Where AI helps people at work



Accelerate the task.
Keep human judgment.



Look for a checkable finish line.

01 **Usable context**

Approved, relevant information.

02 **Bounded task**

A specific artifact or answer.

03 **Verifiable output**

Review, tests or resolution checks.

Writing: faster first drafts

−40%

Time spent

+18%

Assessed quality

ChatGPT experiment: 453 college-educated professionals; assigned professional-writing tasks, not whole-job productivity.

People verify claims and decide what matters.

Service: spread expertise

+15%

Average issues resolved per hour

Customer-support field study
5,172 agents

Gains concentrated among less-experienced and lower-skilled workers.

Sales enablement opportunities are not proven revenue gains.

Coding: faster is not automatic

55.8%

Faster completion

95 professional developers
Specified JavaScript HTTP-server task
GitHub Copilot paper, 2023

19%

Slower completion

16 experienced open-source developers
246 familiar-repository tasks
METR randomized study, early 2025

Different tasks, populations and tool settings. Count debugging and verification.

Match controls to consequences

Incorrect claims	Check sources; test outputs
Sensitive information	Restrict access and retention
Malicious retrieved instructions	Distrust content; narrow permissions
Consequential actions	Require human approval

Govern access and authority, not just the interface.

Faster tasks.
Not a headcount forecast.

Redesign the work. Train people to provide context, challenge outputs and retain accountability. Decide where released capacity creates value.

Prove one workflow.
Then scale.

Baseline → pilot → compare

Quality · total time · costs · incidents

Human approval. Explicit acceptance criteria.