Dynamic Work Design

The Key to AI Transformation

the joshbersin company

Overview

Driven by AI's enormous potential, productivity has become a top priority for organizations today. By automating routine tasks, AI frees employees to focus on higher-value work—turning them into "superworkers," who boost both performance and innovation.

But technology alone is not enough. Many organizations rush to automate existing work processes without first examining whether those processes deliver the right business outcomes. True transformation requires "dynamic work design," a methodology that *starts* with business problems, defines the outcomes that matter, and then redesigns roles and processes with AI as an enabler.

For CEOs, dynamic work design transforms AI investments into competitive advantages. For CHROs, it positions HR as the architect of future work. And for business leaders more broadly, it provides data-driven insights to address operational challenges while enhancing both performance and employee experience.

This report explains why starting with business problems trumps technology implementation with lasting value. It introduces dynamic work design principles and highlights the emerging role of work intelligence platforms in enabling transformation.

In This Report

The Case for Redesigning Work

The promise of AI-enabled productivity resonates in boardrooms and leadership discussions. Every CEO is seeking a share of the projected $4.4 trillion in long-term productivity growth potential from AI use cases.[1] Yet, most organizations struggle to generate sustainable value from AI implementation.

A Lack of Work and Outcome Orientation

The shortfall isn't about technology. While AI can create significant value, many leaders misdiagnose the problems they face: addressing strategy problems with skilling initiatives, automating duplicative tasks that should first be consolidated or eliminated, or fine-tuning around the edges rather than transforming the work itself.

Without a deeper understanding of the actual work being performed—and the overarching business goals that the work is meant to serve—organizations risk applying the wrong solutions to their problems. As a result, they miss the transformational productivity gains that strategic work design can deliver.[2]

AI as a Tool to Solve Business Problems

Effective AI transformation begins with the business problems and objectives first, not with automating existing processes that may not provide the right outcomes. For example, when using AI in HR, the goal should extend beyond narrow efficiency savings. By applying AI to reimagine HR's impact, companies can realize a wide range of benefits from efficiency to performance: making work easier for every worker (experience), improving outcomes of HR processes like quality of hire (effectiveness), and ultimately increasing overall productivity (performance).[3]

CASE IN POINT

A SaaS Technology Provider Identifies the Real Business Problem

A well-known SaaS company discovered its sales organization was 50% overstaffed compared to industry benchmarks. Initial efforts using technology enablement and process improvements yielded limited success.

The CHRO identified the root cause as misaligned business strategy: salespeople targeted midsize companies with a product that is too complex and expensive for that market, resulting in low renewals. By refocusing sales on larger enterprises, the company achieved higher sales and renewals, bringing staffing closer to benchmarks. The solution required strategic realignment, not just task automation.

The Impact of AI Agents

The rise of AI agents—autonomous systems that perform tasks independently—represent an evolution from AI tools that do more than simply assist users (see Figure 1 on the next page). As a result, the nature of work itself is being redefined.

These shifts aren't hypothetical—they are already visible across industries. For example, AI-first learning platforms fundamentally change the role of instructional designers. These new platforms can now perform up to 90% of their activities, from intake to storyboarding, freeing designers to work on other higher-value activities.[4]

At WPP, leaders realized that roles such as copywriters, media-planners, and account managers would be profoundly reshaped by AI-enabled processes.[5] Foundever uses AI to transform global recruiting, deploying multilingual skills-based assessments, conversational avatars to guide candidates, and immersive job previews across 45 countries.[6]

1 *Superagency in the workplace: Empowering people to unlock AI's full potential*, Hannah Mayer, Lareina Yee, Michael Chui, and Roger Roberts/McKinsey & Company, January 28, 2025.

2 *The Definitive Guide to Organization Design: The Journey to Agile*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

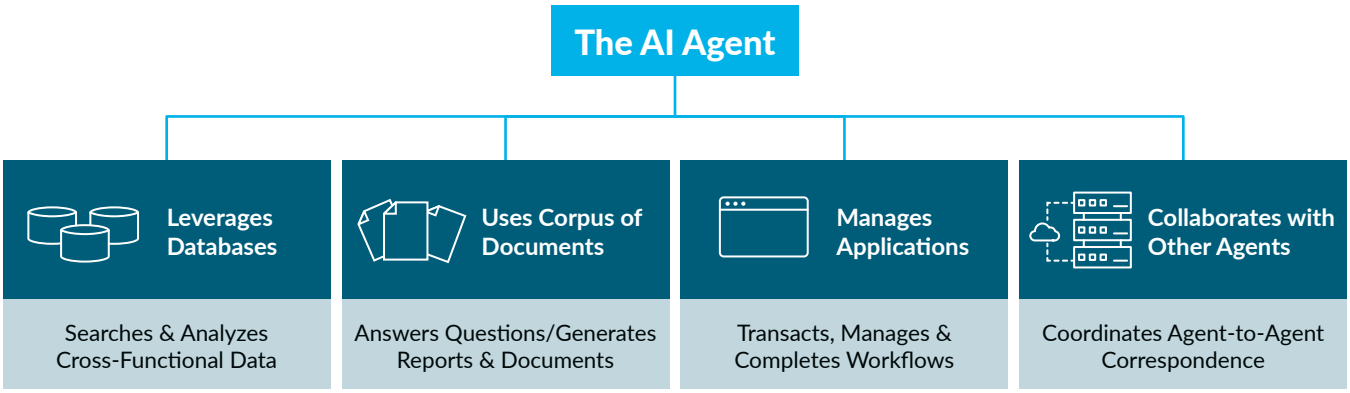
3 *Maximizing the Impact of AI in the Age of the Superworker*, Kathi Enderes, PhD/The Josh Bersin Company, 2025.

