

MOZΔIC

The Organisation of the Future

Reshaping Organisations &
People for the AI Age

2025

Future
Ready

Foreword

As artificial intelligence moves from pilot projects to enterprise-wide deployment, the challenge for leadership teams is no longer whether to adopt AI, but how to reshape their organisations to drive strategy and thrive alongside an agentic workforce.

This paper builds our previous paper [“The Tipping Point”](#) and explores the most critical dimensions of any organisations’ operating model: organisation and people.

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Contents

How the Organisation Will Be Reshaped	4
How People Will Need to Change	5
How Companies Will Need to Consider Employees as Both Human and AI Agents	6
How Governance Must Evolve for Responsible Delivery	7
Early Adopters in Focus	8
Shaping the Future Responsibly	9
What's Next?	10

How People Will Need to Change

Skills and Capabilities

AI will automate many routine tasks, but it will also create demand for new human capabilities. Strategic thinking will become even more important, as leaders will not only need a customer-centred mindset to define and deliver on strategic needs, but also the vision to see how emerging AI capabilities can enhance performance.

Product ownership with agility in delivery will be another critical capability. Leaders will need to define and prioritise use cases at pace to stay ahead of competitors, adopting iterative delivery approaches and embracing a fail-fast mentality. This will require them to manage a broad mix of operational and technical skills.

Data fluency will also be essential. Leaders must understand the value of data, recognise how it drives decisions and outcomes, and ensure it is tightly governed. At the same time, ethical awareness will be vital, as leaders navigate the social and reputational implications of AI within a mixed human and agentic workforce.

Culture and Mindset

With such a rapid pace of change and the arrival of a new type of employee, organisations must foster a culture that empowers value stream-based teams with the autonomy to experiment, innovate, and adapt. Encouraging continuous learning and role evolution will help employees grow alongside AI and ensure the organisation can keep pace with new capabilities.

Collaboration between humans and AI agents is also essential. Building trust, maintaining transparency in AI systems, and focusing on shared goals will help teams work effectively together while sustaining motivation and confidence.

How Companies Will Need to Consider Employees as Both Human and AI Agents



In the organisation of the future, employees will include both humans and AI agents. Alongside all of the normal structures and support provided to human colleagues, similar support will need to be extended to AI co-workers. This will involve creating identities, measuring performance, and managing continual improvement through clear “reporting lines.” It also means defining and codifying decision rights by clarifying which decisions each agent can make independently, which require escalation, and how humans will ultimately remain accountable. In addition, organisations will need to ensure transparency, explainability, and alignment with values and regulation across all activities, maintain detailed logs of agent activity for compliance, trust, and improvement, and approach workforce planning holistically across both human and digital capacity.

The scale of this change will be huge and will demand careful change management to sustain motivation and commitment within the human workforce, which becomes more important than ever. Employee experience must be reimagined to include interaction with AI colleagues in ways that prevent fear and disillusionment. This transition will take years and must be embedded into communications and commitments from leaders, ensuring that employees believe in a responsible and sustainable approach to delivery.

How Governance Must Evolve for Responsible Delivery

AI introduces new risks, ethical, legal, and reputational, that require robust governance across the enterprise

- Decision rights must be clearly defined for both human and AI agents
- Risk frameworks must address algorithmic bias, data privacy, and accountability
- Compliance mechanisms must be embedded into AI workflows

Organisations must ensure that AI systems:

- Operate transparently and fairly
- Respect user privacy and consent
- Deliver consistent, high-quality outcomes

Humanity-Centric Oversight

As AI systems gain autonomy, governance must extend beyond the enterprise:

- Societal impact: How does AI affect employment, equity, and wellbeing?
- Sustainability: What are the environmental costs of AI infrastructure?
- Ethical leadership: How do organisations contribute to responsible innovation?

These topics will be explored more fully in the next chapter of this series of “The Organisation of the Future”.

Strategic Pillar	Key Objectives	Key Initiatives	Key Initiatives	Key Initiatives	Key Initiatives	Key Initiatives	Key Initiatives
1. Establish an AI Governance Framework	2. Embed AI Governance into Business Processes	3. Develop AI Governance Policies	4. Implement AI Governance Controls	5. Monitor AI Governance Performance	6. Report on AI Governance	7. Engage Stakeholders	8. Review and Improve AI Governance
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Early Adoption in Focus

Many organisations remain in the early stages of AI adoption, and this paper purposefully represents considerations for the Organisation of the Future. As such, few fully proven and mature models exist. However, it is clear that the AI age is already upon us and we must take our learnings from where they exist. Much of this comes from organisations that have already become product and value stream centred (see Mozaic's previous series of papers on [Enterprise Product](#)) as well as those early adopters of agentic AI. Synthesising their learnings several themes and cautions emerge:

1 Role ambiguity & change management

Humans often resist if they don't clearly see how their role evolves. Transparency is critical.

2 Trust, explainability & override mechanisms

Agents must be auditable and explainable; humans must be able to override or step in.

3 Boundary / escalation logic

Deciding when an agent handles a task fully, when it escalates, and how agents coordinate is nontrivial.

4 Data & infrastructure readiness

Agents need access to clean, integrated systems. Legacy silos or data fragmentation need to be addressed as a part of the delivery.

5 Scaling complexity

It's easier to pilot a few agent flows than to scale across the enterprise. Orchestration, versioning, governance become bottlenecks. Having an architected operating model is a must.

6 Measuring appropriate KPIs

It's not enough to track "tasks completed by agent", you need joint metrics for hybrid performance, error rates, human oversight load, and business outcomes.

7 Ethics, bias, misuse risk

As agents act more autonomously, the risk of unintended behaviour or bias escalates. Governance frameworks must scale accordingly.

Shaping the Future Responsibly

The organisations that succeed in the AI age will not be those with the most advanced tools, but those with the most coherent, courageous, and human-centred strategies. By reshaping their structures, empowering their people, embracing hybrid workforces, and evolving governance, they will not only cross the tipping point, they will define what comes next and become Future Ready.



What Next? Free Executive Alignment Briefing

Move from pilots to outcomes
with a shared executive view.

To help leadership teams act with confidence, Mozaic is offering a free executive alignment session. This is a focused session for your board or ExCo to develop a common understanding of what AI adoption really means for your organisation: where value sits, the risks to manage, and the potential operating model changes required across functions, processes, governance, data, tooling, sourcing and people.

In this session we will...

- Clarify your strategic intent and risk appetite for AI
- Map key implications across Mozaic's seven operating model dimensions
- Identify 3-5 priority focus areas and the preconditions for success.

You will receive...

- A one-page executive brief capturing agreed ambition and priority focus areas
- A simple readiness snapshot across the 7 Operating Model Dimensions
- A suggested next-steps pathway to inform deeper assessment, design, and business case work

With independent evidence showing most AI initiatives are failing to deliver returns, early alignment is the fastest way to avoid wasted spend and to target value safely and at pace.

Get in touch. [Click here](#)



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