Org Design Summit 2026

100X Devs, 1X Orgs:

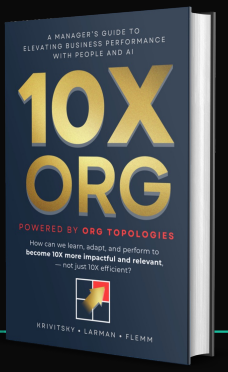
How do we make AI productivity gains compound?



Alexey Krivitsky

AGENTIC ENGINEERING · ORG CONSULTING · 10X ORG

krivitsky.com



Is it *all* still relevant?...

Am *I* relevant?...

Are *we* relevant as a community? ...



“You must adopt AI …”

“… because AI will replace all knowledge workers in 12 months.”

“… because the next model will be just crazy super-intelligent.”

”… because everyone else is doing that.”



FOMO

“You must adopt AI …”

“… because AI will replace all knowledge workers in 12 months.”

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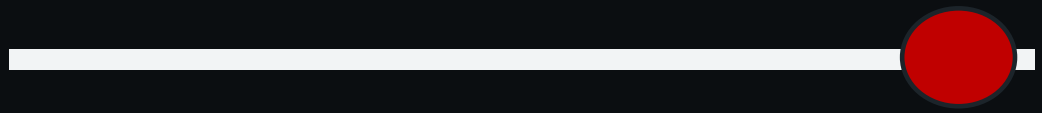
”… because everyone else is doing that.”

But what do we expect AI vendors to be advocating for?



But what do we expect AI vendors to be advocating for?

Human intelligence



Artificial intelligence

"Stop writing & reading code"

"Don't be a bottleneck and trust AI output"

Do we lose our core skills and disciplines?

Do we now all become "AI operators", "do more with AI" because we can't do it by hand anymore?


“Children won’t need basic cooking skills in the future”
- Ronald McDonald

The AI vendors are aggressively ***optimizing their own product-market fit*** by trying to make us change our habits and rely more and more on AI.

That's OK, that's their strategy.

But what's yours? Ours?

You say you've got an AI SDLC. So which one? Large Room

Keynote - Tuesday, 10:30 AM, 45 minutes
Level: Basic
Track: Agile Organization and Leadership

"The session will explore not just one but three different organizational strategies of adopting AI"

The thing is, your organization has likely been on a specific trajectory of its evolution before the GenAI and agentic wave hit.

So likely, now even with all the AI innovations, your organization is still operating in the same paradigm, guided by its historical management system. But perhaps in an accelerated way, as AI speeds things up.



Sprinkling AI on top of existing org structures and hoping for 2x, 10x, 100x...

... wait a minute, I saw this movie before.



Timo Heinrichs • 1st

Hauptabteilungsleiter - Distribution, Daten und Publikumsprodukte at WDR

6d •

Here is a solid AI strategy for your company. Free of charge:

---

1. Delete every job title that contains "AI".
2. Disband the "AI Taskforce" and the "Center of AI Excellence".
3. Tell your teams what business outcomes you actually need.
4. Fund enablement and training, then get out of their way.
5. Watch them adopt the tech where it creates real leverage.

Building an AI department to hunt for AI use cases is buying a hammer and searching for nails.

Strategy is about intent. Fund the capability, set the ambition, and let your teams choose their own engine.

Michal Donát and 119 others

23 comments • 9 reposts

https://www.linkedin.com/feed/update/urn:li:share:7511318788202491904/

Intro: **A Puzzle and a Mystery**

Part 1: **The Pin Factory**

Part 2: **Value Streams Aren't**

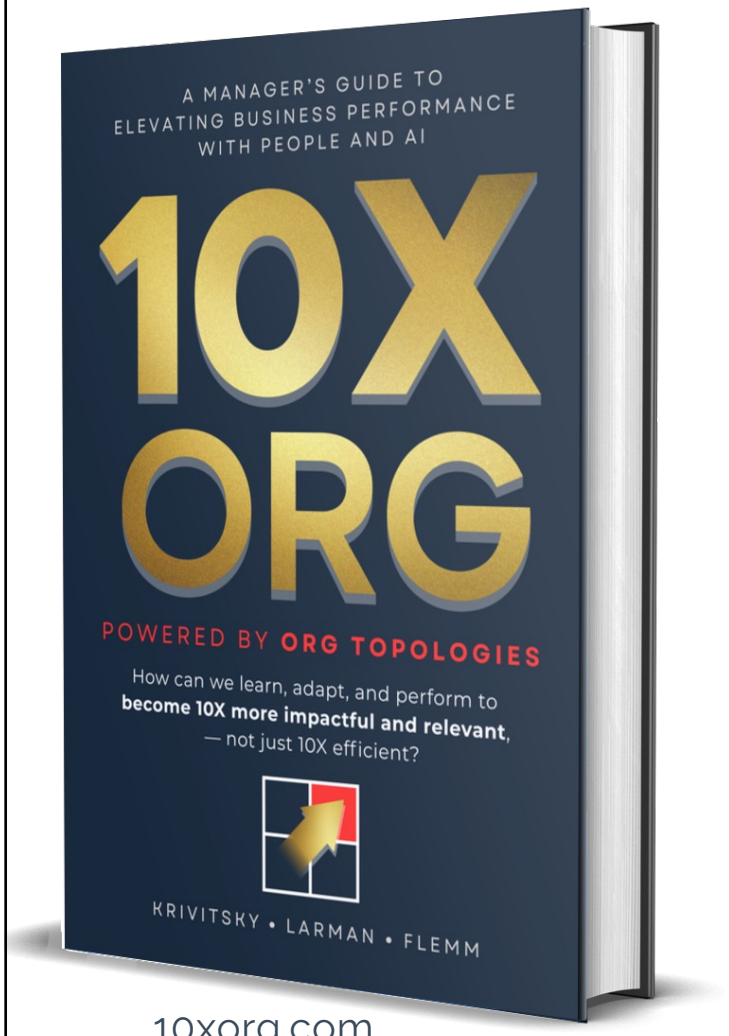
Outro: OD for AI

Intro:

A Puzzle and a Mystery.

#1 Best Seller

4.9 ★★★★★



10xorg.com

A manager's guide to elevating business performance with people and AI.

1. Keeping your employees relevant by *allowing* them to do impactful work.

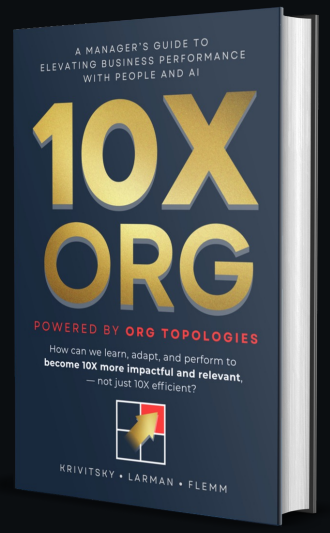
2. Amplifying this org design with AI.

People ask us:

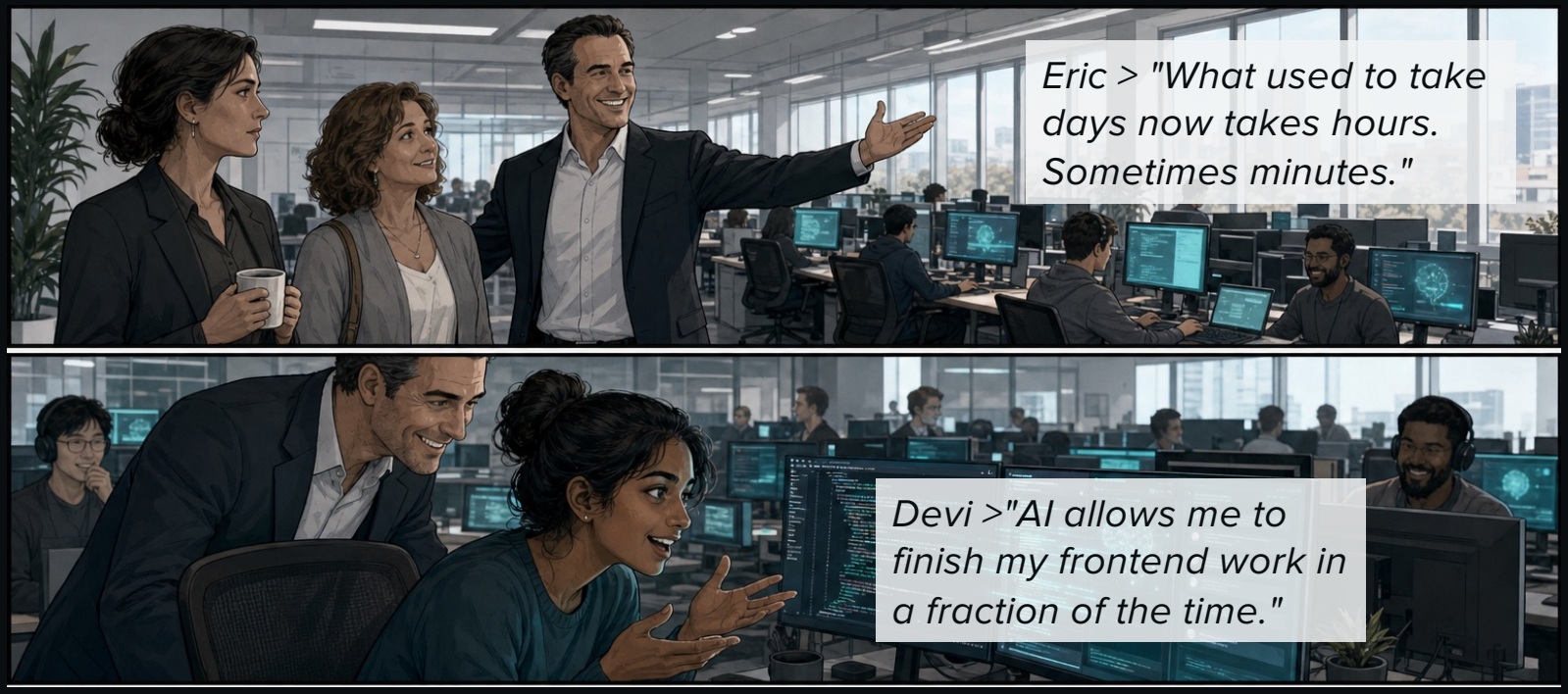
“How did you manage to write a book on AI when the ground is shifting every day?”

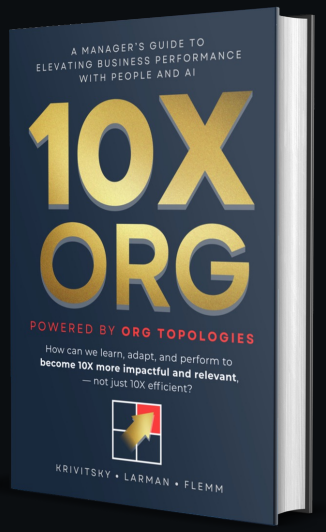

Tuesday
AI Founder
@theaifounder
Just replaced my entire team with Claude Fable 5.
10:42 AM · Jun 9, 2026 · X for Web
228
1.2K
42K
1.1M
Friday
BREAKING NEWS
Claude Fable 5 suspended
Due to a US government directive.
Jun 12, 2026
Wednesday
AI Founder
@theaifounder
Building great companies has always been about people.
AI is just a tool.
9:15 AM · Jul 1, 2026 · X for Web
180
1.6K
61K
1.3M





A business novel


Eric > "What used to take days now takes hours. Sometimes minutes."
Devi >"AI allows me to finish my frontend work in a fraction of the time."


A MANAGER'S GUIDE TO ELEVATING BUSINESS PERFORMANCE WITH PEOPLE AND AI
10X ORG
POWERED BY ORG TOPOLOGIES
How can we learn, adapt, and perform to become 10X more impactful and relevant, — not just 10X efficient?
KRIVITSKY • LARMAN • FLEMM

A puzzle and a mystery:



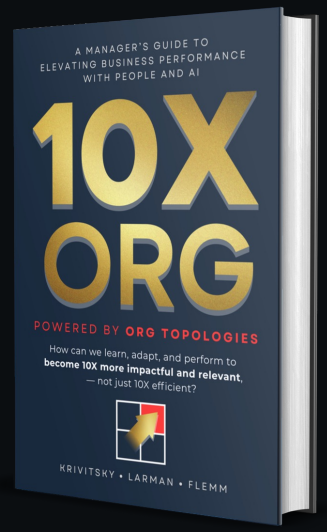
Eric > What used to take days now takes hours. Sometimes minutes.



Devi > AI allows me to finish my frontend work in a fraction of the time.



Paula> Everyone seems is going faster individually with AI. But then how come we are behind our yearly roadmap? The R&D as a whole is not getting any better...



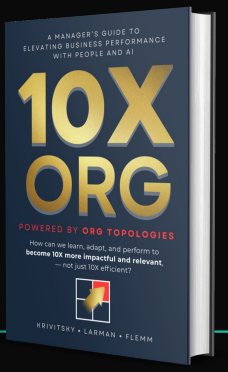
You say you've got an AI SDLC.

Great, so which one?



