The AI-First Leader

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Table of Contents

- **Introduction**
- **Chapter 1** Understanding What AI Means for Your Team
- **Chapter 2** Assessing Opportunity: Where to Start
- **Chapter 3** Building a Data-Ready Team Culture
- **Chapter 4** Ethics, Trust, and Responsible Use
- **Chapter 5** Designing Change: Pilots that Win Buy-In
- **Chapter 6** Redefining Roles: Humans + Machines
- **Chapter 7** Hiring and Sourcing for an AI-First Team
- **Chapter 8** Upskilling and Learning Programs that Stick
- **Chapter 9** Cross-Functional Collaboration: Breaking Silos
- **Chapter 10** Leading People Through Anxiety and Change
- **Chapter 11** Choosing Tools: Build, Buy, or Partner
- **Chapter 12** Integrating Automation into Daily Workflows
- **Chapter 13** Measuring Success: KPIs That Matter
- **Chapter 14** Maintaining Systems: Ownership and SLAs
- **Chapter 15** Security, Privacy, and Compliance for Managers
- **Chapter 16** Designing Customer Experiences with AI
- **Chapter 17** Product Management in an AI-First World
- **Chapter 18** Sales and Marketing Enablement with Automation
- **Chapter 19** Support and Operations: Reducing Friction and Cost
- **Chapter 20** Pricing, Monetization, and Value Capture
- **Chapter 21** Moving from Pilot to Production at Scale
- **Chapter 22** Organizational Design for Sustained AI Advantage
- **Chapter 23** Governance, Policy, and Risk Management
- **Chapter 24** Measuring Long-Term Impact and Continuous Improvement
- **Chapter 25** The Path Ahead: Emerging Trends and How to Stay Ahead

Introduction

On a Monday morning, a customer support leader logs into the dashboard and sees the usual: high volumes, rising handle times, and a backlog of follow-ups. Yet this week looks different. A new triage assistant is automatically routing issues, drafting responses, and flagging edge cases for human review. The queue moves. Agents spend more time solving tricky problems and less time copying data between systems. By Wednesday, the leader notices something else: fewer escalations, faster resolutions, and higher morale. No one worked longer hours; the work changed. This is what it looks like when a team becomes AI-first—when intelligent automation elevates human judgment rather than replacing it.

The premise of The AI-First Leader is simple: managers win when they use automation to remove toil, sharpen decision-making, and create space for distinctly human contributions—empathy, creativity, and leadership. You don’t need to be a data scientist to lead this shift. You do need a clear playbook, practical tools, and a people-first approach. This book gives you that playbook, so you can ship a credible pilot within 30 days and build a repeatable scaling program over the next 6–12 months.

Why AI-first leadership matters now is not just about new technology; it’s about new managerial leverage. Every team has recurring decisions and repeatable tasks: qualifying leads, reconciling transactions, prioritizing tickets, prepping presentations, reviewing contracts, testing code, tracking shipments. AI systems—predictive, generative, and rules-guided—can help you do these faster, more consistently, and often more accurately. The leaders who thrive will be those who treat AI as a teammate embedded in workflows, not as a shiny add-on or a threat to people’s roles. They will build small, well-governed systems that compound into durable advantages: shorter cycle times, higher quality, lower costs, and teams that spend their energy on the work humans do best.

What does “AI-first” mean in practice? It means you start with the job to be done, not a tool. You map the workflow, identify the high-friction steps, and decide where automation or decision support can help. You set explicit guardrails—what the system can and cannot do—and design clear handoffs between humans and machines. You measure outcomes in business terms: time saved, error reduction, revenue lift, customer satisfaction, risk reduction. And you adopt a cadence of continuous improvement: review performance, tune prompts or models, update documentation, and retrain people as roles evolve.

Before we go further, let’s align on terms. In this book, “AI” is an umbrella for techniques that help computers perceive, predict, generate, or decide. You’ll use three

broad categories:

- Prediction and classification (e.g., forecasting demand, scoring leads, detecting anomalies).
- Generation and summarization (e.g., drafting emails, creating briefs, summarizing meetings).
- Retrieval and orchestration (e.g., pulling the right data at the right time, coordinating steps across systems).

You'll pair these with automation that moves data, triggers actions, and ensures the right approvals happen. The magic isn't in any single model; it's in the orchestration of reliable steps around it: data hygiene, access controls, monitoring, human review, and feedback loops.

