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Index	Page
Executive Summary	3-4
Section 2: Transformation Market at a Glance	5
Section 3: Methodology: From Individual Roles to Market Signals	6
Section 4: The Defining Market Signal	7-8
Section 5: The Emerging Organisation Architecture	9-10
Section 6: What External Consulting Roles Reveal	11-14
Section 7: Strategic Signals to Watch (2026–2027)	15-19
Section 8: Implications for Organisations	20-26
Section 9: Strategic Signals to Watch (2026–2027)	27-28
Section 10: Conclusions and Recommendations	29-33

Executive Summary

Artificial intelligence is changing the nature of organisational transformation. While much attention has focused on the adoption of AI technologies, less attention has been given to how organisations are redesigning themselves to operate effectively in an AI-enabled environment.

The AIM Transformation Market Tracker™ was established to address this gap. Rather than relying on surveys or opinion-based research, the tracker analyses live UK recruitment activity to identify the capabilities, leadership roles and organisational priorities that employers are investing in.

This pilot report reviews transformation, organisation design, workforce planning and AI-related leadership roles advertised during the first half of 2026. The objective is not to measure AI adoption itself, but to understand how organisations are responding through recruitment and organisational change.

Key Findings

The evidence indicates that AI is increasingly becoming embedded within transformation, workforce and operating model roles rather than being treated as a standalone technology initiative.

Across the organisations reviewed, four themes consistently emerged:

- AI is becoming part of mainstream transformation activity, with organisations expecting leaders to combine AI understanding with business, people and operational expertise.
- Operating model redesign is extending beyond HR, increasingly appearing across technology, finance, shared services, workforce planning and enterprise transformation.
- Capability building, workforce planning and governance are becoming core elements of transformation programmes rather than supporting activities.
- External consulting firms continue to play a significant role, suggesting that many organisations are still purchasing specialist transformation capability rather than building it internally.

An Emerging Strategic Question

While organisations are investing heavily in AI adoption and transformation capability, comparatively few recruitment campaigns describe how work, decision-making, governance, capability and collaboration between people and AI should be redesigned as one integrated organisational system.

This suggests that many organisations are evolving existing operating models to accommodate AI, while the broader challenge of designing organisations for an AI-mediated future remains at an early stage.

Why This Matters

Recruitment activity provides an early indicator of organisational priorities. The roles organisations choose to create today often signal the capabilities they believe will be required tomorrow.

By analysing these recruitment signals over time, the AIM Transformation Market Tracker™ aims to provide an evidence base that supports business leaders, HR professionals, consultants, policymakers and researchers in understanding how organisational transformation is evolving in response to AI.

This report represents the first edition of a longitudinal research programme. Future reports will compare trends over successive six-month periods, providing insight into how organisational capability requirements continue to develop as AI adoption matures.

Section 2: Transformation Market at a Glance

The UK transformation recruitment market in the first half of 2026 reveals a broadening organisational agenda. Employers are no longer recruiting solely for isolated technology implementations or conventional change programmes. Increasingly, they are seeking capabilities that connect artificial intelligence, operating models, organisation design, workforce planning, governance, digital transformation and business performance.

AI is becoming embedded within established transformation disciplines rather than developing as a completely separate field. Transformation roles increasingly require candidates to combine technological awareness with organisational, workforce and commercial expertise. At the same time, operating model redesign is appearing across HR, technology, shared services and enterprise-wide transformation.

This does not yet indicate that organisations have developed a unified model for operating in an AI-mediated environment. Instead, the evidence suggests that employers are investing across several interconnected areas—often through separate roles, programmes and functions.

The diagram below presents the principal market domains identified through the AIM Transformation Market Tracker™. Together, they show that transformation is becoming a connected ecosystem of organisational capabilities. They also reveal the challenge ahead: converting these parallel investments into a coherent approach to work, decision-making, governance, capability and human–AI collaboration.