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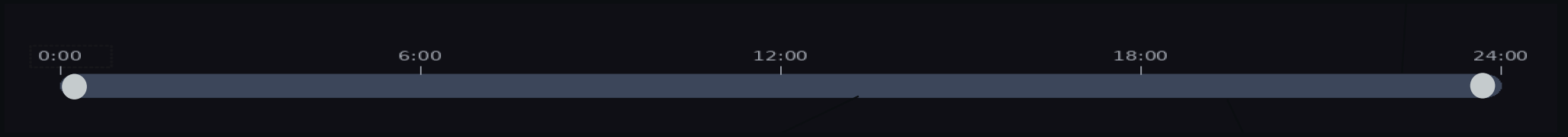


Performance = AI *Fluency* × Team *Flow* × Org *Fit*

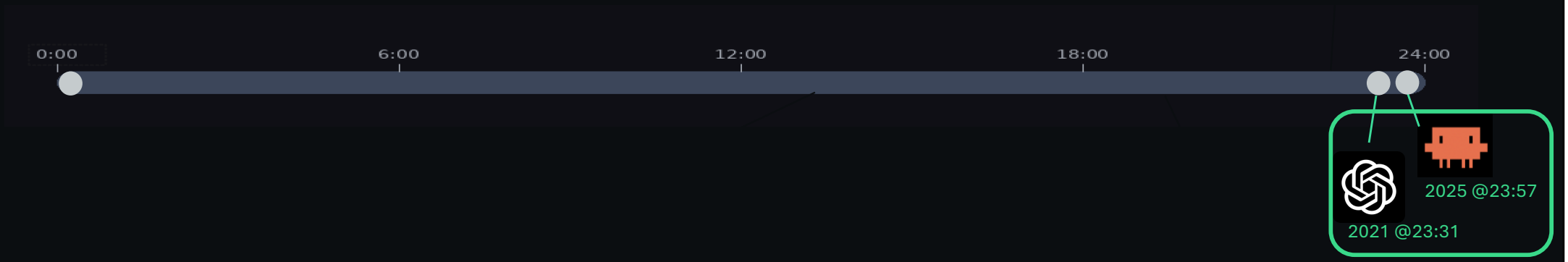
~~Intro: A Puzzle and a Mystery~~

Part 1: The Pin Factory

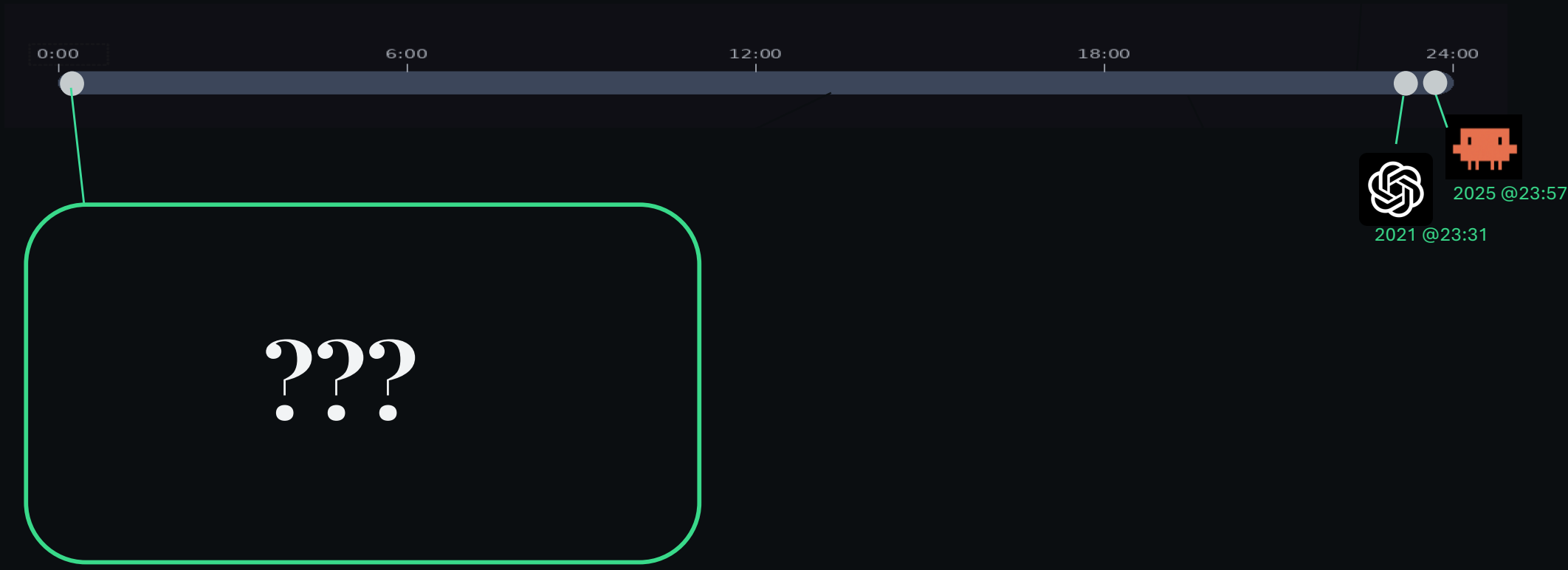
“24 Hours” of Management Science

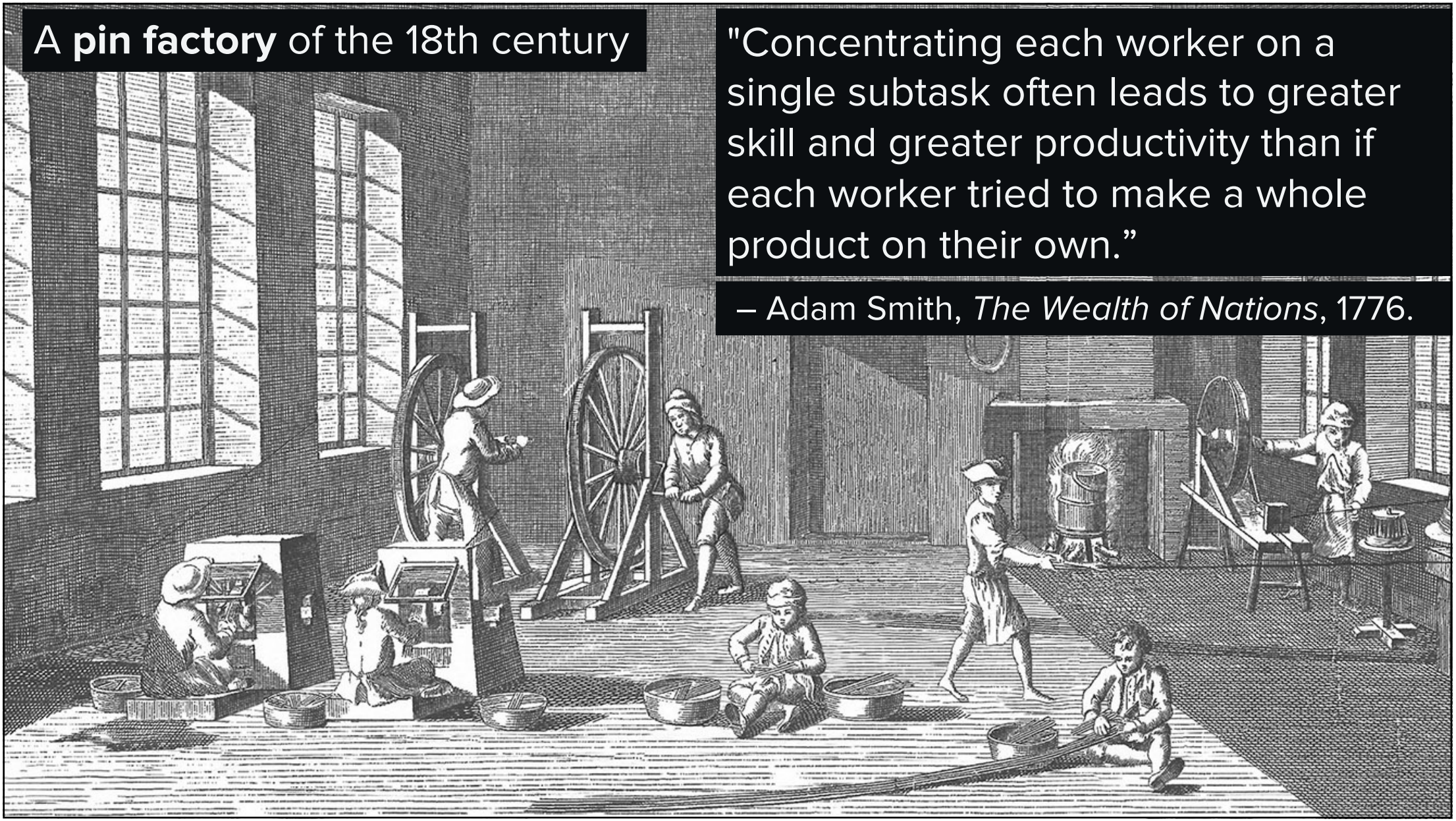


All the new stuff ...

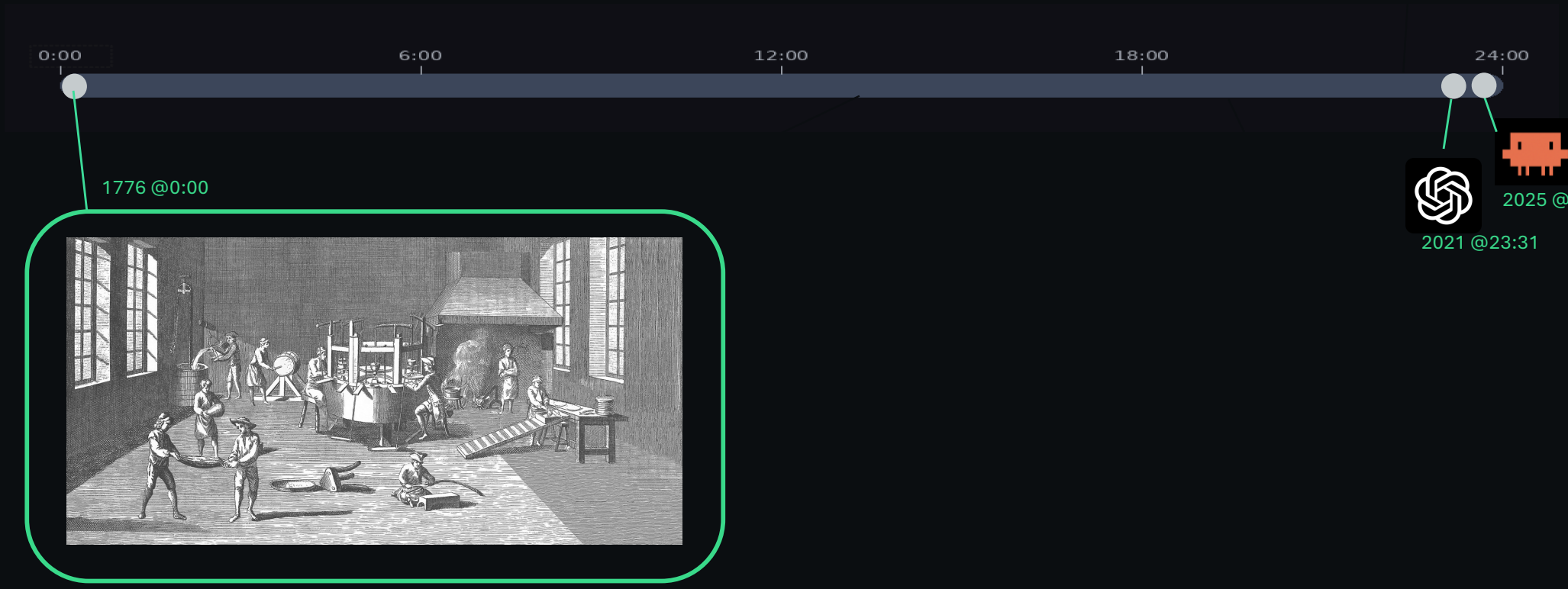


In the beginning there was ...




A **pin factory** of the 18th century
"Concentrating each worker on a single subtask often leads to greater skill and greater productivity than if each worker tried to make a whole product on their own."
– Adam Smith, *The Wealth of Nations*, 1776.

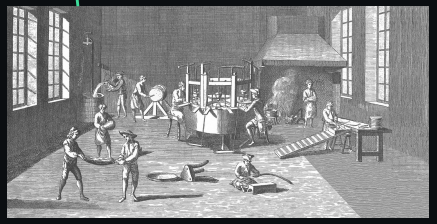
Pin Factory of the 18th century ...



Ta-da!



