



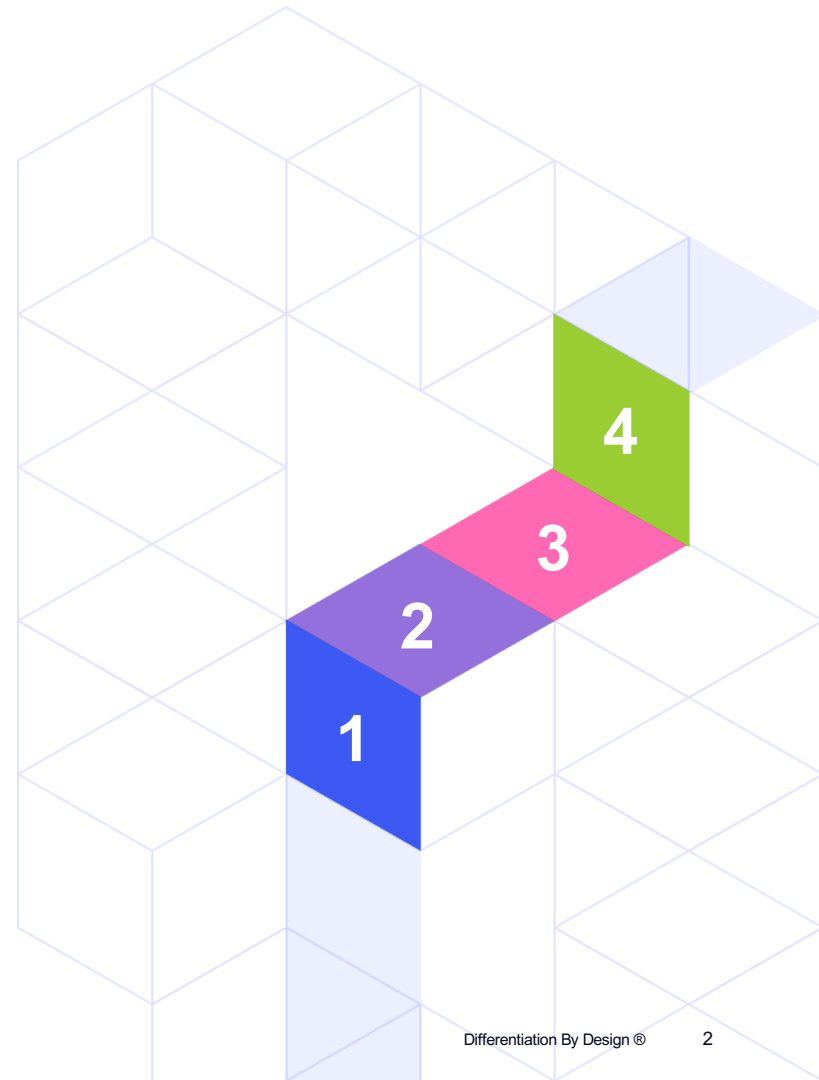
# Designing AI Into Your Operating Model: Building an AI-Enabled Workforce

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# Agenda

- 1 Why AI Demands Strategic Design
- 2 Redesigning Work and Roles
- 3 Bringing It All Together: System-Wide Alignment
- 4 Q&A + Next Steps

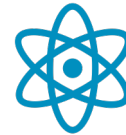




# Why AI Demands Strategic Design



**“Even small AI efforts set off ripple effects of change – many that organizations hadn’t fully anticipated.”**



AI is now central to business operations, not a peripheral tool.



Without a plan, AI integration creates fragmentation and inefficiency.



Strategic clarity is what truly differentiates organizations; AI simply amplifies existing design choices.



# A System-Wide Approach to AI Integration

## Leadership & Culture

The behaviors and beliefs that shape norms and the signals leaders send.

## Continuous Alignment

How the organization learns, improves and adapts in response to change or drift.

## Work

How product and services are produced; work processes and enabling technologies.

