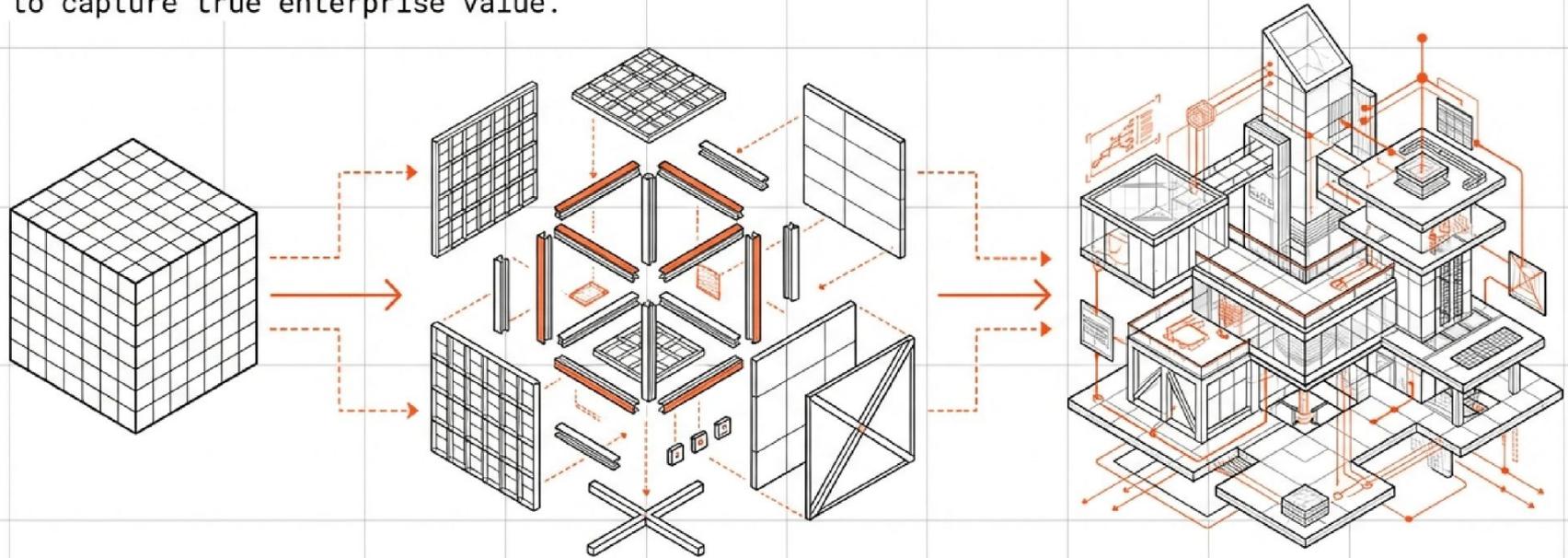


Beyond Automation: Strategic Workflow Redesign for Agentic AI

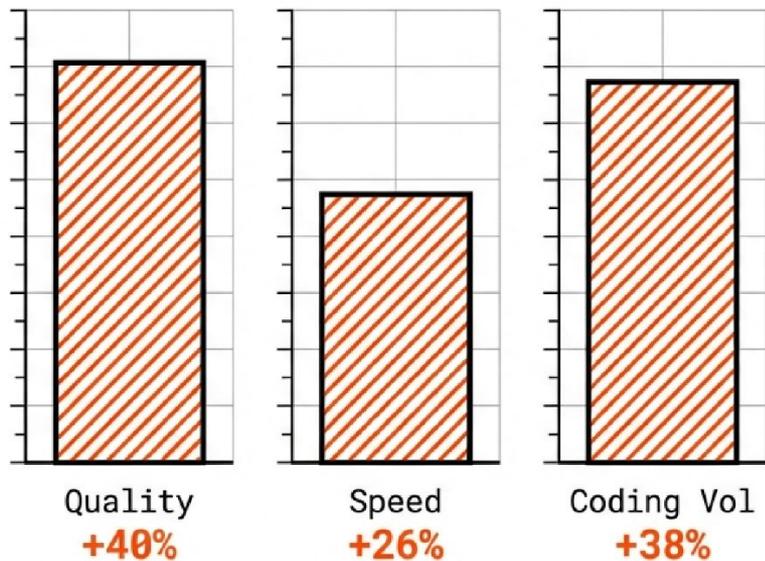
Why efficiency won't save you—and how to capture true enterprise value.



