



AI summary

**From Hype to Operating
Model: Redesigning Growth
Teams for the Agentic Era
(Sponsored by Hubspot)**

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From Hype to Operating Model: Redesigning Growth Teams for the Agentic Era (Sponsored by Hubspot)

Wednesday, 20 May 2026

Participants

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Summary

The session explored how organisations can redesign growth teams and operations to fully integrate AI in the "agentic era," emphasising that AI should not merely serve as an assistive tool but as a transformative component of team workflows. The speakers noted a pattern in AI adoption that begins with curiosity, progresses to enthusiasm, and often results in disappointment due to unmet expectations, stemming from inadequate contextualisation of AI. They argued that AI must be treated like a teammate, requiring onboarding, clear roles, and embedded workflows. A key challenge discussed was the need to make implicit organisational context explicit to avoid errors caused by under-specified instructions or outdated knowledge repositories.



The conversation highlighted specific examples from Glints, where AI integration fundamentally redesigned workflows. For instance, product teams shifted from a sequential, role-based pipeline to a collaborative model where all team members, including project managers and designers, used AI tools to ship directly to production. Marketing workflows were similarly transformed, collapsing multi-day processes into 30-minute cycles using AI for coding and review. The speakers stressed that these changes were not about automating old processes but about rethinking operating models to eliminate inefficiencies. They emphasised that adopting AI at a structural level, rather than for isolated tasks, is critical to unlocking its full potential.

The discussion also addressed governance and trust in AI deployment. At Glints, AI interactions occurred in shared channels to foster transparency and collective learning, allowing team members to refine AI outputs collaboratively. The speakers underlined the importance of defining clear boundaries for AI and human responsibilities, particularly in customer-facing roles, to preserve trust. They advocated for iterative improvement of AI systems through human feedback and self-diagnostic capabilities. Additionally, they advised organisations to engage legal and compliance teams early in AI projects to prevent operational risks. The session concluded by urging organisations to act swiftly in integrating AI, stressing that delays only increase the complexity of redesigning workflows later.

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Takeaways

Context Is Crucial for Effective AI Deployment

The session highlighted that a lack of contextual understanding often leads to AI underperforming. Organisations need to provide AI with institutional knowledge, akin to onboarding a new team member, to enable it to deliver efficient and reliable outcomes.

AI Requires Workflow Redesign, Not Just Automation

Speakers emphasised that embedding AI effectively involves redesigning workflows rather than merely automating existing processes. This structural change ensures that AI operates at a team level, improving efficiency and delivering better outcomes.

Transparency and Governance Are Vital for AI Success

The discussion underscored the importance of governance and transparency when integrating AI. Shared AI interactions and open channels help teams collectively learn, refine, and oversee AI's performance, fostering trust and collaboration.

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