

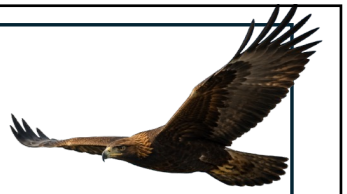
You say you've got an "AI SDLC

OK, but which one?





linkedin.com/in/**alexeykrivitsky**



What if

Agile was homework,

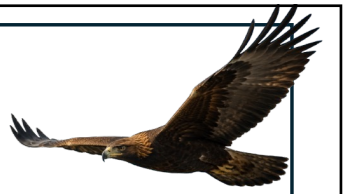
and

AI is the assignment?





linkedin.com/in/**alexeykrivitsky**



100X?

1X?

10X?





linkedin.com/in/**alexeykrivitsky**


100X

Some stuff that Anthropic shipped in Feb-April 2026

February 2026

- **February 25, 2026**: **Scheduled Tasks in Cowork**: Capability to create recurring or on-demand autonomous tasks, and a "Customize" section in Claude Desktop for skills and connectors.
- **February 25, 2026**: **Health and Fitness Data**: Claude Mobile (iOS/Android) gained the ability to read and analyze activity, sleep, and workout patterns.
- **February 24, 2026**: **Plugin Marketplace**: Launched a marketplace for Team and Enterprise admins to manage third-party extensions.
- **February 20, 2026**: **Claude Code Security**: A reasoning-based tool designed to hunt for zero-day vulnerabilities in production codebases.
- **February 17, 2026**: **Claude Sonnet 4.6**: Launched as a balanced model with improved agentic search, "extended thinking," and a 1M token context beta.
- **February 17, 2026**: **GA of Core Tools**: Web search, web fetch, tool search, and code execution reached General Availability for the API.
- **February 13, 2026**: **Claude Code v2.1.41**: Introduced native binary support for Windows ARM64 and new CLI authentication subcommands.
- **February 11, 2026**: **Claude for Excel (Beta)**: Launched as an add-in for Max, Team, and Enterprise users with support for pivot tables and charts.
- **February 5, 2026**: **Claude Opus 4.6**: Launched as the premier flagship model featuring **Adaptive Thinking**, the Effort parameter, and a new Compaction API (beta) for infinite-length conversations.

March 2026

- **March 31, 2026**: **MOU with Australian Government**: A strategic partnership focused on AI safety and national economic impact research.
- **March 30, 2026**: **Message Batches API Update**: Increased output limit to 300k tokens for Opus 4.6 and Sonnet 4.6 using the `output-300k-2026-03-24` header.
- **rch 25, 2026**: **In**: Support for live char… …reable visual… …d apps.
- **rch 23, 20**: **…er Use (Rese… …w)**: Enable… …d Max users …hin Claud… …nd Claude Code, a… …model f… …and control the …r's scre…
- **rch 14, …de Code v2.1.76**: Ad… …ffort… …to control model …king de… …eractive dialog suppo… …serve…
- **rch 13, 2**: **…on Token Context**… …M token… …ched General …ilability fo… …nd Sonnet 4.6 a… …pricing.
- **rch 11, 2026**: … …think tank and … …Jack Clark to st… …mic effects.
- **March 11, 2026**: **Persistent Agent Threads**: Released for mobile and desktop to allow Pro/Max users to manage long-running Cowork tasks.
- **March 10, 2026**: **Custom Charts & Inline Visualizations**: Enabled the ability for Claude to generate and render custom visual data directly in chat responses.
- **March 2, 2026**: **Memory for Free Users**: Expanded the chat history memory feature to the free tier, allowing context to persist across sessions.

April 2026

- **April 10, 2026**: **Claude Code v2.1.101**: Released with the new `/team-onboarding` command to generate ramp-up guides for teammates, along with default OS CA certificate store trust for enterprise proxies.
- **April 10, 2026**: **CoreWeave Agreement**: A multi-year partnership to support the pro… …e deployment of C… …s.
- **April 9, …de Cowork… …vailability (GA)**: Launched for macOS and Windows, …pande… …and role-based access controls for Enterprise plans.
- **April 9, 2026**: **A… …lic Beta)**: A new server-side tool (header `advisor-tool-2026-03-01`… …faster "executor" model to consult a higher-intelligence "advisor" mod…
- **April 9, 20… …Man… …s (Public Beta)**: An infrastructure service for buildin… …g autonom… …with secure code execution and persistent data track…
- **A… …Claude Code v2.1.98**… …an interactive Google Vertex AI setup wizard and the `Monitor` tool for streaming background script events.
- **April 7, 2026**: **Claude Mythos Preview**: A superhuman-class "frontier" model released as a research preview specifically for defensive cybersecurity through **Project Glasswing**.
- **April 6, 2026**: **Google & Broadcom Expansion**: Agreement to secure multiple gigawatts of next-generation TPU capacity starting in 2027.

100X


100X?

AI adoption in established organizations:

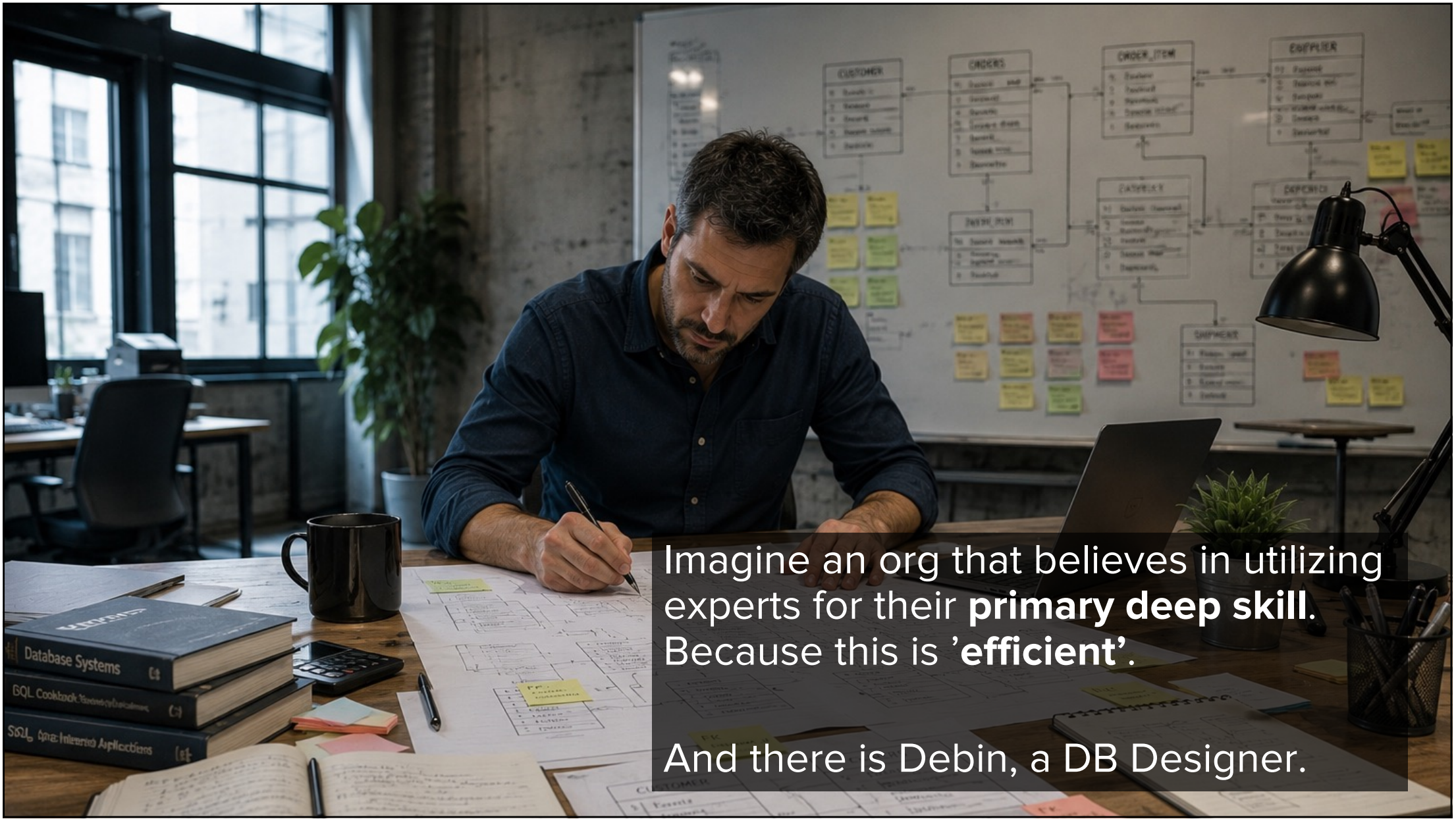
Sociotechnical

AI adoption in established organizations:



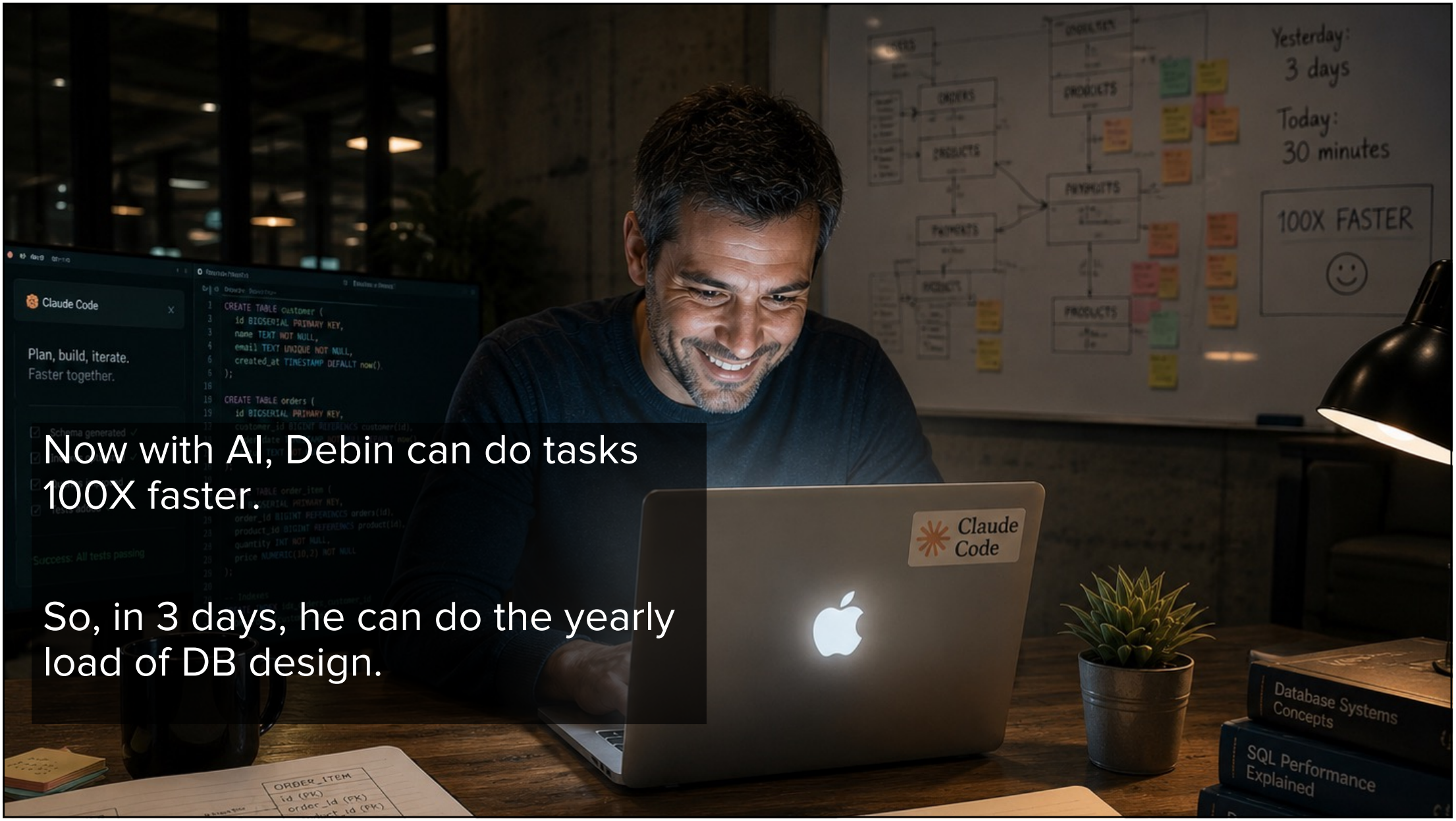
Socio/technical





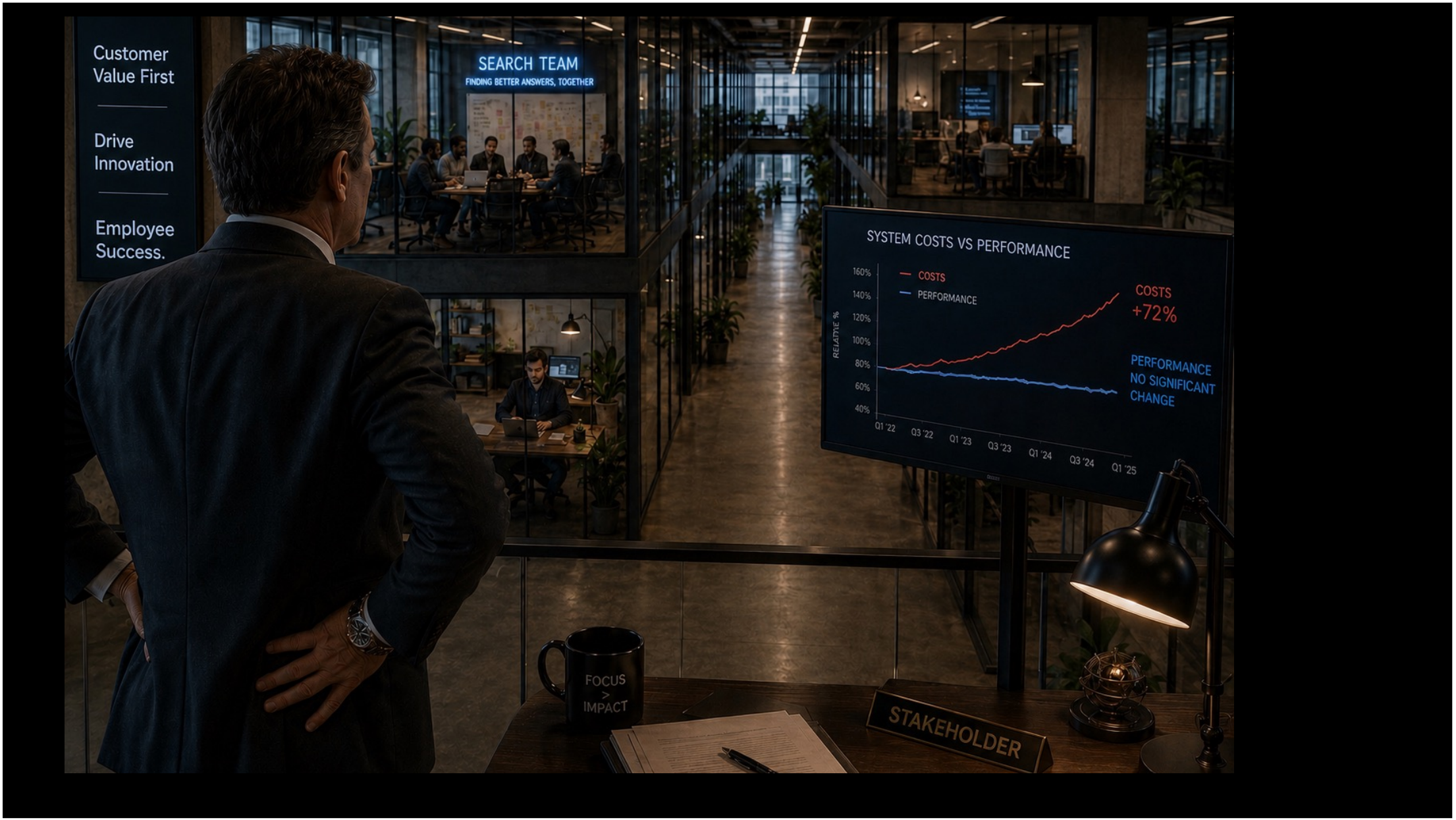
Imagine an org that believes in utilizing experts for their **primary deep skill**.
Because this is '**efficient**'.