1776 @0:00



2001 @21:30



2021 @23:31

2025 @23:57

The slow death of agile

Manifesto for Agile Software Development

We are uncovering better ways of developing
software by doing it and helping others do it.
Through this work we have come to value:

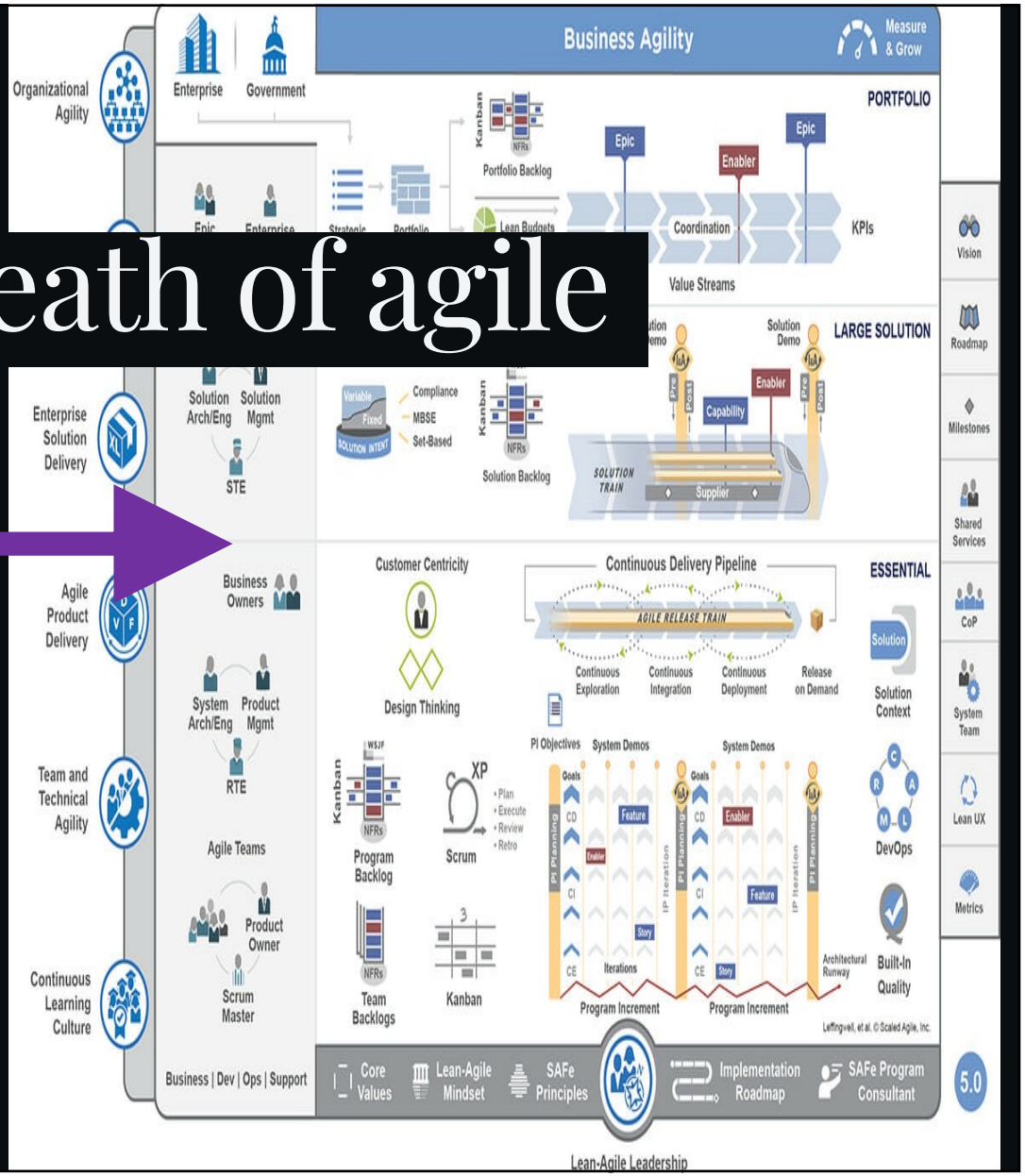
Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

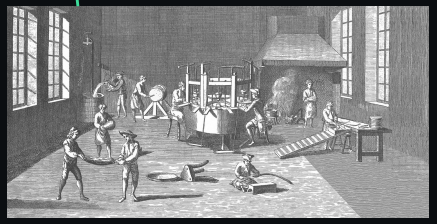
That is, while there is value in the items on
the right, we value the items on the left more.



Ta-da!



1776 @0:00



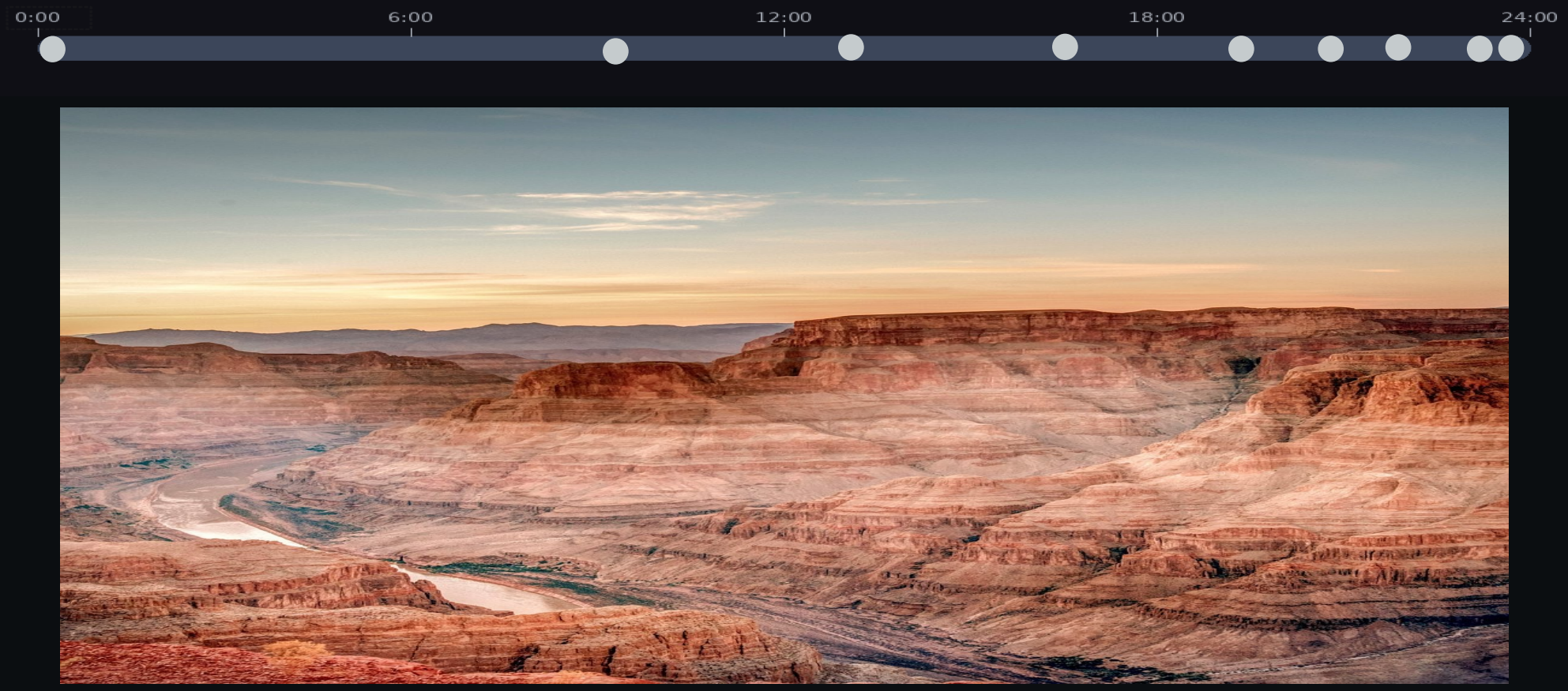
2001 @21:30



2021 @23:31

2025 @23:57

Layers of Management Thinking ...



“Right now, your company has 21st-century Internet-enabled [plus AI] business processes and mid-20th-century management processes, all built atop 19th-century management principles."

— Gary Hamel, The Future of Management, 2007

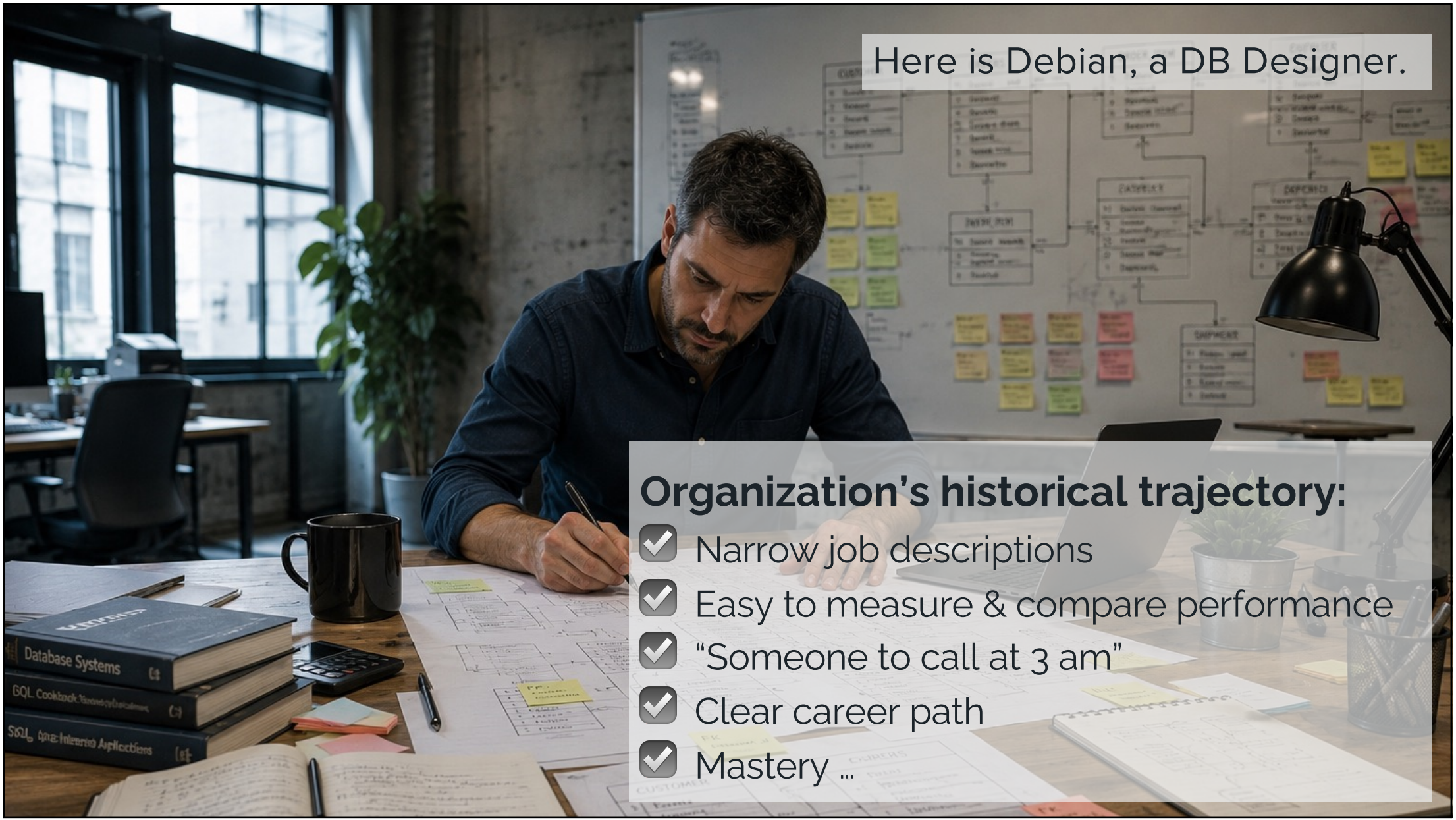




https://naumanahmad86.medium.com/is-the-mac-mini-m4-cluster-the-ultimate-machine-for-running-large-ai-models-0b6c6a2d9a18

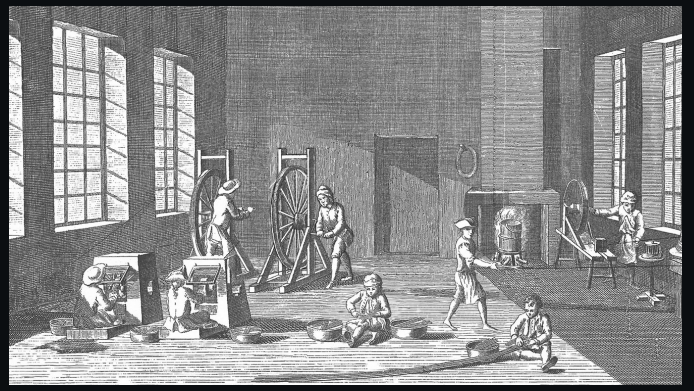
Part 1:

Is anyone working in a pin factory?

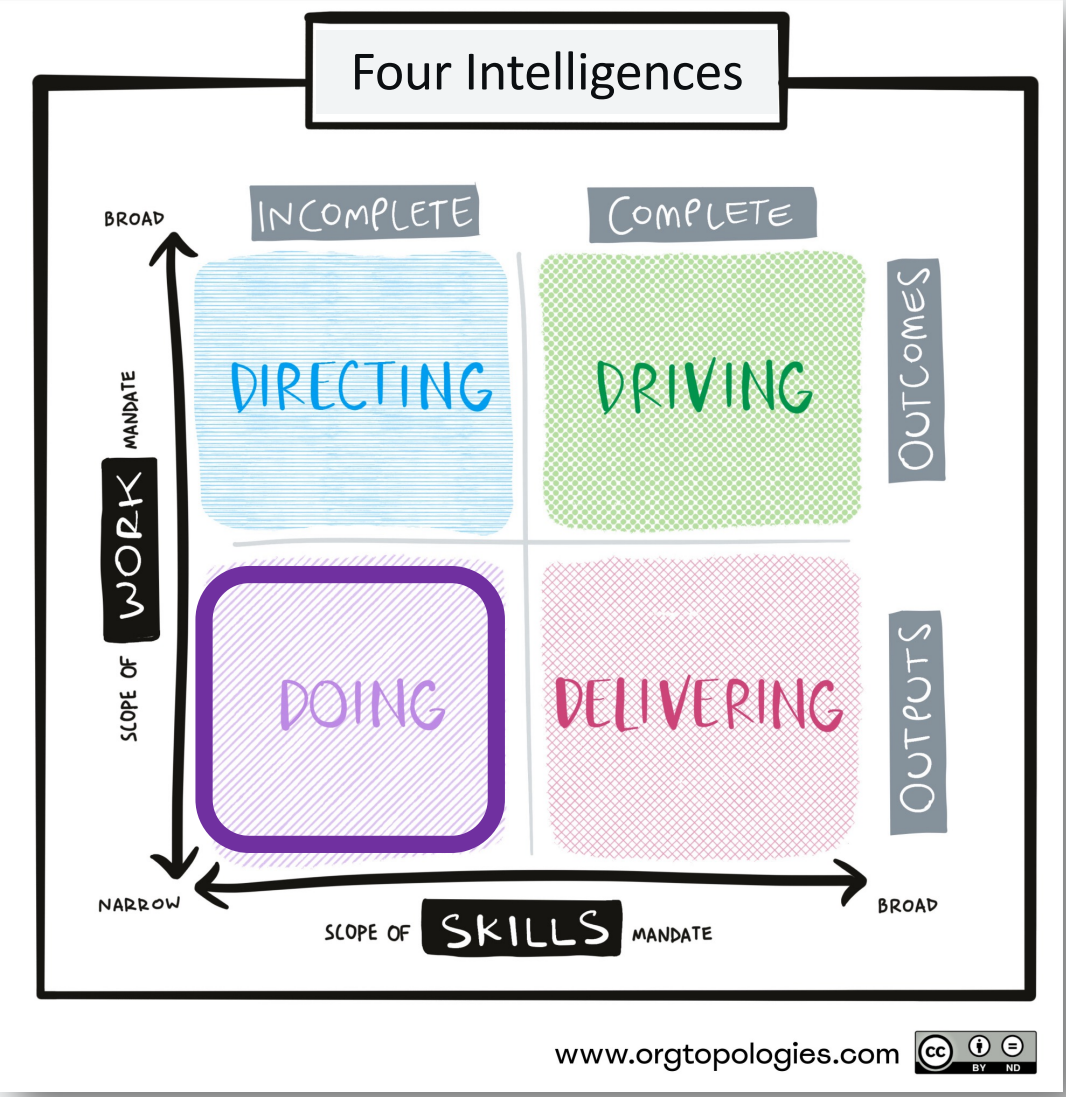

Here is Debian, a DB Designer.
Organization's historical trajectory:
Narrow job descriptions
Easy to measure & compare performance
"Someone to call at 3 am"
Clear career path
Mastery ...
Database Systems