Common myths still hold many teams back. Let's name them—and replace them with manager-ready truths.

- Myth 1: "AI will replace my team." Reality: AI will replace tasks, not entire roles, and it will grow new responsibilities—automation owners, model stewards, and data champions. Your job is to redesign roles so that people spend less time on rote tasks and more time on judgment, coaching, and creativity.

- Myth 2: "We need advanced data science before we start." Reality: You need just enough data quality, clear problem framing, and a safe test environment. Well-scoped pilots thrive with basic analytics, off-the-shelf tools, and strong operational discipline.

- Myth 3: "This is a one-time project." Reality: AI-first is a capability you cultivate. Systems drift, data changes, and business goals evolve. You need ownership, SLAs, incident processes, and continuous improvement—not a one-and-done rollout.

- Myth 4: "The tool will figure it out." Reality: Good outcomes come from good management. You must articulate the decision logic, define guardrails, choose metrics, and create the human-in-the-loop pathways that keep quality and trust high.

- Myth 5: "If we pilot it, they will use it." Reality: Adoption requires incentives, training, and communication. People will use tools that make their day better and safer; they won't use tools that add friction, feel risky, or threaten their identity.

Adopting AI without a playbook leads to familiar failure modes: "pilot theater" that

never ships, tech-first projects that ignore frontline input, undocumented workflows that break when people change roles, and dashboards that measure activity instead of outcomes. The antidote is a manager-first approach that starts from business goals, builds small and safe, and scales only what works.

That is why this book is organized as a repeatable playbook you can run in any function—sales, operations, customer support, finance, HR, product, or marketing. You will learn to:

- Assess opportunities using an AI Opportunity Assessment Matrix that scores impact and ease of implementation.
- Design pilots with a simple Pilot Design Canvas that clarifies objectives, hypotheses, metrics, data needs, roles, timeline, and risks.
- Build capabilities: the people, routines, and lightweight governance that keep systems reliable.
- Measure what matters: ROI and KPI templates that track time saved, error reduction, revenue impact, and speed to decision.
- Scale responsibly: templates and processes to move from one-off wins to a portfolio of dependable automations.

Throughout, we keep the focus squarely on decisions, processes, people, and measurable outcomes. You will not find deep dives into model architectures. Instead, we explain concepts at a manager's level and point to the roles and tools that implement them. When you need specialized help—a data engineer, an applied scientist, a security partner—we show you how to scope the work, set expectations, and hold vendors or internal teams accountable.

Who is this book for? Primarily, it's for managers, team leads, directors, and VP-level leaders in tech-enabled companies and established firms modernizing operations. Secondarily, it serves founders, product leaders, HR heads, program managers, and consultants who advise on AI adoption. If you run a business unit, a product line, a customer-facing team, or an internal shared service, you'll find practical steps to make AI a dependable lever rather than a buzzword.

You will also hear from practitioners. We include interviews with technology and people leaders—CTOs, Heads of AI, HR leaders focused on upskilling, product managers who ran automation pilots—as well as frontline team members in sales, operations, and customer support. Their candid experiences—what worked, what failed, what they would do differently—will help you avoid unforced errors and replicate proven wins. We also draw on respected publications and research to keep you grounded in evidence, not anecdotes.

Let's get concrete about what success looks like. An AI-first sales organization cuts manual data entry by half, allowing reps to spend more time with customers. A professional services firm reduces proposal turnaround time from days to hours, with a

drafting copilot that assembles content from a curated library and recent case notes. A retail operations team improves on-shelf availability by using demand forecasts and automated alerts to schedule replenishment, while managers retain human judgment for exceptions and supplier negotiations. A healthcare ops team automates appointment reminders and intake summarization, freeing staff to focus on complex cases. None of these outcomes require moonshot research. They require well-scoped pilots, clean enough data, thoughtful change leadership, and relentless iteration.

To help you choose where to start, you'll use the AI Opportunity Assessment Matrix. You'll plot candidate use cases on two axes: potential impact (e.g., hours saved, error reduction, revenue lift, risk reduction) and ease of implementation (e.g., data availability, process clarity, stakeholder alignment, security/regulatory constraints). We provide scoring guidelines and a worked example so you can prioritize a short list of high-leverage opportunities. This avoids the trap of chasing shiny demos and instead aims resources at the most promising, feasible wins.

