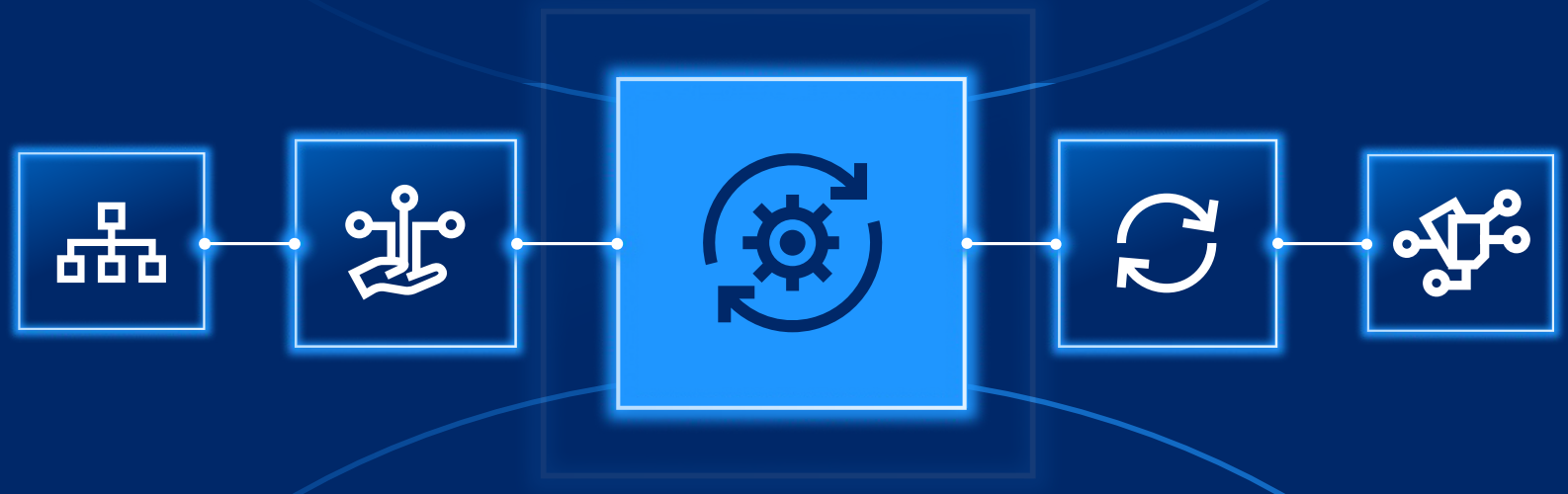
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Dynamic Redesign: The Next Evolution of Work Transformation

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30 July 2026 - ID G00847646 - 18 min read

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Initiatives: Designing the Enterprise for AI; Strategy, Risks and Opportunities; CxO Leadership; Delivery of Functional Responsibilities; Empowering the Enterprise With AI

> AI is making work increasingly dynamic, but most organizations still redesign work through periodic initiatives. Sustaining value will require work transformation and organizational design to evolve into continuous disciplines.

Insights at a Glance

Dynamic redesign, not episodic transformation, will become the primary approach to sustaining value as AI capabilities, business priorities and execution realities reshape work faster than redesign projects can keep pace. Most organizations are still learning how to redesign work for AI. Yet, AI capabilities, business priorities and execution realities are evolving faster than traditional transformation cycles can accommodate. Organizations that sustain value will treat work transformation and organizational design as continuous disciplines rather than periodic initiatives.

What Is Dynamic Redesign?

Dynamic redesign is the organizational capability to continuously redesign workflows, decision rights, jobs and talent deployment as AI capabilities, business priorities and execution realities change. It enables organizations to sustain value by treating work redesign as an ongoing operating capability rather than a periodic, transformational event.Key insights:

- **Transformation becomes continuous rather than episodic:** AI-enabled work changes too quickly to be managed through periodic redesign programs.
- **Work visibility becomes a prerequisite for dynamic redesign:** Organizations will combine **process intelligence** (macro) and task mining (micro) to understand how work actually executes across systems and people.

