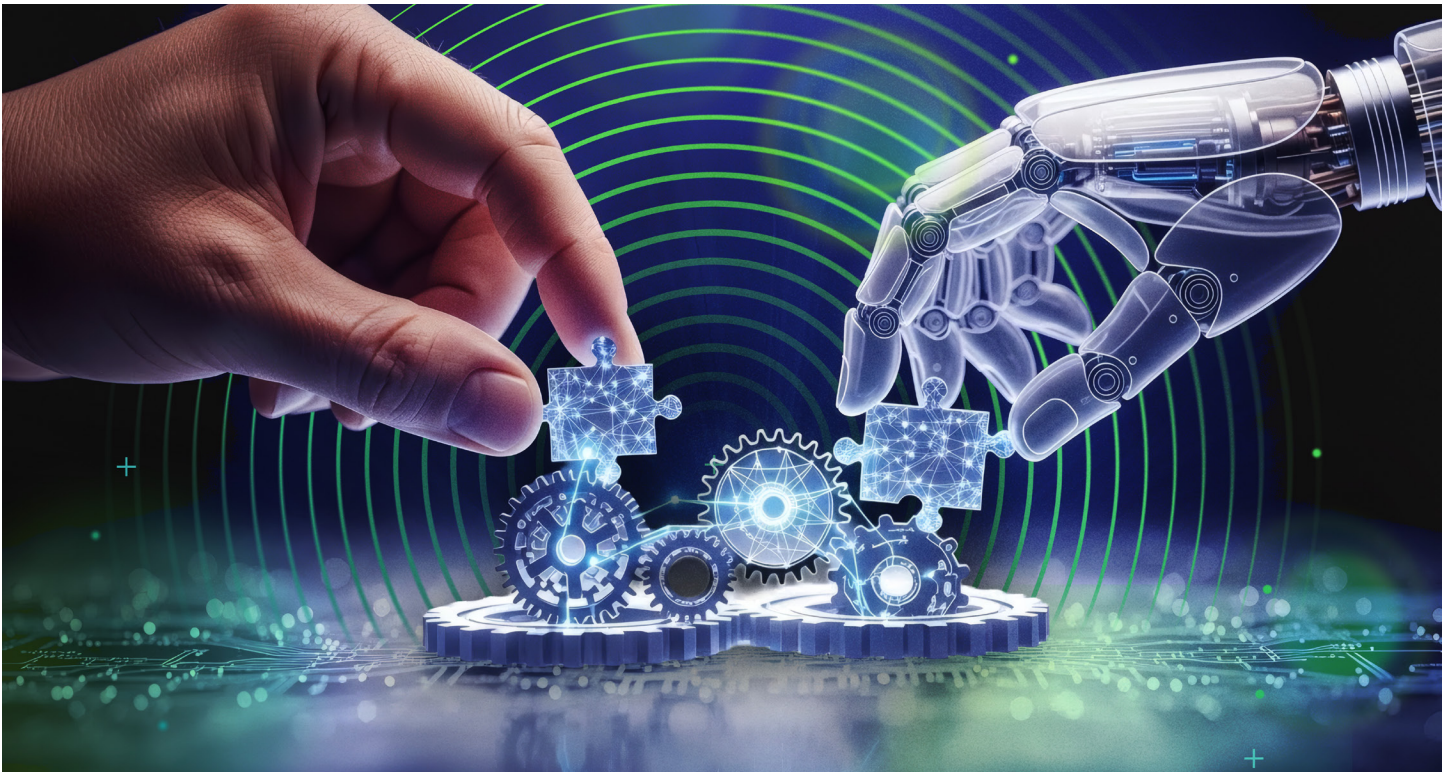




Together makes progress



Operators to orchestrators: Where humans lead, agents execute

What's the biggest barrier to scaling artificial intelligence? According to Deloitte's 2025 Global Human Capital Trends report, it isn't technical capability, it's the operating model.

As agents take on the majority of Level 1 and Level 2 work—often handling more than 75% of ticket volume—mean time to repair (MTTR) drops dramatically, from days to hours. Operations is no longer centered on managing tickets, it becomes about designing and running a reliable system where humans and agents work together effectively.

In this environment, the hardest work is bringing intent, workflows, controls, and escalation paths together so that autonomy remains safe, repeatable, and continuously improving. This shift calls for a transition from operators to orchestrators, where operations become a driver of speed, quality, and growth.