Splitting

“Work follows the worker”



Functions

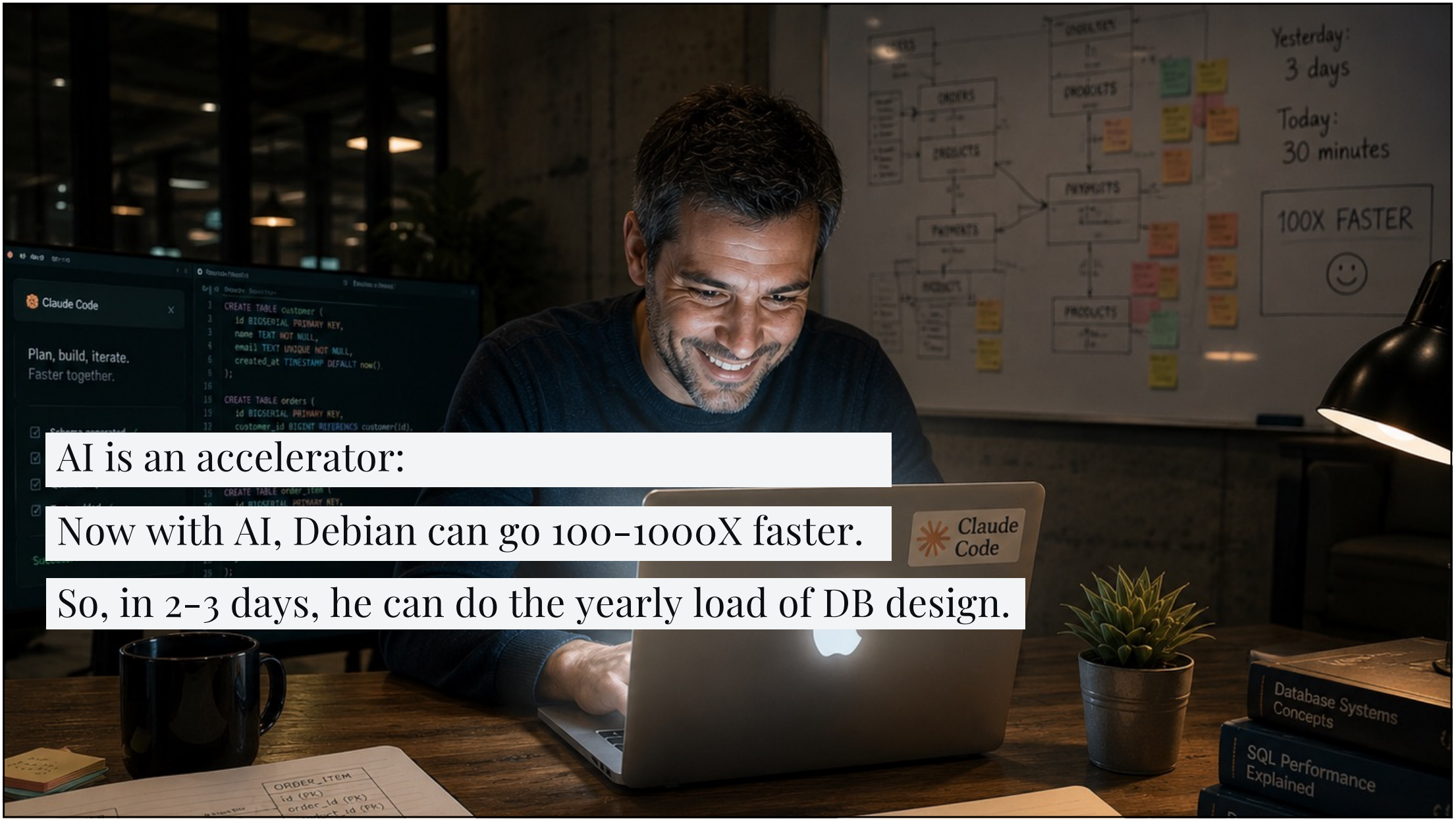

Four Intelligences
INCOMPLETE
COMPLETE
BROAD
DIRECTING
DRIVING
OUTCOMES
SCOPE OF WORK MANDATE
DOING
DELIVERING
OUTPUTS
NARROW
SCOPE OF SKILLS MANDATE
BROAD
www.orgtopologies.com

Task agency

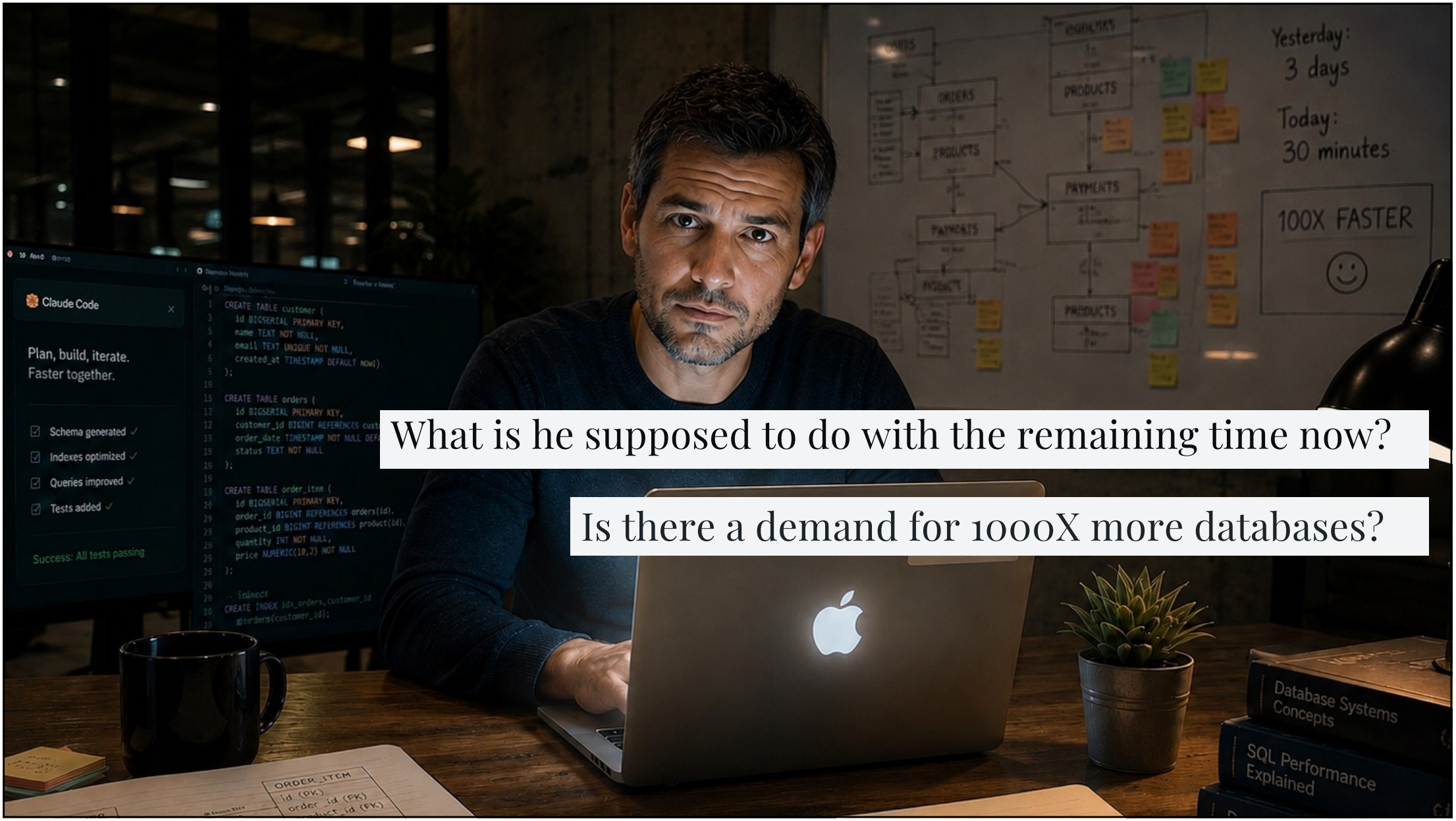


AI, the accelerator.

Performance = AI Fluency × Team Flow × Org Fit


Yesterday:
3 days
Today:
30 minutes
100X FASTER
Claude Code
Plan, build, iterate.
Faster together.
AI is an accelerator:
Now with AI, Debian can go 100-1000X faster.
So, in 2-3 days, he can do the yearly load of DB design.
Claude Code
Database Systems Concepts
SQL Performance Explained
ORDER_ITEM


“We’ve got an AI SDLC!”


Claude Code
Plan, build, iterate.
Faster together.
Schema generated ✓
Indexes optimized ✓
Queries improved ✓
Tests added ✓
Success: All tests passing
Yesterday:
3 days
Today:
30 minutes
100X FASTER
What is he supposed to do with the remaining time now?
Is there a demand for 1000X more databases?
Database Systems Concepts
SQL Performance Explained

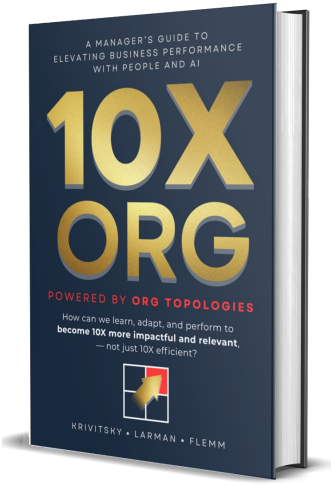
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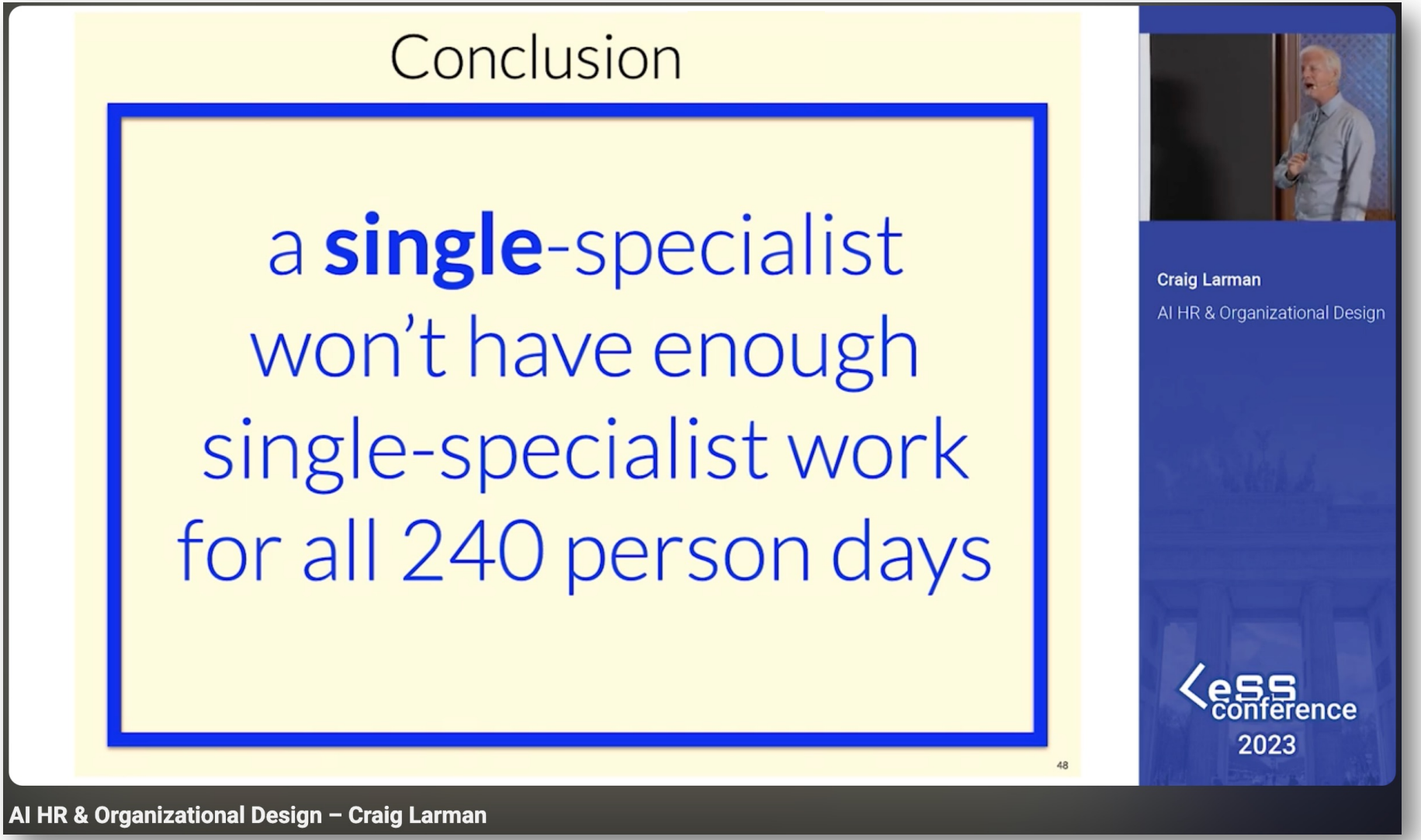
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https://youtu.be/OTmeuZDYBts?si=txLzE0dPs7cAI_T_



