MeetMemo AI Summary

Meeting Information

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Summary

- **Summary of Meeting Transcript**

Introduction
° **Moderator:** Geraldine Woluk-Adami, CEO of Good4Work.
° **Panelists:**
° Anant Barwaj, CEO of Instabase
° Ryan Wong, co-founder and CEO of Assembled
° Ryan Starks, head of marketing at Rising Team

Key Topics Discussed
1. **Workflow Optimization**
° **Anant Barwaj (Instabase):**
° Focus on automating complex, unstructured data processing.
° Example: JPMorgan can process loans in minutes instead of weeks.
° Importance of reproducibility and predictability in AI systems.
° Technical levels of AI sophistication: basic queries, retrieval, tool augmentation, AI workflows, and agentic AI.

2. **Leadership Management**
° **Ryan Starks (Rising Team):**
° AI as an operating system for teams, emphasizing human-AI collaboration.
° Challenges of managing distributed and remote teams.
° Importance of understanding team members' work preferences and tailoring management styles.
° AI's role in personalizing feedback and improving team engagement.

3. **Customer Support**

° **Ryan Wong (Assembled):**

° Nuanced deployment of AI in customer service.

° Automation of tier one support, co-pilots for tier two and three support.

° AI in workforce management and planning.

° Education and understanding among executives about AI capabilities.

Common Friction Points and Solutions

° **Anant Barwaj:**

° Different levels of AI understanding among customers.

° Importance of human control in production environments.

° Recommendation to use AI for workflow creation and human review for production.

° **Ryan Wong:**

° Lack of clarity on AI capabilities among executives.

° Need for education and understanding of AI's role in customer service.

° Importance of writing down processes and policies before AI integration.

° **Ryan Starks:**

° Challenges in managing dispersed teams and the role of managers.

° Importance of building resilience and capacity in teams to adapt to rapid changes.

Future Trends and Advice

° **Anant Barwaj:**

° AI will fundamentally change operational productivity.

° Future AI might operate by seeing and interacting with the environment like a human.

° Importance of data curation and lifecycle management in enterprise search.

° **Ryan Wong:**

° Incorporation of AI into existing tools like Slack and Zoom.

° Focus on team building and engagement within these platforms.

° **Ryan Starks:**

° Importance of writing and maintaining a source of truth within the organization.

° AI's role in enhancing team resilience and engagement.

Questions and Answers

° **Data Ownership:**

° **Ryan Starks:** Data created within teams should belong to the team.

° **Anant Barwaj:** Any data produced by enterprises using their tools remains the property of the enterprise.

Action Items

° Continue to educate executives and teams about AI capabilities and best practices.

- ° Focus on writing down processes and policies before AI integration.
- ° Incorporate AI into existing tools to enhance team building and engagement.
- ° Prioritize data curation and lifecycle management for effective enterprise search.

Speaker 3 [0:00 - 0:06]

environments. We're going to cover healthcare, workflow optimization, leadership management,

Speaker 3 [0:08 - 0:12]

and customer support. So let me briefly introduce our distinguished panel.

Speaker 3 [0:15 - 0:19]

Moderating today will be Geraldine Woluk-Adami.

Speaker 3 [0:21 - 0:28]

She is the CEO, founder and CEO of Good4Work. They're an expert in workplace innovation and

Speaker 3 [0:28 - 0:36]

leadership. Joining her will be our three panelists, Anant Barwaj, CEO of Instabase,

Speaker 3 [0:36 - 0:44]

a leader of enterprise automation. Following Anant will be Ryan Wong, co-founder and CEO of

Speaker 3 [0:44 - 0:53]

Assembled. He specializes in workforce management solutions. And lastly, Ryan Starks, head of

Speaker 3 [0:53 - 1:00]

marketing at Rising Team focused on leadership and team development. We'll have time for questions at

Speaker 3 [1:00 - 1:05]

the end of our session so at that time please raise your hand and we will try to get a microphone to

Speaker 3 [1:05 - 1:11]

you. Also at this time just a reminder please silence all your devices so that our speakers

Speaker 3 [1:11 - 1:19]

remain uninterrupted. Okay now please join me in welcoming our distinguished guests to the stage.

Speaker 3 [1:23 - 1:41]

On your far left will be Geraldine, followed by Anand.

Speaker 3 [1:41 - 1:47]

Then you have Ryan Wong and Ryan Starks.

Speaker 3 [1:47 - 1:51]
Thank you guys for joining us and sharing your wonderful insights today.

Speaker 3 [1:51 - 1:52]
Geraldine, over to you.

Speaker 2 [1:52 - 1:53]
Yes.

Speaker 2 [1:53 - 2:02]
hi everyone how are you feeling good okay i'm beyond excited to be there with three seasoned

Speaker 2 [2:02 - 2:13]
entrepreneurs to tackle one of the most critical and strategic topics in ai so we are going to

Speaker 2 [2:13 - 2:19]
talk about workflow optimization leadership management and customer support

Speaker 2 [2:19 - 2:30]
from workflow optimization system to leadership customization tools for customers to being

Speaker 2 [2:30 - 2:39]
onboarded and learn the specific use case that deliver a ride and avoid how to avoid

Speaker 2 [2:39 - 2:47]
the bit holes that can destroy value so we didn't want to have another hype marketing

Speaker 2 [2:47 - 2:55]
session here so that was our goal from the start to share with you guys some real use case that

Speaker 2 [2:56 - 3:04]
are based on the experience of these three seasoned entrepreneurs so let me introduce them very very

Speaker 2 [3:04 - 3:11]
quickly before going to the to the question so you have a little bit of context so annand is a

Speaker 2 [3:11 - 3:15]
Stanford MIT alumni for the CEO of Instabase,

Speaker 2 [3:15 - 3:21]
Serity company, 2 billion valuation, 300 employees.

Speaker 2 [3:21 - 3:26]
And Instabase is powered by Generative AI,

Speaker 2 [3:26 - 3:28]
Adjantic Enterprise.

Speaker 2 [3:28 - 3:34]
So basically, its platform intelligently analyzes structures

Speaker 2 [3:34 - 3:38]
and transform data into immediately actionable business

Speaker 2 [3:38 - 3:39]
insights.

Speaker 2 [3:39 - 3:51]
so this is an end then we have ryan from assembly so ryan has a real diverse knowledge his ai

Speaker 2 [3:51 - 3:58]
has applied to modern enterprise for customer support applications he talked primarily to

Speaker 2 [3:58 - 4:06]
chief customer officers and support operation leaders this company founded in 2018 who were

Speaker 2 [4:06 - 4:09]
for AI support agents on work for planning

Speaker 2 [4:09 - 4:12]
for hundreds of other enterprises,

Speaker 2 [4:12 - 4:15]
including NC, Robin Hood, and Stripe.

