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How to Reimagine Any Process and Team for AI

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Initiatives: Empowering the Enterprise With AI; CxO Leadership; Functional Design; People; Transforming IT for the AI-Driven Enterprise

> Enterprises can reimagine any process and team using 12 AI reimagine building blocks. Using these blocks helps redesign both process execution and outcomes for AI and can be applied by multidisciplinary teams in workshops, discussions, or hackathons to drive AI-powered innovation.

More on This Topic

This is part of an in-depth collection of research. See the collection:

- The AI Leader's Guide to Gartner Themes: Prioritizing Investment, Governance and Autonomy

Insights at a Glance

Reimagining a process and team for an AI future is very hard to do. Every enterprise knows that AI presents an enormous opportunity for almost every part of the organization. But frustratingly, the redesign teams don't even know where to start — except for a vague promise that eliminating headcount through AI automation is a way forward.

There is more. Yes, AI can automate, but it can also give employees expertise they never had. AI can double the amount of insight brought to decision making. There is much more … and this report presents 12 of these opportunity patterns (called AI reimagine building blocks).

Gartner Positions:

1. To Reimagine With AI, Start by Reimagining How We Should Reengineer Because Methodologies From Past Decades Don't Apply Well to AI Reengineering

It starts with the fundamentals. **The next wave of enterprise transformation will be top-down in direction, but bottom-up in design.** In the past, leaders could define a clear end state and rely on tested blueprints for the best way to get there. Think of how manufacturing and supply chain redesign had JIT, Kanban and approaches such as Lean and Six Sigma. AI has none of that — yet. With AI, the end state isn't clear and there are no blueprints until enterprises collectively create them and share best practices.

Until then, reimagining for AI will need to start with a bottom-up approach where building blocks of opportunities are progressively applied to processes and teams to meet top-down design goals (e.g., increase speed and throughput). This initial incremental approach has the benefit of arming the redesign team with the art of the possible — and once they have that, the team has reimagination firepower to flip to the transformational redesign of outcomes. Most enterprises will benefit from this two-step approach.

2. Any Process and Team Can Be Reimagined Using 12 AI Reimagine Building Blocks

The **12 AI reimagine building blocks** are based on the four ways AI gives enterprises to redesign:

Expand capabilities: How can we get more value from the work that still matters?

- 1. Expand Human Expertise
- 2. Expand Quality of Decisions
- 3. Expand Speed

Eliminate waste and friction: What tasks and steps should no longer exist, or should go to AI?

- 4. Eliminate Tasks
- 5. Eliminate Exceptions and Errors
- 6. Eliminate Sequence and Handoffs

Improve existing outcomes: How can we improve existing products, services, value proposition and customer experience?

- 7. Improve Products and Services

- 8. Improve Customer Offers and Contracts
- 9. Improve Experience

Create new outcomes: What value is now possible that was not feasible before?

- 10. Create New Products and Services
- 11. Create New Markets & Stakeholders
- 12. Create New Business Model or Public Mandate

3. The Sequence in Which You Redesign for AI Matters

There are two paths to reimagine processes and teams:

- **Transforming execution is about how work gets done:** AI can automate and even make certain tasks unnecessary. However, AI's greatest potential is in areas requiring judgment and context for decisioning.
- **Transforming outcomes is about what customers receive:** AI makes it possible to deliver outcomes that were previously too costly, too slow, or simply impossible at scale.