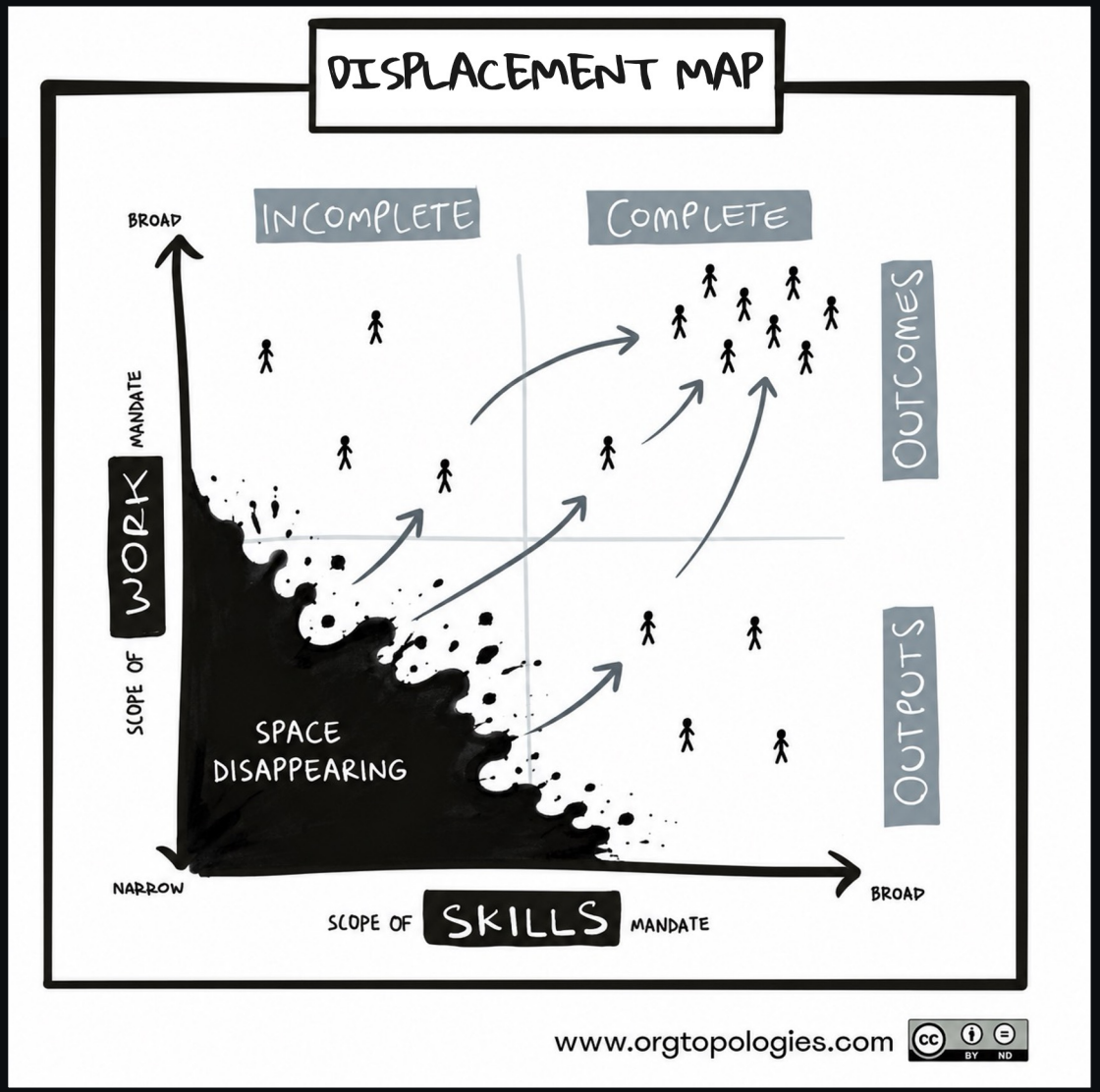
Alexey Krivitsky

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AI Replaces Tasks, Not People — Unless Your Org Is Designed That Way

When your job equals the task you do, AI finishes the task and you sit idle.

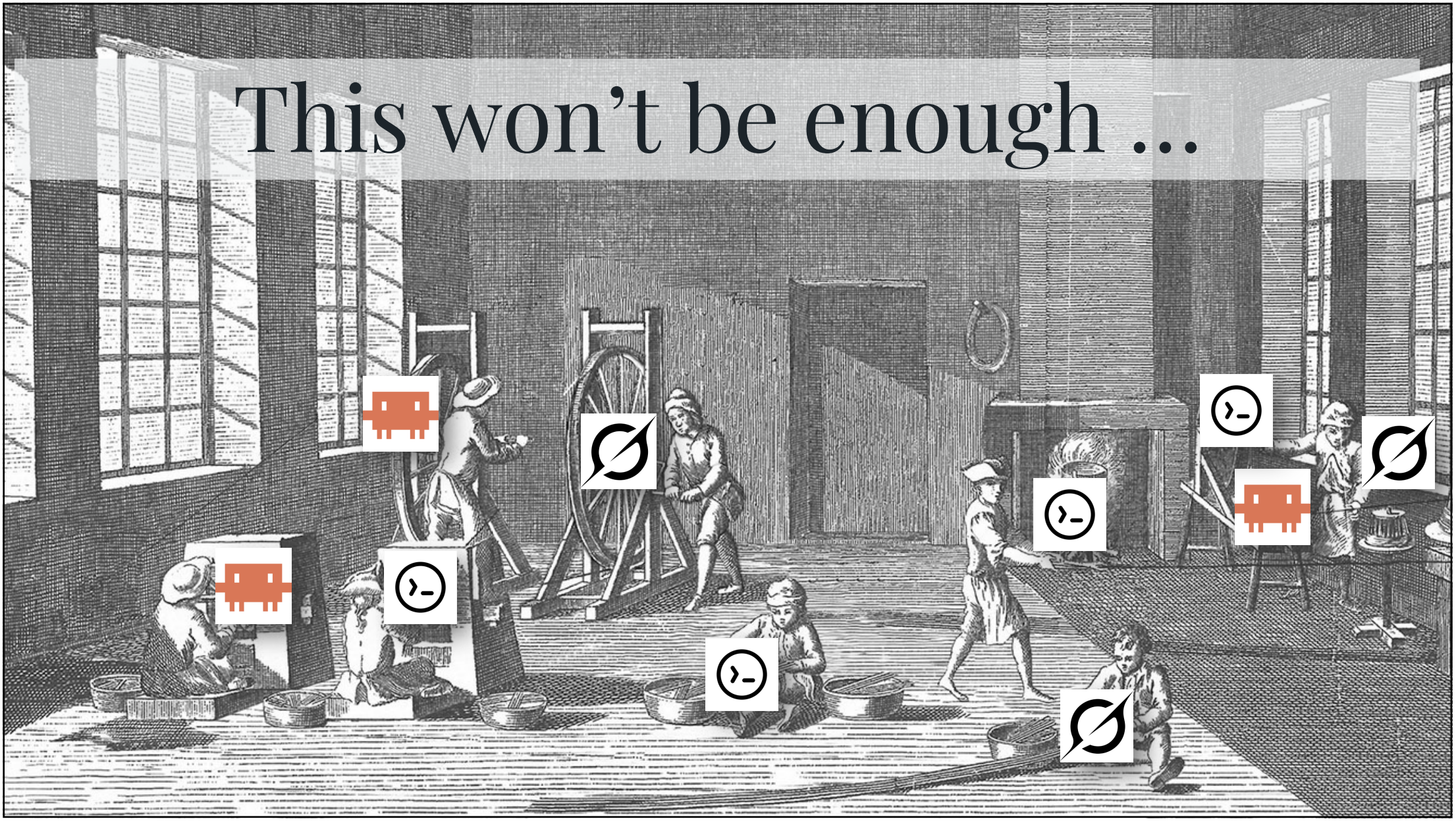
KRIVITSKY.COM



https://www.krivitsky.com/post/ai-replaces-tasks-not-people


PRODUCTS
CUSTOMER
id (PK)
name
email
created_at
ORDER
id (PK)
customer_id (FK)
order_date
status
ORDER_ITEM
id (PK)
order_id (FK)
product_id (FK)
quantity
price
PAYMENT
id (PK)
name
amount
payment_date
status
PAYDUCT
id (PK)
name
price
Ship
Value
Repeat
TODAY:
Design
Optimize
Automate
DONE.
Database Systems Concepts
SQL Performance Explained
Designing Data-Intensive Applications

This won’t be enough …

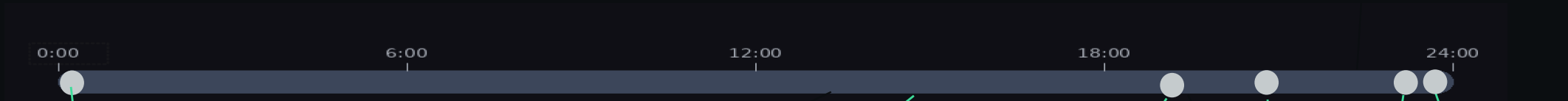


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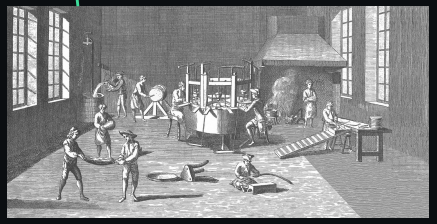
~~Part 1: The Pin Factory~~

Part 2: Value Streams Aren't

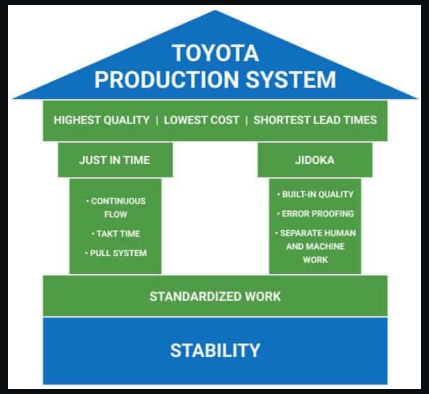
The renaissance of management ...



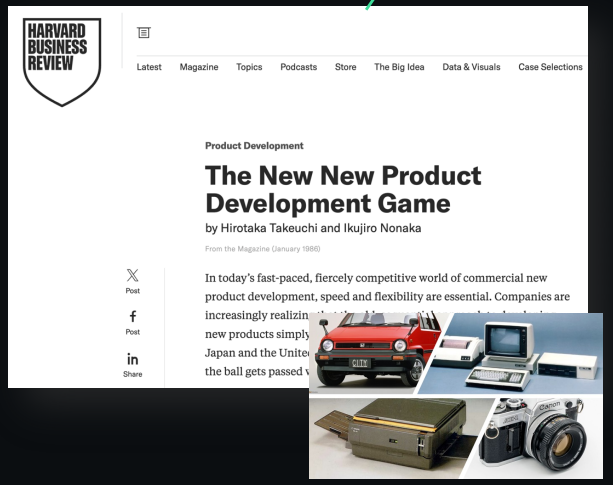
1776 @0:00



1950 @16:30



1986 @20:10



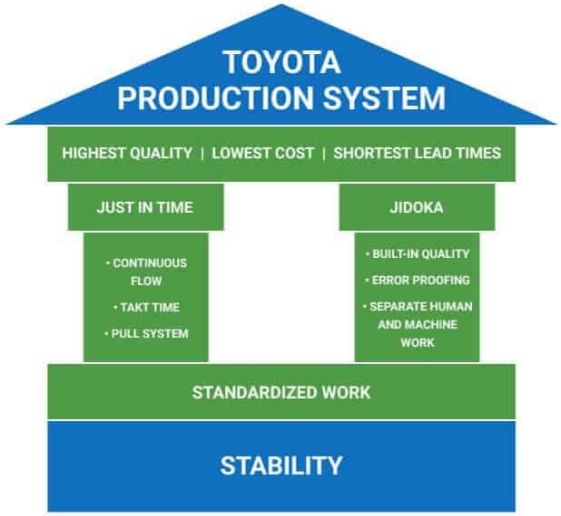
2001 @21:30



2021 @23:31

2025 @23:57

Value Streams



A value stream is the **end-to-end flow** of activities required to fulfill a **customer request**, traced **from the downstream customer need** back upstream through all the activities needed to **satisfy** it, while **continuously optimizing** the flow, minimizing waste, and maximizing the **value delivered to the customer**.