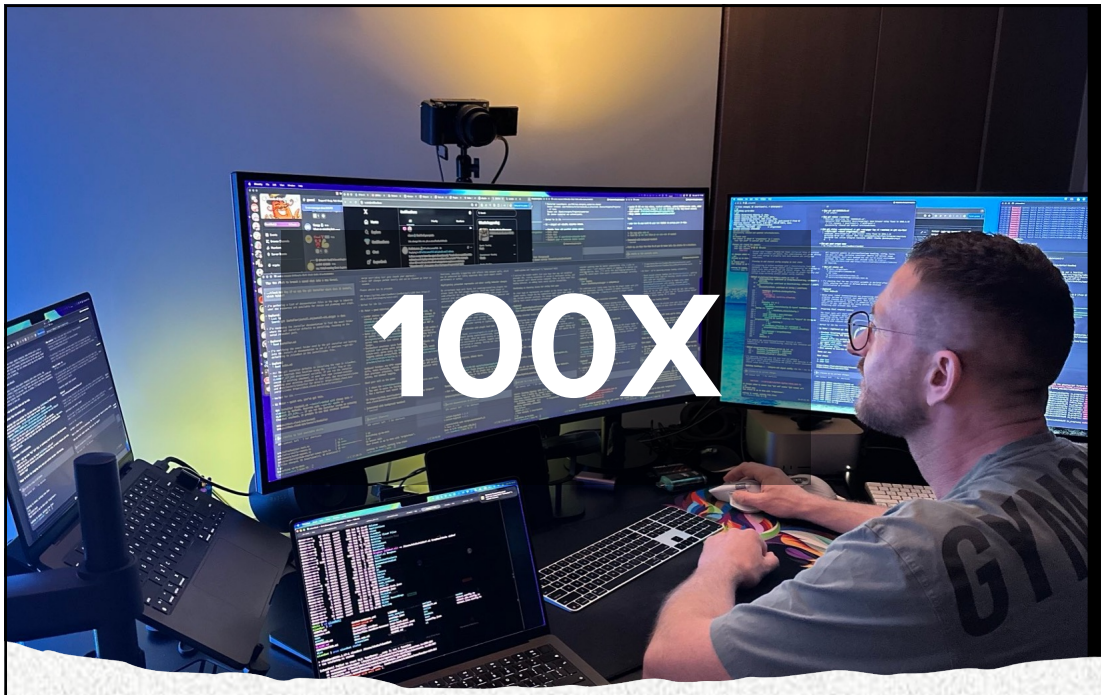
And there is Debin, a DB Designer.


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


SEARCH TEAM
FINDING BETTER ANSWERS, TOGETHER
SEARCH STRATEGIES
- Keywords
- Context
- Intent
- Relevance
- Diversity
AI TOOLS WE LOVE
- Claude
- ChatGPT
SUCCESS METRICS
- Relevance
- Coverage
- Speed
- Accuracy
- Impact
GREAT SEARCH IS
A TEAM SPORT
USER FIRST
Imagine an org that believes in creating fast-flow teams. Because this is 'efficient'.
And there is the Search Team, building and maintaining an e-Commerce search functionality.

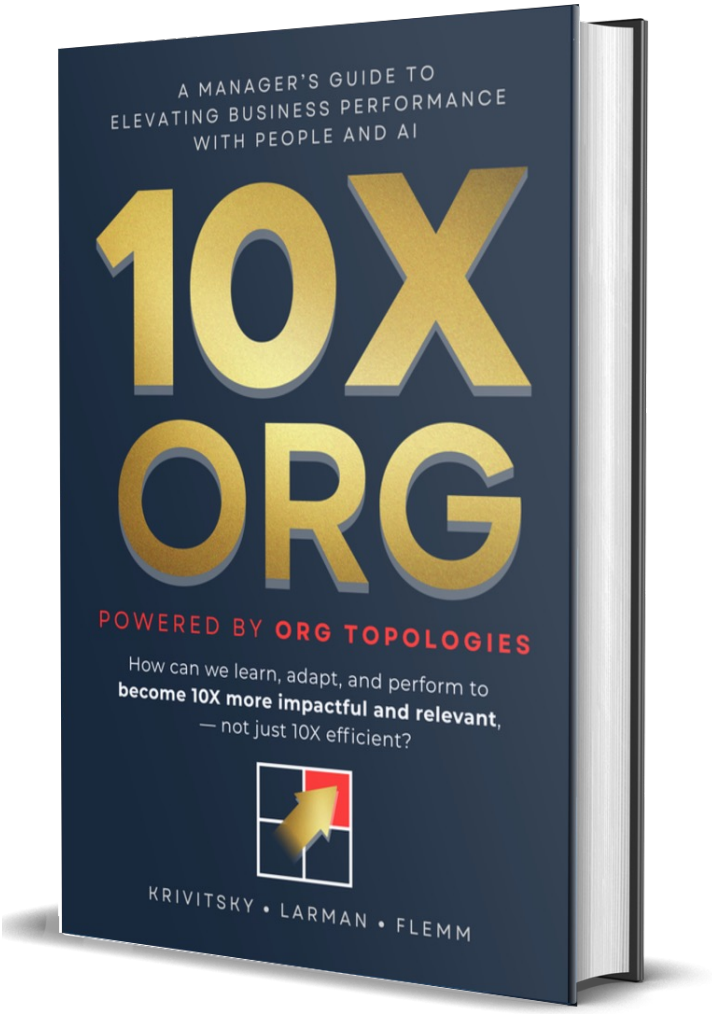

Now, with AI, they can crack those features 100X faster.
In just one sprint, they did the annual roadmap.
SEARCH TEAM
FINDING BETTER ANSWERS, TOGETHER
GREAT SEARCH IS A TEAM SPORT
SEARCH STRATEGIES
AI TOOLS WE LOVE
SUCCESS METRICS
Claude
AI Copilot
Here's a refined search strategy.
Expand synonyms
Consider context
Re-rank results
Perplexity
Top insights found
Gemini


Customer Value First
Drive Innovation
Employee Success.
SEARCH TEAM
FINDING BETTER ANSWERS, TOGETHER
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





AI-Native vs. AI-Augmented



How do we **learn**, **adapt** and **perform** to become **10X** more **impactful** and **relevant**?






CRUM.ORG
SINCE
2009



ORG TOPOLOGIES

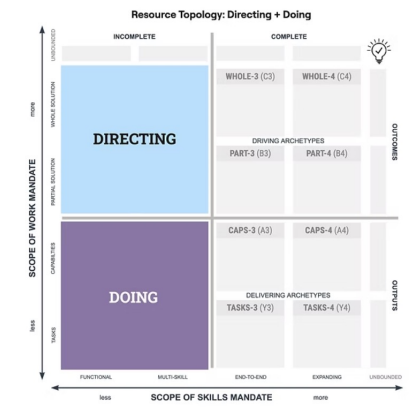
Alexey Krivitsky

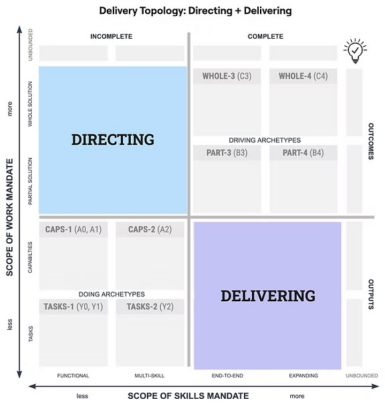
HOME | OT MAPPING | MADE METHOD | ACADEMY | 10X ORG BOOK

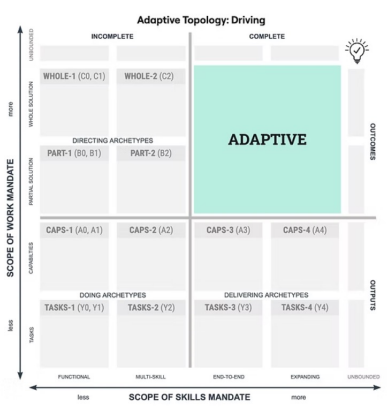
Meet Creators | Member Directory | Licensed Partners | Learn More

Tokyo: 1-3 Sep | Singapore: 7-8 Sep | Brussels: 6-7 Oct | Amsterdam: 14-15 Oct

Org Topologies introduces this simple but powerful language to clarify organizational development without resorting to “agile” or other framework-specific jargon. This makes it easier to see things as they are, bringing together specialists from different backgrounds and facilitating open, unambiguous discussions about the current situation and the next steps.



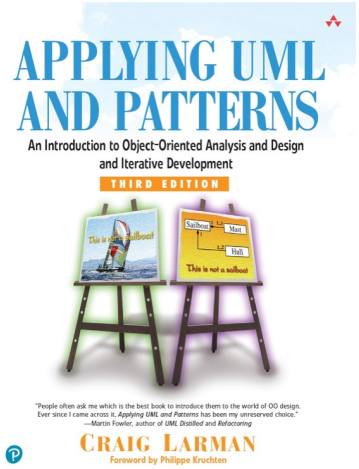


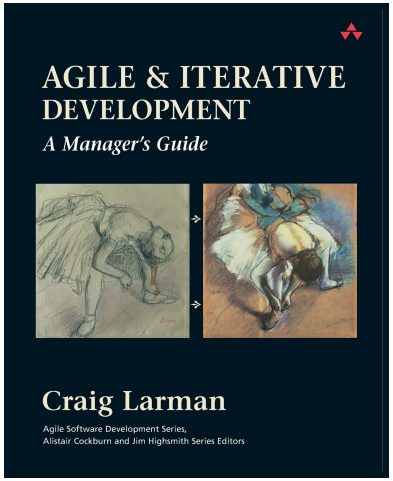


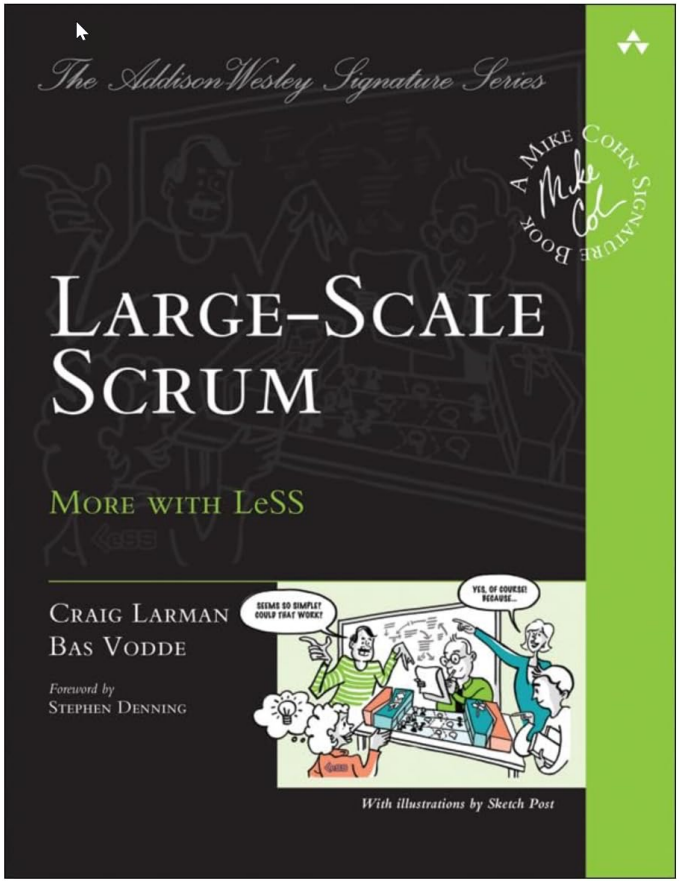


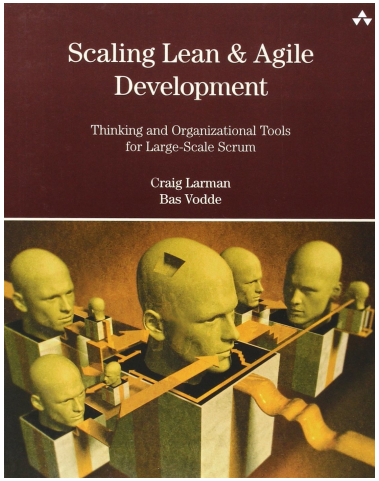

Alexey Krivitsky
Craig Larman
Roland Flemm

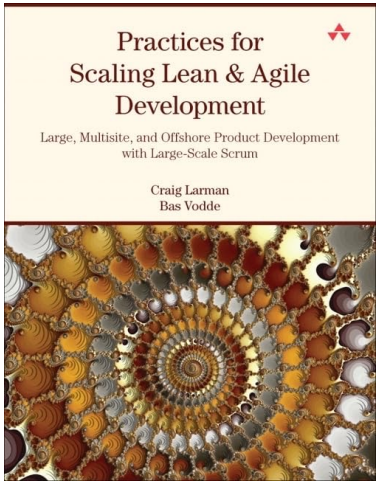
Craig Larman

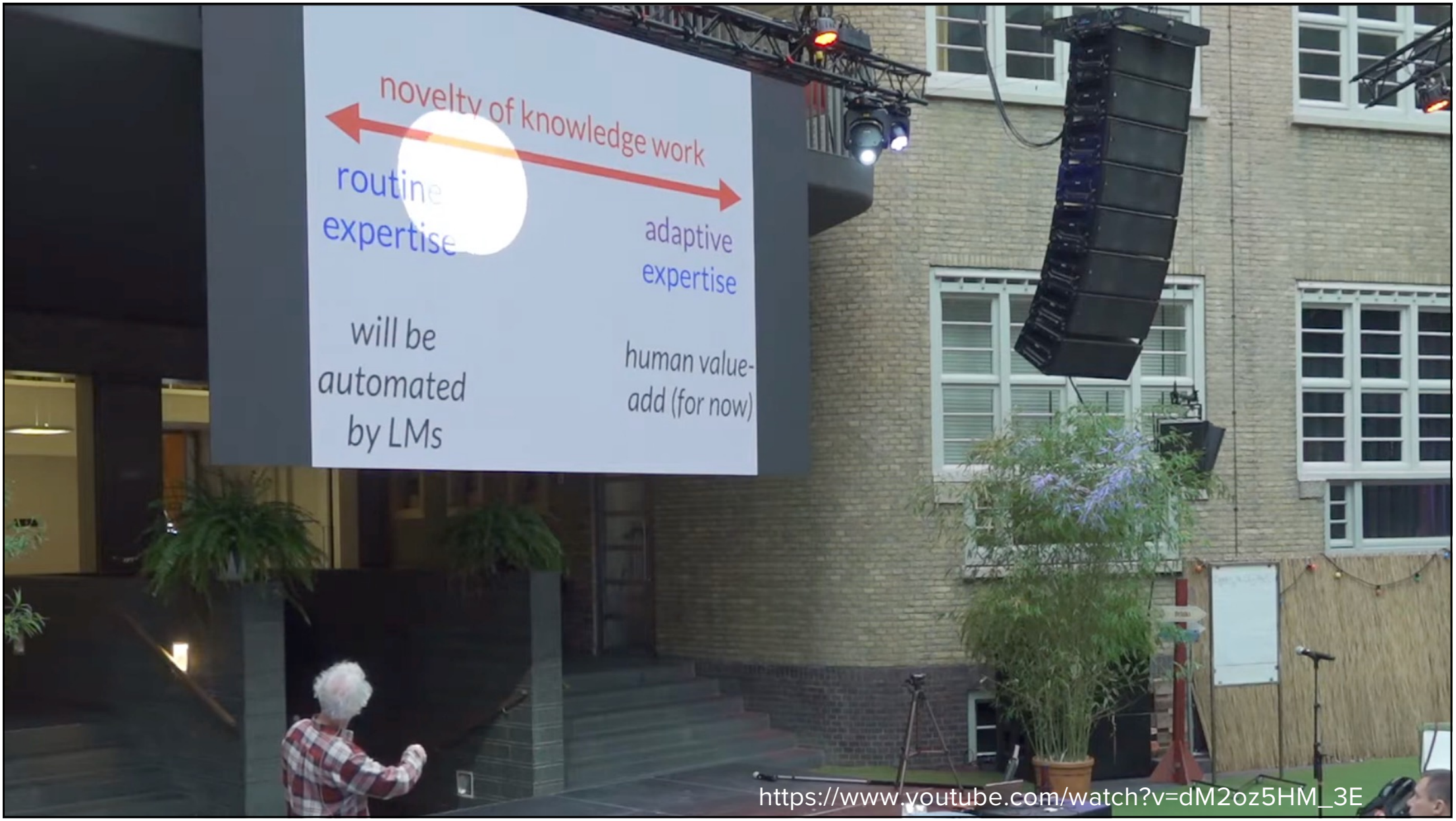




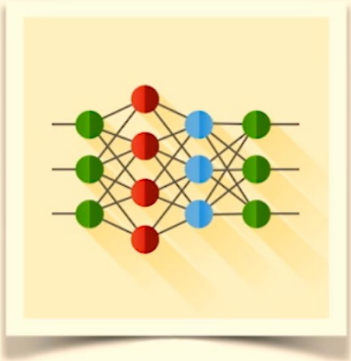







novelty of knowledge work
routine expertise
adaptive expertise
will be automated by LMs
human value-add (for now)
https://www.youtube.com/watch?v=dM2oz5HM_3E

Milestone AI Paper



AIs fail this test

On the Measure of Intelligence

François Chollet *
Google, Inc.
fchollet@google.com

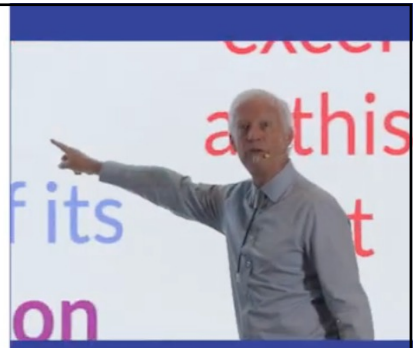
November 5, 2019



Humans excel at this test

"The intelligence of a system is a measure of its **skill-acquisition [learning] efficiency**"

youtube.com/watch?v=OTmeuZDYBts



Craig Larman
AI HR & Organizational Design

ESS conference 2023

MAIN point

- with AI tools ***100x-20,000x*** less effort or time, in "2027" (not today)
  - not a mere "20%" (1.2x)
- with less errors
- with novices or 'general' devs
- with very low learning effort
- **-> MULTI-LEARNING DEVELOPERS**

