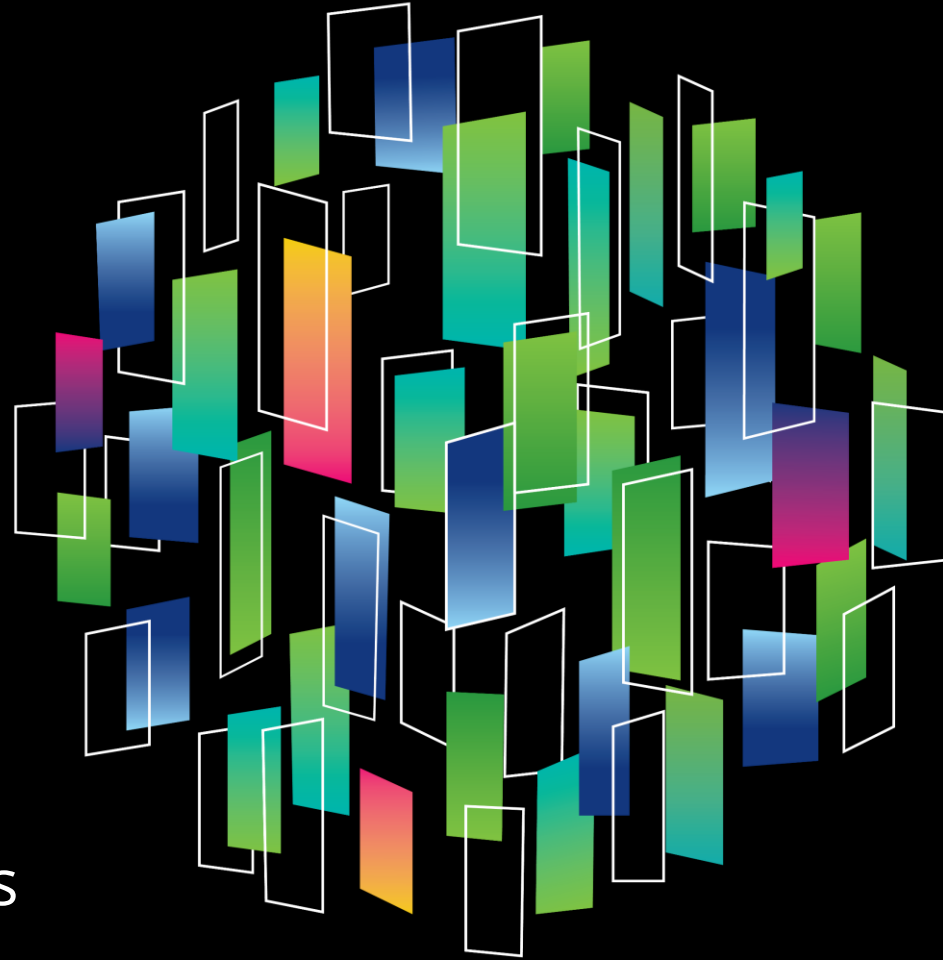




Deloitte Shared Services
Conference 2026

The Operating Process Has Inverted with AI

How AI moved from a tool inside the process to
the principle the process is built around

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Deloitte Shared Services Conference – Oct 2026