4 *It's Time for an L&D Revolution*, Josh Bersin and Jordan Hammerstad/The Josh Bersin Company, 2025.

5 *WPP Redesigns Jobs and Roles to Power AI Transformation*, Kathi Enderes, PhD/The Josh Bersin Company, 2025.

6 "AI Creates High-Scale, High-Quality Recruitment Process at Foundever," (WhatWorks podcast), /joshbersin.com, 2025.

Figure 1: Agentic AI



Source: The Josh Bersin Company, 2025

Eventually, agentic AI solutions will be fully autonomous, conducting entire cross-functional processes end-to-end without human intervention, with people providing governance and oversight.

This acceleration raises a critical question: If AI is handling so much of the work, what does human work look like? To answer this question, organizations can't simply tinker with current work processes and activities. Instead, companies must think in a new way, starting with outcomes. This is what we call "work design."

Business Drivers of Work Design

Forward-thinking organizations are addressing this conundrum with work design. But before embarking on such a comprehensive exploration of work, outcomes, and activities, it's important to clarify the business reasons behind it. Four fundamental business imperatives push companies to move beyond incremental improvements and embrace comprehensive work design initiatives (see Figure 2).

Figure 2: Business Drivers for Work Design

Corporate Productivity or Cost Reduction	Growth, Scale, People, or Skills Shortage	Customer Experience Transformation	HR Systems and Infrastructure Improvement
*"We're **spending too much money**. We have **too many people**."*	*"We need to **hire, grow, or develop new skills** much faster to compete."*	*"Our clients want a more **integrated experience, higher value, and more simplicity**."*	*"Our HR, people, leadership processes **get in the way** and **feel out of date**."*
Many growth companies have too many people, increasing complexity and bureaucracy.	Companies need to hire people faster and more strategically.	Companies want more integrated offerings for their customers.	Most companies are frustrated with old job architecture, systems, and data challenges.