## Structure & Governance

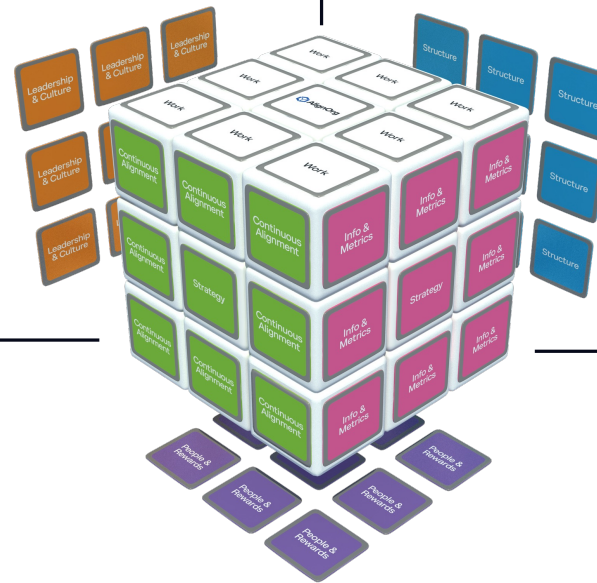
How work is organized, how accountability is distributed and decisions are made and how policies guide action.

## Information & Metrics

The data and insights used to drive decisions – and how they're collected, measured, analyzed and distributed.

## People & Rewards

The talent you build, the way you define success and how that is rewarded and recognized.





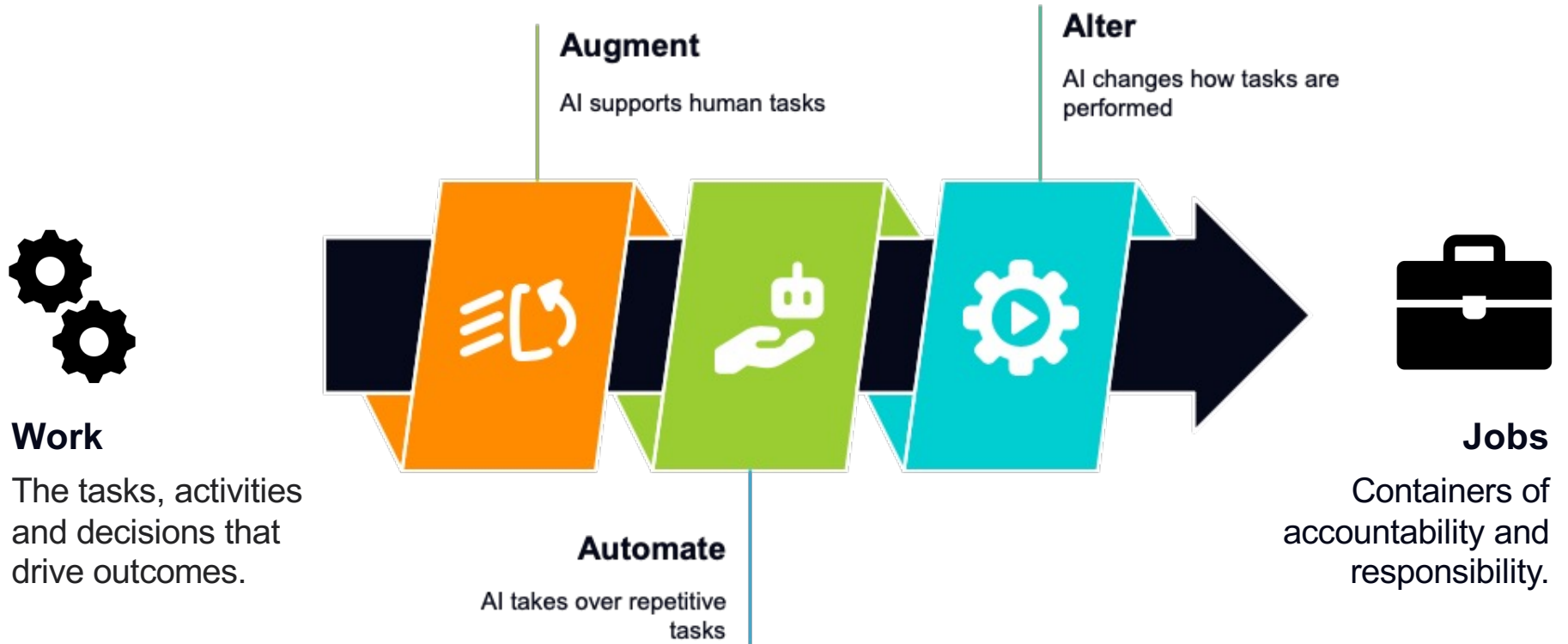
# Strategic Goals Drive Role Redefinition



