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Path To Becoming An Agentic Organization: From Agentic System Management To Adaptive, Value-Oriented Organizational Maturity

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Expanded Working Paper Based On ASM - Agentic System Management, ASMM-AI, And Comparative Agentic AI Frameworks

Abstract
The emergence of agentic artificial intelligence is transforming organizations beyond the adoption of digital tools, generative AI assistants, or isolated automation. Agentic systems are increasingly capable of perceiving contexts, formulating inferences, selecting tools, coordinating actions, interacting with environments, and contributing to complex workflows. This shift requires organizations to move from fragmented experimentation to a coherent capacity for governing artificial agency. Building on ASM - Agentic System Management and the ASMM-AI maturity model, this paper proposes a conceptual path for becoming an agentic organization. The paper is expanded through a synthesis of external models and frameworks concerning agentic workflows, AI-first operating models, data and platform foundations, governance maturity, human involvement, measurement, readiness, and organizational transformation. Its central claim is that an organization does not become agentic by deploying agents, copilots, or automation tools, but by progressively redesigning strategy, architecture, workflows, governance, roles, data, and culture around human-agent co-agency. The proposed path is articulated through five maturity levels - Exploratory, Assisted, Embedded, Orchestrated, and Adaptive - and five maturity domains: strategy, agentic architecture, governance and risk, operational integration, and culture and capabilities. Agentic maturity is therefore interpreted not as technological accumulation, but as the organizational ability to govern autonomy, accountability, information quality, and value generation over time.

Keywords: *agentic AI; agentic organization; ASM; ASMM-AI; maturity model; co-agency; AI governance; human-agent collaboration; agentic workflows; organizational design.*

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I. Introduction

Artificial intelligence is entering a phase in which it can no longer be understood only as a tool for automation, prediction, or decision support. The emergence of agentic AI introduces systems capable of acting with degrees of autonomy within organizational environments. These systems can perceive contexts, reason over information, select tools, interact with databases and applications, coordinate sequences of action, and contribute to the execution of workflows. As a result, AI progressively ceases to remain external to organizational processes and becomes an active cognitive component of workflows, routines, and decision architectures [1][2].

This transformation is increasingly visible across management and technology literature. The agentic organization has been described as a new paradigm in which humans and AI agents work together across increasingly complex workflows, from augmentation to end-to-end automation and AI-first systems [4]. Other frameworks converge on the same diagnosis from different perspectives: CEOs are asked to redesign how decisions are made and how work flows in environments where software can act [5]; enterprises must build data and platform foundations before agentic AI can scale [6][12]; workforce transformation must move people from task execution toward supervision, intent setting, judgment, and orchestration [9][13]; and governance must become embedded, observable, and able to control new forms of autonomous delegation [16][17][18].

The difficulty is that many organizations are experimenting with AI agents, copilots, and generative tools while still lacking a coherent organizational logic for governing artificial agency. Experimentation alone does not create an agentic organization, because the transition from tool adoption to organizational agenticity requires architecture, governance, portfolio management, risk controls, process redesign, human accountability, measurement, and cultural adaptation. ASM - Agentic System Management provides a theoretical foundation for this transition because it treats artificial agency not as a purely technical capability, but as an organizational governance issue from the outset [1].

The purpose of this paper is to define a path to becoming an agentic organization. The paper builds on two primary foundations: ASM, which provides the governance architecture for artificial agency, and ASMM-AI, which translates that architecture into an organizational maturity trajectory [1][2]. It then positions this path

within a broader set of external models and reports, not to replace ASM, but to clarify how its principles are supported by adjacent contributions on workflow autonomy, operating-model redesign, data foundations, platform strategy, human involvement, value measurement, readiness, and governance maturity. The guiding question is how an organization progressively becomes agentic while preserving meaningful human responsibility, information quality, and value orientation.

II. Positioning The Paper Within Existing Models And Frameworks

The present model does not arise in isolation. It is grounded in ASM and ASMM-AI, yet it is also located within a wider field of emerging approaches that examine agentic AI from partially different angles. Some contributions classify the autonomy of agents and workflows, others describe the organizational paradigm of human-agent collaboration, others focus on the foundations required to scale agentic AI, and still others emphasize governance, risk, human oversight, public-sector readiness, platform architecture, or value measurement. The relevance of these approaches lies in the fact that none of them alone fully describes the agentic organization as a managed organizational system, while together they clarify why a maturity model must include strategy, architecture, governance, operations, culture, portfolio logic, and measurement.