Source: The Josh Bersin Company, 2025

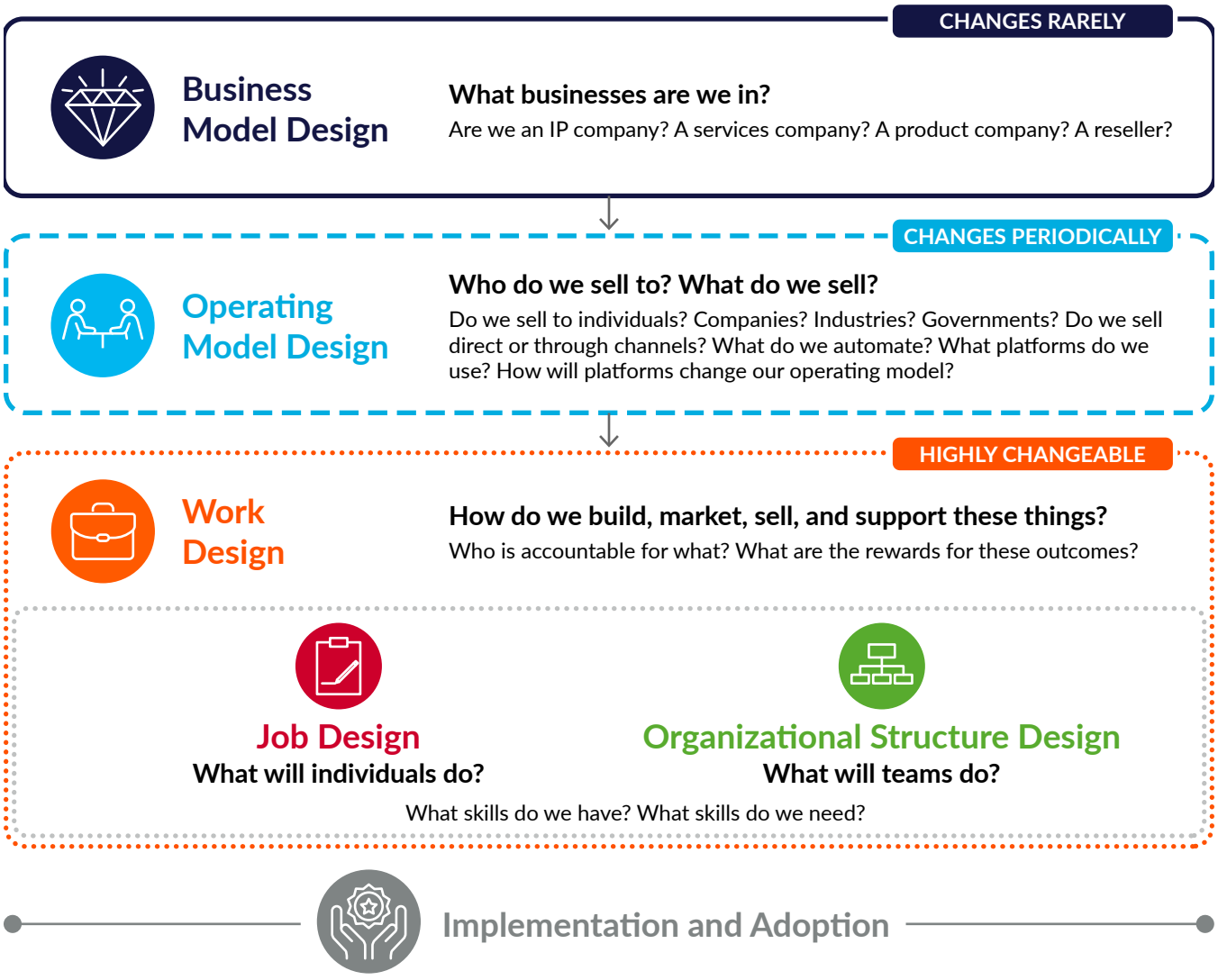
These categories represent the most common organizational pain points that signal when static job architectures and legacy processes hinder performance. Leading organizations recognize that these drivers are not isolated issues but interconnected, creating a compelling case for systemic work transformation—addressing root causes rather than symptoms.

Understanding which of these business drivers resonates most strongly within an organization provides the foundation for prioritizing work design efforts and building stakeholder buy-in for the strategic changes needed to unlock AI-enabled productivity gains.

A Business-Driven Approach for People-Centered AI Transformation

The productivity imperative requires a new, business-driven approach to work design, one that starts with the business model, considers the operating model, and redesigns work, jobs, and organizational structures together. This approach helps organizations, as we put it, "fall in love with the problem," which means identifying the strategic imperative behind work activities before automating tasks that may no longer be needed at all. See Figure 3.

Figure 3: The Organization Design Process



Source: The Josh Bersin Company, 2025

This methodology is particularly relevant in the context of rapid technological change and automation; rather than simply automating tasks with AI, it encourages organizations to fundamentally restructure work to achieve better business results and enable "top of license" work, where every employee focuses just on those activities and processes they are uniquely qualified to perform.

Dynamic Work Design: A New Organizational Muscle

Shifting from a static, job-centric approach to work intelligence is an important first step in the AI journey, but it's not enough to capture the massive potential of AI transformation. Merely *understanding* the work is not sufficient; companies must start from outcomes to determine what work is needed, what tasks can be automated or augmented, and then introduce needed AI tools. This means conducting actual *work design*.

> *"Dynamic work design" is the process of identifying new work processes, tasks, and skills, starting with work outcomes and accountabilities, defining work composition and technology, determining roles, and incorporating an employee experience focus.*

Work design is not an infrastructure project or an episodic initiative; it's a new, continuous approach that organizations must build to succeed in AI transformation (see Figure 4).

Most companies struggle with work design. According to our Organization Design research[7]:

- Only 1 in 5 companies design work for required outcomes
- Only 1 in 10 companies use advanced methods to understand how work happens
- Only 1 in 10 companies involve employees in organization design

While work design is the most impactful element of agile organization design, it's also the least developed: only 21% of companies have the capability to do work design effectively.[8]

Work design is not one-size-fits-all; it's industry-dependent and looks different in each organization. A healthcare company redesigning work to reduce the pressure of immense clinical shortages will pursue different approaches than a financial services company aiming to reduce overhead or a pharmaceutical company looking to accelerate drug delivery.

Pacesetter companies like Bayer, Providence Health, or Toyota don't just chip away around the edges but start with the end in mind, think about accountabilities, not just tasks, and question whether certain roles are needed before going into the detailed design.[9]

Figure 4: New Approach for Work Design

Episodic	Continuous
May be triggered by a layoff/downsizing	Creates a new management system
Restructuring of hierarchy	Fostering internal mobility
Finance-orientation	Productivity-orientation
Spans & layers	Accountability at all levels
Functional silos	Cross-functional collaboration
Sporadic, forced performance ranking	Ongoing, dynamic strategy review
Job-centric	Work-centric
Focused on hierarchy	Focused on business outcomes

Source: The Josh Bersin Company, 2025

7 *The Definitive Guide to Organization Design: The Journey to Agile*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

8 *The Definitive Guide to Organization Design: The Journey to Agile*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

9 *Pacesetters in the Superworker Era: The Six Secrets of High-Performing Organizations*, Kathi Enderes, PhD and Stella Ioannidou/The Josh Bersin Company, 2025.