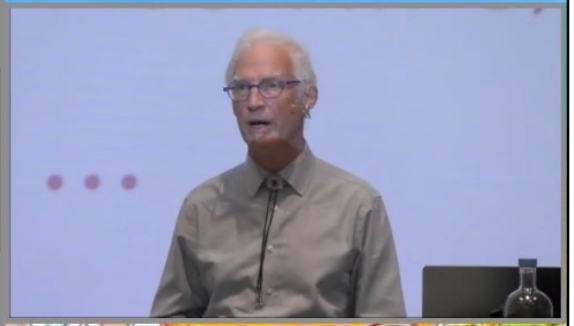


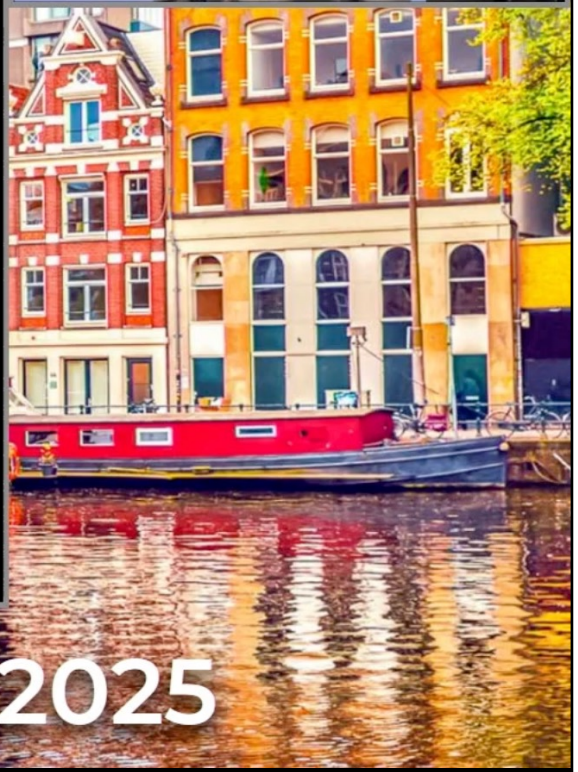
youtube.com/watch?v=ScKZwmU4vvc

Thesis

- within few years, news of the first job category being *replaced* by AI
  - –cheap as dirt, 24/7, no vacations
- we (humans) won't compete if we only bring "10% better" to the table
- the economic incentive to hire/ retain **people** plus AI? …

2



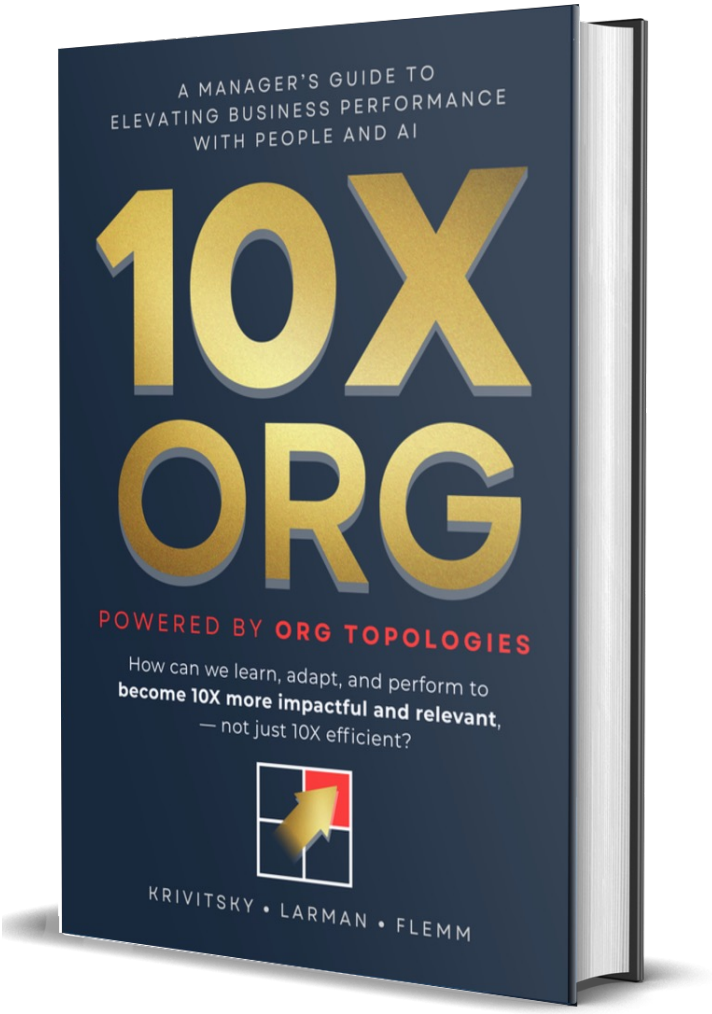


Amsterdam | 9-10 October 2025

youtube.com/watch?v=6TRqhOHIxfU

#1 Best Seller

Amazon: Management Science
All formats on COM, NL, DE, FR, PL, SE



"A rare book that actually changes how you see organizations."

"Absolutely one of the best books in recent years—and certainly the best at explaining how to get the maximum possible value out of AI."

★★★★★ 4.88

Goodreads as of May 2026

agentic-engineers.dev

One-Shot Shop Challenge

Let's build a full-featured online shop (roughly Shopify-level) from a single prompt. We'll repeat it with different coding agents so we can compare them.



Fabian Wesner

February 2026

APRIL 2026

- #11 Codex GPT-5.5
- #10 Claude Code Opus 4.7 xHigh
- #09 Claude Code Opus 4.7

MARCH 2026

- #07 Claude Code Team v4
- #06 Claude Code Team v3

FEBRUARY 2026

- #01 Claude Code Team Mode
- #02 Claude Code Sub-Agents
- #03 Codex with Sub-Agents
- #04 Claude Code Team v2
- #05 Codex Sub-Agents v2
- Compare



Fabian Wesner • 1st

CTO | Passionate about AI and Entrepreneurship

1w •

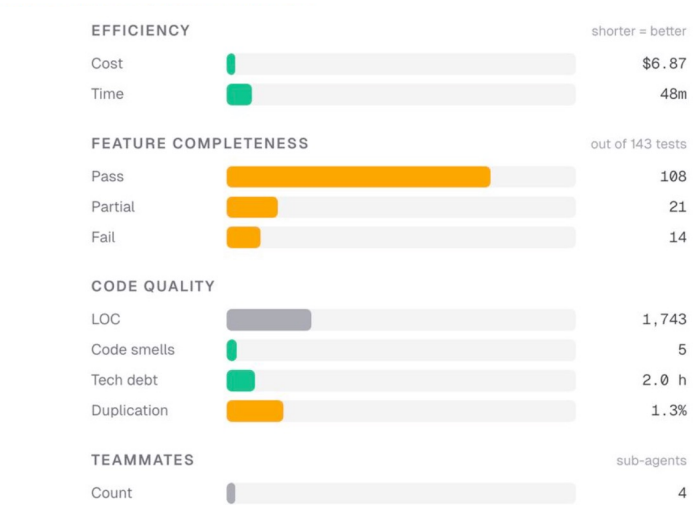
I built another shop! #OneShotShop This time with the brand new Codex and GPT-5.5.

And it went well. Actually very well. It's not the most feature-complete shop I've built and not the most beautiful, but Codex delivered fast (47 minutes) and cheap ($6.87).

This build has the best code quality I've ever seen in the challenge. SonarCloud is green!

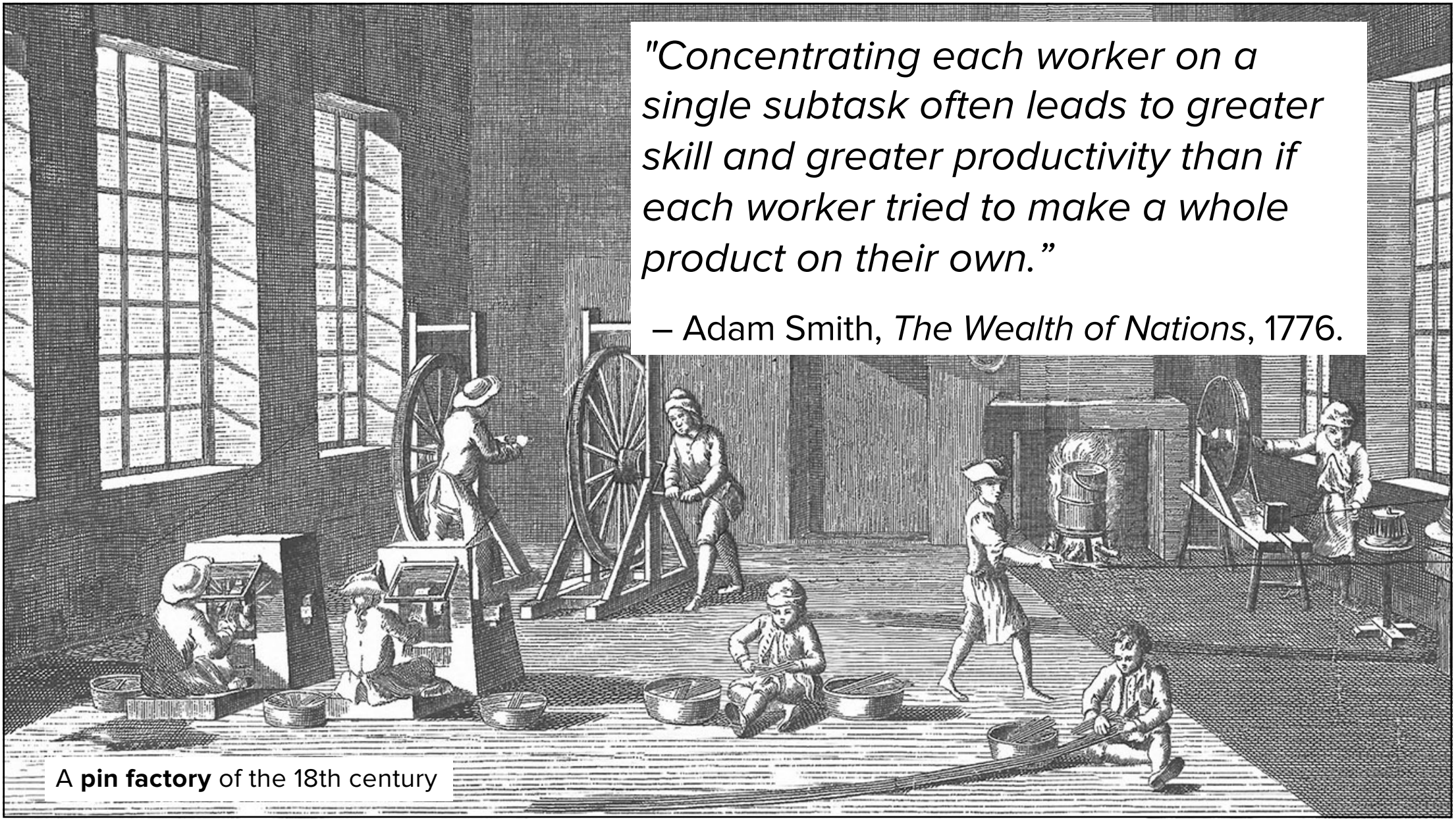
There's not much to report here. And that's actually the point. Codex is a very solid coding agent these days. Fast, strong, reliable.

I like it (a lot).



“How could you write a book on AI adoption when there are no best practices, new model drops every week, and everything is emergent and novel?”

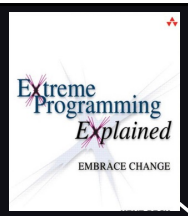




A **pin factory** of the 18th century

240 years of Management Science in 24 hours









1776 @0:00

1911 @13:01

1977 @19:22

1982 @19:51

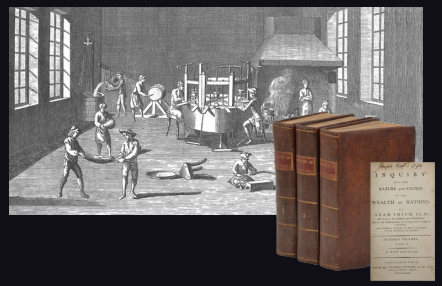
1999 @ 21:30

2001 @ 21:

1986 @20:14

2021 @23:37

“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.” — **1776, Adam Smith’s *The Wealth of Nations***



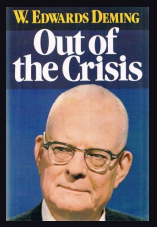
"All of the planning which under the old system was done by the workman, as a result of his personal experience, must of necessity under the new system be done by the management in accordance with the laws of science” — 1911, ***Taylor’s The Principles of Scientific Management***



"If you change the org chart but leave decision processes, incentives, and talent unchanged, you will recreate old problems in a new set of boxes.” — **1977, Jay Galbraith’ Star Model**



"Break down barriers between departments. People in research, design, sales, and production must work as a team, to foresee problems of production and in use that may be encountered with the product of service.” — **1982, Deming’s Out of the Crisis**



"The 'relay race' approach to product development... may conflict with the goals of maximum speed and flexibility. Instead, a holistic method” — **1986, Takeuchi/Nonaka’s The New New Product Development Game**



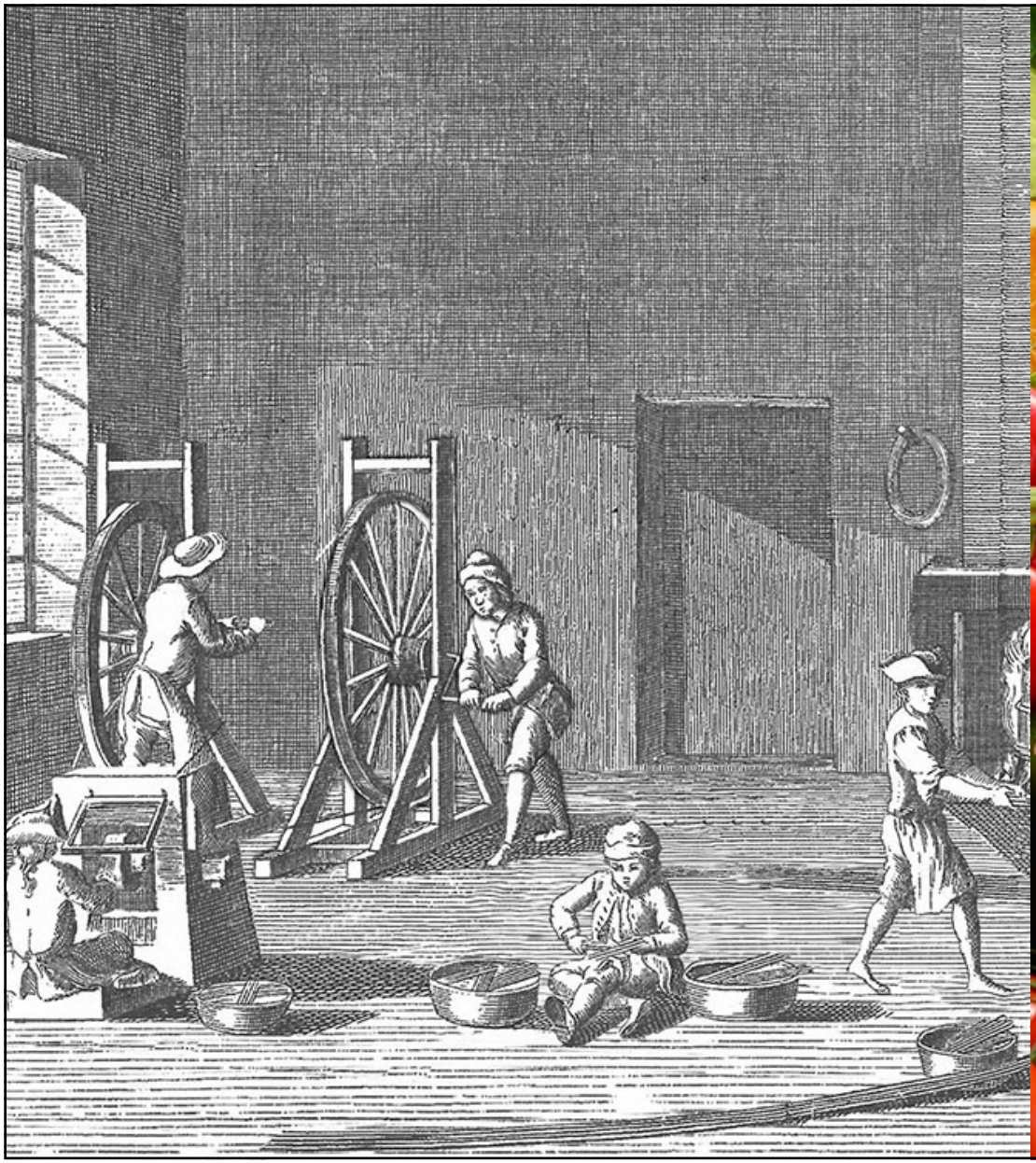
If management science were 24 hours...



