

A NEW WAY TO WORK

From Hierarchy to Intelligence

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

THE EVOLUTION

Each one closer to you.



Chatbots

Answered questions



Coding Agents

Wrote software



Personal Agents

Work alongside you

YOUR AGENT

It works alongside you.



Builds

Code, tools, automations



Researches

Deep, cited, thorough



Creates

Drafts, designs, communicates

S U P E R P O W E R S

Your toolkit.

Everything you need, right now.



AI Agents

Browse, code, execute



Document Analysis

Confidential, instant



Deep Research

With citations



Communication

Draft, translate, summarize



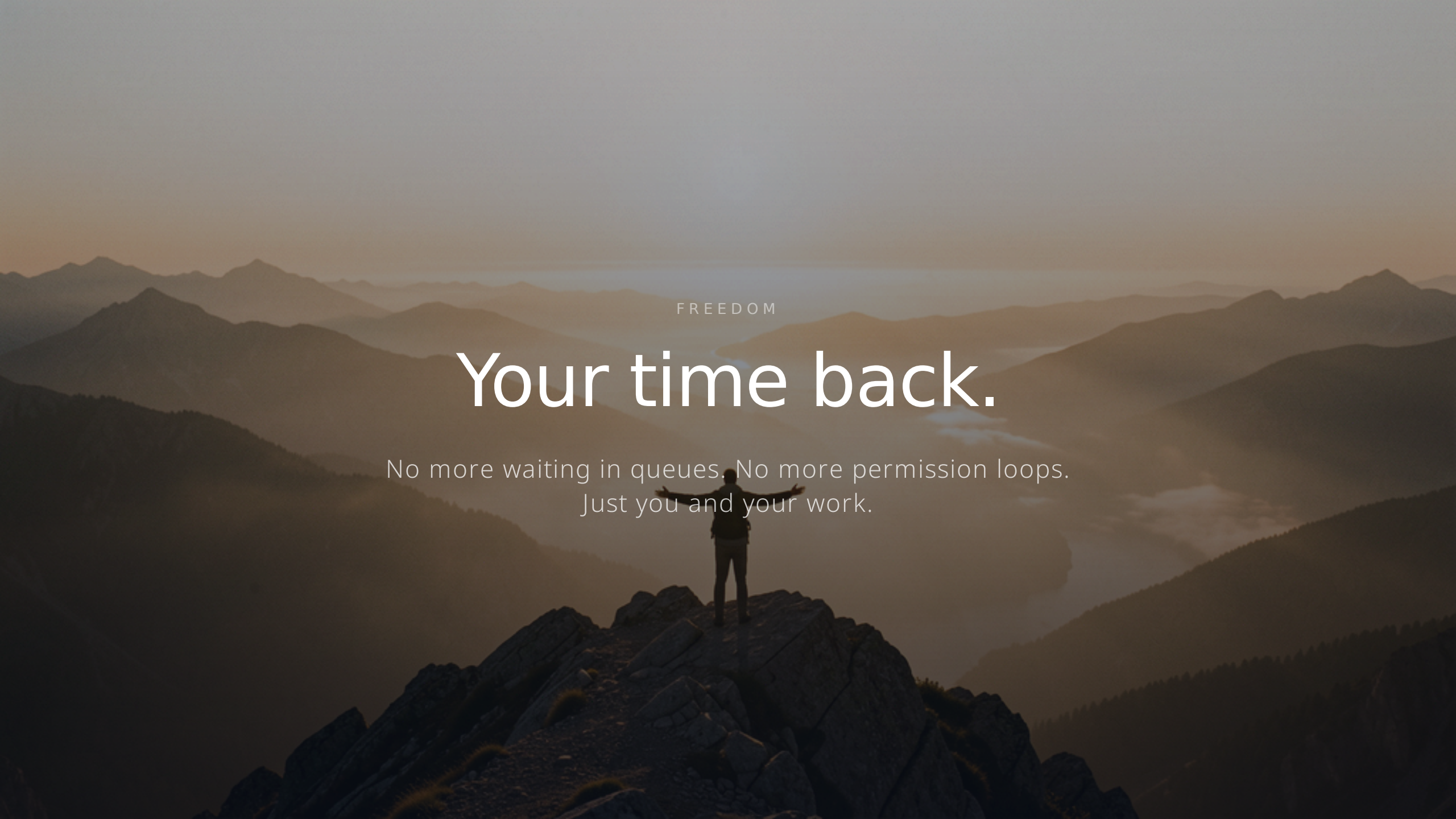
Code Execution

Build tools, analyze data



Instant Answers

No waiting, no queue

A person stands on a rocky mountain peak, their arms outstretched in a gesture of freedom or triumph. They are silhouetted against a vast, hazy landscape of rolling mountains and a winding river or lake. The sky is a soft, warm orange, suggesting the time is either dawn or dusk. The overall mood is one of liberation and achievement.

FREEDOM

Your time back.

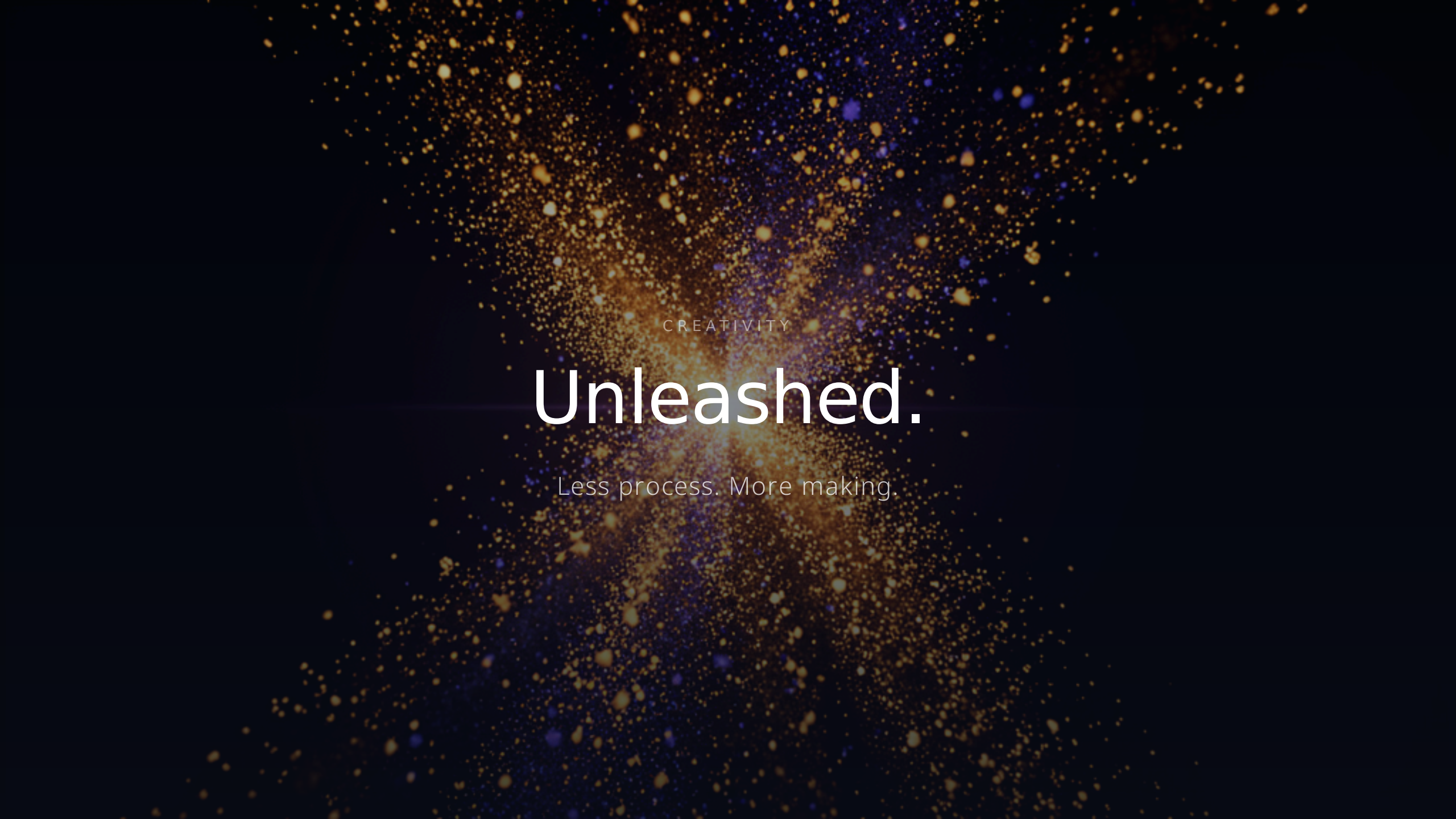
No more waiting in queues. No more permission loops.
Just you and your work.