The practical guide by Corvalán and Sánchez Caparrós is especially relevant because it treats AI agents and agentic workflows as a new frontier of automation while distinguishing different levels of autonomy, from non-AI automation and generative AI assistance to low, moderate, and high-autonomy agentic workflows [3]. This contribution strengthens the technical-operational foundation of the path proposed here because it shows that agentic transformation is not an abrupt binary shift, but a graduated movement in which autonomy must be assessed in relation to task complexity, workflow design, and human intervention.

McKinsey's work on the agentic organization offers a complementary organizational lens by describing the move from simple tools that augment activities to end-to-end workflow automation and entire AI-first systems, while also emphasizing that work and workflows can be reimagined as AI-first, with humans selectively positioned in or above the loop [4]. QuantumBlack's CEO playbook reinforces this diagnosis by distinguishing shallow AI deployments that sit beside existing workflows from agentic AI integrated into core processes, arguing that leaders must ask not how to add AI, but how decisions, workflows, and human engagement should be redesigned when software can act [5]. These contributions support the idea that the path to becoming agentic is fundamentally a path of organizational redesign rather than incremental tool adoption.

Other frameworks focus on the infrastructural preconditions of scale. McKinsey's analysis of agentic AI foundations stresses that organizations frequently experiment with agents without scaling them to tangible value, often because data limitations, fragmented architectures, weak access control, poor lineage, and insufficient auditability make agentic systems difficult to govern at enterprise scale [6]. Deloitte's work on API maturity similarly defines the agentic AI enterprise as an organization that integrates autonomous decision-making agents into core processes, workflows, and strategy through an interconnected environment of technologies, platforms, APIs, data sources, governance frameworks, and human stakeholders [12]. Accenture's platform strategy perspective adds that companies must stop treating AI and platforms as separate domains and instead integrate people, platforms, and intelligence into adaptive architectures [10].

Governance-oriented models add another layer. The Singapore Model AI Governance Framework is not specific to agentic AI, but it is important because it formalizes the need to determine the appropriate level of human involvement in AI-augmented decision-making and to adopt risk-based operations management practices such as robustness, reproducibility, and auditability [16]. AIGN's framework focuses directly on autonomous, self-improving, and multi-agent systems, while Acharya's Agentic AI Governance Maturity Model frames uncontrolled agent proliferation as a governance crisis, developing a five-level governance maturity model and a taxonomy of agent sprawl patterns such as functional duplication, shadow agents, orphaned agents, permission creep, and unmonitored delegation chains [17][18]. These models reinforce the claim that agentic maturity cannot be reduced to deployment intensity, because autonomy without governance becomes a source of systemic fragility. The same direction is also consistent with management-system and risk frameworks such as ISO/IEC 42001, ISO/IEC 23894, and the NIST AI Risk Management Framework, which support a documented and risk-based approach to AI governance even when they are not limited to agentic AI [21][22][23].

Readiness and transformation frameworks further confirm that the path toward agentic organization requires sequencing, prioritization, and redesign. The World Economic Forum's organizational transformation work identifies new operating models, evolving leadership roles, human-AI collaboration, governance, and orchestration as recurring themes across AI-enabled transformation [14]. Its government readiness framework describes the shift from process digitization to outcome orchestration and emphasizes the need to assess potential against complexity before scaling agentic AI [15]. Deloitte South Asia's R.E.A.D.Y. framework focuses on people and culture, arguing that work is shifting from task execution toward intent setting, judgment,

and orchestration of human-AI systems [13]. These perspectives make clear that becoming agentic is not only a technical or governance project, but also a workforce and culture project.

