



The Competitive Edge

A monthly operations knowledge boost



Issue #6

June 2026

By Maroubra Consulting

Welcome to the sixth edition of The Competitive Edge: The monthly operational excellence knowledge boost from Maroubra Consulting. In this edition we will look at the need for strategic workforce shaping alongside implementation of agentic AI and automation, changes in team responsibilities and activities after automation of compliance, as well as a relevant use cases of AI in augmented data observability. Read on!

1. Workforce shaping in the agentic AI era. Are we on top of the strategic thinking?

Companies ahead on the innovation curve are already designing and implementing an agentic workforce alongside the human workforce. Should we see this as a threat for current staff and management, or start working to shape these individual's future job roles to the benefit of the company? Workforce shaping can be of strategic importance as a tool to re-design and adapt the overall workforce towards competency areas needed, both now and in the future.

General future competency areas to consider for workforce adoption alongside the implementation of agentic AI could be:

- Understanding of human-AI interaction
- Critical thinking and complex problem solving
- Cross-functional workflows and teaming

Moreover, when looking at the risk factors introduced by agentic AI, such as workflow breakdowns, workforce disruption and loss of control on the autonomous and self-learning agents, workforce shaping and planning for needed competency areas become increasingly important, and more so on a specialized level

Specialized future competency areas to consider for workforce adoption alongside implementation of agentic AI:

- *Operating model redesign:* Re-thinking the overall operative landscape for agent-compatible functions and roles
- *Agentic AI governance:* Monitor and control agentic behavior overall and within workflows

- *Compliance and ethical competency:* Ensure control of agentic AI's behavior, that might influence areas such as use of sensitive and PII data and rights of human workers
- *Digital labor management.* Ensure management treats agents as part of the workforce, not as tools

With a short list of relevant examples, the opportunity to think strategically around workforce shaping as a lever to succeed with the overall operations strategy should include both implementing agentic AI, as well as further developing competency of human staff, with balanced priority.

Companies have the opportunity today to think broader than the agentic AI project portfolio and design for the full workforce into the future. Spanning both general definition of future competency targets, to specialized competency areas, human staff and management should still be of strategic importance for future operational needs.



2. Cybersecurity: When compliance is automated, what changes in the responsible teams?

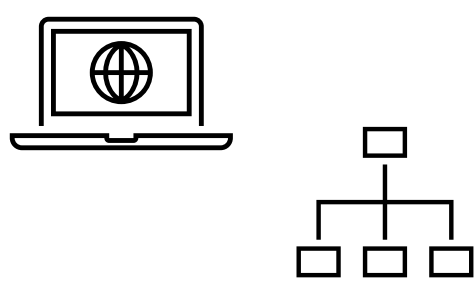
As compliance to IT security regulation such as ISO27001 becomes increasingly automated through platforms that continuously monitor controls and centralize evidence, the role of cybersecurity and compliance teams is undergoing a quiet but significant transformation.



What was once a function focused on manual tasks like collecting screenshots, preparing for audits, maintaining spreadsheets, is now shifting toward real-time oversight and continuous assurance. Automation has reduced the operational burden, but it has also changed expectations: being “audit-ready” is no longer the goal, it’s the baseline. The real value now lies in how well teams design controls, understand their environments, and ensure that automated systems are actually reflecting reality.

This shift is elevating compliance into a more strategic function. Teams are moving closer to the business, working across security, engineering, and operations to embed controls directly into systems and workflows. At the same time, new risks are emerging, particularly the tendency to over-rely on tools. A compliant dashboard does not necessarily mean a secure organization. As a result, human judgment, risk awareness, and the ability to challenge what tools report are becoming critical. Compliance is no longer about checking boxes; it is about understanding risk, building trust, and maintaining control in an environment where much of the execution is automated but accountability remains human.

Tasks that once defined compliance, such as manual evidence collection, spreadsheets, and audit preparation, are rapidly disappearing, replaced by control design, continuous risk assessment, and closer collaboration with technical teams. This shift demands stronger analytical skills and the ability to interpret and challenge automated outputs, moving the role from execution to judgment.



3. AI: Augmented Data Observability: From Reactive Monitoring to Proactive Intelligence

Data observability gives organisations end-to-end visibility into transactions as they move through connected systems — tracking whether data at each stage is correct, complete, and timely. In financial services, that might mean following a claim from acceptance through payment issuance to confirmed funds transfer, surfacing failures within live batches rather than discovering them after settlement.

The closer to real time that visibility becomes, the more useful it is. But real-time data alone doesn't solve the problem. It creates scale that human operators and rule-based systems struggle to manage. That's where AI agents change the equation.

Four ways AI Agents elevate the model:

1. Anomaly detection at scale. Large transaction batches generate far more signals than conventional monitoring can meaningfully interpret. AI agents can detect edge-case anomalies — a payment failure indicated early by a synchronisation gap, for example — before the downstream impact materialises. Rather than flagging confirmed failures, they catch preconditions and alert or act while correction is still straightforward.

2. Intelligent triage. When failures occur across complex processing environments, multiple points may be active simultaneously and several remediation paths may be available. Time pressure makes careful manual deliberation impractical. AI agents assess the failure context, weigh the available options, and produce a prioritised recommendation or issue the remediation instruction directly — Using reasoning engines that handle unforeseen scenarios that rigid, rule-based automation cannot. .



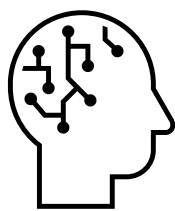
3. Remediation with a built-in audit trail. Speed and documentation are normally in tension: the faster a fix is applied under pressure, the more likely the paperwork is incomplete. AI agents resolve this by executing the remediation and generating structured documentation simultaneously — what failed, when, what was done, and why. For regulated industries, this immutable record isn't optional; it's the foundation of both compliance and future learning.

4. Root cause analysis and systemic learning. The most strategically significant role for AI agents is retrospective. Operating across the full history of failures, they can identify which issues are recurring often enough and with sufficient financial impact to warrant a structural fix — and surface the likely root causes. Each incident processed improves detection on the next batch, shifting the operating model from reactive firefighting to continuous, self-improving reliability.

A connected system, not four separate tools

These capabilities compound when they operate as a stack. Better detection reduces what reaches triage. Faster triage reduces remediation time. Cleaner documentation improves root cause analysis. Better root cause analysis sharpens detection. The result is an observability system that gets more accurate with every failure it processes — one that learns the specific patterns of the organisation running it and, over time, anticipates problems rather than simply responding to them.

AI-agentic approaches to data observability are increasingly moving from pilot to production in financial services and adjacent industries as of mid-2026.



About Maroubra Consulting

Maroubra Consulting is an international management consulting firm, specialists in Operational Excellence. The company supports client organisations with improving competitiveness, strengthening operational resilience and achieving sustainable growth. With a ‘global-first’ and ‘remote-first’ business model, and market presence in Bergen, Barcelona, Amsterdam, San Francisco and Sydney, Maroubra Consulting combines strategic direction with digital innovation. The company proudly support the United Nations Sustainable Development Goal #1: No Poverty, partnering with NGOs to create lasting impact.

