

Same AI. Different task.

+40%

↑ quality on tasks that suit the AI

–19 pts

↓ right answers on a task outside its strengths

Harvard/BCG study, 2023 · 758 consultants

AI MANAGER TOOL

Use AI where it's strong. Keep your judgment in charge.

25% faster

on tasks that suit the AI

~40% better

quality on those same tasks

19 pts worse

on a task outside AI's strengths

Harvard & BCG, 2023: consultants using GPT-4. The same tool helped or hurt depending on whether the task fit it.

SEVEN TOOLS, ONE GOOD USE EACH

DECISION SUPPORT ChatGPT Enterprise	Moderna rolled it out company-wide and staff built 750+ custom GPTs, including one that helps teams review clinical dosing data.
WRITING & ANALYSIS Microsoft 365 Copilot	Early users were 29% faster at searching, writing and summarising. Vodafone's trial reported about 3 hours saved per person per week.
WRITING Gemini in Google Workspace	Turn a long email thread into a one-page decision memo with options and risks.
MEETINGS Teams Copilot · Zoom AI Companion · Otter	AI drafts the agenda before and the recap after. The manager runs the discussion and owns the decisions.
WORKFLOW GitHub Copilot	55% faster on a coding task in GitHub's study. Engineering leaders use it to free time for review and design, not to skip review.
MONITORING Perplexity	A weekly competitor or regulation brief, with every claim checked against its cited source.
RESEARCH NotebookLM	Load the board pack and ask for the three biggest risks, each with a page citation.

THE LEADERSHIP STANCE

Shopify, April 2025 — CEO Tobi Lütke: reflexive AI use is a baseline expectation. Before asking for headcount, teams must show why AI can't do the job.

THREE SAFE-USE RULES

1

Use enterprise versions for confidential data.

2

Check facts and numbers before acting on them.

3

Keep decisions about people with a human.

Sources: Dell'Acqua et al., Harvard Business School & BCG, "Navigating the Jagged Technological Frontier" (2023); Moderna & OpenAI (2024); Microsoft early Copilot user study (2023); Vodafone Copilot trial (2024); GitHub Copilot productivity study (2022); Tobi Lütke, Shopify internal memo (April 2025). Figures as published at the time.

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