When you're ready to design a pilot, the Pilot Design Canvas keeps you honest. You'll define a clear objective ("Reduce first-response time by 30%"), a testable hypothesis ("Automated triage and draft responses will shorten queue time without increasing escalations"), the metrics that matter, the data you'll need, the roles and responsibilities (including a model steward and an automation owner), the timeline, and the risk mitigations (e.g., human review thresholds, fail-safe paths, audit logs). Pilots are small by design—limited scope, limited blast radius, and clear exit criteria. If it works, you scale. If it doesn't, you learn quickly and try again.

People are the center of this transformation. You'll redefine roles so that humans and machines complement each other. You'll introduce micro-roles—automation owners who understand the workflow and maintain the system day-to-day; model stewards who monitor behavior, bias, and drift; and data champions who ensure hygiene and documentation. Hiring will change: you'll know what to look for in resumes, how to run practical interviews, and when to hire versus upskill. We'll give you an upskilling roadmap with role profiles, skill tiers, training modalities, and competency assessments so your team can grow with the tools.

Collaboration makes or breaks outcomes. You'll break silos by establishing regular rituals that connect product, analytics, security, and operations: joint working sessions, data reviews, and experiment debriefs. You'll integrate automation into daily workflows with clear escalation paths: what the system does automatically, when it asks for help, and how humans override or correct it. Documentation will stop being an afterthought; it becomes the operating memory that keeps improvements from regressing when people rotate or vendors change.

Measurement is your safety net and your story. You will learn to define outcome-based KPIs, not vanity metrics. You'll use our ROI and KPI templates to quantify value in ways

that finance, legal, and executives respect. You'll track speed, quality, cost, and risk. You'll monitor adoption and experience: Are people actually using the tool? Do they trust it? Has it changed how they spend their time? We'll show you sample dashboards and review cadences so you can detect drift early, respond to incidents, and communicate wins credibly.

No responsible leader deploys AI without governance. We make it practical. You'll use a manager-friendly ethics and governance checklist to identify risks, mitigate bias, ensure transparency, and communicate clearly with employees and customers. You'll implement sensible controls—data access, retention, and audit trails—without slowing the team to a crawl. You'll understand when to involve legal, security, and compliance, and how to document decisions so audits are straightforward and trust is earned.

Here is what you can accomplish in your first 30 days with this book:

- Week 1: Align on one business outcome. Inventory top pain points. Run the Opportunity Assessment Matrix. Select one pilot with high impact and feasible scope.
- Week 2: Draft the Pilot Design Canvas. Secure stakeholders. Prepare data access and safe test environments. Define metrics and guardrails.
- Week 3: Build and integrate a minimum viable workflow. Train a small user cohort. Establish incident response, feedback channels, and documentation.
- Week 4: Run the pilot, measure daily, and iterate. Decide to scale, tweak, or stop. Debrief with the team and record lessons learned.

Over 6–12 months, you can scale from a single pilot to a portfolio:

- Standardize: Create templates, reference architectures, and a shared knowledge base. Reuse what works.
- Organize: Decide whether to form a center of excellence, embed specialists in teams, or use a hybrid model. Clarify funding and ownership.
- Govern: Establish policies for model and prompt updates, data use, and escalation. Set SLAs and change-control processes that match the risk profile of each workflow.
- Expand: Sequence additional use cases using your assessment matrix. Balance quick wins with foundational investments in data and capability building.
- Improve: Run post-implementation reviews, cohort analyses, and reinvention cycles that keep your portfolio current and valuable.

You will notice a consistent chapter structure so you can jump to what you need: a short opening vignette, the core problem, a concise framework or checklist, step-by-step guidance, a boxed case study or interview excerpt, and—at the end—four elements you can use immediately: key takeaways, an action plan you can execute this week, a quick checklist or template, and suggested further reading. The back of the book includes downloadable, fillable versions of the core tools: the Pilot Design Canvas, the Opportunity Assessment Spreadsheet, the Vendor Evaluation Matrix, the Upskilling Roadmap templates, and sample job descriptions for new roles.