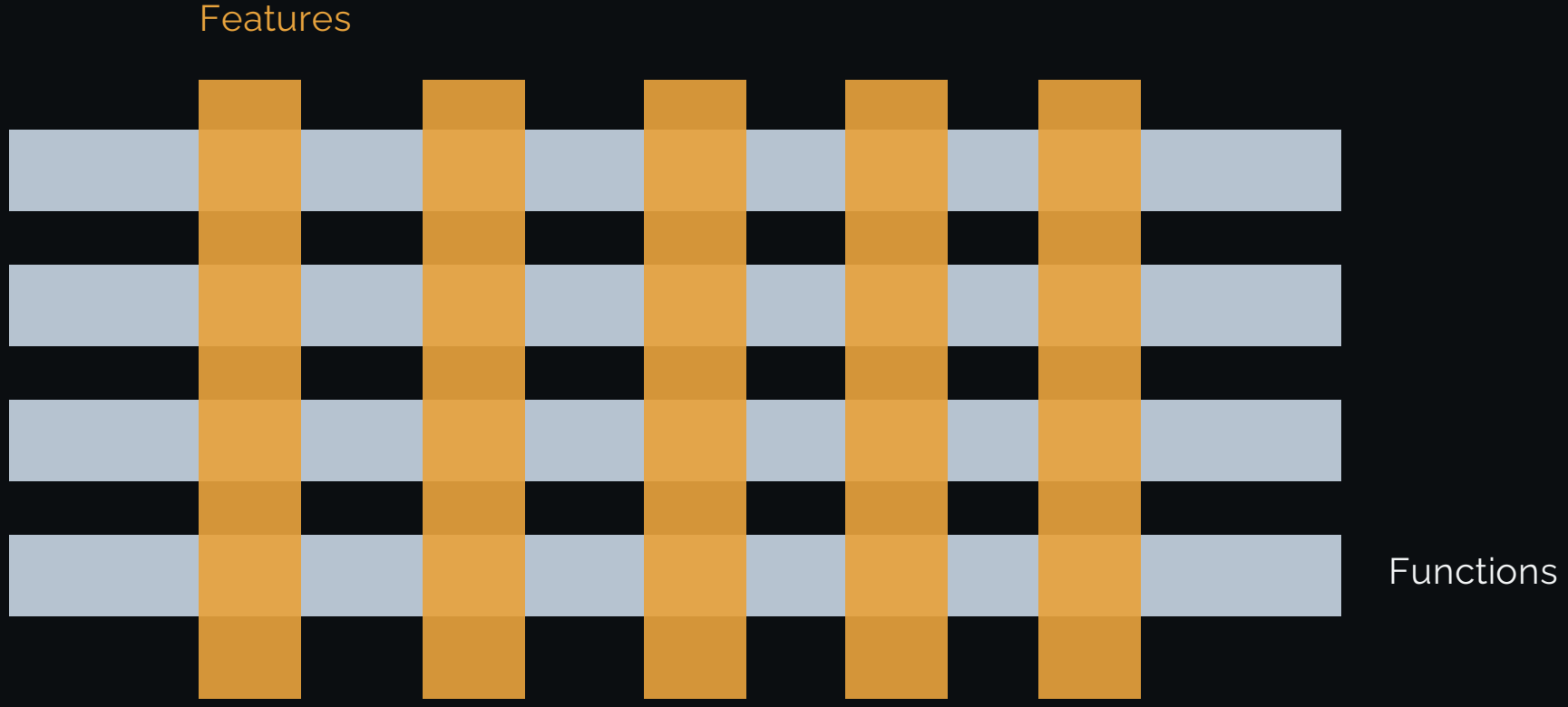

DANGER
NO
SMOKING

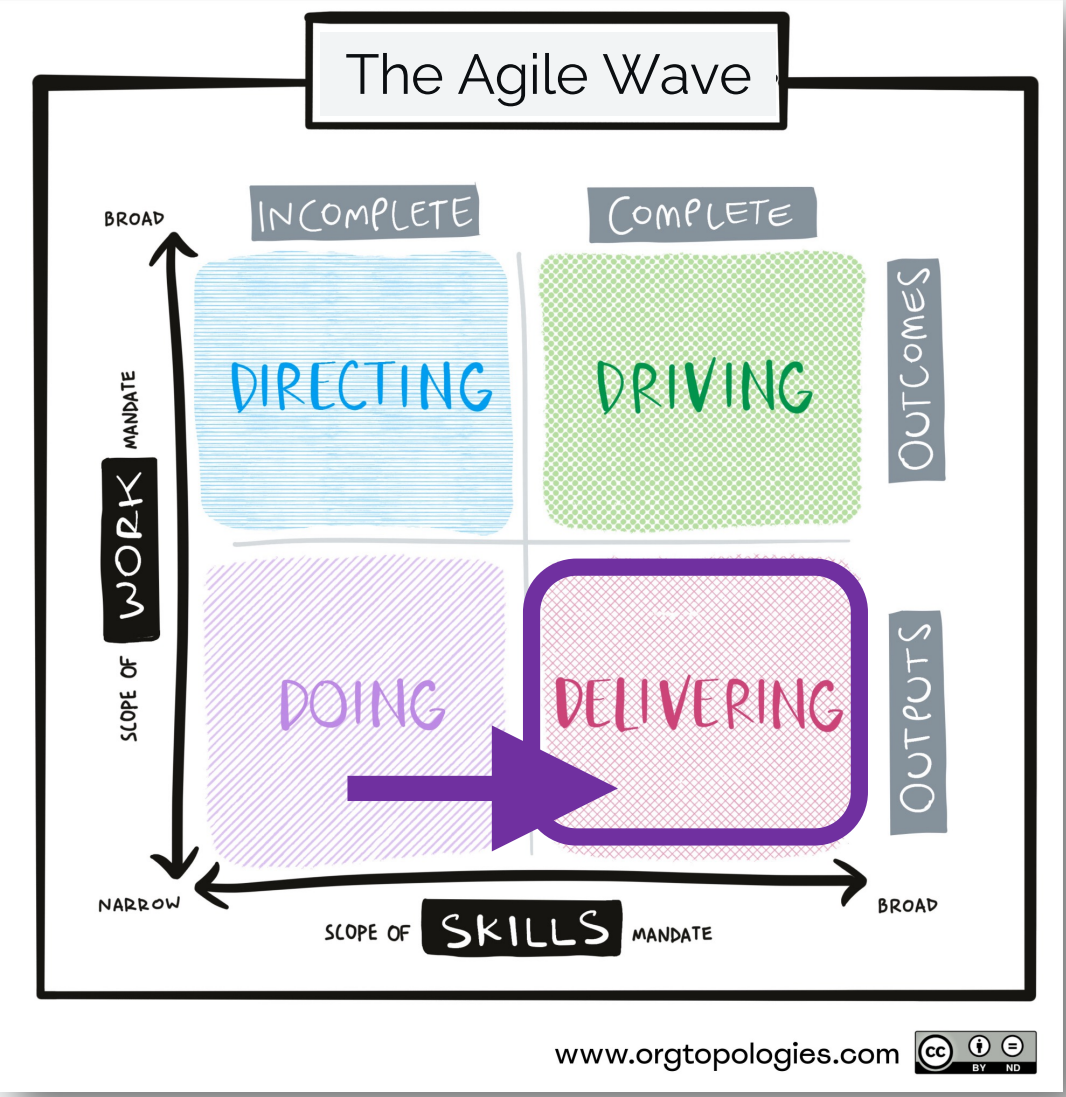


“Value Streams” Aren’t

New **Splitting**

“Work follows the teams, for faster flow”




The Agile Wave
INCOMPLETE
COMPLETE
BROAD
DIRECTING
DRIVING
OUTCOMES
SCOPE OF WORK MANDATE
DOING
DELIVERING
OUTPUTS
NARROW
SCOPE OF SKILLS MANDATE
BROAD
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Flow agency

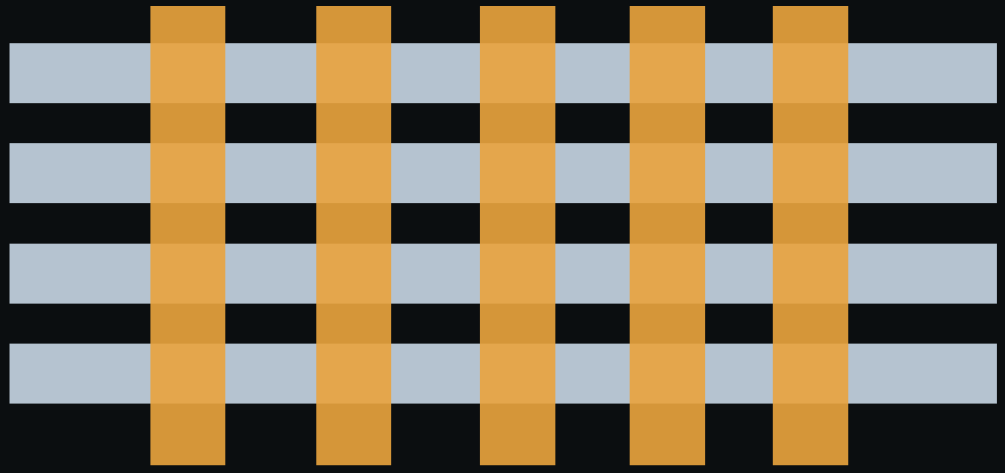
Performance = AI Fluency × Team Flow × Org Fit

Which one you see more often?

Functional org splitting



“Value streams” org splitting



Which one is better?

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THE HOME OF MODERN ORG DESIGN

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STRATEGIC ORG DESIGN WITH PEOPLE AND AI

ORG DESIGN DRIVES PERFORMANCE.

Org Topologies is a strategic org design system: a shared map, a common language and a learning loop that help leaders and consultants make organizations fit for purpose — with people and AI.

WHY ORG TOPOLOGIES

THE AGENTIC AGE RUNS ON ORG DESIGN.

Inside narrow mandates, **AI speeds up each individual and team** while the system stays stuck — more motion, same bottlenecks.

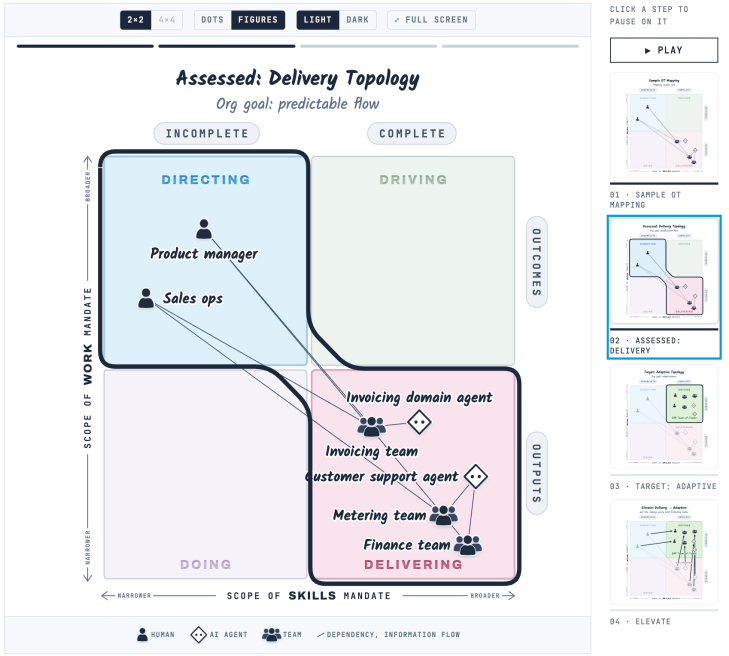
A **Ferrari effect**: swap every car in a traffic jam for a Ferrari and the jam stays. Fix the road first.

Org Topologies helps fix the road: see your design, choose what to optimize for, and change it step by step — so AI's speed turns into business results.



THE MAP, STEP BY STEP

ORG TOPOLOGIES™



How to map your org →

RESOURCE

Doing + Directing
(specialization + coordination intelligences)

OPTIMIZES FOR
Utilization & predictability

BEST FOR
Stable, process-driven environments

TRADE-OFF
Rigid when strategy shifts

DELIVERY

Delivering + Directing
(flow + coordination intelligences)

OPTIMIZES FOR
Speed & flow within boundaries

BEST FOR
Known work that fits the team structure

TRADE-OFF
Cross-cutting work needs coordination

ADAPTIVE

Driving
(adaptive intelligence)

OPTIMIZES FOR
Adaptability & learning

BEST FOR
Volatile, innovation-driven contexts

TRADE-OFF
Challenges existing control structures



High-tech manufacturing

CASE STUDY · 14 MIN READ

Designing for Paradigm: bringing business and IT together at Europe's largest tech firm

Chiel van Ewijk

Read the case →



SaaS

CASE STUDY · 4 MIN READ

Loglass: using Org Topologies to set a target org design

Takeo Imai

Read the case →



SaaS

CASE STUDY · 10 MIN READ

Studying LeSS adoption at Poster POS Inc. with Org Topologies

Alexey Krivitsky

Read the case →



Fintech

CASE STUDY · 10 MIN READ

Introduction of Org Topologies in European fintech

Steinar Haldorsen

Read the case →

ORG TOPOLOGIES

Log In

HOME OT MAPPING MADE METHOD ACADEMY 10X ORG BOOK

Meet Creators Member Directory Licensed Partners Learn More

Certified OT Consultant: 14-15 Oct @Ams

Org Design Summit: 16 Oct @Ams

16 OCTOBER
AMSTERDAM

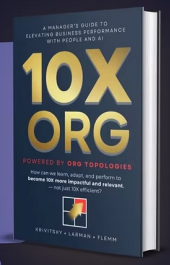
Org Design Summit 2026

How do we lead the agentic shift with people and AI?