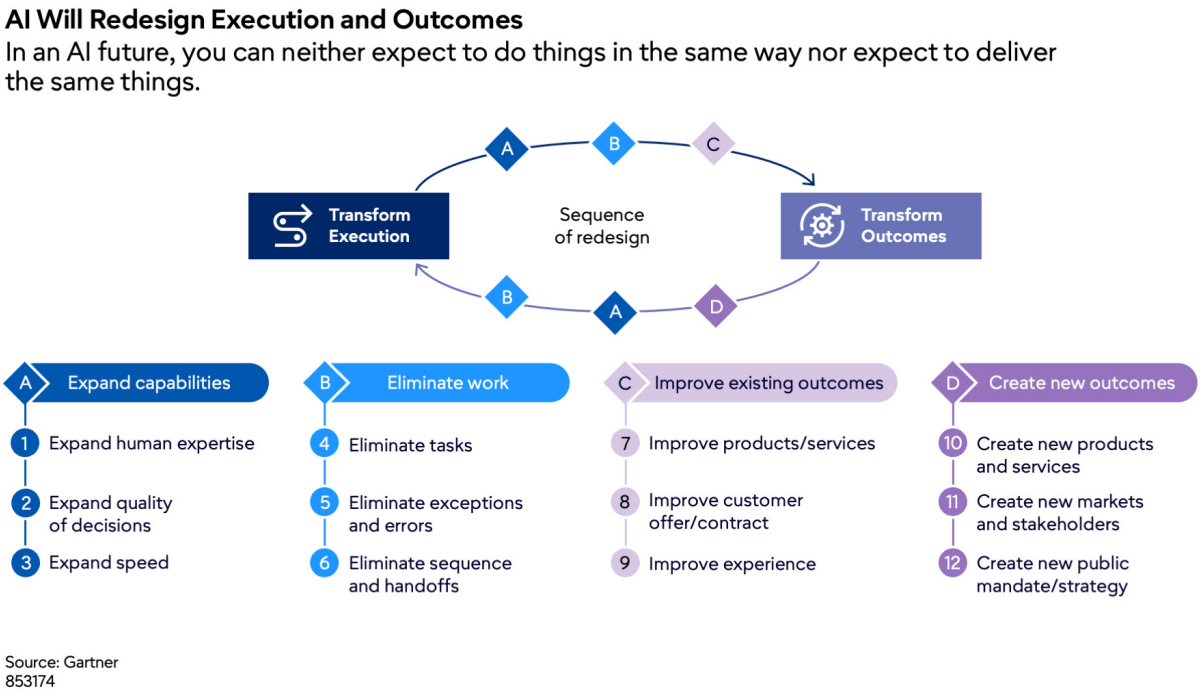
Most organizations will be best served by transforming execution first. This builds the innovation capability that eventually makes it possible to transform outcomes like creating new products, markets or strategies.

Impact

The scope of the reimagination effort in this report is at the process level and the teams of employees who are part of the process — in other words, the game-changing level. Today many employees are increasing individual productivity or isolated incremental improvements to their work (think Everyday AI). Enterprises now want to go much farther with ambitions to transform major processes such as campaign management, order-to-cash, claims management, or entire parts of supply chain operations. These are the game-changing opportunities that AI can produce — and the focus of this report.

Enterprises can reimagine any process and team using **12 AI reimagine building blocks**. Six of the building blocks focus on how AI can transform the *execution* of a process and the other six help reimagine how the *outcomes* of a process can be transformed. Multidisciplinary redesign teams can use these building blocks in a discussion, workshop, or hackathon (see Figure 1).

Figure 1: AI Will Redesign Execution and Outcomes



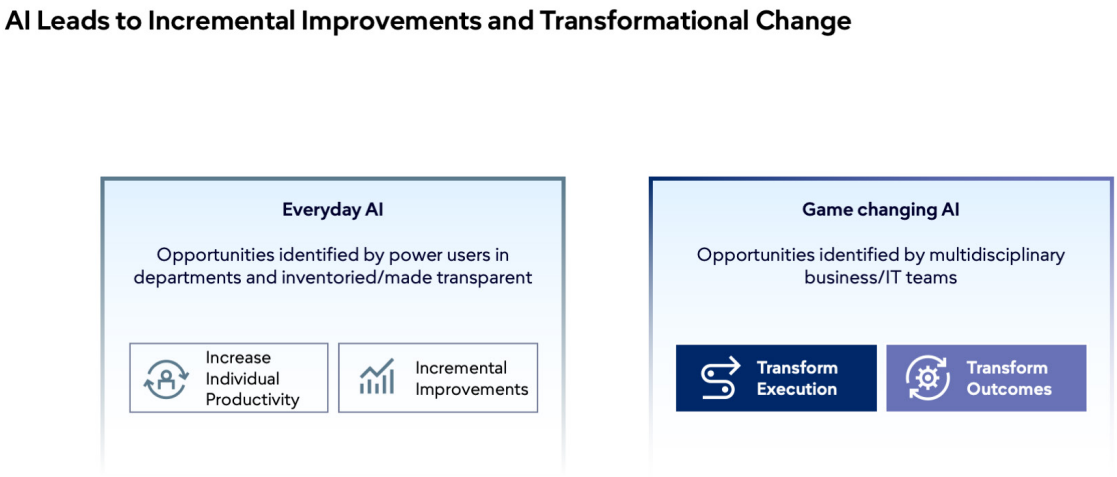
Source: Gartner
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Actions