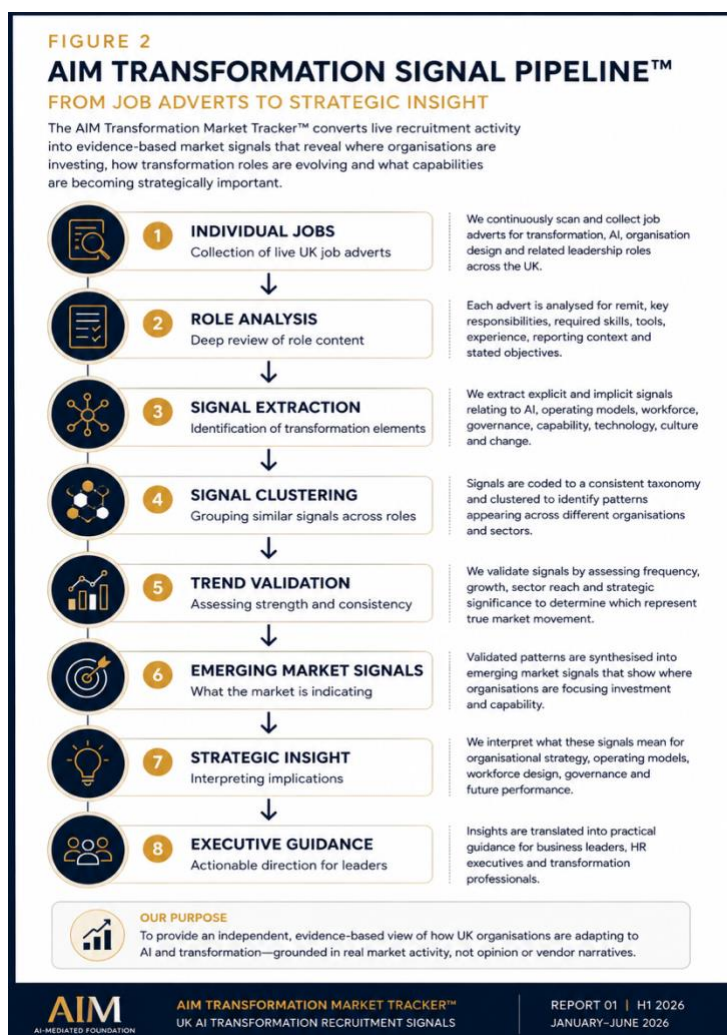
Figure 1. The UK Transformation Market Landscape H1 2026
 Key recruitment and capability signals identified across UK transformation roles reviewed by the AIM Transformation Market Tracker™.

Section 3: Methodology - Individual Roles to Market Signals

Traditional labour market reports typically count vacancies, sectors or salary movements. The AIM Transformation Market Tracker™ takes a different approach.

Rather than treating every job advert as an isolated vacancy, we analyse each role as a market signal. Every advertisement provides evidence of how organisations are redefining transformation, where they are investing capability, and what they believe will be important over the coming years.

Each role is reviewed against a consistent analytical framework. We examine the purpose of the role, required capabilities, organisational context, reporting relationships, responsibilities, technologies, operating model references, governance requirements, workforce implications, decision-making expectations and organisational design themes.



The objective is not to identify what makes one role unique, but to detect patterns that repeatedly emerge across multiple organisations and sectors. When similar requirements begin appearing independently across consulting firms, financial services, technology companies, healthcare organisations and public sector employers, they become market signals rather than isolated recruitment decisions. These signals are then grouped into broader transformation themes, allowing us to distinguish between short-term recruitment trends and structural shifts in how organisations are redesigning themselves for an AI-mediated future.

This methodology enables the AIM Transformation Market Tracker™ to move beyond recruitment analysis and provide an evidence-based view of where organisational transformation is heading. Figure 2 illustrates how individual job advertisements are transformed into validated market intelligence through the AIM Transformation Signal Pipeline™.

Figure 2. AIM Transformation Signal Pipeline™

Source: AIM Foundation © 2026. AIM Transformation Market Tracker™ methodology.

Section 4: The Defining Signal: From Change Management to Organisation Architecture

Across the first half of 2026, one trend emerged more consistently than any other. The market is no longer recruiting primarily for change managers. It is recruiting people who can redesign organisations.

Across consulting firms, global enterprises and technology organisations, the language has shifted. Roles increasingly describe responsibilities such as:

- Operating model redesign
- Organisation architecture
- Workforce transformation
- Enterprise capability design
- Organisation systems thinking
- Decision-making redesign
- AI-enabled operating models
- Future workforce design

This represents an important evolution in organisational transformation. For many years, transformation programmes concentrated on helping people adopt predefined solutions. Success was often measured through communication, stakeholder engagement, training and behavioural adoption after technology had already been selected. The emerging roles reviewed in this report suggest that organisations are beginning to recognise that adoption alone is no longer sufficient.

Artificial Intelligence changes not only how work is performed, but how organisations must be structured, governed and managed. As AI becomes embedded across workflows, organisations are recognising that technology implementation without organisational redesign creates increasing levels of complexity rather than improved performance.

Consequently, leading organisations are beginning to invest in capabilities that redesign the organisation itself its operating model, governance, workforce structure, decision rights and human-AI collaboration.

However, the research also reveals an important gap. While organisations increasingly recognise the need for operating model redesign, relatively few describe a coherent architectural framework explaining how people, technology, governance, decision-making and business performance should be redesigned as one integrated system.

In many cases, operating models continue to be interpreted primarily as organisational structures, service delivery models or reporting lines, rather than as the integrated organisational architecture required to operate effectively in an AI-mediated environment.

This suggests that the market has correctly identified the problem but has not yet converged on a common solution.

Key Insight

The transformation market is evolving from managing organisational change to designing organisations capable of operating alongside AI.

This is perhaps the strongest signal emerging from the AIM Transformation Market Tracker™ and provides the foundation for many of the trends explored in the remainder of this report.

Section 5: The Defining Market Signal

From Change Management to Organisation Architecture. The strongest signal emerging from the AIM Transformation Market Tracker™ is not simply an increase in AI-related roles. It is a fundamental shift in how organisations are defining transformation itself. For more than two decades, organisational transformation has largely focused on helping people adopt change. Investment centred on communication, stakeholder engagement, training, culture programmes and change management activities that supported technology implementation. The evidence reviewed for this report suggests that this approach is changing.

