

## EXECUTIVE SUMMARY

*This report examines a critical organizational challenge: budget reconciliation is 3 months behind at any given time.*

*Our analysis found that was built around a specific person's skills who left 3 years ago. 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: was built around a specific person's skills who left 3 years ago.*
- *A prior attempt to fix this didn't succeed — likely because root causes weren't addressed.*
- *The real goal is better quality, but the current process has become an end in itself.*
- *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 one-month pilot with a single team.*

## THE PROBLEM

"Budget reconciliation is 3 months behind at any given time"

### Why This Problem Matters

Universal agreement:

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

## WHY IT PERSISTS

*Was built around a specific person's skills who left 3 years ago. The government industry had different pressures then, and the process reflected that reality.*

*The team believes leadership wants it this way, but leadership thinks the team prefers it. Meanwhile, people have built workarounds: a 'special request' process that most work goes through.*

*Fixing this would reveal how much time has been wasted, which feels politically risky. 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. Patterns are clear and repeatable.

#### 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. Human relationships matter here.

### 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. The volume makes automation essential.**

### 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. Consistency is the key value-add.**

## MAKING IT HAPPEN

### Change Management

*Start with the most receptive department. Get IT aligned before expanding.*

### Pilot Strategy

*Run a one-month pilot with a single team. Measure before and after, then scale based on results.*

### Continuous Improvement

*Track error rates 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 "budget reconciliation is 3 months behind at any given time" 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.*

Ready to implement?

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