1. Decide where to start. Start where your differentiating capabilities intersect with teams that are ready to rethink how they work and what they deliver. This means focusing on "game changing AI" opportunities where the work matters most and the willingness and readiness to change are highest (see Figure 2).

Figure 2: AI Leads to Incremental Improvements and Transformational Change



Source: Gartner
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2. Form a multidisciplinary team. In the AI era, leaders explicitly set direction, priorities, and boundaries and bottom-up multidisciplinary teams reimagine teams and processes. This team must include:

- People who do the work,
- AI specialists to bring a realistic perspective of what AI can or cannot do, and,
- People who are responsible for outcomes (who are sometimes not the same people as those who do execution)

3. Start with an "art of the possible" session on AI so everyone knows what is possible. Define success both in how work is done and in the value it creates.

4. Have a workshop, hackathon, or discussions. Don't try to use all 12 building blocks at once. Use top-down goals to guide their use (e.g., "we want to increase the speed by 33%"). In a given hackathon, you will probably use two to three building blocks out of the available 12.

Cautions

- **Don't assume the innovation muscle is there.** Most organizations have prioritized standardization over innovation. Now, innovation and problem solving are the top two critical skills for IT staff to succeed in today's rapidly evolving AI-augmented environment. [1]

- **Don't over-rotate to efficiency.** Efficiency feels safer because it rarely touches your customer, revenue engineer or mission. The winners in this era will use AI to reimagine for growth, reinventing the capabilities where most value is created.

- **Elimination is one transformation path, alongside cost, speed, scale, and customer experience. But it is rarely the highest-value option.** While elimination may seem straightforward, it often breeds resistance when imposed, even in innovation workshops (see It's Go Time: 3 Steps to Build an AI-Amplified Workforce Starting Today). The better way to find elimination opportunities is to expand capability and create value first. This way, waste and friction become readily apparent and their removal more durable. For example, giving a brand manager AI-powered insights makes redundant tasks, like monthly briefings, easier to see and to eliminate.