- **Adaptability (AQ) becomes the defining talent differentiator:** As AI continuously reshapes work, organizations will place greater value on employees' ability to adapt than on static skills alone.

Dynamic Redesign — Actions for CHROs and Executive Peers

To create the capability to align work, insight and talent to continuous change:

- Institutionalize dynamic redesign as an operating discipline rather than a periodic transformation initiative.
- Build work visibility capabilities using process intelligence, task mining and related work analytics to identify redesign opportunities in real time.
- Redesign talent systems to embed adaptability (AQ) into talent decisions and prepare the workforce for ongoing work redesign.

Strategic Planning Assumption

By 2028:

- Forty percent of organizations will achieve at least a 30% improvement in workflow efficiency by operationalizing continuous work redesign enabled by process intelligence.
- Organizations that combine foundational process excellence with AI-enabled work redesign will realize twice the business value from AI investments as organizations that automate existing work without redesigning it.
- Organizations that establish continuous work redesign as a core organizational capability will be twice as likely to sustain AI-driven work transformation as organizations that redesign work only during periodic transformation initiatives.

Issue

Organizations have long relied on process excellence disciplines, such as Lean, Six Sigma, and business process reengineering, to improve efficiency, optimize workflows and clarify decision rights. AI is now reshaping how work is performed across people, automation and AI capabilities, introducing greater interdependence, variability and speed of change.[1]

A majority of executives now identify AI as the most disruptive technological force in their industry, and 85% of functional leaders expect to increase AI investment in 2026. [2,3] As a result, the cadence of traditional process improvement is increasingly misaligned with the pace at which work is changing.

Organizations can no longer treat work design as a periodic activity. As AI continuously changes how work is performed, organizations need a repeatable capability to continuously observe, evaluate and redesign work to maintain alignment between execution and business outcomes.

Impact

Without Dynamic Redesign, AI Accelerates the Risk of "Velocity Without Value"

As AI scales execution, organizations that do not continuously redesign work risk amplifying inefficiencies rather than improving outcomes. Many organizations pursue AI use cases, yet only a small proportion deliver meaningful return, reflecting a gap between activity and value.[3]

This creates growing operational risk:

- Scaling outdated processes
- Misalignment between work and outcomes
- Increased cost without performance gain

As a result, AI can improve the speed of execution without improving the effectiveness of work, widening the gap between activity and business value.

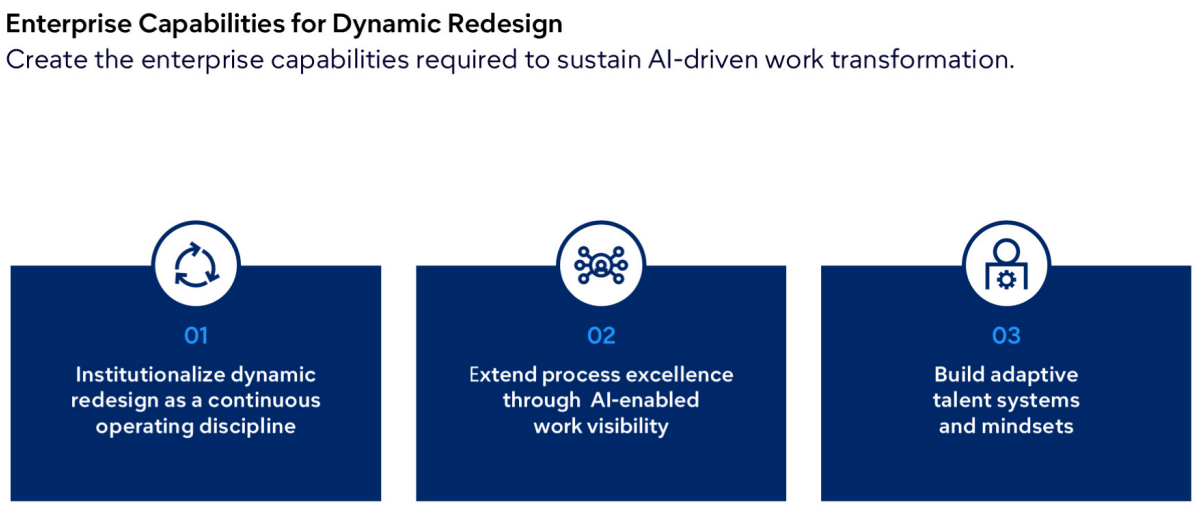
Organizations that continue to apply AI within static operating models will struggle to convert automation into sustained business value. Those that build a repeatable capability to continuously redesign work, workflows, decision flows and the allocation of work across people, automation and AI will be better positioned to translate automation (see How Organizational Design Can Deliver AI Value).

