AN AGENTIC-ERA ORG MODEL THAT BUILDS ON FLUID TEAMS DELIVERING OUTCOMES

Outcome Agency

Large, static, dependent teams with narrow ownership are a thing of the past.

Welcome the new agentic operating model, a home for your AI pods.

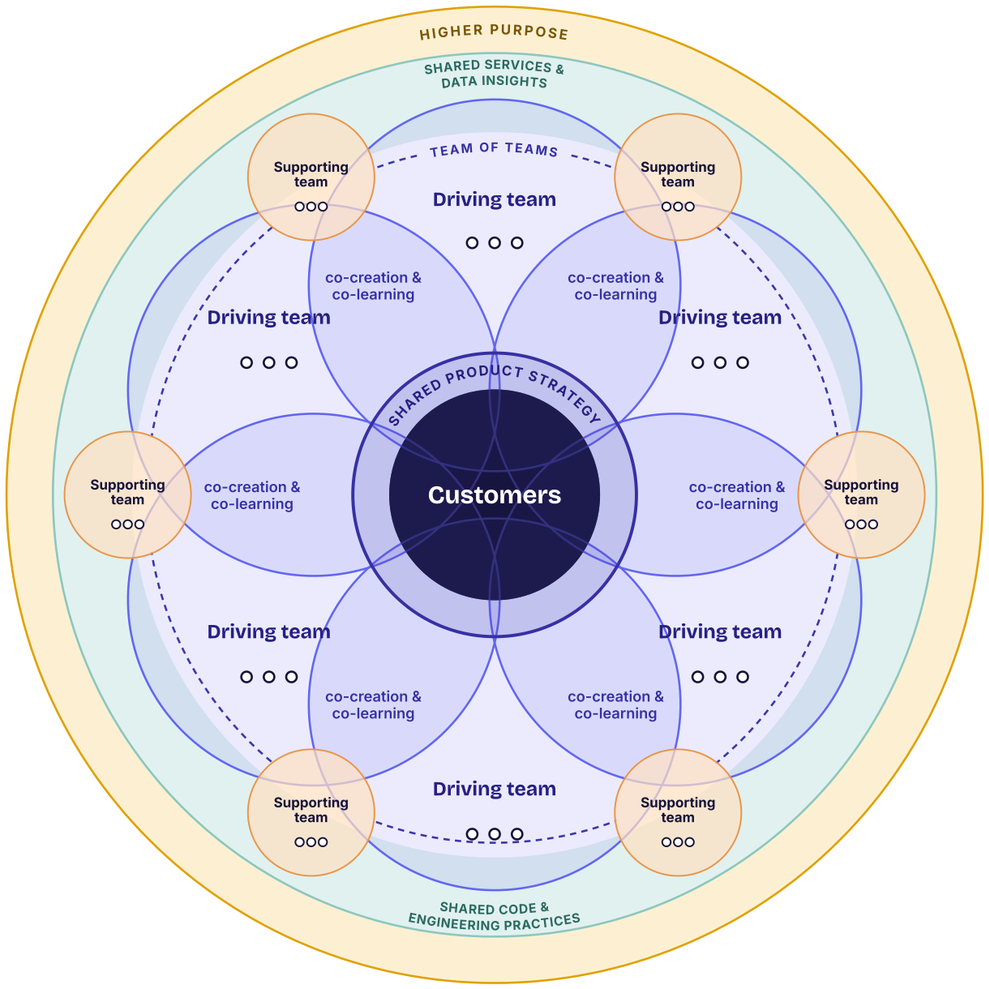
To thrive in the agentic AI age, your product-engineering organization needs a simple, flexible model that lets people, teams and agents own the outcomes that matter.

ORG GOAL

Outcome Agency aims to:

TODAY **Deliver fast, high-quality customer outcomes and innovate.**

TOMORROW **Keep the organization easy and cheap to reconfigure as the world changes.**



HOW IT WORKS: FIVE GUIDING PRINCIPLES

1. **Co-own the problem and solution space.** All **Driving teams** co-own the problem and solution space, so no narrow ownership stops them from following the highest value and working on it end to end.

2. **Shape priorities with shared insights.** Together with product leadership, Driving teams use the **shared product strategy** and **shared data insights** on product, **customers** and market to shape their priorities: where to invest, what to build and what to improve.

3. **Form small teams around outcomes.** People volunteer for one high-value outcome and form a Driving team around it (e.g. a small AI pod), based on their skills and learning preferences. The team works on the chosen outcome end to end, across codebases and architectural layers, collaborating directly with customers and other teams to reach it. This way, teams practice **outcome agency**.

4. **Choose the best team setup for the next outcome.** When the outcome is delivered, measured and improved to the level needed, the Driving team decides with the **Team of Teams** what comes next: stay together on a new outcome, or regroup into the next **fluid team structure** that matches the challenges at hand.

5. **Learn and realign together to keep optimizing globally.** All involved people meet regularly in a **Product Pulse**: an AI-augmented, immersive learning and discovery session to get updated on the business landscape and on recent decisions that affect the product's behavior and its architecture, share what they learned and realign on the most valuable work.

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