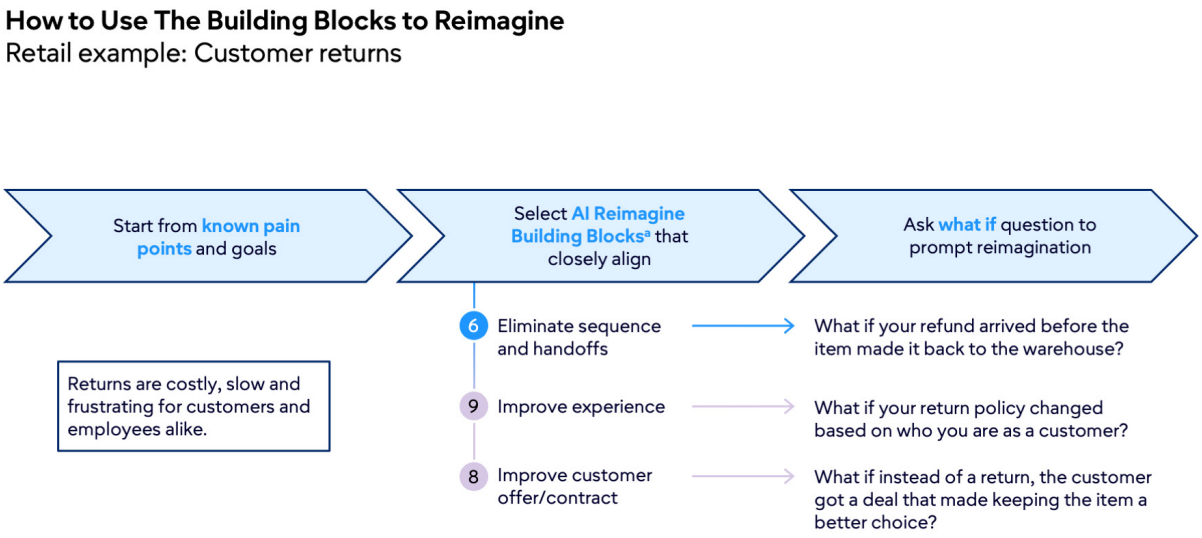
How to Execute

Download the slides that accompany this document.

How to Use the Building Blocks to Reimagine

Use the building blocks to surface transformation areas that you might have otherwise missed. To get to them, you need to start from the top-down direction and known pain points (see Figure 3).

Figure 3: How to Use the Building Blocks to Reimagine



Source: Gartner
[a] Enterprises can reinvent any process or team using 12 AI Reimagine Building Blocks. The three selected for this example are a subset of the full list.
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Start with possibility, then refine for reality: Temporarily **set aside known constraints** to spark innovation. This helps reveal which limits can be overcome, and which can't be. It's important to deliberately decide what work stays human, what is augmented, and what is automated, based on where each adds the most value, not just what's possible. Later, bring back genuine constraints like cost, regulation, and risk to shape practical solutions. Start with possibility, then refine for reality.

AI can sometimes cost more than an employee: But it can also do more, or do different things that were never possible. The role of technology in the past was often "the lower cost option." AI changes that framing. Think of the cost of an electric vehicle versus a conventional car: it costs more, but it does things a conventional car cannot. Reimagining with AI is as much about going for more as it is about going for less.

The success measure that captures this best is value created per person, and whether that ratio is improving over time.

AI Will Transform Execution and Outcomes; Value Builds in Both Directions

In an AI future, you can neither expect to do things in the same way nor expect to deliver the same things. However, the sequence to redesign matters.

Start With Transforming Execution: Build Capabilities, Then Remove Inefficiencies

Most organizations should begin by using AI to improve how work gets done. This builds confidence and skill with the technology. When employees see AI as a tool that helps them, not a threat, they become advocates for change. Improving execution leads to better products, services, and customer experiences. Show the benefits of AI clearly before asking teams to change or give up old ways of working.

Transform Outcomes Next: Deliver New Value, Then Expand Capabilities, and Remove Inefficiencies

In some cases, especially where there is a clear vision or blueprint, you can start by focusing on new outcomes. Instead of small tweaks, ask what would truly surprise and delight your customers. Build these new outcomes first, then adjust your processes and roles to support them. Remove any steps that are no longer needed. For example, if AI sees the empty shelf before staff, the detect-and-report step stops being necessary.

