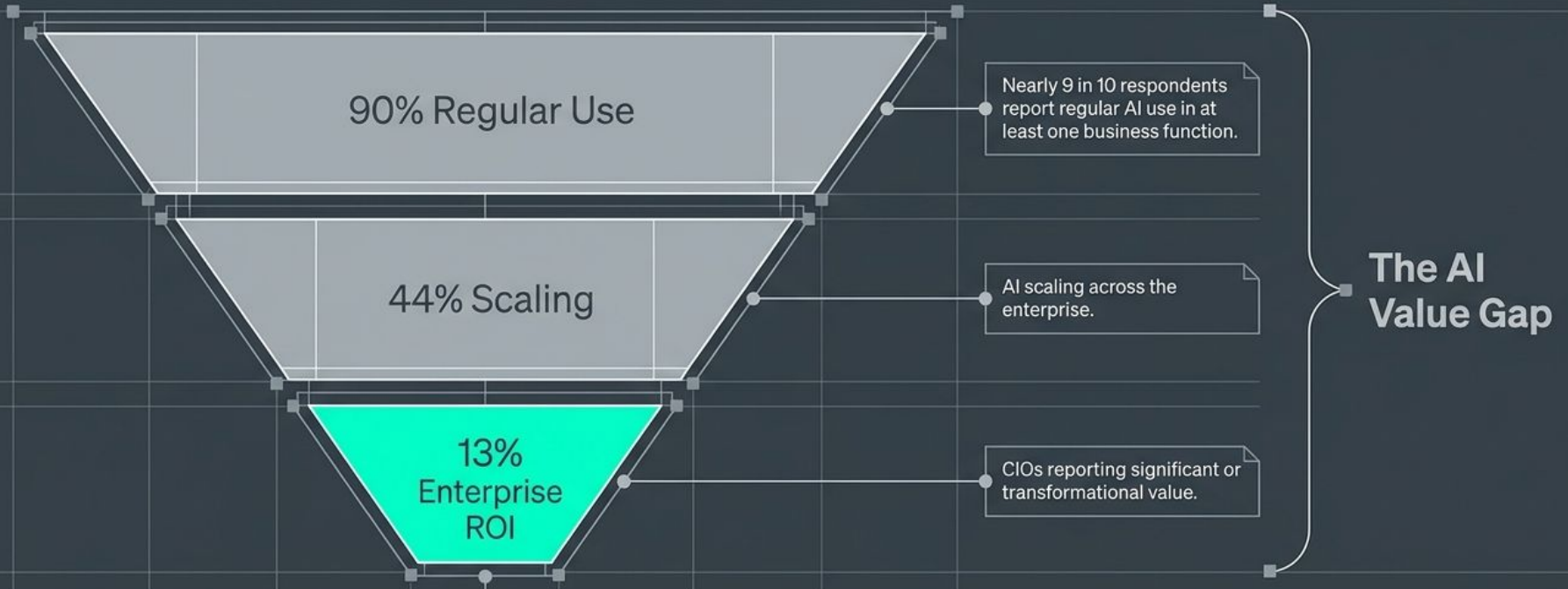


The Redesign Dividend

Architecting the Human-Agent Workforce for Enterprise Value

BASED ON FIELD EXPERIMENTS, SOCIOTECHNICAL SYSTEMS THEORY, AND 2026 ENTERPRISE DATA.

The 2026 Management Puzzle: Massive Adoption, Dismal Returns



AI does not produce value simply by being present. Organizations skip the design phase and pay twice: once for the technology, and again for the disruption of bolting it onto legacy workflows.

The Illusion of Task-Level Substitution

THE FLAWED 'BOLT-ON' APPROACH



THE DESIGNED HUMAN-AGENT WORKFLOW



Field experiments show generative AI accelerates individual tasks (e.g., consultants working 25% faster with 12.2% more subtasks). But time saved in isolated steps disappears into the cracks of unchanged approvals, intake queues, and slack.

