

CENTER FOR THE FUTURE OF ORGANIZATION | DRUCKER SCHOOL OF MANAGEMENT
Claremont Graduate University

Co-Creating the Agentic Enterprise

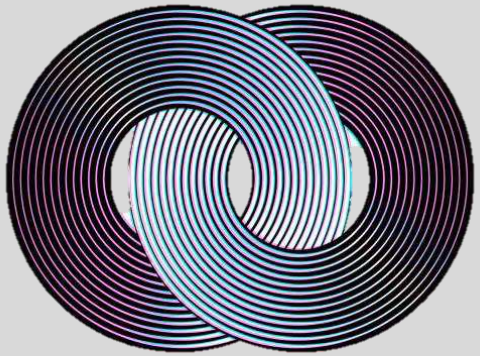
Understanding the Implementation Dynamics of Agentic AI

Roland Deiser

stars FOR LEADERS OF THE NEXT GENERATION
Switzerland symposium 2026

Why This Project?

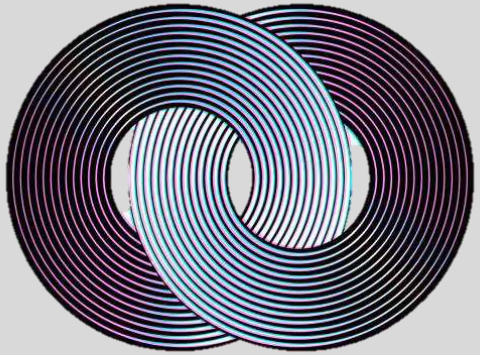
- Many organizations struggle to translate Agentic AI's promise into real-world impact, leaving value unrealized. Adoption is hampered by issues like
  - unclear strategic intent
  - fragmented ownership
  - immature governance
  - cultural resistance
  - capability gaps
  - limited experience working with hyperscaler partners, etc.
- Our research initiative strives to **identify the collaborative and organizational dynamics** that shape success or failure.



We Aim for Impact, not an Academic Paper

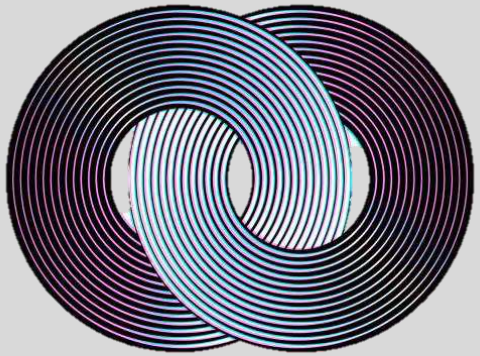
- Participating companies gain a deeper understanding of the transformational challenges involved in deploying agentic AI **within their context** + the opportunity to exchange experiences with others.

Themes We Explore



- **Strategic Sensemaking and Alignment**
  How enterprises and hyperscalers clarify purpose, define value, and align expectations as agentic AI initiatives evolve under high uncertainty.
- **Redefining Decision Rights, Governance, and Accountability**
  How agentic AI reshapes who decides what, how work is coordinated, and how organizations redesign governance to enable speed without losing control.
- **Building Capabilities Through Joint Learning and Experimentation**
  How enterprises and hyperscalers develop the technical, organizational, and leadership capabilities required to move from pilots to scalable agentic AI.
- **Leadership, Trust, and Human Adaptation**
  How leaders enable behavioral change, build trust, and help people adapt as AI systems begin to plan, decide, and act alongside humans
- **Co-Creation as a Value-Creation Engine**
  How enterprises and hyperscalers structure collaboration, manage interdependence, and resolve friction to turn agentic AI initiatives into real business impact.

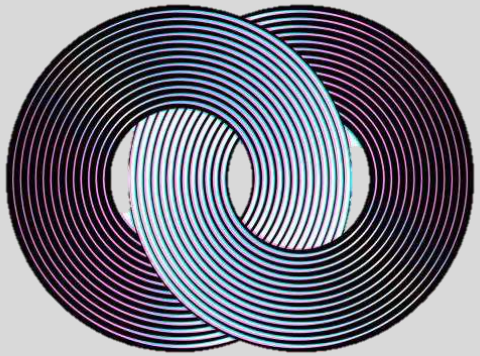
Who We're Talking to



6-8 in-depth interviews or Focus Groups
(60-90 min each)

- **Business Leaders**
  Executive sponsors, business unit leaders
- **Program Leads**
  Domain experts for the Agentic AI Initiative
- **CIO/CTO**
  Enterprise technology governance
- **Technical Teams**
  Architects, data scientists, engineers
- **HR/Organization**
  OD, L&D, or transformation
- **Hyperscaler Partners**
  Account teams, solution architects