I M P A C T

10× the impact.

One person. One agent. Infinite reach.

$$\begin{array}{ccccc} 1 & + & 1 & = & \infty \\ \text{person} & & \text{agent} & & \text{reach} \end{array}$$



CREATIVITY

Unleashed.

Less process. More making.

WHAT THIS MEANS FOR YOU

Bring products. Not ideas.

BEFORE

Idea → Meeting → Other teams → Wait weeks → ~~A vision~~

NOW

Idea → **Manifest it** → Bring the finished product

Media plans

Architectural layouts

Storyboards

Website designs

Keynotes

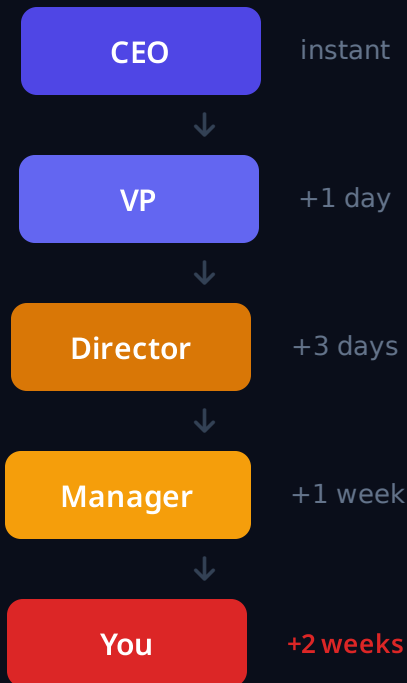
Environmental designs

Budget trims

Accounting improvements

THE TRADEOFF

2,000 years of delays.



Information lost at every layer.

WHERE WE'RE GOING

Phase 1 starts now. Phase 2 this fall.

PHASE 1 — NOW



Personal Agents

Everyone gets an agent.
Build, research, create.



PHASE 2 — THIS FALL



Organizational Brain

Connect every agent.
See everything, live.



THE ORGANIZATIONAL BRAIN — COMING THIS FALL

A living model of everything.

Real-time. Complete. Alive.

WHAT FLOWS IN

Everything feeds the brain.



Google Meet

Transcripts auto-captured



All-Hands

Weekly, full context



Slack

Achievement channels



Voice Reports

Weekly, from every team



Email Reports

Written summaries



MailChimp

External communications



Social Media

All channels, all posts



Weekly Reviews

Accomplishments logged



INTELLIGENCE LAYER

Absorbs · Synthesizes · Routes

TOTAL VISIBILITY

Nothing falls through the cracks.



Every update

Captured automatically



Every meeting

Synthesized instantly



Every decision

Visible to all

MANAGERS SEE EVERYTHING

Before & After.

BEFORE



- ✗ ~~Wait for weekly reports~~
- ✗ ~~Info 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

THE TRANSFORMATION



HIERARCHY

2,000 years old

- Span of control: 3-8
- Info routed through humans
- Layers slow everything
- 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

WHY YOU WIN

Less process. More creating.

- ✗ ~~Waiting for approval~~ → ✓ Decisions in real time
- ✗ ~~Status meetings~~ → ✓ Already synced
- ✗ ~~Writing reports~~ → ✓ Doing the work
- ✗ ~~Fearing AI~~ → ✓ Wielding it

STARTING TOMORROW

01



Empower

You get an agent.
It works alongside you.



02



Connect

Your work flows into
the shared brain.



03



See everything

The whole org, live.
Nothing hidden.

THE PLAN

TOMORROW



Your agent.

Build, research, create.
10x your output.



THIS FALL



The brain.

Every agent connected.
The whole org, live.