Diagnosing the Organizational AI Strategy

	The 'Bolt-On' Approach (The Value Gap)	The 'Sociotechnical' Approach (The Redesign Dividend)
Core Goal	Cost-cutting & headcount reduction	Value creation & deliberate task reinstatement
Point of Application	Isolated task substitution	End-to-end workflow mapping
Role Design	Passive role erosion/attrition	Deliberate role crafting & enrichment
Governance	Launch metrics (usage/logins)	Stopping rules & outcome metrics
Employee Impact	Increased meta-work & strain	Targeted skill enhancement & novice acceleration



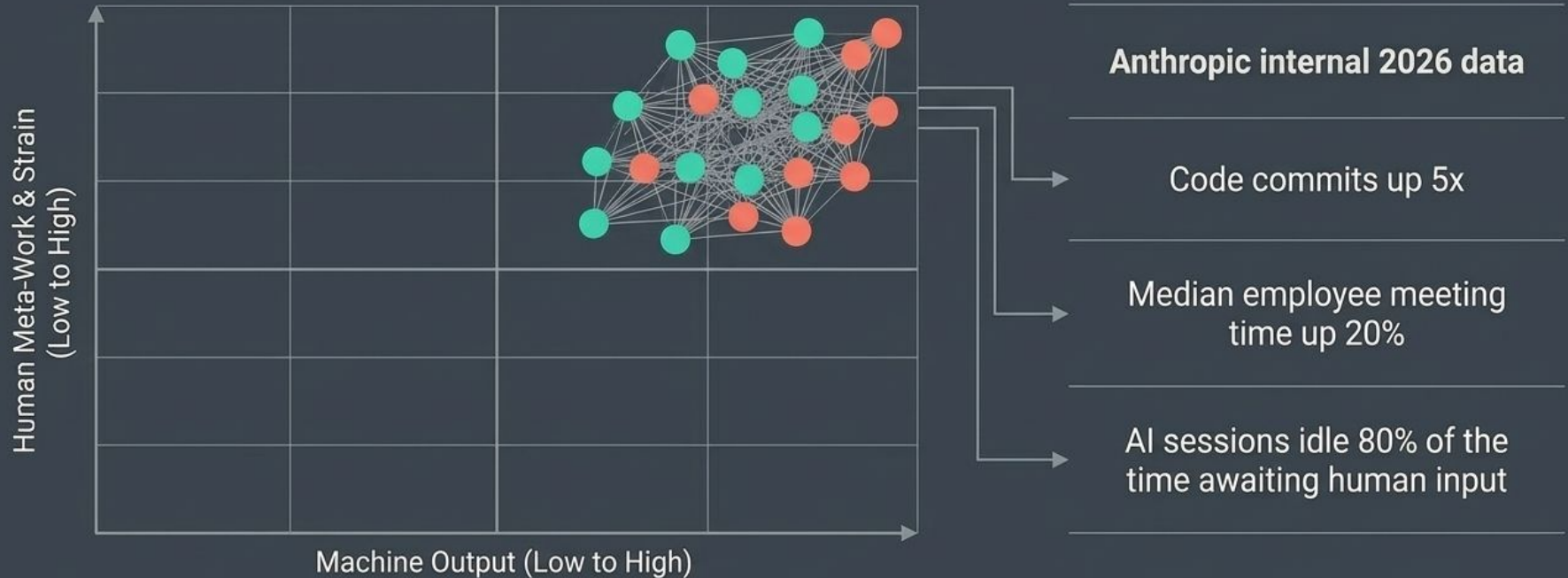
Takeaway Note: Screenshot and share this diagnostic with your transformation teams.