CASE IN POINT

WPP Redesigns Jobs and Work to Power AI Transformation

WPP, a global leader in marketing services, invested heavily in AI across the entire company, yet executives were unclear how these investments would impact workforce productivity.

"The board is asking what the future shape of our organization is going to be because AI is coming," said Josh Newman, WPP's Global Head of People Strategy & Experience.

With 110,000 employees and 55,000 unique job titles, aligning roles with business needs—and leveraging AI's transformative potential—was a major challenge. To address this, WPP initially developed an internal large language model (LLM) to consolidate job titles, reducing them from 55,000 to 6,000, and eventually to 600 roles covering 85% of the workforce. This shift allowed WPP to focus on roles and work processes rather than static job descriptions, better reflecting the dynamic nature of work.

Additionally, WPP adopted Reejig's work intelligence platform to map tasks and skills to specific roles, identifying opportunities for AI-transformation and "capacity unlock," as Newman calls it. This approach powered the development of playbooks for each business unit that will serve as the foundation for work and role redesign, focusing on higher-value activities, increasing productivity, and improving the employee experience.

The platform's granularity of internal and external benchmarks at the task and subtask level was critical. By showing how specific work processes could be transformed by AI tools, WPP built credibility and gained business buy-in for the process.[10]

The Journey to Dynamic Work Design

Companies like Allianz, Rolls Royce, and Klarna show how AI can be leveraged to create superworker organizations by redefining work outcomes and activities.[11] These organizations redesign work, tasks, and activities in the context of AI transformation to make work more meaningful, create better outcomes, and enhance the employee experience—not just to reduce costs.[12]

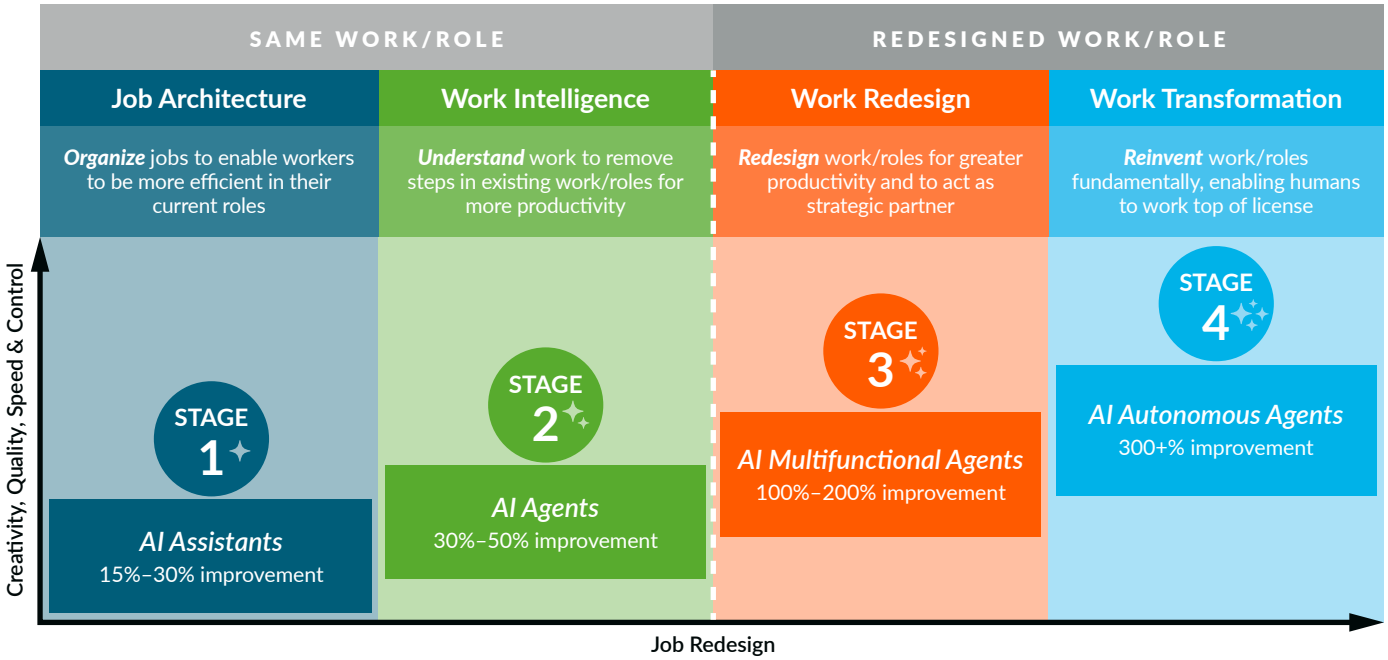
The AI-powered work design model illustrates the transformation of work through four stages, each progressively enhancing efficiency and productivity by integrating AI into roles and processes. In Stages 1 and 2, the emphasis is on skills, work, and job architecture only, rather than redesigning work. In Stages 3 and 4, organizations redesign work and activities around outcomes, eliminate redundant tasks, and create new roles, skills, and activities for the future (see Figure 5 on the next page).

