Welcome to the

The Work Design Collaborative

July 16, 2025

Our ask of you today

Challenge how your organization defines work

Contribute your insights and build together

Reflect how you've led transformation before and what needs to change

Commit to bold, responsible action beyond this room

First Meetup
The Work Design
Collaborative
Sana
May 1, 2025

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The Work Design Collaborative

July 16, 2025

Deep Dive:
The Death of the Job Architecture

Siobhan Savage
CEO & Co-Founder

Reejig

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Learning Forum | Sana | aws

The Death of the Job Architecture

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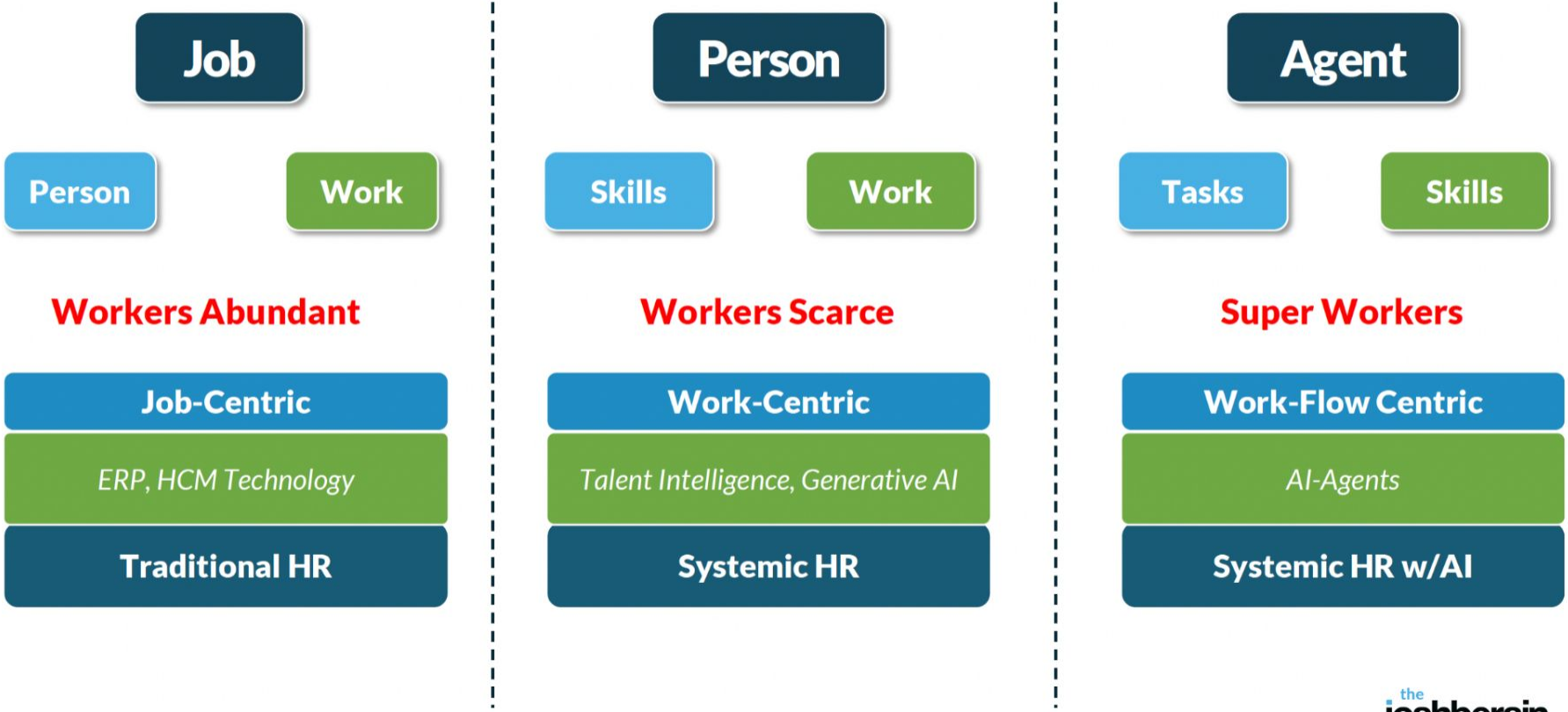
The Big Architecture Change



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Your Toolkit for the

New World of Work

People have **Skills**

↓

Jobs have **Tasks**

↓

Tasks need **Skills**

↓

AI Automates Tasks, Not Skills

Why this can’t wait?