**Avoid the 'half-empty job' problem  
by ensuring redesigned roles  
remain motivating and purposeful.**



# The Foundation: Understanding Work Processes



**“You can’t design the right jobs until you’ve designed the right work.”**

# Introducing Value Stream Processes

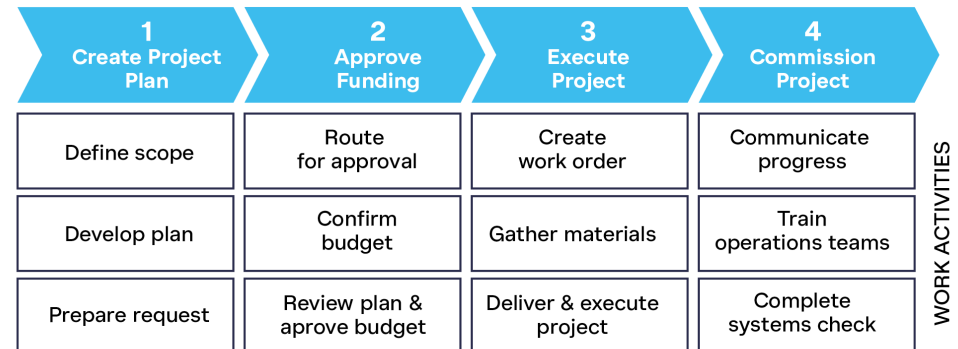
**A value stream map visualizes the end-to-end flow of work required to deliver value.**

It helps identify high-value activities, friction points, and ultimately opportunities for AI integration.

## **Key Benefits:**

1. Clarifies how work flows across teams and systems.
2. Pinpoints inefficiencies and bottlenecks or depicts how things should properly function
3. Keeps things initially neutral and agnostic of names, people, and technology

## **Example Value Stream Map: Project Execution**



**Value stream mapping is the foundation for aligning tasks with the right actors—human, AI, or both.**



# Redesigning Work – The AI Integration Spectrum

Is AI right for my organization? The answer is not Yes or No, it's how much.



## Assist

AI offers simple enhancements for routine activities



## Augment

AI generates options, insights or novel ideas, but humans remain in control



## Anticipate

AI forecasts trends or outcomes to support proactive decisions



## Associate

AI recommends optimal actions based on real-time data and/or complex scenario analysis



## Automate

AI fully executes tasks with minimal human intervention



## Agentize

AI operates independently on complex tasks with minimal human oversight

**AI impacts:** AI alters workflows, sequencing and task execution. Some tasks disappear; others shift to machines or are augmented by AI.

Redesign the actual flow of work—not just the tools—so human and AI contributions are clear, intentional and sequenced.

**“AI doesn’t just change how we work — it changes what work is worth doing.”**

Source: Slalom.com

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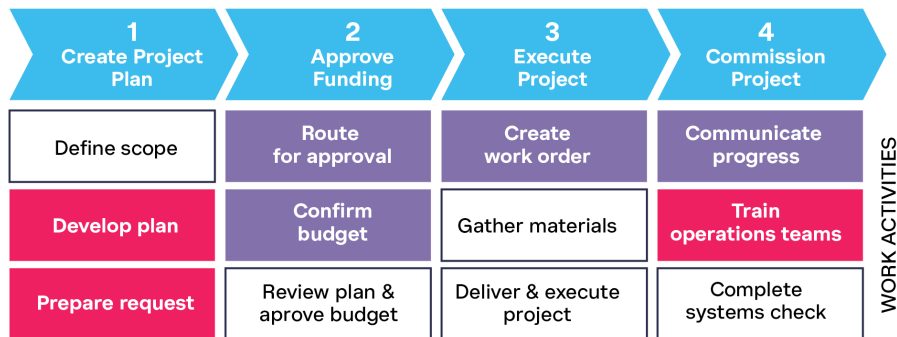
Differentiation By Design ®

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# Deep Dive: Value Stream Mapping Insights

Example Value Stream Map: Project Execution



## KEY

AGENTIZE - AI Work

AUTOMATE - AI Work

ALL OTHER ACTIVITIES

**The goal is to match the right actor—human, AI, or both—to each task based on its strategic value.**

Value stream mapping pinpoints where AI is most impactful by aligning tasks with the right actor—human, AI, or both.