Across consulting firms, technology companies, financial services organisations and public sector employers, organisations are increasingly recruiting specialists capable of redesigning operating models, organisation structures, workforce capabilities, governance arrangements and decision-making systems. This represents a significant evolution in transformation thinking. AI is no longer viewed solely as another technology implementation. Instead, organisations are beginning to recognise that artificial intelligence changes how work is organised, how decisions are made and how humans and intelligent systems collaborate. However, the research also identifies a significant gap. Although organisations increasingly acknowledge the need to redesign operating models, very few describe an integrated organisational architecture explaining how people, technology, governance, capability and decision-making should be redesigned as one coherent system.

Many organisations continue to interpret operating model redesign primarily as restructuring, process optimisation or service delivery redesign, rather than developing the architectural foundations required for an AI-mediated organisation. The result is that many transformation programmes remain focused on improving existing organisational models rather than creating new ones capable of operating effectively alongside AI. Figure 3 illustrates the evolution identified across the market.

THE EVOLUTION OF TRANSFORMATION

The defining market signal emerging from the AIM Transformation Market Tracker™
(January–June 2026)



AIM Transformation Market Tracker™ – July 2026 Report

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Figure 3. The Evolution of Transformation

Source: AIM Transformation Market Tracker™ | AIM Foundation © 2026

Research Insight

The evidence indicates that organisations are progressing through a series of increasingly sophisticated transformation stages. Traditional change management focused on helping people adopt predefined solutions. Digital transformation expanded this to include technology deployment and process automation. Current recruitment activity suggests that organisations are now investing in operating model redesign and organisation architecture to address the structural implications of AI.

The next stage is likely to extend beyond organisation architecture towards AI-mediated organisations, where people, AI systems, governance, capability development and decision-making operate as an integrated organisational ecosystem. This represents more than another phase of digital transformation. It marks the beginning of a new discipline centred on organisational architecture for the AI era.

While the market increasingly recognises the need for redesign, a common architectural framework has yet to emerge. This presents both a challenge and an opportunity for organisations seeking to move beyond AI adoption towards sustainable organisational performance.

The findings in this report suggest that future transformation programmes will increasingly require integrated organisational architectures capable of aligning People, Experience and Business as a single adaptive system. This concept is explored further in the concluding section of the report through the PXB Ecosystem™.

Section 6: The Emerging Organisation Architecture

What Organisations Are Actually Redesigning

Analysis of the first half of 2026 shows that transformation programmes are extending far beyond traditional organisational change initiatives. Historically, operating model redesign focused primarily on organisational structures, reporting lines, shared services and process optimisation. While these remain important, the roles analysed in this report demonstrate that organisations are increasingly attempting to redesign the underlying mechanisms through which work is coordinated, decisions are made and capability is developed.

The strongest evidence points to six interconnected areas of organisational redesign.

1. Operating Models

Operating model redesign remains the most frequently referenced transformation activity. However, the emphasis is changing. Rather than simply restructuring functions, organisations are seeking operating models that can support automation, AI-enabled services, cross-functional collaboration and more agile ways of working. Increasingly, operating models are expected to evolve continuously rather than remain static organisational blueprints.

2. Workforce Capability

Many organisations now recognise that AI adoption requires new organisational capabilities rather than isolated technical skills.

Recruitment increasingly focuses on:

- AI capability development
- Workforce planning
- Future skills
- Learning ecosystems
- Capability building
- Workforce readiness

The emphasis has shifted from training individuals to developing organisational capability.

3. Decision-Making

One of the strongest emerging signals is the growing importance of decision-making. Although relatively few organisations explicitly use terms such as decision architecture, many describe requirements relating to:

- Governance
- Decision support
- Business judgement
- Strategic prioritisation
- Executive decision-making
- Data-driven decisions
- Responsible AI

This suggests organisations increasingly recognise that AI changes not only how work is performed, but how decisions should be made.

4. Governance

Governance is becoming embedded within transformation programmes rather than treated as a compliance activity. Roles increasingly reference:

- Responsible AI
- Risk management
- Assurance
- Ethics
- Controls
- Regulatory compliance
- Enterprise governance

This reflects growing recognition that AI requires governance by design rather than governance after implementation.

5. Human-AI Collaboration

Perhaps the most significant long-term signal is the emergence of work designed explicitly around collaboration between humans and AI.

Many organisations describe requirements involving:

- AI-enabled workflows
- Human-centred AI
- Employee experience
- AI adoption
- Digital colleagues
- Automation alongside people

However, relatively few organisations define how this collaboration should operate at organisational scale.

6. Organisation Systems

The most advanced consulting firms increasingly describe organisations as interconnected systems rather than collections of departments.

Role descriptions refer to:

- Systems thinking
- Organisation design
- Enterprise transformation
- Cross-functional collaboration
- Behavioural change
- Organisation effectiveness

This represents a gradual shift from managing projects to redesigning organisational systems.

