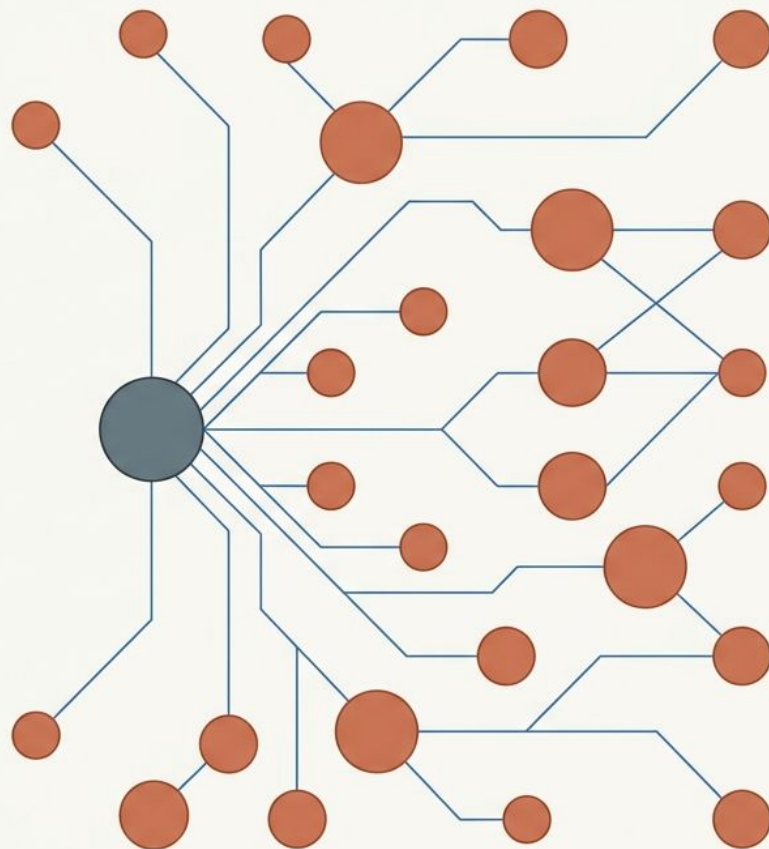


The Diffusion of Agentic AI

From Engineers to the Enterprise:
A strategic briefing on the shift from
AI consultation to AI delegation



Executive Summary



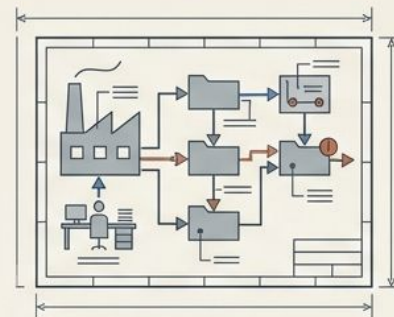
The Shift: From Consultation to Delegation

Generative AI is evolving from a conversational tool that advises humans to an agentic system that executes multi-step workflows autonomously.



The Phenomenon: Compressed Adoption Cycles

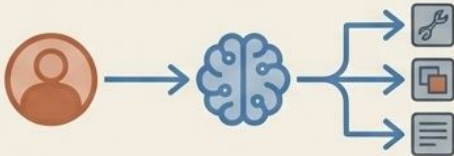
Diffusion across the enterprise is happening in months, not years. Late-adopting business functions are deploying agentic AI faster than the engineers who built it.



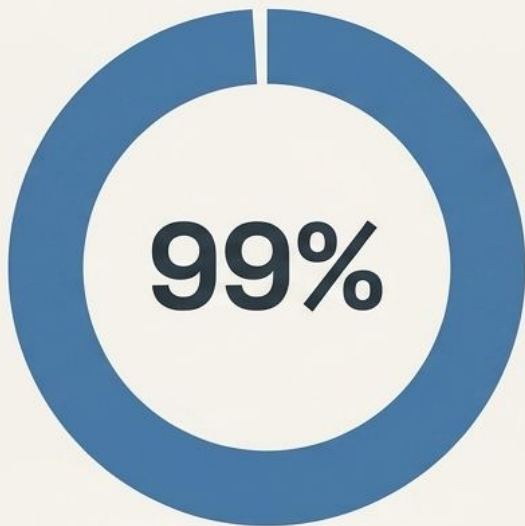
The Mandate: Workflow Redesign Over Access

Realizing value requires complementary investments. Accelerating isolated tasks without redesigning human review, coordination, and governance creates new organizational bottlenecks.