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Technocrat

Leading Global Digital Experience in Uber

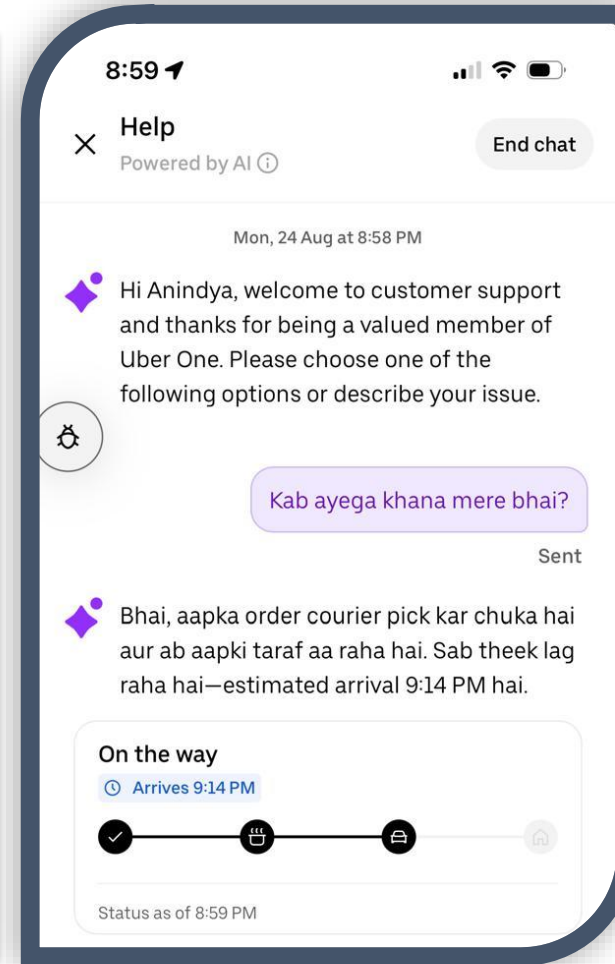
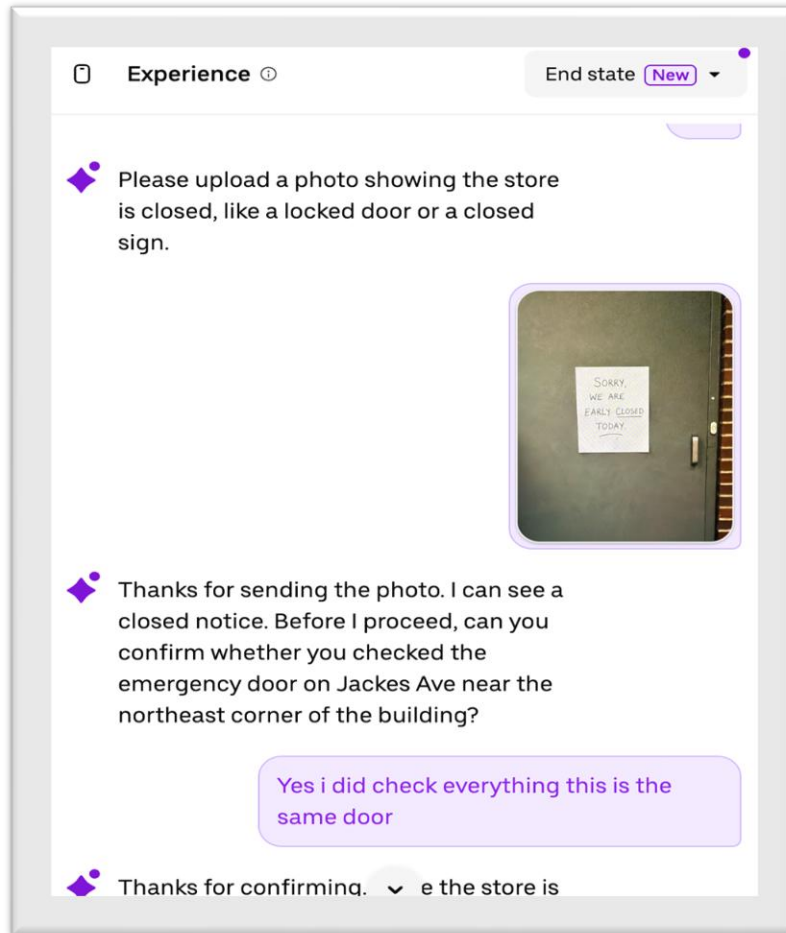
Transformer

Deep expertise in organizational transformation,
with and without Tech

Future Enthusiast / Futurist, Traveler, Author



What great AI can look like



Processes used to be drawn around people. Now they are drawn around AI

For decades, business processes were architected around human capability and organizational charts.

AI transformation inverts this logic: processes are designed with AI as the central operating principle, with people, workflows, and resource allocation organized directly around it.