Navigating the J-Curve and the Jagged Frontier



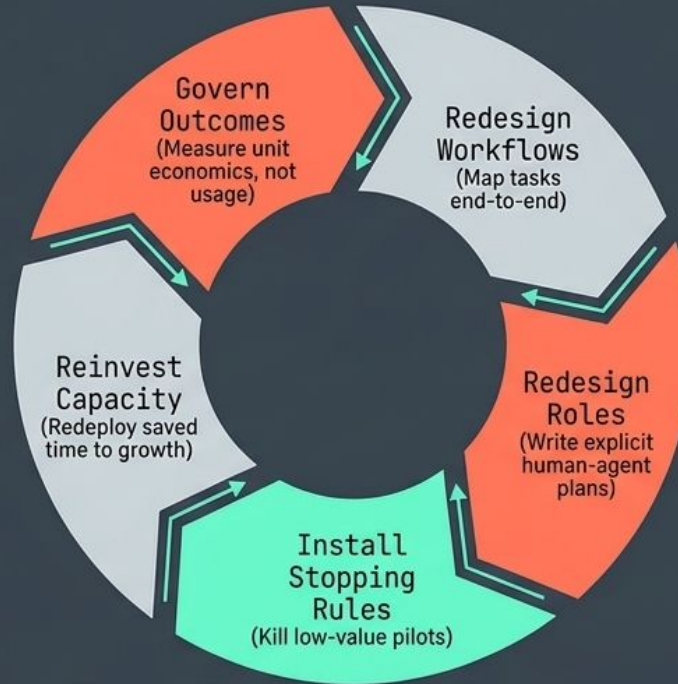
General-purpose technologies initially depress measured productivity. Realizing the eventual surge requires investing in the intangible assets of workflow design, and strategically placing human 'learning pipelines' where AI reliability falters.

Unmanaged AI Amplifies Output but Fragments Human Attention



Key Insight: When employees shift from executing tasks to orchestrating agents without new job resources, human attention and coordination become the binding constraint.

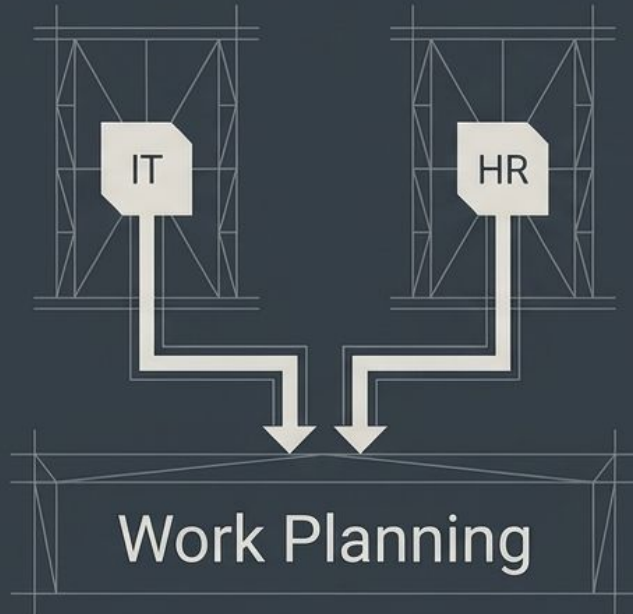
The Blueprint for the Redesign Dividend



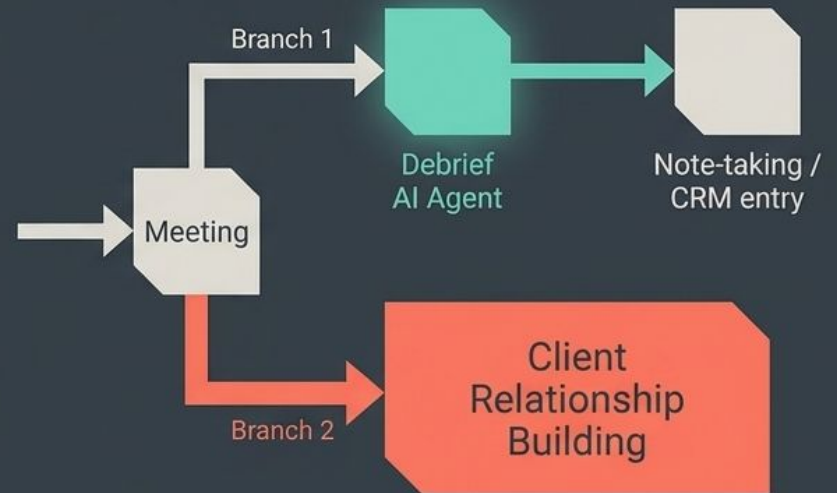
Sociotechnical systems theory holds that optimizing technical tools while ignoring social systems (roles, relationships) guarantees failure. The dividend requires a continuous cycle of joint optimization.