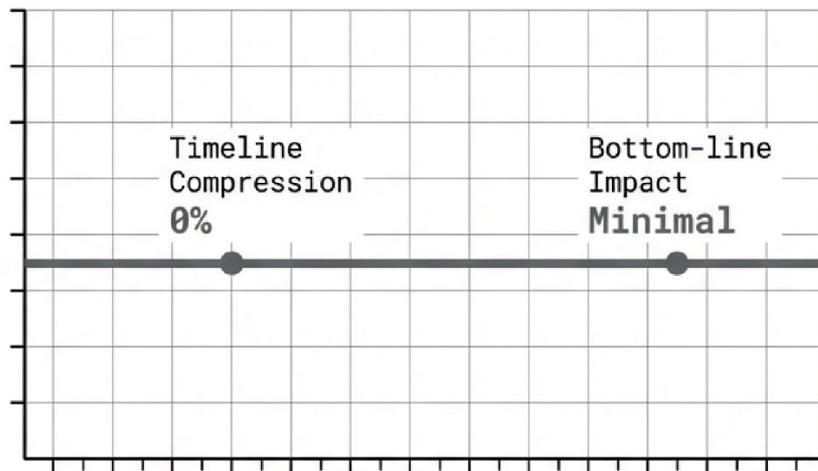
Based on the research of Jonathan H. Westover, PhD.

Individual Gains Do Not Guarantee Enterprise Value

The Individual (Task Level)



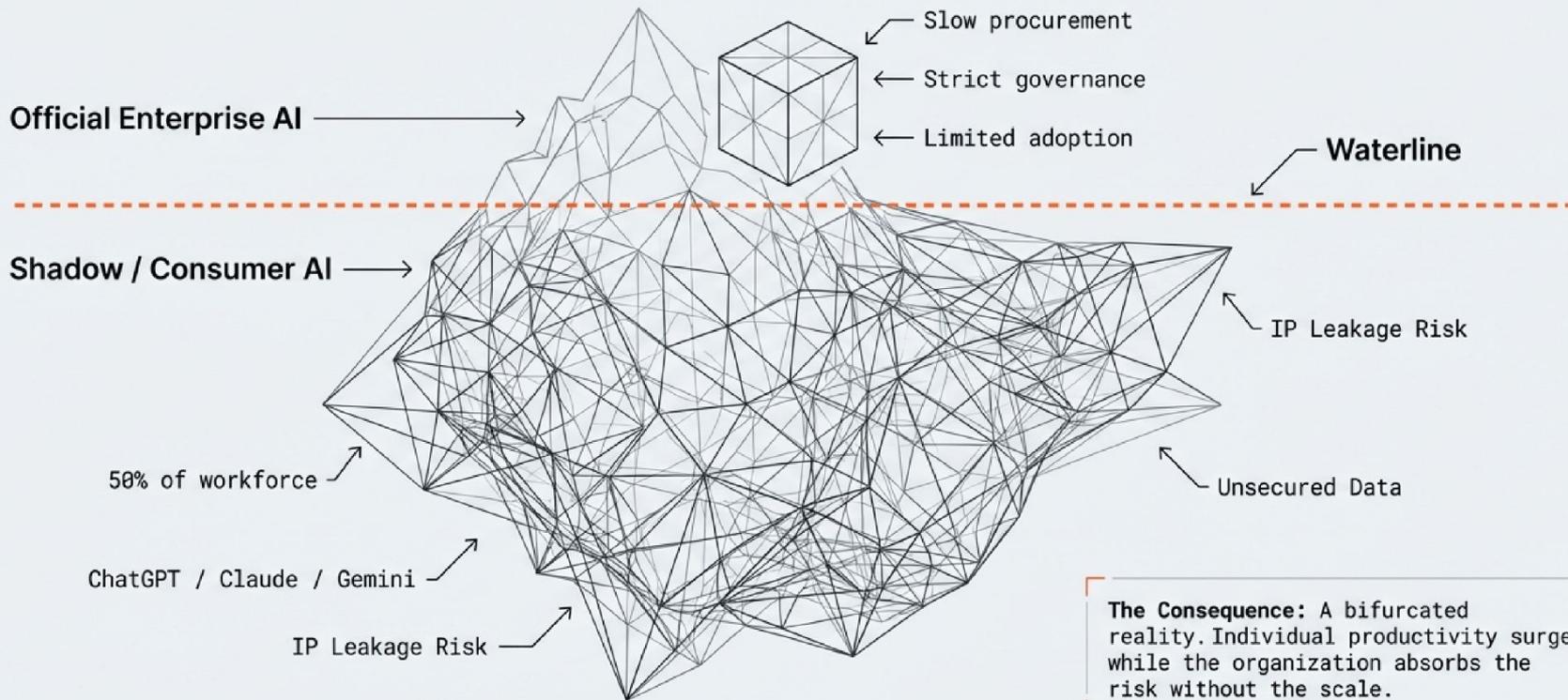
The Enterprise (System Level)



Source: Mollick, 2024; Dell'Acqua et al., 2023.

Insight: Tools work, but **systems are failing**. Productivity remains isolated because **workflows remain unchanged**.