0:00 6:00 12:00 18:00 24:00

```
23:08:38   Transformers paper
23:40:16   ChatGPT
23:41:54   GPT-4 + Claude 1
23:47:30   Claude 3 Opus
23:56:34   Claude Opus 4.5
23:58:01   Claude Opus 4.6
23:59:26   Claude Opus 4.7   ← 33 seconds before midnight = 35 days ago
```







An official website of the United States government Here's how you know

HealthCare.gov

Español Log in

Get Coverage | Keep or Update Your Plan | See Topics | Get Answers | Search



Get Marketplace basics

Log in to make changes

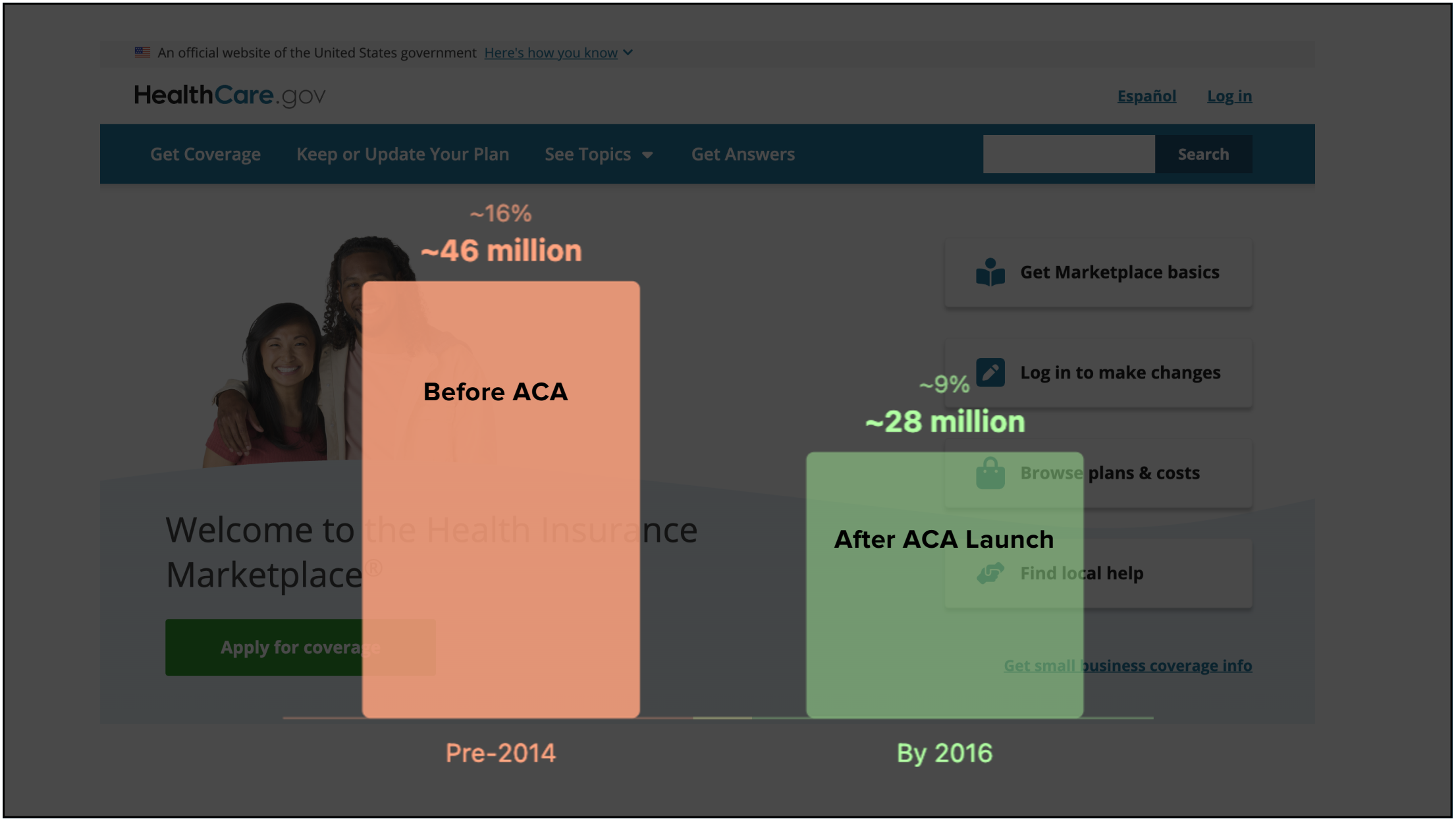
Browse plans & costs

Find local help

Welcome to the Health Insurance Marketplace®

Apply for coverage

Get small business coverage info


An official website of the United States government Here's how you know
HealthCare.gov
Español
Log in
Get Coverage
Keep or Update Your Plan
See Topics
Get Answers
Search
~16%
~46 million
Before ACA
Welcome to the Health Insurance Marketplace®
Apply for coverage
Get Marketplace basics
Log in to make changes
~9%
~28 million
Browse plans & costs
After ACA Launch
Find local help
Get small business coverage info
Pre-2014
By 2016


MARCH 10, 2014
Ukraine's Future / Minimum-Wage Wars / Wes Anderson
TIME
CODE RED_
Inside the nightmare launch of HealthCare.gov
and the team that figured out how to fix it
BY STEVEN BRILL
time.com

SAME PROBLEM, SAME TECHNOLOGY — TWO DIFF ORG DESIGNS

SETUP-A: 55 vendor firms
component development

- 24 apps
- 38 APIs

- $1.7 billion spent
- $210 million on the login

- 1% users enrolled



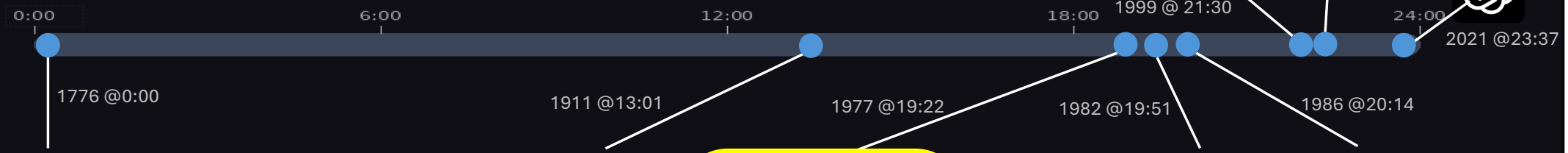
SETUP-B: 10 "best engineers"
collocated, end-to-end ownership

- resolved 400 defects
- scaled concurrency to 25K users
- avg. response time < 1 sec

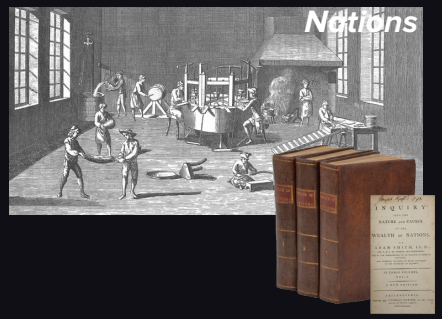
- 8 million users enrolled
  by the end of the first period

Org Design Drives Performance

Org Design Drives Performance



“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.” — **1776, Adam Smith’s *The Wealth of Nations***



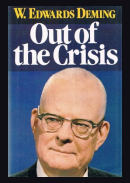
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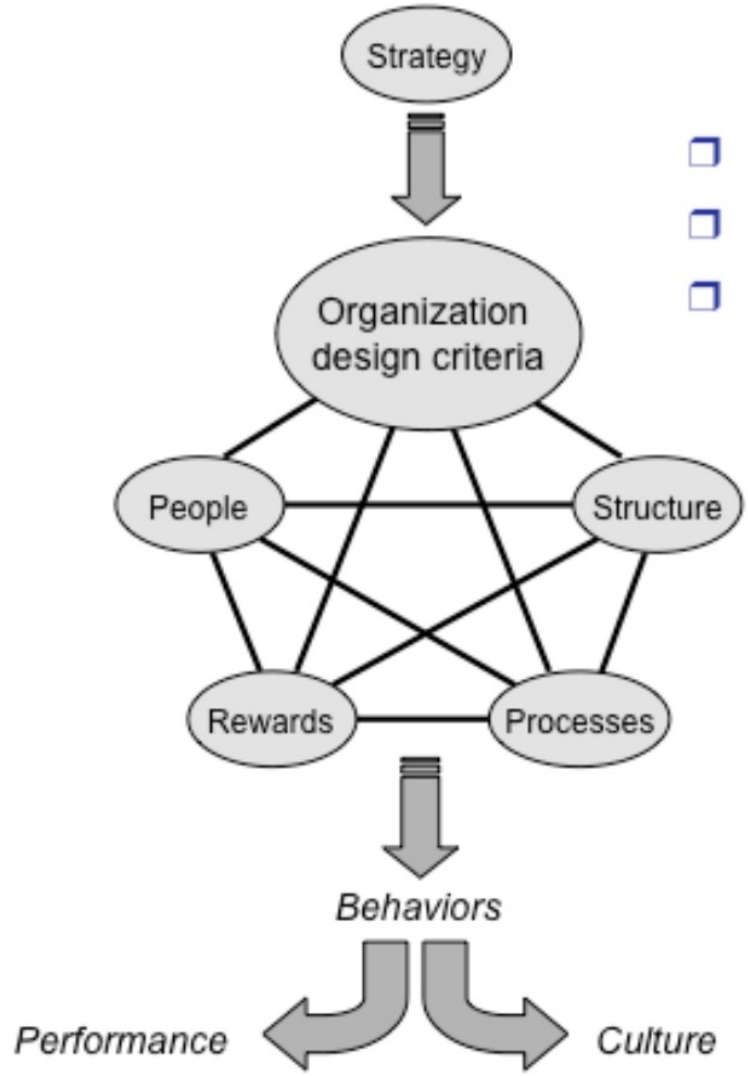


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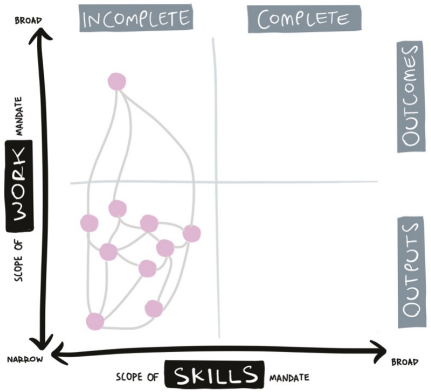


- Different strategies = different organizations
- Organization is more than structure
- Alignment = effectiveness

© Jay R. Galbraith

jaygalbraith.com/services/star-model/

Change MADE Systemic



STUDY

ASSESS

MAP

STRATEGY

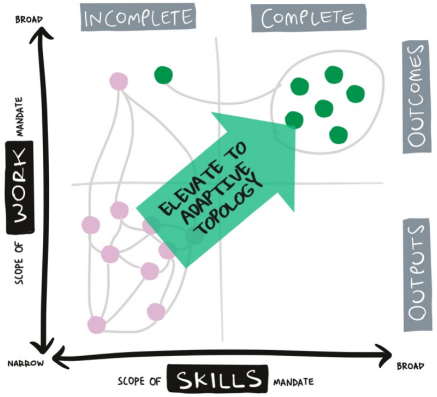
ORG DESIGN

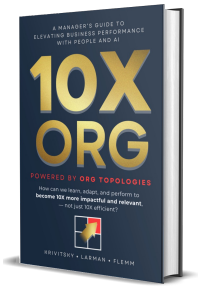
PERFORMANCE

DESIGN

ELEVATE

IMPROVE





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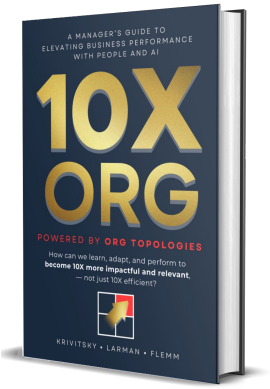
CC BY ND

Drive Performance with Org Design



10X ORG Principles:

1. **Own, Not Rent**
2. **Drive Performance with Org Design**
3. **Shape Intelligence with Mandates**
4. **Fit for Purpose**
5. **Change Through a Learning Loop**
6. **Follow the Value — Learn and Deliver**
7. **Make the Org Goal Win**
8. **Embed Multi-Learning**
9. **Accelerate with Strategic AI**



A thought experiment ... It is ~~2013~~ **2026** ...



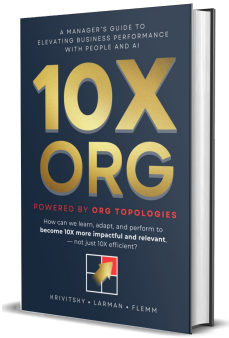
SETUP-A: 55 vendor firms
component development

"We have AI SDLC now!"

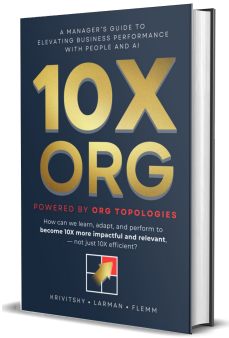
SETUP-B: 10 "best engineers"
collocated, end-to-end ownership

"We have AI SDLC now!"

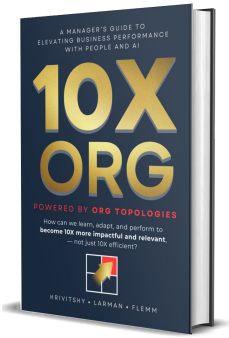

Eric > "What used to take days now takes hours. Sometimes minutes."


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


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."

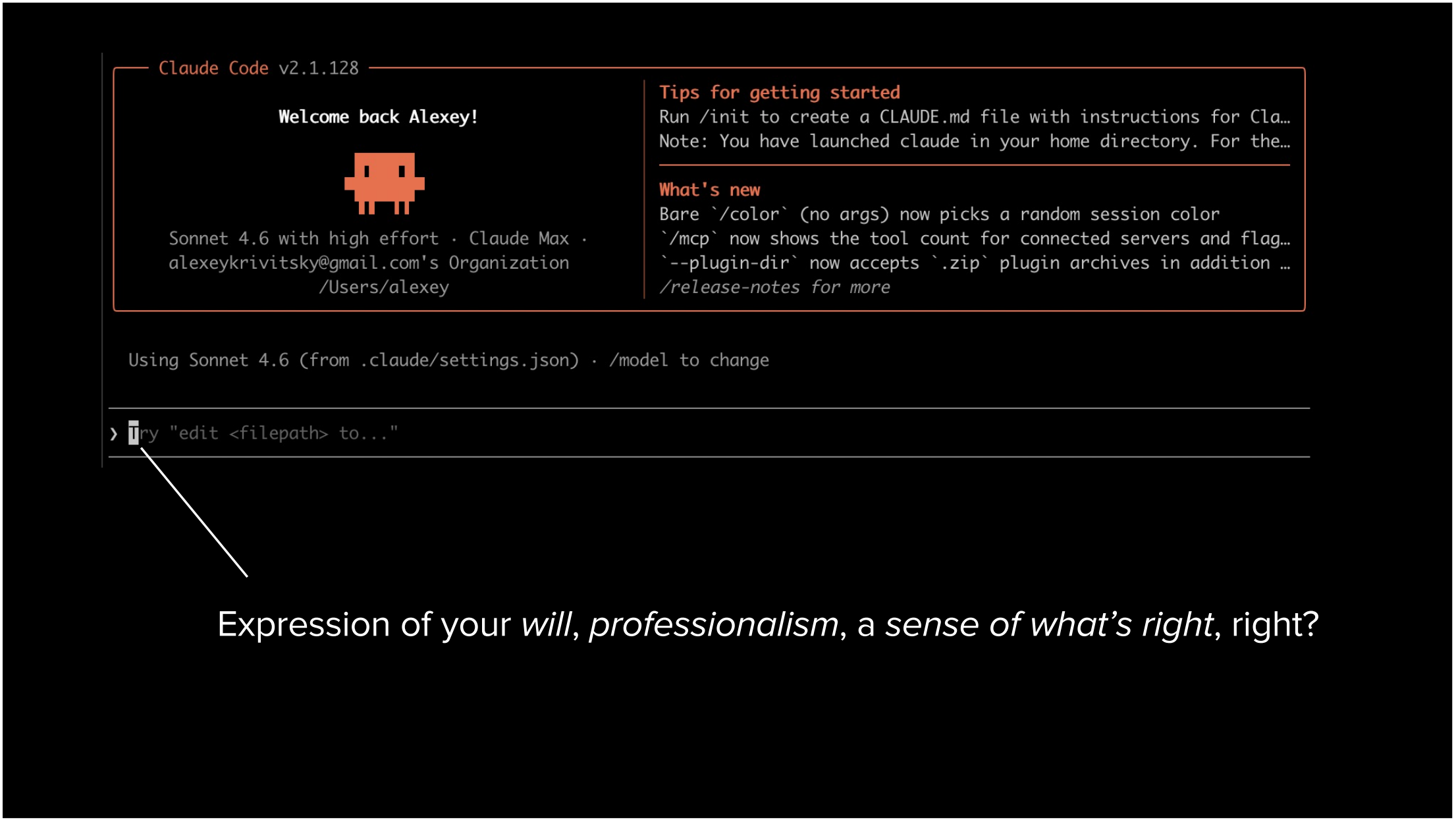

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Eric > "What used to take days now takes hours. Sometimes minutes."
Devi >"AI allows me to finish my frontend work in a fraction of the time."
Paula> "Everyone seems faster. But the whole? It's not getting any better."