Figure 4. The Six Dimensions of Emerging Organisation Architecture



Figure 4. Six Dimensions of Emerging Organisation Architecture

Research Insight

Taken together, these six areas suggest organisations are beginning to construct the foundations of a new organisational architecture.

The individual components are becoming visible across multiple sectors. However, they are typically developed independently rather than as parts of a coherent organisational system. This fragmented approach creates a significant risk. Organisations may redesign individual elements successfully while failing to optimise the organisation as a whole.

The organisations most likely to succeed in the AI era will not necessarily be those deploying the most advanced AI technologies. Rather, they will be those capable of integrating operating models, governance, workforce capability, decision-making and human-AI collaboration into a coherent organisational architecture.

The market evidence suggests that while individual components are emerging rapidly, very few organisations currently describe how these components fit together. This represents one of the most significant gaps identified in the Transformation Market Tracker™ analysis.

This finding raises an important question explored throughout this report: if these dimensions are emerging simultaneously, do organisations now require a common architectural framework capable of integrating People, Experience and Business into a coherent AI-mediated operating model?

Section 7: What External Consulting Roles Reveal

AI Is Being Added to Established Transformation Models

Consulting recruitment provides a useful indication of what organisations are preparing to buy from the external market.

The roles analysed across Accenture, Capgemini Invent, PA Consulting, IDEO and other advisory firms show growing demand for professionals who can combine AI awareness with operating model design, workforce strategy, technology, analytics, leadership and organisational change.

However, the evidence does not suggest that consulting firms have abandoned traditional transformation methods or moved decisively towards a new form of organisation architecture. A more accurate conclusion is that consultancies are extending established change, organisation design and operating model practices to include AI. This distinction matters. In many roles, AI appears alongside familiar consulting requirements such as:

- programme delivery
- process optimisation
- change management
- stakeholder engagement
- technology implementation
- workforce planning
- leadership and culture
- employee experience
- operating model design
- capability building

AI is therefore becoming part of the consulting baseline, but it is often incorporated into approaches originally designed for digital transformation, shared services, HR technology or organisational change.

The Expanding Consultant Profile

The modern transformation consultant is expected to operate across a much broader range of disciplines than before. The roles reviewed frequently combine:

- **Technology and data:** AI, automation, enterprise platforms, analytics, process mining and digital enablement.
- **Organisation and workforce:** Operating models, organisation design, workforce planning, talent, skills and employee experience.
- **Change and leadership:** Adoption, communication, culture, executive facilitation and stakeholder alignment.
- **Commercial and intellectual contribution:** Client development, proposal writing, thought leadership, market insight and consulting-practice growth.

This breadth indicates that consultancies are recruiting people who can connect several parts of the transformation agenda. It also suggests that clients are presenting increasingly complex problems that cannot be addressed by technology, HR or change expertise alone.



Figure 5. The Expanding Transformation Consultant Profile

Analysis from the Transformation Market Tracker™ demonstrates that the modern transformation consultant is expected to integrate expertise across four interconnected domains: 1) Technology and Data, 2) Organisation and Workforce, 3) Change and Leadership, and 4) Commercial and Intellectual Contribution. Rather than recruiting narrow specialists, organisations increasingly seek consultants who can connect these disciplines to address complex, enterprise-wide transformation challenges. This reflects a broader market shift from technology-led change towards integrated organisational transformation, where business, people, technology and leadership capabilities must operate together.

Source: AI-M Foundation, Transformation Market Tracker™ – UK AI Recruitment Signals (2026).

The Consulting Market Opportunity

Our review suggests that leading consulting firms are broadening their offerings beyond traditional change management towards organisation design, operating model redesign and workforce transformation. This represents an important evolution in the market.

However, most consulting propositions continue to treat these disciplines as separate work-streams. AI strategy, operating model design, governance, workforce capability, organisational culture and technology transformation are typically delivered as connected projects rather than as one integrated organisational architecture.

This creates a growing gap between what organisations are buying today and what AI-mediated organisations will ultimately require. The challenge is no longer simply implementing AI or redesigning functions. It is designing organisations in which people, AI, governance, decision-making and capability operate together as one coherent system.

What the Market Is Buying

External consulting recruitment points to continuing client demand in five areas:

- 1. AI-enabled transformation:** Clients require support identifying AI opportunities, developing roadmaps, implementing new tools and encouraging adoption.
- 2. Operating model redesign:** Organisations are purchasing expertise to redesign service delivery, roles, processes, governance and organisational structures.
- 3. Workforce and capability transformation:** Demand is increasing for workforce planning, skills analysis, reskilling and leadership capability.
- 4. Technology and process integration:** Consultants are expected to connect platforms, automation, data and process redesign with broader organisational outcomes.
- 5. Human-centred change:** Clients continue to require support with culture, behaviour, communication, leadership alignment and employee experience.

These are substantial transformation needs. Yet they are still frequently commissioned and delivered as related work streams rather than as one integrated organisational design challenge.