The AI Paradigm Shift: Defining the new mode of collaboration

Conversational AI	Agentic AI
 User ↔ AI	 User → AI → Multiple Tools/Outputs
Interaction Model: Synchronous. The user is actively engaged in a continuous back-and-forth prompt session.	Interaction Model: Asynchronous. The user initiates work, and the system operates semi-autonomously in the background.
System Role: Advisory. Provides information, suggests, or drafts text for the user to execute.	System Role: Executable. Manipulates files, runs code, calls external tools, and creates final artifacts.
Human Focus: Prompting and immediate task execution.	Human Focus: Objective setting, verification, and workflow coordination.

The frontier reality of agentic integration

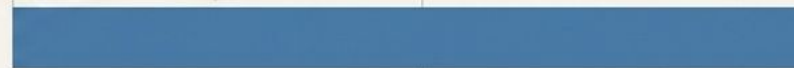


At frontier organizations, agentic interfaces have nearly completely displaced conversational tools, accounting for >99% of work-related AI output among active users.

Conversational AI Output



Agentic AI Output

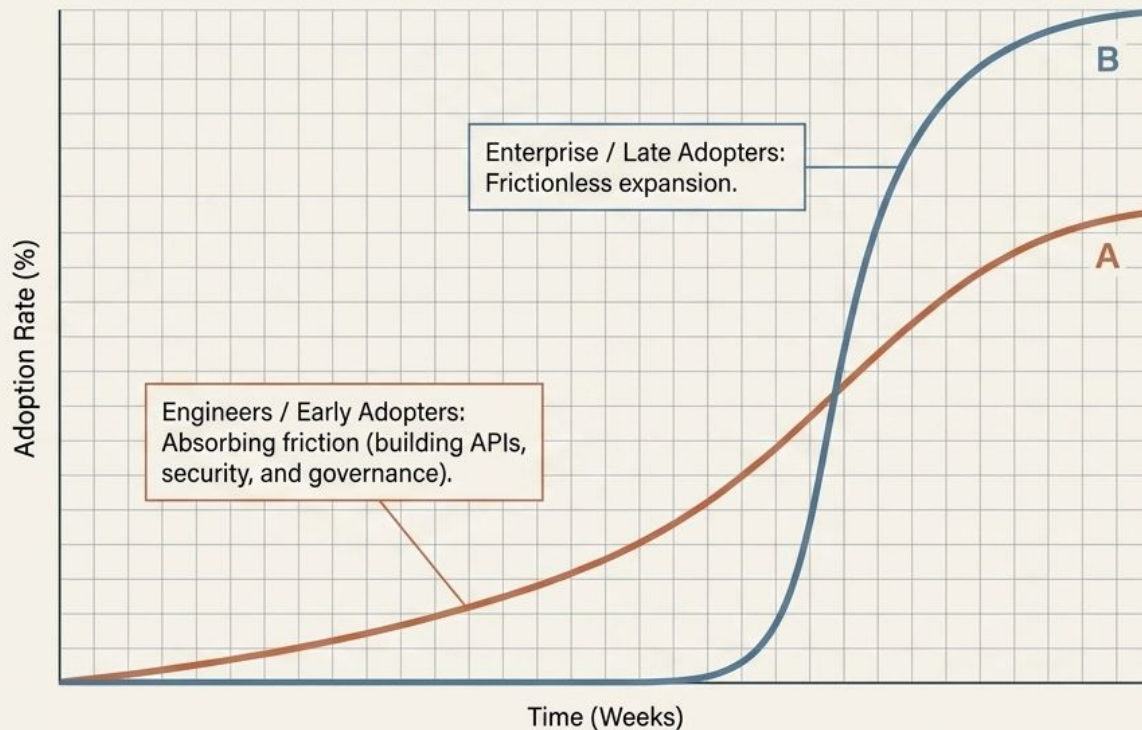


10x to 50x increase in median worker output within a 7-month period.

