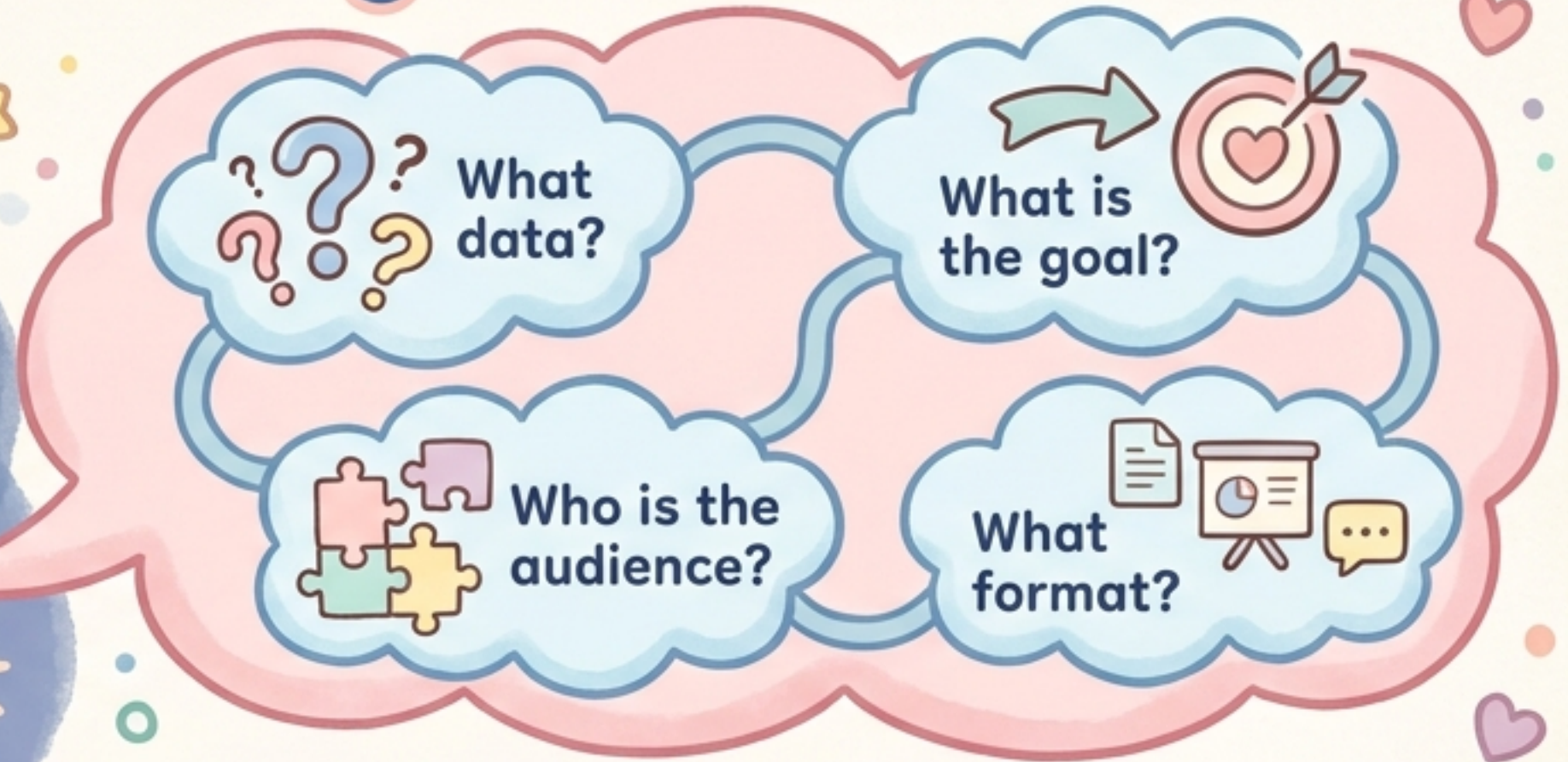


The Problem Isn't AI Capability. It's Human Management.



Handing a raw spreadsheet to an agent is like telling a capable new hire to deal with that thing—you'll get a result, but not the one you wanted.

AI isn't a mind reader. The infrastructure gap is brutal, but the instruction gap is bigger.

Why Beginners Make Better AI Managers



The Expert's Trap

- Prescribes rigid steps.
- "Write me a Python script to parse this CSV."
- Deeply ingrained habits and convictions about the right way get in the way.