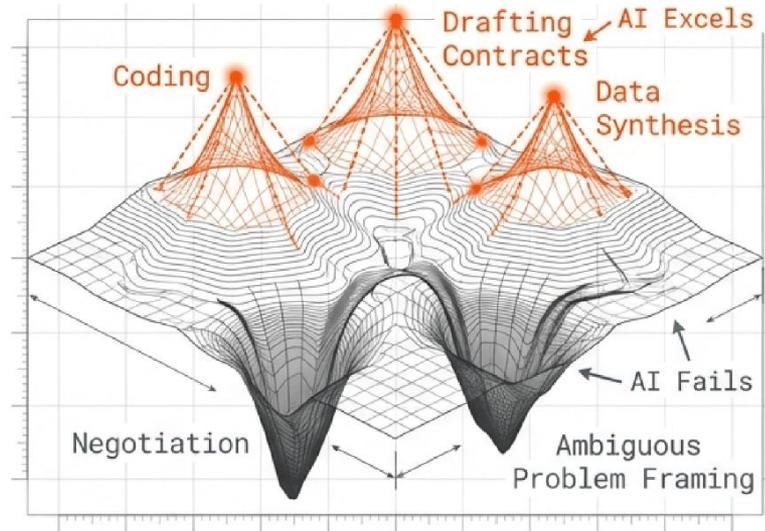
Innovation is Happening in the Shadows



The Consequence: A bifurcated reality. Individual productivity surges while the organization absorbs the risk without the scale.

