



From Hierarchy *to Intelligence*

Transforming how we work

Based on the essay by Jack Dorsey & Roelof Botha · March 2026

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The Roman Army · 27 BC

→ Prussia 1806 → Railroads 1850 → Taylor 1910 → Matrix 1959 → Today

2,000

YEARS

Every organization has been built on one assumption:

A leader can effectively manage 3-8 people.

Span of control. Layers of command.
Information routed through humans.

The Tradeoff

CEO	 instant
VP	 +1 day
Director	 +3 days
Manager	 +1 week
Worker	 +2 weeks

"More layers mean slower information flow."

Two thousand years of organizational innovation has been an attempt to work around this tradeoff without breaking it.

Everyone tried.

Everyone reverted.



Spotify

Cross-functional squads

Reverted to conventional management



Zappos

Holacracy — no managers

Significant attrition



Valve

Flat structure

Couldn't scale beyond ~300

No technology was powerful enough to replace hierarchy.



*"For the first time, a system can maintain
a continuously updated model of an
entire business."*

— Dorsey & Botha, March 2026

AI is that technology.

Give them superpowers.



AI Agents

Browse, code, execute



Document Analysis

Confidential, local



Deep Research

With citations



Communication

Draft, translate, summarize



Code Execution

Build tools, analyze data

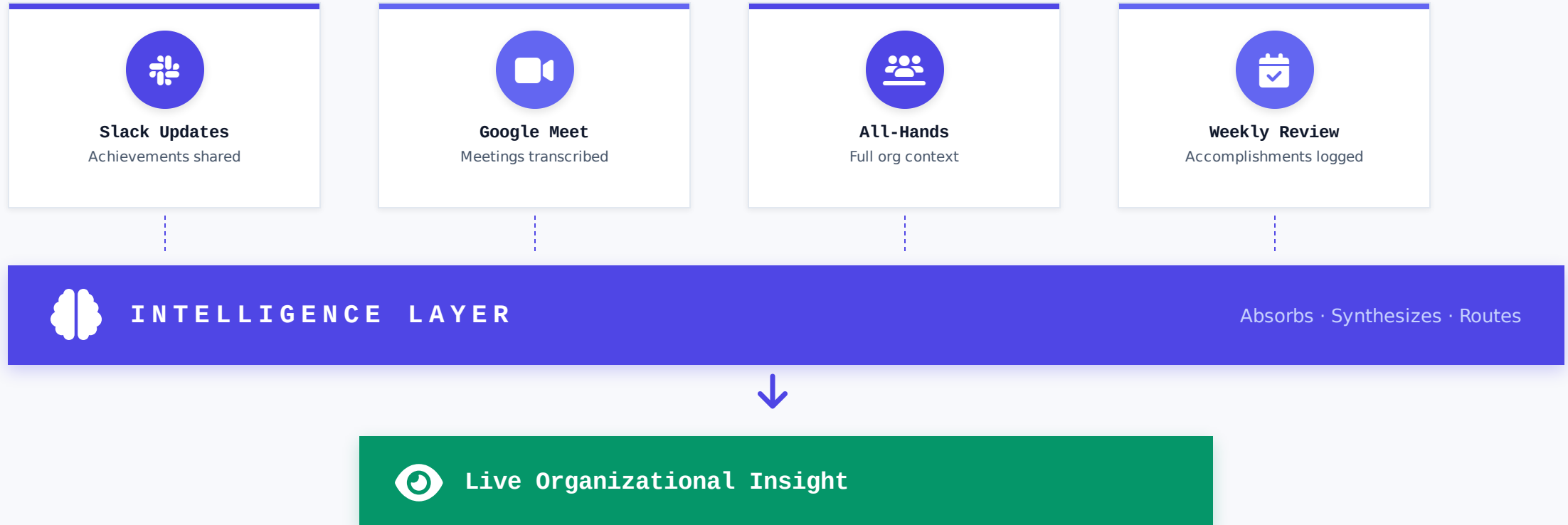


Instant Answers

No waiting, no queue

Every person becomes 10× more capable.

Everything flows into intelligence.



Managers see what's happening.

Right now.

BEFORE



- ✗ Wait for weekly reports
- ✗ Information filtered through layers
- ✗ 3-8 person span of control
- ✗ Status meetings to sync



AFTER



- ✓ See it live, as it happens
- ✓ Complete, unfiltered visibility
- ✓ Unlimited span of awareness
- ✓ Sync happens automatically

No information lost through layers.

The Transformation



HIERARCHY

2,000 years old

- Span of control: 3-8 people
- Information routed through humans
- Layers slow everything down
- Managers wait for reports
- Middle management as relays

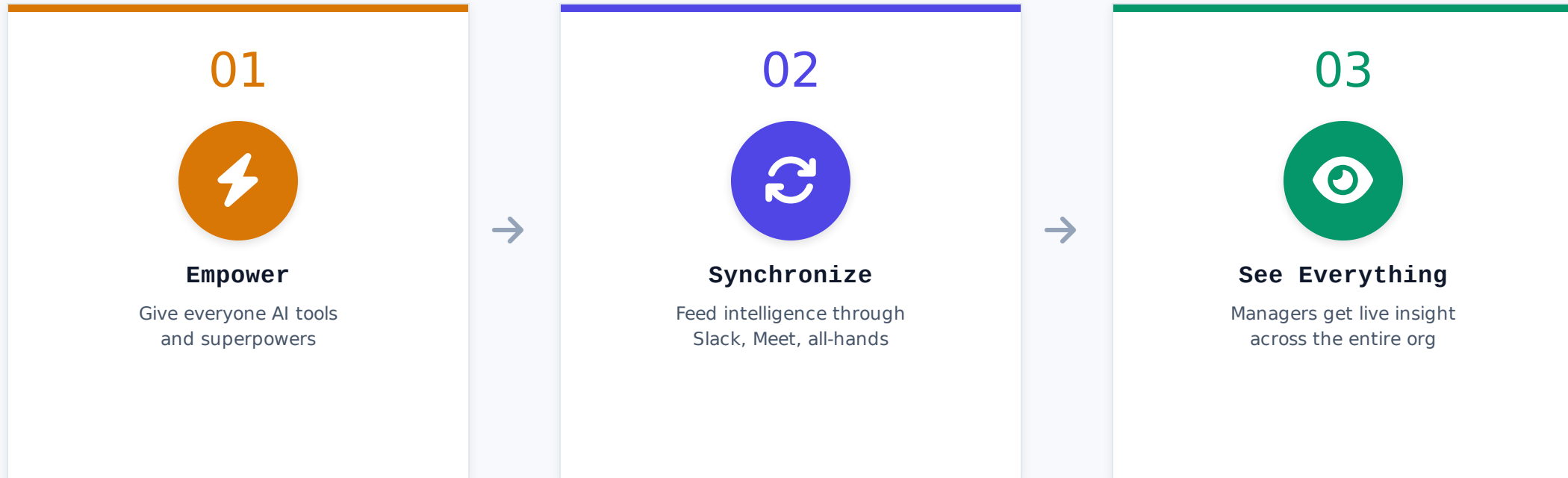


INTELLIGENCE

Starting now

- + Unlimited span of awareness
- + Information flows directly
- + Real-time synchronization
- + Managers see live
- + Everyone empowered, not managed

Starting tomorrow.



Speed is the best predictor of success.