Implications

Implications for CHROs and Executive Leaders

To operationalize dynamic redesign, move beyond episodic transformation and **embed three enterprise capabilities that align work, insight, and talent to continuous change.**

Figure 1: Enterprise Capabilities for Dynamic Redesign



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Dynamic Redesign Must Become a Continuous Operating Discipline

Dynamic redesign *is not simply redesign performed more frequently. It is a shift from episodic, center-led interventions to a repeatable capability embedded in how the organization operates.*

This capability enables organizations to adapt workflows, roles and decision rights at the pace work changes, making redesign an operating discipline rather than a periodic initiative. Rather than relying on periodic projects, organizations continuously sense changes in work, evaluate implications and adapt workflows, jobs, decision rights and talent deployment as conditions evolve.

Forces Driving Continuous Redesign

Rather than responding to isolated redesign events, organizations are increasingly adapting work in response to ongoing forces that continuously reshape how value is created, including:

- **New AI capabilities emerge constantly:** Advances in AI continuously expand what can be automated, augmented or delegated, creating new opportunities to redesign work.
- **Demand changes as work becomes easier:** When AI makes work faster or cheaper, organizations often increase output, personalization or service levels, creating new workload and coordination requirements.[4]
- **Business priorities keep shifting:** Changes in strategy, customer expectations and market conditions require organizations to continuously realign how work is performed.
- **Work happens differently than expected:** Greater visibility into execution reveals bottlenecks, workarounds and variation between how work is designed and how it is actually performed.
- **The distribution of work keeps changing:** As AI takes on more tasks and decisions, and as workforce capacity and skills availability change, organizations must continually rebalance work, responsibilities and accountability across people, teams and machines.

Together, these forces make work increasingly dynamic. Organizations can no longer assume workflows, roles and decision rights will remain stable between redesign efforts. Instead, work must be continuously observed, evaluated and adapted as business needs, workforce realities and AI capabilities evolve.

Distributed Ownership Enables Continuous Redesign

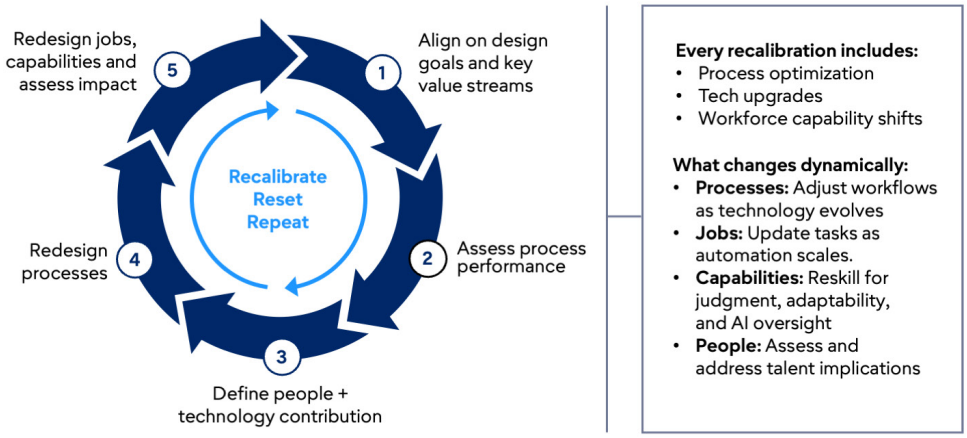
Dynamic redesign cannot be owned solely by transformation offices. Business leaders and process owners lead adaptation; employees actively contribute redesign insights, identify workflow friction, and participate in testing and refining work redesign opportunities. HR establishes the frameworks, governance, workforce participation mechanisms and guardrails that enable redesign at scale. This distributed ownership model enables continuous redesign while maintaining enterprise alignment.