01. Redesign Workflows End-to-End

Organizational Structure: Moderna



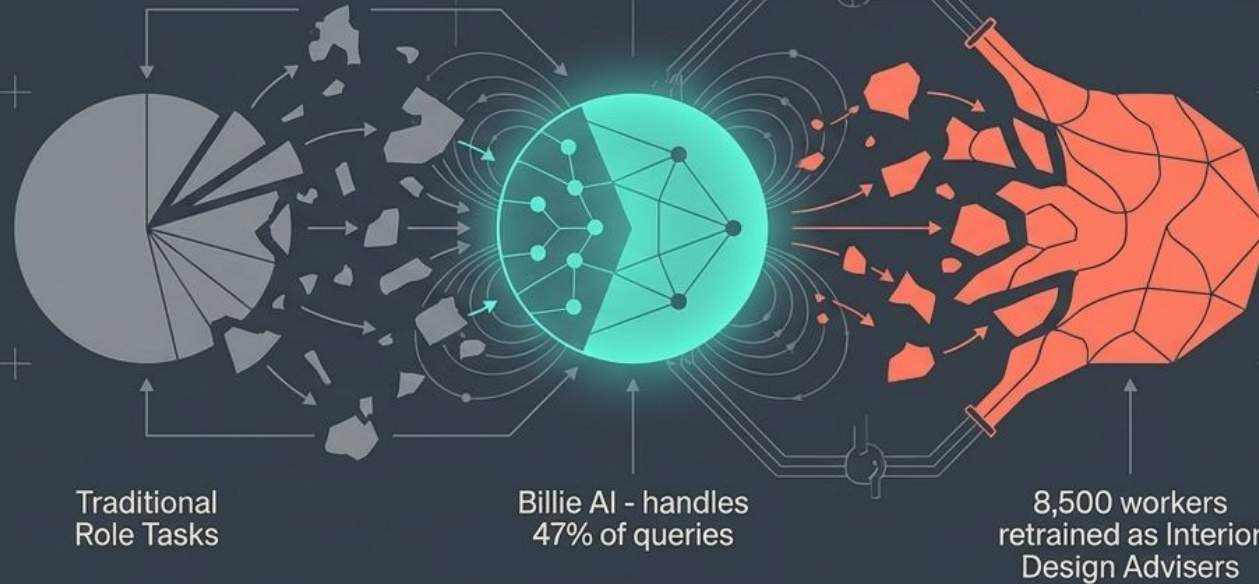
Targeted Intervention: Morgan Stanley



Data Point: McKinsey data shows nearly 75% of high performers fundamentally redesign workflows, compared to roughly 25% of all others.