Measurement frameworks complete the picture. McKinsey's work on realizing AI value proposes a five-layer measurement logic that moves from technical performance to user adoption, operational KPIs, strategic outcomes, and financial impact, emphasizing that model health is necessary but not sufficient for value creation [7]. The State of AI in 2025 similarly shows that many organizations use AI and are experimenting with agents, while most remain in experimentation or piloting phases and have not yet embedded AI deeply enough into workflows to capture enterprise-level value [8]. This measurement perspective is essential for the model proposed here because the adaptive agentic organization must be able not only to deploy agents, but to connect their behavior to outcomes, risk, trust, process impact, and organizational learning.

Table 1. Comparative Positioning of External Models and Frameworks

Model or framework family	Main contribution	Relevance to this paper
ASM - Agentic System Management [1]	Governance architecture for artificial agency, co-agency, proportional autonomy, lifecycle processes, portfolio, measurement, and improvement.	Provides the theoretical core of the model and defines how artificial agency becomes governable within an organization.
ASMM-AI [2]	Five-level maturity model of the agentic organization and five cross-cutting domains.	Transforms ASM into a diagnostic and developmental trajectory from Exploratory to Adaptive.
Agentic workflows and autonomy scales [3]	Classification of AI agents and agentic workflows according to autonomy, including human-augmented agents.	Clarifies that the path toward agenticity is a graduated movement in autonomy rather than a binary adoption event.
Agentic organization and CEO transformation models [4][5]	AI-first workflows, humans above or in the loop, agentic teams, and redesign of work and decisions.	Supports the interpretation of maturity as operating-model transformation rather than tool deployment.
Data, API, and platform foundations [6][10][12]	Data quality, access control, lineage, auditability, APIs, digital core, platform integration, and adaptive architectures.	Explains why agentic architecture is a maturity domain and why scale depends on foundations.
Governance and risk frameworks [16][17][18]	Human involvement, risk-based governance, control rings, auditability, and agent sprawl management.	Reinforces the need for embedded governance, escalation, observability, and accountability.
Transformation and readiness frameworks [13][14][15]	Operating-model redesign, human-AI collaboration, readiness sequencing, and outcome orchestration.	Connects agentic maturity to organizational change, workforce redesign, and implementation sequencing.
Measurement and value frameworks [7][8]	Technical performance, adoption, operational KPIs, strategic outcomes, financial impact, and scaling from pilots.	Shows why adaptive maturity requires evidence, measurement, and value-based feedback loops.

III. Conceptual Foundations: From Artificial Agency To Co-Agency

A coherent path toward an agentic organization must begin by clarifying what is meant by agency. ASM does not treat artificial agency as human-like intentionality, but as instrumental autonomy: the capacity of an artificial system to perform actions, pursue assigned objectives, interact with systems, and adapt behavior within authorized boundaries [1]. This distinction prevents anthropomorphization while still recognizing the operational relevance of artificial agents in organizational settings.

The crucial organizational concept is therefore not agency in isolation, but co-agency. Co-agency is not the spontaneous result of introducing AI agents into workflows. It is a designed organizational outcome that emerges when human actors, artificial agents, processes, data, controls, and responsibilities are arranged in such a way that autonomy remains proportionate, observable, traceable, and aligned with human responsibility [1][2].

This distinction matters because a technically advanced agent does not automatically produce an agentic organization. Conversely, an organization may deploy relatively simple agents while still displaying higher maturity if it governs them coherently within a broader architecture of accountability, supervision, information quality, and value creation. Agentic maturity therefore belongs primarily to the organization rather than to the individual agent [2].

ASM identifies several principles that are essential for governing artificial agency, including ultimate human responsibility, meaningful supervision, transparency of inferences, information quality, proportionality of autonomy, epistemic coherence, adaptive capability, polycentric coordination, and shared value [1]. Among these principles, proportionality is especially important because the more autonomy is granted to an agent, the more robust the organization's governance, architecture, validation, telemetry, and escalation mechanisms must become. This logic is also consistent with governance frameworks that emphasize risk-based controls and calibrated human involvement in AI-augmented decision-making [16].

IV. ASM As A Governance Architecture For Agentic Transformation

ASM provides the organizational infrastructure for becoming agentic by shifting attention from isolated agents to the management system that introduces, validates, supervises, evaluates, updates, and eventually retires them. Agentic processes are therefore the operational core of ASM because they make the lifecycle of artificial agents governable, observable, and traceable [1]. This lifecycle perspective distinguishes ASM from approaches that focus mainly on adoption or readiness, because it asks how artificial agency is authorized, bounded, monitored, corrected, and improved over time.