Cross-Functional Expansion

Rapid expansion beyond developers: Legal roles show a 13-fold increase, and Research roles show more than 50-fold growth in AI-generated output.

The compressed adoption phenomenon

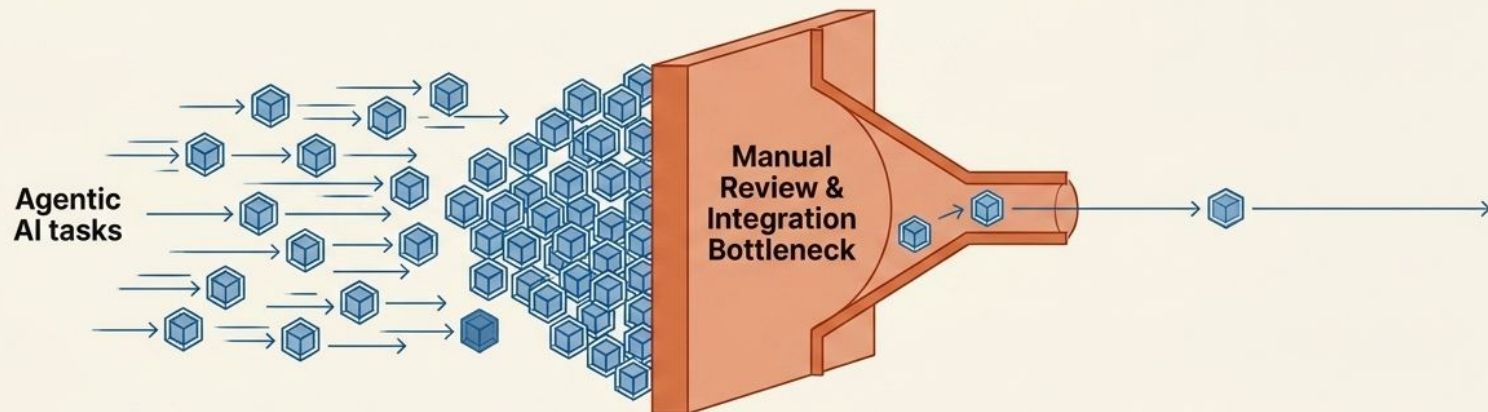


1. Unlike physical technologies that took decades to diffuse, agentic AI adoption is measured in weeks.

2. Technical teams adopt gradually, bearing the costs of early experimentation and infrastructure development.

3. Once foundational learning is established, non-technical functions (Legal, Finance, HR) bypass the experimental phase and transition instantly to majority adoption.

The Productivity Paradox: Task speed outpaces organizational speed



Coordination

Workflows become more complex as AI executes multiple steps simultaneously.