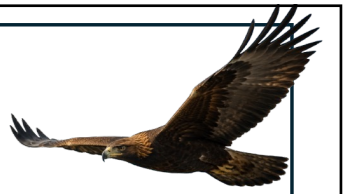

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Trajectories


git
TODO (AGAIN)
TESTS
REFACTOR
DOCS
NOT DONE
TO DO
IN PROGRESS
BLOCKED
DONE
CLEAN CODE



Expression of your *will*, *professionalism*, a *sense of what's right*, right?



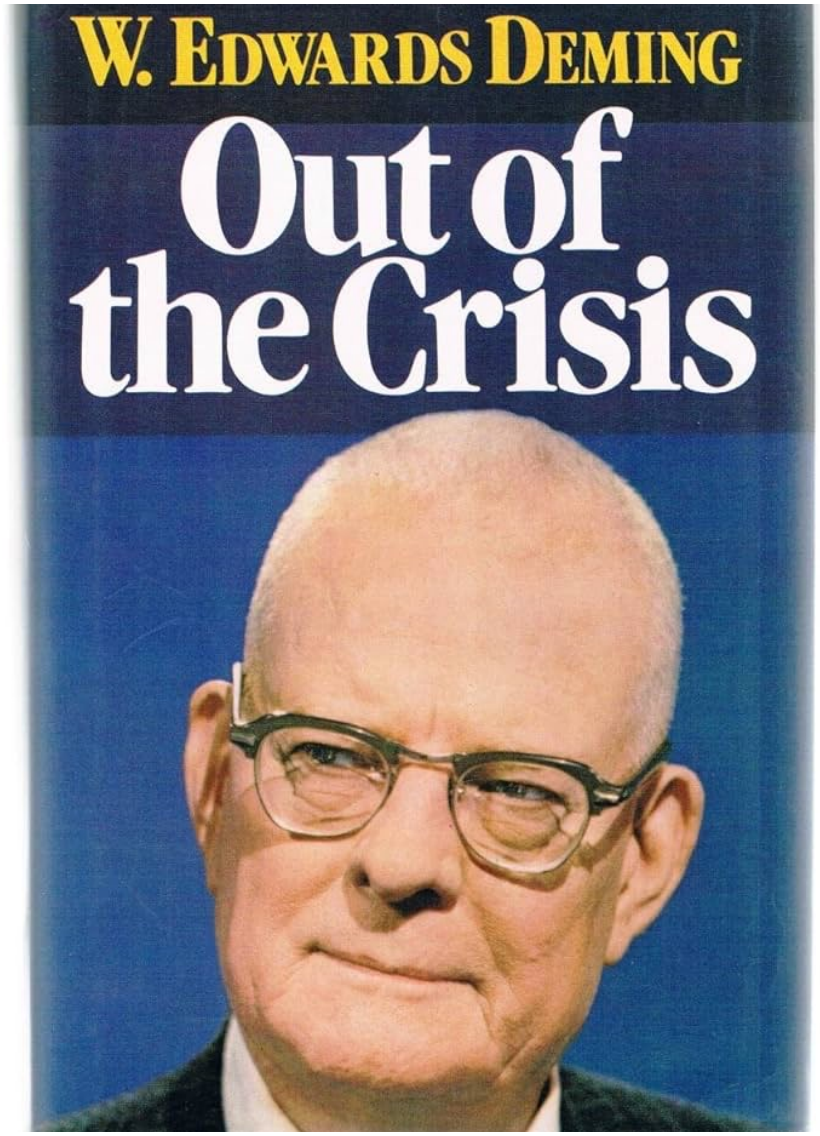
You say you've got an "AI SDLC"

OK, but which one?

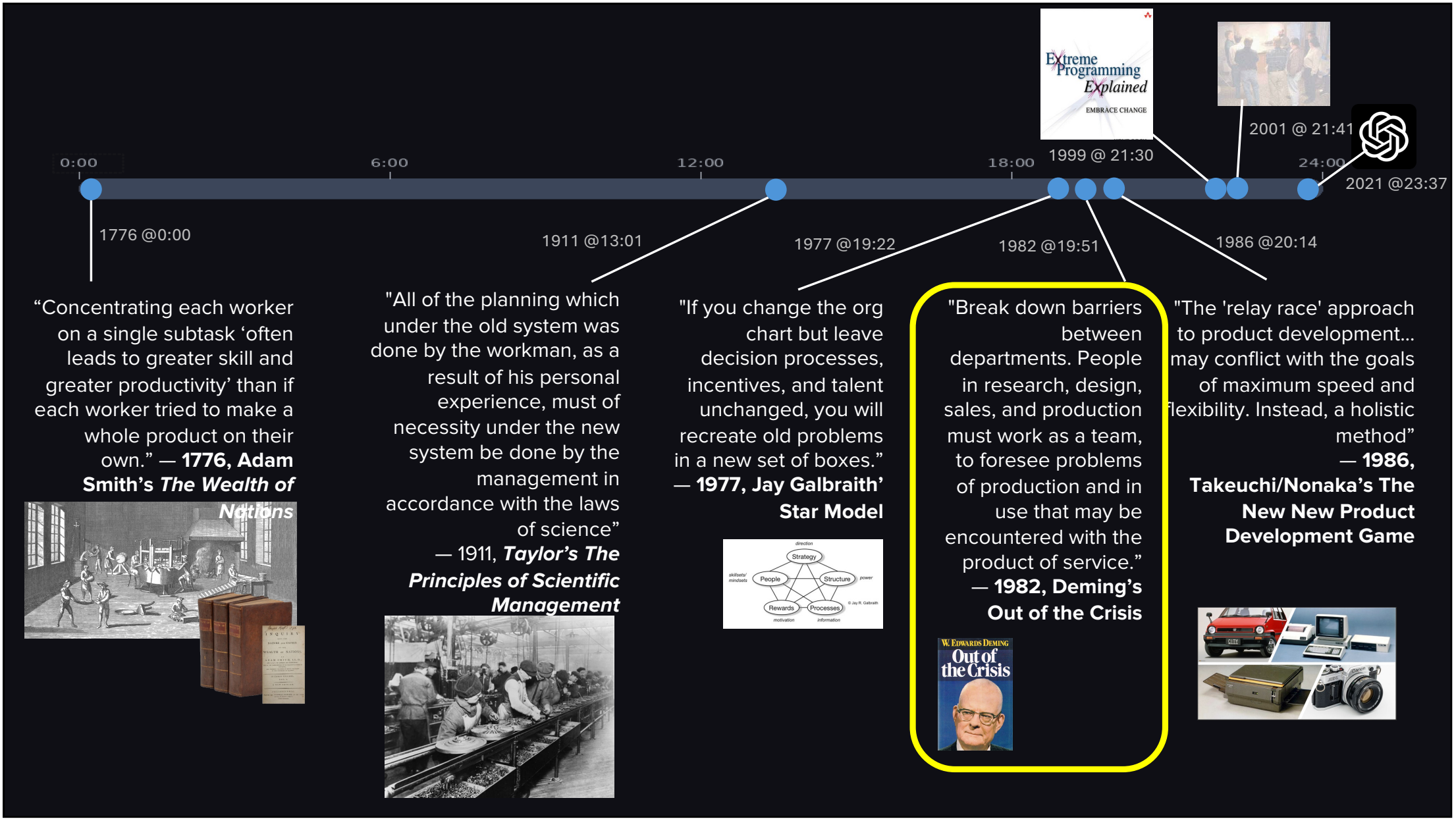




linkedin.com/in/**alexeykrivitsky**

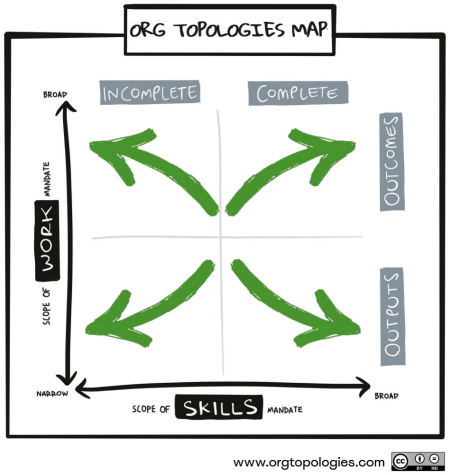


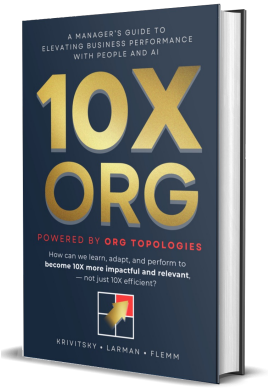
"A bad system will beat a good person every time."

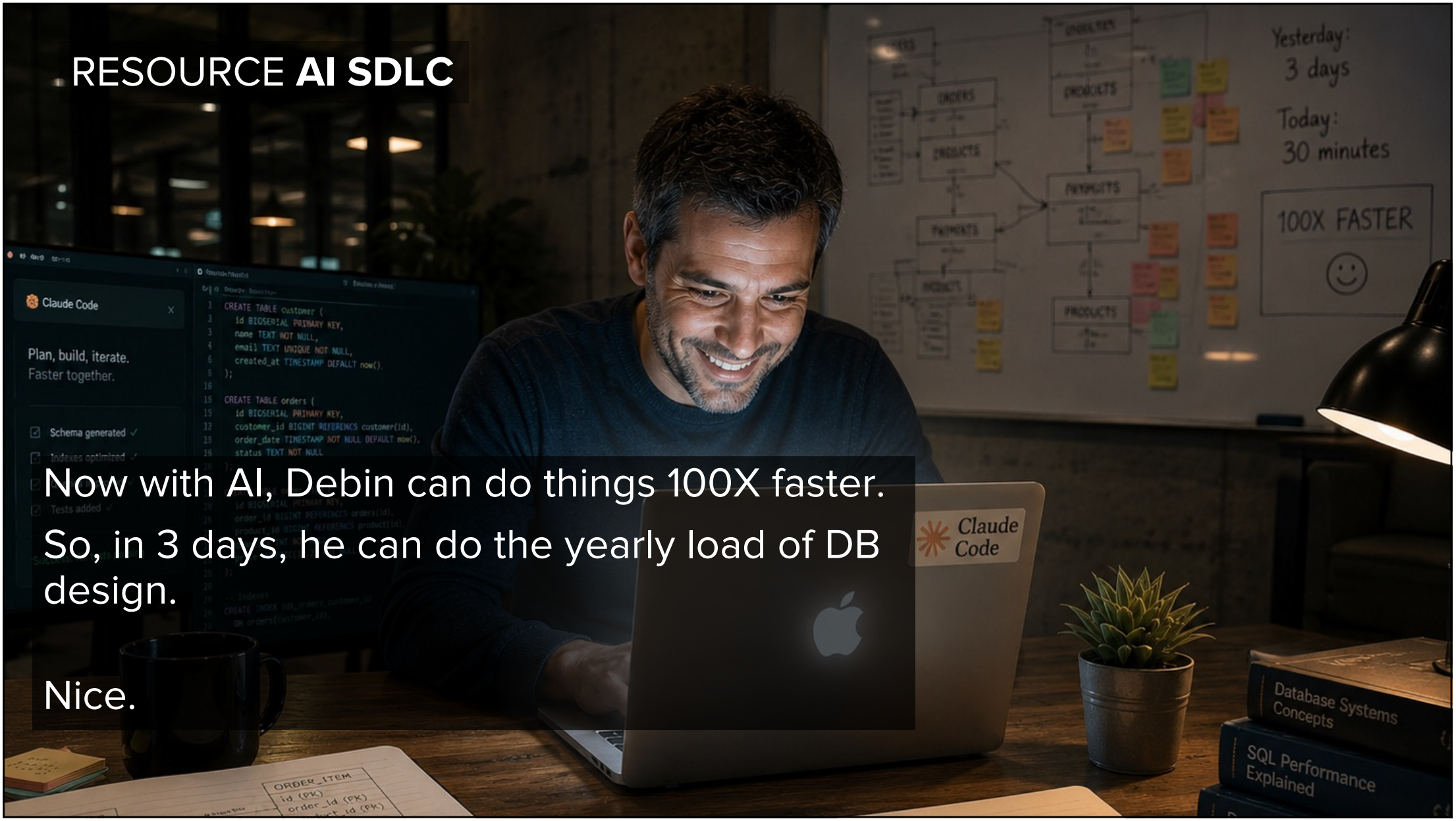

0:00
6:00
12:00
18:00
24:00
1776 @0:00
1911 @13:01
1977 @19:22
1982 @19:51
1986 @20:14
1999 @ 21:30
2001 @ 21:41
2021 @23:37
Extreme Programming Explained
EMBRACE CHANGE
"Concentrating each worker on a single subtask 'often leads to greater skill and greater productivity' than if each worker tried to make a whole product on their own." — 1776, Adam Smith's The Wealth of Nations
"All of the planning which under the old system was done by the workman, as a result of his personal experience, must of necessity under the new system be done by the management in accordance with the laws of science" — 1911, Taylor's The Principles of Scientific Management
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direction
Strategy
People
Structure
Rewards
Processes
power
motivation
information
"Break down barriers between departments. People in research, design, sales, and production must work as a team, to foresee problems of production and in use that may be encountered with the product of service." — 1982, Deming's Out of the Crisis
W. Edwards Deming
Out of the Crisis
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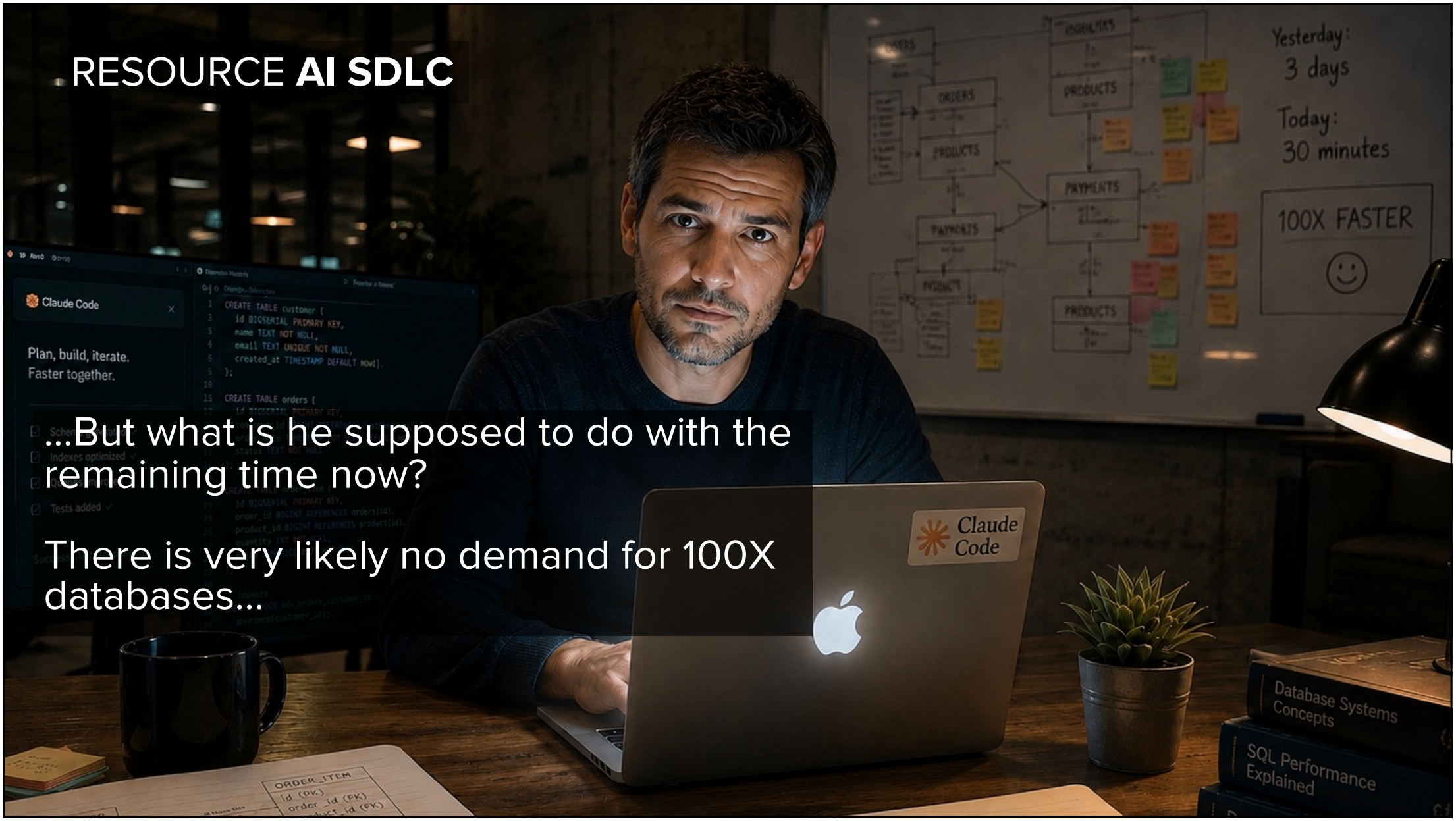
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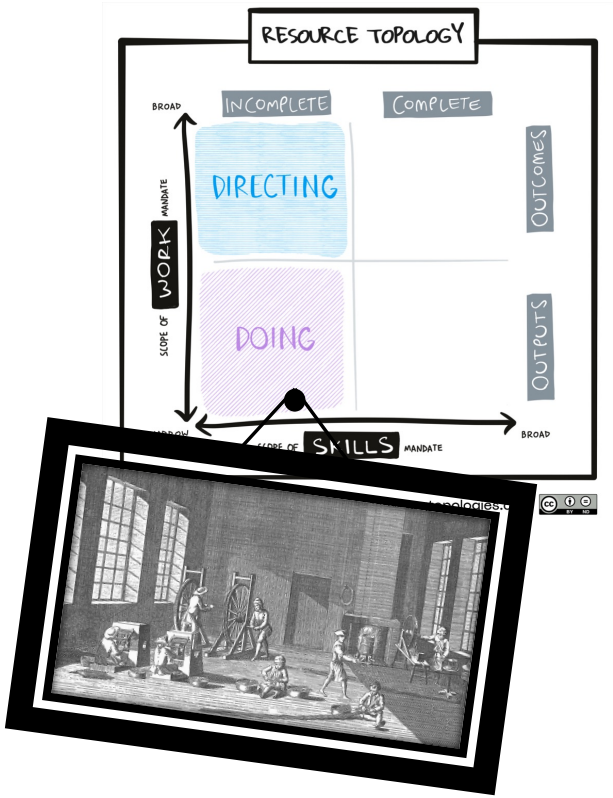



