

Enterprise productivity in the AI era | Decision making

AI can improve recommendations without improving decisions.

Make accountability *as clear as the information.*

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Turn better information into timely, accountable action.

Enterprise productivity means improving both the efficiency of work and the effectiveness of business outcomes.

AI can expand the evidence, analysis and recommendations available to decision-makers. Better decisions still require explicit trade-offs, timely authority, and a feedback loop that tests whether the choice delivered its intended outcome.

Match AI authority to the decision

Set AI's authority according to the consequences of error and how easily the decision can be reversed. Distinguish decisions AI may execute within agreed limits from those requiring approval, while keeping a named leader accountable for the outcome.

MODE	AI AUTHORITY 	HUMAN ROLE 	CONTROL 
1 Inform	Organize evidence	Interpret and decide	Input quality checks
2 Recommend	Compare options	Approve or revise	Criteria and record
3 Execute	Act within limits	Own exceptions	Thresholds / override

Start with the recurring business choice—not the dashboard.

Define the objective, authority, and escalation rules. Controls should enable sound judgment and timely action, rather than become the purpose of the initiative.

Organizations often invest in analytics, dashboards, and AI recommendations before defining decision ownership and the trade-offs those decisions are intended to resolve.

From potential to business outcome

- **Insight generated:** Relevant evidence is available. Information alone is not a decision.
- **Decision owned:** An authorized owner resolves the trade-off within explicit limits.
- **Outcome verified:** Action is completed and the result tested against the decision's objective.

Recommendation generated is not decision implemented.

Design the decision. Close the feedback loop.

Improve judgment, timeliness, and follow-through.



Measure the decision—not just the analysis

Define quality and timing criteria for the recurring decision. Assess whether choices are implemented and intended outcomes achieved. Speed alone is not success; monitoring and feedback should improve the next decision.

Connect decision-making to enterprise performance

Resource-allocation choices shape both cost capture and growth. Use AI to surface evidence and trade-offs; keep authority, execution ownership, and review of results explicit. Better decisions should improve the outcomes they govern.

The investment gate

- **Named decision:** Which recurring choice and business outcome should improve?
- **Authority:** Who decides, what may AI do, and what must escalate?
- **Execution:** Who acts on the choice, and by when?
- **Quality and timing:** Against what baseline, quality criteria, and review cadence will improvement be verified?

Which decisions should AI inform—and which should it be authorized to make?

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Three perspectives on enterprise productivity: efficiency, growth, and decision-making.

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WHEN IT REALLY MATTERS.