Even before AI, job architectures were already behind.
Now, we need to **completely rethink how we define work** — **and fast.**

This isn’t next year’s problem.
AI is already reshaping the workforce.

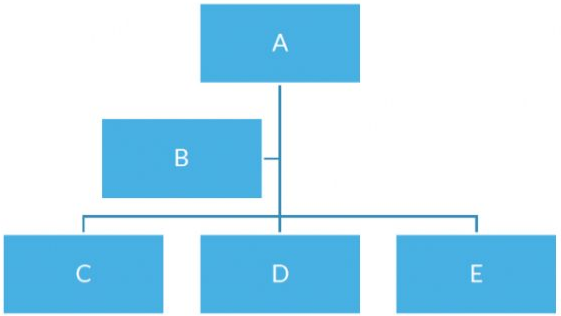
Every day we delay:

- 👥 HR and the business drift further apart
- We build people strategies for a world that no longer exists
- We rely on outdated spreadsheets with no visibility into real work
- We hire, train, and plan for jobs that have already changed — or don’t exist anymore

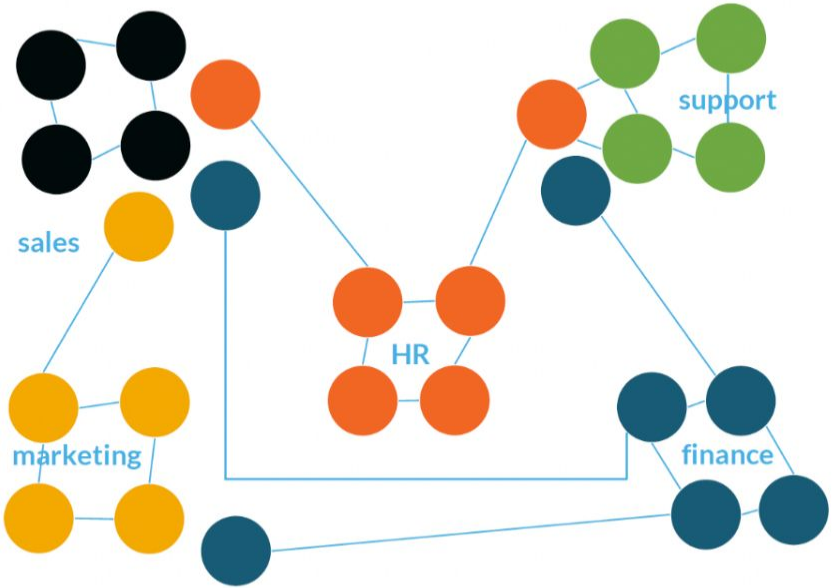
If we don’t evolve now, we’ll fall behind — not from lack of effort,
but from working off a structure that can’t keep up.

What Will Our New Companies Look Like?

Hierarchy by Function or Geography



Flattened to Teams, Projects, & Agents



Often 30-50 "job levels"

Moving to 6-15 or fewer "levels"

Of 1,000+ organizations studied, only **9%** use flexible HR org structures, **11%,** leverage self-directed HR teams, **12%** align teams around problems