Verification

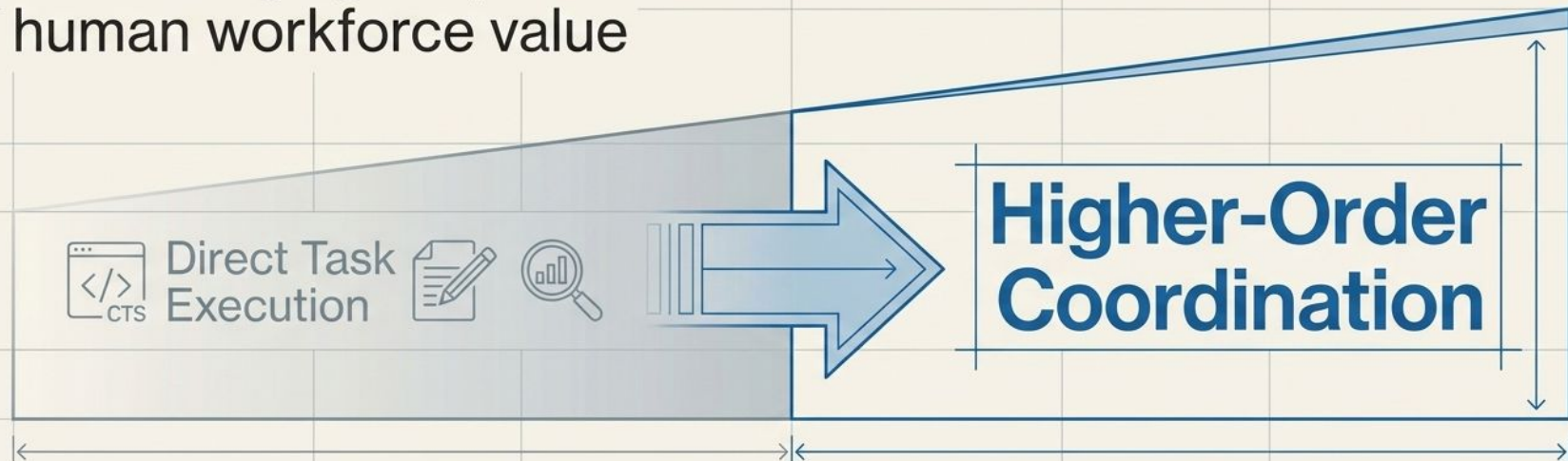
Humans cannot manually review the sheer volume of AI-generated work using legacy approval processes.

Integration

Downstream decision-making remains tied to human operational speed.

Takeaway: Accelerating individual tasks does not automatically increase final output. Without workflow redesign, AI simply shifts the bottleneck to human management.

The changing shape of human workforce value



The New Skill Mandate

Objective Setting

Moving from performing the work to precisely defining the parameters and desired outcomes for autonomous agents.

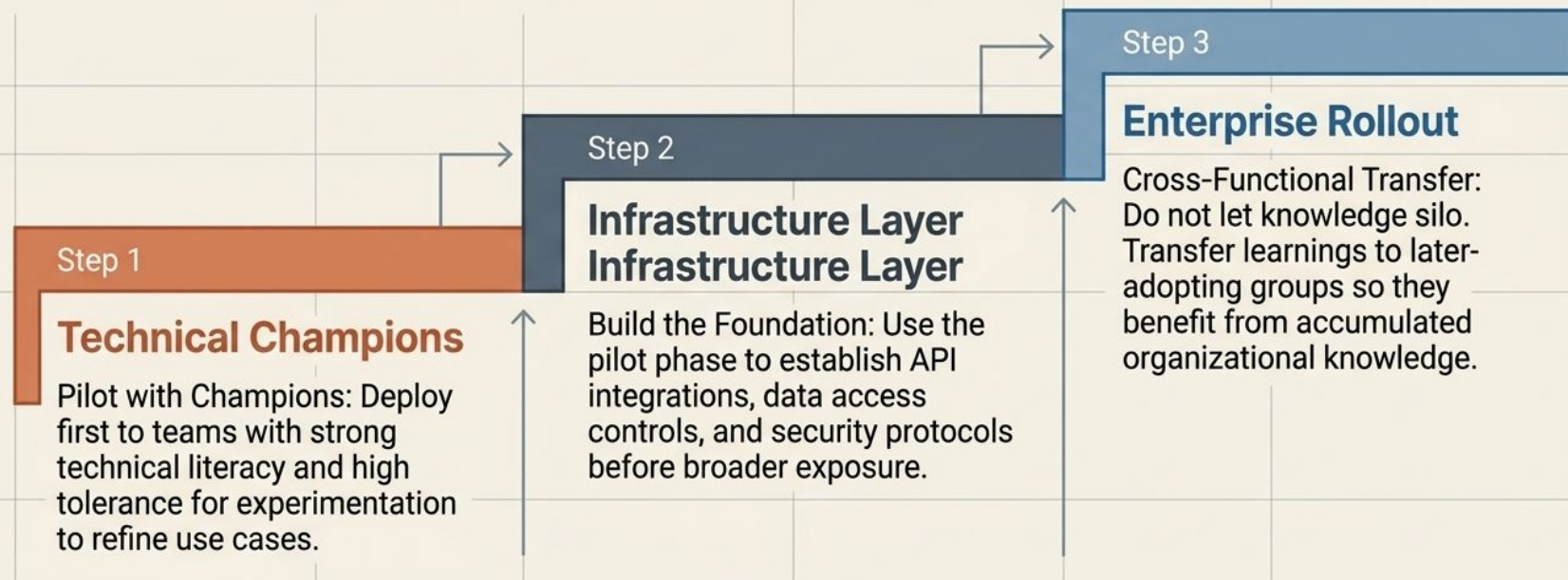
Output Evaluation

Assessing not just the final result, but the validity of intermediate steps and the appropriateness of the AI's chosen methods.

