



## AI & ORGANIZATION DESIGN

STRUCTURE IS STRATEGY. REDESIGN FOR IT.

PRESENTED BY  
AMIT PATEL

# What We'll Cover

## 01 The Structural Mismatch

Your org chart was designed for industrial-era predictability. AI requires adaptive, cross-functional flow.

## 02 Three Models That Fail

Bolt-on AI teams, siloed Centers of Excellence, and “everyone does AI” all AI” all underperform.

## 03 The Organization Model Spectrum

Four models exist. The right one depends on your maturity, culture, and competitive position.

## 04 Who Owns AI

The reporting line determines the outcome. This is a CEO decision, not a not a CTO default.

## 05 The Political Reality

Org redesign creates winners and losers. Res The resistance is

## 06 The Redesign Sequence

Six-month roadmap from assessment to the first cross-functional workflow in production.



# Your Org Chart Was Built For A Different Era

THE STRUCTURES THAT CREATED EFFICIENCY NOW CREATE DRAG

## DESIGNED FOR (1950–2020)

### Functional silos

Departments own domains, data, budgets. Coordination via hierarchy.

### Sequential handoffs

Work flows team-to-team in a chain. Each step adds latency.

### Manager as router

Middle management aggregates, filters, and relays information.

### Annual planning

Strategy set yearly. Budgets locked. Pivots need committee approval.

## REQUIRED FOR AI-NATIVE (2025+)

### Cross-functional workflows

AI ignores org boundaries. Value lives in the seams between teams.

### Parallel processing

AI processes multiple streams at once. The org must match this pace.

### Manager as builder

Routing disappears. Managers develop people, set context, remove blockers.

### Continuous adaptation

Quarterly reallocations. Real-time resource shifts based on performance.

The organization is the product. If your structure cannot flex at the speed of your technology, the technology is wasted.

Mythos Group analysis; McKinsey Organization Practice; BCG Henderson Institute; Galbraith Star Model



# Three Organization Model Failures

WELL-INTENTIONED APPROACHES. PREDICTABLE DYSFUNCTION

## MOST COMMON

### The Bolt-On AI Team

Data scientists report to IT/CTO. They build impressive demos that never reach production—disconnected from business problems.

## ROOT CAUSE

AI capability is separated from business context.

## SECOND MOST COMMON

### The Siloed CoE

A centralized CoE becomes a shared-services bottleneck. Business units wait months. Best talent leaves for faster teams.

## ROOT CAUSE

Demand exceeds capacity. Internal consulting creates queues.

## FASTEST GROWING

### The "Everyone Does AI" Decree

Every team experiments independently. No shared infrastructure. 15 LLM contracts. Redundant work. No governance.

## ROOT CAUSE

Decentralized without standards. Innovation without coordination.

**The common thread:** all three separate capability from accountability. Who builds AI must own the outcome.

Mythos Group analysis; McKinsey AI organization survey 2024; BCG Henderson Institute; MIT Sloan Management Review