10 *WPP Redesigns Jobs and Roles to Power AI Transformation*, Kathi Enderes, PhD/The Josh Bersin Company, 2025.

11 *The Rise of the Superworker*, Josh Bersin/The Josh Bersin Company, 2025.

12 *Maximizing the Impact of AI in the Age of the Superworker*, Kathi Enderes, PhD/ The Josh Bersin Company, 2025.

Figure 5: Four Stages of Work Transformation



Source: The Josh Bersin Company, 2025

Stage 1: AI Assistants—Individual Efficiency through Task Automation

- **Work Design Level**: Job architecture (organizing jobs)
- **Scope**: AI tools serve as productivity accelerators for existing tasks without changing core work processes, roles, or organizational structure.
- **Impact**:
  - Limited productivity gains dependent on individual creativity
  - Same roles, activities, and decision-making patterns
  - Existing job architecture remains sufficient because work doesn't change
- **Example**: Campari Group uses Microsoft 365 Copilot to draft reports and personalize messages, freeing employees to focus on more strategic tasks while preserving all existing job structures and workflows. [13]

Stage 2: AI Agents—Team Productivity through Workflow Automation

- **Work Design Level**: Work intelligence (understanding the work on deeper level)
- **Scope**: AI agents remove entire steps from existing workflows while keeping core work and role structures intact, focusing on team-level efficiency improvements.
- **Impact**:
  - Moderate productivity gains through friction elimination
  - New skills needed to manage AI tools effectively
  - Jobs remain mostly unchanged, but work intelligence becomes necessary to understand work on a broader team level
- **Example**: Mercy Health implemented "Mercy Works on Demand" scheduling tools, enabling nurses to manage schedules flexibly. AI automates routine scheduling tasks for healthcare managers while improving employee experience, but nurse manager roles remain largely the same.[14]

13 *The Role of the Employee Experience Platform in Enterprise AI Transformation*, Kathi Enderes, PhD/The Josh Bersin Company, 2025.

14 *Mercy Uberizes Nursing for the Future of Work*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2023.

Stage 3: AI Multifunctional Agents—Organizational Performance through Human-AI Collaboration

- **Work Design Level**: Work design (redesigning work around outcomes and accountabilities)
- **Scope**: AI multifunctional agents handle complex, interconnected tasks requiring humans to fundamentally redesign their roles around strategic oversight and AI collaboration.
- **Impact:**
  - Substantial productivity improvements plus innovation and customer results
  - Substantial work redesign at the role level; human work is reconceptualized around strategic collaboration with AI
  - New success metrics beyond efficiency (retention, innovation, satisfaction)
  - Shift from tasks to outcomes, requiring new skills and transformed performance expectations
- **Example**: WPP integrated AI into marketing operations for ad creation, copywriting, and audience testing. The company developed "role archetypes" mapping how AI changes work processes, fundamentally transforming jobs while enabling new collaborative approaches with customers.[15]

Stage 4: AI Autonomous Agents—Exponential Improvements through Top of License Work

- **Work Design Level**: Work transformation (fundamentally reinventing work)
- **Scope**: AI autonomous agents independently manage entire workflows, enabling humans to work exclusively on highest-value activities requiring uniquely human capabilities.
- **Impact**:
  - Transformational improvements across productivity, performance, and innovation
  - Complete work transformation across jobs, roles, activities, and skills
  - Traditional job categories become obsolete as work is entirely reorganized around uniquely human value creation
  - New organizational structures, career paths, performance metrics, and compensation models required
- **Example**: Zurich Insurance implemented AI to autonomously process claims, enabling humans to focus on customer engagement and strategy, fundamentally changing claims agent roles and requiring new organizational structures and operating models.[16]

In Stages 3 and 4, organizations redesign work around outcomes and create new roles, skills, and activities for the future.

15 *WPP Redesigns Jobs and Roles to Power AI Transformation*, Kathi Enderes, PhD/The Josh Bersin Company, 2025.

16 *Pacesetters in the Superworker Era: The Six Secrets of High-Performing Organizations*, Kathi Enderes, PhD and Stella Ioannidou/The Josh Bersin Company, 2025.