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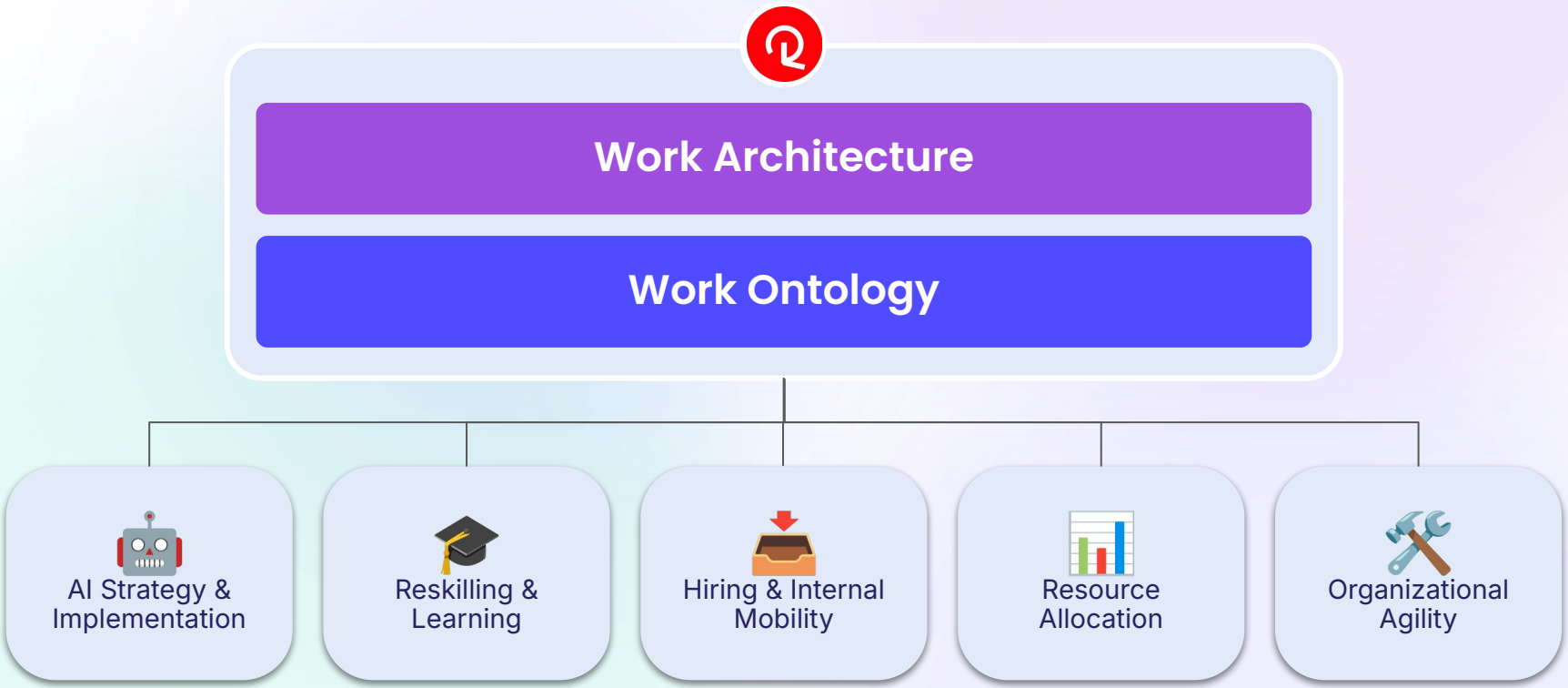
The New Work Architecture

The Critical Infrastructure for an AI-Powered Workforce

Component (What it Needs)	Why It Matters
👥 **Role, Role Group, Role Hierarchy & Standardization**	Creates a consistent foundation across the org; supports clarity, equity, and global alignment
💼 **Tasks & Subtasks**	Brings visibility to actual work; enables AI vs human mapping, automation, and operational design
📉 **Outcomes & Responsibilities**	Clarifies what success looks like; connects roles to business impact and performance expectations
🛠️ **Skills Needed for Tasks**	Drives accurate hiring, learning, and mobility; links skills directly to value-creating work
💸 **Compensation & Reward Bands**	Aligns pay to real contribution; ensures fairness across evolving, AI-augmented roles
🔀 **Career Paths & Pivot Pathways**	Powers mobility across roles and functions; helps people transition as work evolves

Work Architecture Powers



The Cost of Doing Nothing

You can't lead a next-generation workforce with last-generation infrastructure.