This is a practical, non-academic guide. You will not be asked to master algorithms. You will be asked to make decisions: What outcome matters most now? Which process will we automate first? What guardrails keep us safe? Which roles must we redefine? What will we measure? How will we communicate change so people feel informed, included, and supported? Answering these questions well is leadership—not coding.

You may be wondering: What if my data is messy? Start small and local, where you can control the inputs. What if my team resists? Involve them early; give them tools that make the day easier and recognize their contributions to improvements. What if legal or security slows us down? Bring them in from the beginning; co-design guardrails and demonstrate that your process is disciplined. What if the pilot fails? Call it a learning cycle, document what you learned, and choose the next opportunity with better data or clearer scope.

Finally, a word about trust. AI systems can be powerful and also wrong. They can scale value and also scale mistakes. Trust is not a statement; it’s a system. You earn it by being transparent about what the tool does; by keeping humans in the loop where stakes are high; by monitoring performance; by communicating incidents; and by inviting feedback. Trust grows when people see that automation reduces drudgery, improves quality, and respects their expertise. It erodes when tools appear imposed, opaque, or punitive. As an AI-first leader, you are the steward of this trust.

The next chapters translate these principles into action. You will start by clarifying what AI really means for your team and separating hype from genuine opportunity. You will learn how to assess and prioritize use cases; how to build a data-ready culture; how to design ethical, well-governed pilots; how to redefine roles and upskill your people; how to choose tools wisely; how to integrate automation into daily work; how to measure and communicate impact; how to secure and maintain systems; how to improve customer experiences and product decisions; and how to scale what works across your organization. Along the way, you will see examples across industries—SaaS, manufacturing, retail operations, professional services, and healthcare—so you can adapt the patterns to your context.

The path to becoming an AI-first leader is not about betting on the perfect technology. It is about building managerial muscles: framing problems crisply, testing hypotheses with small stakes, designing human-machine collaboration, and measuring outcomes that matter. You can start where you are, with the team you have, and the systems you already operate. The tools in this book will help you turn ambition into action, then into results you can show your customers, your executives, and your team. Let’s begin.

CHAPTER ONE: Understanding What AI Means for Your Team

Alex is a regional manager for a mid-sized retail chain. On Tuesday mornings, she used to spend two hours reconciling inventory reports from six stores, a task that felt like playing Sudoku with someone else's pencil. This week, a lightweight automation pulled the data, a forecasting model suggested reorder quantities, and a generative assistant drafted an email to suppliers. Alex reviewed the drafts, adjusted two orders based on promotions, and moved on. She had time to coach a store lead who was struggling with staffing. That is AI at work: not a sci-fi subplot, but a quiet set of tools that turn raw data into suggestions and rote tasks into exceptions handled by humans.

For managers, AI is less about algorithms and more about delegation. When you delegate well, you decide what you own, what the delegate owns, and how you'll check the work. Intelligent automation follows the same pattern. Predictive tools classify or forecast; generative tools draft or summarize; retrieval tools find the right information; orchestration tools trigger actions and approvals. Combine them and you have a "digital teammate" that drafts, routes, checks, and escalates—always with a human accountable for the tricky bits.

To keep the terminology simple, think of AI as three capabilities you can combine:

- Prediction and classification: Estimating what might happen next (demand, risk, churn) or assigning labels (urgent, spam, duplicate).
- Generation and summarization: Producing text, images, or presentations from prompts and data, or condensing long content into short briefs.
- Retrieval and orchestration: Surfacing the right context at the right time and coordinating steps across systems and people.

You then add automation that moves data between systems, triggers actions, and sets guardrails. A helpful mental model is this: AI makes suggestions; automation handles routine steps; humans decide in uncertain or high-stakes situations. The leader's job is to draw that line clearly and adjust it as evidence comes in.

A common misunderstanding is the idea that AI is a single thing you "turn on." In practice, you assemble components. One component predicts whether a ticket is high priority; another drafts a reply; another checks the draft against a knowledge base; another routes it to the right queue. If any piece is weak—data, prompt, policy, monitoring—you patch that piece. You don't need to replace the whole assembly, just tune the weak link and add a safety step.

Let’s ground this with three concrete examples across functions. In sales, a lead scoring model predicts which inbound signups are likely to convert, and automation assigns those leads to reps and drafts a first-touch email based on company info and the prospect’s intent signals. In operations, a forecasting model predicts daily demand by store, and automation generates suggested orders, then holds them for manager approval if the variance exceeds a threshold. In customer support, a summarization tool condenses chat history into three bullet points and drafts a response, while the agent edits and sends it, escalating any policy exceptions.