RESOURCE AI SDLC
Yesterday:
3 days
Today:
30 minutes
100X FASTER
Claude Code
Plan, build, iterate.
Faster together.
Schema generated
Now with AI, Debin can do things 100X faster.
So, in 3 days, he can do the yearly load of DB design.
Nice.
Claude Code
Database Systems Concepts
SQL Performance Explained

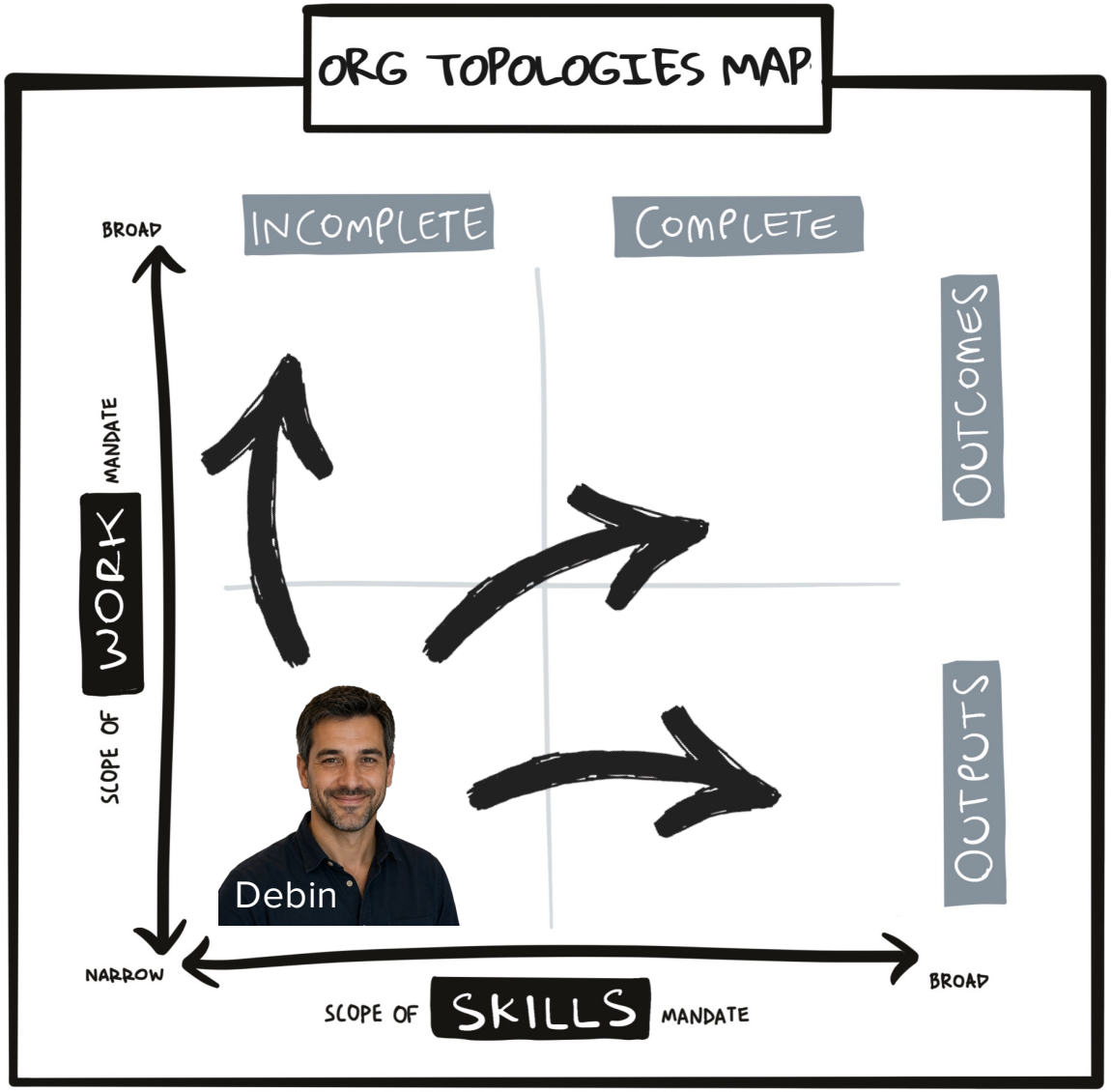

RESOURCE AI SDLC
Yesterday:
3 days
Today:
30 minutes
100X FASTER
Claude Code
Plan, build, iterate.
Faster together.
...But what is he supposed to do with the remaining time now?
There is very likely no demand for 100X databases...
Claude Code
Database Systems Concepts
SQL Performance Explained


1X org

RESOURCE **AI SDLC**



”Pin Factory”, oil, canvas, XVIII century



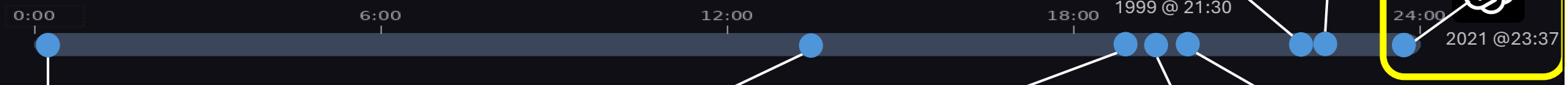
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Anyone working in a pin factory?

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

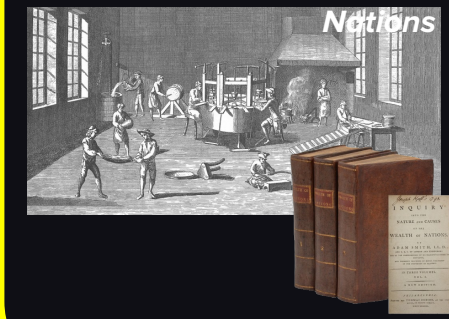
— Gary Hamel, The Future of Management, 2007

The clash. The friction. The risk.



1776 @0:00

"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." — **1776, Adam Smith's *The Wealth of Nations***



1911 @13:01

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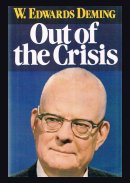
1977 @19:22

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1982 @19:51

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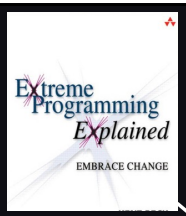


1986 @20:14

"The 'relay race' approach to product development... may conflict with the goals of maximum speed and flexibility. Instead, a holistic method" — **1986, Takeuchi/Nonaka's The New New Product Development Game**



1999 @ 21:30

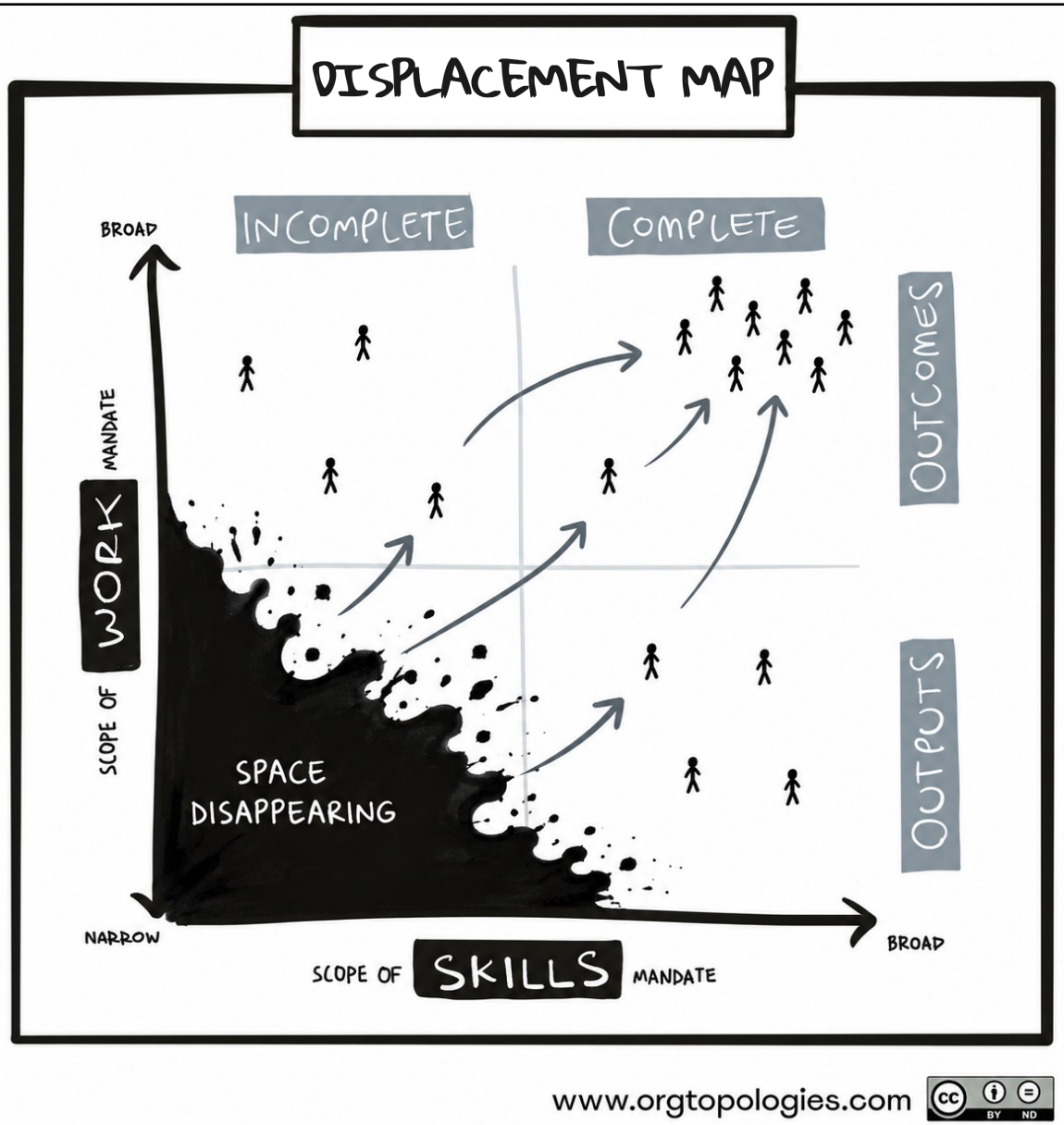


2001 @ 21:41



2021 @23:37


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


DISPLACEMENT MAP
INCOMPLETE
COMPLETE
BROAD
SCOPE OF WORK MANDATE
NARROW
OUTCOMES
OUTPUTS
SPACE DISAPPEARING
SCOPE OF SKILLS MANDATE
BROAD
www.orgtopologies.com


STAYING RELEVANT?
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
Claude Code
Database Systems Concepts
SQL Performance Explained

Towards 10X ORG:

KEEP EXPERTS PINNED
TO UTILIZING THEIR
PRIMARY EXPERTISE

**ALLOW SKILLS EXPANSION
BY ENABLING HORIZONTAL
MULTI-LEARNING**




Towards a 10X ORG:
1. Minimizing **transaction costs**.
2. Closing the **holistic value loop**:
Discover → Delivery → Observability →
Operations → back to Discovery.
ALLOW SKILLS EXPANSION
BY ENABLING HORIZONTAL
MULTI-LEARNING

Skill expansion: common **counterarguments**

“Too costly, too disruptive.”

”...But our people cannot know everything!”

"I'm more valuable as a deep specialist.”

“Cognitive overload will hit us hard.”

Skill expansion: common **counterarguments**

- **Avoid extremes — this isn't "learn everything.”**

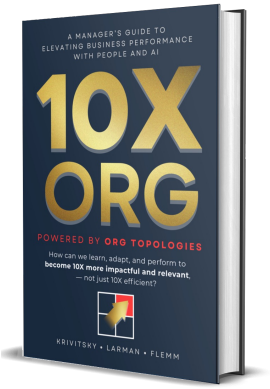
- **It is not a “specialist vs. generalist” dilemma.**
  Debin stays the DB expert. *And* he is developing new skills.
  To stay relevant.

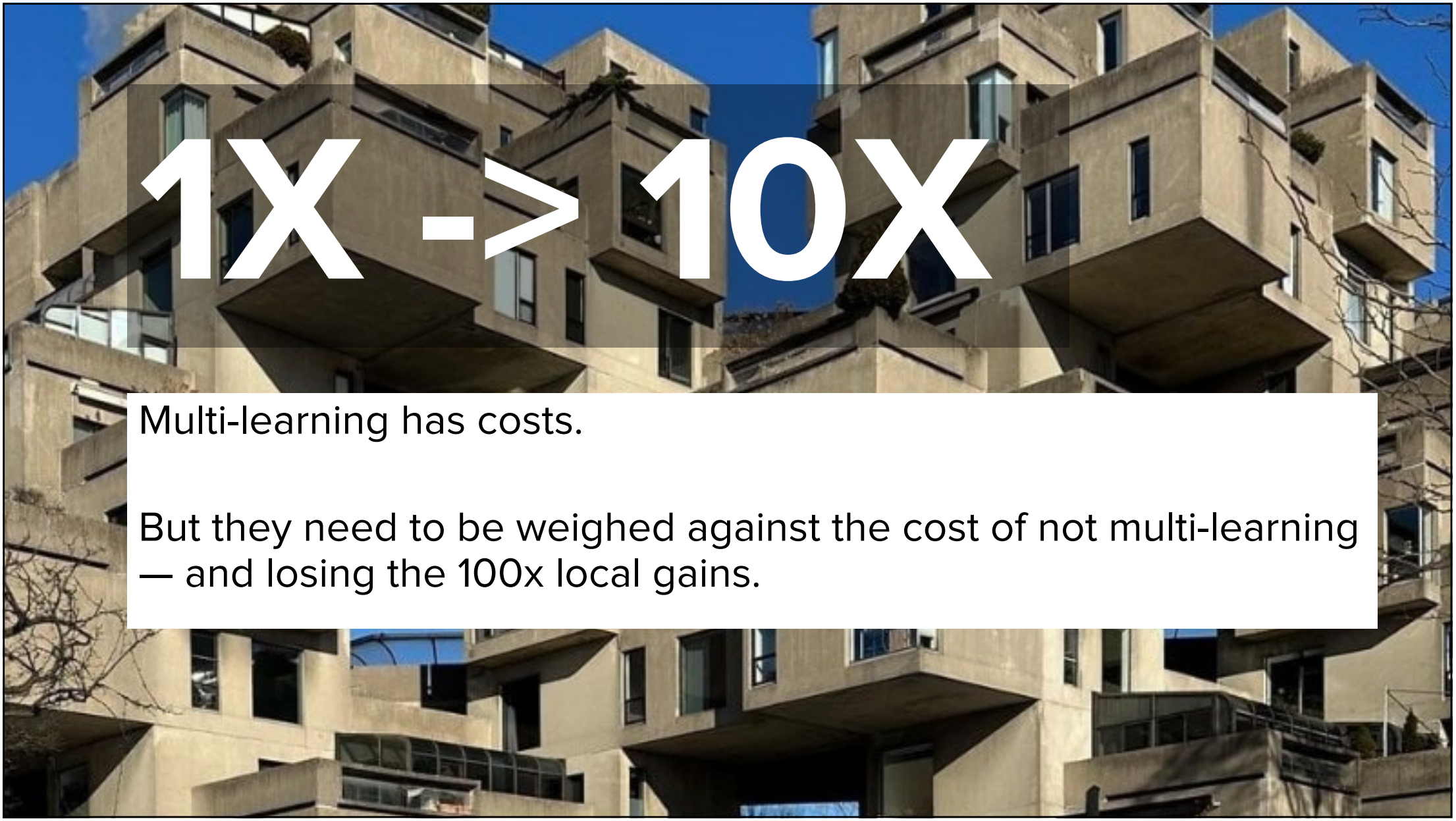
- **It means following the customer value:**
  picking up the next *doable* task on the same customer-centric item.