Speaker 2 [4:15 - 4:19]
And Ryan starts,

Speaker 2 [4:21 - 4:25]
Ryan is the head of growth at Rising Team,

Speaker 2 [4:25 - 4:28]
a company helping enterprise organizations

Speaker 2 [4:28 - 4:32]
like Google Cloud, Airbnb, Cisco, Visa,

Speaker 2 [4:32 - 4:41]
and more help their managers use AI to improve their leadership and develop stronger, more

Speaker 2 [4:41 - 4:42]
connected tips.

Speaker 2 [4:42 - 4:47]
So what I really like about this session is that we are going to tackle also the strategic

Speaker 2 [4:47 - 4:52]
level and not only the band aid of AI.

Speaker 2 [4:52 - 4:58]
So let's start with Amant.

Speaker 2 [4:58 - 5:05]
So you have an extensive experience in the financial industry, but not only in government as well.

Speaker 2 [5:05 - 5:12]
And I'm sure that you have tons of insights to share and use case and learning.

Speaker 2 [5:12 - 5:16]
So how do you want to start?

Speaker 4 [5:16 - 5:19]
Thank you. It's great to be here, Anthony.

Speaker 4 [5:19 - 5:24]
I think, so first I'll give you a brief overview of what we do.

Speaker 4 [5:24 - 5:28]
So our goal is how we can help.

Speaker 4 [5:28 - 5:38]
Our district does play an important role in automating many of the things that are being done either manually or not being done effectively.

Speaker 4 [5:38 - 5:40]
Now I'll give you several examples.

Speaker 4 [5:40 - 5:42]
So let's say you're at a bank.

Speaker 4 [5:42 - 5:47]

When you apply for loan, the reason why they take several days or weeks to process it is because they have to process for the data,

Speaker 4 [5:47 - 5:49]

and they have your organizations.

Speaker 4 [5:49 - 5:50]

And they have to do a lot of those things.

Speaker 4 [5:50 - 5:54]

If you go file your taxes, if you go apply for immigration,

Speaker 4 [5:54 - 5:56]

if you go apply for insurance claims,

Speaker 4 [5:56 - 5:58]

all of these things take long period of time

Speaker 4 [5:58 - 6:01]

because traditionally, most of those

Speaker 4 [6:01 - 6:05]

have been done manually because there was not enough

Speaker 4 [6:05 - 6:07]

intelligence in AI systems that they

Speaker 4 [6:07 - 6:10]

would process these complicated, sophisticated,

Speaker 4 [6:10 - 6:12]

unstructured data automatically.

Speaker 4 [6:12 - 6:15]

So our goal is how we can enable these organizations,

Speaker 4 [6:15 - 6:19]

take these data, process them automatically, and help them make decisions.

Speaker 4 [6:19 - 6:26]

The examples would be if JPMorgan wants to give you a loan in less than 10 minutes,

Speaker 4 [6:26 - 6:29]

now it is possible that you can do most of the things.

Speaker 4 [6:29 - 6:32]
Or if you want to open an account, or if you want to get insurance claims,

Speaker 4 [6:32 - 6:38]
or if you want to apply for immigration, these things should be doable in 5-10-15 minutes.

Speaker 4 [6:38 - 6:40]
They should not be taken weeks.

Speaker 4 [6:40 - 6:42]
So that's what we do.

Speaker 4 [6:42 - 6:48]
Now, question is what we have learned and what are the key insights to share.

Speaker 4 [6:48 - 6:51]
The key lessons is first, I think I'm very, very bullish on AI.

Speaker 4 [6:51 - 7:02]
I think AI will play a key role and very important role in fundamentally changing the operational productivity of every single organization, every single industry in the world.

Speaker 4 [7:02 - 7:07]
So I'm very, very excited. Now, at the same time, how we approach it is critically important.

Speaker 4 [7:07 - 7:13]
We think a bunch of these workflows that we run for lending or healthcare or for government,

Speaker 4 [7:13 - 7:16]
you want to make sure that if you run second time you get the same result.

Speaker 4 [7:16 - 7:22]
Your complete reproducibility, complete predictability, complete determinism,

Speaker 4 [7:22 - 7:26]
that you make sure that it's not acting differently if you run three different times.

Speaker 4 [7:26 - 7:31]
Those are important. I'll get to more technical details later, but our focus is how do you AI

Speaker 4 [7:31 - 7:36]
so that you can rely on these systems to really handle production-level workflows.

Speaker 2 [7:36 - 7:46]
of the white products. Thank you, Ryan. And Ryan, would love you to take also in terms of AI

Speaker 2 [7:46 - 7:56]

engines and customers' reports of being the most impactful in terms of automation or human

Speaker 2 [7:56 - 8:03]

in-loop augmentation or something else. What can you share with us first? Yeah, I think very

Speaker 5 [8:03 - 8:11]

similar takeaways that Anon was sharing about workflow automation. I think right now customer

Speaker 5 [8:11 - 8:17]

service is one of those obvious. Take your AI hammer and you hit the customer service nail

Speaker 5 [8:17 - 8:23]

and kind of automate everything away. My background is machine learning. I worked at Stripe on fraud

Speaker 5 [8:23 - 8:29]

detection actually and the reason I'm working in customer service was back when it was ML or big

Speaker 5 [8:29 - 8:35]

data even, not AI. Let's go automate this away and then if you go do that and you go

Speaker 5 [8:35 - 8:40]

find maybe you handle a lot of the trivial simple tickets like 20-30% of

Speaker 5 [8:40 - 8:44]

that and then there's still a lot left and I think everybody has had that experience

Speaker 5 [8:44 - 8:48]

with customer support. Okay, now that does not solve my problem. Get me to a person

Speaker 5 [8:48 - 8:53]

right now, right? So I think it's actually quite nuanced the deployment in

Speaker 5 [8:53 - 8:58]

customer service even with you know what's happening with AI is quite

Speaker 5 [8:58 - 9:03]

different from ML and you know there's like automation of tier one support for

Speaker 5 [9:03 - 9:07]

sure there's a lot of productivity gains for tier two and tier three support like

Speaker 5 [9:07 - 9:11]

humans are getting better you know co-pilots are making them more

Speaker 5 [9:11 - 9:17]
productive taking away toilsome manual work and then there's also AI in the

Speaker 5 [9:17 - 9:22]
planning so some of what assemble does is like both the AI automation for end

Speaker 5 [9:22 - 9:27]
consumers but also DoorDash is one of our customers they have 15,000 people in

Speaker 5 [9:27 - 9:32]
contact center and there's very deep questions around like how many people should be working

Speaker 5 [9:32 - 9:35]
what should they be working on this kind of like matching of supply and demand so

Speaker 5 [9:35 - 9:41]
i actually think like the use case in customer service is quite nuanced and it is this interesting

Speaker 2 [9:41 - 9:49]
blueprint for the rest of the enterprise too thank you ryan and to you ryan but more this time on

Speaker 2 [9:49 - 9:54]
on the leadership side, I would love to have your take.