Navigating the Jagged Frontier to Agentic AI

The Jagged Frontier

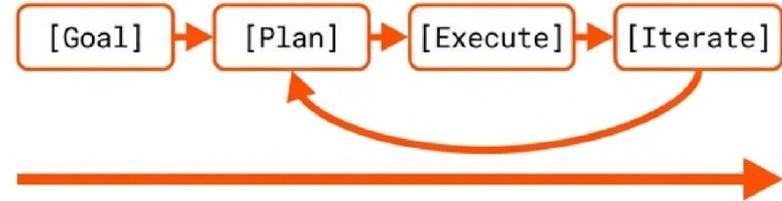


The Agentic Shift

Prompt-Based

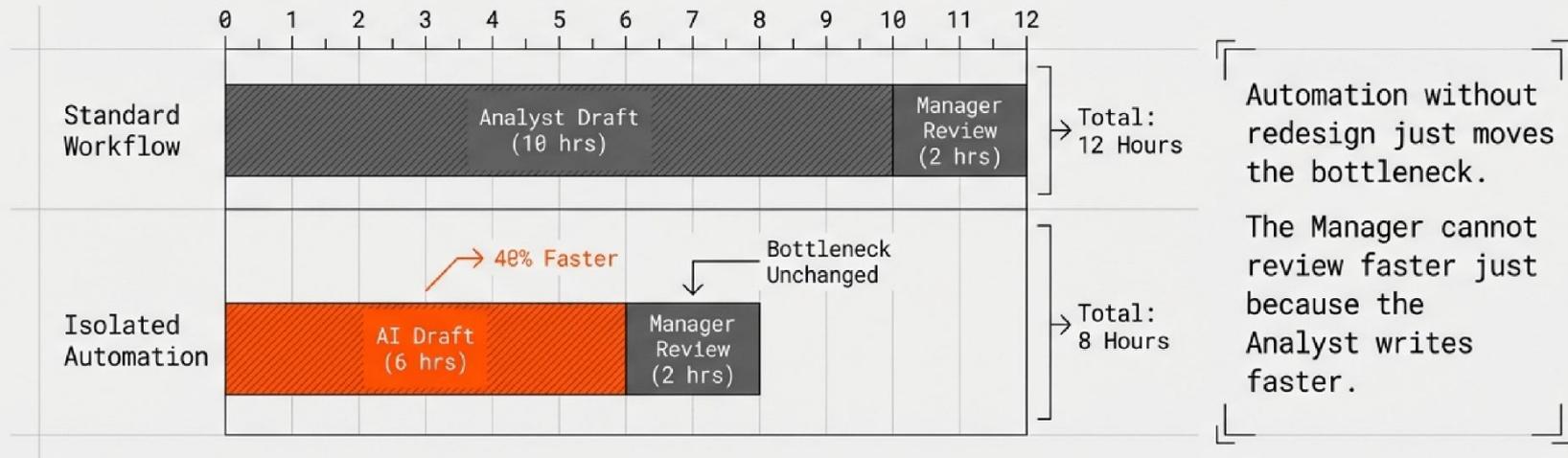


Agentic

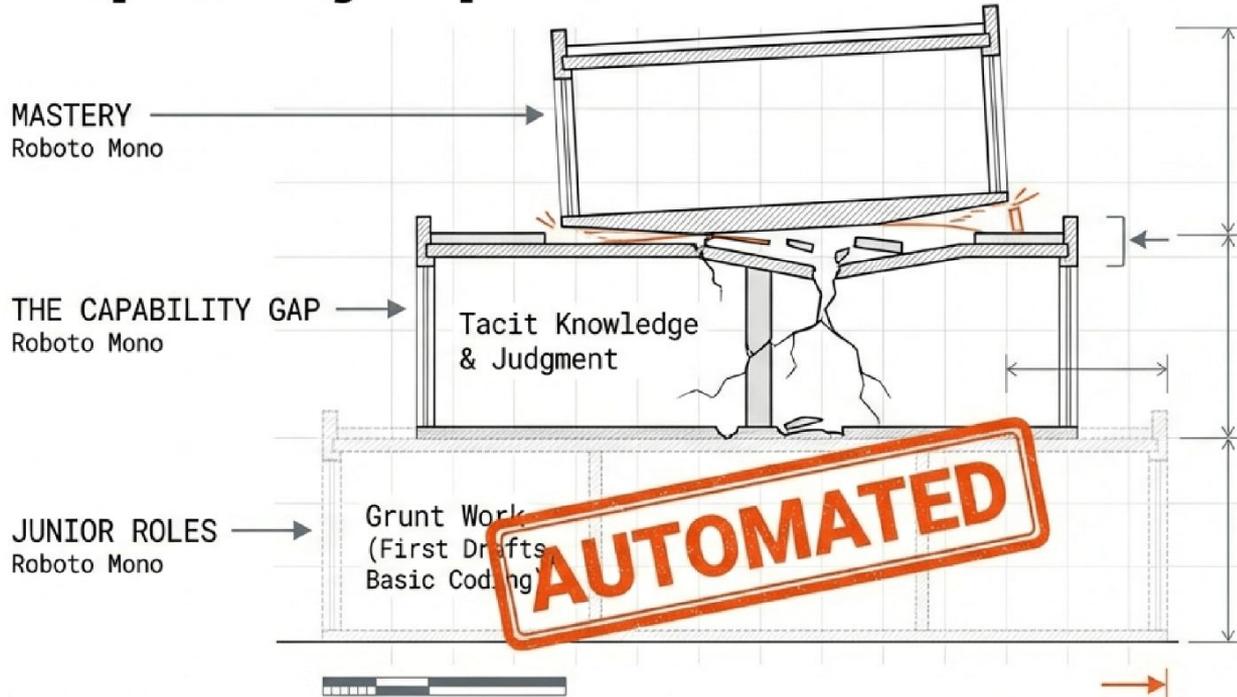


We are moving from automating discrete tasks to delegating multi-step workflows. Success requires mapping the frontier experimentally.

The Structural Bottleneck of “Business as Usual”

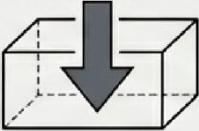
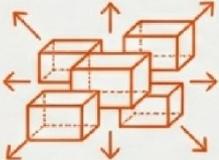


Automation is Hollowing Out the Capability Pipeline



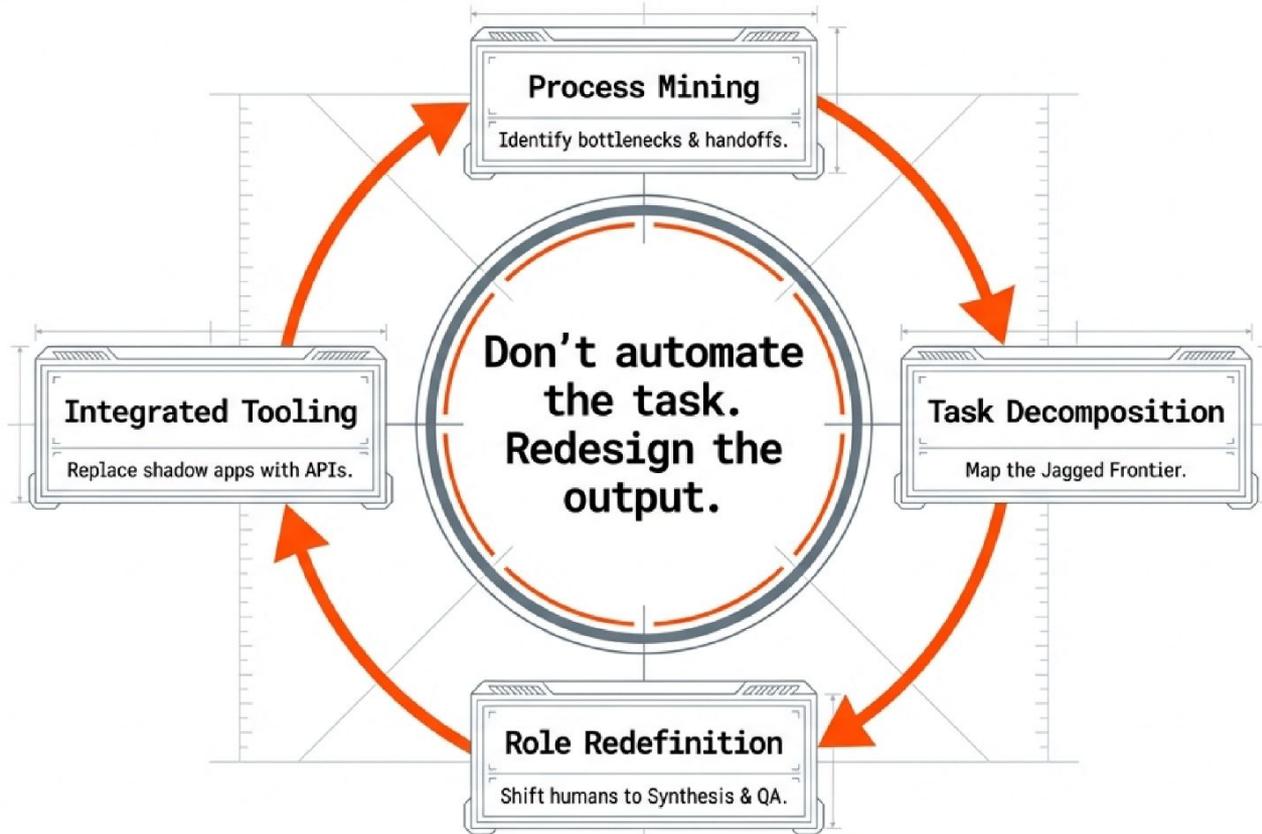
If AI writes the first draft, how does the junior associate ever learn to critique the second?"