  (DB schema done ➜ update the API to match.
  Same feature, next step, different skill.)

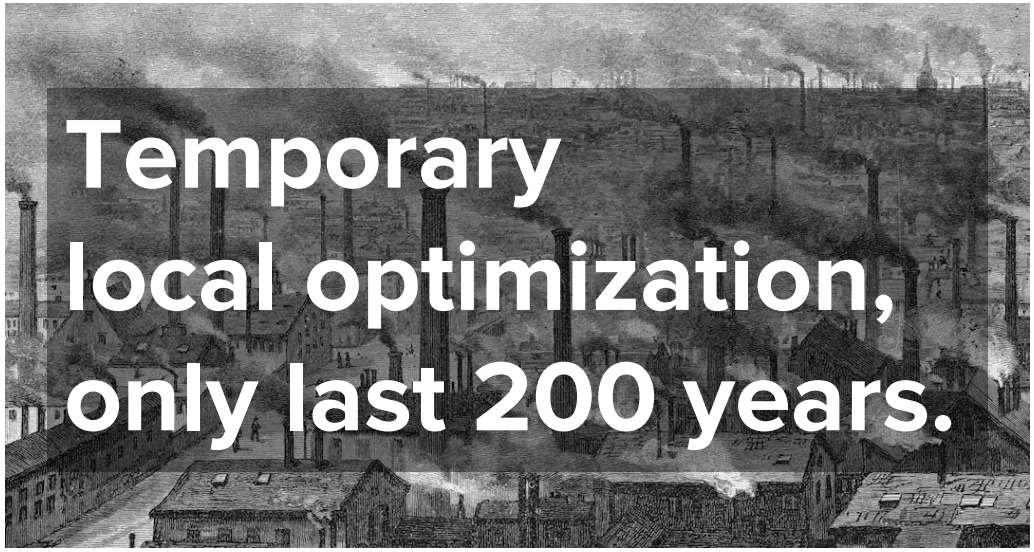
10X ORG Principles:

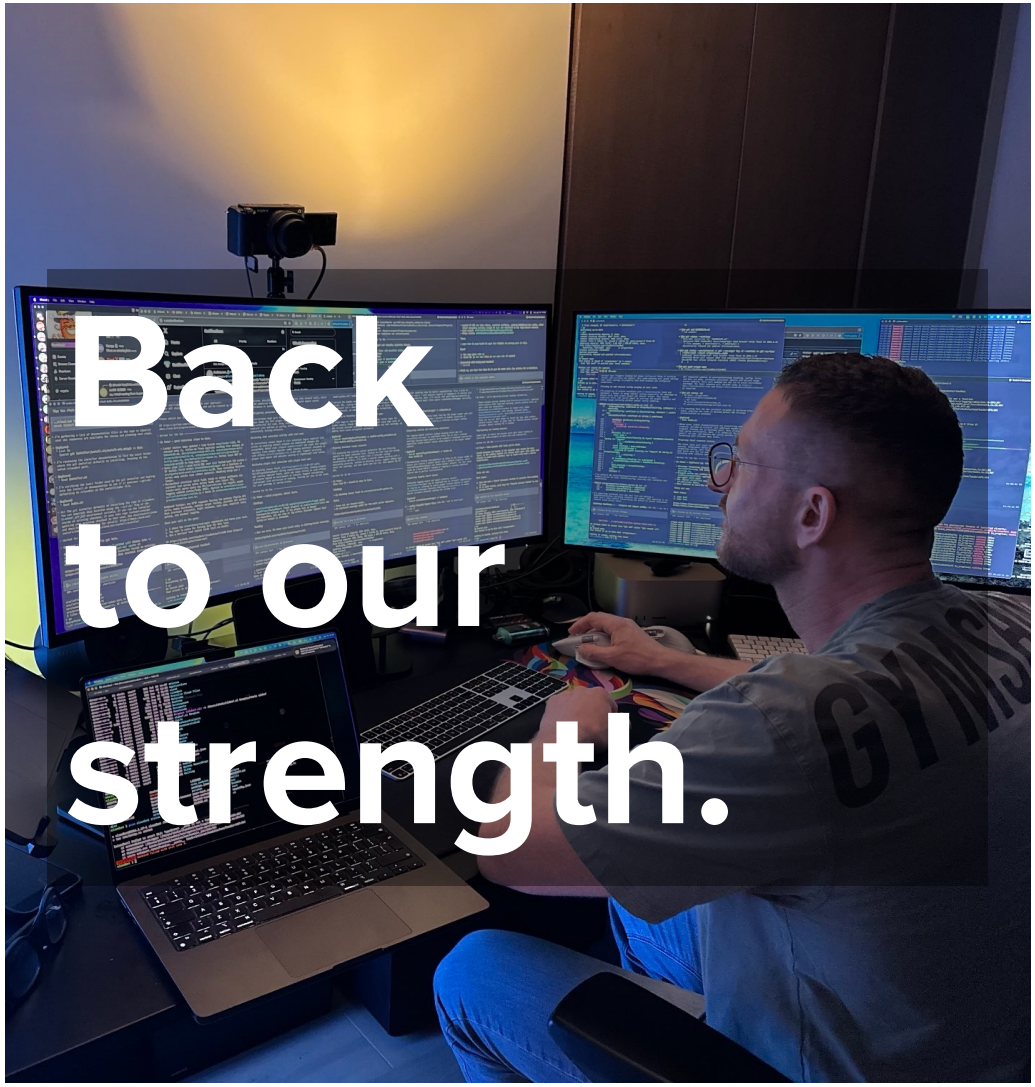
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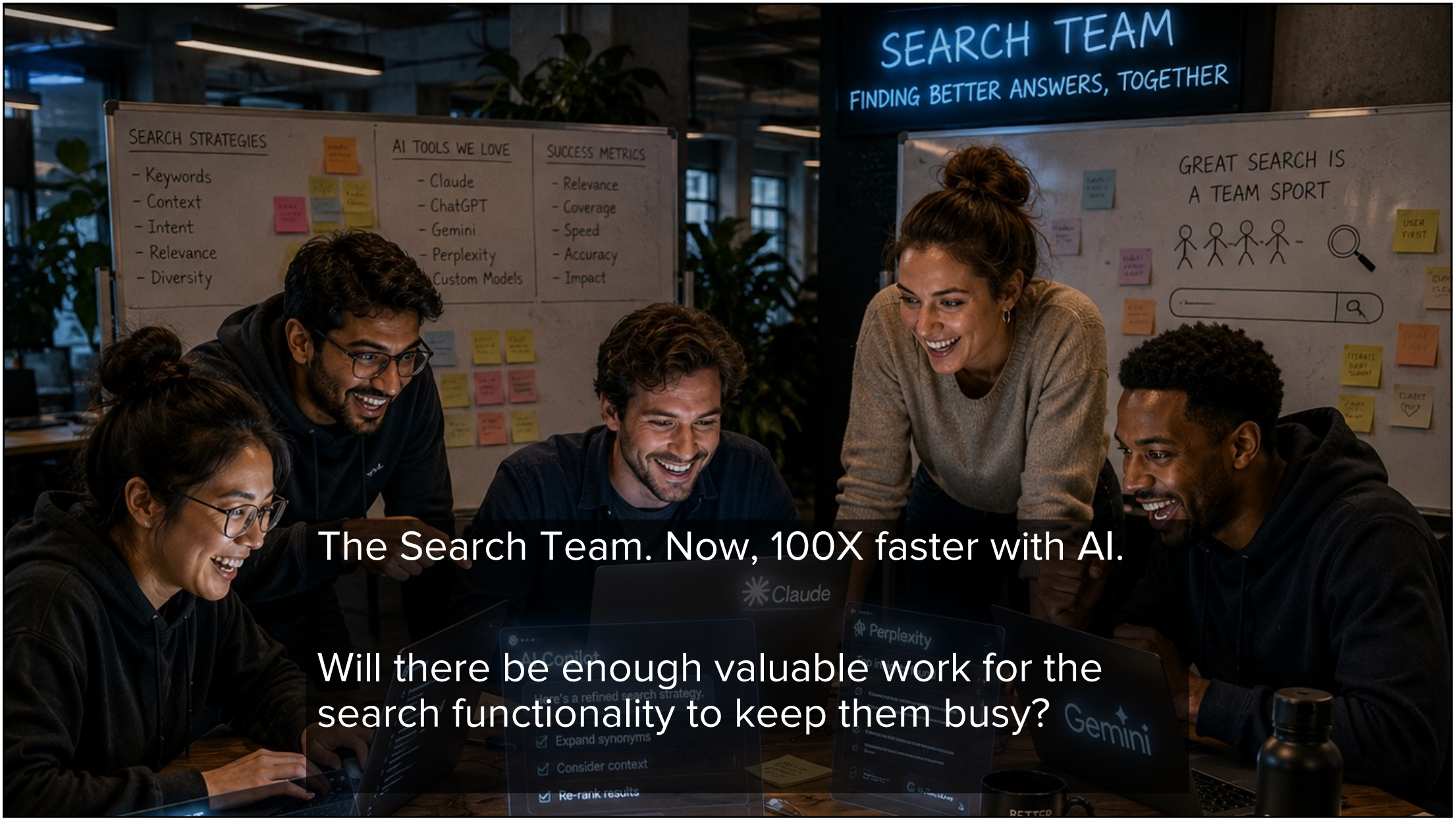


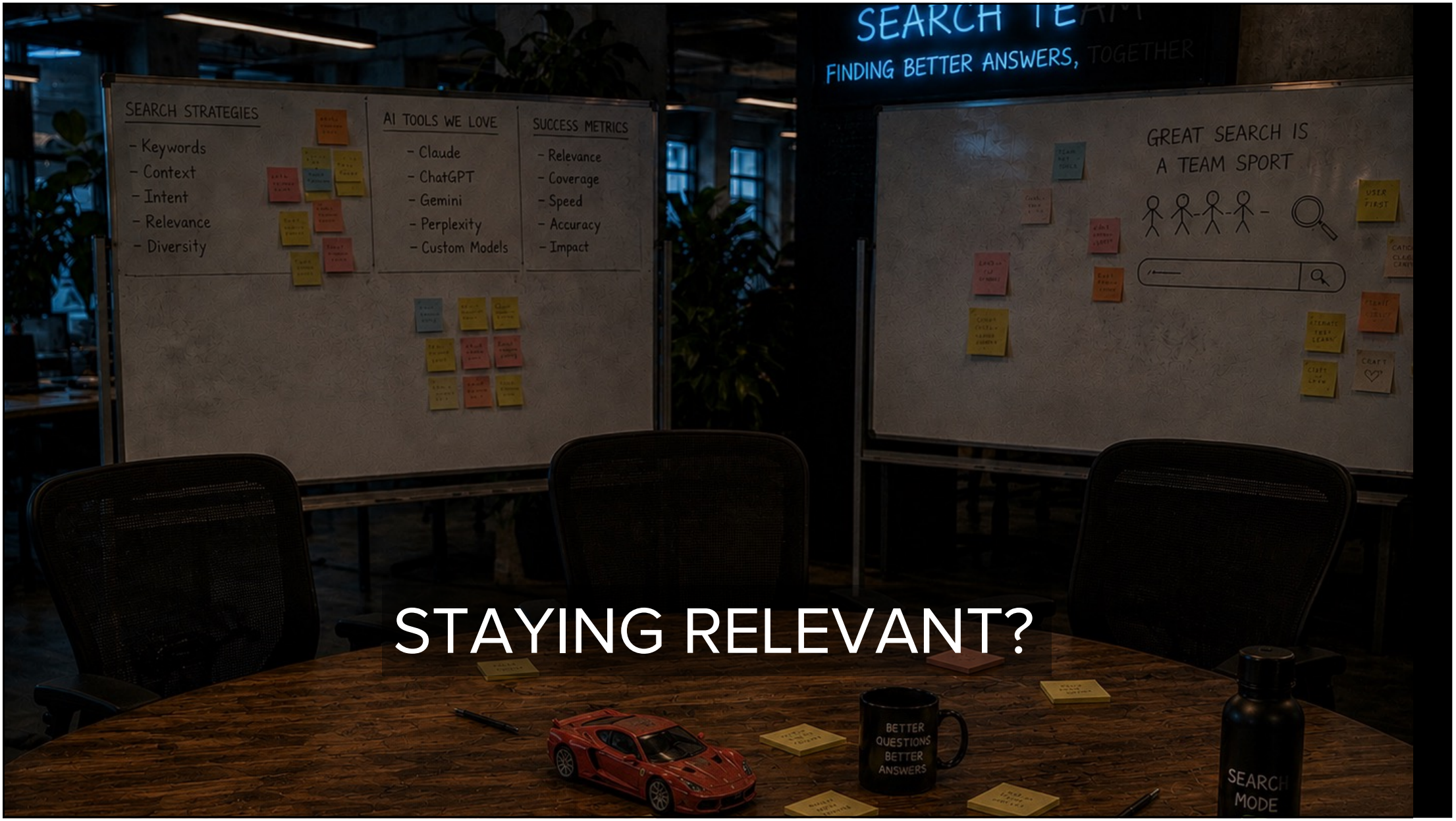

1X -> 10X
Multi-learning has costs.
But they need to be weighed against the cost of not multi-learning — and losing the 100x local gains.


Millions of years of
brain evolution as
multi-learners.


Temporary
local optimization,
only last 200 years.


Back
to our
strength.


SEARCH TEAM
FINDING BETTER ANSWERS, TOGETHER
SEARCH STRATEGIES
- Keywords
- Context
- Intent
- Relevance
- Diversity
AI TOOLS WE LOVE
- Claude
- ChatGPT
- Gemini
- Perplexity
- Custom Models
SUCCESS METRICS
- Relevance
- Coverage
- Speed
- Accuracy
- Impact
GREAT SEARCH IS
A TEAM SPORT
Claude
Perplexity
Gemini
Here's a refined search strategy.
Expand synonyms
Consider context
Re-rank results
The Search Team. Now, 100X faster with AI.
Will there be enough valuable work for the search functionality to keep them busy?


SEARCH STRATEGIES
- Keywords
- Context
- Intent
- Relevance
- Diversity
AI TOOLS WE LOVE
- Claude
- ChatGPT
- Gemini
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SUCCESS METRICS
- Relevance
- Coverage
- Speed
- Accuracy
- Impact
FINDING BETTER ANSWERS, TOGETHER
GREAT SEARCH IS A TEAM SPORT
BETTER QUESTIONS BETTER ANSWERS
SEARCH MODE
STAYING RELEVANT?