You don't know **what work is actually happening** in your company	You're speaking a **different language** than the business, so HR strategy lacks credibility and alignment	**AI automates tasks,** not skills—without task-level visibility, your AI strategy fails before it starts	You hire and promote based on **outdated roles** that no longer reflect **how value is created**	You **can't see the work**, so you can't **automate, reallocate, or scale** effectively	You don't know which **skills are becoming obsolete** or what learning is actually needed

We need a new architecture for the AI-powered workforce.

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Masterclass: **From Job Architecture to Work Architecture**

Dennis Di Lorenzo
Director of Skilling Strategy

micron

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Micron Confidential

Micron's Skills Transformation Journey

July 16, 2025

Dennis Di Lorenzo

micron

Micron Confidential

A Space for Reinvention

- Our team was given permission to shape the strategy from the lens of human-centered work design, thereby allowing:
  - A platform to create change
  - Top-down commitment to reimagine work and talent strategy
  - Cross-functional alignment
  - Rejection of the traditional job architecture
  - Investment in AI platforms and work data intelligence
  - A new model of work design
  - A new governance model

This shift was not just about skills—it was about redefining **how value is created through work**.

Reinvention is an imperative, not a mandate

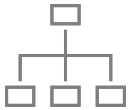
Micron’s Skills-Based Work Model

Work Design	Capability Development	AI Integration	Talent Marketplace
• Dynamic structuring of work around tasks, skills, and outcomes	• Continuous learning aligned with business needs	• Predictive analytics and intelligent task orchestration	• Internal and external mobility based on skills

A dynamic ontology that maps tasks → skills → capabilities enables real-time updates to org design and learning pathways

From Vision to Execution: The Initial 5 Workstreams

01



Rebuild the Job Architecture

Define job roles in a structured task-to-skills ontology and standardize position management.

02

Create People Competency Profiles

Develop individualized profiles that collect information on each team member's skills, strengths, and competencies.

03

Review the Learning Content Landscape

Assess the current learning offerings and evaluate them for business impact and return on investment.

