

EXECUTIVE SUMMARY

This report examines a critical organizational challenge: risk assessment is done in spreadsheets that nobody trusts.

Our analysis found that created by a vendor implementation that optimized for their product, not your workflow. Previous attempts to fix this addressed symptoms rather than root causes. We've designed a 5-part human-AI collaboration model to transform this workflow.

Key Findings

- *Universal consensus confirmed — this isn't one person's complaint, it's a shared organizational pain point.*
- *Root cause identified: created by a vendor implementation that optimized for their product, not your workflow.*
- *A prior attempt to fix this didn't succeed — likely because root causes weren't addressed.*
- *The real goal is better quality, but the process has become the focus instead.*
- *A 5-part human-AI collaboration model can transform this workflow using delegating, supervising, approving, consulting modes.*

Recommended Approach

We recommend a 5-part collaboration model focused on data gathering and initial analysis, communication and stakeholder updates, quality assurance and compliance. AI fully handles 2 outcomes within defined guardrails. 1 outcome run on AI with human oversight. Humans lead 2 outcomes with AI assistance. Run a 30-day pilot with a single team.

THE PROBLEM

"Risk assessment is done in spreadsheets that nobody trusts"

Why This Problem Matters

Universal agreement:

This isn't one person's complaint — it's a shared organizational pain point that everyone recognizes.

Strategic importance:

This problem is critical to the organization's core objectives and outcomes.

Measurable impact:

The dysfunction has clear indicators that will show when improvement occurs.

Previous attempts:

There have been one efforts to fix this before — suggesting the root cause hasn't been addressed.

WHY IT PERSISTS

Created by a vendor implementation that optimized for their product, not your workflow. The financial services industry had different pressures then, and the process reflected that reality.

Everyone assumes this requires human judgment, but 80% is actually pattern matching. Meanwhile, people have built workarounds: a 'special request' process that most work goes through.

The real goal is better quality, but the process has become the focus instead. The real goal is better quality, but the current process has become an end in itself.

THE SOLUTION

Target Outcomes

1. Data gathering and initial analysis
2. Communication and stakeholder updates
3. Quality assurance and compliance
4. Process coordination and scheduling
5. Documentation and knowledge capture

Human-AI Collaboration Model

1. Data gathering and initial analysis

Delegating Mode

AI handles:

Collects data from multiple sources, runs initial analysis, flags anomalies

Human handles:

Validates findings, adds context AI can't access, makes final calls

Why: AI excels at this type of work. Human relationships matter here.

2. Communication and stakeholder updates

Supervising Mode

AI handles:

Drafts communications, maintains consistency, handles routine updates

Human handles:

Reviews for tone, handles sensitive messages, manages relationships

Why: Routine enough for AI with this type of work. Consistency is the key value-add.

3. Quality assurance and compliance

Approving Mode

AI handles:

Runs all standard checks, compares against requirements, documents findings

Human handles:

Reviews exceptions, makes judgment calls, signs off on final output

Why: Quality requires this type of work. The volume makes automation essential.

4. Process coordination and scheduling

Delegating Mode

AI handles:

Manages calendars, resolves conflicts, sends reminders, tracks completion

Human handles:

Handles escalations, makes priority decisions, manages exceptions

Why: AI excels at this type of work. Judgment calls are frequent.

5. Documentation and knowledge capture

Consulting Mode

AI handles:

Suggests templates, organizes information, maintains consistency

Human handles:

Provides expertise, validates accuracy, decides what matters

Why: Human judgment needed for this type of work. Judgment calls are frequent.

MAKING IT HAPPEN

Change Management

Start with the team that feels the pain most. Get leadership aligned before expanding.

Pilot Strategy

Run a 30-day pilot with a single team. Measure before and after, then scale based on results.

Continuous Improvement

Track time saved weekly. Feed human corrections back to improve AI recommendations. Review collaboration modes monthly and adjust based on what's working.

How You'll Know It's Working

- *You identified clear metrics during our conversation — track these weekly and compare against your baseline.*
- *For delegated tasks like "data gathering and initial analysis", measure volume handled and exceptions flagged.*
- *For approval workflows, track review time and approval rates.*

NEXT STEPS

You identified "risk assessment is done in spreadsheets that nobody trusts" as a critical organizational challenge.

We traced its origins and found it was designed for constraints that no longer apply.

The 5-part solution assigns 2 delegating, 1 supervising, 1 approving, 1 consulting collaboration modes to match each outcome with the right human-AI balance.

Start with the pilot approach outlined above, then scale based on what you learn.

Share this with your team

This blueprint was designed for collective action. Share it with stakeholders who need to understand the problem and the path forward.

Ready to implement?

[*Book a 30-minute call*](#)

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[*Email us*](#)