The Strategic Pivot: Capability Expansion vs. Cost Reduction

Cost Reduction (The Trap)	Capability Expansion (The Goal)
	
Focus: → Cut Headcount	Deepen Insight / New Markets ←
Method: → Automate Tasks	Redesign Workflows ←
Result: → Same output, slightly cheaper	Same headcount, exponentially higher value ←

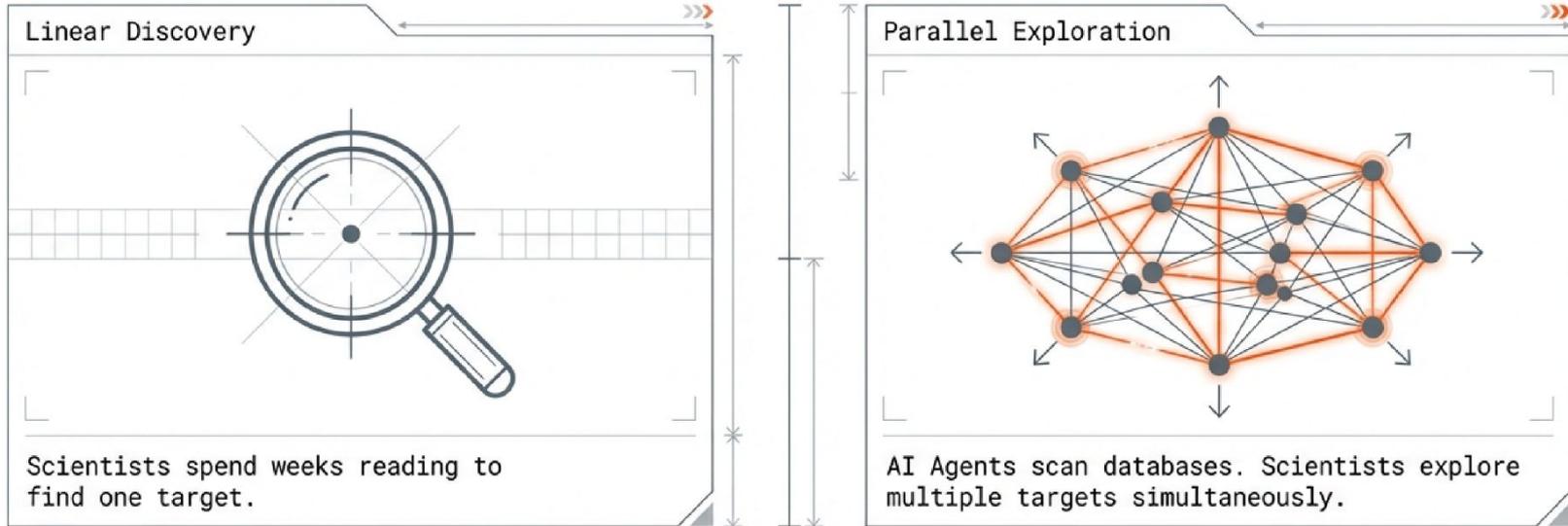
→ “AI’s value lies not in replacing scientists, but in expanding what science teams can explore.”