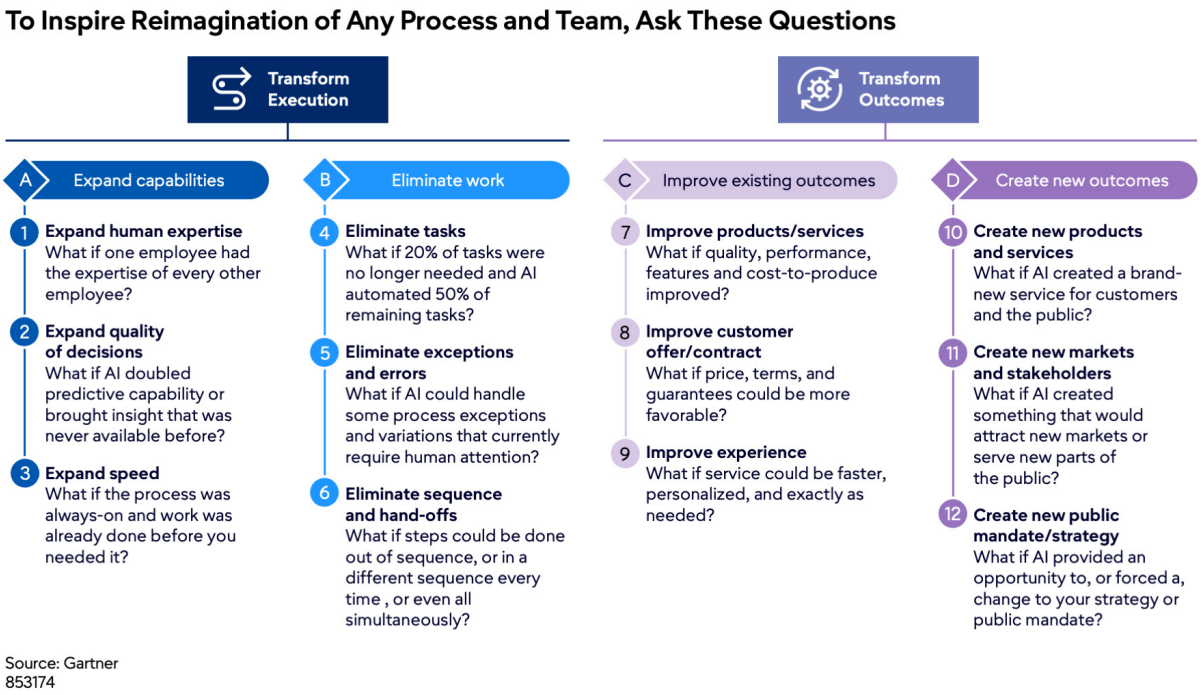
The sequence matters.

Most organizations will be best served by transforming execution first. This builds the innovation capability that eventually makes it possible to transform outcomes like creating new products, markets or strategies.

Reimagine Any Process and Team Using the 12 Building Blocks

Spark reinvention by asking the right "**what if**" questions (see Figure 4). These questions help you see beyond the way things have always been done and reveal new opportunities you might otherwise miss.

Figure 4: To Inspire Reimagination of Any Process and Team, Ask These Questions



Descriptions for the 12 AI Reimagine Building Blocks

1. Expand Human Expertise

AI can augment an employee, so they gain additional expertise. This can range from bolstering existing expertise to providing an employee the expertise to do completely new or more complicated jobs.

E.g., a paralegal with AI augmentation can write or update a complex contract that previously only lawyers could do.

E.g., in the software development process designers, coders, testers, and delivery specialists could all do each other's jobs.

Inspire Reimagination With These Questions:

- **What if** AI could give an employee the expertise to do any job in the process? Would bottlenecks be removed if everyone could do any job?

- **What if** each employee did all steps in a process (end-to-end) because AI gave them the expertise to do so? Would this be better for certain situations (e.g., complex exceptions) or all situations?

- **What if** there were no more scarce skillsets in any location? Would a center of excellence with specialized resources still be required?

- **What if** the augmented expertise possible with AI was so significant that it forced a change to the outsourcing strategy? How does AI change what might be re-insourced or outsourced?

2. Expand Quality of Decisions

AI can improve predictions, analysis, decisioning and many other decision-making activities. This occurs through any combination of these AI abilities:

1. Provide a better analytical engine

2. Bolster existing analytical approaches

3. Bring in new or more granular data

E.g., AI could bring in a whole new set of data and insight to credit risk decisions.

E.g., simulation, prediction, and optimization can all be bolstered with AI. AI doesn't replace current methods. It accelerates or improves granularity/precision.