The traditional approach to operations

Since the early days of software operations, teams have followed a standard delivery model with clearly define ownership:

- **Level 0 and Level 1** support handle initial user issues. These include tasks like call triage, navigation support, and password resets. More complex issues are escalated.
- **Level 2** teams focus on break-fix resolution and root cause analysis, often involving configuration changes and deeper application support.

This model has worked well, but it tends to be resource intensive and can struggle to keep up with rapidly changing business needs.



The agentic shift

Agentic systems are built to execute tasks independently, learn from feedback, and improve over time. They interact across systems, enabling scalable and adaptive operations.

As agents become embedded in day-to-day workflows, leadership expectations may also be changing. The focus is moving away from administrative oversight and routine reporting toward orchestrating a system designed for speed, quality, and continuous learning.

At the same time, teams need to develop new ways of working alongside digital colleagues. This includes delegating tasks, supervising outcomes, and refining processes together. The most effective results come from collaboration between humans and agents rather than relying on either alone.

Leaders

Leadership in this model requires a blend of technical understanding and business judgment. Leaders are responsible for both human and agent performance, while ensuring governance frameworks support scale.

They also need to build fluency in artificial intelligence (AI), rethink traditional ways of working, and help teams adapt to ongoing

change. Strong domain expertise remains critical, especially when making strategic trade-offs.

Developers

Developers will likely need targeted upskilling to succeed in an agent-first environment.

A strong understanding of business processes becomes essential as developers translate real-world workflows into automation. Communication with stakeholders also takes on greater importance, helping capture business feedback and incorporate it into improvements.

AgentOps capabilities are key to this shift. This includes designing workflows; maintaining reliable systems; and building safeguards around AI, agents, and automation. Developers must also focus on observability and reliability, using metrics and tracing to understand system behavior. Governance and security considerations are still critical, especially around data access and auditability.

Agents

Agents are moving beyond simple task automation and becoming adaptive digital coworkers. Over time, they'll likely take on broader responsibilities as confidence in their performance grows. Look for this progression to unfold in five stages:

- **Define** the task scope, tools, and policies
- **Train** agents through feedback loops and simulation
- **Deploy** in a limited scope
- **Monitor** for performance
- **Improve** via reinforcement learning and refinements to prompts and tools

Each stage expands autonomy, while reinforcing reliability and control.

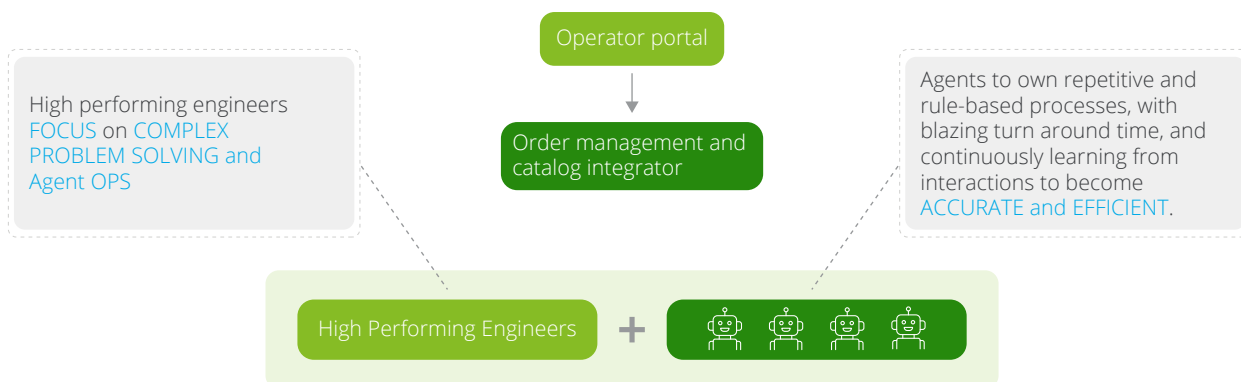
A new operating model: The human-agent system

So how could these evolving roles—leaders, developers, and agents—come together in practice?

In one scenario, operations runs as a layered human-agent system. Agents triage issues and resolve routine work with increasing speed and accuracy. Engineers concentrate on complex problem-solving and AgentOps—designing, integrating, and continuously improving agent capabilities and reliability.

Leadership sets the vision and guardrails. Oversight comes from a results management office, which translates strategy into measurable outcomes through governance, prioritization, and performance management (Figure 1).