How Dynamic Redesign Operates

Dynamic redesign operates as a continuous execution loop that uses performance signals and execution data to recalibrate workflows, roles, capabilities and decision rights as conditions change. Figure 2 illustrates how organizations continuously adapt work in response to evolving AI capabilities, execution signals and business conditions.

Figure 2: Dynamic Redesign as a Continuous Execution Loop

Dynamic Redesign as a Continuous Execution Loop



Source: Gartner
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Dynamic redesign is a continuous operating discipline for adapting work as business conditions, technologies including AI, and workforce capabilities evolve. Continuous adaptation does not require continuous restructuring. Many adjustments occur at the workflow, task and decision level, while broader changes to roles, structures and operating models should be reserved for sustained shifts in how work creates value.

CHRO Implication

Leading CHROs will move from supporting transformation programs to **institutionalizing continuous redesign as an enterprise capability** and will:

- **Define enterprise frameworks** and integrate dynamic redesign with AI and business strategy.
- **Enable business-led redesign:** Equip leaders and process owners with the tools, skills, and data to continuously adapt workflows and roles.
- **Establish governance and guardrails:** Ensure redesign is coordinated, scalable and aligned across the enterprise. Identify opportunities to redesign work across value streams and organizational boundaries rather than optimizing functions in isolation.

- **Align work, workforce and AI capabilities:** Ensure work design evolves in line with workforce capabilities and advancing AI technologies.
- **Create workforce participation mechanisms:** Establish structured ways for employees to contribute redesign insights, surface workflow friction and participate in evaluating proposed changes. Reinforce the principles, safeguards and workforce commitments that build trust, transparency and employee participation in continuous redesign.

As work redesign becomes a continuous operating discipline, competitive advantage will increasingly depend on how effectively organizations embed adaptation into day-to-day operations rather than relying on periodic transformation initiatives.

For more information, see How to Redesign Work in the Human-Machine Era and Unlocking Human+ AI Advantage: A Framework for Work Redesign.

Dynamic Redesign Requires Continuous Visibility Into Work

To operate effectively in AI-driven environments, organizations must anchor in core process excellence disciplines while adapting them to continuously evolving work. Traditional methods such as Lean, Six Sigma and business process reengineering remain essential for defining how work should operate. However, AI is increasing the variability, complexity and interdependence of work, creating a growing gap between process design and execution. As a result, organizations need continuous visibility into how work actually happens and is performed, not just how it is designed. Organizations can close this gap by combining process excellence with AI-enabled visibility into execution.

AI-enabled visibility changes how organizations understand work.

Organizations are closing this gap through a new set of capabilities that provide continuous insight into execution:

- **Process and task mining:** Process and task mining reveal how work is actually performed at a granular level (see Innovation Insight: Process Mining and Task Mining).
- **Process intelligence:** Provides end-to-end visibility into workflows across systems (see Innovation Insight: Beyond Process Mining and Analysis — The Future Is Process Intelligence).

- **Agent monitoring:** Tracks and governs AI-driven execution and decision making (see Innovation Insight: AI Agent Mining Transforms Autonomous Operations and AI Agent Deployments).

This represents a fundamental shift: Organizations move from describing processes to observing work as it happens.

Traditional process maps describe how work is intended to occur. AI-enabled visibility reveals how work is actually performed. Value is realized when organizations use those insights to continuously redesign work.