The progression from *job architecture* to *work intelligence*, *work design*, and eventually *work transformation* represents increasing organizational capability to understand, redesign, and transform work itself, not just improve existing processes.

CASE IN POINT

Micron Technology Redesigns Jobs and Roles with Work Intelligence

Micron Technology, a leader in memory and storage solutions, began transforming its traditional job architecture into a more dynamic work intelligence model to adapt to the rapidly changing tech industry. The company recognized that the static job structures were insufficient for today's rapidly evolving business needs.

To address this, Micron partnered with Reejig, a work intelligence platform, to get real-time insights into tasks, skills, and capabilities. These insights enabled Micron to identify skill gaps, reallocate resources to high-priority projects, and better match employees to projects based on skills and interests.

Micron initially applied this approach to specific high-priority jobs, such as engineering and manufacturing, to demonstrate the value of work intelligence. The granular level of insights into the tasks based on industry data helped build credibility and trust with business leaders, opening the door for enterprisewide work design efforts.

Looking ahead, Micron aims for a more flexible and responsive workforce, fostering a culture of continuous learning and adaptability, and positioning the company to better navigate industry complexities.[17]

The Work Intelligence Platform Emerges

As AI advances so quickly, how can organizations keep up? Work design itself is not new, but traditional approaches involving manual task analysis, work composition reviews, activity design, and industry benchmarking often take months to complete. Consulting firms have long conducted time studies, observed processes, mapped workflows, and recommended ways to streamline work and jobs. However, these efforts are typically one-off projects, not the ongoing review needed for today's fast-moving technology.

Job architecture projects usually focus heavily on compensation benchmarking, with limited attention to rethinking the actual work required.

In recent years, the number of talent intelligence solutions to support decisions a across the talent lifecycle have entered the market, supporting the creation of skills-based insights and a more skills-based talent approach.[18] In 2025, a new HR tech category emerged to fill this gap with AI-powered technology: the work intelligence platform.

Work Intelligence vs. Talent Intelligence

Work intelligence platforms are an evolving, critical component of the HR technology stack, driven by the need to optimize talent , enhance productivity, and support strategic decision-making. These platforms provide comprehensive insights into workforce dynamics, enabling organizations to align their human resources with business goals more effectively and support work design.

Work intelligence platforms differ fundamentally from talent intelligence platforms. Talent intelligence analyzes individual employee skills and potential, while work intelligence examines the tasks, processes, and outcomes that comprise organizational work. This distinction is critical—talent intelligence asks, "What can people do?" Work intelligence asks, "What work needs to be done?" Briefly:

- **Work intelligence** focuses on tasks, processes, and work outcomes.
- **Talent intelligence** focuses on individual skills, capabilities, and potential.

The need for work intelligence platforms arises from the increasing complexity of the modern workplace, where rapid technological advancements and shifting market demands require agile and informed decision-making. At the same time, organizations must manage diverse and distributed teams and

17 *Micron Technology Leverages AI to Understand Work Architecture*, WhatWorks Podcast/The Josh Bersin Company, 2025.

18 *Enterprise Talent Intelligence*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2024.

understand work on a granular level—requiring tools that can provide real-time insights into work outcomes, roles, activities, and performance.

By offering a holistic view of the work in an organization, work intelligence platforms enable leaders to make data-driven decisions that enhance efficiency and drive growth, especially in AI transformation.

Work Intelligence: The Missing Link

For decades, most organizations have invested in robust job architecture (formal roles stored in HCM systems). In recent years, many have also focused on building out their skills taxonomies (competency frameworks that remain largely hidden) and attempted to connect the two. However, there is a critical connective layer that is missing. Essentially, the job architecture needs to be tied to work intelligence and skills architecture so they build a fully integrated system.