Inspire Reimagination With These Questions:

- **What if** AI meaningfully improved predictive/forecasting capabilities? Would a process remain as-is or could it be changed? Would there be ripple effects to other processes?

- **What if** AI doubled the amount of insight brought to decision making? What if it wasn't more data, but more timely data like real-time data?

- **What if** a whole new set of decision support was made possible with AI? Think of the impact of image and video AI analysis on many industries. Similar innovations are available in diagnosis, discovery, and prediction.

3. Expand Speed

AI has the ability to greatly increase execution, preparation, and decision speed. This can occur in both the digital and physical worlds.

E.g., some insurance claims could be autoadjudicated and paid out within minutes of the first notice of loss.

E.g., manufacturing robots with AI could halve the set-up time for a new assembly process.

Inspire Reimagination With These Questions:

- **What if** AI could execute almost instantaneously? Would certain tasks be done much more frequently? For example, would fraud checks be done at every customer step, not just at the end? Would finance do a virtual month-end close every day?

- **What if** AI connected to a general ledger could do a rapid preaudit before the real audit begins?

- **What if** an AI-enabled robot were able to clean and turnover a hotel room, a restaurant table, or hospital bed?

4. Eliminate Tasks

AI can render certain tasks unnecessary or automate them. While AI continues to automate more tasks, it can also make some tasks obsolete, irrelevant or done only if required.

E.g., when AI can "attend" a meeting, no one has to take notes, summarize, or translate. AI doesn't even need to do any of these tasks until they are requested.

E.g., AI can automate the analysis of image, video and other media. Cleaning robots at grocery stores could analyze shelves for restocking.

E.g., AI can interact, converse, probe, and transact with humans, machines, and any other AI or digital asset. This leads to many automation possibilities.

Inspire Reimagination With These Questions:

- **What if** 20% of tasks were no longer needed and AI automated 50% of remaining tasks?

- **What if** the goal isn't to reduce this work, but to eliminate it entirely? Did this activity exist mainly because of legacy processes or organizational habits?

- **What if** AI could create all outbound citizen communications and handle all inbound queries and requests?

- **What if** AI could produce excellent quality every time? Could many quality checks be eliminated? For example, if AI coded perfectly, would there be a need for full testing or would the amount of testing be reduced? Would the debugging part of the process also change?

- **What if** AI could translate on the fly? Would you eliminate the need to create additional websites or documents in multiple languages if a translation can be instantly provided?

5. Eliminate Exceptions and Errors

AI can handle variation much better than other technologies. This means it can eliminate what were previously considered to be exceptions, omissions, and errors. For example, when a submitted form is incomplete or nonstandard, it will often require time-consuming exception handling or rejection. AI can do what humans would do when handling exceptions: interpret the form in context, and correct small errors or omissions without the need for escalation.

E.g., if a person submits an accident claim form and forgot to mention which airbags deployed, the AI can still get that information from the attached police report PDF or accident photos and continue the claims process.

Inspire Reimagination With These Questions:

- **What if** AI could handle some process exceptions that currently require human attention? What exceptions would these be and would other parts of the process change as a result?

- **What if** AI could handle all exceptions and variations? Would a highly unstandardized process start to act like a standardized one? For example, case requests for a public housing estate can vary widely. But from the outside, AI would make it seem like it is a highly structured and standardized process.

6. Eliminate Sequence and Handoffs

AI can sometimes remove the need for sequence in a process (i.e., Step 2 after Step 1) because it can do things in parallel or make sense out of order or simultaneous steps. For example, if a step comes in out of order AI can simply rerun the whole thing again. This can also eliminate some handoffs between employees as AI will have an overall "eye" and will be able to connect the dots between events.

E.g., income tax software does not require a specific sequence of completion. Data can be entered in any order and taxes get recalculated every time. AI's "recalculation" capability can extend this concept to many other use cases.

E.g., AI can take a set of fragmented discussions from 10 people that occur in no particular order and create a report outlining agreements and areas that still need resolution.