The difference between a toy and a tool is the handoff. A toy summarizes everything; a tool checks the content for personal data and refuses to summarize if it detects a credit card number. A toy drafts for anyone; a tool drafts in the approved tone and links to the relevant policy. A toy hides its work; a tool shows sources and makes it easy to correct the output. Managers turn toys into tools by specifying rules, data boundaries, and human checkpoints.

The team that benefits most from AI isn’t the one with the best data scientists; it’s the one with the clearest process. Why? Because AI is mostly effective when you can name the decision, describe the inputs, and state what good looks like. If your team can explain how they decide today, you can design automation to assist tomorrow. If your process is ambiguous or changes every week, you’ll spend more time fixing prompts than reaping results. Clean process precedes smart automation.

Data readiness is the quiet foundation. You don’t need a pristine lakehouse or a single source of truth to start, but you do need certain basics: a way to access the data required for the task, a basic understanding of what columns mean, an audit trail of who changed what, and minimal hygiene like no duplicate records or missing critical fields. Start narrow and deepen as you scale. For instance, if you’re automating lead routing, you need clean email addresses, a recent history of conversion outcomes, and a clear definition of “marketing qualified.”

Many managers stall because they imagine AI as a big bang. There’s a better way: think in small, testable loops. Pick a single workflow, limit the scope, and design a human-in-the-loop approach. A small loop might be: draft, review, send. A bigger loop might be: draft, review, simulate impact, approve, send, measure, and improve. The more loops you run, the more you learn. And the more you learn, the better you get at choosing the next loop. Progress becomes compounding rather than sporadic.

You also need to be honest about what AI is not. It is not magic. It is not a substitute for domain expertise. It is not a way to avoid tough organizational decisions about roles and responsibilities. It is not a solution for problems that are fundamentally political or cultural. It doesn’t give you perfect foresight; it gives you improved odds. The key is to pair it with judgment, empathy, and authority where needed. Without that, you automate confusion at scale.

The upside is real and measurable. Teams that deploy AI-first practices see faster cycle times, fewer errors, and more time for creative work. They also tend to have clearer processes and better documentation because the act of automating forces clarity. You don’t have to believe the hype to try a pilot; you just need a specific problem, a willingness to test, and a plan to measure the outcome. If the pilot improves a metric that matters, you’re on the right track.

So where does a manager start? Start with the job to be done. List the decisions your team makes every week and the tasks they repeat every day. For each, ask: is this a pattern we can predict, a draft we can generate, or a step we can orchestrate? Then ask: what data would help, what guardrails would protect us, and who must review it? If you can answer those questions in simple language, you can design a pilot. If you can’t, refine the problem until you can.

A useful exercise is to draw a simple workflow map for one task. Mark the steps where data enters, where a decision happens, where a draft is created, where approvals are needed, and where work moves to the next person or system. Then ask: which steps are high-effort and low-judgment? Those are prime candidates for automation. Which steps are high-consequence and ambiguous? Those stay human-led, but might get decision support. Seeing the workflow on a page usually reveals more opportunities than brainstorming in the abstract.

When you pilot, pick a use case with a clear before-and-after. For example, before: reps spend 40 minutes per day logging calls and copying notes into the CRM. After: automation summarizes the call and updates the CRM fields, reps review and approve. The metric to watch is time saved per rep per day and any change in data completeness or quality. Keep the pilot small enough that you can manage risk manually. You’re testing whether the assembly works; you’re not proving a platform for the whole company.

Guardrails are not an afterthought. If you design automation without guardrails, it will eventually do something embarrassing or harmful. Guardrails are the rules that keep the tool in its lane. Examples: drafts never include pricing discounts without human approval; summaries redact personally identifiable information by default; high-risk actions like sending an email to a large customer list are always held for review. Guardrails should be easy to explain and easy to override in emergencies, with an audit trail.

It’s worth stating the obvious: AI will change how people spend their time. That change can feel threatening, especially if people worry that automation equals headcount reduction. A manager’s task is to redirect that energy. When a task becomes automated, the human shifts to higher-value activities: complex problem solving, customer relationship building, exception handling, and process improvement.