Speaker 2 [9:55 - 9:58]
Most generic tools and to automate tasks,

Speaker 2 [9:58 - 10:01]
as we mentioned, and even replaces,

Speaker 2 [10:01 - 10:03]
and replace roles.

Speaker 2 [10:03 - 10:08]
How is Rising Team using AI to actually strengthen

Speaker 2 [10:08 - 10:09]
our manager?

Speaker 6 [10:10 - 10:11]
Well, thanks, Geraldine.

Speaker 6 [10:11 - 10:13]
I'm excited for this conversation.

Speaker 6 [10:13 - 10:15]
We're really thinking about the operating system,

Speaker 6 [10:15 - 10:17]
and there's the technical level,

Speaker 6 [10:17 - 10:22]
there's how we plan, but then there's a really human level of how we incorporate this technology

Speaker 6 [10:22 - 10:25]
and also how the workforce has changed.

Speaker 6 [10:25 - 10:29]
So I know there's a lot of solo entrepreneurs out there, but how many folks in the audience

Speaker 6 [10:29 - 10:32]
are working on a team, either a manager or a team member?

Speaker 6 [10:34 - 10:37]
Who would say it's easier today to work on a team?

Speaker 6 [10:39 - 10:40]
Who would say it's harder?

Speaker 6 [10:40 - 10:50]
A mix of both, but certainly folks that appreciate how difficult it is.

Speaker 6 [10:50 - 10:52]
It's always been hard.

Speaker 6 [10:52 - 10:53]
What's that?

Speaker 6 [10:53 - 10:54]
It's always been hard.

Speaker 6 [10:54 - 10:58]
The truth is it's always been hard and it's getting even harder, right?

Speaker 6 [10:58 - 11:03]
With remote work or your teams are distributed, sometimes they're halfway across the globe.

Speaker 6 [11:03 - 11:13]

So many organizations and large enterprises today have also gone through significant cost-cutting initiatives as well, so trim management layers.

Speaker 6 [11:13 - 11:20]

And so the ratio of the manager to team members is actually much higher today, higher in terms of team members.

Speaker 6 [11:21 - 11:26]

So the way that you lead a team is just very, very difficult.

Speaker 6 [11:26 - 11:34]

And really, for enterprises, the way that they're going to deliver on their strategy

Speaker 6 [11:34 - 11:37]

and their goals is having really high performing teams.

Speaker 6 [11:37 - 11:42]

And there's a lot of science behind the rationale of having teams that are very highly connected

Speaker 6 [11:42 - 11:46]

and engaged and how that actually unlocks higher team performance.

Speaker 6 [11:46 - 11:51]

But in circumstances where it's really hard today, there's new approaches that are needed.

Speaker 6 [11:51 - 11:55]

And so if you're a manager and want to build a really deeply connected team,

Speaker 6 [11:55 - 12:02]

You need to know your teammates, you need to understand their work preferences, you need to tailor your management style.

Speaker 6 [12:02 - 12:09]

Then doing that for a global distributed workforce and with your manager and your new team members,

Speaker 6 [12:09 - 12:11]

the task is going really hard.

Speaker 6 [12:11 - 12:17]

And so this is where there's opportunity for AI to help supercharge a manager

Speaker 6 [12:17 - 12:23]

by actually incorporating insights about their team members and personalizing their interactions.

Speaker 6 [12:23 - 12:31]

And so understanding how to deliver feedback to a specific team member and then when you're delivering feedback to another team,

Speaker 6 [12:31 - 12:33]

you're actually tailoring your approach to be more effective.

Speaker 6 [12:34 - 12:37]

And it's hard for managers to remember details about team members.

Speaker 6 [12:38 - 12:41]

You might have new folks coming on your team and they're to ramp up time.

Speaker 6 [12:41 - 12:51]

So this is where there's a lot of opportunity for AI to empower managers, make them more effective in how they're managing, and then do that at scale.

Speaker 2 [12:51 - 13:03]

Okay, awesome. Ryan, what are the most common friction points when enterprises deploy AI

Speaker 2 [13:03 - 13:11]

engines? And of course, the one million questions, how can they be avoided?

Speaker 5 [13:11 - 13:17]

I would be curious for other people to weigh on this too. One of the things that we see

Speaker 5 [13:17 - 13:24]

point is that it's so obvious that customer service should be disrupted by AI that people

Speaker 5 [13:24 - 13:31]

don't know what to actually do. I was in Barcelona two weeks ago talking to actually somebody

Speaker 5 [13:31 - 13:35]

who was this very sophisticated support leader. She was with DoorDash very early on, now at a

Speaker 5 [13:35 - 13:40]

company called Snunu. It's a delivery app in the Middle East. It was a billion dollar fundraise

Speaker 5 [13:40 - 13:42]

out of Qatar.

Speaker 5 [13:43 - 13:44]

And she was like,

Speaker 5 [13:44 - 13:46]

our whole executive team, we know,

Speaker 5 [13:47 - 13:48]
you've got to have AI.

Speaker 5 [13:48 - 13:50]
Right now, yesterday.

Speaker 5 [13:50 - 13:52]
You've got to have it right now. What does that actually mean?

Speaker 5 [13:53 - 13:54]
And she's like, our whole

Speaker 5 [13:54 - 13:56]
C-suite, these are senior leaders

Speaker 5 [13:56 - 13:58]
and we keep hearing about AI,

Speaker 5 [13:58 - 14:00]
and we don't really have time to come to conferences

Speaker 5 [14:00 - 14:02]
like this and get deep and understand

Speaker 5 [14:02 - 14:03]
what's really going on.

Speaker 5 [14:04 - 14:06]
It's so far away to know how does it actually

Speaker 5 [14:06 - 14:08]
work, let alone

Speaker 5 [14:08 - 14:10]
what can it actually do.

Speaker 5 [14:10 - 14:14]
And so in customer service, you've got like every single week there's a new company and they raise a shit ton of money.

Speaker 5 [14:15 - 14:16]
And then it's like, okay, they do this thing.

Speaker 5 [14:16 - 14:18]
And it's like, does it actually work?

Speaker 5 [14:19 - 14:20]
You know, what are the results?

