

What to let AI decide

Adaptive module

~20 min

In 2024, none of our decisions were made by a machine alone; by 2028, one in seven will be, according to Gartner. AI is moving from executing to deciding, and we already delegate more to it than we admit. The reflex to “stay in control of everything” exhausts us and turns us into passive supervisors. This module offers the opposite: consciously calibrate what we delegate, to use our judgment where it really counts.

— LEARNING OBJECTIVES

- 01 Recognize decisions already delegated to AI and why approving everything is exhausting and weakens judgment.
- 02 Calibrate each decision consciously between three degrees (full delegation, shared decision, the decision we keep) based on stakes, expertise, and self-confidence.
- 03 Choose to keep some decisions for what can't be measured: enjoyment of the task, meaning, and autonomy.
- 04 Set the team's framework for decisions entrusted to AI, protecting confidentiality while avoiding over-control.

— WHO IT'S FOR

Anyone who makes decisions at work and wants to delegate to AI consciously, without handing over or keeping it all.

- **Prerequisite:** none

— HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

- 1 **Self-assessment:** on 9 dimensions, to gauge current habits and guide the practice.
- 2 **Expert video:** 10 minutes, with 3 pauses for reflection.
- 3 **Practice scenarios:** the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
- 4 **Dated commitment:** one action to try, written by the learner or picked from the suggestions.
- 5 **Memo to download:** key takeaways, questions, commitment, personal notes and checklists.

— A SAMPLE PRACTICE SCENARIO

Declan, a lawyer, has to deliver an opinion on a sixty-page subcontracting agreement by Thursday. The AI assistant can identify the clauses that depart from the in-house template, or draft the whole opinion. Declan has handled twelve contracts of this kind. How should he decide what to hand to AI?

— ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Three degrees of delegation to AI (full delegation / shared decision-making / keeping the decision) – Afthonios method, inspired by Sheridan & Verplanck's levels of automation (1978) and the human-in/on/out-of-the-loop typology
- The “human at the helm” concept – inspired by Paula Goldman (Salesforce, 2024)
- 3 reasons unrelated to performance for keeping a decision (enjoying the task, meaning/responsibility, keeping skills from wasting away) – Afthonios method
- The analogy of AI as a new team member, and the manager's double role – Afthonios method

SOURCES & REFERENCES

- Gartner – “Top Strategic Technology Trends” 2025: by 2028, at least 15% of day-to-day work decisions will be made autonomously by agentic AI, up from 0% in 2024
- Lee et al., Microsoft Research & Carnegie Mellon – CHI 2025: the link between self-confidence and critical thinking when using AI
- L. Bainbridge – “Ironies of Automation” (1983): the figure of the passive supervisor who approves mechanically
- NIST AI 600-1 (2024) – generative AI risks and guidelines for controlled use