Over time, you may hire for different skills, promote based on different strengths, and reward outcomes instead of activity. That’s healthy.

Let’s demystify three technical terms you’ll hear so you can ignore the rest. A model is the thing that makes predictions or drafts content. A prompt is the instruction or context you give the model. A workflow is the set of steps around the model: data prep, calling the model, checking the output, routing it, storing results, and logging decisions. You don’t need to build a model to start; many off-the-shelf tools are good enough for first pilots. Your effort goes into the workflow, not the math.

You’ll also encounter two strategies: buy versus build. Buying means using existing tools, integrations, or vendors. Building means customizing models or writing your own orchestration layer. Most managers start by buying or renting capability—think of it as subscribing to a smart assistant. You save time and avoid complexity. You build when the off-the-shelf option can’t meet your security, performance, or integration needs, or when you have a proprietary edge in data. Your goal is to make the decision on scope and risk, not impress a room with jargon.

A practical way to avoid “pilot theater” is to write an exit plan up front. Define what “good enough to scale” looks like, what “kill” criteria are, and how long you’ll run the test. A good pilot has a clear stop date, small blast radius, and a responsible owner. It also has a user feedback loop: a way for the people using it to report friction, false positives, or surprising benefits. This turns the pilot from a demo into evidence.

To help you get started, here is a simple diagnostic you can run this week. First, identify three recurring decisions or tasks your team performs. Second, for each, write one sentence describing the inputs, one sentence describing the desired outcome, and one sentence stating the risk if it goes wrong. Third, rate each on two scales: data availability (do you have what you need?) and process clarity (is the workflow well defined?). Pick the one with the best combination of clarity and data, and you have your first candidate for a pilot.

This book will give you the tools to move from that candidate to a working pilot and then to a scalable program. You’ll use an Opportunity Assessment Matrix to prioritize ideas, a Pilot Design Canvas to plan the work, and a set of KPI templates to measure value. You’ll learn how to redefine roles, choose vendors wisely, and set up governance without killing momentum. You’ll see case studies from SaaS, manufacturing, retail, professional services, and healthcare, so you can map patterns to your context.

Before long, you’ll notice a shift. The conversation moves from “What tools should we buy?” to “What outcomes do we need?” and “How do we design the system around our people?” You’ll measure success in hours saved, errors avoided, and decisions improved. You’ll avoid the trap of counting prompts written or models trained. Your

team will spend less time in spreadsheets and more time with customers, and their work will feel less like drudgery and more like judgment. That's the real promise of AI-first leadership: better work, better outcomes, and better teams.

As you read the next chapters, keep Alex's morning in mind. She didn't adopt AI because it was trendy; she adopted it because it removed friction and gave her time to lead. That is the standard to hold: does the tool shorten a cycle, reduce an error, or free up a human for something only a human can do? If yes, keep going. If not, iterate or stop. The rest is detail.

Key takeaways

- AI is best understood as prediction, generation, and retrieval combined with automation, all orchestrated around human judgment.
- Managers should start with clear workflows, narrow pilots, and explicit guardrails rather than broad platforms or complex models.
- Success comes from measuring outcomes like time saved, error reduction, and quality improvements—not activity metrics or tool adoption.

Action plan this week

- List three recurring decisions or tasks your team performs. For each, write the inputs, the desired outcome, and the risk if it goes wrong.
- Rate each task on data availability and process clarity. Choose one with the best combination.
- Map the workflow for that task on a single page. Mark steps for automation and steps that need human review.
- Write a one-paragraph pilot objective and the single metric you'd use to judge success.
- Identify one stakeholder you need to align with and schedule a 30-minute conversation to share your objective and metric.

Quick checklist

- I can name the decision or task the tool will assist.
- I have the data needed to run a small test.
- I can describe the human review step and the guardrails.
- I know the single metric that defines success.
- I can articulate the risk and how to mitigate it.

Further reading and resources

- "A Manager's Guide to AI" – Harvard Business Review overview of practical AI use cases.
- "The Misleading Language of AI" – MIT Sloan Management Review on separating hype from capability.
- "Human-in-the-Loop Machine Learning" – Google Cloud architecture framework for designing oversight.
- "Pilot Design for AI Projects" – McKinsey practical guide on running small, safe

experiments.

This is a sample preview. Purchase the book to read the full content.

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