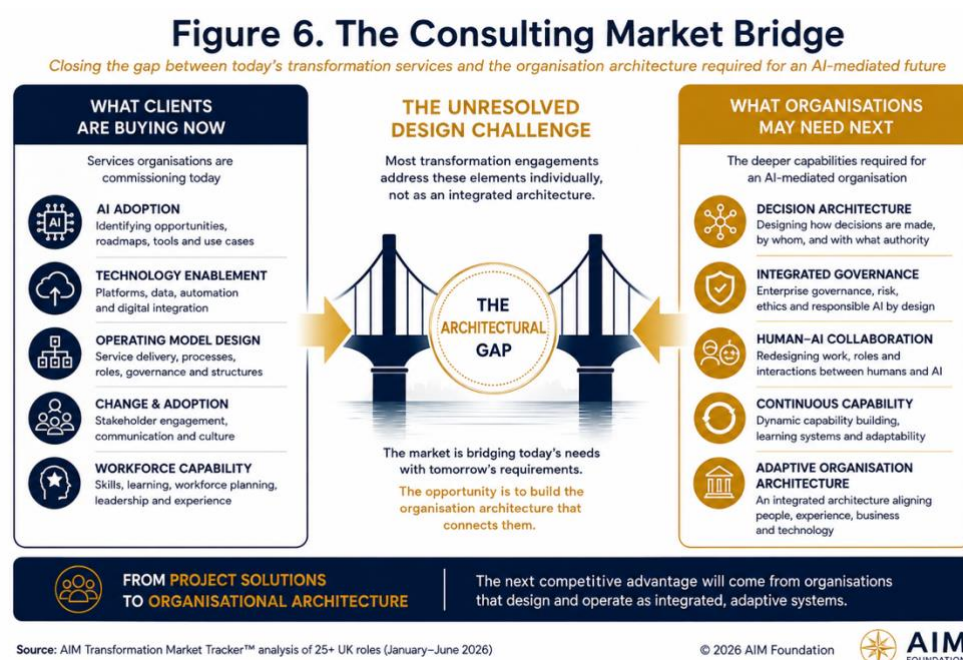


Figure 6. The Consulting Market Bridge

This diagram illustrates the emerging consulting opportunity. The left-hand side reflects the services currently dominating transformation engagements, while the right-hand side represents the architectural capabilities organisations will increasingly require as AI becomes embedded in everyday work.

The bridge represents the unresolved architectural gap. Closing that gap is likely to become one of the defining consulting opportunities of the next decade.

The implication is significant. Organisations will not gain sustainable advantage simply by adopting more AI. Competitive advantage will increasingly depend upon designing operating architectures that align people, experience, business, governance, decision authority and intelligent systems into one integrated organisational model.

The Capability-Dependency Signal

The strength of consulting recruitment also raises an important question about internal organisational capability. Where organisations repeatedly buy external expertise for operating model design, workforce planning, AI adoption and organisational change, they may be addressing immediate project requirements without building the capability to continuously redesign themselves.

External support can provide specialist knowledge, additional capacity and independent challenge. It can also accelerate difficult transformation programmes.

However, sustained dependence on consultants may create several risks:

- organisational knowledge leaving at the end of an engagement;
- limited internal ownership of the design;
- repeated procurement of similar transformation support;
- insufficient transfer of capability to permanent teams;
- fragmentation across multiple external providers; and
- transformation remaining project-based rather than becoming an embedded organisational capability.

The issue is not whether organisations should use consultants. The strategic question is whether each engagement strengthens the organisation's ability to adapt after the consultants leave.

A Critical Market Gap

The consulting roles reviewed demonstrate growing recognition that AI affects work, skills, culture, operating models and organisational structures.

What remains much less visible is an integrated approach to:

- human–AI decision boundaries;
- authority and accountability;
- decision traceability;
- organisational judgement;
- continuous capability renewal;
- runtime governance; and
- the interaction between people, experience and business performance.

This suggests that consulting propositions are expanding faster than the underlying transformation model is being redesigned.

Section 8: Implications for Organisations

Designing Organisations for an AI-Mediated Future

The findings from the AIM Transformation Market Tracker suggest that organisations are approaching an important transition point. The conversation is shifting beyond isolated AI projects towards enterprise-wide redesign. However, many organisations continue to commission transformation programmes as separate initiatives AI implementation, operating model redesign, workforce planning, governance, organisation design and change management rather than treating them as components of one integrated organisational system. This creates increasing complexity. New technologies are introduced into organisational structures that were designed for human-only decision-making. Governance is layered onto legacy operating models. Workforce capability programmes are launched without redesigning work itself. As a result, organisations often experience fragmented transformation rather than systemic improvement.



Figure 7. The Evolution from Traditional Transformation to Integrated Organisation Architecture. Source: AIM Transformation Market Tracker™ (January–June 2026), AIM Foundation © 2026.

Note: The diagram is a conceptual model developed from recurring themes identified across the AIM Transformation Market Tracker™. It illustrates the shift from isolated transformation programmes towards integrated organisation architecture designed to enable sustainable performance in AI-mediated organisations.

The organisations most likely to succeed will be those that redesign the enterprise as a whole. Rather than asking how AI fits into today's organisation, they will ask what kind of organisation is required when intelligence is no longer exclusively human.