PRESENTED BY ORG TOPOLOGIES

Org Design Summit 2026

How do we lead the agentic shift with people and AI?
#10XORG



Org Designers | Product & Eng Leaders | People & HR

16 OCTOBER · AMSTERDAM

orgtopologies.com

Org Topologies Mapping

Org Topologies introduces a simple, shared visual language to see where you are, what's blocking outcomes, and how to elevate—without framework jargon.

This makes it easier to create a shared understanding of things as they are. The visual language connects specialists from different backgrounds and facilitates open, unambiguous discussions about the performance of the organizational design.

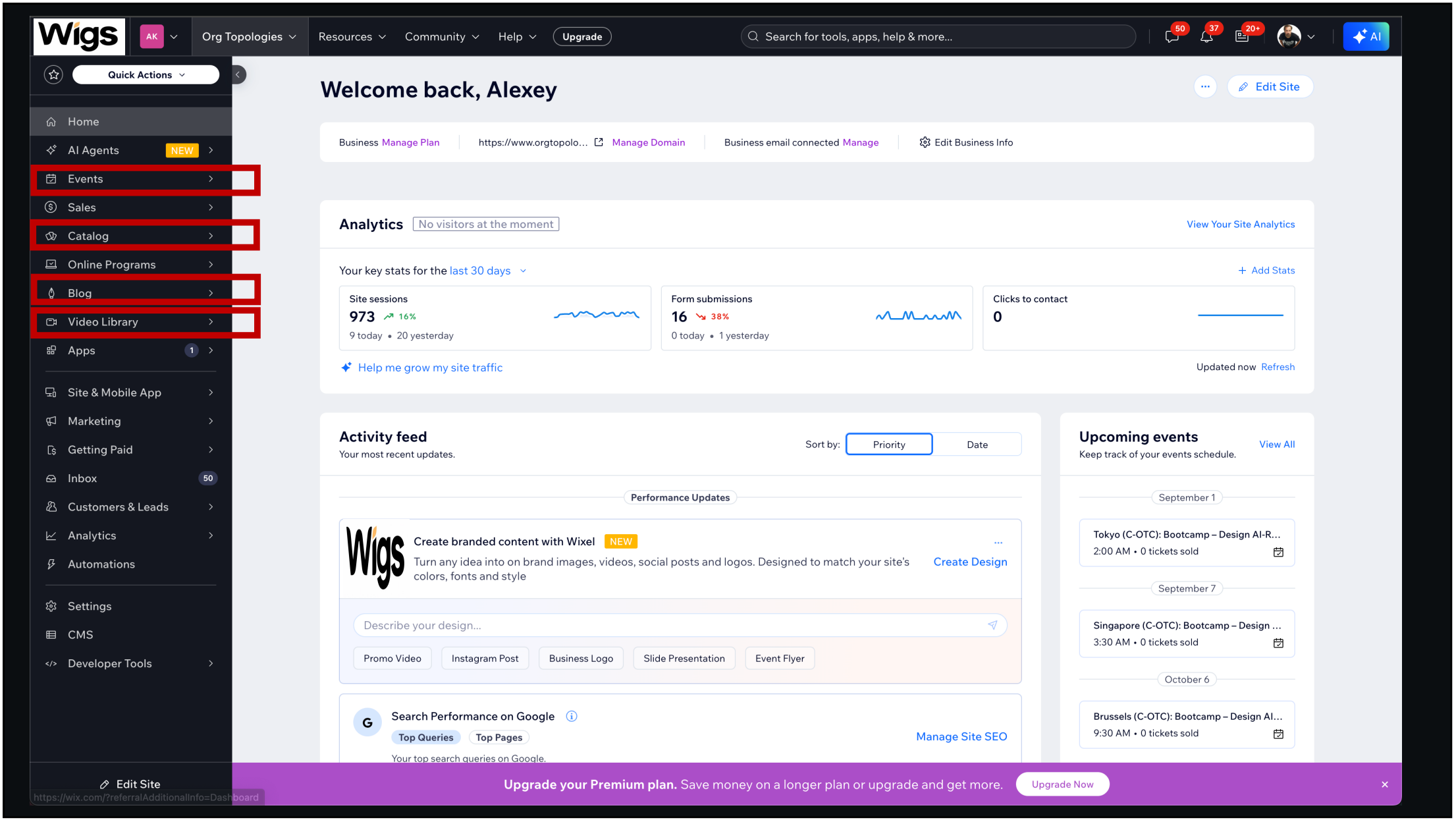
Study OT Mapping

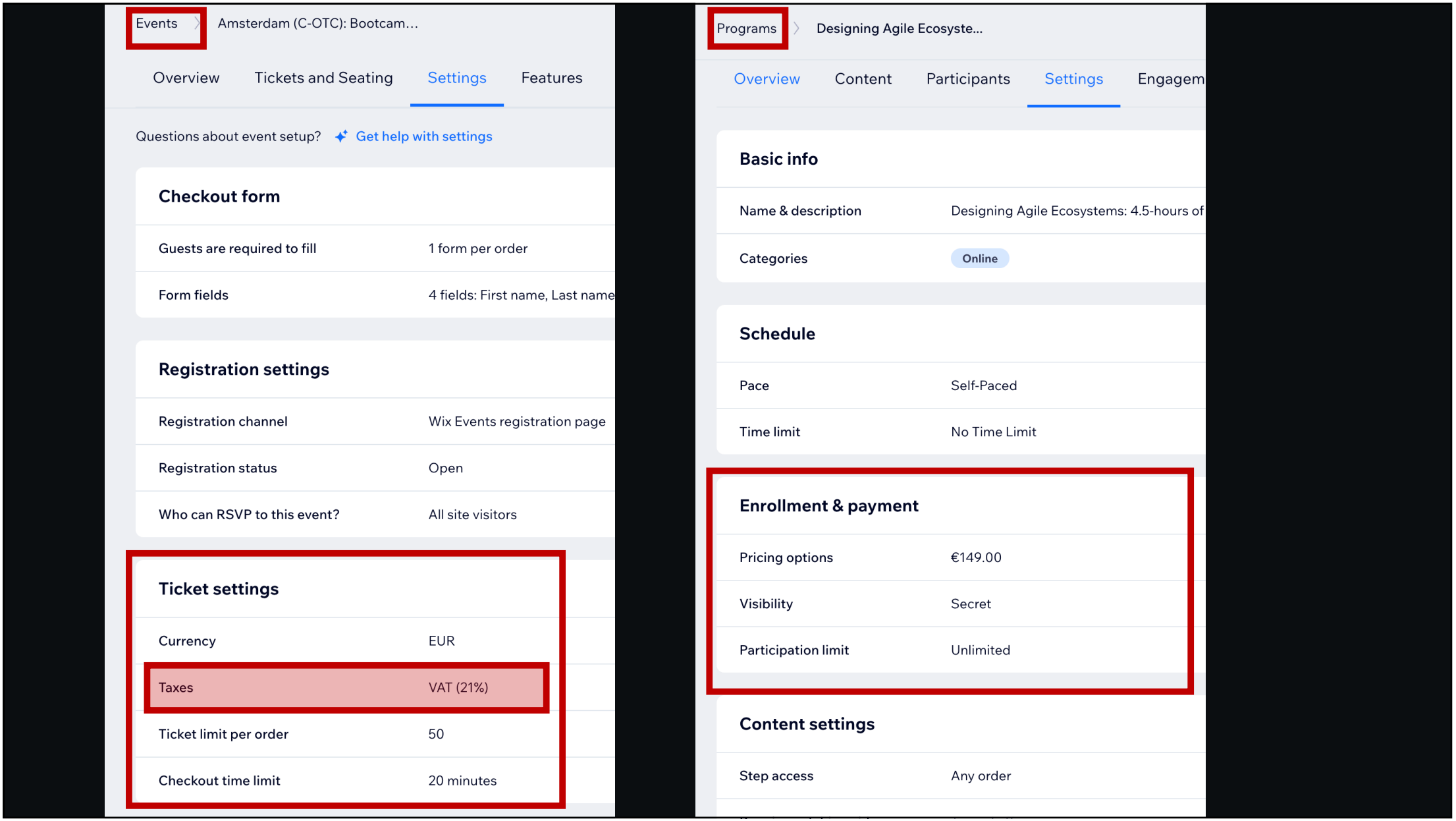
Elevating Katas™: Systemic Org Change

The Elevating Katas are a set of practices and principles that can be applied as thoughtful experiments to change the organizational structure, processes, policies, and so forth. We are working toward a collection of Elevating Katas that can be applied to get change going—shifting structures, roles, and policies toward the topology that fits your strategy.

More on Elevating Katas


Wigs


Wigs
AK
Org Topologies
Resources
Community
Help
Upgrade
Search for tools, apps, help & more...
50
37
20+
AI
Quick Actions
Home
AI Agents
NEW
Events
Sales
Catalog
Online Programs
Blog
Video Library
Apps
1
Site & Mobile App
Marketing
Getting Paid
Inbox
50
Customers & Leads
Analytics
Automations
Settings
CMS
Developer Tools
Edit Site
https://wix.com/?referralAdditionalInfo=Dashboard
Welcome back, Alexey
Edit Site
Business Manage Plan
https://www.orgtopolo...
Manage Domain
Business email connected Manage
Edit Business Info
Analytics
No visitors at the moment
View Your Site Analytics
Your key stats for the last 30 days
Add Stats
Site sessions
973
16%
9 today • 20 yesterday
Form submissions
16
38%
0 today • 1 yesterday
Clicks to contact
0
Help me grow my site traffic
Updated now
Refresh
Activity feed
Your most recent updates.
Sort by:
Priority
Date
Performance Updates
Create branded content with Wixel
NEW
Turn any idea into on brand images, videos, social posts and logos. Designed to match your site's colors, fonts and style
Create Design
Describe your design...
Promo Video
Instagram Post
Business Logo
Slide Presentation
Event Flyer
Search Performance on Google
Top Queries
Top Pages
Manage Site SEO
Your top search queries on Google.
Upcoming events
Keep track of your events schedule.
View All
September 1
Tokyo (C-OTC): Bootcamp – Design AI-R...
2:00 AM • 0 tickets sold
September 7
Singapore (C-OTC): Bootcamp – Design ...
3:30 AM • 0 tickets sold
October 6
Brussels (C-OTC): Bootcamp – Design AI...
9:30 AM • 0 tickets sold
Upgrade your Premium plan. Save money on a longer plan or upgrade and get more.
Upgrade Now


Events
Amsterdam (C-OTC): Bootcam...
Overview
Tickets and Seating
Settings
Features
Questions about event setup?
Get help with settings
Checkout form
Guests are required to fill
1 form per order
Form fields
4 fields: First name, Last name
Registration settings
Registration channel
Wix Events registration page
Registration status
Open
Who can RSVP to this event?
All site visitors
Ticket settings
Currency
EUR
Taxes
VAT (21%)
Ticket limit per order
50
Checkout time limit
20 minutes
Programs
Designing Agile Ecosyste...
Overview
Content
Participants
Settings
Engagem
Basic info
Name & description
Designing Agile Ecosystems: 4.5-hours of
Categories
Online
Schedule
Pace
Self-Paced
Time limit
No Time Limit
Enrollment & payment
Pricing options
€149.00
Visibility
Secret
Participation limit
Unlimited
Content settings
Step access
Any order



Your Online Programs now have their own analytics reports

Wigs STUDIO

Hi,

Now you can see exactly how your programs are doing—joins, engagement and revenue, all in one place.
Introducing analytics reports for Online Programs, new in your dashboard.

Here's what you can do with it:

- See who's joining and when. Spot trends over time and tell if your marketing is working.
- Track how participants engage with your courses. See where they're most active and where they drop off.
- See what your programs are earning. Payments, orders, and refunds broken down by program.
- Track completions and certificates. A clear signal of how well your content is landing.

Learn more



“We’ve got an AI SDLC!”



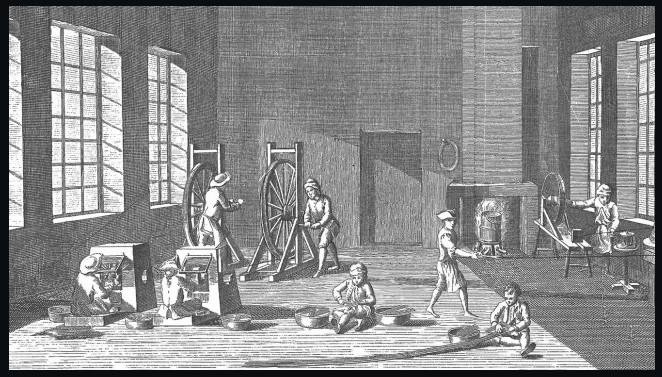
“Value Streams”

Work streams

Teams pinned to product parts

Same paradigm:

splitting







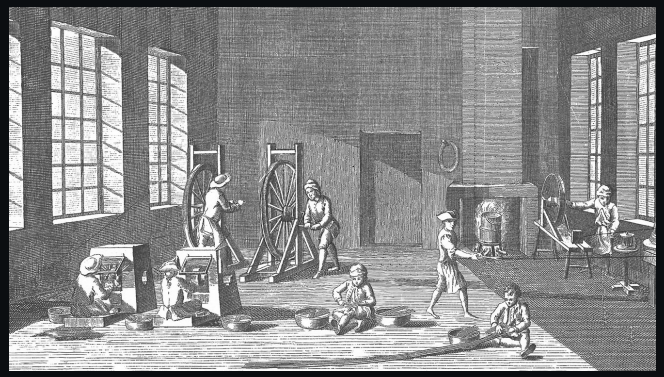


Divide et impera

Same result:

silos

Functional org splitting



"Value streams" org splitting








Customer
Value First
Drive
Innovation
Employee
Success.
SEARCH TEAM
FINDING BETTER ANSWERS, TOGETHER
“100X”
“100X”
100X
“100X”
FOCUS
>
IMPACT


Customer Value First
Drive Innovation
Employee Success.
SEARCH TEAM
FINDING BETTER ANSWERS, TOGETHER
“100X”
“100X”
“100X”
“100X”
100X
SYSTEM COSTS VS PERFORMANCE
COSTS
PERFORMANCE
RELATIVE %
160%
140%
120%
100%
80%
60%
40%
Q1 '22
Q3 '22
Q1 '23
Q3 '23
Q1 '24
Q3 '24
Q1 '25
COSTS +72%
PERFORMANCE NO SIGNIFICANT CHANGE
FOCUS > IMPACT
STAKEHOLDER



Ferrari Trap

Unrealized potential of performance due to
local optimizations & narrow view on the problem space.