Early adoption patterns suggest that organizations increasingly recognize the value of visibility into work execution. Approximately 30% of organizations currently employ process intelligence capabilities and 29% are piloting them.[5]

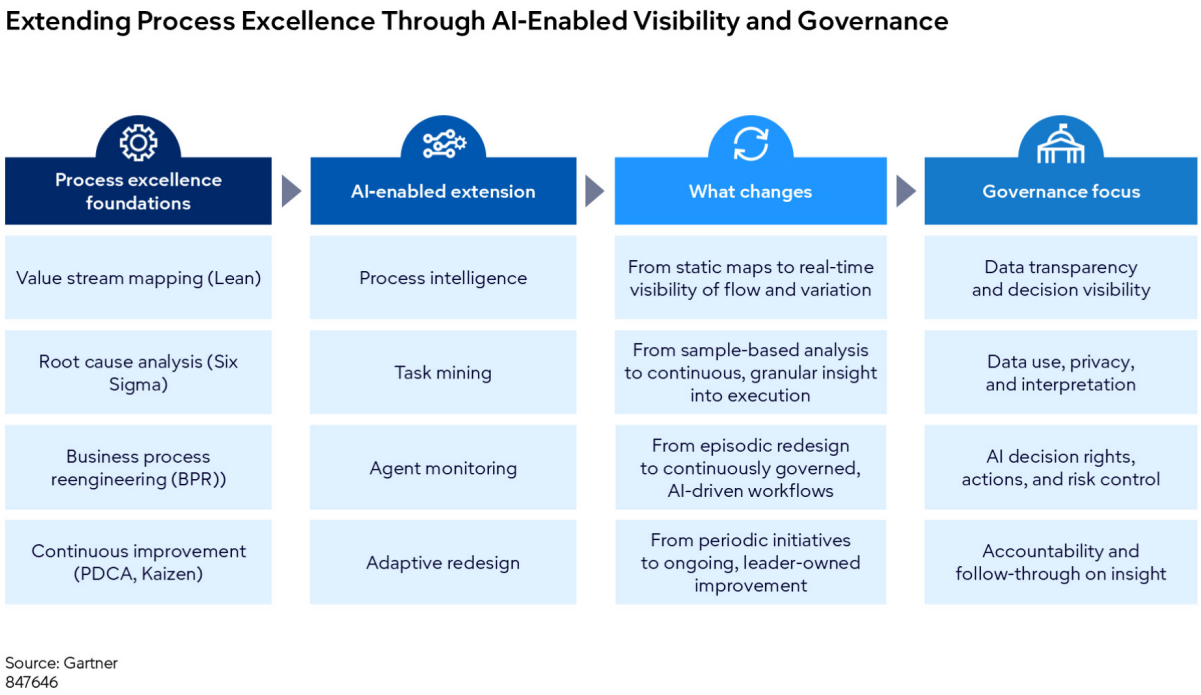
Continuous visibility should complement, not replace, workforce insight. While process intelligence, task mining and agent monitoring provide visibility into execution, employees remain a critical source of insight into workflow friction, customer needs and opportunities for improvement. Organizations need both execution data and workforce insight to understand how work actually creates value. However, as AI becomes embedded across workflows, organizations that can translate execution visibility into redesign and operational improvement will be better positioned to realize measurable productivity and efficiency gains.

Linking Visibility to Value

Visibility alone does not create value. Process intelligence, task mining and agent monitoring reveal how work is actually performed, but value is realized only when those insights are used to redesign workflows, decision rights and human-machine collaboration.

Many organizations struggle to translate AI investment into outcomes: while organizations are pursuing multiple AI use cases, only 13% to 27% of these use cases currently deliver positive ROI, often because workflows are not redesigned alongside technology. [1,3] Organizations that succeed with AI are not those with the most advanced tools, but those that build a repeatable capability to redesign work based on continuous insight.

Figure 3: Extending Process Excellence Through AI-enabled Visibility and Governance



This extends process excellence from periodic optimization to **continuously adaptive systems of work,** where improvement is driven by live execution data.