Speaker 5 [14:20 - 14:25]
So the simple thing is like, I think people know that they want AI.

Speaker 5 [14:25 - 14:28]
They don't know exactly what that means or how to do it, I find.

Speaker 5 [14:28 - 14:37]
And so like, we've spent a lot of time at Assembled investing in almost like a 201, like not 101 level education, 102 level education, but like 201.

Speaker 5 [14:37 - 14:41]
You know, like the survey of like, okay, but we're going to do a class where we're like,

Speaker 5 [14:41 - 14:44]
explain to you, like, and not just like networking dinners.

Speaker 5 [14:44 - 14:49]
Like we're going to get like five executives of customer service together, do a 201 survey

Speaker 5 [14:49 - 14:54]
of like, okay, here's all the different use cases we've seen of like pure automation,

Speaker 5 [14:54 - 15:03]
AI agents for chat, for email, for voice, co-pilots, quality assurance, co-pilot for

Speaker 5 [15:03 - 15:04]
like workflow automation.

Speaker 5 [15:04 - 15:07]
Like, okay, here's how it integrates with like RPA too.

Speaker 5 [15:07 - 15:10]
robotic process automation, something that's a little bit older, all the way into workforce

Speaker 5 [15:10 - 15:15]
management, forecasting, so really giving people the landscape of, okay, these are things that you

Speaker 5 [15:16 - 15:21]
know about, like you get specific problems, and here's how it ties to this like firm role,

Speaker 5 [15:21 - 15:26]
so the full survey, but I think it really, I mean, again, I'm curious if other people see that,

Speaker 2 [15:26 - 15:33]
it's like, what is AI actually? Yeah, thank you, thank you so much. And I would love to have you

Speaker 2 [15:33 - 15:38]
take on this because you have been you are one of the pioneers working on that

Speaker 2 [15:38 - 15:46]
for eight years and now so obviously you are you could you could attest of the

Speaker 2 [15:46 - 15:53]
curve of innovation and maturity of everything so what in terms of your

Speaker 2 [15:53 - 15:59]
learning that this use case what do you want to share with us to to provide value

Speaker 2 [15:59 - 16:01]
to our origins?

Speaker 4 [16:01 - 16:03]
Yeah, maybe I think it would make sense

Speaker 4 [16:03 - 16:04]
to take two different perspectives.

Speaker 4 [16:04 - 16:06]
One, I'll take one technical perspective,

Speaker 4 [16:06 - 16:09]
and the second is .

Speaker 4 [16:09 - 16:12]
So technical perspective, I think if you look at the user

Speaker 4 [16:12 - 16:15]
of AI, I break that into roughly, I think,

Speaker 4 [16:15 - 16:17]
four different levels.

Speaker 4 [16:17 - 16:21]
The first one is people going to JackGPT or cloud

Speaker 4 [16:21 - 16:22]
and asking some questions.

Speaker 4 [16:22 - 16:24]
That's the first level of productivity.

Speaker 4 [16:24 - 16:26]
But if you want to do it on your own data,

Speaker 4 [16:26 - 16:28]
it would be trained on internet data.

Speaker 4 [16:28 - 16:37]
So second level, I think, of sophistication, what I've seen is some kind of rag where people connect it with their systems and it will do some retrieval from your stuff and then get you an answer.

Speaker 4 [16:38 - 16:46]
Third level of sophistication that I've seen now work reasonably well in some places is kind of like the tool augmented rag.

Speaker 4 [16:46 - 16:53]
So you're not just retrieving, but you are taking some actions like query database and pulling stuff from Salesforce and doing those kind of things.

Speaker 4 [16:53 - 16:55]
But still, I call this like tool augmented rag.

Speaker 4 [16:55 - 17:00]
And I've seen those people have done some kind of small small things around these three areas.

Speaker 4 [17:00 - 17:07]
The next two is much more nuanced, which is, and I think that's what Ryan was talking about, the first, number four, which I call AI workflow.

Speaker 4 [17:07 - 17:13]
AI workflow is a set of steps where AI can assist in those things, but who does the reasoning?

Speaker 4 [17:13 - 17:19]
Who defines what should happen? And the last one is agentic, which you all must have heard.

Speaker 4 [17:19 - 17:28]
So I have some controversy to take on the technical part of this, which is I do not believe that agentics should run in production.

Speaker 4 [17:29 - 17:31]

And the reason for that is the following.

Speaker 4 [17:31 - 17:41]
Even if you're running an organization, right, not a human or a support person sitting on the, you know, branch desk or branch table make a decision based on what they think.

Speaker 4 [17:41 - 17:42]
They don't, right?

Speaker 4 [17:42 - 17:44]
They make based on defined protocol.

Speaker 4 [17:44 - 17:48]
They follow the exact set of steps that somebody has to do as a process in the company.

Speaker 4 [17:48 - 17:54]
Like if you want to some, you know, a person and then steps in and decide whether he should get it out or not, right?

Speaker 4 [17:54 - 17:56]
They basically go, submit, they run a bunch of things.

Speaker 4 [17:56 - 18:04]
And so I think that the reality is the way I see technically things will get deployed is

Speaker 4 [18:04 - 18:07]
agency could play an important role in helping you create these workflows,

Speaker 4 [18:07 - 18:11]
but then humans would come and decide which steps make sense, which steps do not make sense,

Speaker 4 [18:12 - 18:15]
which steps require human review, which steps require rejection checks,

Speaker 4 [18:15 - 18:20]
which steps basically need to be validated in a certain way or whatever.

Speaker 4 [18:20 - 18:25]
But once that is created, then you have, that generates like more deterministic workflow,

Speaker 4 [18:25 - 18:27]
which runs in production.

Speaker 4 [18:28 - 18:31]
Typically, it's always a good idea to take lessons from what has worked well.

Speaker 4 [18:31 - 18:37]

And I think one tool that I've been reasonably impressed with is some of these coding tools.

Speaker 4 [18:37 - 18:41]

You might have used Cursor or Windsor and some of those, and I use them a lot.

Speaker 4 [18:41 - 18:44]

But you don't allow agent to go write code in person production, right?

Speaker 4 [18:44 - 18:51]

It didn't work that way. You ask the agent to create those, but then you go review, you maintain, you test it, and everything looks good.

Speaker 4 [18:51 - 18:54]

Then you put something that is much more deterministic, which is a production.

Speaker 4 [18:54 - 19:03]

So our approach is that agent-to-KI would be more of build and development time phenomena that will allow you to create a bunch of work projects here.

Speaker 4 [19:04 - 19:12]

But run-time phenomena is going to be AI work-world, which would be much more predictable, deterministic, explainable, instrumentable, and so on.

