

People lead on outcomes. Agents do all the output.

From output to outcome: why the operating model must change
when agents do the work.

Ola Gedenryd

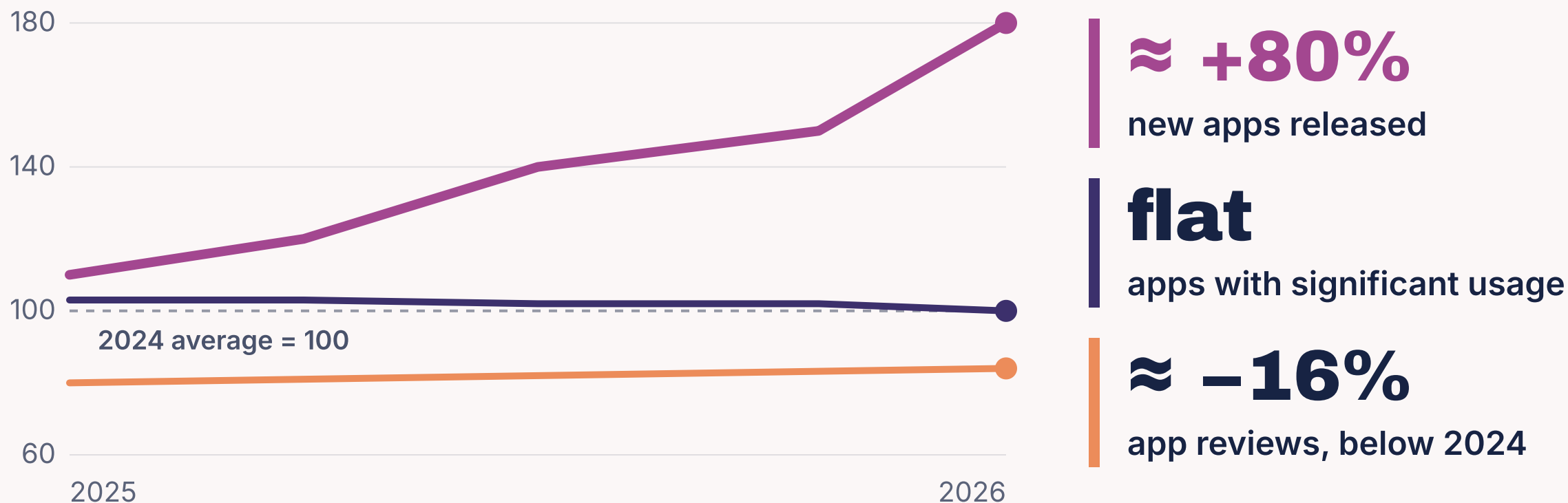
AI-Native SPCT · Scaled Agile Affiliated Strategic Advisor for Asia
Co-founder and global CEO, Enterprise Movement

AI-NATIVE SAFE MEETUP · CHINA

Enterprise Movement is a
SAFe SPCT Gold Partner
and an **AI-Native Charter Partner**



New apps up 80%. Apps people use: flat.



Approximate, smoothed · Demirer, Musolff & Yang, NBER w35275 · after an FT graphic by John Burn-Murdoch

FOUR YEARS, THREE GENERATIONS OF TOOLS

240% more commits, 30% more releases. The bottleneck is people.

Autocomplete

suggests code as the developer types



Interactive coding agents

write and edit code beside the developer



Autonomous coding agents

take a task and work until it is complete



Releases

the same effect, measured as actual releases



Demirer, Musolff & Yang, NBER w35275 · 500,000+ GitHub developers, 2022–2026
Commits (saved code changes), cumulative per tool generation

Only companies that turn work into competitive outcomes will thrive

Ola Gedenryd

WHAT I SEE

"Organisations are drowning in AI slop: low-quality output and material that serves no outcome."

WHAT SCALED AGILE SAYS

"In an AI-assisted world, delivery is no longer the primary bottleneck."

"...organizations need to shift from managing outputs to managing outcomes."

Andrew Sales, SAFe Chief
Methodologist, 7 July 2026

MY TWO CONCLUSIONS

- 1 People are the bottleneck in organisations.
- 2 We must always keep the focus on delivering true business value.