Based on the market evidence reviewed, six design questions are emerging:

1. How should work be redesigned between people and AI?
2. Where should decision authority sit?
3. What governance is required for human and AI collaboration?
4. What new organisational capabilities must be developed?
5. How should leadership evolve in AI-mediated organisations?
6. How should organisational performance be measured in environments where humans and AI work together?

These questions extend beyond traditional organisation design. They point towards the emergence of organisation architecture as a new strategic capability one that integrates people, technology, governance, capability and business performance into a coherent operating system.

The evidence from this review suggests that organisations which answer these questions early are likely to build greater adaptability, stronger governance and more sustainable competitive advantage than those focusing solely on AI deployment.

Section 9: Strategic Signals to Watch (2026–2027)

The Emerging Transformation Signals

The AIM Transformation Market Tracker™ does not simply measure recruitment activity. It identifies the strategic signals that indicate how organisations are redesigning themselves for an AI-mediated future.

Across the roles reviewed during the first half of 2026, several consistent themes emerged. Some are already becoming mainstream, while others are only beginning to appear. Together they provide an early indication of where organisational transformation is heading.

The signals below should be viewed as indicators of future organisational capability rather than short-term recruitment trends.

Signal 1 — Organisation Architecture is Emerging

Organisation design is evolving beyond structures and reporting lines towards enterprise-wide architecture encompassing governance, capability, decision-making, technology, culture and workforce design.

Status: Accelerating

Signal 2 — AI is Driving Enterprise Redesign

AI is increasingly acting as the catalyst for broader organisational transformation rather than being treated as a standalone technology initiative.

Status: Established

Signal 3 — Consulting is Moving Beyond Change Management

Leading consulting firms are expanding from traditional change programmes into operating model redesign, workforce transformation and enterprise architecture. However, many propositions remain fragmented across separate disciplines.

Status: Accelerating

Signal 4 — Decision-Making is Becoming a Design Discipline

More organisations are recognising that AI changes not only how work is performed, but how decisions are made, governed and assured.

Decision architecture is emerging as a strategic capability.

Status: Emerging

Signal 5 — Workforce Capability is Replacing Traditional Skills Programmes

Capability development is increasingly focused on redesigning work between people and AI rather than simply delivering digital training.

Status: Accelerating

Signal 6 — Governance is Moving Closer to Operations

Governance is no longer viewed solely as regulatory compliance. Organisations are beginning to embed governance into operational design, leadership and day-to-day decision-making.

Status: Emerging

Signal 7 — Human–AI Collaboration is Becoming an Organisational Capability

Job descriptions increasingly reference AI-enabled work, yet very few explain how humans and AI will operate together. Organisations are beginning to recognise collaboration between human and artificial intelligence as a capability that requires intentional design.

Status: Early Emerging

Signal 8 — HR is Expanding Beyond Functional Transformation

HR transformation roles increasingly extend into workforce strategy, operating model redesign, organisational capability and enterprise transformation, indicating a broader strategic remit for the function.

Status: Accelerating

Signal 9 — Experience, Technology and Business are Converging

Roles increasingly combine employee experience, technology enablement, business transformation and organisational performance, suggesting a move towards more integrated organisational thinking.

Status: **Accelerating**

Signal 10 — The Next Competitive Advantage Will Be Organisational

The evidence suggests that sustainable advantage is unlikely to come from deploying additional AI technologies alone. Organisations that redesign governance, operating models, decision-making and workforce capability as an integrated system are likely to realise greater long-term value.

Status: **Strategic Inflection Point**

Summary

The first half of 2026 suggests that the market is entering a new phase of transformation. The conversation is moving beyond AI adoption towards organisational redesign. However, while many organisations acknowledge the need for change, few have yet articulated a coherent architecture that integrates people, AI, governance, decision-making and capability into a single operating system.

These signals should therefore be interpreted not only as evidence of current market activity but as indicators of the capabilities organisations will need to develop over the coming years.