Speaker 4 [19:12 - 19:31]

So we have taken a very clear stand that we will use authentic in human AI collaboration only during build or development time, never in production. And production will be AI workflow. But AI should play an important role in key steps, but with much more checks and balances in place.

Speaker 5 [19:31 - 19:36]

I'm curious, I like your breakdown of the different levels of AI understanding.

Speaker 5 [19:36 - 19:39]

Where do you think most of your customers are?

Speaker 5 [19:39 - 19:43]

Are they at the sophistication of the different...

Speaker 5 [19:43 - 19:45]

Do they understand the distinction of agentic?

Speaker 5 [19:45 - 19:50]

Or is it at the level one, like, okay, how's this different from Chai Chabiti?

Speaker 4 [19:50 - 19:53]
Yeah, so I think the...

Speaker 4 [19:53 - 19:56]
No, so basically you have to tell them.

Speaker 4 [19:56 - 19:57]
Because what is agentic?

Speaker 4 [19:57 - 20:01]
And if you ask 10 different people, they will give you 10 different answers.

Speaker 4 [20:01 - 20:03]
So we also have a very clear definition of what agentic.

Speaker 4 [20:03 - 20:08]
Agentic is just think of a magical function where you give your goal and set of tools, and that's it.

Speaker 4 [20:09 - 20:09]
Nothing else.

Speaker 4 [20:10 - 20:17]
AI should be able to autonomously be able to figure out how to use these tools and how to check it, how to correct it, how to do whatever,

Speaker 4 [20:18 - 20:20]
retract from some mistakes and all that kind of stuff and do it.

Speaker 4 [20:21 - 20:22]
And this is very, very powerful.

Speaker 4 [20:22 - 20:26]
You just give a goal instead of tools and you should be able to figure everything out.

Speaker 4 [20:26 - 20:32]
But that comes with a ton of dangers, right? What if it uses a tool in the wrong way? What if some tools can have some side effects?

Speaker 4 [20:32 - 20:37]
So in general, I think you can play an important role, but those simple golden tools

Speaker 4 [20:38 - 20:42]
should be used to generate what I will run in production.

Speaker 4 [20:42 - 20:49]

This will be run on some test and sandbox data set that a human approves and then ask what the checkboxes and then you define a predictable workflow

Speaker 4 [20:49 - 20:53]
and then you run it. So I think where most of the customers are, once you're passing directly,

Speaker 4 [20:53 - 21:01]
Most of them are still like the production deployment that I have seen is classic like rag or tool oriented rag a little bit.

Speaker 4 [21:01 - 21:11]
That's where people say we are, like if you look at every few weeks there is a blog by JP Morgan and Goldman that we are now doing this with AI.

Speaker 4 [21:11 - 21:13]
It's a crypto is some simple rag system, right?

Speaker 4 [21:13 - 21:17]
Like somebody putting some query on some data that they're indexed.

Speaker 4 [21:17 - 21:26]
And I think that we have seen agentic primarily encoding, that's where we've seen some stuff.

Speaker 4 [21:26 - 21:28]
The workflow area is fully open.

Speaker 4 [21:28 - 21:33]
Whoever figures out the best way to do it, that's a massive, like, I think, trillion-dollar market.

Speaker 4 [21:33 - 21:46]
So whoever figures out, like, what is the entire lifecycle of workflow creation and production running of those workflows reliably, that's a trillion-dollar market.

Speaker 2 [21:46 - 21:54]
Yes, thank you, thank you, and for sure, human control through the process is super, super important.

Speaker 2 [21:54 - 22:00]
And this is a majority of agentic AI.

Speaker 2 [22:00 - 22:09]
But I love your way of picking up our awareness on the topic.

Speaker 2 [22:09 - 22:12]
the topic, Ryan, because you are close to the strategy

Speaker 2 [22:12 - 22:16]
of company, and I think the answer might be there,

Speaker 2 [22:16 - 22:19]
the closer you are to the strategy of the company,

Speaker 2 [22:19 - 22:23]
in the end, and you make sure that the tech

Speaker 2 [22:23 - 22:26]
is really a tool to the service of the strategy,

Speaker 2 [22:26 - 22:29]
which is a winning answer.

Speaker 2 [22:29 - 22:34]
So for you, can you share an example

Speaker 2 [22:34 - 22:38]
of large enterprise with rolling out an AI?

Speaker 2 [22:39 - 22:44]
for chief development at scale and what impact they are seeing.

Speaker 1 [22:44 - 22:46]
So, let's take it.

Speaker 1 [22:46 - 22:47]
Yeah, absolutely.

Speaker 6 [22:47 - 22:49]
Like I said, I understand too.

Speaker 6 [22:49 - 22:56]
We've seen a spectrum of adoption in terms of, hey, there's kind of a one-on-one level of, you know,

Speaker 6 [22:56 - 23:04]
I want to learn how to use AI and start to incorporate it on a daily basis versus actually getting more of a two-on-one level of,

Speaker 6 [23:04 - 23:09]
level of, okay, how's it going to change my behavior? How can I lead differently? So we

Speaker 6 [23:09 - 23:14]

certainly see a spectrum of that development. One of our customers, Google Cloud, has adopted

Speaker 6 [23:14 - 23:21]
our team leadership development platform and the AI coaching aspect, you know, across a

Speaker 6 [23:21 - 23:27]
lot of engineering and cloud teams. And, you know, the way that they implement it has aligned

Speaker 6 [23:27 - 23:33]
with their strategy around building more trusted teams, building more connectedness. So they're

Speaker 6 [23:33 - 23:40]
actually running experiences usually on a quarterly basis as a team, the group, building

Speaker 6 [23:40 - 23:42]
more connectivity and team skills.

Speaker 6 [23:42 - 23:48]
The insights from those sessions are then incorporated into the AI coach that then managers

Speaker 6 [23:48 - 23:50]
and team members can access on a daily basis.

Speaker 6 [23:50 - 23:55]
And so what we've seen is that by running more sessions and incorporating that feedback

Speaker 6 [23:55 - 23:59]
is you can drive up manager effectiveness scores, you can drive up engagement, you can

Speaker 6 [23:59 - 24:03]
You have connectedness and trust.

Speaker 6 [24:03 - 24:07]
And so we see overall team engagement scores

Speaker 6 [24:07 - 24:11]
go by 60 to 200%, which is very, very significant.

Speaker 6 [24:11 - 24:14]
And that could be driven by a manager specifically

Speaker 6 [24:14 - 24:16]
dialing in what they need to focus on,

Speaker 6 [24:16 - 24:18]
whether it's improving feedback on their team

Speaker 6 [24:18 - 24:21]
or helping with resilience versus implementing something

Speaker 6 [24:21 - 24:22]
that's very generic.