Next-generation workforce strategy and AI strategy are no longer separate initiatives.

Five structural pillars



01

From Isolated Tools to a Unified Operating Brain

Platform architecture, shared data, and orchestrated ecosystems — not a shelf of point solutions.



PILLAR 01

Platform architecture over tool selection

Rather than deploying isolated fixes, Uber leverages plug-and-play AI platform architectures to integrate capabilities across functions.



Breaking data silos

- AI cannot act as a unified central brain if the underlying data remains unreliable.
- Once data fidelity is fixed, the primary hurdle shifts to eliminating access silos across departments (e.g., can support answer food preparation time questions?).
- At the same time, access control to data matters — RBAC is non-negotiable.

PILLAR 01

Ecosystem orchestration

Automated agentic workflows (e.g., Workflow-as-a-Service) coordinate complex end-to-end processes without manual intervention.

1

Orchestrator

Behaves as a workflow automation orchestrator platform.

2

No-code

Frontline teams can build no-code workflows on it.

3

Pods

Teams work together in pods of Engineering + Operations.

02

Redesign the Workflow: "Transform, Not Transfer"

Reimagining operations requires starting with AI logic from scratch rather than automating legacy inefficiencies.



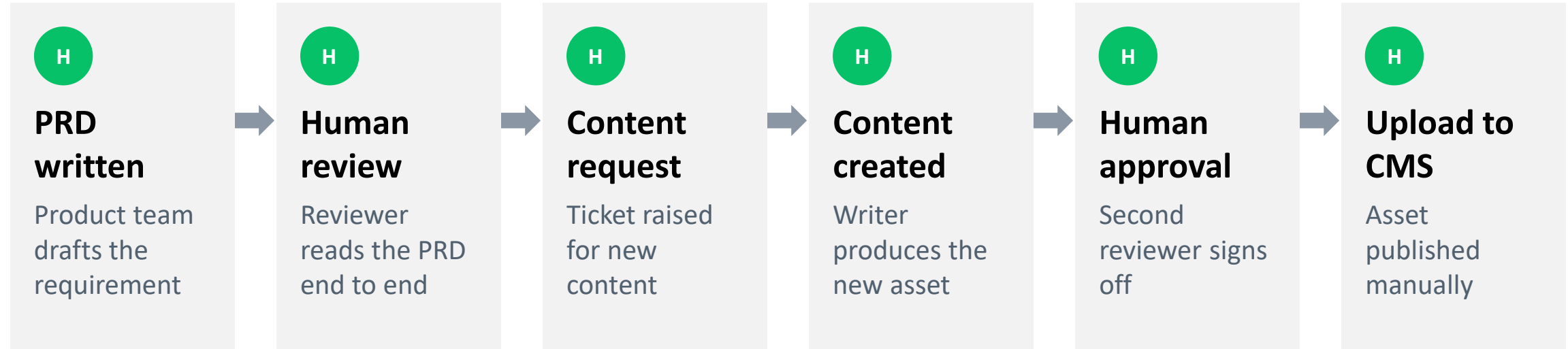
PILLAR 02

Design principles in practice

Map AI-first logic	Build for AI capabilities	One source of truth	Harmonize, then localise	Self-serve where possible
Process design starts with the AI contact-solving architecture — mapping what the chatbot resolves, what routes to a policy bot, and where humans step in.	Shift from sampling to 100% real-time QA. Uber Tools like iCSAT monitor every customer interaction instead of statistical spot-checks.	Automated content creation turns structured content into readable articles, removing separate policy and AI knowledge sources.	Custom AI infrastructure automatically cross-references process maps for rapid localization.	Natural-language query tools replace SQL bottlenecks to enable instant self-serve dashboards.