Outcomes →

Priorities →

Outputs →

Metrics →

Value

the outcome-driven cycle in AI-Native SAFe

Every operating model we know was built to manage work

Ola Gedenryd

PROJECT

Plans
Milestones
Status reports

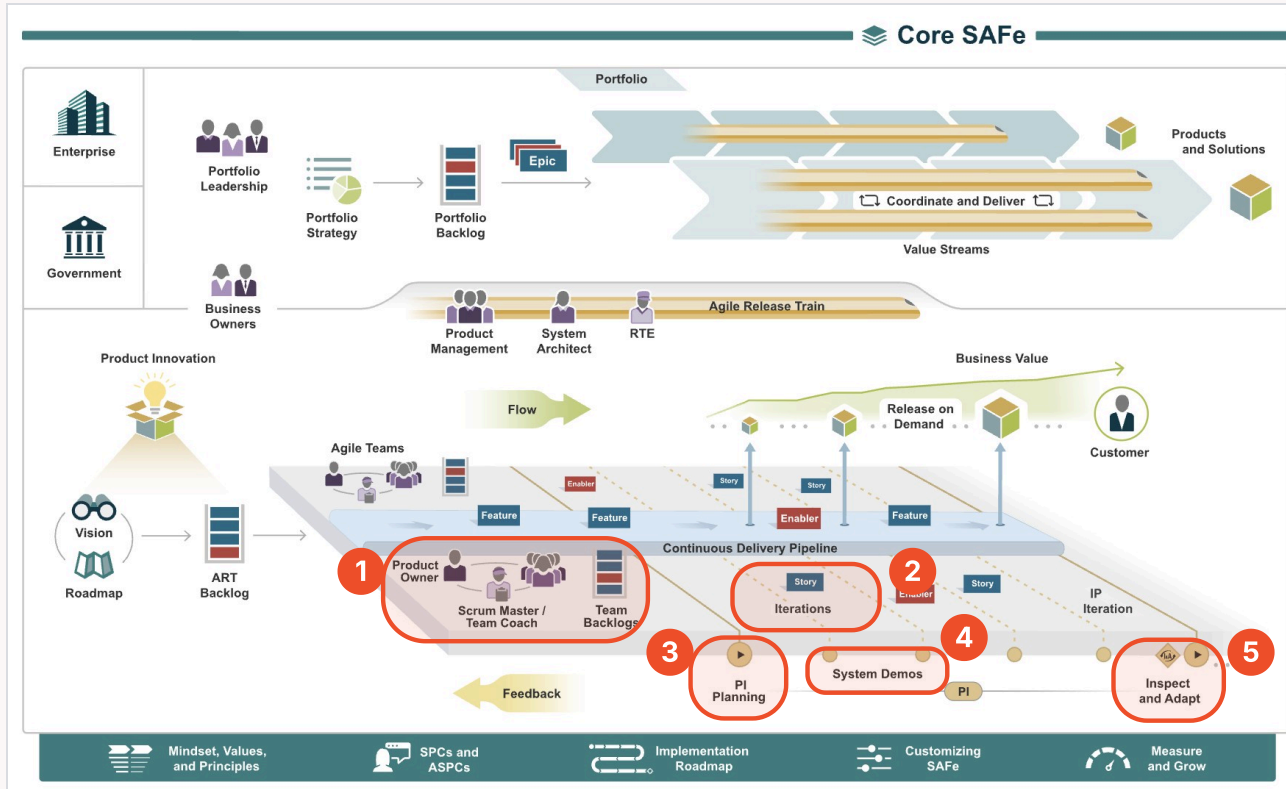
AGILE

Stories
Story points
Velocity

Both were built to **plan and manage the work** people do.