Speaker 6 [24:22 - 24:26]
So the AI can then actually learn what the team needs.

Speaker 6 [24:26 - 24:30]
So based on what team members are saying,

Speaker 6 [24:30 - 24:32]
different feedback they're providing,

Speaker 6 [24:32 - 24:34]
the AI can then guide the manager

Speaker 6 [24:34 - 24:36]
to focus on a specific skill area

Speaker 6 [24:36 - 24:39]
or focus area for the team the next quarter.

Speaker 6 [24:39 - 24:42]
And so it becomes, whereas engagement surveys

Speaker 6 [24:42 - 24:44]
have become very generic,

Speaker 6 [24:47 - 24:48]
and teams have also gone through

Speaker 1 [24:48 - 24:50]
different corporate trainings,

Speaker 1 [24:50 - 24:52]
this can actually provide a very customized approach

Speaker 1 [24:52 - 24:54]
based on the team and the manager

Speaker 1 [24:54 - 24:57]
  that we can focus on which helps drive with results.

Speaker 4 [24:57 - 25:00]
  Ryan, can I ask you a question?

Speaker 4 [25:00 - 25:02]
  So this is something, I don't know what you,

Speaker 4 [25:02 - 25:05]
  you both run a company, but I have seen in the last

Speaker 4 [25:07 - 25:10]
  10 to 12 months, mainly in the last six months,

Speaker 4 [25:10 - 25:15]
  now the fundamental difference that AI makes between

Speaker 4 [25:15 - 25:17]
  let's say a good software engineer,

Speaker 4 [25:17 - 25:18]
  I was like okay software engineer,

Speaker 4 [25:18 - 25:21]
  and a great software engineer is no longer 10x or 50x,

Speaker 4 [25:21 - 25:25]
  maybe how they're next because the tools like this

Speaker 4 [25:25 - 25:27]
  that were adding in code, like really, really good people

Speaker 4 [25:27 - 25:30]
  are able to just get so much done so quickly.

Speaker 4 [25:31 - 25:34]
  I find that a lot of the managers and leaders basically,

Speaker 4 [25:34 - 25:38]
  they just add the bulk and, you know,

Speaker 4 [25:38 - 25:40]
  slow everybody down rather than adding to other values.

Speaker 4 [25:40 - 25:43]
I think, like what is the new organizational structure

Speaker 4 [25:43 - 25:44]
in the AI?

Speaker 4 [25:44 - 25:46]
I think the majority of the managers should be fired.

Speaker 4 [25:46 - 25:48]
That's what I think about it.

Speaker 6 [25:48 - 25:51]
But it's a really provocative question,

Speaker 6 [25:51 - 25:55]
But yeah, the trend of organizations getting thinner,

Speaker 6 [25:55 - 25:57]
a manager being able to manage across more teams.

Speaker 6 [25:57 - 25:59]
And then to your point, the productivity

Speaker 6 [25:59 - 26:04]
of an individual engineer could be 100x what it was in the past.

Speaker 6 [26:04 - 26:07]
So very much can also just change

Speaker 6 [26:07 - 26:10]
the interactions between team members

Speaker 6 [26:10 - 26:14]
or functional collaboration versus the vertical orientation

Speaker 6 [26:14 - 26:16]
as well.

Speaker 5 [26:16 - 26:18]
I'll take the other side.

Speaker 5 [26:18 - 26:20]
I agree.

Speaker 5 [26:20 - 26:25]
The gains to somebody being really effective with tools

Speaker 5 [26:25 - 26:28]
are larger than ever, so you see more kind of like

Speaker 5 [26:28 - 26:32]
dispersion between the top and the bottom.

Speaker 5 [26:32 - 26:35]
And I even saw like a code review come in from our team

Speaker 5 [26:35 - 26:38]
who was out at a dinner, like somebody put in a pull request

Speaker 5 [26:38 - 26:39]
through Codex.

Speaker 5 [26:39 - 26:41]
I was like, that's awesome.

Speaker 5 [26:41 - 26:43]
I didn't know exactly who that is.

Speaker 5 [26:43 - 26:46]
But I think that if anything, ironically,

Speaker 5 [26:46 - 26:48]
that made management even more important

Speaker 5 [26:48 - 26:50]
because there is this huge correlation

Speaker 5 [26:50 - 26:52]
between the top managers and the bottom managers.

Speaker 5 [26:52 - 26:54]
Like, you see attrition tied to it.

Speaker 5 [26:54 - 26:56]
You see unhappiness tied to it.

Speaker 5 [26:56 - 26:59]
We went a year and a half without running a poll survey,

Speaker 5 [26:59 - 27:01]
and we're actually about to do it again.

Speaker 5 [27:01 - 27:03]
And I think it is because, like, oh, you know,

Speaker 5 [27:03 - 27:06]
like, what was holding us back before wasn't necessarily,

Speaker 5 [27:06 - 27:08]
we don't want to know what people think,

Speaker 5 [27:08 - 27:09]
and we don't want to give that information to managers.

Speaker 5 [27:09 - 27:12]
It was like, well, we might not have the bandwidth

Speaker 5 [27:12 - 27:13]
to act on it.

Speaker 5 [27:13 - 27:15]
And I do think managers have a really important role

Speaker 5 [27:15 - 27:16]
in the world.

Speaker 5 [27:16 - 27:21]
Like, yeah, you don't need to have 15 to 1, 10 to 20 to 1, or whatever ratios.

Speaker 5 [27:21 - 27:25]
Like, yeah, spend some really close time together with the best people you're talking about.

Speaker 4 [27:25 - 27:31]
The question is, I think, in the engagement survey and post survey, those are more exciting

Speaker 4 [27:31 - 27:32]
indicators.

Speaker 4 [27:32 - 27:37]
And, right, so I think the key question is, given that inequality is going to widen in

Speaker 4 [27:37 - 27:41]
a significant way, and many of the managers basically might have a hard time knowing how

Speaker 4 [27:41 - 27:48]
like how do you handle such inequality? Like in the performance review, like yeah, somebody performed 40% more out of 5% more.

Speaker 4 [27:48 - 27:59]
Now the difference that you see is just insane. And what is the way to get effective outcome but still keep people in a good place?

Speaker 4 [27:59 - 28:04]
Is there a balance that you all just need?

Speaker 1 [28:04 - 28:05]
No.

Speaker 6 [28:05 - 28:17]
I was going to say that I think the pace of change in every organization is just accelerating

Speaker 6 [28:17 - 28:24]
and so building the capacity and resilience for whether you're a manager or a team member

Speaker 6 [28:24 - 28:28]
just to be able to absorb and react and respond to that whole change.