An agentic organization is not one that simply deploys agents into existing processes. It is one that can decide whether an agent should be introduced, define its purpose and expected value, assess risk, evaluate compatibility with existing roles and processes, establish operational limits, define human intervention thresholds, identify responsible roles, and obtain approval from agentic governance [1]. In this sense, the agentic organization is not defined by the presence of AI agents, but by the presence of a management system capable of governing agents throughout their lifecycle.

ASM also clarifies the non-negotiable limits of artificial agency. Agents may support human roles, generate recommendations, provide justifications, indicate evidence, identify conflicts, and trigger escalation conditions, but they cannot assume final responsibility for outcomes, authorize themselves, autonomously validate derivative versions of models they helped generate, or exceed operational thresholds without predefined human intervention [1]. This point converges with broader governance frameworks that require human involvement to be defined according to context, risk, reversibility of harm, and operational feasibility [16].

The result is a view of agentic transformation in which autonomy and control are not treated as opposites. The mature organization is not the one that delegates everything to agents, but the one that can decide which forms of autonomy are appropriate, which controls must accompany them, which roles are accountable for outcomes, and which evidence is required to demonstrate that agency remains aligned with organizational objectives and social value [1][2].

V. The Path To Becoming An Agentic Organization

The path to becoming an agentic organization is best understood first as a transformation trajectory and only then as a diagnostic maturity scale. For this reason, the present paper introduces the path before presenting the maturity-level diagram. The pathway shows how organizations move from experimentation to adaptive, value-oriented organization, while the maturity model formalizes this movement into levels and domains that can be assessed, compared, and improved.

The path is characterized by the simultaneous growth of agentic autonomy and organizational complexity. As agents acquire greater ability to act, coordinate, and interact with systems, the organization must strengthen strategy, architecture, governance, operational integration, and culture. The model therefore rejects the idea that maturity is achieved by maximizing autonomy alone. Maturity is reached when autonomy becomes proportionate, governable, measurable, and oriented toward value.

Figure 1. Path to becoming an agentic organization: from experimentation to adaptive, value-oriented organization.

VI. The ASMM-AI Maturity Model

The ASMM-AI model translates ASM into a maturity framework. It conceptualizes agentic maturity as a five-level organizational progression through which an organization moves from exploratory use of agentic AI to a fully adaptive and value-oriented configuration. At the highest level, agents, people, data, platforms, and governance mechanisms operate as interdependent parts of a single organizational system [2].

The model is structured around two increasing axes: agentic autonomy and organizational complexity. Agentic autonomy captures the degree of autonomy granted to agents in performing activities, managing workflows, interacting with systems, and initiating actions within defined boundaries. Organizational complexity captures the conditions that become necessary as autonomy grows, including more rules, roles, escalation mechanisms, data dependencies, observability, and coordination between human and artificial actors [2].