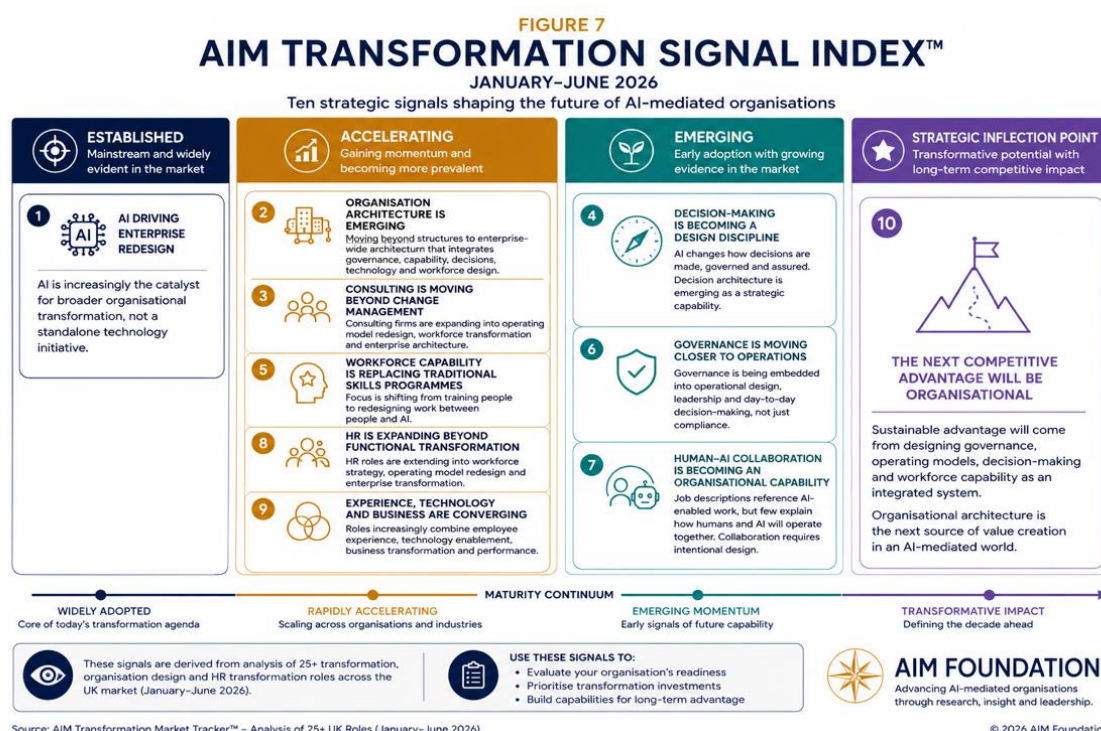


Figure 8. AIM Transformation Signal Index™. The Emerging Strategic Signals Reshaping AI-Mediated Organisations (January–June 2026)

This diagram consolidates the recurring patterns identified through the AIM Transformation Market Tracker™ across UK transformation, HR, organisation design and consulting roles reviewed between January and June 2026. Rather than measuring recruitment volume, the index identifies the strategic signals that indicate where organisations are investing, how transformation priorities are evolving, and which capabilities are becoming critical for the next generation of AI-mediated organisations.

The AIM Transformation Signal Index™ demonstrates that the market is no longer focused solely on implementing artificial intelligence. Instead, organisations are beginning to recognise that sustainable competitive advantage will depend on redesigning the enterprise itself. Across the roles analysed, the strongest signals point towards a convergence of organisation architecture, governance, workforce capability, leadership, and technology. AI is increasingly described as a catalyst for redesign rather than an isolated technology initiative.

Perhaps the most significant finding is that many organisations recognise the need for structural change but have not yet developed a coherent architectural model that connects operating model redesign, decision-making, governance, capability, and human-AI collaboration into a single integrated system. Most organisations continue to address these areas independently.

The progression illustrated in the Signal Index suggests that the market is entering a strategic inflection point. Early adopters are moving beyond AI implementation towards enterprise redesign, while leading consultancies are expanding from traditional change management into broader organisation architecture and transformation disciplines.

These findings reinforce a central conclusion of this report:

The organisations that outperform during the next decade will not necessarily be those deploying the most AI. They will be those that redesign how people, AI, decisions, governance and business capability operate together as a coherent organisational system.

The AIM Transformation Signal Index™ will provide a consistent benchmark for future editions of this report, enabling longitudinal tracking of how transformation priorities evolve and where new strategic capabilities begin to emerge.

Section 9: What the Signals Mean for Organisations

From AI Projects to Organisation Architecture

The evidence gathered through the AIM Transformation Market Tracker™ suggests that organisations are entering a new phase of AI transformation.

The first wave focused primarily on experimentation, pilots, productivity tools and automation. Much of the investment centred on deploying AI technologies into existing organisational structures.

The second wave is fundamentally different.

Rather than asking “Where can AI be used?”, organisations are increasingly asking “How should the organisation itself change?”

Across consulting firms, technology providers and major employers, there is growing recognition that AI affects far more than individual tasks. It changes how decisions are made, how work flows across teams, how leaders exercise judgement, how governance is applied, how capability is developed, and how organisational performance is measured.

This explains why recruitment demand is expanding beyond traditional change management into organisation design, workforce transformation, operating model redesign and enterprise architecture.

However, despite this shift, relatively few organisations describe how these elements fit together as an integrated operating system.

Most continue to redesign individual components in isolation:

- HR Operating Models
- Workforce Planning
- Organisation Design
- Change Management
- AI Governance
- Technology Transformation
- Leadership Development
- Skills Transformation

Each initiative may succeed independently, but without an overarching organisational architecture they risk creating additional complexity rather than greater organisational capability. The evidence reviewed for this report suggests that the next stage of competitive advantage will come from integrating these disciplines into a coherent enterprise design. This represents the transition from AI implementation to AI-mediated organisational architecture.

The AIM Foundation refers to this emerging discipline as designing organisations where People, Experience and Business (PXB) operate as an integrated ecosystem alongside artificial intelligence. Rather than treating AI as another technology programme, organisations will increasingly need architectural approaches that align decision-making, governance, capability, organisational structures and human-AI collaboration into a single operating model. This is likely to become one of the defining strategic challenges of the second half of this decade.