Parallel Management

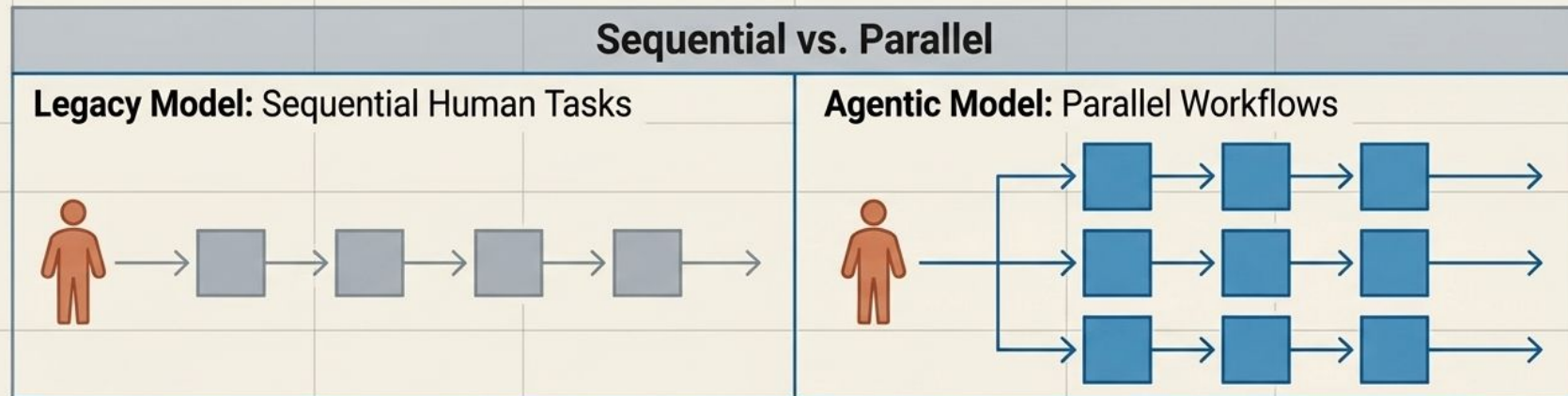
Workers who previously executed tasks sequentially must now manage multiple, concurrent agentic workflows simultaneously.

Pillar 1: Staged rollout and infrastructure investment



EVIDENCE: Microsoft utilized this phased deployment for Microsoft 365 Copilot, using internal technical teams to map integration challenges and smooth adoption for non-technical functions (Brynjolfsson & Mitchell, 2024).

Pillar 2: Workflow redesign around delegation



Strategic Directives

Process Mapping

Systematically identify tasks ripe for delegation (verifiable, repeatable) versus those requiring close human supervision.