THE STARTING POINT

Core SAFe: where most large enterprises land when they scale



Look at what the marks have in common

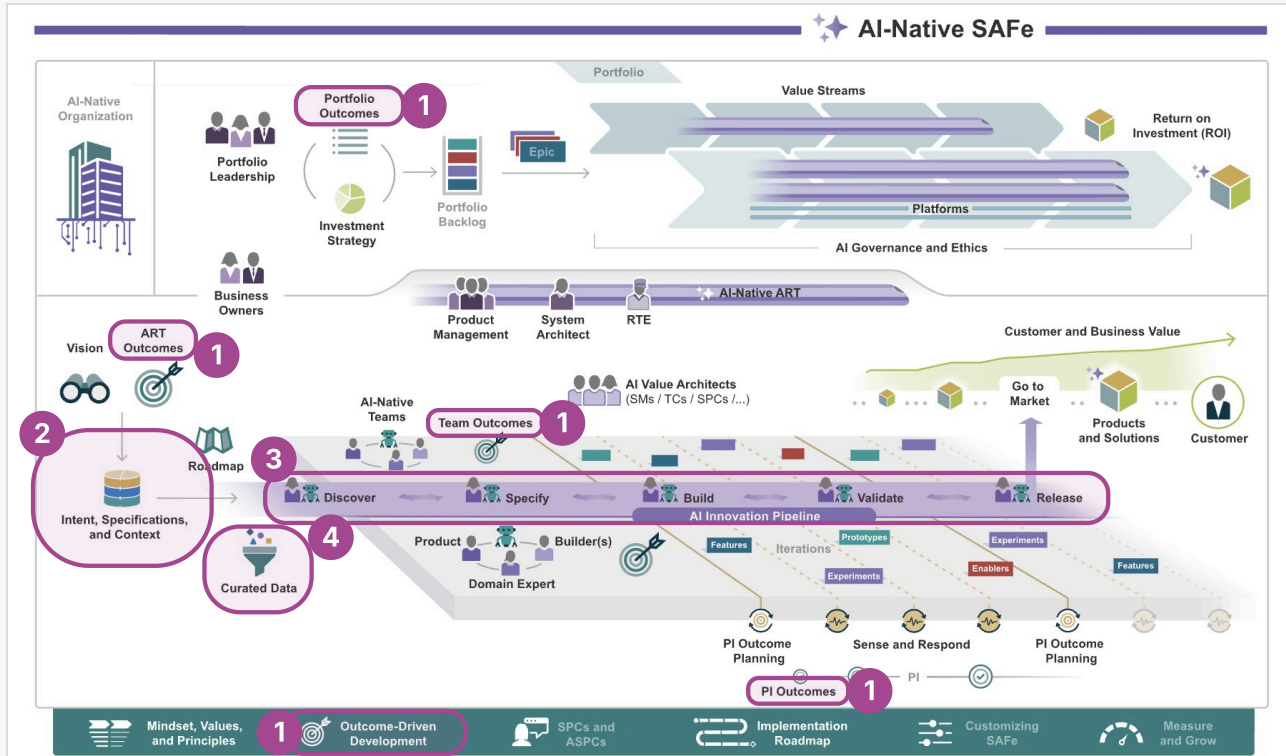
- 1 Product Owner, Scrum Master / Team Coach, Team Backlogs
- 2 Stories and Iterations
- 3 PI Planning
- 4 System Demos
- 5 Inspect and Adapt

Each one exists to plan and manage work done by people.

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THE FRAMEWORK

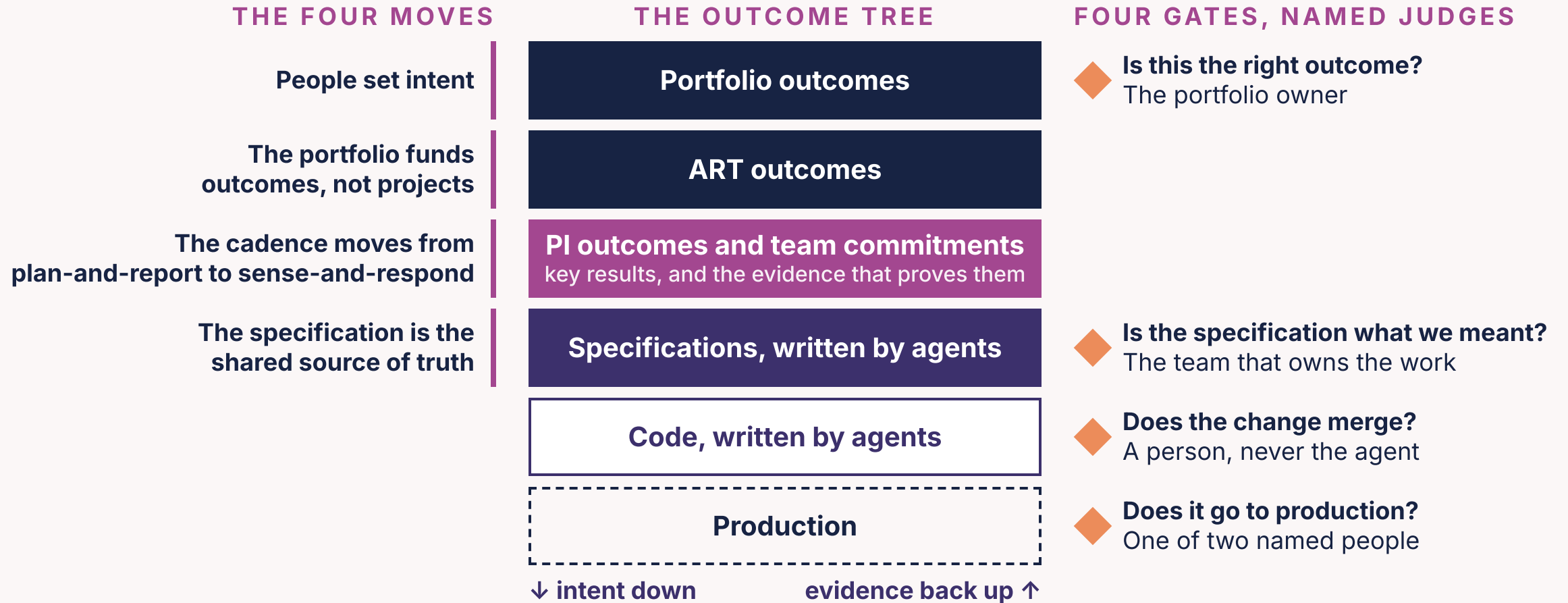
AI-Native SAFe: the operating model for this shift