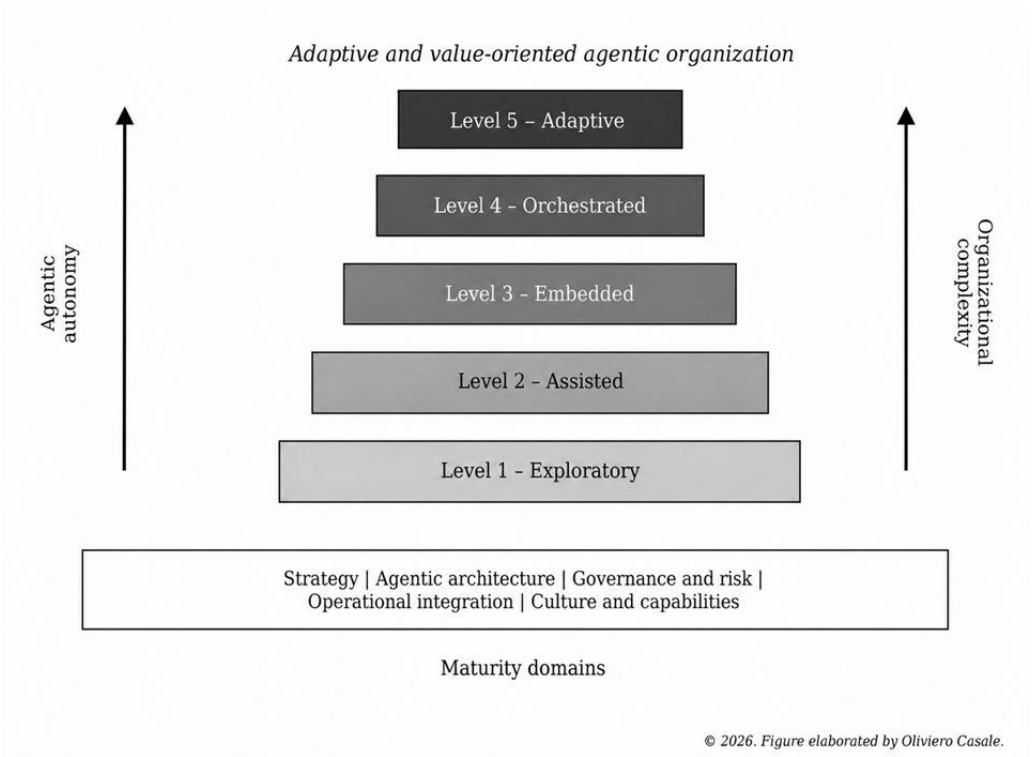

Figure 2. ASMM-AI maturity levels: Exploratory, Assisted, Embedded, Orchestrated, and Adaptive.

The five maturity levels are Exploratory, Assisted, Embedded, Orchestrated, and Adaptive. These levels are assessed across five cross-cutting domains: strategy, agentic architecture, governance and risk, operational integration, and culture and capabilities. The contribution of the model lies in formalizing agentic maturity as an organizational construct, not as a measure of technological deployment [2].

This distinction matters because many existing models address only one part of the problem. Autonomy scales describe the behavior of systems, readiness frameworks help prioritize implementation, architecture models identify foundations for scale, governance frameworks structure control and accountability, while measurement models connect AI performance to business outcomes. ASMM-AI integrates these strands through the specific lens opened by ASM, in which agentic portfolios, process governance, information quality, proportional autonomy, improvement, and value orientation remain central [1][2].

VII. The Five-Level Maturity Path

Level 1 - Exploratory

At the Exploratory level, organizations observe, discuss, or experiment with agentic AI through limited and often uncoordinated initiatives. Experiments may be driven by curiosity, competitive pressure, imitation, or fear of missing out, and they may include chatbots, copilots, generative tools, prototypes, or demonstration agents. The defining feature of this stage is that AI remains external to the ordinary functioning of the organization and is not yet connected to an explicit enterprise strategy. The transition out of this stage requires discernment, because the organization must distinguish between automation, generative assistance, agentic workflows, and genuine artificial agency [3][8].

Level 2 - Assisted

At the Assisted level, AI begins to support individual or functional activities. Tools are used to improve productivity, generate content, synthesize information, support decision-making, or automate micro-tasks. However, workflows remain fundamentally unchanged because AI is layered onto existing work rather than used to redesign it. The organization is therefore AI-assisted rather than agentic. The main risk is the sidecar effect, in which AI remains beside the work rather than inside the process, a pattern also identified in analyses that criticize shallow AI deployment and call for integration into core processes [5].

Level 3 - Embedded

At the Embedded level, agents are no longer merely lateral tools used by individuals or isolated functions. They begin to enter specific organizational processes, and the organization identifies workflows where agentic autonomy can generate measurable operational value, such as customer service, compliance, IT operations, supply chain, marketing, document management, or decision support. The main risk is fragmentation, because many local use cases may succeed without producing a coherent enterprise operating model. Moving beyond this risk requires stronger data foundations, APIs, governance, and workflow-level integration [6][12].