Parallel Execution

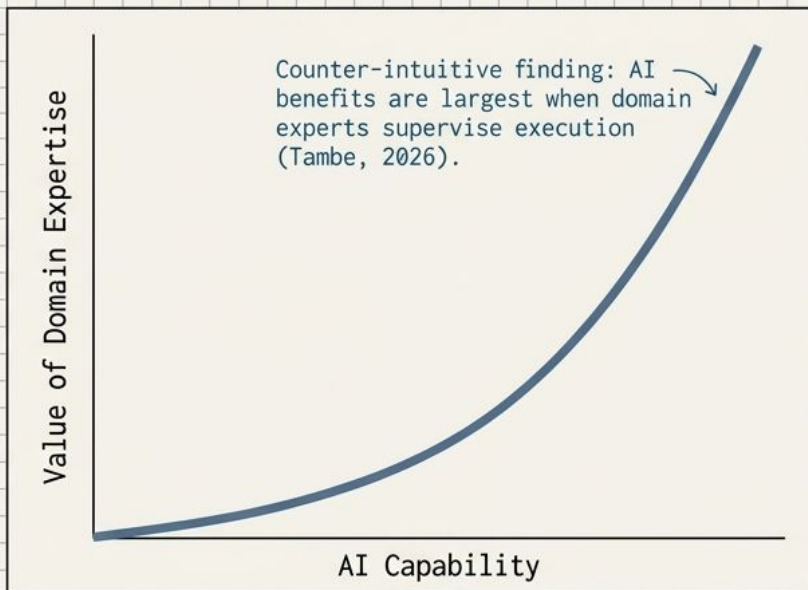
Restructure jobs so individuals can manage multiple AI-delegated workstreams concurrently rather than executing sequentially.

Enhance Verification

Invest in automated tests and peer-review protocols for agentic workflows to handle the increased volume of output.

EVIDENCE: Klarna redesigned customer service not by plugging AI into existing channels, but by restructuring case routing, allowing AI to handle routine execution while preserving human attention for exceptions.

Pillar 3: Evolving and preserving domain expertise



Upskilling & Transition

Transition experts from direct execution to supervisory, verification, and integration roles. Experts are required to recognize output errors and define appropriate tasks.