Playbook I: Experimental Workflow Redesign



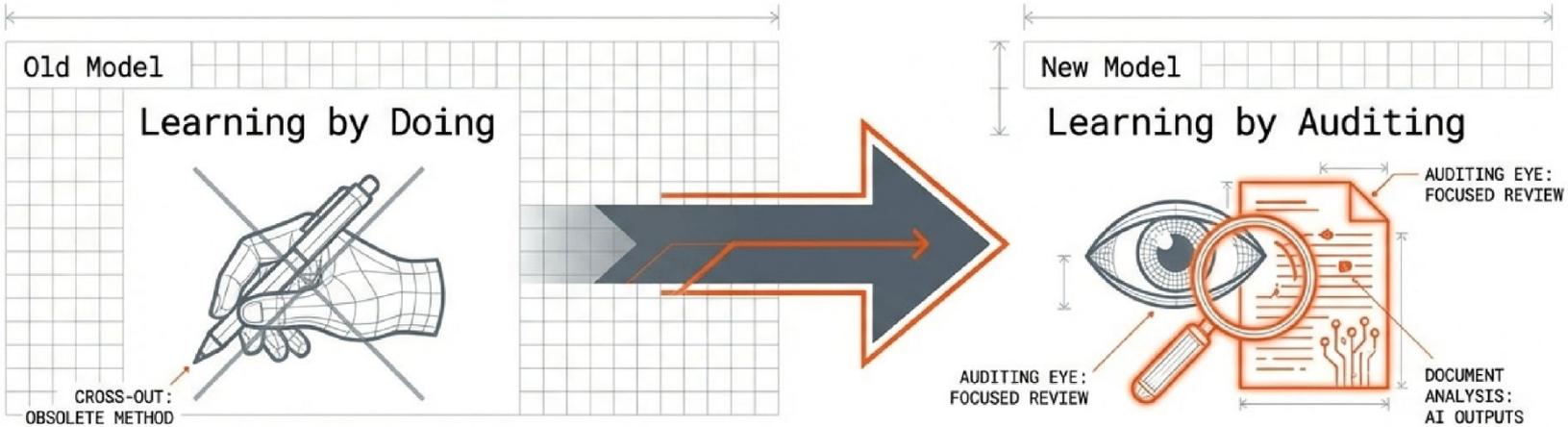
Case Study: Expanding Scope in Pharma R&D

“Before” vs “After” schematical blueprint design

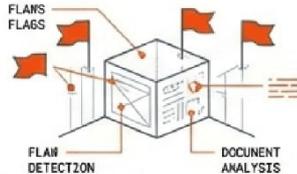


Result: Scope Expansion. Teams generate more hypotheses in the same timeline.

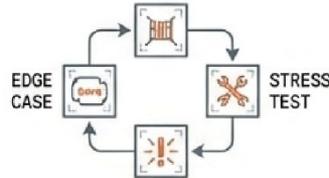
Playbook II: Recalibrating the Apprenticeship Model



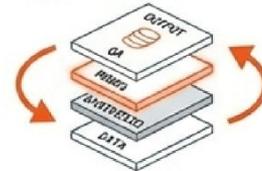
1. Judgment Labs: Juniors explicitly find flaws in AI work.



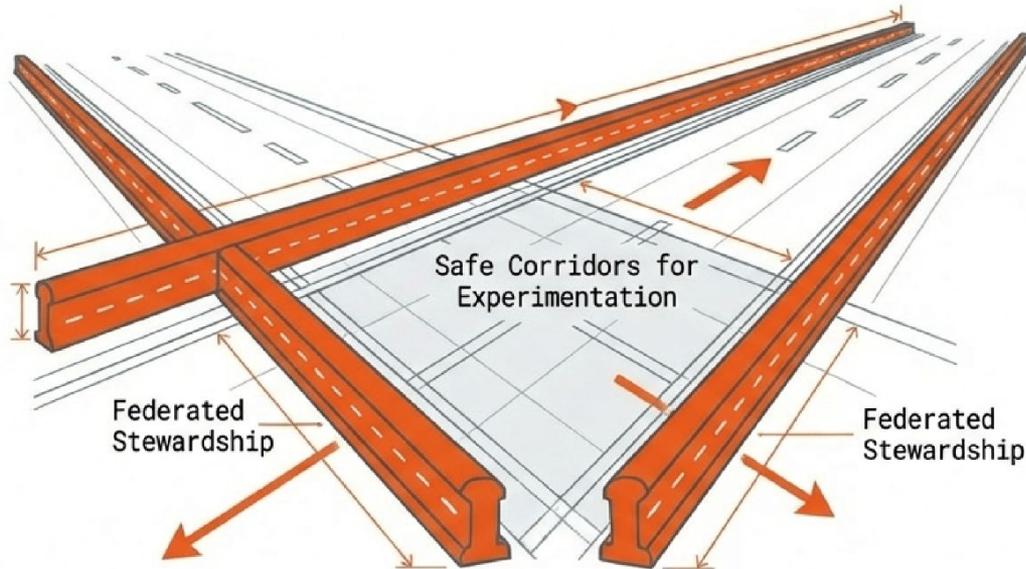
2. Adversarial Simulation: Using AI to generate edge cases.