PILLAR 02

Example of AI-first process redesign

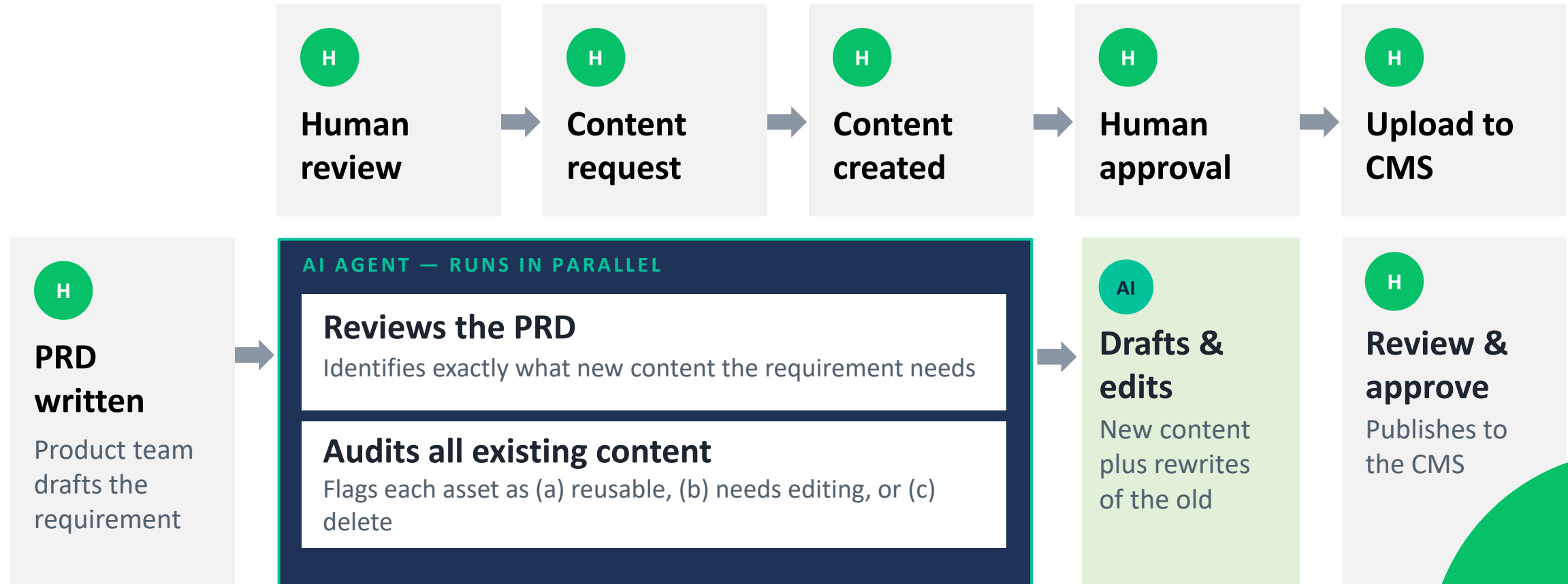


Where it can be improved

- Serial handoffs — every step waits on the one before it
- Existing content is never audited, so duplicates and stale content pile up
 - it also leads to wrong AI output since the AI doesn't know what is duplicate / stale
- Human effort is spent on reading and routing, not improving

PILLAR 02

Example of AI-first process redesign



03

New Operating Models & Human Capabilities

As transactional execution is automated, human roles are elevated from "doers" to builders and orchestrators of AI agents.



PILLAR 03

Three distinct interaction models

1

Fully agent-driven

Autonomous end-to-end execution with no human in the loop.

2

AI-augmented human

Tools like Agent Copilot transcribe live calls and auto-populate data fields to minimize cognitive load.

3

Human-validated AI

Humans provide governance, emotional intelligence, and safety guardrails where human connection is paramount.

PILLAR 03

Redefining strategic execution

Operational roles shift
toward high-value
strategy and oversight.