Is this our best response?..



~~Intro: A puzzle and a Mystery~~

~~Part 1: The Pin Factory~~

~~Part 2: Value Streams Aren't~~

Outro: OD for AI

What can we do instead?



Newer AI SDLC:

Product designer + Product engineer



Seriously? What if an outcome needs 3 engineers?... 2 designers? ...

Newest AI SDLC:

Let’s separate teams into Product Teams and Lab Teams…



https://www.youtube.com/watch?v=DqF08Dz3nok

Seriously? How will they bridge the knowledge gab between the silos?…



https://x.com/kingofalldicks1/status/2101069257392185362?s=46&t=SJ4uHyYq8Q_R8XBmbGvpEg

Caution — a big idea:

HOW ABOUT

NO ORG SPLITTING?

Instead of *work follows workers* ...

People *follow value, learn and deliver*.

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Principle 6: Follow the Value—Learn and Deliver



> "*Bisexuality immediately doubles your chances for a date on Saturday night.*" – Woody Allen, comedian.

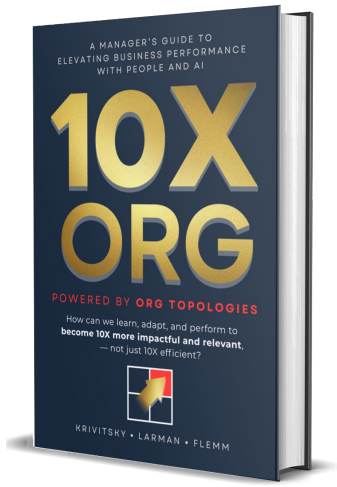
The Last and Lasting Transformation

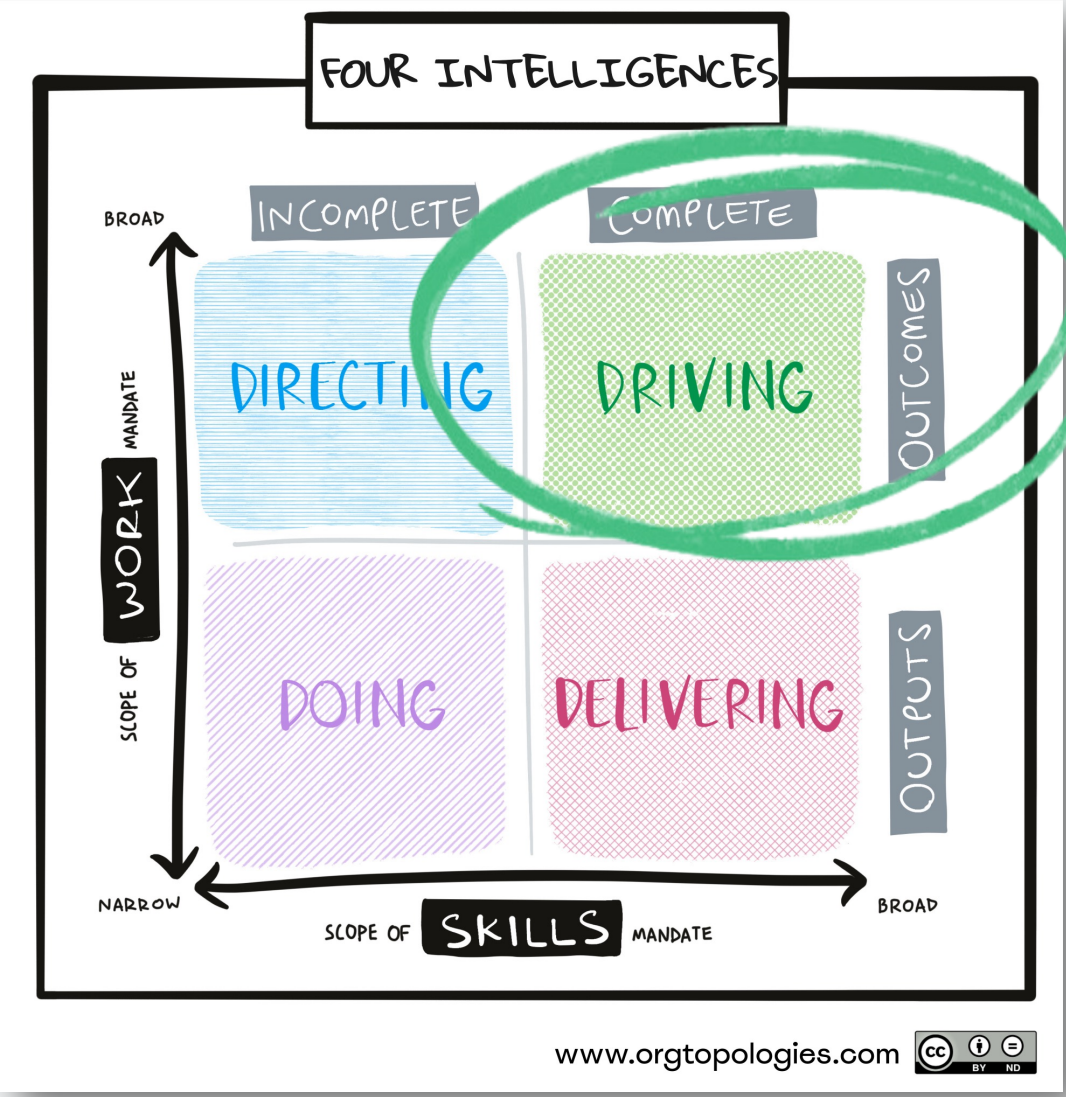
Staying close to the system of work–*go and see*–does not automatically eliminate the need for reorganization. Sometimes, a reshaping is necessary.

A reorganization becomes necessary when the work people are doing no longer connects to the work that actually needs to get done. When that connection cannot be restored without changing structural boundaries, mandates, or accountability, a structural change is needed.

You can see this pattern in the story of Hanna and her colleagues. The central theme Paula explained is the organization's inability to work jointly on cross-cutting topics without extensive management intervention and overhead. And this is despite the company's recent structural change.

In the quest for the perfect organization, leaders often find themselves embarking on yet another transformation just months after the previous one had been marked as "successfully completed". Will this transformation be the *last and lasting* one, or will the organization need another one, and then another one... as strategy and priorities change?





Outcome agency

Millions of years of brain evolution as multi-learners.

Temporary local optimization, only last 200 years.



“Next Monday”

- **Run a transformation program**

“Next Monday”

- ~~**Run a transformation program**~~

“Next Monday”

- ~~Run a transformation program~~
- **Do a hackathon**

“Next Monday”

- ~~Run a transformation program~~
- ~~**Do a hackathon**~~

“Next Monday”

- ~~Run a transformation program~~
- ~~Do a hackathon~~

- **Find people/teams who are already expanding their mandates to get the work done**

“Next Monday”

- ~~Run a transformation program~~
- ~~Do a hackathon~~

- Find people/teams who expanded their mandates to get the work done

- **Make it visible & important: multi-learning is happening**

“Next Monday”

- ~~Run a transformation program~~
- ~~Do a hackathon~~

- Find people/teams who are already expanding their mandates to get the work done

- Make it visible & important: multi-learning is happening

- **Help a person/team take on adjacent work (“expand mandates”)**

“Next Monday”

- ~~Run a transformation program~~
- ~~Do a hackathon~~

- Find people/teams who are already expanding their mandates to get the work done

- Make it visible & important: multi-learning is happening

- Help a person/team take on adjacent work (“expand mandates”)

- **Simplify & accelerate that learning with the help of AI**



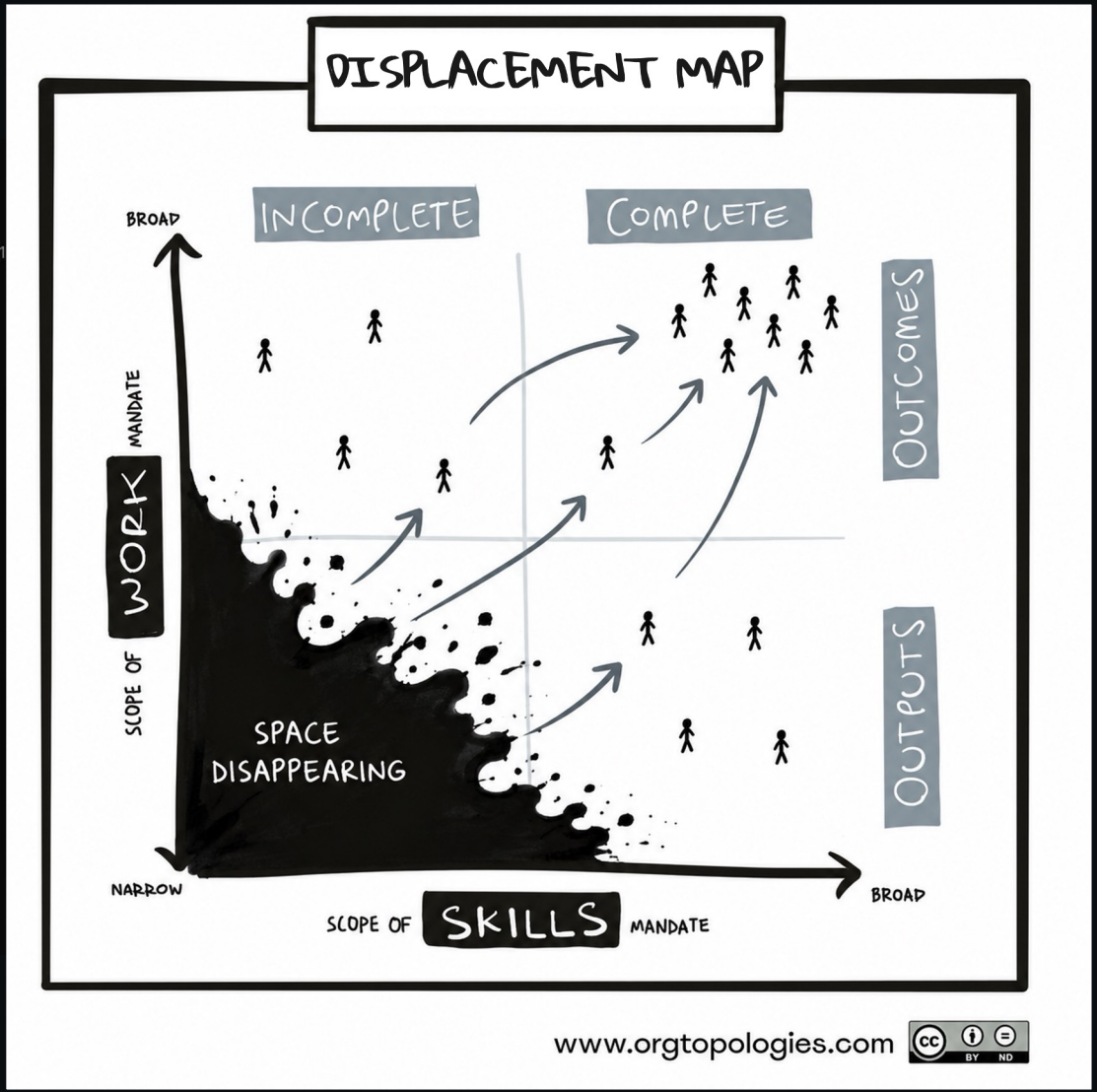
Alexey Krivitsky

AGENTIC ENGINEERING · ORG CONSULTING · 1

AI Replaces Tasks, Not People — Unless Your Org Is Designed That Way

When your job equals the task you do, AI finishes the task and you sit idle.

KRIVITSKY.COM



https://www.krivitsky.com/post/ai-replaces-tasks-not-people

The ***very same AI*** that takes our jobs, can be used to elevate human's intelligence.

The ***very same AI*** that takes our jobs, can be used to elevate human's intelligence.

(That choice is a leadership job)

The ***very same AI*** that takes our jobs, can be used to elevate human's intelligence.

(That choice is a leadership job)
(That job requires education & coaching)

Them> **We've got an AI SDLC.**

You> **Great, so which one?**

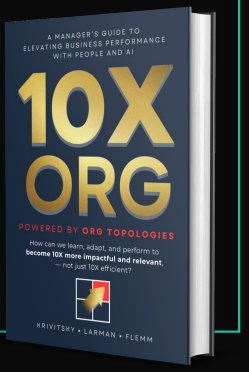
100X Devs, 1X Orgs:

Let's make AI productivity gains compound.



Alexey Krivitsky

AGENTIC ENGINEERING · ORG CONSULTING · 10X ORG



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