

# Managing 1,000 Interns

A mindset for using AI



*"The living word of knowledge which has a soul, of which the written word is but an image"*

— Plato, *Phaedrus*

*"My pencil and I are smarter than I"*

— Einstein



# Thinking



*"Calculators solve problems which the man who made them cannot"*

— Joseph Wood Krutch





Thinking



Calculating

*"There is often the possibility of something better than either of two given alternatives."*

— Mary Parker Follett

\* Used in different context





Thinking



Calculating



Exploring

Power-With, Not Power-Over



# Power-With, Not Power-Over



## Deeper

More thorough analysis



## Faster

Reduced time on mechanical  
tasks



## Further

Broader exploration of  
possibilities

# Resource Change

From:



Traditional resource constraints

# Resource Change

From:



Traditional resource constraints

To:



Abundant cognitive assistance

# Mindset Change

From:



*"What is my job?"*

# Mindset Change

From:



*"What is my job?"*

To:



*"What are we trying to do?"*

# Three Practices

For managing your new interns






1

2

3



# 1 Know Your Craft

Phase	Description
 <b>Sense</b>	Identify the objective, constraints, situation
 <b>Design</b>	Generate multiple options with explicit tradeoffs
 <b>Choose</b>	Decide on a path
 <b>Act</b>	Execute
 <b>Reflect</b>	Learn from outcomes

# 1 Know Your Craft: Practical Questions



What takes **judgment** vs. what's more **mechanical**?



What **bottlenecks** slow you down?



What could benefit from **100 different tries**?



What benefits from a **personal experience or touch**?

2

Breakdown, Recompose



## 2 Breakdown, Recompose



For each box in your workflow:

Would going **deeper, faster, or further** help?



Thought experiment:

What would you do with **1,000 brilliant, well-read, but naïve interns?**



Vision:



3

Good People Management

= Good AI Outputs

# 3 Good People Management = Good AI Outputs

## With People

- Clear communication
- Defined expectations
- Constructive feedback
- Verify understanding
- Psychological safety

## With AI

- Clear prompts
- Success criteria
- Iterative refinement
- Check outputs
- Limitations surfaced

The same management skills transfer.

### 3 Good Management: Feedback

Learning happens through iteration:



Start small with **low-stakes experiments**



Share your **process** with colleagues



**Refine** based on what you discover

# Your First Month

1

## Week 1

Map your work. What needs  
judgment?

Practice 1

2

## Week 2

Pick ONE task. Try breakdown.

Practice 2

3

## Week 3

Measure impact. Share results.

Evaluate

4

## Week 4

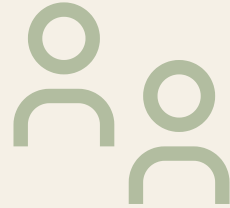
Expand. Teach your process.

Practice 3



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# Managing 1,000 Interns

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*recovering meaning to your work by offloading mechanical steps*

*"The limitation is not lack of capacity but lack of opportunity."*

— Douglas McGregor