Speaker 6 [28:28 - 28:35]
I think he's also a skill that's really needed and will continue to be needed at this pace.

Speaker 5 [28:35 - 28:39]
I can tell you one of the really specific things that we chartered our managers with

Speaker 5 [28:39 - 28:43]
and that we've also told our customers that they should have their management layers.

Speaker 5 [28:43 - 28:46]
And granted there's a difference between Assembled and our customers.

Speaker 5 [28:46 - 28:50]
Our customers are running large support teams and we're a technology company

Speaker 5 [28:50 - 28:52]
so I think there's a little different of a need.

Speaker 5 [28:52 - 28:57]
But I think for all of them it's like figure out how to help your team make AI specific.

Speaker 5 [28:57 - 29:04]
So I found that I have to keep up every three months, every two months, oh, now you're able

Speaker 5 [29:04 - 29:10]

to do codecs, you don't have to just do cursor where you're sitting there at the computer,

Speaker 5 [29:10 - 29:13]

you just drop it into your mobile phone.

Speaker 5 [29:13 - 29:16]

It's really hard to keep up and I think the really great managers are helping their teams

Speaker 5 [29:16 - 29:17]

keep up.

Speaker 5 [29:17 - 29:21]

And in support it's like, okay, this is what your role is going to look like six months

Speaker 5 [29:21 - 29:22]

from now.

Speaker 5 [29:22 - 29:26]

By the way, if you use GPT-03 instead of 4-0, that's going to help you a lot.

Speaker 5 [29:26 - 29:29]

So that's something we specifically try to manage.

Speaker 2 [29:29 - 29:36]

Yes, and I see the manager has a more and more competitive role to them, and that's the point.

Speaker 1 [29:36 - 29:42]

And most of the managers are not that sensible because we have time to change so fast

Speaker 2 [29:42 - 29:49]

that they need to keep up with the learning, which is quite different with the tech, which is different.

Speaker 1 [29:49 - 29:56]

So it's more about what we need in terms of skills for that new manager who is able to

Speaker 2 [29:56 - 30:04]

get the insights from his team and the leader for labor but still have an impact at the

Speaker 2 [30:04 - 30:06]

leadership of our role.

Speaker 2 [30:06 - 30:16]

So for sure it's a new topic and upskilling manager remains one very important topic.

Speaker 2 [30:16 - 30:27]
we are going through the end i would love to have your your perspective about what you see coming

Speaker 2 [30:27 - 30:35]
in the next few months so changing our our perspective by looking forward um i bet maybe

Speaker 2 [30:35 - 30:45]
you were there last year on stage maybe sharing and you see how much it has been so fast and the

Speaker 2 [30:45 - 30:50]
the maturity curve about agency, kind of AI, etc.

Speaker 2 [30:50 - 30:53]
So what is your take about what is,

Speaker 2 [30:53 - 30:55]
what advice would you give to leaders

Speaker 2 [30:55 - 30:58]
the next ones based on what you think will be the future?

Speaker 4 [31:00 - 31:01]
If I would give an advice,

Speaker 4 [31:01 - 31:03]
I'll give something different.

Speaker 4 [31:03 - 31:06]
Advice would be that AI will play an important role.

Speaker 4 [31:06 - 31:07]
It will change everything,

Speaker 4 [31:07 - 31:09]
it doesn't make everyone other functions.

Speaker 4 [31:09 - 31:13]
So do not fight it, get along with it.

Speaker 4 [31:13 - 31:14]
By making it for you.

Speaker 4 [31:14 - 31:19]

I think in terms of the future, just the same question.

Speaker 4 [31:19 - 31:24]

I was thinking, this is a part of my mind, I was trying to play with the system.

Speaker 4 [31:24 - 31:28]

Basically, I was looking at that how do you get value from computers?

Speaker 4 [31:28 - 31:34]

The way you get value from computers is by your eyes, you see things, and you input things by your hand, right?

Speaker 4 [31:34 - 31:36]

The mouse and keyboard.

Speaker 4 [31:36 - 31:44]

I think that maybe the next most powerful AI would not be based on tokens and those kind of things.

Speaker 4 [31:44 - 31:49]

It should just see things and operate keyboard and mouse.

Speaker 4 [31:49 - 31:53]

If you can do that, it will give you everything computing has to offer.

Speaker 4 [31:53 - 32:00]

So I think that I'm sure that future AI would not look like maybe the current AI the way it looks.

Speaker 4 [32:00 - 32:03]

If you want to do real agent, then maybe like,

Speaker 4 [32:03 - 32:05]

it should be a replacement of human body models, right?

Speaker 4 [32:05 - 32:08]

With your hand and fingers that you use for

Speaker 4 [32:08 - 32:11]

operating the mouse and then you can do that.

Speaker 4 [32:11 - 32:13]

I'm going to continue there.

Speaker 4 [32:13 - 32:16]

So we will see that when that now the idea comes.

Speaker 1 [32:19 - 32:22]
Awesome. And we have a few minutes for questions.

Speaker 3 [32:22 - 32:25]
If you guys would be willing to answer some questions.

Speaker 3 [32:25 - 32:27]
But of course I want to give you some time

Speaker 3 [32:27 - 32:29]
to share your final takeaways.

Speaker 3 [32:29 - 32:31]
Thank you Ryan and Ryan.

Speaker 5 [32:33 - 32:49]
You want to come to me? I'll just say super quickly, like this myopic topic of enterprise, I think there's a lot, what we will see in three months, six months, there's a lot less, or a lot more of the kind of like preparation for AI.

Speaker 5 [32:49 - 32:50]
I'll tell you what I mean.

Speaker 5 [32:50 - 32:54]
Like in customer service, the biggest slowdown of adoption

Speaker 5 [32:54 - 32:58]
is just like even about being processes, not even like brag,

Speaker 5 [32:58 - 33:00]
but like we didn't write anything down.

Speaker 5 [33:00 - 33:02]
We don't know what the refund policy is.

Speaker 5 [33:02 - 33:04]
Like it's just in somebody's head.

Speaker 5 [33:04 - 33:06]
And it's just like somebody's got like a project manager

Speaker 5 [33:06 - 33:08]
to go figure out like, okay, what do we actually do

Speaker 5 [33:08 - 33:09]

in this situation?

Speaker 5 [33:09 - 33:10]
So I'm hearing a lot of that.

Speaker 5 [33:10 - 33:14]
The value of writing stuff down, writing stuff down,

Speaker 5 [33:14 - 33:16]
like that's quite high.