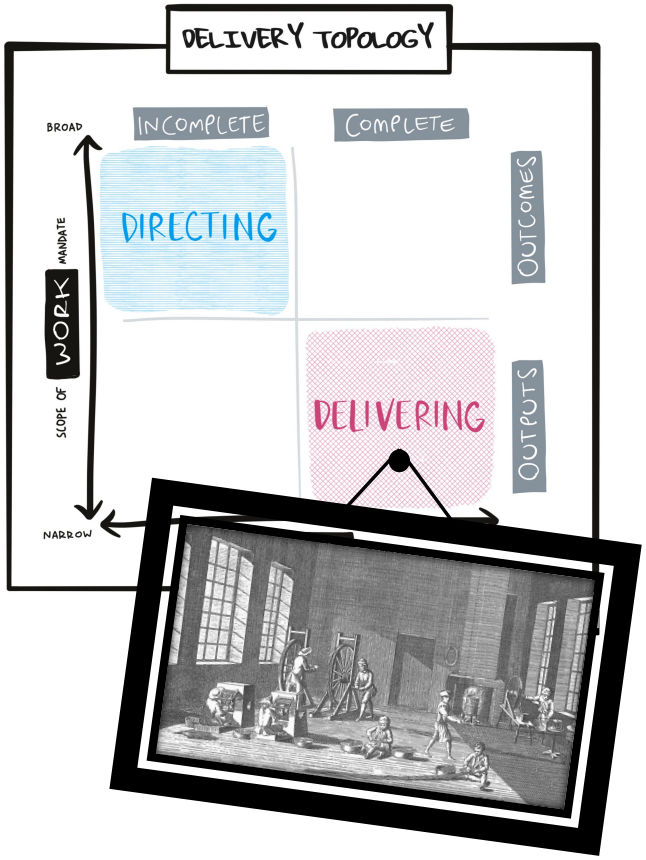



GO
SLOW
”Ferrari Effect”

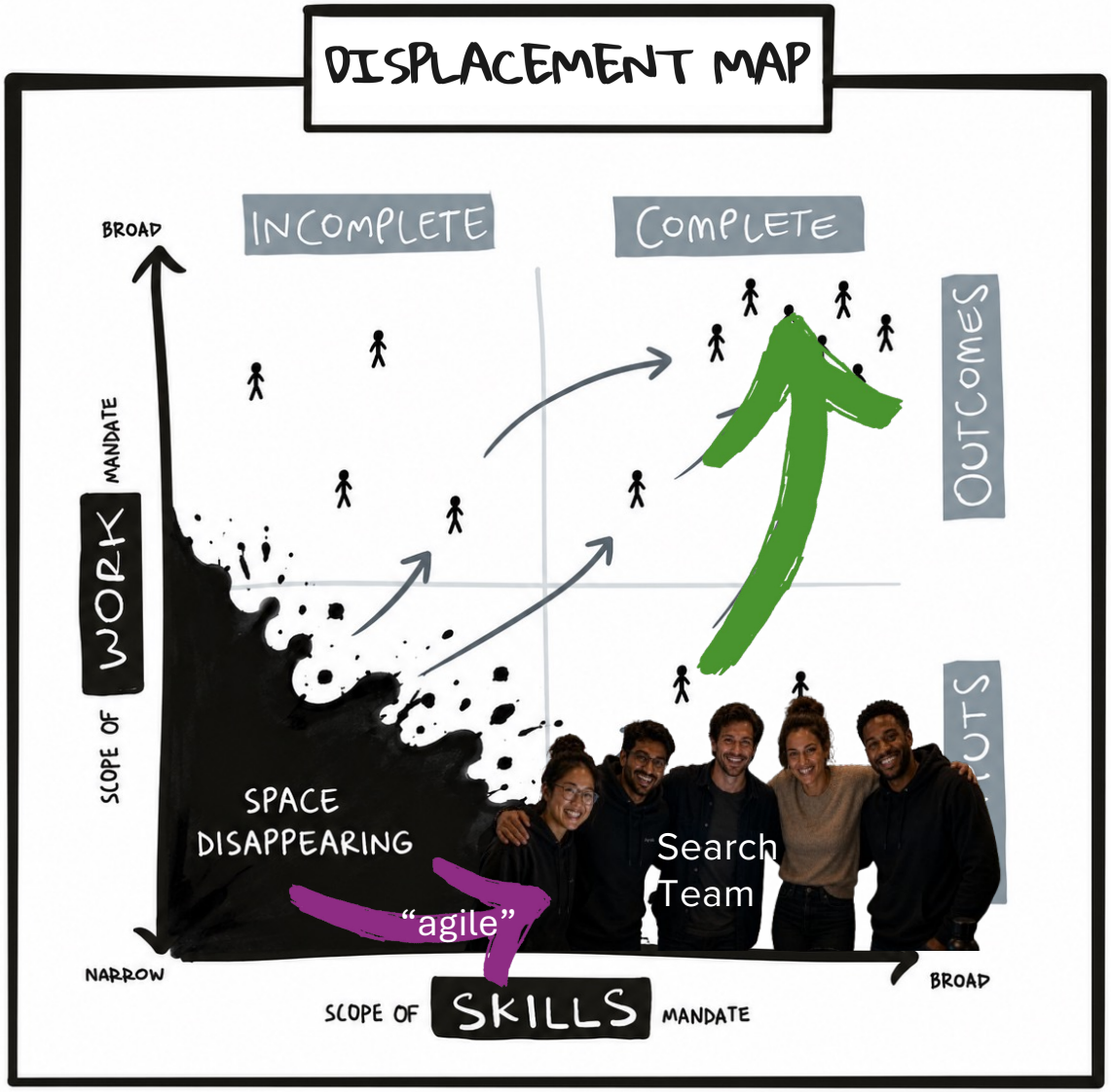

SEARCH TEAM
FINDING BETTER ANSWERS, TOGETHER
SEARCH STRATEGIES
- Keywords
- Context
AI TOOLS WE LOVE
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SUCCESS METRICS
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GREAT SEARCH IS A TEAM SPORT
1X
Claude
AI Copilot
Here's a refined search strategy.
Expand synonyms
Consider context
Re-rank results
Perplexity
Top insights found
Gemini
TODAY:
Design
Optimize
Automate
DONE.
Ship
Value
Repeat
BETTER QUESTIONS BETTER ANSWERS
SEARCH MODE ON
EVERY QUERY COUNTS.


Customer Value First
Drive Innovation
Employee Success.
SEARCH TEAM
FINDING BETTER ANSWERS, TOGETHER
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
1X
FOCUS > IMPACT
STAKEHOLDER

DELIVERY **AI SDLC**



The same good-old “pinning” people to lanes.



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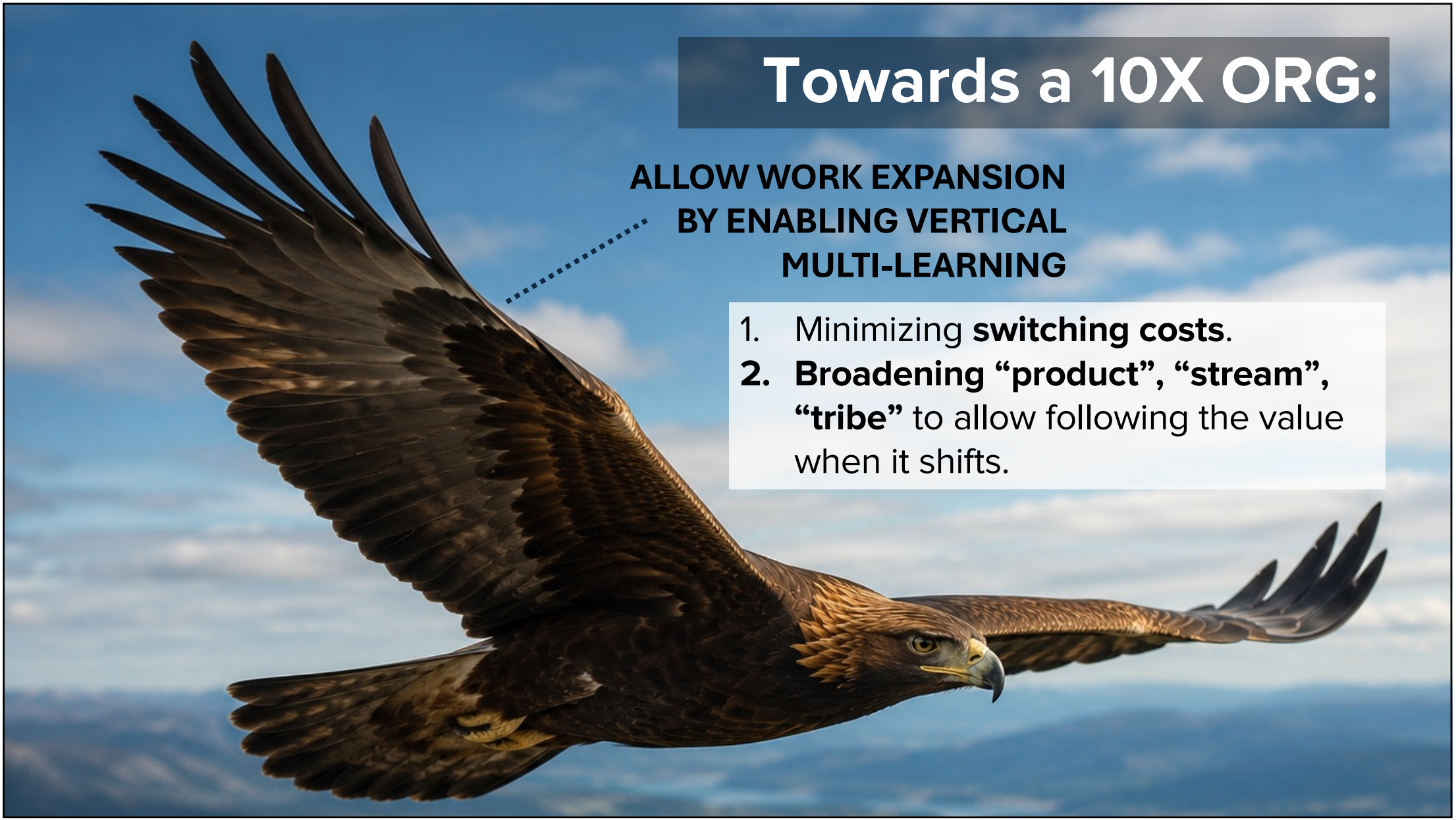
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ALLOW SKILLS EXPANSION BY ENABLING HORIZONTAL MULTI-LEARNING

KEEP TEAMS PINNED TO "STREAMS" AND "DOMAINS" FOR LOCAL SPEED AND FLOW OPTIMIZATION

ALLOW WORK EXPANSION BY ENABLING VERTICAL MULTI-LEARNING FOR FLOW ON HIGH VALUE

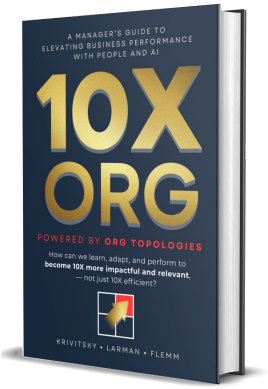

Towards a 10X ORG:
ALLOW WORK EXPANSION
BY ENABLING VERTICAL
MULTI-LEARNING
1. Minimizing **switching costs**.
2. **Broadening "product", "stream", "tribe"** to allow following the value when it shifts.

It is not an exercise in **extremism**, but in staying **relevant**.

- Perhaps there is another “value stream” that can be broadened to allow several teams to collaborate under the same PM?
- Or can the “Search” team jump on a new customer feature that is just 15% technically different from their “usual” work? (Same Python code.)
- Or … <see *Elevating Katas* in 10X ORG>

10X ORG Principles:

1. **Own, Not Rent**
2. **Drive Performance with Org Design**
3. **Shape Intelligence with Mandates**
4. **Fit for Purpose**
5. **Change Through a Learning Loop**
6. **Follow the Value — Learn and Deliver**
7. **Make the Org Goal Win**
8. **Embed Multi-Learning**
9. **Accelerate with Strategic AI**



Good News:

1. None of this is new.

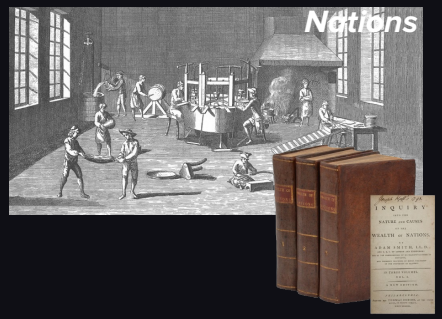
2. AI can help accelerate the change.

Multi-learn is new. And it is now.



1776 @0:00

“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.” — **1776, Adam Smith’s *The Wealth of Nations***



1911 @13:01

"All of the planning which under the old system was done by the workman, as a result of his personal experience, must of necessity under the new system be done by the management in accordance with the laws of science” — 1911, ***Taylor’s The Principles of Scientific Management***



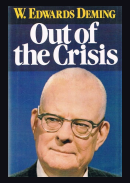
1977 @19:22

"If you change the org chart but leave decision processes, incentives, and talent unchanged, you will recreate old problems in a new set of boxes.” — **1977, Jay Galbraith’ Star Model**



1982 @19:51

"Break down barriers between departments. People in research, design, sales, and production must work as a team, to foresee problems of production and in use that may be encountered with the product of service.” — **1982, Deming’s Out of the Crisis**

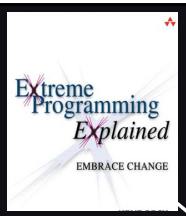


1986 @20:14

"The 'relay race' approach to product development... may conflict with the goals of maximum speed and flexibility. Instead, a holistic method” — **1986, Takeuchi/Nonaka’s The New New Product Development Game**



1999 @21:30



2001 @ 21:41



2021 @23:37

Multi-Learning is Not New

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Product Development

The New New Product Development Game

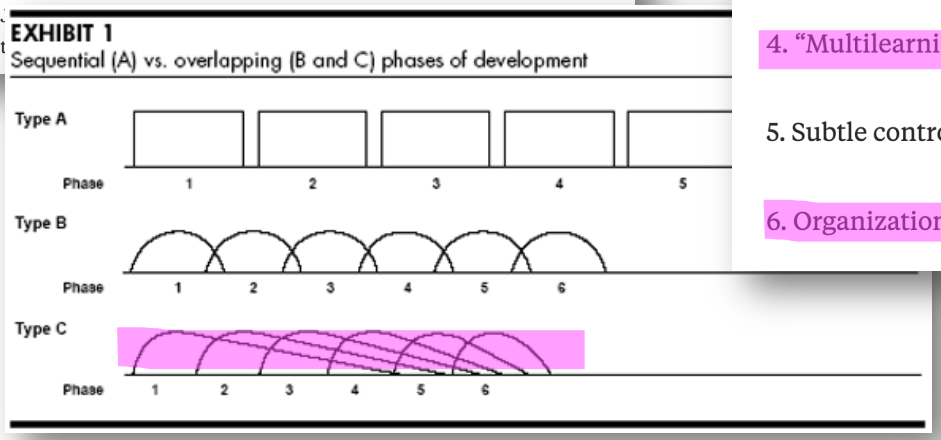
by Hirotaka Takeuchi and Ikujiro Nonaka

From the Magazine (January 1986)

Post Post Share

In today's fast-paced, fiercely competitive world of commercial new product development, speed and flexibility are essential. Companies are increasingly realizing that the old, sequential approach to developing new products simply won't get the job done. Instead, companies in

EXHIBIT 1
Sequential (A) vs. overlapping (B and C) phases of development



Moving the Scrum Downfield

From interviews with organization members from the CEO to young engineers, we learned that leading companies show six characteristics in managing their new product development processes:

1. Built-in instability

2. Self-organizing project teams

3. Overlapping development phases

4. "Multilearning"

5. Subtle control

6. Organizational transfer of learning

https://hbr.org/1986/01/the-new-new-product-development-game


CITY
Canon
AE-1
CANON LENS MADE IN JAPAN

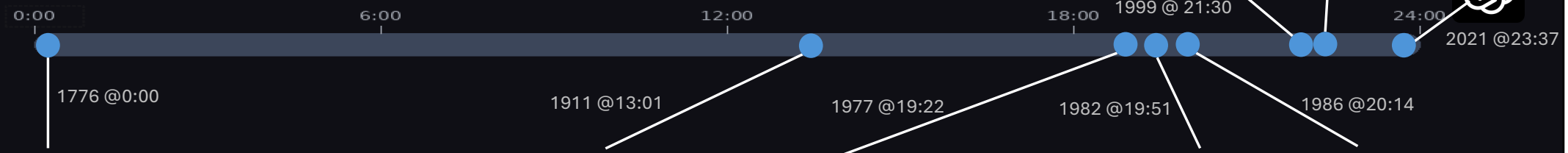
What if

Agile was homework,

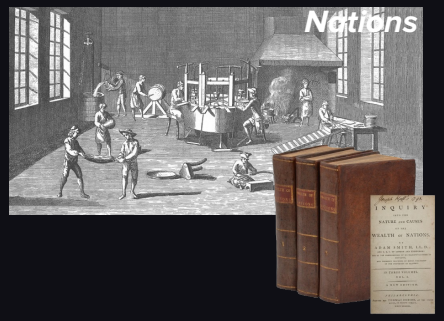
and

AI is the assignment?

Agile was easier to fake.



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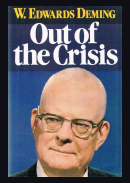
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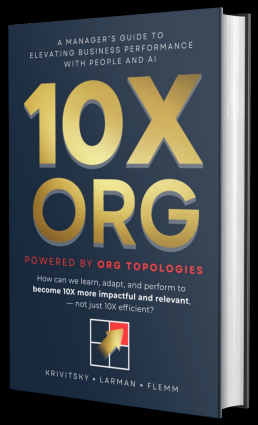


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— **1986, Takeuchi/Nonaka’s The New New Product Development Game**




100X


100X? 1X? 10X?


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

Towards 10X ORG:



KEEP EXPERTS PINNED TO UTILIZING THEIR PRIMARY EXPERTISE

ALLOW SKILLS EXPANSION BY ENABLING HORIZONTAL MULTI-LEARNING

KEEP TEAMS PINNED TO "STREAMS" AND "DOMAINS" FOR LOCAL SPEED AND EFFICIENCY CONCERNS

ALLOW WORK EXPANSION BY ENABLING VERTICAL MULTI-LEARNING

SPREAD AI ON TOP — OLD STRUCTURES, POLICIES, CAREER PATHS: AI vs. PEOPLE

REDESIGN FOR AI — UNPIN EXPERTS, TEAMS, BROADEN MANDATES: PEOPLE + AI

AI as an accelerator:



KEEP EXPERTS PINNED TO UTILIZING THEIR PRIMARY EXPERTISE

People+AI

ALLOW SKILLS EXPANSION BY ENABLING HORIZONTAL MULTI-LEARNING

KEEP TEAMS PINNED TO "STREAMS" AND "DOMAINS" FOR LOCAL SPEED AND EFFICIENCY CONCERNS

People+AI

ALLOW WORK EXPANSION BY ENABLING VERTICAL MULTI-LEARNING

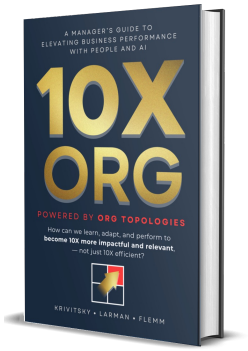
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You say you've got an "AI SDLC"...





Thank you!



linkedin.com/in/**alexeykrivitsky**