04

Integrate Skills-Based Hiring Practices

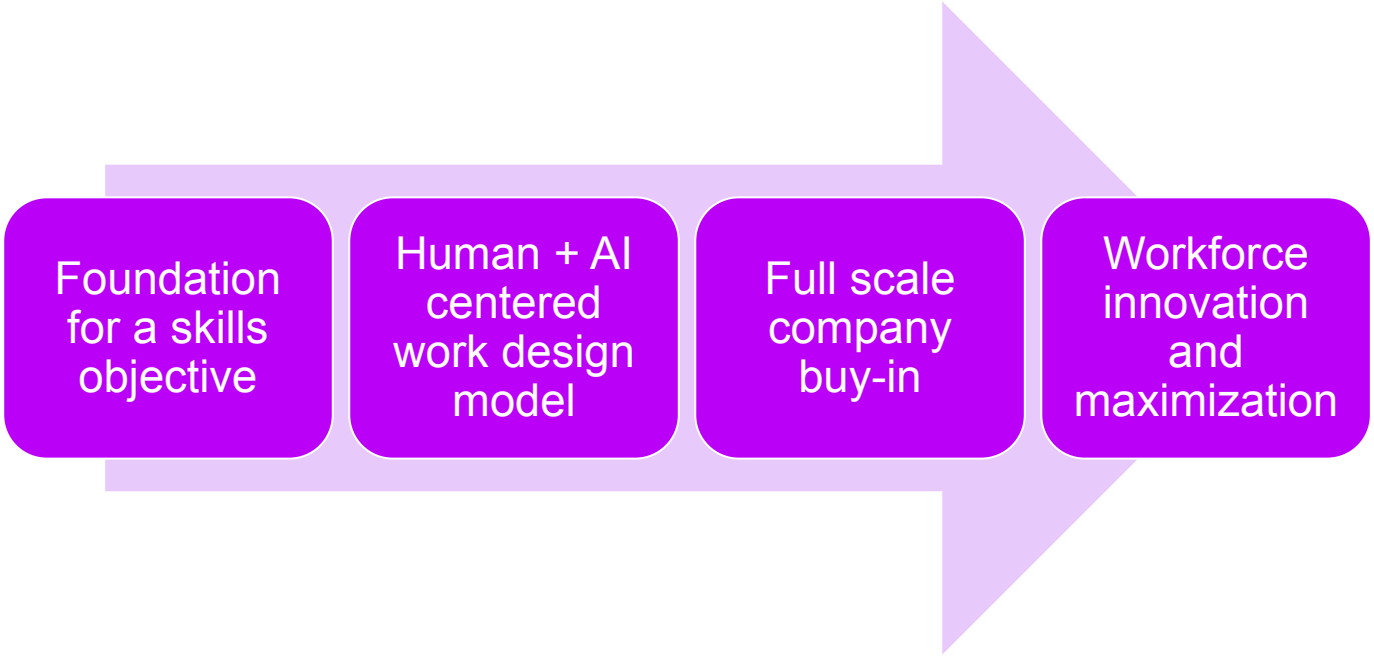
Utilize skills-forward methods and assessments in sourcing, recruiting, hiring, and onboarding candidates.

05

Pilot Skills-Based Learning

Develop and deliver skills-based curriculum in key areas of business impact.

From Unexplored to Unlocked



Getting Started

- Build a business case tied to **productivity** and **agility**
- Map **tasks**, not just skills
- Embed **transparency** and **inclusion** in the process
- Capitalize on strategy that emphasizes **business-wide impact**, not siloed programmatic efforts
- Define your **success measures**
  - E.g., faster redeployment, improved mobility, increased retention, culture of continuous learning, etc.

Fireside Q&A

Siobhan Savage
CEO & Co-Founder

Reejig

Dennis Di Lorenzo
Director of Skilling Strategy

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Rapid Fire Recap & Member Takeaways

Siobhan Savage
CEO & Co-Founder

Reejig

Nuno Goncalves
Head of Workforce Strategy

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Competitive Advantage in the AI Era

