

PREPARING FOR THE FUTURE OF WORK:

Why modernising your organisation can't wait



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The future of work isn't something that's coming, **it's already here.**

According to the World Economic Forum, the world of work is undergoing one of the most significant transformations in decades. By 2030, around **22% of today's jobs are expected to change**, with approximately **170 million new roles created and 92 million displaced**, resulting in a net increase of 78 million jobs globally. It highlights that advances in artificial intelligence (AI), digital transformation, demographic change, economic uncertainty, and the green transition are reshaping industries, and the skills organisations need.

To remain competitive, businesses must invest in technology, redesign how work is organised, and continually upskill and reskill their workforce to meet the demands of a rapidly evolving workplace.

AI, automation, digital transformation, and changing employee expectations are fundamentally reshaping how organisations operate. Across every industry, leaders are asking the same question:

How do we build an organisation that's **fit for the future?**

The answer isn't simply investing in new technology. The organisations that will thrive over the next decade are those that rethink how work is organised, how employees develop new skills, and how services are designed around both people and customers.





AI is **redesigning** work, not **replacing** it

Much of the conversation around AI focuses on job losses, but the reality is far more positive.

AI is changing the nature of work by automating repetitive, administrative tasks and enabling employees to focus on activities that create greater value: solving problems, building relationships, making decisions, and driving innovation.

Rather than replacing people, organisations are redesigning jobs so humans and technology work together. Success will depend on creating roles where AI enhances human capability rather than competes with it.



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Skills are becoming more valuable than job titles



One of the biggest shifts we're seeing is the move towards a skills-based workforce. **Skills are becoming the biggest competitive advantage.** Nearly **40% of the core skills** required for jobs are expected to change by 2030, making reskilling and upskilling one of the biggest priorities for employers.

Traditional job descriptions and career paths are becoming less relevant as organisations look for adaptable employees who can learn, evolve, and apply new skills as business needs change.

Continuous learning is no longer optional; it's a business necessity.

Future-ready organisations are investing in upskilling and reskilling programmes, ensuring their people remain capable of working alongside emerging technologies whilst also preparing for jobs that may not even exist today.

The Chartered Institute of Personnel and Development (CIPD) emphasises that organisations should focus on redesigning work, developing new skills, and adopting AI responsibly. It argues that success will depend on creating agile organisations that invest in continuous learning, workforce planning, job redesign, and employee wellbeing, ensuring technology enhances both productivity and the quality of work rather than simply automating existing processes.



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Every industry is being **reinvented**

Digital transformation is no longer confined to technology companies. Manufacturing, retail, financial services, healthcare, transportation, utilities, and the public sector are all embracing AI, automation, cloud technologies, and data-driven decision making.

Traditional industries aren't disappearing; they're evolving. Organisations are redesigning processes, digitising services, modernising operating models, and introducing smarter ways of working to improve productivity while delivering better customer and employee experiences.



Standing still is the biggest risk

The greatest risk organisations face isn't adopting AI; it's failing to modernise.

Businesses relying on outdated technology, manual processes, and traditional organisational structures are finding it increasingly difficult to compete. Productivity slows, innovation stalls, and attracting talented people becomes harder.

Today's workforce expects modern digital tools, flexible ways of working, opportunities for development, and organisations that embrace innovation.

Those that fail to adapt risk losing both customers and employees to more agile competitors.



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Jobs are **changing**, not **disappearing**

Automation will inevitably reduce demand for some routine roles.

Functions such as telemarketing, traditional contact centres, and repetitive manufacturing activities are increasingly supported by AI, robotics, and intelligent automation.

At the same time, demand is rapidly growing for new skills in AI, cybersecurity, automation, digital transformation, customer experience, data analytics, organisational design, and sustainability.

The future of work is less about eliminating jobs and more about transforming them.



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The organisational model must **evolve**

Technology alone will never future-proof an organisation. Many organisational structures were designed for a world of stability and predictable change. Today's environment demands organisations that are agile, collaborative, digitally enabled and capable of responding quickly to new challenges. Our recommended technology platform, ServiceNow, can help enable this shift by connecting people, processes and technology across the organisation. Through automation, AI, data and integrated workflows, ServiceNow can reduce friction, simplify how work gets done and enable employees to focus on higher-value activities.

The value of ServiceNow goes beyond technology implementation. When combined with the right people, skills, processes and organisational change, it can provide the digital foundation for a more connected, responsive and adaptable organisation—helping employees work differently today while building the capability to evolve with the demands of tomorrow.

MODERN ORGANISATIONS ARE:

- Embedding AI and automation into **everyday operations**.
- Designing **work around value** rather than hierarchy.
- Investing in **continuous learning** and workforce capability.
- Supporting flexible and **hybrid working**.
- Breaking down organisational silos.
- Building cultures that encourage innovation, experimentation, and continuous improvement.
- Evolving internal skillsets and capability to address skillset deficit.