Competitive intelligence

AI benchmarks our policies
against competitors using
public data

**Humans strategize
what to change**

Insight generation

AI engines analyze defect
patterns across contact
volumes for first-cut insights

**Humans advocate
for change**

Leadership readouts

AI synthesizes complex
program data into high-level
readouts

**Humans deliver
the story**

04

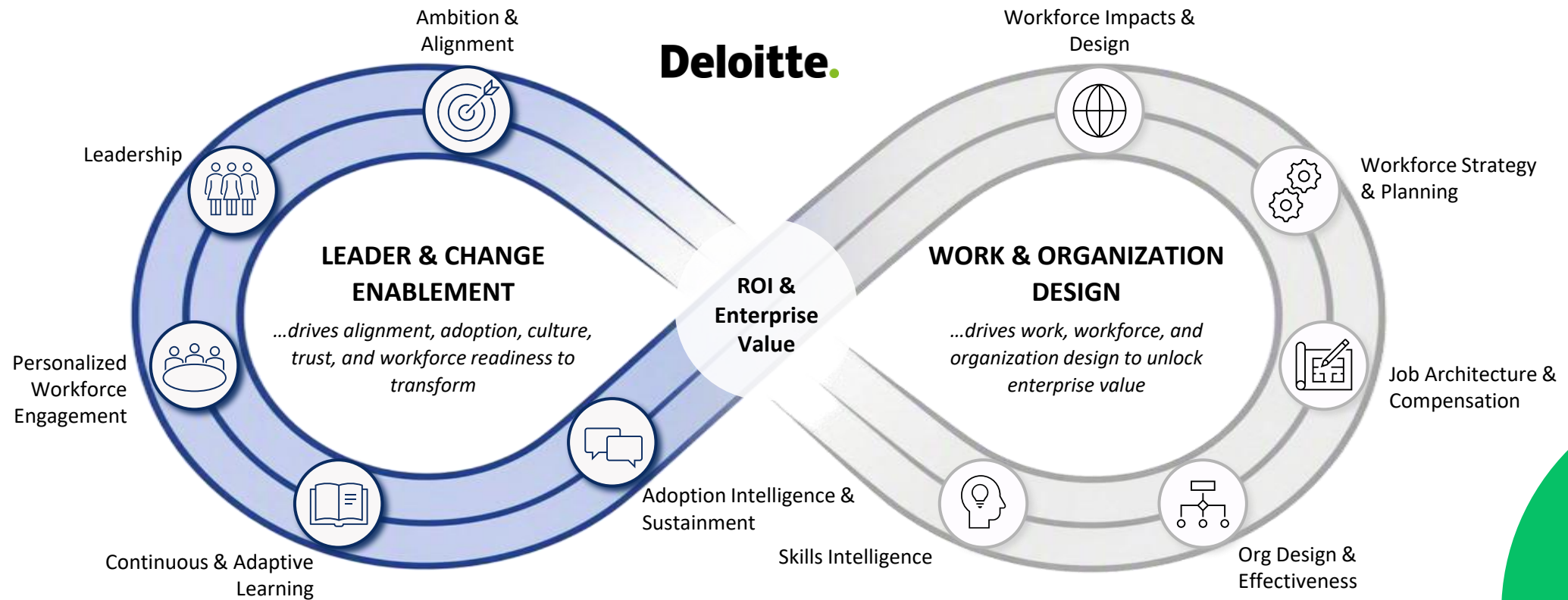
Organizational Redesign & The Shifting Org Chart

Placing AI at the center reshapes the organization's shape,
not just its overall headcount.



PILLAR 04

To address the holistic set of workforce and people readiness challenges that make or break every transformation



PILLAR 04

Structural dimensions and shifts

Management layers

Fewer layers; more
impactful individual
contributors

Tech / non-tech blur

Small teams run large AI-
powered functions

Resource allocation

Human capacity and
agents become
operating levers

Change management

Address fear, confusion and
resistance directly

Leadership

Connect the vision to on-the-
ground delivery

Experimentation

Build test-and-learn capability
and mass upskilling

05

Risks and Friction

Radical transformation introduces systemic risks and bottlenecks that demand proactive workforce strategies.



PILLAR 05

Where the new friction appears

1

80/20 paradox

When AI solves the standard 80% of routine cases, humans face an unyielding stream of the hardest 20%. Upskilling must prepare staff for constant high-complexity work.

2

Shifted bottlenecks

Automation shifts friction when it doesn't eliminate it: code generation is no longer the critical path, but code review becomes the new bottleneck.