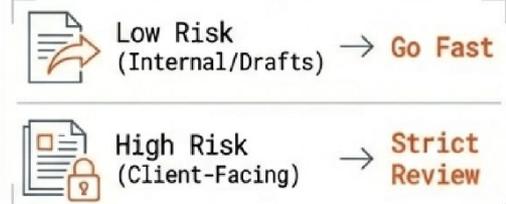
3. Rotational Exposure: Understanding the 'full stack' of the workflow.



Playbook III: Distributed Governance as an Enabler

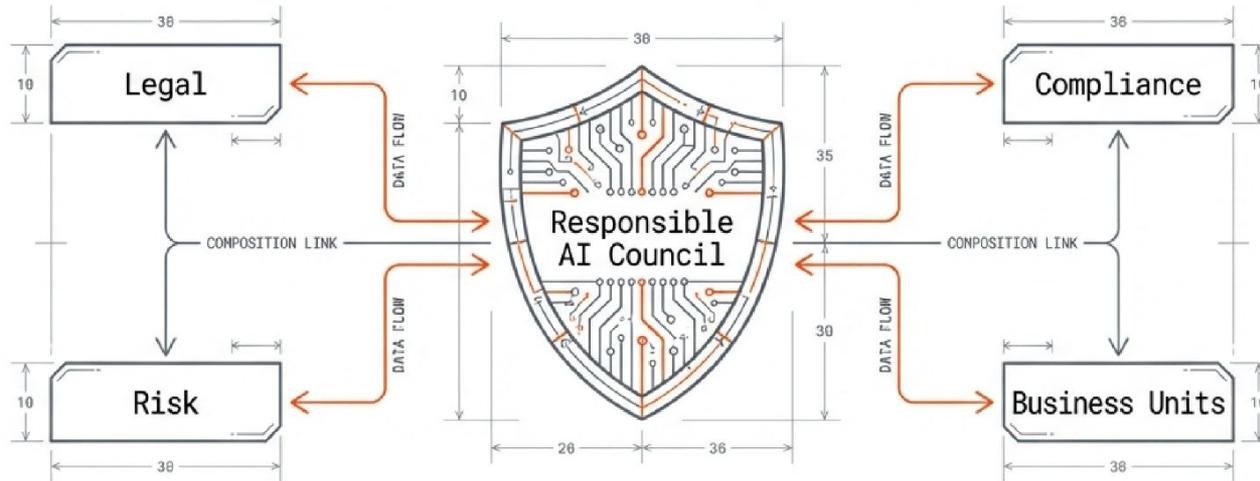


Risk-Tiering Framework



Centralized control creates Shadow AI.
Distributed governance creates transparency.

Case Study: Agile Governance in Financial Services



Action: Established risk boundaries & centralized dashboards.

Result: Rapid deployment of contract analysis tools without loss of control.

Takeaway: Governance is not about blocking usage; it is about defining the field of play.

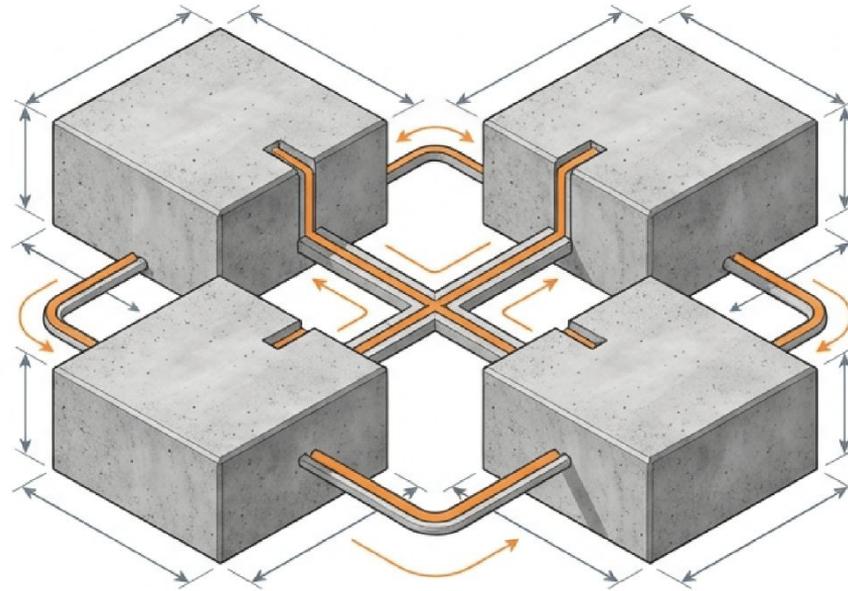
Playbook IV: Infrastructure as Strategy

Energy Costs
Modeling long-term compute.

Data Sovereignty
On-prem vs. Cloud privacy.