Visibility enables redesign, but unmanaged visibility creates a trust deficit.

Process intelligence, task mining and agent monitoring provide unprecedented visibility into how work is performed. Without clear governance, employees may perceive these capabilities as monitoring rather than improvement, undermining trust and slowing adoption. Organizations must establish clear guardrails for transparency, privacy and accountability and apply visibility at the system rather than individual level. Governance is becoming increasingly important as 88% of employees report bypassing enterprise AI tools.[6]

CHRO Implication

CHROs play a central role in ensuring visibility technologies improve work rather than monitor employees:

- **Defining clear boundaries on visibility:** what data is collected, how it is used, and what remains off-limits

- **Embedding transparency and consent:** clearly communicating purpose, safeguards, and expected use
- **Separating system insight from employee evaluation:** using visibility to improve work, not assess individuals
- **Combining workforce insight with execution data:** creating mechanisms that integrate employee knowledge and execution signals into redesign decisions
- **Guiding leader behavior:** focusing interpretation on system improvement rather than individual monitoring
- **Extending governance across human and AI work:** ensuring accountability for both human and AI-driven decisions

CHROs will need to act as enterprise stewards of responsible AI adoption, ensuring visibility and execution data are used to improve work and workflows rather than monitor employees, while building employee trust, supporting ethical decision making and maintaining alignment with organizational values (see Make AI Ethics Practical Through Use-Case Reviews).

Dynamic Redesign Requires Workforce Adaptability

Organizations that continue to manage talent as a fixed structure will struggle to keep pace with AI-driven change. Those that design for adaptability, and dynamically redeploy talent as work evolves, gain the ability to continuously realign and unlock significantly greater value.

Dynamic redesign requires a higher level of adaptability at both the individual and organizational levels. Employees must continuously learn, reskill and apply their capabilities in new ways as work evolves. Managers must develop the judgment and flexibility to redefine work, redeploy talent and adjust accountability as priorities change. HR must enable these shifts by creating the processes, talent practices and governance needed to support continuous adaptation.

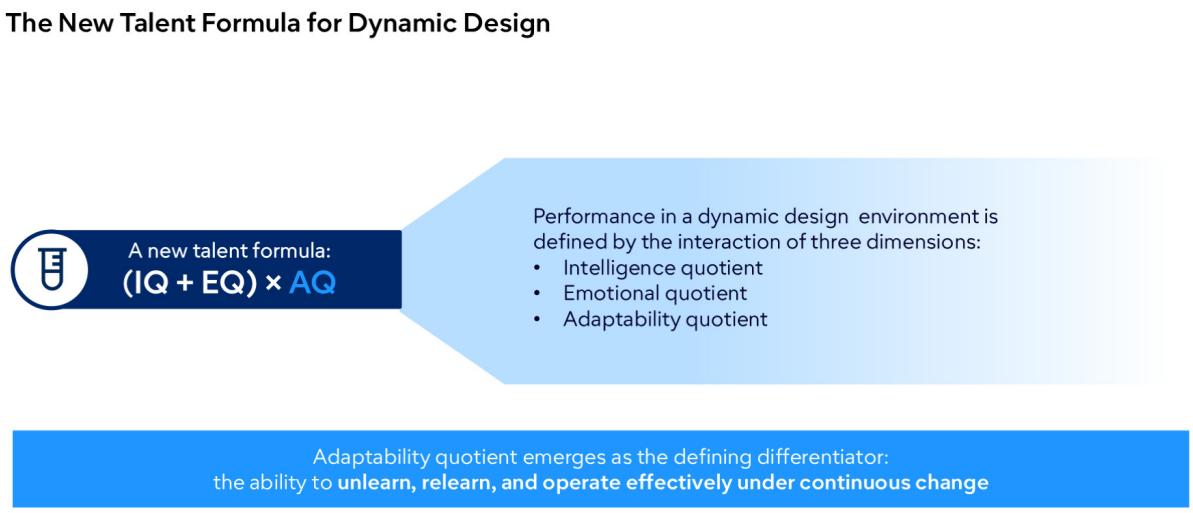
At the individual level, adaptability quotient (AQ) becomes increasingly important. AQ is an individual's capacity to adapt effectively as work, technology and business priorities evolve.[7] As AI continuously reshapes work, organizations will place greater value on employees' ability to learn, unlearn and apply their capabilities in new ways, rather than relying on static, job-based skill sets alone.