The AI Integration Spectrum guides deliberate decisions on AI's role in each task.

## Task Analysis

- **Human-led (AI-assisted):** Scoping a project—judgment and empathy supported by AI insights.
- **AI-led (Automate):** Drafting status reports—rules-based, fully automated.
- **AI as a partner (Associate/Anticipate):** Predicting risks—AI forecasts delays for proactive decisions.



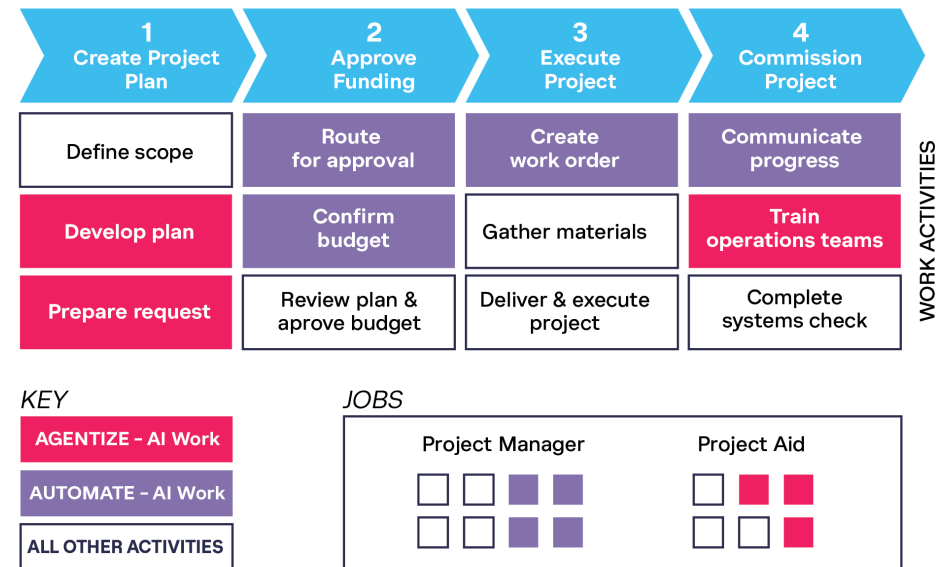
# Grouping Tasks Into AI-Enabled Roles

AI-enabled roles group tasks by nature and value, ensuring clarity, motivation, and alignment with goals.

## Role Redesign Models:

- AI Copilot (Human-Led):** Humans lead with AI support for speed and insights.  
*Example:* Project managers using AI for data analysis.
- Agentization (AI-Led):** AI leads core tasks, humans oversee exceptions.  
*Example:* AI automating customer service, humans handle escalations.