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- 1 Outcome-driven development
- 2 Intent, specifications, context
- 3 The AI Innovation Pipeline
- 4 Curated data

One tree, from vision to production



Enterprise Movement: 15 people, eight global agentic teams, one ART

STREAM-ALIGNED Corporate Programs & Delivery

signed engagement → delivered
→ closed

STREAM-ALIGNED Revenue Operations

order → invoice → cash →
settlement → books

STREAM-ALIGNED Marketing

stranger → known

STREAM-ALIGNED Sales

known → qualified → signed

STREAM-ALIGNED Ways of Working

consultant or client discovers →
adopts → runs their own ways of
working

STREAM-ALIGNED Academy

learner discovers → buys →
attends → certifies

PLATFORM Delivery Platform

the shared platform every other
team builds on

ENABLER AI partnership

partnership → capability
adoption → market proof

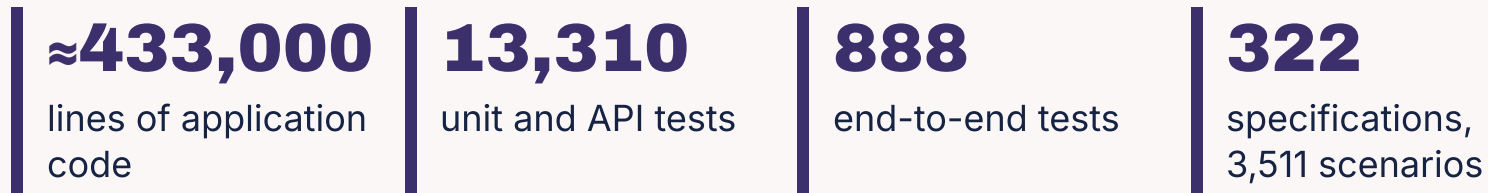
About 20% of our time runs the company. The other
80% goes to customers.

Every team owns a flow,
with a customer at the end
of it.

No team has a lead. A
team is its members and
its agents.

Engineers stop writing code and start leading agents

Real leadership, not micromanagement: lead on outcomes,
know what great looks like, give feedback against it.



Output, shown for scale · counted 26 September 2026, one year
after the first commit · test counts as our test tools report them

No feature is built without a specification. Every test must name the
scenario it proves. The pipeline refuses the merge otherwise.

Solution intent

The rulebook every agent reads.

FIXED

Binding. Changing it takes a pull
request a person approves.

VARIABLE

Open experiments, each with
what we expect to learn.