02. Write Explicit Role-Redesign Plans

Case Study: IKEA Customer Rep

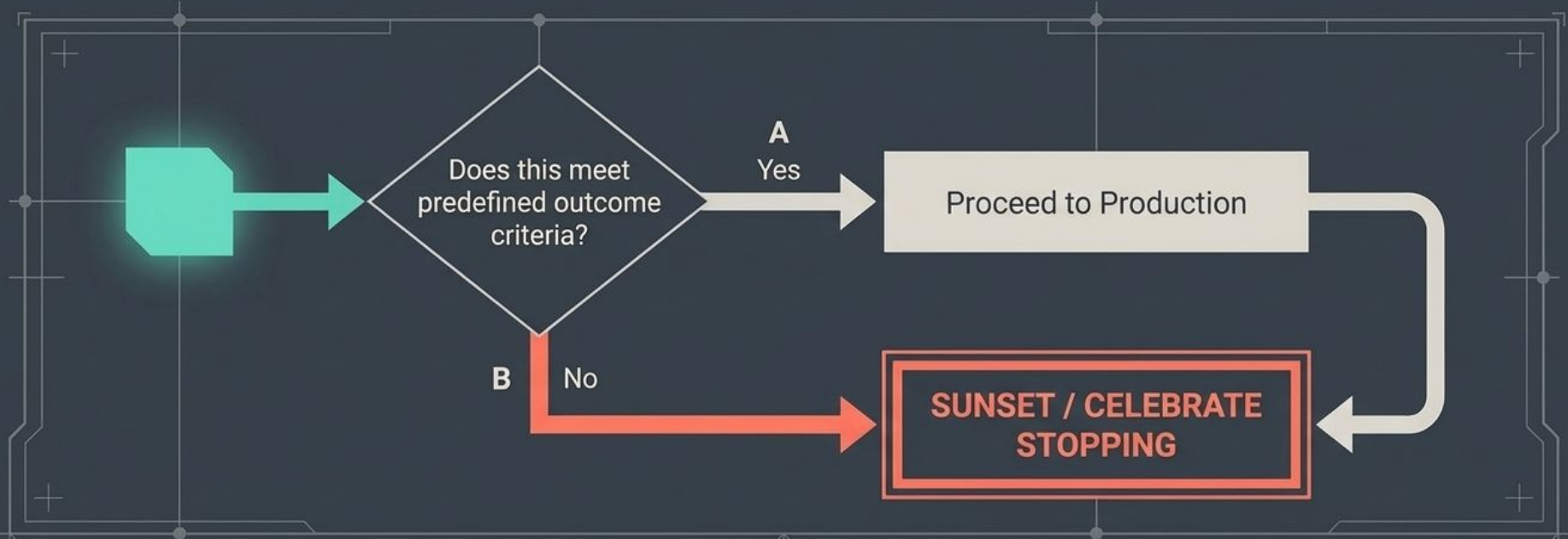


The Reinstatement Effect:

Deliberately create new tasks where human labor holds comparative advantage.

Only 4% of CIOs have explicit role-redesign plans, yet those who do are 2.4x more likely to be vanguard performers.

03. Install Rigid Stopping Rules



Case in Point: Klarna

Klarna replaced 700 agents with AI, dropping headcount by 22%. By May 2025, they reversed course and resumed human hiring due to degraded service quality.

Takeaway:

Klarna's reversal wasn't an AI failure; it was a delayed stopping decision. Vanguard organizations are 2.6x more likely to have production stopping guidelines.

04. Reinvest Freed Capacity, Don't Just Cut

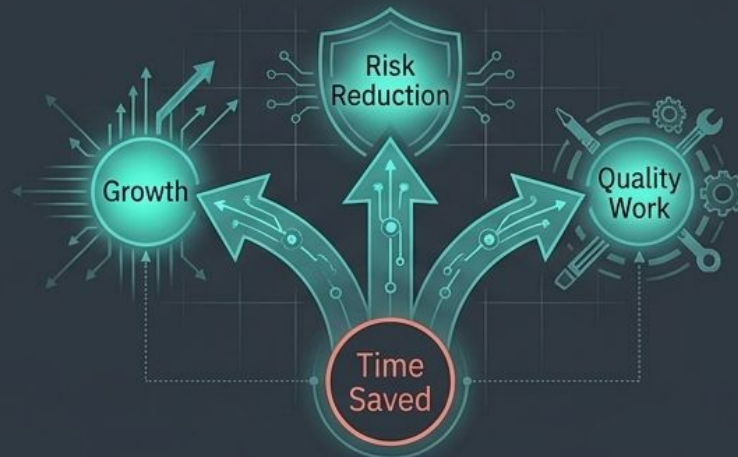
The Redeployment Fork

The Divestment Trap



Often results in overloaded remaining staff and degraded service.
Ex: Duolingo's public backlash over vague AI-first memos.