## Example Value Stream Map: Project Execution

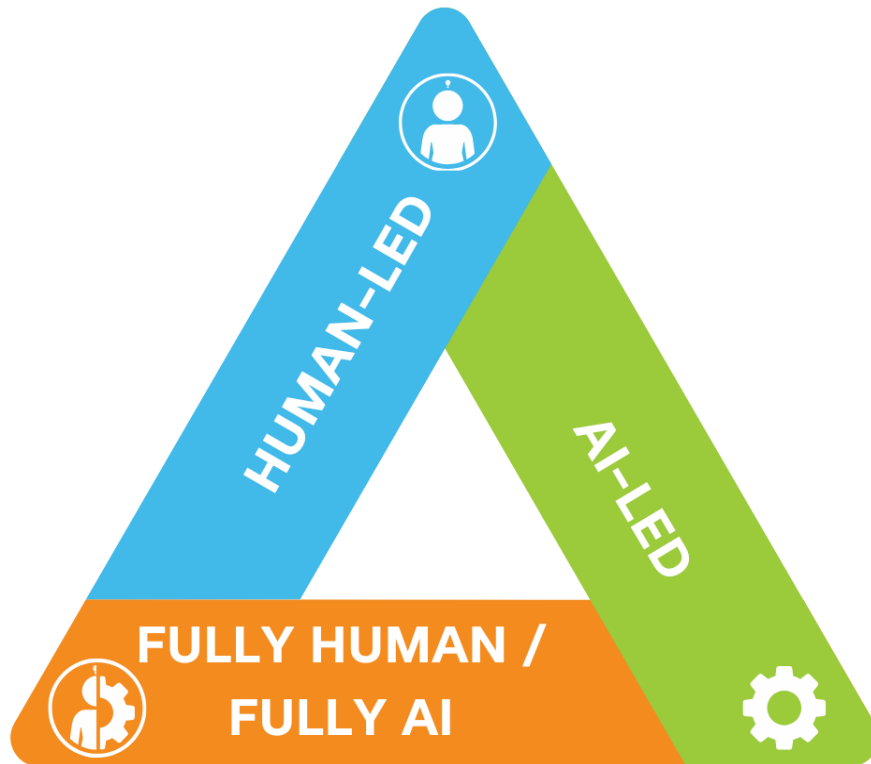


Role design balances strategic goals with time and cost savings.



# Redesigning Roles for the Future

AI doesn't eliminate roles – it reshapes them.



## Key Design Questions for Leaders

- What is the strategic value of this role?
- What capabilities are essential?
- Can AI handle this work reliably, or does it require human context?
- Will blending human and AI work in one role enhance performance or fragment it?
- What accountability structure and decision rights will keep roles clear and aligned?

