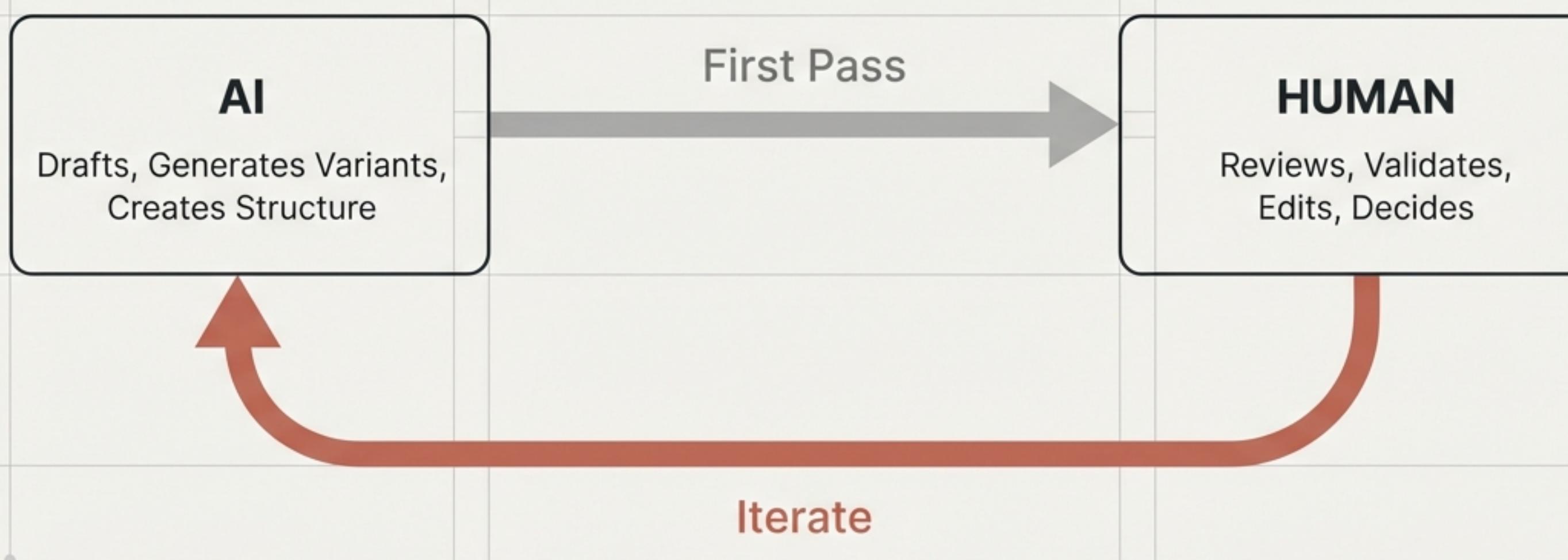


# Managing Work in the AI Era

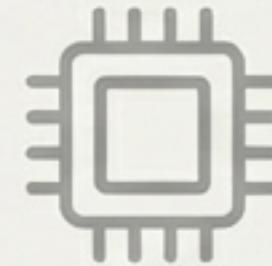
From Task Assignment to Review-Driven Organizations