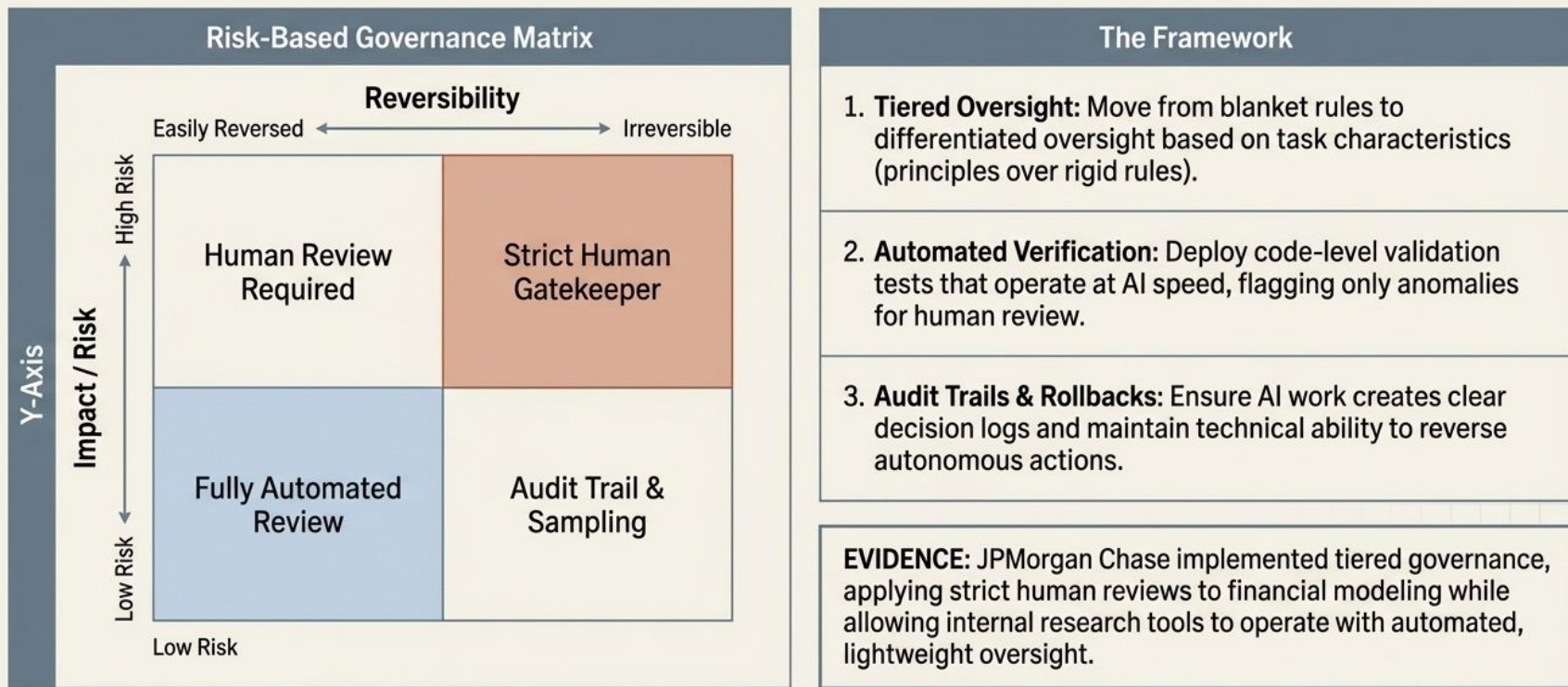
Apprenticeship Models

Junior staff must still learn the core logic. Adapt junior roles to include manual execution of core tasks to build the judgment necessary to supervise future AI.

EVIDENCE: Deloitte ensures junior consultants continue developing core analytical skills alongside AI tool use, recognizing that future senior supervisors must possess deep baseline knowledge to audit complex outputs.

Pillar 4: Adaptive, risk-based governance

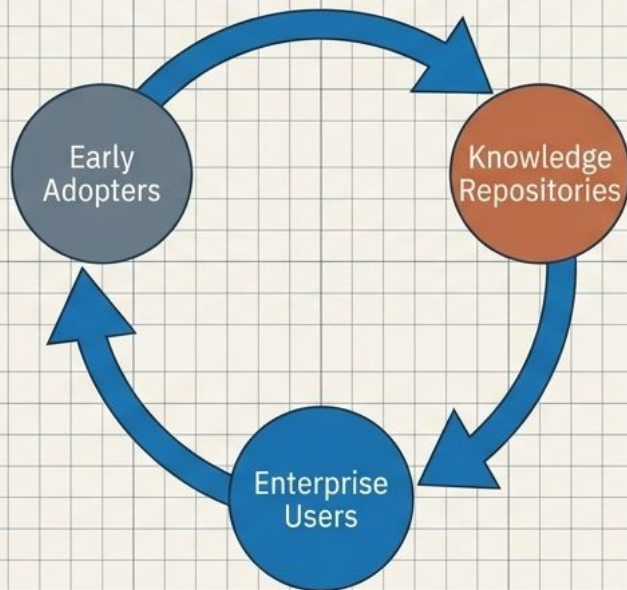
Moving from legacy 'manager approval' to tiered autonomous oversight



Pillar 5: Systematizing organizational learning

Compressed adoption timelines rely entirely on transferring organizational learning to prevent prevent late adopters from rediscovering friction.

Communities of Practice:
Cross-functional forums to share use cases, pitfalls, and prompt architectures.



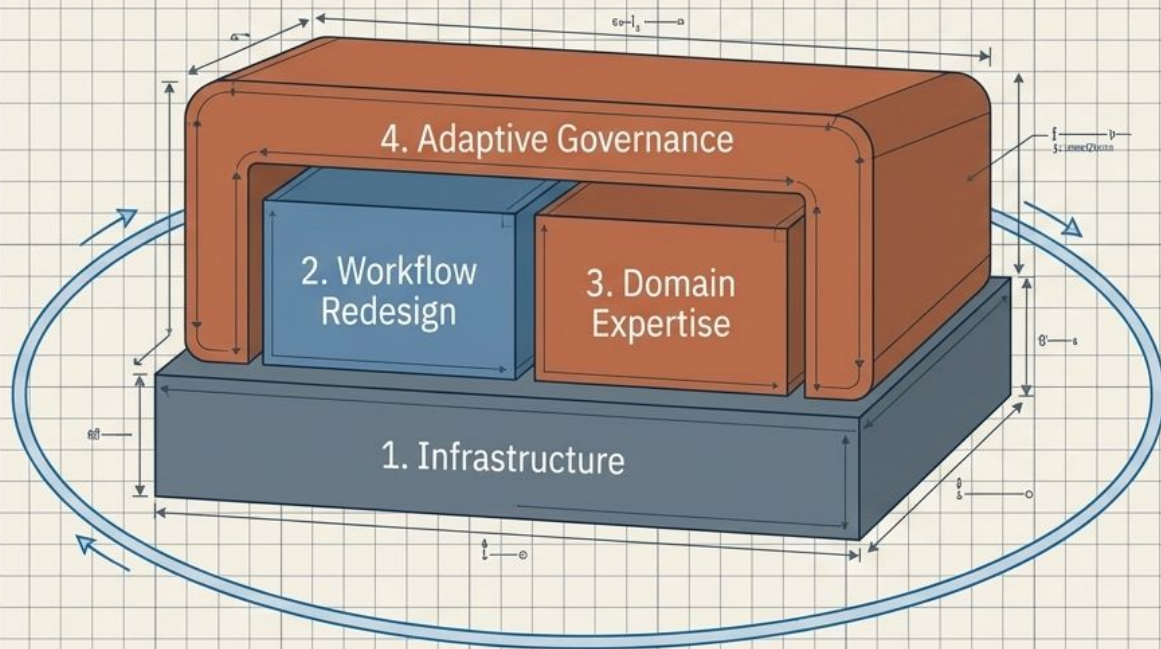
Curated Asset Libraries:
Documenting and sharing reusable workflow templates. Individual learning must become structural organizational capability.