E.g., the shift handoff note between nurses disappears when every nurse has real-time access to the full patient record and all events at bedside. The AI will "brief" the incoming nurse, maybe even better than an employee.

Inspire Reimagination With These Questions:

- **What if** steps could be done out of sequence, or even all simultaneously? Why does the sequence have to be the same every time? Would customers prefer more customized/variable interactions?

- **What if** no one had to wait for anyone else?

- **What if** the process was "always-on" (like tax software always recalculates each time new data is added)?

- **What if** you ran every possible next step at once, down every branch, and threw away unneeded paths?

- **What if** AI was an ever-present "fly on the wall" and could recount everything to an incoming employee, going back many months, as if it was there (because it technically was).

7. Improve Products and Services

AI can improve an existing product or service. This can occur by improving the execution that leads to its building or delivery (e.g., lowering the cost-to-produce via Building Blocks 1 through 6) or by natively upgrading the product or service with AI.

E.g., a citizen app can have significantly more capabilities with the addition of an AI agent.

E.g., a pharmaceutical company can use AI to both speed up drug discovery and develop new ways to discover drugs.

E.g., a law firm that offers subscription-style contract monitoring to mid-market clients who could previously only afford a one-time review.

Inspire Reimagination With These Questions:

- **What if** we lowered the cost of operations/manufacturing via AI and passed some of it on to customers?

- **What if** desired features we had previously turned down were now possible with AI?

- **What if** the market or the public expected our flagship products/services to be AI-enhanced?

- **What if** an AI agent in an app made many existing features obsolete or much less relevant? For example, a banking app that used to feature budget/spending alerts would be made much more capability-rich with an in-app AI agent.

8. Improve Customer Offers and Contracts

AI can change the economics of offering a product or service so much that an enterprise may choose to modify price, terms, guarantees or assurances to improve its offer to customers and citizens.

E.g., AI may create the opportunity to significantly reduce the price of an existing online tutoring service to be more competitive.

E.g., a government agency can promise that a response will be provided 24/7 with an AI agent.

Inspire Reimagination With These Questions:

- **What if** price, terms, and guarantees could be more favorable?
- **What if** an enterprise was able to cut its operating costs by 20% because of AI and decided to pass on the savings to customers (and become the low-price leader in the industry)?
- **What if** contracts could be made much more detailed and adapted to the specifics of every situation? AI would write detailed clauses for very granular scenarios instead of blanket just-in-case statements. AI could also be used to monitor the compliance of these complex contracts.

9. Improve Experience

AI can improve the speed, availability, quality, and cost of delivering an experience by:

1. Improving the execution of the process (from building blocks one through six)
2. Personalizing each unique experience.

E.g., an insurer can offer near-instant resolution of certain claims with AI.

E.g., a municipality can aim to keep pace with all mainstream building permit requests no matter how frequent and numerous the submissions (and changes) are.

Inspire Reimagination With These Questions:

- **What if** service could be faster, personalized, contextualized every time, for every customer?
- **What if** customer service was always available, always knowing of what happened, and always caring?

- **What if** we could eliminate the need for customer service? Not just by offering self-service. How would we make the customer experience so completely intuitive that they never reached out for help? Would having AI natively embedded in a product or service make this possible?

10. Create New Products and Services

AI can lead to the development of net-new products and services (in addition to improving existing products and services covered in Building Block 7) in two main ways:

1. AI can originate new classes of products and services never previously possible.

2. AI can sometimes change the economics of launching previously uneconomical formats like one-offs or mass personalization.

E.g., an educational institution can offer a remote and un-staffed certificate or degree program.

E.g., a consumer products company can launch a house cleaning robot that doubles as a house butler/organizer.

E.g., a law firm can launch an AI assistant for executors of wills.

E.g., physical AI will lead to a whole new set of products/services.

Inspire Reimagination With These Questions:

- **What if** AI created a brand-new service for customers and the public?

- **What if** your competitor launched a new AI product or service line? What would it be and which competitor would launch it?