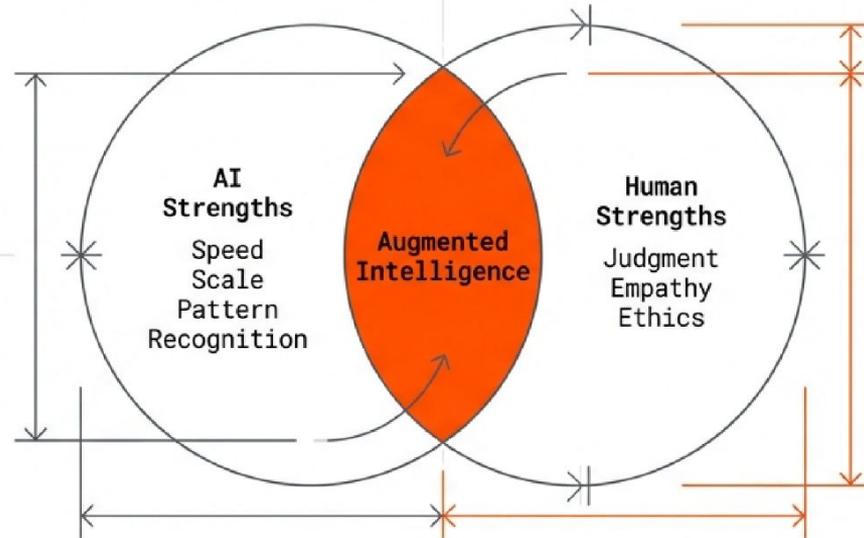
Vendor Diversification
Avoiding lock-in.

Talent
MLOps & Engineering.



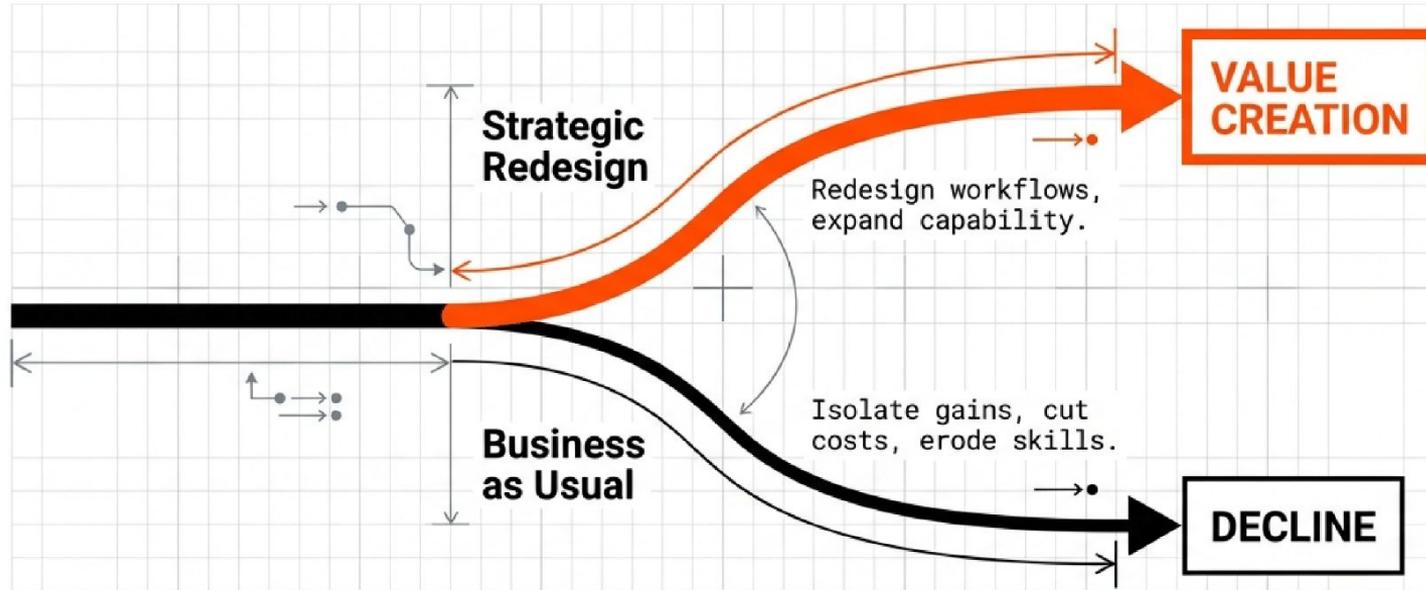
AI is an operational cost, not just a software license. Neglecting infrastructure leads to runaway costs.

Building Resilience: The Human-AI Culture



- Cultural Requirement 1: Psychological Safety (Permission to fail).
- Cultural Requirement 2: Critical Literacy (Trust but verify).

The Technology Is Not the Transformation



The choice is not whether to adopt AI—that decision is already made. The choice is whether to redesign the firm to harness it.