

Hi there,

Last month, I was in San Francisco with about 25 GTM Operating Partners, and the question circling the room was the same one boards are asking everywhere: is AI actually moving the needle, or just generating a better-looking activity report?

The honest answer was more nuanced than the headlines. I've heard it called the "age of continuous transformation" and the operators in that room agreed: staying ahead means constantly redefining what "good" looks like. The clearest takeaway of the night: the leaders who win aren't the ones who adopt AI fastest. They're the ones who use it to elevate the people and systems around them.

That thread runs straight through two pieces in our latest [Growth Journal](#) and the conversations we're continuing this summer at our Impact Series events. Make sure to read on - and join us!

1. AI accelerates what's already working. And only that.

Dan Kimball's feature lands on the same truth we heard at dinner. AI is not the advantage. The system around it is.



His data is sharp. Companies with AI fully embedded across GTM hit 67% quota attainment, versus 59% for peers. They run revenue teams 20 to 30% leaner. But the gain mostly shows up at the top of the funnel and disappears at close. AI fills the pipeline. Converting it is still a human problem.

The reason is orchestration. When marketing is AI-optimized and sales still runs manual, the gains evaporate at the handoff. The constraint isn't tools. It's the motion connecting them. A shared ICP. Connected data. Clear decision rules for where AI investment goes. Diagnose the leak first. Then bring in AI to fix it. Not the other way around.

2. Your AI is fast. Your approval process is not.

Hiten Shah's piece sits right next to it, and it answers the "how." He stopped treating AI like better software and started managing it like a coworker.



Most teams bolt AI onto a workflow built for human constraints. Draft Monday, review Wednesday, ship Friday. The AI produces in ninety seconds. The workflow still takes a week. The workflow is the constraint.

His fix is three rules. Write down what matters as it happens. Decompose work into parallel chunks. Design for iteration speed, not approval gates. Same lesson as Kimball, one level down: the speed only compounds when the motion around the work is redesigned for it. When AI touches every function that drives revenue, this stops being a process question. It becomes growth governance.

Both point to the same map.

This is why we built the AI Maturity Framework. It charts the path from AI Assistive, where AI augments the individual, to Orchestrated, where systems interoperate and compound, to Autonomous, where you set the goals and govern the system that pursues them.

The pattern from both articles lives here. Assistive is where most companies stall, calling it transformation. Orchestrated is where the advantage compounds, because the motion is designed as a whole rather than function by function. That's a design decision, not a tooling one.

HOW MATURE IS YOUR AI-GTM?				
	STATE 1 AI ASSISTIVE	STATE 2 AGENTIC	STATE 3 ORCHESTRATED	STATE 4 AUTONOMOUS
Data Architecture	Siloed & Stale <i>Data is manually moved; reporting is a forensic exercise.</i>	Connected <i>Data flows between tools, but still reports on the past instead of guiding the present.</i>	Interoperable <i>Real-time data is mapped across the entire customer journey, enabling faster, better decisions.</i>	Self-Regenerative <i>Data self-cleanses and enriches; the system learns as data flows.</i>
Business Model	Linear Funnel <i>Focus on one-time sales and "closing" the deal.</i>	Legacy <i>Recurring revenue exists, but it's still run with a one-time, close-the-deal funnel mindset.</i>	Impact-Native <i>Focus on the impact journey and achieving recurring impact.</i>	Loop-Driven <i>Growth loops drive pipeline; every new customer is evaluated for expansion potential from day one.</i>
Growth Toolstack	Disconnected <i>Heavy "swivel-chair" work; tools don't talk to each other.</i>	Isolated <i>Modern tools are in place, but each is used on its own, strong in pockets, disconnected as a whole.</i>	Unified <i>Integrated via connectors into a single, instrumented working system.</i>	Agentic Fabric <i>AI is the connective tissue; tools are interchangeable components that agents compose on demand.</i>
Process and Workflow	Tribal <i>Lives in people's head; improvised and inconsistent.</i>	Static <i>Processes are written down, but followed inconsistently and tied to the people who wrote them.</i>	Instrumented <i>Workflows are mapped to lifecycle stages and measured for friction.</i>	Skill-Encoded <i>Workflows are reusable AI "Skills"; the system improves its own code.</i>
Decision Science	Gut-Driven <i>Decisions based on "vibes" and lagging revenue indicators.</i>	Outcome <i>Reporting is consolidated into one source, but decisions still look backward at what already happened.</i>	Scenario-Driven <i>Decisions based on ROI sequencing and scenario analysis.</i>	Probabilistic <i>Predictive and re-planned in real-time; reallocates to what compounds.</i>
Winning by Design™				

Let's go deeper in person.

These are exactly the conversations we're continuing this summer. Smaller rooms. One question that matters this quarter. A longer table.

Hiten Shah will be in Mountain View, working through the "AI as a coworker" question live. I'd love to see you at one of these.

→ [Impact Summer Series: Mountain View — July 21](#)

→ [Impact Summer Series: Burlingame — August 18](#)

→ [Impact Summer Series: San Francisco — September 17](#)

P.S. Both articles live in the Growth Journal, our quarterly publication on how growth is changing. [Subscribe here](#) so the next issue lands on your desk (or inbox). The teams pulling ahead aren't the ones with the most AI. They're the ones who orchestrated it.

To continued growth,

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