Future-ready organisations understand that transformation is as much about people and culture as it is about technology.



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How business **functions are evolving**



The future of change across the working world is reshaping every function across organisations. At Pulsar, we partner with organisations to navigate this change by helping them transform the way they operate, improve efficiency, and build future-ready capabilities. Our subject matter experts across HR, Risk, IT, and Customer Services are seeing several key trends that are driving this transformation and redefining how organisations deliver value.



Human Resources

HR is facing two major challenges as the world of work evolves. The first is addressing skills shortages and ensuring organisations have the capabilities needed for the future. As technology advances and roles change, HR must lead workforce planning, attract and retain talent, and invest in continuous reskilling and upskilling. ServiceNow HR Service Delivery (HRSD) can act as a technology enabler by connecting employee services, knowledge, case management and HR processes through a single platform. This helps streamline routine activities, improve access to support and enable HR to focus on higher-value workforce priorities.

The second challenge is enabling the responsible adoption of AI across the workforce. AI is transforming HR services, recruitment, learning and employee support, while introducing challenges around ethics, governance, data privacy and employee trust. HR must balance innovation with responsible AI governance while supporting organisational change and helping employees adapt to new ways of working. ServiceNow HRSD can support this through digital workflows, self-service and AI-enabled employee experiences, providing employees with timely, relevant guidance while maintaining appropriate human oversight.

As HR evolves from an administrative function into a strategic enabler of transformation, ServiceNow HRSD can provide the technology foundation to support this shift. By connecting HR services, employee experiences, knowledge and workflows, it enables greater efficiency while giving HR more capacity to focus on workforce strategy, skills development, organisational change and the responsible adoption of new technologies. Ultimately, HR will play a key role in shaping how the organisation operates, how people experience work and how successfully the workforce adapts to continuous change.



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Risk Management

The risk landscape is evolving rapidly as organisations become more digital, connected and reliant on emerging technologies. Cyber threats, ransomware, data breaches, supply chain disruption and increasingly stringent regulations are driving organisations to strengthen operational resilience and improve how they identify, manage and respond to risk. ServiceNow Integrated Risk Management (IRM) can act as a technology enabler by bringing risk, compliance and control activities together within a single platform, providing greater visibility of organisational risk and helping teams move from fragmented, manual risk management towards a more connected and proactive approach.

At the same time, the rapid adoption of AI is introducing new challenges around governance, data privacy, security, bias, transparency and regulatory compliance. ServiceNow Risk Management can support organisations in establishing stronger governance and oversight by connecting risks, controls, policies, assessments and regulatory requirements, helping organisations understand the potential impact of emerging technologies and take appropriate action. Through automation and integrated workflows, organisations can streamline risk assessments, improve accountability and ensure that identified risks are tracked through to mitigation and resolution.

As a result, risk management is shifting from a reactive function to a proactive, intelligence-led capability. ServiceNow IRM can support this evolution by providing a centralised view of risk, enabling automated assessments and workflows, improving real-time visibility and connecting risk information with wider business and technology operations. This helps organisations identify emerging risks earlier, strengthen operational resilience and make more informed decisions, allowing them to balance innovation and AI adoption with security, governance and regulatory compliance.



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IT Service Management (ITSM)

IT Service Management is facing two significant challenges as organisations become increasingly digital. The first is strengthening cybersecurity and operational resilience. As reliance on digital services grows, IT teams must protect critical systems from cyber threats, minimise service disruption, and ensure they can respond and recover quickly from incidents while meeting increasing regulatory expectations. ServiceNow ITSM can support this by providing a centralised platform for managing incidents, problems, changes and service requests, helping organisations establish greater visibility, control and consistency across IT operations.

The second challenge is modernising legacy IT environments to keep pace with growing business demands. Many organisations still rely on outdated systems and manual processes, making service delivery slower and more complex. ITSM teams are increasingly adopting AI, automation, self-service and integrated service management platforms to simplify operations, improve the employee experience and deliver faster, more efficient IT services. ServiceNow can act as a technology enabler by bringing these capabilities together, using automation and AI to reduce manual effort, enable self-service, streamline workflows and provide employees with a more consistent digital experience.

As a result, the role of ITSM is evolving beyond traditional service support to become a strategic enabler of digital transformation. Platforms such as ServiceNow ITSM can help organisations move towards more secure, resilient, automated and intelligent service delivery, while enabling IT teams to focus on higher-value activities and supporting the organisation's wider digital transformation and future-of-work agenda.

Customer Service

Customer service is evolving rapidly as organisations respond to rising customer expectations and advances in AI. Today's customers expect fast, seamless, and personalised support across a range of digital channels, driving organisations to move beyond traditional telephony and email **channels** towards integrated experiences across web, live chat, mobile apps, social media, and self-service.



