



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 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 CTO default.

05 The Political Reality

Org redesign creates winners and losers. 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