Performance in This Environment Is Shaped by Three Interconnected Dimensions:

- **IQ (cognitive intelligence):** The capacity to reason, analyze and solve complex problems. Individuals with strong cognitive intelligence excel at validating information, detecting errors and evaluating potential biases. As work shifts from routine execution to oversight, these skills are essential for ensuring accountability and sound decision making in increasingly automated environments.
- **EQ (emotional intelligence):** The ability to understand emotions, build trust in relationships, understand and navigate social dynamics. As work becomes increasingly fluid, individuals with relational capability can effectively coordinate, influence, and align shifting teams and diverse stakeholders across evolving networks and organizational boundaries.
- **AQ (adaptability quotient):** Emerges as the defining differentiator. AQ is the ability to continuously learn, unlearn and adjust to new circumstances. Highly adaptable individuals thrive amid uncertainty, embracing change and quickly acquiring new skills. In fast-evolving, AI-enabled workplaces, adaptability is critical for staying effective and resilient as jobs, technologies and business needs rapidly evolve.

Figure 4 illustrates how performance emerges from the interaction of cognitive, relational, and adaptive capabilities, with adaptability becoming the defining differentiator.

Figure 4: The New Talent Formula for Dynamic Design



At the organizational level, dynamic redesign requires systems, processes and talent practices that enable adaptation at scale. Organizations must continuously redeploy talent, realign work to changing priorities and evolve jobs as AI capabilities and business needs change. This requires moving beyond periodic workforce interventions toward more adaptive approaches to deploying talent, planning work and redesigning jobs. This reflects a broader shift observed in AI transformations: Value creation depends less on technical capability and more on how organizations continuously adapt work, workflows and decisions over time.[1]

CHRO Implication

CHROs play a central role in redesigning talent systems across workforce planning, talent deployment, development and performance management to align with continuously evolving work. This requires a shift in how organizations develop, deploy and manage talent:

- **From expertise to adaptability (development):** Prioritizing learning velocity and systems thinking alongside experience and functional expertise.

- **From skills as assets to capabilities in motion (talent mobility):** Dynamically deploying talent across evolving work rather than relying on static team assignments. High-AQ organizations make talent more fluid, enabling faster redeployment as business needs, technologies and workflows change.
- **From workforce planning to work planning:** Continuously aligning people and work to shifting demand (see Shift From Workforce Planning to Work Planning in the AI Era).
- **From periodic reviews to continuous realignment (people and organization reviews):** Replacing static workforce reviews with event-triggered reassessments as business needs and automation adoption evolve. These reviews focus on:
- **Team structures and jobs:** Updating responsibilities and human-machine workflows
- **Capabilities:** Building judgment, adaptability and AI oversight capabilities
- **People:** Identifying workforce risks and redeployment opportunities
- **Partnering with executive teams to rebalance in real time:** Reallocating capacity, redefining jobs, and adjusting accountability before friction slows value capture.

Dynamic Design: The Next Evolution of Work Transformation

Contributors

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Evidence

[1] Stanford University **Human-Centered AI**, AI Index Report, 2025.