At the same time, AI-powered chatbots, virtual assistants and intelligent automation are transforming how customer enquiries are managed, resolving routine requests quickly while allowing service teams to focus on more complex interactions where human expertise and empathy add the greatest value. ServiceNow Customer Service Management (CSM) can act as a technology enabler by connecting customer interactions, cases, knowledge and workflows in a single platform, using AI and automation to streamline service delivery and provide faster, more consistent support. By combining intelligent self-service with seamless escalation to human teams, organisations can reduce manual effort while ensuring customers receive the right support at the right time. The organisations that succeed will be those that combine ServiceNow-enabled automation with exceptional human service to deliver connected, efficient and truly customer-centric experiences.



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The organisations that will succeed



Preparing your organisation for the future isn't about predicting every technological breakthrough. It's about creating an organisation capable of adapting continuously with the right people, processes and technology to support change.

The businesses that will lead over the next decade will be those that embrace AI responsibly, invest in developing their people, modernise their operating models, and build cultures where innovation and learning become everyday behaviours. ServiceNow can act as a technology enabler for this transformation, connecting people, processes and technology through intelligent workflows, automation, AI and data. It can help organisations simplify how work gets done, improve employee and customer experiences, and create the agility needed to respond to changing demands.

The future is changing fast. The question isn't whether change is coming. It's whether your organisation has the people, culture and technology including the right digital foundations, such as ServiceNow, to be ready to lead it.

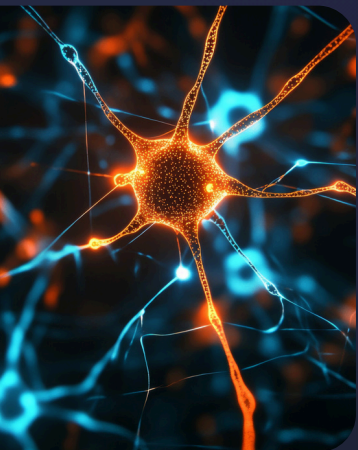
Our offering

Pulsar's Strategy & Assurance offering pairs upfront strategic clarity (narrative, benefits, target operating model) with a structured three-phase readiness methodology, so organisations don't just design the future state - they can prove it, staff it, and land it.



ESTABLISH THE FOUNDATIONS

Before a single process changes, we make sure the programme has a strategy worth aligning behind. We build the comms strategy and launch the campaign, stand up an end-to-end Change Playbook, and critically define benefits and adoption metrics from day one, so success is measurable rather than assumed. In parallel, we capture change impacts, run learning needs analysis, and begin mapping ways of working and processes. **The result:** leadership stops disagreeing about the story, and the business gets a benefits case it can be held to. This is where "we don't have a strategic narrative" and "we can't quantify the benefits" stop being risks on your programme.



EMBED THE CHANGE

This is where strategy becomes muscle memory. We go deeper: full change impact analysis, a live champions network, persona mapping so every user group's journey is understood, and a business readiness plan that tells you, team by team, whether you're ready to go live. We also define org/ops model requirements and coach your team directly in ServiceNow methodology, so capability stays in-house. **The result:** nobody is caught off guard by what's changing, and the organisation, not just the technology, is prepared. This is where "change impacts are unclear" and "processes are undefined" get closed out.



SET UP FOR FUTURE SUCCESS

Go-live isn't the finish line; it's where most transformations quietly fail. We put the safety net in place: a target operating model, a hypercare support model to catch issues in the critical first weeks, a clean BAU handover, and benefits tracking and reporting that proves the ROI you promised the business. We close any remaining learning gaps and manage the transition to steady state. **The result:** your investment doesn't erode through poor adoption or workarounds. This is the assurance layer: the reason low adoption risk doesn't materialise after go-live.



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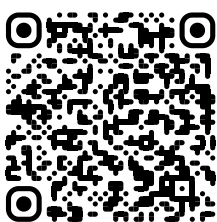
A final note

The future of work is already here – don't wait to prepare for it. Get in touch with our team today to discover how our expertise in organisational transformation, AI, digital services, and workforce modernisation can help your organisation adapt, thrive, and stay ahead in an ever-changing world of work.

If you're interested in hearing more about the future of work and how technology can enable it, we run regular events throughout the year where you can explore the latest thinking, practical insights and see ServiceNow technology being demonstrated in action.

Our Future of Work conference on 27th October, delivered in collaboration with Edinburgh Napier University, will bring together researchers and senior leaders with expertise in this area to explore how organisations can prepare for and shape the future of work.

Scan the QR code below to register your interest in the 27th October event, see ServiceNow technology demonstrations and hear about future webinars and in-person workshops.



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