**“What isn’t in the repo
doesn’t exist.”**

From plain text to a verified invoice

3 days

elapsed, feedback included

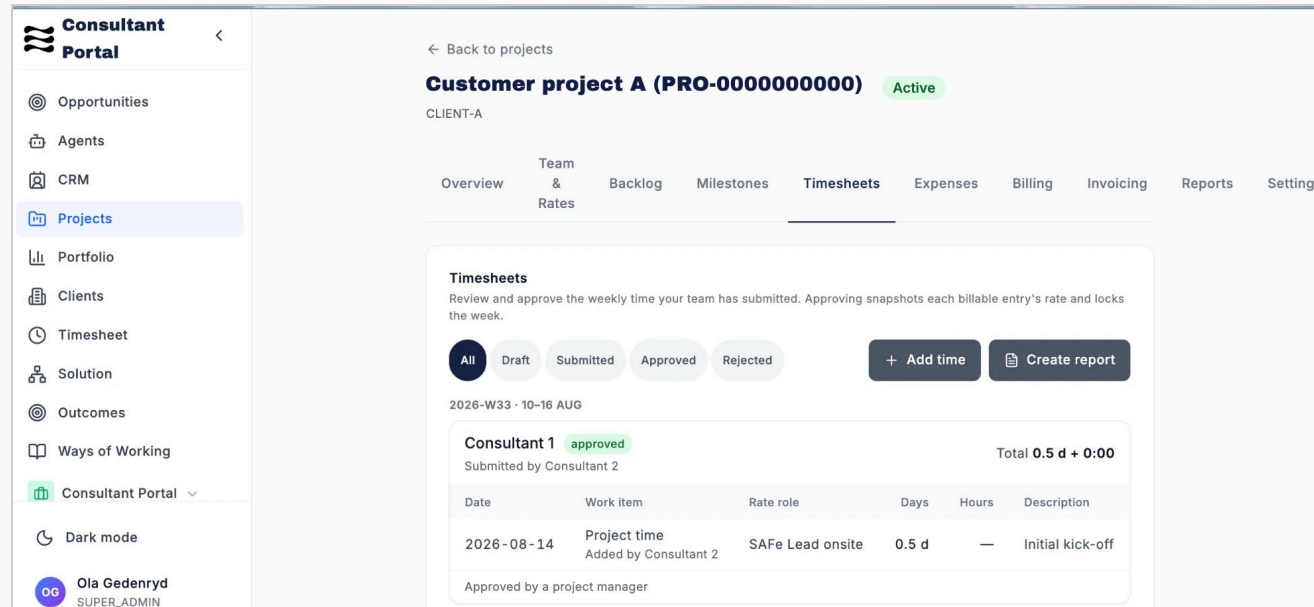
≈1 day

of agent work

≈1 day

of human work

Our agents built this workflow. We described the intent and gave feedback at the gates. For the rest of the three days, the agents were waiting for us. The bottleneck was people.



Where it starts: approved time in our own project module. Client, project and consultant names are masked; my own name is left visible.

- 1 The project carries its invoicing instructions as plain text
- 2 The invoice agent drafts the proposal
- 3 A model maps the text to rules from a fixed list; code checks the proposal
- 4 The project manager adjusts it by chat
- 5 The project manager clicks Approve: never a chat command
- 6 The invoice is read back from the ERP and compared

Draft invoices go to one of two ERPs (accounting systems), one per country.

PI Outcome Planning: agents prepare, people decide

AGENTS

All week

Listen to our
conversations and
draft the boards



PEOPLE

Two hours

All eight teams
judge the drafts and
commit to outcomes

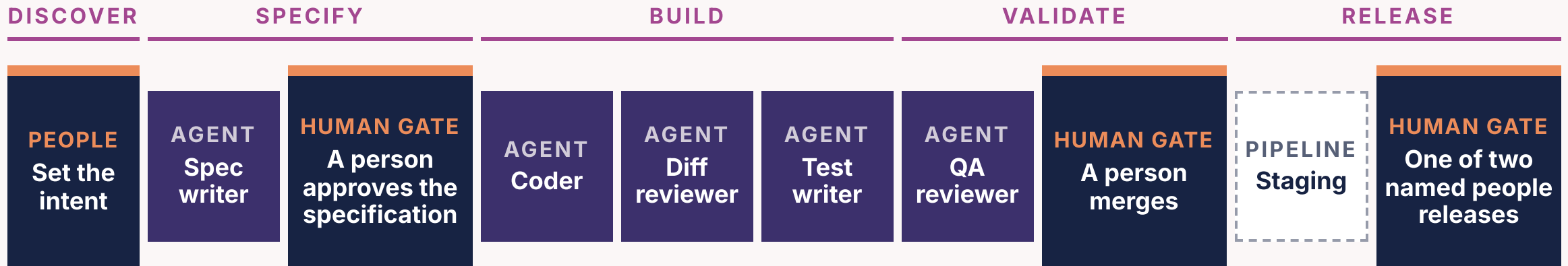


ONE NAMED PERSON

Signs off

Approves the plan
as a pull request

The pipeline: agents do the work, people hold the gates



People set the intent, own the outcome and decide at the gates. **Agents** write the specification, the code and the tests, and review the work. Reviewer agents can read but not write, and no agent can release.