# The nature of work has fundamentally changed.



**Our primary role as managers is no longer to assign tasks.  
It is to design and manage review loops.**

# **AI is the drafter. Humans are the reviewers.**



## **AI Now Handles**

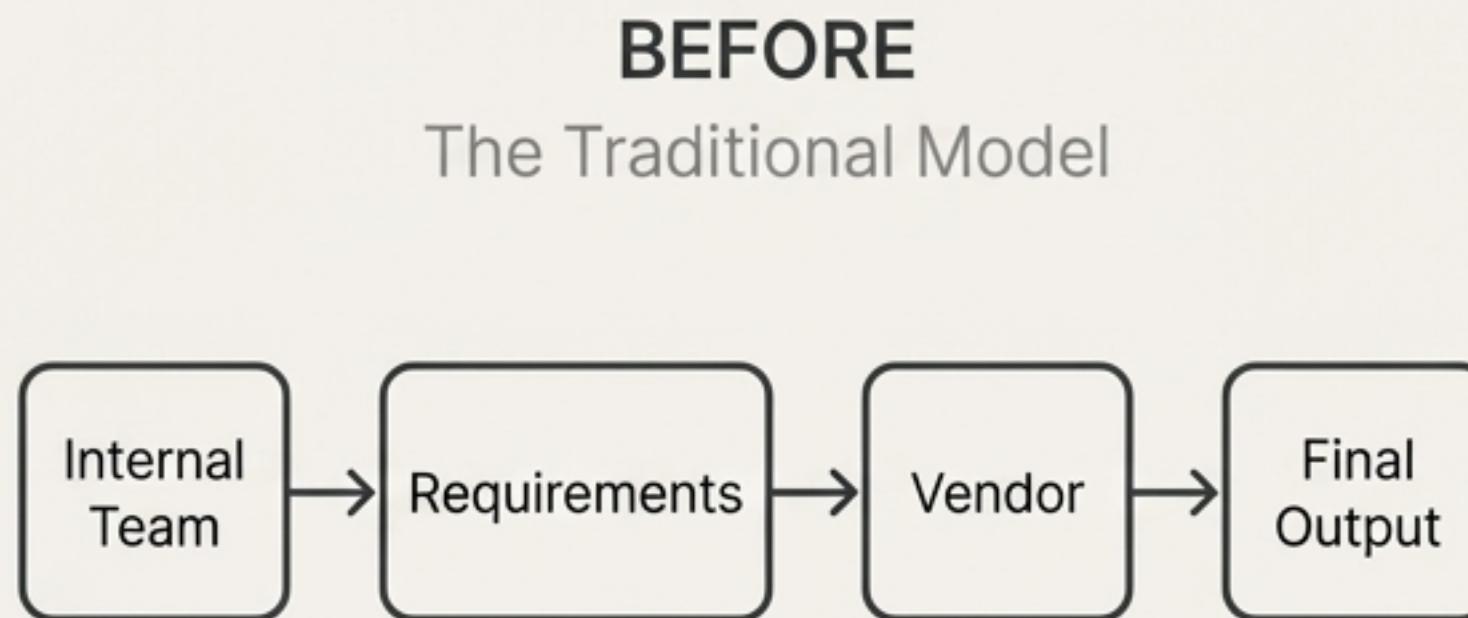
- Drafting and first-pass thinking
- Initial structure generation
- Creating 10-30 variants quickly



## **Humans Now Provide**

- Validation and editing
- Critical decision-making
- Taste-keeping and quality control
- Risk filtering and final judgment

# This shift first transforms how we collaborate externally.



We sent requirements outward and expected vendors to think from scratch.

Slow cycles  
High cost  
Frequent misalignment & rework



We pre-think and pre-structure the work internally, narrowing the problem space.

Faster cycles  
Lower cost  
Better alignment from the start

# We now engage vendors as expert reviewers, not blank-slate creators.



## Legal & Compliance

AI drafts the initial memos, opinions, and contracts. Our legal partners **validate, correct, and approve** them.



## Marketing & Creative

AI generates dozens of concepts, copy variations, and layouts. Our agencies **curate, refine, and elevate** the output based on taste and brand strategy.



## Domain Experts

AI creates comprehensive frameworks or summaries. The expert's job is to **find blind spots, flag incorrect assumptions, and inject high-quality nuance**.

This redefines the value of expertise.

**“Experts are most valuable not when they create from zero, but when they judge correctness, risk, and direction.”**

# The same logic applies to our internal teams and delegation.



**The new core task is not just 'doing,' but 'reviewing and integrating.'**

Internal staff are increasingly responsible for:

Reviewing large volumes of AI-generated materials.