Speaker 5 [33:16 - 33:18]
I mean, I think more and more organizations are realizing,

Speaker 5 [33:18 - 33:21]
Well, we've got to put this stuff down on paper

Speaker 5 [33:21 - 33:22]
before we put AI into it.

Speaker 6 [33:25 - 33:28]
I think the biggest trend that I would see over next year

Speaker 6 [33:28 - 33:31]
is not looking for external tools or other platforms,

Speaker 6 [33:31 - 33:35]
but actually looking at where work happens in those spaces,

Speaker 6 [33:35 - 33:39]
whether it's on Zoom or in Slack or Microsoft Teams.

Speaker 6 [33:39 - 33:43]
And I see a lot of AI tools in the team building space

Speaker 6 [33:43 - 33:45]
kind of coming into those tools,

Speaker 6 [33:45 - 33:47]
rethinking how you actually build teams

Speaker 6 [33:47 - 33:51]
and engage employees and how you manage.

Speaker 6 [33:51 - 33:54]

You can imagine an AI agent understanding

Speaker 6 [33:54 - 33:56]
that the team resilience is really low.

Speaker 6 [33:56 - 33:59]
Here's how to actually coach a specific team member

Speaker 6 [33:59 - 34:00]
before you're one-on-one,

Speaker 6 [34:00 - 34:03]
just having that information presented to you right in Slack.

Speaker 6 [34:03 - 34:05]
So I think there's a lot more kind of incorporation

Speaker 6 [34:05 - 34:07]
of AI into existing tools.

Speaker 6 [34:07 - 34:10]
You really see that happening right now.

Speaker 4 [34:11 - 34:12]
I want to add one comment to what Ryan said.

Speaker 4 [34:12 - 34:14]
The writing is so important.

Speaker 4 [34:14 - 34:16]
That is such a profound statement.

Speaker 4 [34:16 - 34:20]
there should be one takeaway from this entire panel,

Speaker 4 [34:20 - 34:22]
and that should be that part.

Speaker 4 [34:22 - 34:24]
I'll tell you why.

Speaker 4 [34:24 - 34:26]
Because there is so much money that is being spent with AI

Speaker 4 [34:26 - 34:28]

that will solve your search problem and all that.

Speaker 4 [34:28 - 34:31]
I think you're inviting that AI would not solve enterprise search.

Speaker 4 [34:31 - 34:33]
You get enterprise search is not a search for AI problem,

Speaker 4 [34:33 - 34:34]
it's a data problem.

Speaker 4 [34:34 - 34:36]
On the internet, it works because you have one of the websites

Speaker 4 [34:36 - 34:39]
where people maintain a source of truth on the URL,

Speaker 4 [34:39 - 34:41]
and that's why when you search,

Speaker 4 [34:41 - 34:42]
it helps other people in your ranking, right?

Speaker 4 [34:42 - 34:45]
Like Google, and New York Times, or CNN,

Speaker 4 [34:45 - 34:51]
on Fox, in WordPress or something else. On Enterprise Data, you search. If I search for my checkmins, it gives me an answer.

Speaker 4 [34:51 - 34:57]
And everything is backwards in data, but the data is old. And I cannot say the data that is new is more trustworthy than data is old.

Speaker 4 [34:57 - 35:02]
I write about the crap stuff. You cannot say the data written by Ryan is more trustworthy than somebody else.

Speaker 4 [35:02 - 35:08]
So unless you solve data curation problem and data life cycle problem within Enterprise, search will be unsolved.

Speaker 4 [35:08 - 35:15]
and that's why writing and maintaining what is the source of truth is the most critical

Speaker 4 [35:15 - 35:21]

value gain by any enterprise if you can do that with the creation data quality well.

Speaker 2 [35:21 - 35:27]
Yes, first. It's a clear content talk. So, time for questions.

Speaker 3 [35:27 - 35:32]
Yeah, we have some here in the back left. I think we have time for just one or two questions.

Speaker 3 [35:32 - 35:34]
So, let's get in.

Speaker 1 [35:34 - 35:38]
Hi, that's Brad Hopper from Self Actual.

Speaker 1 [35:38 - 35:44]
Who does own the data that you're talking about and who should own the data?

Speaker 1 [35:44 - 35:48]
Is it the employee of the organization? Should employees get to take it with them?

Speaker 1 [35:48 - 35:52]
In what sense? I mean, basically, in enterprise?

Speaker 1 [35:52 - 35:57]
You're creating data about people. You're pulling their thoughts into things, right?

Speaker 1 [35:57 - 36:00]
There might even be future thoughts in the case of Ryan, right?

Speaker 1 [36:00 - 36:05]
Who should own that? Is that the organization that should own it or should people get it?

Speaker 1 [36:05 - 36:09]
Is it a co-ownership? Where should it be?

Speaker 1 [36:09 - 36:12]
This is like Slack locking down their API type of thing?

Speaker 1 [36:12 - 36:14]
No, it's distributed, I guess.

Speaker 1 [36:14 - 36:15]
That's true.

Speaker 6 [36:17 - 36:19]

What were the questions?

Speaker 6 [36:20 - 36:22]
Who should own the data from a team?

Speaker 6 [36:22 - 36:26]
I can speak from some of the team development space.

Speaker 6 [36:26 - 36:33]
space, what we found is creating data that's useful within a team, and we've been very

Speaker 6 [36:33 - 36:38]
thoughtful about thinking about both safeguards and where should data be shared. We found

Speaker 6 [36:38 - 36:44]
really keeping any data or insights about the individual team members belongs to that

Speaker 6 [36:44 - 36:51]
team, and should not exist, kind of be shared more broadly. It's an active question I think

Speaker 4 [36:51 - 36:55]
I think for a lot of enterprises, what type of data is shared?

Speaker 4 [36:55 - 36:59]
So, question on basically like from the MPA perspective,

Speaker 4 [36:59 - 37:03]
we take this, for example, which is very different than the model.

Speaker 4 [37:03 - 37:07]
Any data that is produced by the enterprises are owned by them, we don't own any of those.

Speaker 4 [37:07 - 37:11]
So in general, like, I think it's very, very clear, which is that any data that is produced by their people

Speaker 4 [37:11 - 37:15]
using any of our tools or any of their stuff remains

Speaker 3 [37:15 - 37:19]
Thank you so much for answering that question. And we're running low on time here,

Speaker 3 [37:19 - 37:24]
time here so I was actually going to ask if any of our speakers upstage would want to answer some

Speaker 3 [37:24 - 37:29]

questions on the side or if you people if you guys have time if you're with me of course yes thank

Speaker 3 [37:29 - 37:36]

you so that will conclude our session here on AIXS thank you so much to our moderator Geraldine