Insight from Boris Cherny (Anthropic):
Newer engineers often use Claude Code more effectively because they have nothing to unlearn.

The Beginner's Mind

- Describes the final goal.
- "I need to know which customers decreased order frequency and why."
- Focuses on first principles and lets the agent decide how to get there.

In the agent era, scientific thinking and clear goals matter more than engineering tenure.

Feedback, Not Try Again



The Illusion of Praise:
AI is designed to be encouraging. Constant positive feedback from the agent can create an illusion of perfection. Always verify the output against the real world.

The most important AI management skill is articulating exactly what is wrong when an output fails.

Direct the Output, Don't Discard It

The Manager's Feedback Framework

1. Acknowledge the Good:
The fundamentals section is fine...

2. Target the Miss:
...but I care about debt structure and cash flow risk, not revenue growth.

3. Course Correct:
Use DCF for the valuation, not P/E.

With precise feedback, an agent corrects its trajectory in exactly one round. Good managers keep the good parts and redirect the bad parts.

If you genuinely don't know what's wrong, you haven't figured out what you want yet. Treat the AI as a thinking partner to figure it out together.



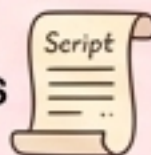
From Tool to Partner: The Phase Shift

84% of the world hasn't had a single AI conversation yet. Mastering this phase shift now is a compounding early-mover advantage.

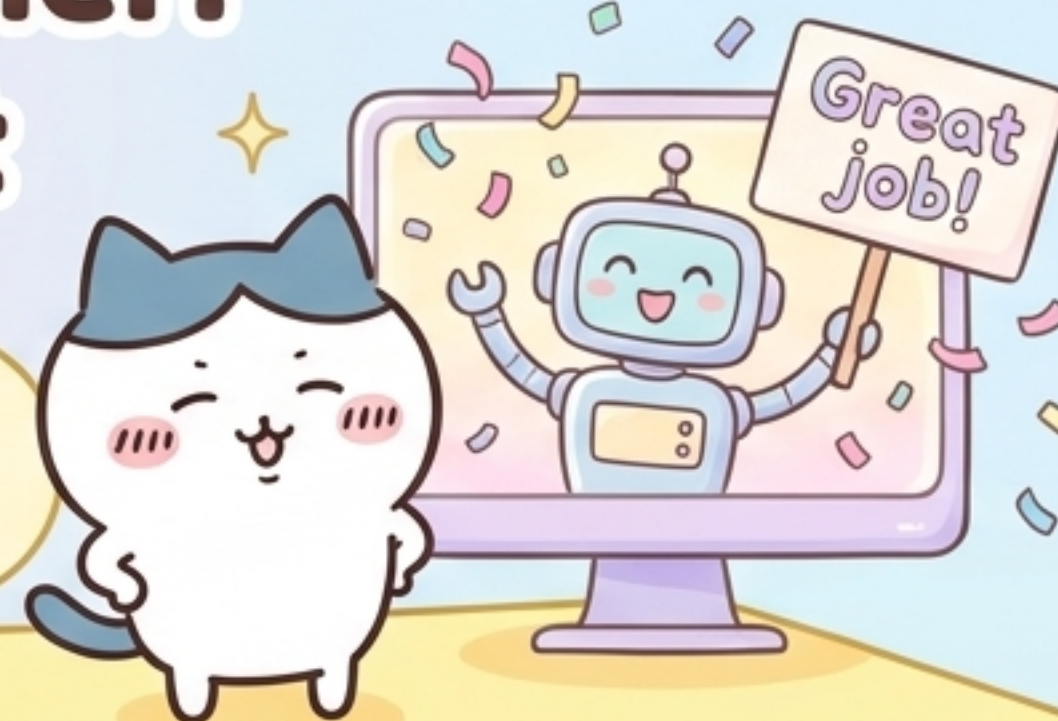
Step 3: Collaborator (Future)
-> Shared problem solving (I have an idea—what risks am I missing?).



Step 2: Tool (Day 2)
-> Unidirectional commands (Write this script).



Step 1: Search Engine (Day 1)
-> Give it a question, expect an answer (What is GCP?).



The upper bound of AI effectiveness isn't determined by technical capability—it's determined by the depth of your engagement. You are the manager.