[2] **2026 Gartner CEO and Senior Business Executive Survey.** This survey was conducted to examine CEO and senior business executive views on current business issues and areas of technology impact. 469 actively employed CEOs and other senior business executives participated in the survey that was conducted across three quarters in 2025 — March through April, May through June, and October through November. CEOs (n = 330), CFOs (n = 100), COOs or other C-level executives (n = 23), and chairs, presidents or board directors (n =16) from North America (n = 186), Europe (n = 147), Asia/Pacific, excluding China (n = 99), Latin America (n = 22), the Middle East (n = 11) and South Africa (n = 4) and organization of various sizes ($50 million to less than $250 million, n = 43, $250 million to less than $1 billion, n = 102, $1 billion to less than $10 billion, n = 213 and $10 billion or more, n = 111) participated in the survey. Survey results reflected open-ended responses categorized using an LLM-based topic modeling that was updated in 2025. As such, results are not directly comparable to previously published research. Disclaimer: The results of this survey do not represent global findings or the market as a whole, but reflect the sentiments of the respondents and companies surveyed.

[3] **2026 Gartner C-Suite AI Survey.** This survey was conducted to understand how enterprises were approaching AI, including budget allocations, current state of implementation and impact, AI strategy, and use cases across key business functions. The functions covered in the survey include finance (n = 160), HR (n = 135), procurement (n = 134), supply chain (n = 135), marketing (n = 154), sales (n = 135), customer service (n = 95), IT (n = 161), product management (n = 59) and legal/risk/compliance (n = 135); legal subfunction (n = 84), compliance subfunction (n = 31). The research was conducted online from January through April 2026 among 1,303 respondents across various industries and regions, including North America (n = 671), EMEA (n = 425), Asia/Pacific (n = 141), Latin America (n = 65), and others (n = 1). Qualifying organizations reported enterprisewide annual revenue of at least $50 million (or equivalent) in fiscal year 2025. Participants were required to be either the most senior leader or one level below the most senior leader within their respective function, and have familiarity with AI strategy, implementation, and budget for that function. Disclaimer: The results of this survey do not represent global findings or the market as a whole, but reflect the sentiments of the respondents and companies surveyed.

[4] Northeastern University News, “How a 160-Year-Old Economic Paradox Could Predict AI’s Future,” 7 February 2025.

[5] **2026 Gartner Head of Enterprise Architecture Role in Emerging Tech and AI Survey.** This survey was conducted to examine enterprise architecture (EA) leaders' views on, and the impact of, emerging technology (including AI and agentic AI) in their organizations. It also examined the role EA leaders have in relation to emerging technology and their belief in the current/anticipated direction of their enterprise's business and technology operating model. This survey was fielded from 5 May to 2 June 2026 and consisted of 253 EA leaders, including chiefs of enterprise architecture/heads of enterprise architecture (n = 111), principal architects (n = 93), and enterprise architects with decision-making authority (n = 49). Participants were from North America (n = 132), Western Europe (n = 69), the Middle East (n = 8), and the Asia/Pacific region (n = 44) and were in organizations of various sizes including those making less than $500 million (n = 19), $500 million to less than $1 billion (n = 27), $1 billion to less than $10 billion (n = 113), and $10 billion or more (n = 94). Disclaimer: The results of this survey do not represent global findings or the market as a whole, but reflect the sentiments of the respondents and companies surveyed.

[6] **2026 Gartner Q1 Global Labor Market Survey.** The 2026 Gartner Global Labor Market Survey was conducted quarterly to measure employee perceptions across key labor market and talent metrics, including business confidence, engagement, employee value proposition, and others. The Q1 2026 research was conducted online and included responses from 11,838 employees across 40 different countries in 15 languages, covering multiple industries and functions. The survey questions were standardized, which ensured consistency and comparability of results over time. The Voice of the Candidate module was designed to understand the preferences of job candidates to help inform recruiting strategies. The module contained responses from 2,644 full-time employees, part-time employees, unemployed respondents, and contract workers so long as they actively sought full-time employment, with representations from various countries and industries.

[7] Fratto, Natalie. "3 Ways to Measure Your Adaptability — and How to Improve It," TED Talk, 2019. This talk popularized the concept of adaptability quotient (AQ) and described adaptability as "how well a person reacts to the inevitability of change" and argued that adaptability is an increasingly important differentiator in a rapidly changing world.

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