Consolidating multiple versions into a single coherent narrative.

Normalizing formats and turning raw AI outputs into usable, editable assets.

*\*Example: Converting an image-based PPT generated by AI into a fully editable corporate deck.\**

# This creates a clearer, more efficient division of labor.

## Senior Experts

-  Review core principles
-  Validate key assumptions
-  Decide on strategic “direction”

## Internal Teams

-  Handle detailed checks
-  Execute repetitive reviews
-  Maintain project continuity

**\*\*Key Principle: \* We do not waste expert time on trivial edits, formatting, or low-level comparison work.**

# In this new model, two types of people become disproportionately valuable.

## The Senior Expert



Possesses deep experience, enabling them to provide:

- **Judgment:** The ability to assess quality and risk.
- **Pattern Recognition:** Quickly identifying what feels right or wrong.
- **Instinct:** A finely tuned sense for “this is risky” or “this is off-track.”

## The Fast Generalist



Often younger, adaptable talent defined by:

- **AI Fluency:** Comfortable working with and steering AI tools.
- **Broad Curiosity:** Able to span multiple domains quickly.
- **Growth Trajectory:** The raw material to become future specialists.

# **Conversely, one type of role becomes less viable.**



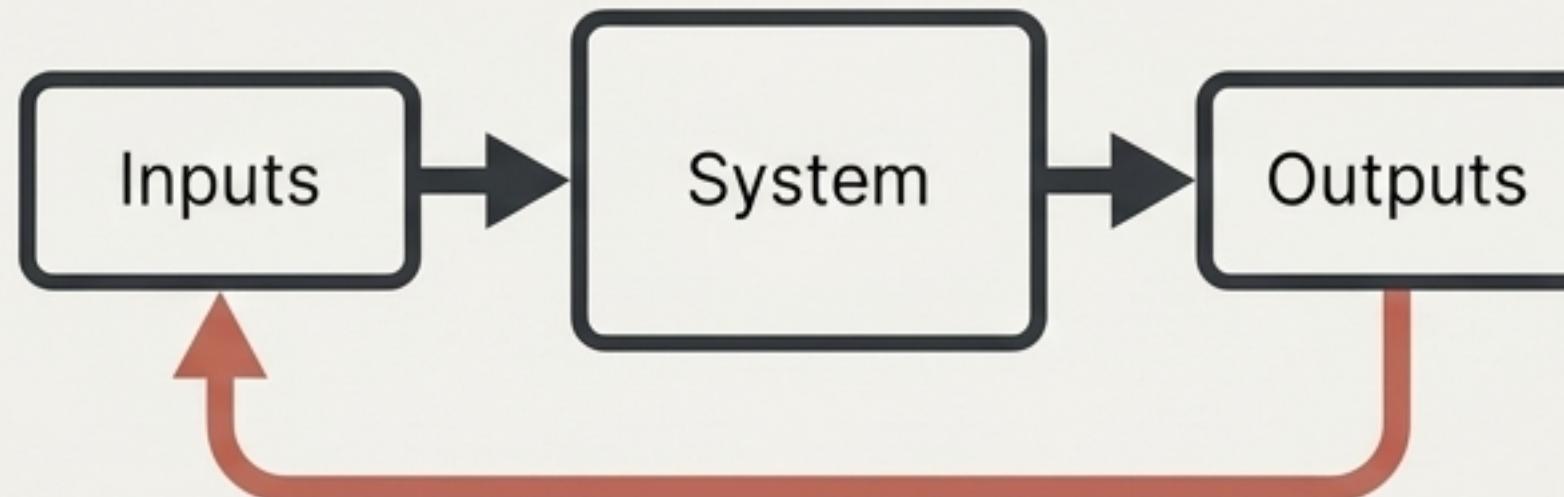
**We must help our teams move beyond being “Passive Executors””.**

A passive executor is someone who:

- Waits for explicit, step-by-step instructions.
- Cannot effectively review, synthesize, or add value to a draft.
- Does not proactively adapt to new AI-driven workflows.