AI Ambassadors: Deploying successful users as liaisons to consult on workflow design for new departments.

EVIDENCE: Unilever established an AI Center of Excellence to capture learnings from disparate pilots, creating reusable governance templates and training materials to accelerate new adopters.

Synthesis: The unified agentic architecture

Agentic Enterprise Architecture



Agentic Enterprise Architecture

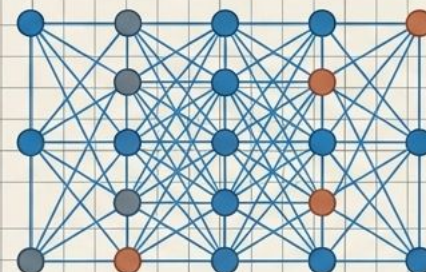
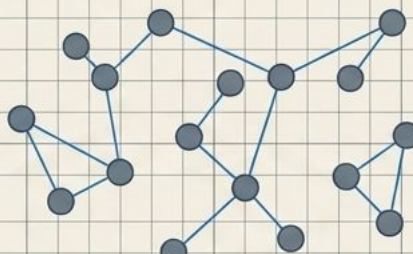
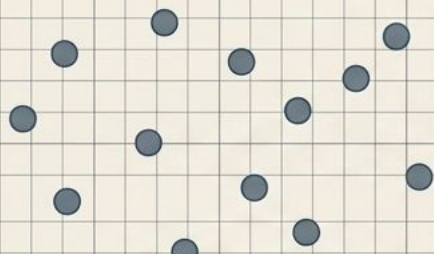
Key Insight

Approaching these pillars as isolated initiatives guarantees friction.

- Workflow redesign fails without foundational infrastructure.
- Domain experts cannot scale output without adaptive governance.
- The entire system stalls without continuous, cross-functional knowledge transfer.

They must be managed as a unified operational operating system.

Maturity milestones: From episodic use to embedded rhythm



Phase 1: Episodic Use

- Individual, ad-hoc experimentation.
- AI used as a peripheral productivity tool for isolated tasks.
- Focus on basic tool mechanics and access.

Phase 2: Systematic Integration

- Agentic AI embedded into Standard Operating Procedures (SOPs).
- Success measured by business outcomes, not just user adoption rates.

Phase 3: Distributed AI Literacy

- Managers trained to supervise AI-augmented teams.
- Executives make strategic capital allocations balancing automation.
- Support functions continuously adapt governance and infrastructure.

The Strategic Imperative

Agentic AI is not the next generation of productivity software.
It is a fundamental redesign of organizational production.

The shift from consultation to delegation fundamentally changes how work is organized, supervised, and valued. Because adoption friction drops rapidly after initial technical final deployment, this transition will spread through the enterprise in months, not years.

Do not wait for the technology to settle. Start building the architecture of delegation today.