

# Overdue: Work needs analysing

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**Ever wondered why so many jobs fit inside a 9-5 pattern, despite the tasks being different and of differing duration? Some jobs are ongoing, and others of more of a finite nature.**

We know that part of this timing is due to legislation, but then again, this timetable was in use long before those protections were put in place.

In many organisations, jobs are relics of the past, still shaped by historical tasks, legacy systems, and the assumption that what people have always done must still be done. When someone leaves, they are either replaced or the work is passed to others. A critical look at the actual value delivered by a role in relation to business outcomes is the exception rather than the rule, confirmed by the Budgeted Headcount. The result? Overlap, duplication and eventually, redundancy, with no clear view of the true resource needed to make the business successful.

We now need a fundamental rethink.

## Misalignment between work and outcomes

Across many industry sectors, work is often structured around rigid job descriptions that reflect activities, not outcomes. People attend set hours at a workplace, taking in the daily round of reports, meetings and reviews, but the Why? is rarely questioned, if at all.

This lack of investigation results in a significant disconnect between what employees do and what organisations actually need. Inefficiency, burnout, and resistance to Change are inevitable, and with real talent hard to secure and competition eroding margins, to continue doing more of the same is costly and unsustainable over time.

Many enterprises have survived in this way over time due to their position in the market, but this can no longer be taken for granted; global competitors want a slice of the action, and new rivals are appearing all the time.

## Re-evaluating jobs is now critical

The nature of work has changed dramatically, and now with hybrid and remote working, and the widespread adoption of Artificial Intelligence, the static job model no longer is relevant.

Organisations need agility not administration and role fluidity not hierarchy. Skills sets are being re-cast to meet the new conditions. Yet, many businesses still cling to fixed roles based on outdated routines and assumptions.

Re-evaluating jobs on a regular basis may sound radical and time-consuming, but it's going to become essential. That doesn't mean having to micro-manage or constantly re-writing roles, it means being clear about the composition and purpose of work and having the right data to ensure what people do connects directly to delivering measurable outcomes.

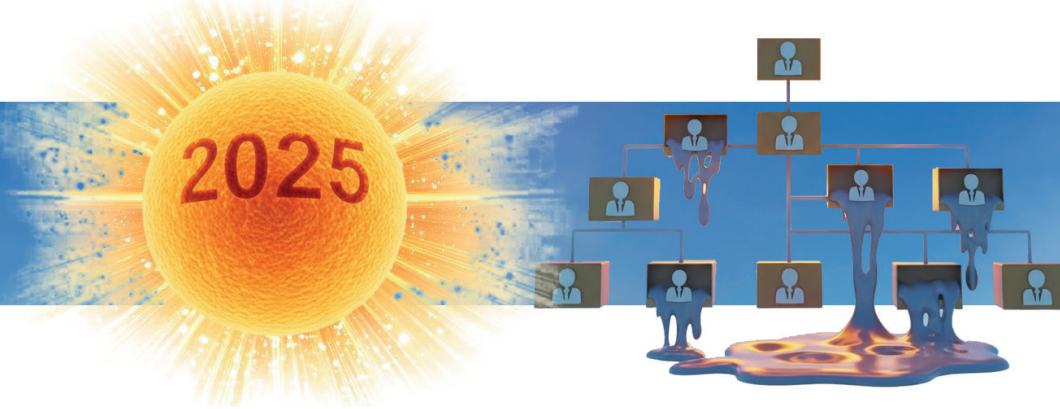
## Where AI fits in

AI can be a powerful ally in this re-evaluation, given the right data, as it's able to:

- 1 Map task flows and activity patterns across roles in the organisation to highlight duplication or work of lesser value.
- 2 Analyse current results data against activity to determine what genuinely contributes to performance targets – and what doesn't.
- 3 Examine outcomes across groups doing similar functions to flag up process inefficiencies, blockages or even redundant sectors.
- 4 Model alternative roles that indicate where work could be redistributed or redesigned for greater impact.
- 5 Detect where existing skills are being underused, highlighting people whose capabilities aren't deployed due to role rigidity.

In summary, AI can help organisations see work through a new lens, not based on assumptions, but on evidence.

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### ► Reimagining the job

We have to move from the mindset of jobs shown as org chart boxes to work as a series of frequently changing value streams. AI can support this by enabling job re-design as an organic process, not an ad hoc exercise to be carried out when resources are available.

Rolling insights can be made available that show:

- Activities with measurable outcomes
- Time and effort expended with little or no return
- Where work could more effectively be automated
- What tasks could be better matched to skills

This doesn't mean eliminating jobs—it means refocusing them. Done ethically and transparently, this enables more meaningful work and better alignment with strategy.

### The role of HR and leaders

HR has an important role in all this, as their mission is to enable the workforce to perform to its full potential. They will need to partner with both Board and operational management to demonstrate that a better way of working exists, and how to do it.

This is not about replacing people—it's about releasing them from traditional shackles and directing their efforts where they truly matter.

### Conclusion: Work needs redesigning

The world has changed and work itself is one of the last frontiers of the old ways. Re-evaluating jobs against required outcomes is fast becoming a business imperative, to not only unlock but bring a new purpose to the workplace.

AI correctly applied will not only provide us with the data for new solutions, but working in tandem with humans can bring about a new model for the workforce, and this what we shall be examining in future iterations.

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