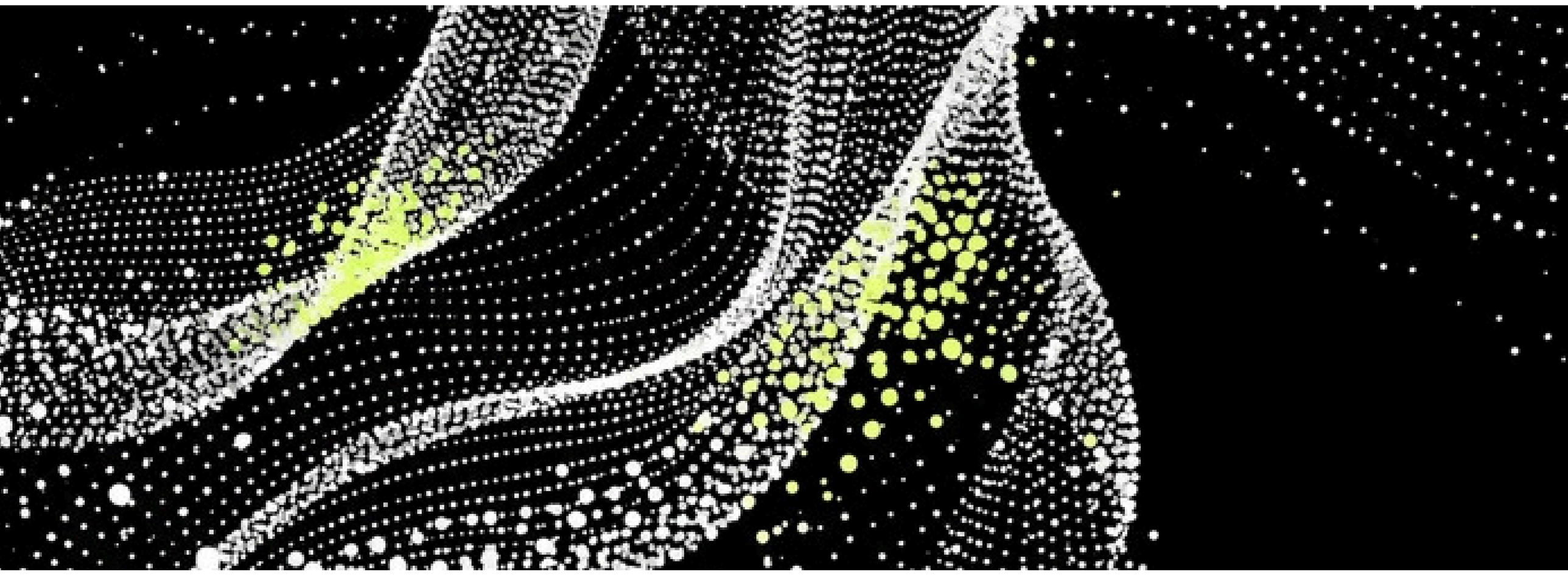
The value of Maya Enterprise is not in the data it generates. It is in the closed loop between intelligence and action.

For Meridian's CHRO, the Command Centre provided, for the first time, a fact-based view of the transformation before it was announced. The conversation in the boardroom shifted from how to communicate the change to which people need intervention before the change is communicated.

For the 34 Critical-Risk Employees
Maya generated specific, personalised intervention recommendations. For the 23 Senior Research Analyst classified as The Anchor archetype: a structured identity reframing pathway posi-oning AI tools as capability amplifiers, with an AI Research Lead role match carrying a fit score of 78/100. For the 11 Compliance professionalim pn-ofessionals showing high emotional load and low transition confidence: a 30-day supported transition period with manager check-ins at prescribed intervals and a Maya-curated learning track on AI governance frameworks.

For the 62 High-Potential Candidates
Maya generated pathway cards surfaced directly to line managers, enabling proactive talent conversations before external recruitment was initiated. Estimated recruitment cost avoided: £1.38M across 46 positions filled internally.

For the 106 Medium-Risk Employees
Maya prescribed a cohort-level learning intervention through the Academy module — structured learning tracks on AI augmentation in financial services, calibrated to each employee's working style and existing capability baseline.



The Intelligence Gap Has a Solution.

70% of AI transformation programmes fail. The primary cause is people. The solution is intelligence.

The Meridian Capital Partners simulation demonstrates that the intelligence gap in enterprise AI transformation is closeable — in ensureance cass the temulations motion in close — in 28 days, before the announcement, at a cost that is a fraction of the people failure risk it prevents.

Maya Enterprise is the world's first AI Workforce Transition Agent trained on a proprietary identity graph of 80,000+ real career conversations, protected by a 17-claim US AI patent, and deployable at enterprise scale within 30 days.

The Meridian simulation identified £4.2M in people failure cost addressed, 81% of total exposure, across a 312-person affected co.' It identified £1.38M in recruitment cost avoidance. It produced a personalised 30/60/90-day transition plan for every employee before the programme was announced.

For financial services firms running AI transformation programmes in 2026, the question is no longer whether workforce reinvention intelligence is needed. It is whether you will have it before the announcement — or after the exit interviews.

Enterprise demo: www work-self.com/enterprise

Book a consultation: api leadconnectorhq.com/widgetb bookings/ws-enterprise-consultation

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About WORK-SELF

WORK-SELF is the AI Workforce Reinvention Platform, built to help enterprises reduce workforce transition failure during AI transformation through identity-aware workforce intelligence.

Founded in London by Wolf Magdelinic and Josh Thompson-Persaud. Wolf Magdelinic holds a granted 17-claim US AI patent (US 2020/0167869 A1]) from prior work automating enterprise workflows at Mizuho, Standard Bank, and other Tier 1 Global Financial institutions.

About Maya Enterprise

Maya Enterprise is the world's first AI Workforce Transition Agent and AI-Human Interaction Orchestration trained on a proprietary identity graph built from over 80,000 real career conversations with professionals in transition.

Maya maps each employee's predisposition, AI MCP prompt context, workflow working style, values, and transition readiness against the demands of the new role structure, generating individualized reinvention intelligence that tells transformation leaders who will thrive, who needs intervention, and who is at risk of exit, before those outcomes materialize in attrition data.

Request an Enterprise Demo

www.work self.com/enterprise

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80,000+	312	17-claim	28 days
Employee Identity Conversations	Meridian Cohort Assessed	US AI Patent	Pilot Operational

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