Section 10: Conclusions and Recommendations

The Next Competitive Advantage Is Organisational Architecture

The AIM Transformation Market Tracker™ demonstrates that UK organisations are entering a new phase of transformation. The evidence is clear. AI is no longer viewed solely as a technology investment. Across consulting firms, technology providers, financial services, healthcare, retail and the public sector, organisations are beginning to redesign how work is organised, how decisions are made and how people collaborate with intelligent systems.

Yet one significant gap remains. While organisations increasingly recognise the need to redesign operating models, governance, workforce capability and organisational structures, very few describe how these components fit together as an integrated enterprise architecture.

Instead, many transformation programmes continue to operate as parallel initiatives:

- AI strategy
- HR transformation
- Organisation design
- Workforce planning
- Change management
- Leadership development
- Technology implementation
- Governance and assurance

Each discipline is valuable in its own right, but without a unifying architectural framework there is a risk that organisations simply replace one form of complexity with another. This report suggests that the next generation of competitive advantage will come from organisations that move beyond managing change towards intentionally designing how People, Experience and Business operate together alongside artificial intelligence.

The AIM Foundation believes this represents the emergence of a new organisational discipline.

Rather than asking - “How do we deploy AI?”

leaders will increasingly need to ask - “How do we redesign the organisation so people and AI can perform together?”

That question requires more than technology. It requires architecture.

Recommendations

Based on the evidence reviewed between January and June 2026, the AIM Foundation recommends that organisations consider five strategic priorities.

- 1. Move beyond AI deployment:** Treat AI as an organisational redesign challenge rather than solely a technology implementation programme.
- 2. Design before digitising:** Review decision rights, governance, operating models, organisational structures and workforce capability before introducing AI at scale.
- 3. Build enterprise capability, not isolated solutions:** Connect HR, technology, operations, finance, governance and leadership through a common organisational architecture.
- 4. Develop AI-mediated leadership capability:** Future leaders will increasingly need expertise in organisational judgement, governance, systems thinking, capability development and human-AI collaboration.
- 5. Measure transformation differently:** Success should no longer be measured simply by AI adoption rates or technology deployment.

Future measures should include:

- Decision quality
- Governance maturity
- Capability development
- Organisational adaptability
- Workforce confidence
- Human-AI collaboration
- Business performance

Looking Ahead

The AIM Transformation Market Tracker™ will continue to monitor how organisations redesign themselves as AI becomes embedded across the enterprise.

Future editions will expand the analysis to include:

- Sector comparisons
- International markets
- Emerging leadership roles
- AI governance capability
- Organisation architecture maturity
- Workforce capability trends
- New transformation disciplines
- Longitudinal market movement

By tracking real recruitment activity rather than opinion alone, the AIM Foundation aims to provide an evidence-based view of how organisations are evolving in the AI era.

Final Reflection

- Technology will continue to evolve.
- Artificial intelligence will become more capable.
- Markets will continue to change.

The organisations that thrive, however, will not necessarily be those with the most advanced technology. They will be those that redesign their organisations so that people, intelligent systems and business strategy work as one integrated enterprise.

That is the emerging signal identified throughout this report, and it may become the defining organisational capability of the AI era.

About the AIM Transformation Market Tracker™

The AIM Transformation Market Tracker™ is an independent research initiative developed by the AI-M Foundation to identify emerging trends in AI, transformation, organisation design and workforce capability through the systematic analysis of live recruitment activity.

Unlike traditional labour market reports, the Tracker focuses on the strategic capabilities organisations are investing in, providing early insight into how enterprise transformation is evolving.

AIM Transformation Market Tracker™

From Recruitment Signals to Strategic Intelligence

The AIM Transformation Market Tracker™ is an independent research programme developed by the AI-M Foundation. By analysing live transformation, organisation design and AI-related recruitment activity, the Tracker identifies emerging strategic signals before they become mainstream organisational practice.

Our objective is simple:

To help leaders understand not only where organisations are investing today—but where work itself is heading tomorrow.

Future Reports

The Tracker will continue to monitor emerging developments across:

- AI-Mediated Organisations
- Organisation Architecture
- Operating Model Redesign
- HR Transformation
- Workforce Strategy
- Leadership Capability
- Decision Governance
- Human-AI Collaboration
- Transformation Consulting
- Emerging Executive Roles

Research Principles

The AIM Transformation Market Tracker™ is:

- ✓ Independent
- ✓ Evidence-based
- ✓ UK focused (initially)
- ✓ Built from live market signals
- ✓ Designed for Boards, Executives and Transformation Leaders

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ADVANCING RESEARCH, COLLABORATION
AND INNOVATION FOR
AI-MEDIATED ORGANISATIONS

“

THE FUTURE WILL
NOT BE WON BY
ORGANISATIONS THAT
SIMPLY ADOPT AI.

IT WILL BE WON BY
ORGANISATIONS THAT
REDESIGN THEMSELVES
TO OPERATE INTELLIGENTLY
ALONGSIDE IT.

”

Tess Hilson-Greener

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