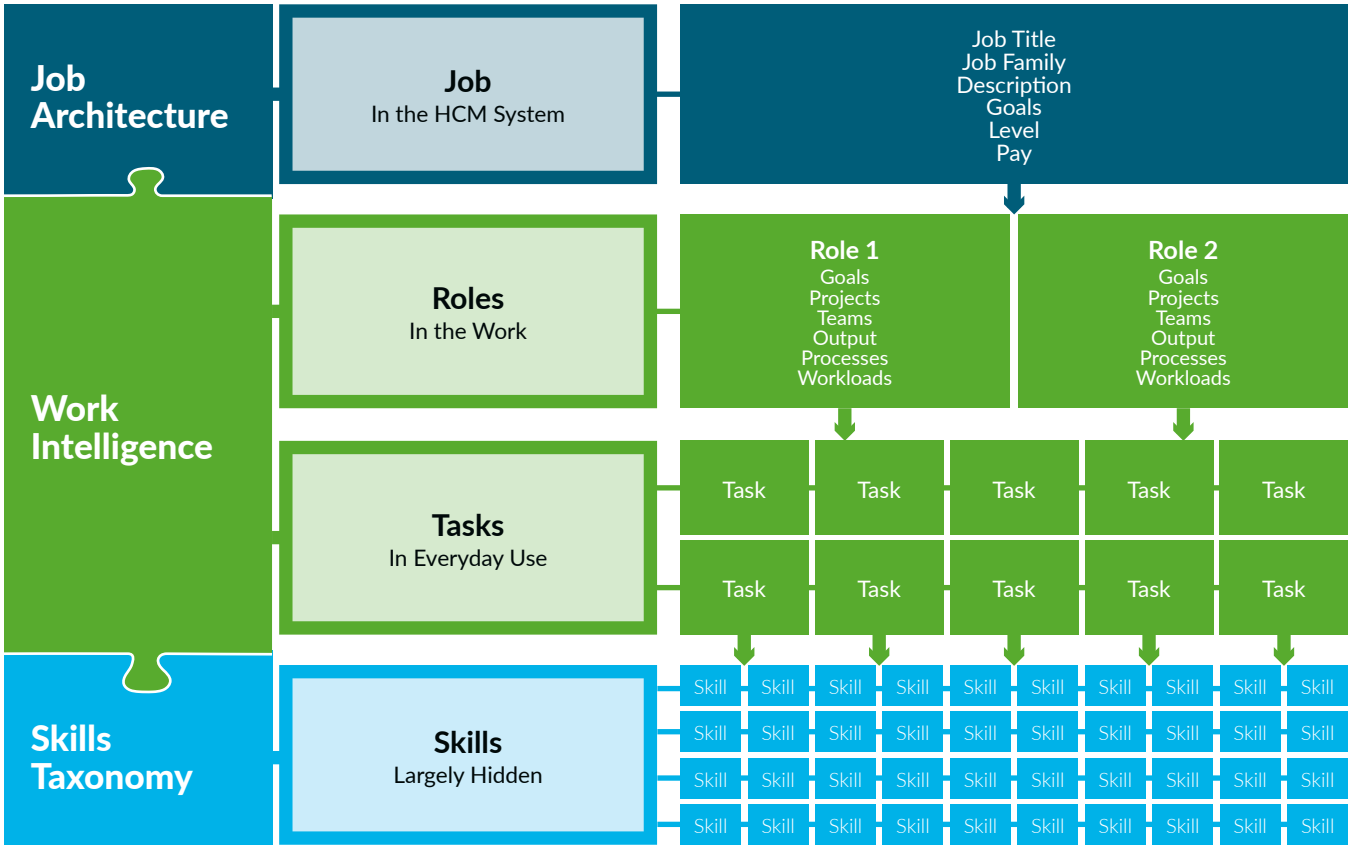
Work intelligence connects these two pieces—jobs and skills—by detailing:

- The roles people perform in their work
- The outcomes they are accountable for
- How these outcomes are accomplished
- The skills required for success

Refer to Figure 6 (below) as you consider the following: A "job" of product manager might encompass three distinct work "roles":

- Technical liaison (translating customer needs into engineering requirements)
- Market researcher (analyzing competitive landscapes and user behavior)
- Strategic planner (defining product roadmaps and go-to-market strategies).

Figure 6: Work Intelligence—Connecting Job Architecture and Skills Taxonomy



Source: The Josh Bersin Company, 2025

Each role involves different daily tasks and demands different skill combinations, yet traditional job architecture treats them as one homogeneous position.

Work intelligence is the missing link that makes these distinctions visible. It allows organizations to map from formal job definitions to precise skill requirements, while also rethinking roles and tasks during AI transformation—where AI agents don't have jobs or skills but perform tasks and deliver outcomes.

Without this middle layer of work intelligence, companies end up automating the wrong tasks, training people for skills they don't actually use, and restructuring around job titles rather than the work that drives results. Work intelligence provides the foundation for strategic workforce decisions by revealing not just who does what, but how work actually flows through the organization to create value.

Key Work Intelligence Platform Providers

Four major players stand out, each providing unique capabilities and use cases (see Figure 7). Organizations aiming to transform work as part of enterprise AI transformation should consider the specific capabilities of each of these providers against their business requirements to determine a suitable partner.