Ben Schreiner
Head of AI and Modern Data Strategy and Business Development

aws

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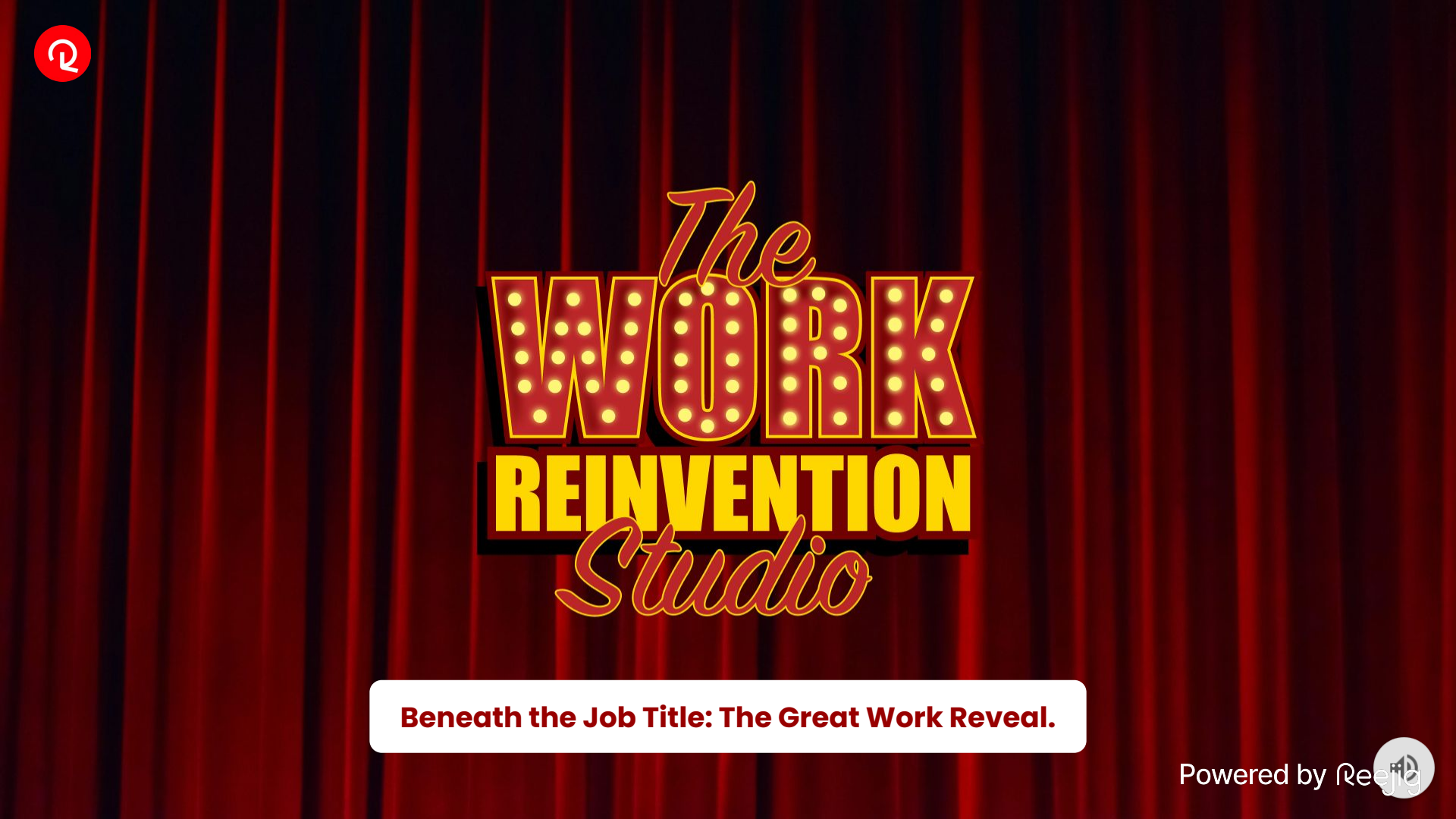
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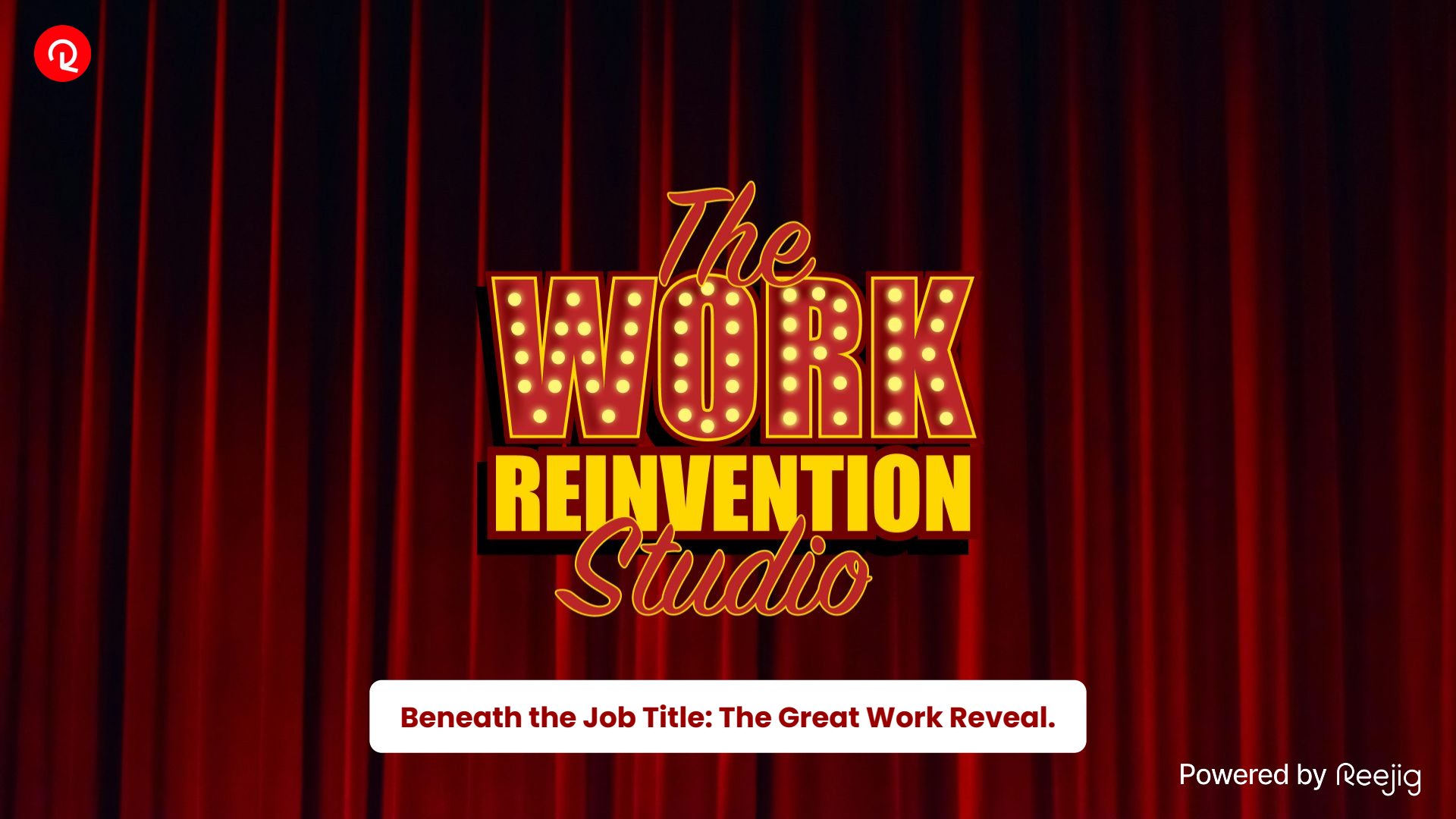
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Your Mission