- **What if** customers' unmet needs were now made possible with AI? Are there products or services we think customers would value but aren't yet asked for? What does "perfect" look like for a customer and what could it look like for us to offer that with AI?

11. Create New Markets and Stakeholders

AI can lead to expanded market reach and new capabilities. AI agents and robots can become new markets and stakeholders themselves.

E.g., AI can market, sell and service markets in new time zones and languages. AI can significantly round out what was started by e-commerce and the web.

E.g., AI can enable a whole new set of agentic AI customers that can purchase or request services.

Inspire Reimagination With These Questions:

- **What if** AI created something that would attract new markets or serve new parts of the public?

- **What if** AI was the new customer — as either a physical or AI agent? How would AI as a customer change our behavior, our strategy, our execution methods? For example, would special "credit cards" be created for AI agents with purchasing capabilities, to help mitigate the risk inherent in these transactions?

12. Create New Business Model or Public Mandate

AI can open the door to completely new public mandates or business strategies. It can do so through AI innovation, changed economics, or expanded and multiuse applications.

E.g., once digital and physical AI are enabled in a senior citizen setting, the AI can provide multiple uses (entertainment, companionship, health, financial management, cleaning care, safety, etc.). This can expand the public mandate of an organization that was only focused on one facet.

E.g., an engineering design firm that designs buildings can also build its digital twin. Not only is a digital twin a new class of product, it also gives the design firm the option of starting a new business on the "run/operate" side of the industry. AI provides many of the capabilities to do this such as the ability to scale monitoring, case management, client support, and field presence (with drones and physical AI).

Inspire Reimagination With These Questions:

- **What if** AI provided an opportunity to, or forced, a change to your strategy or public mandate?

- **What if** it was a competitor or new entrant that took this opportunity?

Success Measures

Don't Rely on Lagging Indicators Alone

Lagging indicators, e.g., cost per transaction or cycle time improvement matter, but they only tell you what already happened. By the time they move, the reimagination has either worked or it has not, and you have limited ability to course correct.

Track leading indicators of **whether your organization is building a reimagination capability** or executing a one-time initiative:

- *Are you generating genuine reimagination or just incremental efficiency?*
- *Are teams coming back to reimagine more areas without being asked or does every effort require a push from the top?*
- *Are your people proposing what to eliminate, or resisting it?*

Monitor How Employee Capacity Evolves

Headcount reduction is a legitimate outcome, but it is not the only one, and an organization that treats it as the primary measure will get sandbagged assessments from the start. The more interesting question is whether people are doing higher-order work than before.

- *Do employees feel they have the knowledge, access, and authority to make decisions without escalating?*
- *Does one person now have the skills to do what previously required a team?*
- *Are new role profiles emerging that did not exist before, or are you just renaming old jobs?*

Assess the Customer Experience at Critical Moments

Understand whether the customer's experience at the moment of highest stakes has fundamentally transformed.

- *Did they have to work hard to get what they needed?*

- *Did the organization know what they needed before they asked?*
- *Did the new capability change their behavior?*
- *Are they staying, spending more, or choosing you over an alternative they would previously have preferred?*

Reimagine processes and teams by explicitly determining what to preserve, elevate, and create as AI changes execution and coordination costs. Organizations that outperform in the agentic era will be those that treat AI-enabled capacity as something to be deliberately reinvested, not merely harvested.

Contributors

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Evidence

[1] **Gartner CIO Talent Planning for 2026 Survey.** This survey was conducted to understand how CIOs are designing their talent strategy in the AI-driven environment with respect to skills strategies, including training programs and skills evolution, IT organizational design, work design, and different aspects of using AI in work. The research was conducted online from November through December 2025 among 533 respondents across various industries and regions, including Asia/Pacific (n = 133), Europe (n = 150), and North America (n = 250). Qualifying organizations reported enterprisewide annual revenue of at least $50 million or equivalent. Respondents were screened for CIO or senior IT leadership roles with decision-making responsibilities in talent planning strategies and at least awareness of their enterprise's AI vision and strategy. 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.

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