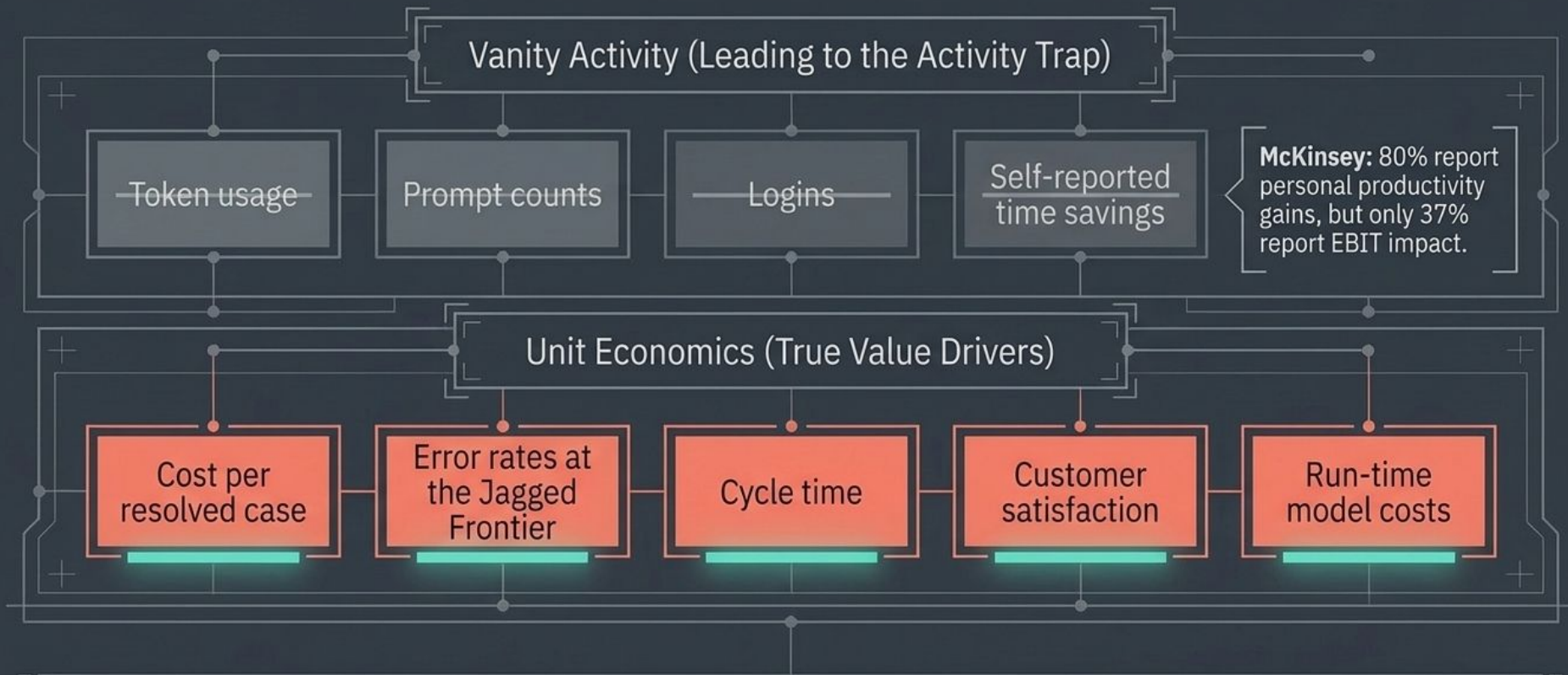
The Capacity Reinvestment



Ex: Salesforce halting support backfills but redeploying hundreds of employees into revenue-generating professional services and sales.