Challenge the traditional approach to job architecture.

We're breaking down two job titles to uncover the real tasks your people do - and reimagining what these roles *could* be when built from the work up, not the title down.

Let the games begin!

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Part 1

Step 1	Step 2
Dismantle the Roles Break down your two Jenga towers block by block. Flip each one to reveal the tasks that make up this role.	**Analyze the Work** Lay the tasks out on your Task Mapping Sheet by role, sorting by AI potential. Use red stickers to mark duplicate tasks between the two roles.

20 mins

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Part 2

Step 3

Reinvent the Roles

Use the tasks to redesign smarter roles. You can merge, split, or eliminate. Get creative.

20 mins

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Role Reinvention Showdown

Each team will have 2 minutes to pitch their new role:

- What your new role looks like
- What you uncovered
- What you changed
- And why it’s better aligned to real work and AI opportunities

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Wrapping up

✅ Work can be seen, sorted, and restructured.

✅ AI opportunities emerge when tasks - not titles - are your focus.

✅ Your future workforce should be built from the task up, not the title down.

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Playbacks & Key Takeaways

What can you ACTIVATE NOW?

These are actions within your control - tangible steps you can take immediately.

What will SHIFT THE DIAL?

These are bigger plays:

Actions, conversations, or decisions that have the potential to meaningfully move your work, your team, or your organization forward.

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