

Organizational Design

Rethinking organizations in the age of Agentic AI



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Co-Founder & CEO

Who is this guy?

- Serial founder. Co-founder & CEO of **Raygun** & **Autohive**
- 19 years building businesses, an engineer at heart
- Live in Wellington, New Zealand



The Progression of AI Usage



From prompts and search to outcome-driven work

AI Maturity

- AI is an **EVERYONE** technology.
- Significant challenges around bringing the entire organization on the journey
 - Active resistance from some team members
 - Cost (tokens & opportunity cost)
 - Time

Our Journey So Far

2023

- Everyone gets AI personal subscriptions. No limits.
- Internal server hosting Open Source models
- Hosted our first “AI Week” in May
- Deployed our first agents in Marketing
- Stopped backfilling leavers

Insight:

- Leadership must make tools available, and fund the necessary credits.
- Leadership must make space to learn, tinker and play.
- Leadership cannot delegate AI ownership

End of 2023: Hmm



2024



- **Organizational design starts to shift.**
- **Systems:**
 - Data warehouse/insights
 - Streamlining tools, processes
 - API access across all tools
- **People:**
 - Increasing individual contributor output
 - Removed management roles

2025

- **Using Autohive internally**
 - All AI use moves into Autohive
 - Best of breed tooling for whole team
 - AI actively runs tactical parts of our business
- **Launched to public June**
 - Thousands of users collaborating on Autohive

Step by step, and then all of a sudden...

2025

Half the team size.

5x the output.



2026

- Continue to make space to play, experiment and optimize.
- Growth Week 2026
- Expert systems, like Talos
- Multi-agent systems spanning multiple business functions
- Increasing automation of tactical work
 - Finances
 - Operations
 - Sales & Customer Success
 - Software engineering



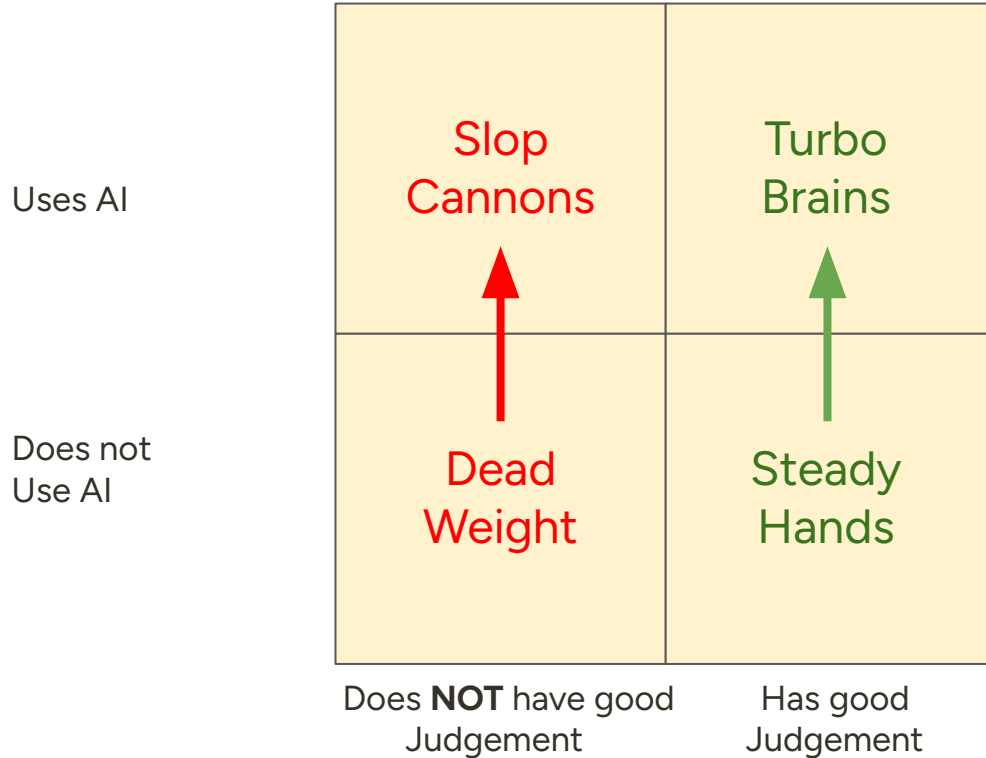
Organizational Design Concerns

What we've learned so far

Talent Matters

Or why high headcount just became a massive vulnerability.

Talent became even more important





Then vs. Now

Old Corporate Structure

- **Executive Team:**
Hold and direct towards strategic goals
- **Middle Management:**
Information dissemination, checking progress, writing reports.
- **Individual Contributor:**
Do the toil work of delivering

New Corporate Structure

- **Executive Team**

System architecture, how the whole organization will operate.

- **Directly Responsible Individual (DRI)**

Directly Responsible Individual. Temporary (<90 days) owns a key goal, can draw on IC's across the organization as needed. **In the trenches, doing the work too.**

- **Individual Contributor (IC)**

Automate, verify and improve AI orchestrations.

- **Artificial Intelligence (AI)**

Does the toil work

- **Gone:** Pure people managers, middle managers, engineering managers, etc.

Knowledge/Data becomes paramount

- **Data warehouse of company information**
 - Data gaps are now significant context gaps.
 - Data freshness impacts organizational velocity.
- Consider **all** data repositories:
 - Slack/Teams
 - Email
 - Meetings
- Remember: **Garbage In, Garbage Out.**
- If you do not give good context to AI, it will give you trash results. 🗑️

Then vs. Now @ Raygun & Autohive

- Then: Top/down, managers, IC's, classic setup.
- Now: IC's that work "on the business, not in the business"
 - Freed up headspace on the "doing" is allowing everyone to observe the entire business
 - Increased cross-team collaboration
 - Increased understanding of the whole system
 - **Do not confuse IC with having no authority or big picture impact**
 - Significant margin improvements, invested into AI, training, new products.
 - Continually evolving our data warehouse, and operating more of the business every day.

What's coming next...



Jarvis runs more of the business than anyone.

Auto Researcher: AI Improving Through Experiments



A simple model for how future AI systems may optimize business processes.

Coming up

- Team will cease directly working with coding agents by year end.
- Expert AI systems increasingly self-optimizing outcomes
 - Auto-researcher type behavior on KPIs
 - Helps me answer every day: “**What is our biggest limiting factor**”
- Automated work delivery
 - **Goal:** Have more work done while sleep, than when when at work
 - **Goal:** Remove human PR reviews, focus on choke points in other processes
 - **Goal:** Self learning system, continually adaptive

Consider this...

- **Auto-researcher tied to:**
 - Site conversion rates
 - Advertising click through rates
 - Revenue growth
 - Customer satisfaction
 - Support quality
- The list goes on, and a fully agentic organization will have:
 - AI handling continual improvement
 - Humans approving (human-in-the-loop) and orchestrating
- **Ultimately, these are the real evals for AI.**

Wrapping up

What steps are you taking to progress towards the agentic organization?

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