3

Entry-level pipeline

As entry-level transactional tasks disappear, organizations must invent new paradigms to train junior staff who historically learned through them.

PILLAR 05

Organizational and governance responses

Cross-functional silo busting

- Replacing rigid hierarchies with hackathons and cross-functional agentic pods.
- Tech and ops blurring creates new compensation challenges as functions with different comp philosophies converge.

Performance & recruitment

- Evaluations must explicitly measure AI-driven impact versus non-AI execution.
- Recruiting should prioritize AI fluency, including external talent acquisition.

Governance & business continuity

- Intelligent agents document critical calls and action items to prevent unregulated "mini-bots" from multiplying.
- Risk frameworks must account for LLM outages and fallback procedures.

THE TAKEAWAY

**AI is no longer inside the process.
The process is built around AI.**

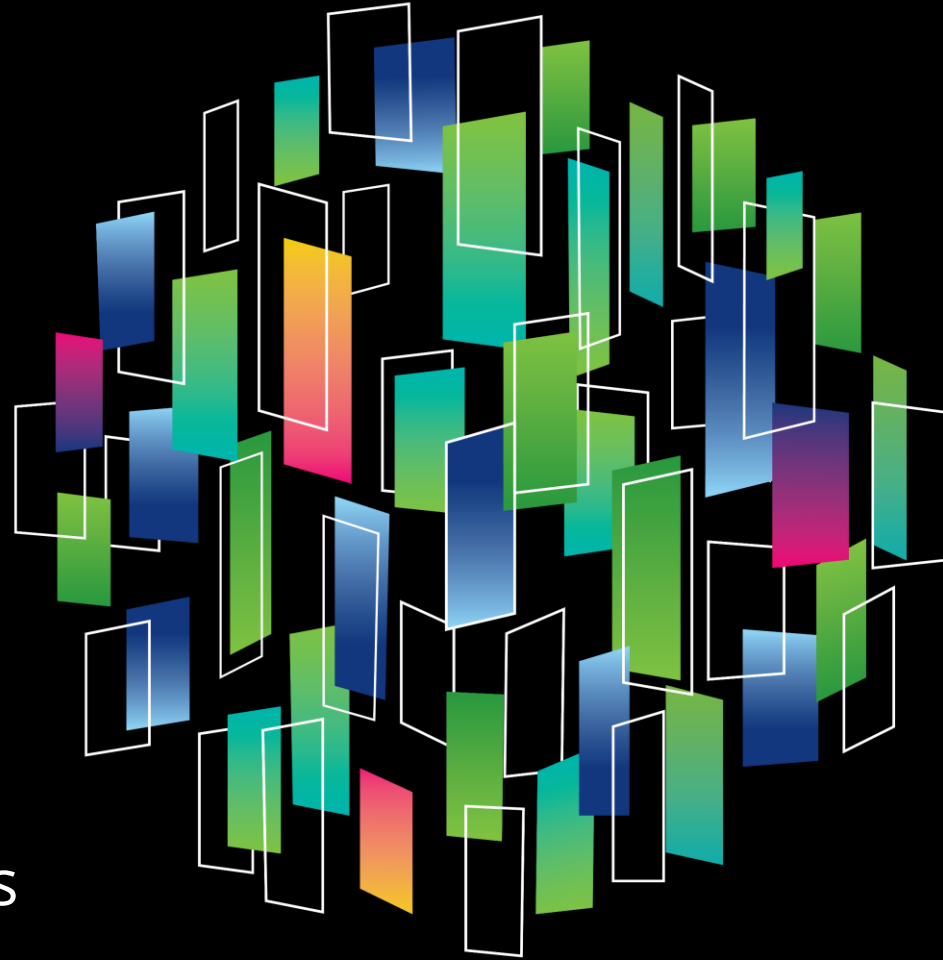
- Platform over point solutions
- Transform over transfer
- Builders over doers

*Workforce strategy and AI
strategy are one strategy.*

Q&A



Anindya
Sunder Das



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