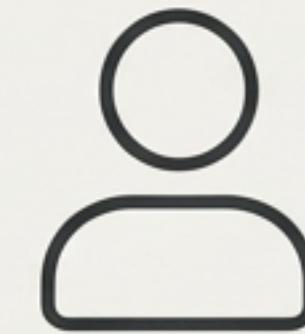
# This is more than a workflow change; it's a new management philosophy.

We must apply an engineering mindset to management.

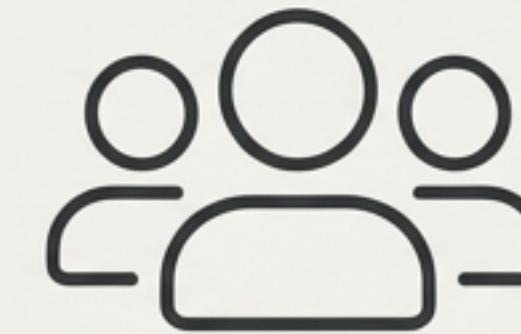


1. Management is **systems design**.
2. Our job is to design effective **feedback loops**.
3. The goal is to shorten **iteration cycles** and increase the **signal-to-noise ratio**.

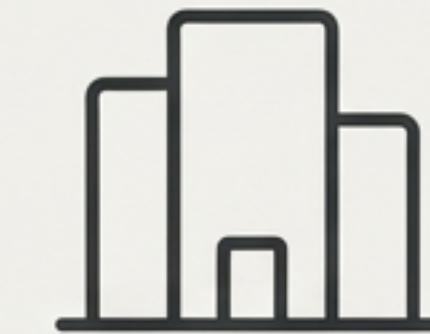
# We iterate on everything: our people, our teams, our organization.



v1.0 → v1.1



v1.0 → v2.0

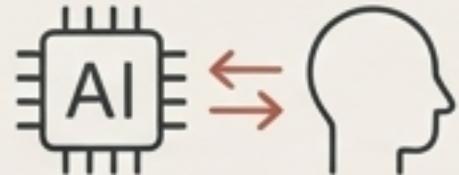


v1.0 → v3.0

People, teams, and processes are not static; they are versioned, tested, and improved.

AI dramatically accelerates organizational learning—but only if our culture allows for rapid correction and adaptation.

# The Review-Driven Organization: Core Principles



## 1. AI Drafts, Humans Review

AI generates the first pass;  
humans provide judgment.



## 2. Engage Experts as Validators

Use experts to judge  
correctness and risk,  
not to create from zero.



## 3. Internal Teams Integrate & Refine

The core internal task is  
synthesizing volume into  
quality.

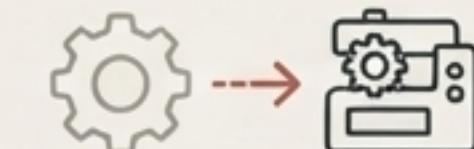


**In the AI era, management  
shifts from “assigning work” to  
“designing review loops.”**



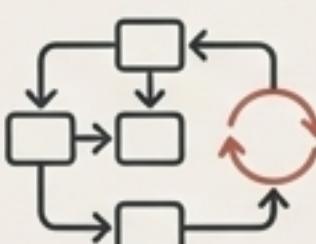
## 4. Cultivate Experts & Fast Generalists

Value both deep judgment and  
rapid, cross-domain learning.



## 5. Move Beyond Passive Execution

Coach teams to review,  
synthesize, and add value.



## 6. Manage by Designing Loops

Your job is to shorten  
iteration cycles and  
improve feedback.



## 7. Iterate Everything

Treat people, teams, and  
processes like products  
to be improved.