Level 4 - Orchestrated

At the Orchestrated level, agents are not only embedded in discrete processes, but coordinated across end-to-end workflows. Orchestration is the threshold between local agentic adoption and systemic agentic organization. Multi-agent systems, specialized agents, escalation mechanisms, automated controls, audit trails, observability, identity management, access policies, and distributed governance begin to appear. EY's framework illustrates this shift through the movement from individual agents to multi-agent workflows, control rings, telemetry, and governance at scale, while WEF's public-sector readiness model frames a comparable shift as movement from process digitization to outcome orchestration [9][15].

Level 5 - Adaptive

At the Adaptive level, agentic AI is no longer a set of tools or a collection of use cases, because it becomes a constitutive component of the operating model. The organization becomes capable of learning, reconfiguring, and creating value through a continuous system of interaction between people and agents. This level is characterized by AI-first workflows, human-agent teams, real-time governance, continuous monitoring, learning culture, feedback-based updating of rules and processes, and explicit orientation toward outcomes. The adaptive organization is therefore not a machine-like organization without humans, but a human-agent organization in which autonomy and control are co-designed conditions [2][4][13].

VIII. The Five Maturity Domains

Strategy

Strategy concerns the degree to which agentic AI is connected to organizational direction. At lower levels, adoption is driven by curiosity, imitation, or isolated opportunity, whereas at higher levels agentic AI is explicitly connected to value priorities, competitive advantage, productivity, resilience, and innovation. This domain is reinforced by models that connect agentic AI to deal economics, value creation plans, strategic planning, and sovereign or ecosystem-level capability building [10][11][19][20].

Agentic architecture

Agentic architecture concerns the maturity of the technical and data infrastructure, including models, agents, APIs, orchestration systems, identity and permissions, telemetry, knowledge structures, interoperability, and modular design. Architecture is not a neutral technical layer, because it determines whether autonomy can be governed. This domain incorporates insights from data foundation models, platform strategy, API maturity, and agentic workforce architectures [6][9][10][12].

Governance and risk

Governance and risk concern the ability to control agentic autonomy through policies, accountability, escalation mechanisms, auditability, access control, monitoring, incident handling, and decision traceability. Governance defines the boundary between useful delegation and irresponsible automation. This domain is supported by ASM, the Singapore governance framework, AIGN, and the agent sprawl maturity model, all of which converge on the need to make autonomous action observable, controllable, and accountable [1][16][17][18].

Operational integration

Operational integration refers to the degree to which agentic AI is embedded in real processes. At lower levels, AI adoption is decoupled from ordinary work, whereas at higher levels it reshapes end-to-end processes, roles, and coordination modes. This domain is where agentic maturity becomes visible in practice because the organization must move from tools and pilots to workflows, process ownership, value streams, and coordinated human-agent execution [4][5][6][15].

Culture and capabilities

Culture and capabilities concern skills, mindsets, trust, and the organizational ability to work with agents. A mature agentic organization requires that people are not merely users of AI tools, but supervisors, orchestrators, workflow designers, interpreters of outputs, and owners of decision quality. This domain is especially aligned with workforce-oriented models that emphasize human-agent teams, change management, leadership, intent setting, judgment, and the reconfiguration of roles around orchestration rather than task execution [9][13][14].

IX. The Agentic Portfolio As The Bridge Between Strategy And Governance

One of the most important contributions of ASM is the concept of the agentic portfolio. The portfolio is not merely an inventory of agents; it is a governance instrument through which agentic governance, system managers, and other roles can interpret the distribution of autonomy, assess risks and interdependencies, orient resource allocation, and define priorities for development, retirement, or enhancement [1].

The portfolio transforms agency from a technical phenomenon into a strategic phenomenon because it makes the evolution of agents a conscious and proportionate decision aligned with human responsibility and organizational objectives. Without a portfolio, the organization may accumulate agents without understanding their systemic effects. With a portfolio, it can evaluate which agents should scale, which should be redesigned, which should be constrained, which should be retired, and which require higher levels of governance [1].

This portfolio logic also addresses the risk of agent sprawl described in governance maturity research. When organizations deploy many agents without clear ownership, visibility, permission boundaries, or monitoring, they may generate redundant, orphaned, conflicting, or unmonitored delegation chains [18]. ASM responds to this risk by requiring that each agent be situated within a lifecycle, a registry, a portfolio, a risk classification, and a system of roles capable of maintaining coherence between autonomy, value, and accountability [1].