The Rationale of Co-Creation



Within the Enterprise

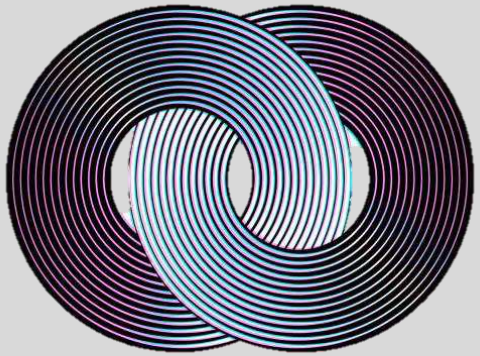
- Agents reshape whole workflows — not one person’s or team's task
- Solutions need business, process, IT, HR aligned end-to-end
- Knowledge becomes shared infrastructure, not trapped in silos
- Decision rights and accountability get redrawn across boundaries

With Hyperscaler Partners

- Re-architect legacy tools as cloud-native services
- Co-development, not a vendor transaction
- They broker access to a wider ecosystem of vendors and other stakeholders

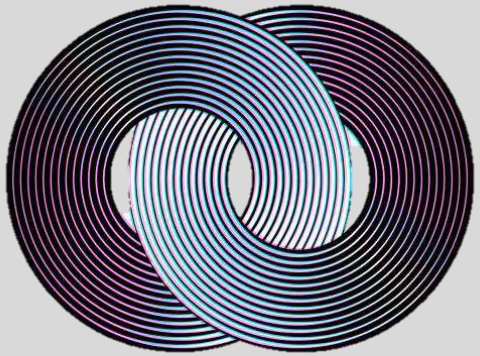
An Exemplary Case

A Global Automotive Software Supplier



- Business Unit of a major global industrial group
  (US operations only)
- Builds the invisible layer on which a vehicle's software applications run ("the operating system of the car")
- **Challenge:** customers need 24-month development cycles; the (US) industry currently runs on 48
- **Mandate:** cut development time in half + double regional revenue without doubling headcount

AAI Deployment is Critical Enabler



BEFORE · discrete tool operation

- Engineer commands each step
- Tool runs
- Engineer interprets the result
- Engineer decides — every step

Role: executor

AFTER · agentic orchestration

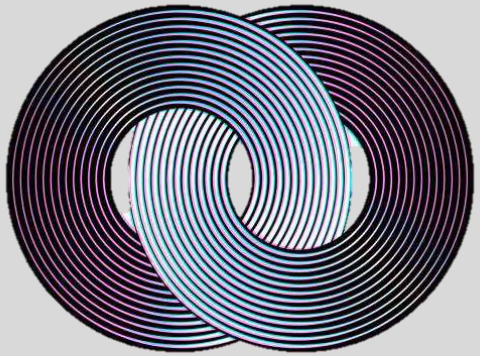
- Engineer sets the goal, reviews exceptions
- **AI agent plans, sequences & runs the tools**
- **Agent interprets results, flags anomalies**
- Engineer reviews only what needs judgment

Role: overseer

And AAI crosses company boundaries – Co-development is a MUST

Agents talk to partners' agents via APIs — a fault detected at a customer site can trigger a diagnosis, retrieve a known fix, and propose a resolution before any human opens the report.

First Insights From This Case



Four Cultural Problems

- Structural (process built for hardware),
- Geographic (regions can't move at one speed)
- Identity (expertise absorbed by AI)
- Fear (AI arrives after real job losses).

Each needs a different response.

New Capabilities Need Ecosystem Approach

Too costly to grow deep agentic expertise in-house fast enough.

The play is to become a sophisticated buyer and integrator of an external ecosystem.

The Corporate Leadership Conundrum

The people closest to the customer are the least empowered to act on what they learn.

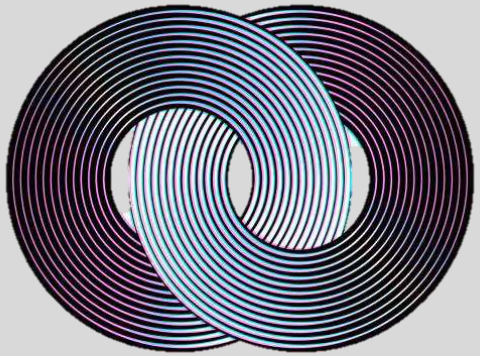
The regional team prototypes agentic solutions but can't deploy them until tools clear corporate approval processes designed for hardware.

Business Model Implications

AI allows the move from licensing software tools to selling agent-delivered outcomes.

This creates a fundamentally different business identity and revenue model

Research Takeaways for Partners



- A Narrative Case of Each Company's AAI Experience *
- Cross-Company Insights **
- Executive Briefing

- Workshop with Stakeholders (optional)
- Ongoing exchange via a dedicated post-research community platform (optional)

* Findings remain confidential unless cleared by company
** Findings will be anonymized unless cleared by company

Research That Transforms



To leverage insights for practice, we host a platform that connects a global ecosystem of corporations, institutions, and thought leaders to address the transformational challenges organizations and their leaders face.



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