**Key Insight: Avoiding fragmented roles ensures clarity, motivation, and strategic focus.**

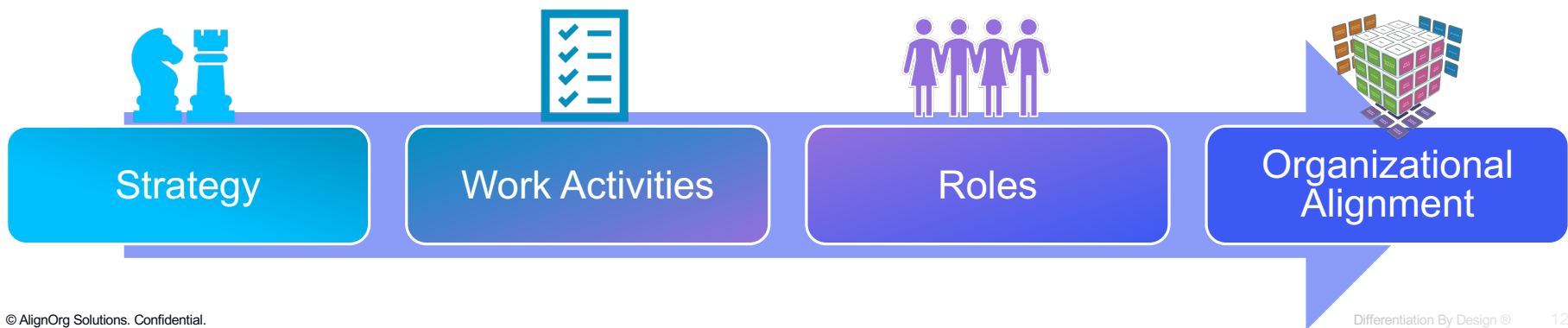


# Bringing It All Together

**True AI integration starts with redesigning work at the task level.**

**Key Takeaways:**

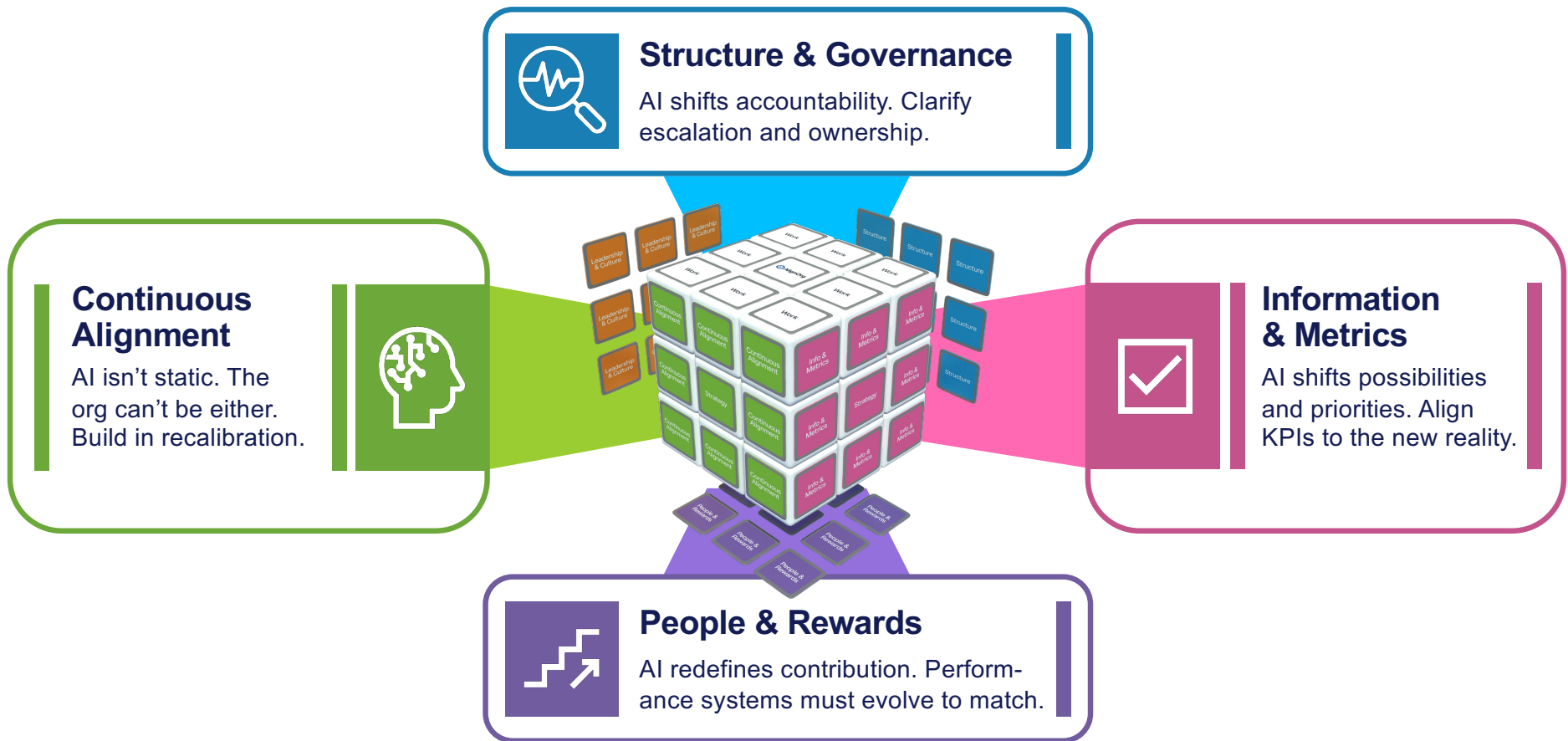
- Value stream mapping provides the clarity needed to align tasks with the right actor—human, AI, or both.
- Smart choices at the task level drive meaningful changes in roles and workflows.







# Realigning the Operating Model for AI Integration





## Redesigning Leadership and Culture

***“You cannot have innovation without trust. People need to feel safe to take risks and share bold ideas.”***

**- Satya Nadella**

- ☐ What signals are we sending – intentionally or not – about AI?
- ☐ How do we create a culture where people feel safe to experiment, challenge AI outputs, and learn together?





# Client Experience: Designing Luxury with AI

**Client:** A luxury hotel known for exceptional guest experiences and delivering personalized service.

## Approach:

- **AI-Driven Personalization:** Tailored communication and experiences to guest preferences and booking history.
- **Smart Concierge Services:** Chatbots and voice assistants recommend local activities and services.
- **Dynamic Upselling:** Predictive AI suggests tailored upgrades and packages.
- **Operational Efficiency:** Optimizes occupancy, staffing, and supplies while automating tasks like check-in and billing.

## Outcomes:

- **Enhanced Satisfaction:** Loyalty increased through personalized, seamless experiences.
- **Revenue Growth:** Higher revenue from dynamic upselling and tailored packages.
- **Improved Efficiency:** Reduced waste and optimized readiness with AI-driven automation.
- **Strategic Alignment:** Balanced guest experience differentiation with operational efficiency.



## Key Takeaways

- **AI changes the logic of the system.**
- **The Cube Model helps you design for that shift.**
- **When each part of the system reinforces the others, AI doesn't just scale, it transforms.**



# What questions do you have for us?



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**Download the  
Executive Guide**





Thank You