An agentic portfolio should therefore be structured across operational purpose, authorized autonomy level, operational risk, process criticality, agentic maturity, information quality, generated value, and interdependencies with other agents or critical human processes. It must also be continuously updated because an outdated portfolio makes risks, overlaps, inadequate maturities, and ungoverned interdependencies invisible [1][18].

X. Measurement, Evaluation, And Continuous Improvement

A path to becoming agentic requires measurement, but ASM rejects a purely productivist view of measurement. Measurement is not merely a way to quantify efficiency; its primary function is to guarantee transparency, epistemic coherence, meaningful supervision, and organizational learning [1].

Indicators allow the organization to verify inference traceability, assess operational stability, identify deviations and emerging signals, measure information quality, monitor generated value, support portfolio prioritization, feed continuous improvement processes, and enable audits or independent verification. In an agentic organization, measurement makes what agents do observable, while evaluation makes what the organization decides accountable [1].

External measurement models reinforce this point by showing that technical performance is only one layer of impact. McKinsey's five-layer measurement logic moves from model health to user adoption, operational KPIs, strategic outcomes, and financial impact, thereby making clear that reliable technical operation is necessary but not sufficient for value realization [7]. The State of AI in 2025 similarly shows that broad AI usage and agent experimentation do not automatically translate into enterprise-level impact when workflow redesign and scaling remain incomplete [8].

The same reasoning can be strengthened by the concept of generative capacity developed by Casale, Rinaldi, Monti, and de Falco, who argue that productivity is no longer sufficient as the central category for interpreting contemporary socio-technical systems, because value increasingly depends on intangible assets, distributed agency, systemic interdependence, and long-term horizons. In this perspective, an agentic organization should not be assessed only through the efficiency gains produced by agents, but through its capacity to generate value over time across economic, social, cognitive, institutional, and environmental

dimensions, while preserving the conditions that make responsible co-agency and common-good orientation possible [24].

This connection can be extended further through the Industry 6.0 formalization proposed by Casale, Rinaldi, de Falco, and Monti, where Industry 6.0 is not defined as a closed technological stage, but as an organizational and governance mode of the industrial ecosystem. In that framework, the future industrial model is founded on generative capacity, decision traceability, responsible control of technological autonomy, sustainability and circularity constraints, shared value, and orientation to the common good [25]. For the argument developed in this paper, that proposal is relevant because the agentic organization can be interpreted as one of the organizational configurations through which the Industry 6.0 horizon becomes operational: agents, data, models, platforms, and workflows become decision infrastructures, while maturity depends on the capacity to keep those infrastructures traceable, contestable, accountable, and aligned with long-term value generation.

Agentic maturity must therefore be evaluated at several levels, including technical performance, operational reliability, information quality, supervision effectiveness, risk and incident control, value generated, process impact, human trust, and organizational learning. In this sense, the adaptive organization is not only an organization that acts with agents, but an organization that can learn from the evidence generated by those agents and transform that evidence into improvement.

XI. Human Responsibility And Meaningful Supervision

The path toward becoming agentic does not lead to the disappearance of human responsibility, but to its explicit redesign. ASM insists that agents can extend the operational and cognitive capacity of the organization only if they do not alter the architecture of responsibility [1]. This principle distinguishes a mature agentic organization from a merely automated one because automation can obscure responsibility when roles, escalation paths, validation duties, and evidence requirements are not clearly designed.

In mature settings, agentic systems clarify where responsibility lies, when human intervention is required, how escalation works, who validates outputs, and how decisions are documented. This approach is consistent with governance models that require organizations to determine the level of human involvement in AI-augmented decision-making and to consider factors such as risk, operational feasibility, reversibility of harm, and stakeholder trust [16]. It is also aligned with the idea of humans positioned above the loop, steering outcomes and validating work where human judgment remains essential [4].

Meaningful supervision is therefore not an obstacle to autonomy. It is the condition that makes autonomy legitimate because the more an agent can act, the more the organization must define the boundaries, telemetry, controls, and responsibilities that make action governable. The mature agentic organization does not reduce human involvement indiscriminately; it redesigns human involvement so that it becomes more strategic, accountable, and focused on judgment, exceptions, validation, and value [1][13].