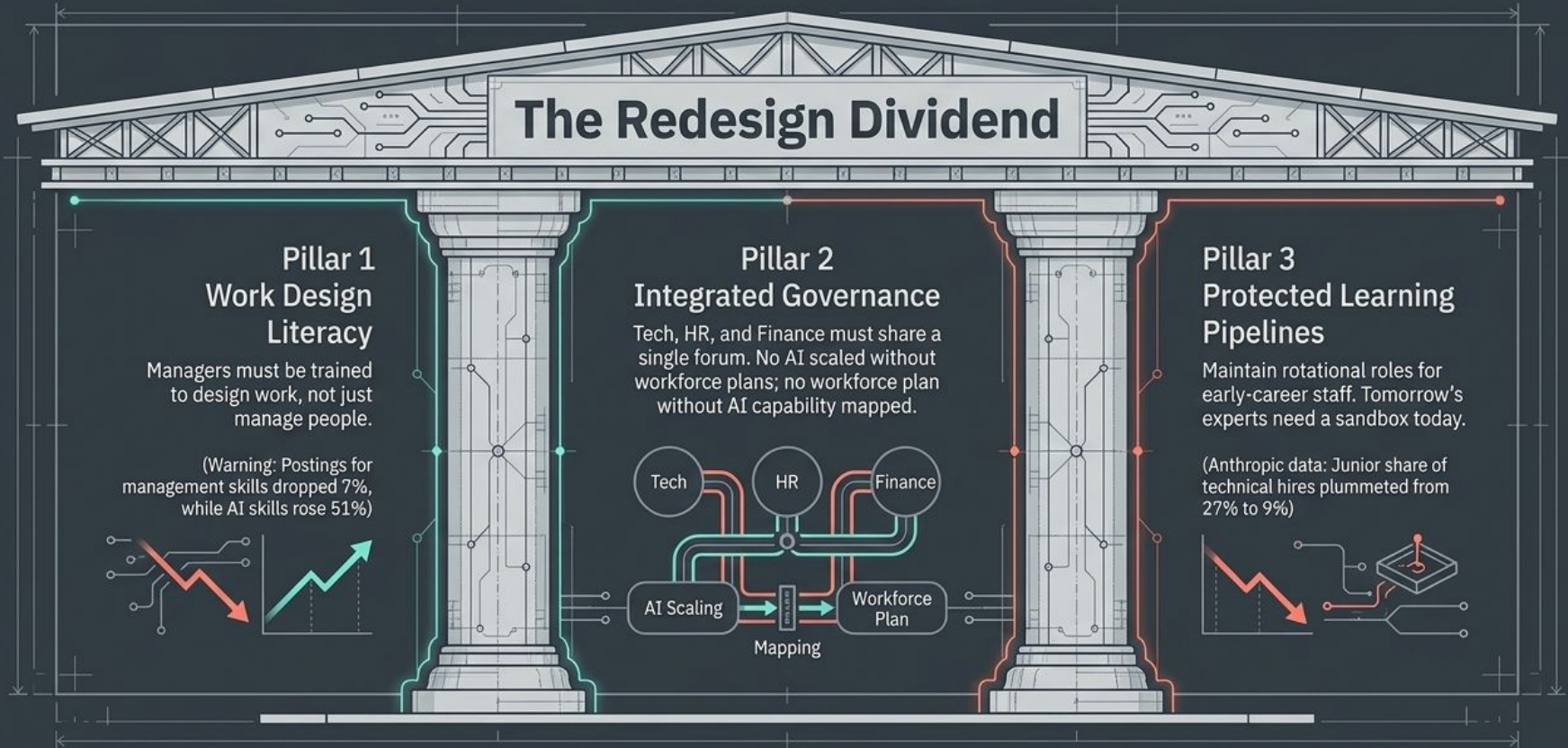
Stat: AI disproportionately accelerates novice learning. Eliminating entry-level roles destroys the exact mechanism that makes AI most valuable for your talent pipeline.

05. Govern Economics Through Business Outcomes



Shopify Case Study: Made AI usage an explicit expectation and a gate for headcount requests, adding it to peer reviews.
The caveat: Relying purely on a usage mandate risks an 'activity trap' if not tethered to merchant outcomes.

Future-Proofing: The Three Structural Pillars



Redesign the Work, Not Just the Task

Core Takeaways

1. **Resist Pilot Proliferation:** Activity does not equal transformation.
2. **Reject Headcount-First Mandates:** Cutting payroll is the slowest, highest-risk route to AI value.
3. **Architect the Workforce:** The dividend belongs only to organizations willing to do the hard work of sociotechnical redesign.

The choice is no longer whether to adopt AI, but whether you are willing to redesign your organization to survive