Figure 1. A blueprint for the future team



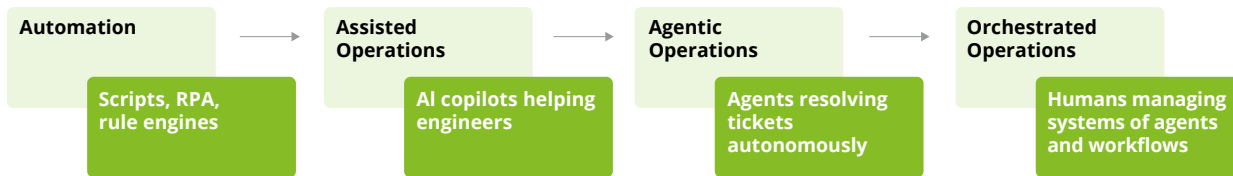
In this operating model, success is no longer measured by activity levels or individual throughput; instead, organizations focus on outcomes.

Metrics track how effectively work is completed end to end. Customer experience and revenue impact become more visible indicators of success, while traditional measures like ticket volume or utilization give way to key performance indicators (KPIs), such as autonomous resolution rates, deflection, and cost per automated outcome.

As AgentOps matures, AI can shift from point automation toward broader ownership of outcomes. Each step in this journey sets agents up for greater autonomy, while governance, observability, and human oversight scale in parallel.

Traditional KPIs	Agentic KPIs	Definitions of new KPIs
MTTR	Autonomous resolution rate	Percentage of cases resolved by agent without human intervention
Ticket volume	Ticket deflection rate	Percentage of tickets avoided via agent, self-service, or automation
Engineer utilization	Human-in-the-loop efficiency	Percentage of outcomes improved by human review per time
Service-level agreement compliance	Agent reliability score	Composite measure of agent accuracy, safety, and consistency
Support cost	Cost per automated resolution	Average cost to resolve one case by an agent

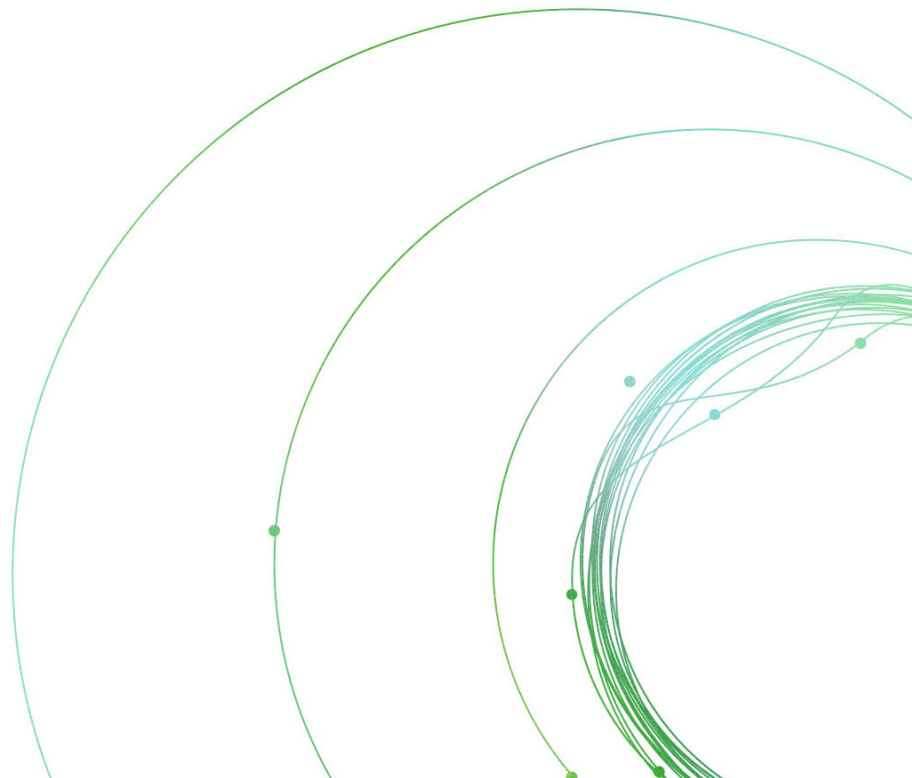
Figure 2. The journey to agentic operations



Harnessing human-machine synergy

Agentic AI represents a structural shift in how work gets done. As agents assume responsibility for routine operations, the role of humans changes in meaningful ways.

Engineers and leaders are becoming orchestrators, responsible for designing and improving intelligent systems that power the enterprise. Organizations that embrace this shift are moving beyond treating operations as a cost center. By redesigning work, leadership, and talent for humans and agents, they position operations as a strategic engine that can drive speed, efficiency, and growth



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