XII. Discussion: Becoming Agentic As Managed Organizational Design

The model proposed here connects ASM and ASMM-AI into a broader transformation logic that is supported, but not replaced, by other frameworks. ASM provides the management-system architecture: principles, roles, lifecycle processes, portfolio, measurement, and improvement. ASMM-AI provides the maturity trajectory: Exploratory, Assisted, Embedded, Orchestrated, and Adaptive. External models then help specify particular dimensions of the path, such as workflow autonomy, AI-first operating models, data foundations, platform architecture, governance maturity, human involvement, readiness, and value measurement [1][2][3][4][6][7][12][16][18].

The reference to Industry 6.0 also helps clarify the long-term horizon of the model. If Industry 5.0 reintroduced human-centricity, sustainability, and resilience as explicit orientation criteria for industrial transformation, the Industry 6.0 proposal shifts the focus toward the governance of generative capacity itself, especially where technological autonomy, data infrastructures, and models increasingly participate in decision processes [25]. From this perspective, the path toward an agentic organization should not be read only as a managerial roadmap for adopting AI agents, but also as a contribution to the future industrial model in which distributed autonomy must remain governable, decision processes must remain traceable, and value creation must remain connected to safeguards, common-good orientation, and long-term sustainability.

This approach clarifies the limits of technology-centered maturity models. An organization may have advanced AI tools and still remain immature if it lacks governance, traceability, human responsibility, portfolio logic, data quality, and operational integration. Conversely, maturity is not achieved by reducing human involvement, but by redesigning human involvement so that it becomes more meaningful, strategic, and accountable.

The endpoint of the path is therefore not a machine-like organization in which agents replace human judgment. The endpoint is an adaptive, value-oriented organization capable of combining computational

autonomy, human responsibility, institutional control, and continuous learning. Such an organization uses agents not as isolated tools, but as governed components of a socio-technical system in which autonomy is authorized, observed, evaluated, corrected, and improved over time.

XIII. Conclusion

This paper has proposed an expanded path to becoming an agentic organization by integrating ASM - Agentic System Management, the ASMM-AI maturity model, and a range of external frameworks on agentic workflows, workforce architecture, platform strategy, governance, readiness, and measurement. The central argument is that organizations do not become agentic simply by deploying agents, copilots, or generative AI tools. They become agentic when they redesign strategy, architecture, workflows, governance, roles, data, culture, and measurement around the responsible governance of artificial agency.

The proposed path moves through five levels: Exploratory, Assisted, Embedded, Orchestrated, and Adaptive. Each level marks a different relationship between AI, work, autonomy, and organization. At the Exploratory level, the organization experiments without transformation. At the Assisted level, AI augments human work without changing process structure. At the Embedded level, agents enter selected workflows. At the Orchestrated level, people, agents, data, and systems are coordinated across governed end-to-end processes. At the Adaptive level, the organization becomes capable of learning, reconfiguring, and generating value through stable human-agent collaboration.

The future of the agentic organization will not depend only on more powerful agents. It will depend on whether organizations can build the capacity to govern autonomy, accountability, information quality, and value. In this sense, the path to becoming an agentic organization is ultimately a path of organizational design, in which artificial agency becomes legitimate only when it is made proportionate, observable, governable, and oriented toward shared value.

Table 2. Summary of the Path

Level	Main organizational condition	Primary risk	Transition task
Exploratory	Isolated experimentation and early pilots	Symbolic or fashionable adoption	Define strategic intent and selection criteria
Assisted	AI supports human work	Sidecar effect and local productivity without transformation	Identify workflows requiring redesign
Embedded	Agents enter specific processes	Fragmentation and disconnected use cases	Strengthen data, APIs, roles and governance
Orchestrated	Agents, people and systems are coordinated end-to-end	Agent sprawl and unclear accountability	Implement orchestration, monitoring and escalation
Adaptive	Human-agent organization learns and reconfigures	Over-delegation or opaque autonomy	Institutionalize continuous governance and value measurement

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