Figure 7: Work Intelligence Platform

Provider/ Product	Primary Focus	Key Capabilities	Unique Differentiator	Primary Users
Reejig	Enterprise view of work for AI-powered reinvention	▪ Maps tasks and subtasks across organization ▪ Provides AI automation/augmentation insights ▪ Streamlines job architecture ▪ Identifies skills gaps and redeployment opportunities	Only major provider solely focused on work intelligence, design, and architecture	Organization design experts, business leaders, people analytics professionals, AI transformation teams
Draup (Etter)	Strategic workforce planning with market insights	▪ Provides analytics on talent supply and demand ▪ Identifies emerging skills and roles ▪ Fully automated AI-based job redesign ▪ Uses natural language prompts for job transformation	Organizes tasks and activities around "workloads," business outcomes the role accomplishes	Workforce planning experts, people analytics teams, AI transformation teams, HR business partners
Gloat (Signal & Mosaic)	Employee empowerment through talent marketplace integration	▪ Matches employees with projects/roles ▪ Identifies enterprise AI opportunities top-down ▪ Empowers employees with bottom-up work redesign ▪ Offers seamless learning through projects and gigs	Democratizes work design by serving both organizational planners and employees	Organizational planners (Signal), employees/ managers (Mosaic)
TechWolf	Skill-based workforce intelligence and partnerships	▪ Analyzes job descriptions and employee profiles ▪ Supports reskilling and upskilling initiatives ▪ Integrates operational data from CRMs, ERPs ▪ Categorizes AI impact as automation, augmentation, or human tasks	Strong focus on partnerships with other technology providers to augment data and insights	Technology integration teams, people analytics teams, consultants

Source: The Josh Bersin Company, 2025

All of these platforms integrate with existing HCM systems, talent marketplaces, and learning systems through APIs to support work transformation initiatives at scale.

Where the Market Is Going

Work intelligence platforms are still emerging, but they are becoming essential for building a more granular, dynamic, and outcome-driven architecture needed for AI transformation. While talent intelligence platforms remain critical for comprehensive insights on skills, external and internal data, and other areas, they must now be supplemented with work intelligence platforms to identify tasks, processes, and outcomes. Together they provide two distinct but complementary data sets.

HCM providers like Workday, SAP SuccessFactors, or Oracle will likely be uninterested in focusing heavily in this space, as their architecture is built around the jobs, which makes collaboration with work intelligence platforms a necessity. At the same time, work intelligence platforms must integrate with HCM platforms to receive employee and job data, and to store skills data and potentially revised job data. However, HCM systems are not designed to capture the task-level data that work intelligence requires.

The new work intelligence platforms enable more agile and evidenced-based decision-making in a complex and rapidly evolving workplace, offering solutions that enhance productivity, support strategic planning, and foster a culture of continuous learning and development. By offering a perspective distinct from talent intelligence, they give organizations a clearer view of how work actually gets done—helping them optimize human resources and drive sustainable growth.

The new work intelligence platforms enable more agile and evidenced-based decision-making and offer solutions that enhance productivity, support strategic planning, and foster a culture of continuous learning and development.

Next Steps

In a world of AI transformation—and with leaders demanding productivity— companies must shift from static job architecture to dynamic work design. This means anticipating new work activities and processes, mapping required skills, and bridging skills gaps. To get started, consider these next steps:

- **Identify the business problem**. Start by diving deeper to analyze the root cause of the problem before launching an AI project. Don't just assume AI is the solution; identify key business challenges first.
- **Prioritize strategically**. Define criteria for where to start and align with a cross-functional governance team.
- **Redesign work dynamically**. Focus on defining work outcomes and activities that AI can enable, ensuring technology solves business problems, enhances productivity, and powers "top of license" work.
- **Leverage AI-based work intelligence**. Use technology that delivers insights into workforce dynamics, enabling data-driven decisions that align human resources with business goals and support work redesign.
- **Assess the impact on the talent model**. Plan for new capabilities using the Four R Framework™ (recruit, retain, reskill, redesign).[19]
- **Support change agility**. Work redesign is disruptive and hard for employees. Involve them in shaping the changes to build trust and create better solutions.

19 *The Definitive Guide to Human Resources: Systemic HR®*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2023.

Key Takeaways

- Organizations must shift from job-based roles to designing work around business outcomes and leveraging AI to enhance productivity and innovation.
- Transitioning from static job architecture to dynamic work design enables a more informed understanding of work outcomes, tasks, and skills—allowing faster adaption to technological change.
- AI should be implemented to solve specific business problems, not just to automate existing processes, to unlock its full potential and drive meaningful outcomes.
- Companies must move beyond a skills-based approach and start with understanding the work itself—unlocking every employee's potential to become a superworker.
- AI-based work intelligence platforms accelerate work design, provide comprehensive insights into work processes, and support strategic decision-making that align the workforce with business needs.

About the Author

Kathi Enderes, PhD

Kathi is the senior vice president research and global industry analyst at The Josh Bersin Company, supporting clients and the market with evidence-based insights on all areas of HR, learning, talent, and HR technology. Kathi has more than 20 years of global experience from management consulting with IBM, PwC, and EY, and as a talent leader at McKesson and Kaiser Permanente. Most recently, Kathi led talent and workforce research at Deloitte. She is a frequent keynote speaker, author, and thought leader. Her passion is to make work better and more meaningful. Originally from Austria, Kathi has worked in Vienna, London, San Francisco, and Spain and now lives in Palo Alto, California. Kathi holds a doctoral degree in mathematics and a master's degree in mathematics from the University of Vienna, Austria.

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