Same pattern for our invoicing, the public tenders our agents score and our newsletter: agents do the work, a person decides.

Sense and Respond: agents bring the evidence, **people decide every week**

AGENTS · BEFORE

Assemble
the evidence

PEOPLE

What moved?

PEOPLE

What did
we build?

PEOPLE

What do
we change?

PEOPLE

Stop or keep?

Every decision changes the **outcome tree**, and the next plan.

The board **we** run the company on

1

Vision and
Money Map

2

The outcome tree

3

Teams and hats

4

PI Outcome
Planning

5

Sense and
Respond

Watch for: every initiative traces to a measurable outcome.

WHAT IT ASKS OF A LEADER

Bigger than the move from Waterfall to Agile

Ola Gedenryd

"Most of the practices I have taught over the last fifteen years do not survive this... Unlearning them in my own company was harder than learning them ever was."

Ola Gedenryd, *We Run Our Whole Business on AI-Native SAFe*, 21 August 2026

WHAT I HAD TO UNLEARN

~~Product Owner inside the team~~

~~Hand-written stories~~

~~Story points~~

~~Velocity~~

WHAT STAYS

**The Lean-Agile core: flow,
teams, learning cycles, scale**

The bottleneck has moved. It sits with leaders now.

"In our company, a team is two or three people and their agents — and what used to take weeks takes days." Ola Gedenryd

Judgement

The small number of people who can say yes at a gate. You hit that limit long before the models become the problem.

Data

Curated and access-controlled before any agent touches it. Read access is the part to get right first.

Decisions

Most of the governance you used to do in meetings happens at gates instead.

People lead on outcomes. Agents do all the output.

That is the shift we made, as 15 people in eight global agentic teams and one ART.

Pick one value stream. Lead it on outcomes.

Design its teams and its outcome tree. Set up the pipeline. Start learning.

Sources

RESEARCH

Demirer, Musolff & Yang, *Writing Code vs. Shipping Code*, NBER Working Paper 35275 (2026), nber.org/papers/w35275 · Slide 2 redrawn from a Financial Times graphic by John Burn-Murdoch; values read by eye, ± 5 index points

SCALED AGILE

Andrew Sales, *AI-Native SAFe Session 2: From Outputs to Outcomes*, 7 July 2026, framework.scaledagile.com/blog/ai-native-safe-series-2-from-outputs-to-outcomes

Core SAFe and AI-Native SAFe Big Pictures © Scaled Agile, Inc., framework.scaledagile.com. AI-Native SAFe is in Early Access; some articles need a Scaled Agile login. On framework.scaledagile.com: [/ain-safe-outcome-driven-product-development-in-ai-native-safe](#) · [/the-four-critical-lean-agile-shifts-in-the-age-of-ai](#) · [/ain-safe-ai-innovation-pipeline](#) · [/ain-safe-intent-specifications-context](#) · [/ain-safe-curated-data](#) · [/ain-safe-pi-outcome-planning](#) · [/ain-safe-sense-and-respond](#)

Mik Kersten, *Output to Outcome: An Operating Model for the Age of AI*, IT Revolution, 2026, outputtooutcome.org

OUR OWN COMPANY

Ola Gedenryd, *We Run Our Whole Business on AI-Native SAFe*, 21 August 2026, enterprisemovement.com/articles/ai-native-safe · *Value in 45 Days*, enterprisemovement.com/articles/value-in-45-days

Teams, platform counts, pipeline, planning, Sense and Respond and the invoicing workflow: Enterprise Movement's solution intent and platform repository, counted on its main branch, 26 September 2026 (internal). Test counts as our test tools report them: 13,310 unit and API (10,555 as written), 888 end-to-end (829 distinct). Share of time, build time, the quotations signed Ola Gedenryd and the claims in the headlines of slides 4, 5, 10, 16 and 17: Ola Gedenryd.

ABOUT ENTERPRISE MOVEMENT

A consultancy of 15 people. SAFe SPCT Gold Partner, and among the first 13 chartered global partners for Scaled Agile's AI-Native program. Our purpose: Making Lives Better — for People, Organizations, and Society.

How this deck was made. An AI model drafted it from my storyline and my own statements, and a panel of AI reviewers challenged every draft. I set the intent and judged what came back. An agent drew the examples from our own rulebook and platform; each one is checked against its source before this is presented. Any mistake that got past the panel is mine. Ola Gedenryd, September 2026