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Six Shifts to Build the Agentic Organization of the Future

AI – particularly agentic AI – is changing how organizations operate and how people create value. According to an article by McKinsey & Company, “To capture the full promise of this technological wave, leaders will need to rewire workflows and reshape roles, skills, structures and systems that hold the enterprise together. When transforming to an agentic organization, the following six shifts stand out as critical to address today.”

Workflows: End-to-end redesign, AI-first by design: The authors suggest that “to unlock step-changes in speed and productivity (i.e., value created per unit of effort), work should be reimagined as AI-first, domain by domain, beginning with desired outcomes. Humans should be brought in deliberately where they add unique value through judgment, empathy and creativity. Communication, collaboration and knowledge management – all requiring holistic rewiring with technology – will then serve the additional purpose of eliminating silos and transaction costs, unlocking additional trapped value across domains.”

Talent: A new human-agent frontier: Once workflows change, roles cannot stay the same, they say. “New capabilities will be needed – some that can be performed by technology and others that cannot – while some existing capabilities will no longer be necessary. This will require rethinking of roles. Our research shows that 75 percent of current roles will need reshaping and new or different skill mixes, including more technological skills and greater emphasis on socio, emotional and higher cognitive skills.”

Additionally, the authors suggest, “new profiles are emerging, such as agent orchestrators, who design and supervise agent workflows; hybrid managers, who lead blended human-agent teams; and AI coaches, who help employees integrate AI into daily work. Simultaneously, other roles will disappear – for example, interpretive roles historically required to ‘connect the dots’ between silos.”

Structure: Dynamic organizations: The authors believe that hierarchical pyramids built around knowledge silos will not survive the agentic era. “Scalable platforms will drive value. Organizations should take on leaner, flatter, and more fluid shapes, organized around autonomous ‘human + agent teams’ that are steered toward outcomes. Blended technology and human capabilities should become the new unit of value for a team, combining scalable productivity without human constraints and uniquely human abilities for accountability, oversight, and continuous progression. Teams should be dynamic, able to form and reform as priorities shift.”

Leadership: Orchestrators of hybrid intelligence: Leadership roles should evolve as well, the authors stress. “In the near term, leaders should be central to designing and delivering AI transformation despite uncertainty. Leaders will need stronger technological capabilities to enable the reimagining of domains with AI, system thinking and the ability to make ethical decisions. Leaders should support enterprise-wide change, communicating a clear narrative, assuaging fear, and driving adoption. They will be expected to become greater strategic visionaries – shifting focus to more strategic leadership, prioritizing outcomes over ownership.”

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Culture and skills: Continuous reinvention as a competitive advantage: Organizations (and the humans within them) evolve linearly, the authors note. “However, technology is changing exponentially, and the gap between where organizations are and where they need to be continues to widen. Addressing this requires deliberate investment in continuous reinvention, bringing humans in the enterprise along and preventing organizational skill atrophy (i.e., when AI use hampers core skill development and practice). Every employee should move beyond AI fluency – basic familiarity with tools – toward integrating AI in their daily roles. This will require reskilling and redeployment at scale, apprenticing new employees into co-intelligent workflows and continuously upskilling current employees as agents take over foundational tasks.”

HR: Building a co-intelligent talent system: The authors believe that “HR should become the engine of transformation, partnering with other business and technology leaders to reimagine jobs, redeploy talent and embed trust into the system. Every HR product should be rethought, starting with strategic workforce planning to include both humans and agents, and decisions triggered should include both people and technology levers. HR should shape role redesign, reskilling at scale, hiring, apprenticeship and career journeys, performance management and incentives, as well as new organizational design.”

Each of these shifts is profound on its own, the authors stress. “Together, they redefine the very foundations of the enterprise. Winners will not simply adopt AI tools – they will boldly rewire workflows to be AI-first, reinvent roles and structures, build new leadership muscles and make culture and HR the engines of transformation. AI is not just reshaping tasks. It is reshaping organizations. Leaders who proactively address these shifts will ensure that their organizations are more resilient, adaptive and competitive in this next era of work.”

For more, check out [Six shifts to build the agentic organization of the future](#).