

Working With Digital Labor

A Practical Guide for Employees Navigating AI-Enabled Work

UNDERSTAND What digital labor changes in your work

CHALLENGE When human judgment must re-enter

GROW How to protect learning and career value

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I build AI to keep work human.

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START HERE

How To Use This Guide

A practical path through AI-enabled work

This guide is designed to be read in sequence or used as a reference when a specific workplace issue appears. It translates advanced Hybrid Intelligence concepts into employee-specific questions, examples, and actions.

PART I	Understand the System Digital labor, Four Types of Work, Task Mapping, and Responsibility Clarity
PART II	Work Safely Approved Use, Output Review, Handoffs, Exception Judgment, and Hidden Work
PART III	Protect Your Value Judgment, Role Change, Fairness, Trust, Psychological Safety, and Continuity
PART IV	Act and Adapt Management expectations, employee questions, and a 30-day personal plan

USE THE WORKSHEETS

Complete the role map, hidden-work log, responsibility review, and 30-day plan using organization-approved methods. Do not place sensitive or confidential information into a personal copy of this guide.

IMPORTANT BOUNDARY

This guide helps employees navigate AI-enabled work. It does not transfer responsibility for safe system design, governance, workload, legal compliance, performance fairness, or continuity from the organization to individual employees.

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PART I • UNDERSTAND THE SYSTEM

Why This Guide Exists

The dashboard may show time saved. Your workday may tell a more complicated story.

Your organization introduces a new AI assistant. By lunchtime, it has summarized meetings, drafted several messages, organized a customer request, and created a list of next actions. Management may view that as time saved.

The reality is that the new AI assistant has also relied on an outdated policy, assigned one task to the wrong team, and sent you an exception without enough context to resolve it, creating additional work.

This is the reality many employees are entering. AI is moving beyond standalone tools that answer questions. It is beginning to perform assigned parts of real workflows. It may draft, classify, route, monitor, recommend, update records, communicate, or act within defined limits.

When AI begins performing work, it functions as digital labor.

That transformation can create meaningful benefits: less repetitive administration, faster access to information, improved accessibility and translation, better preparation for decisions, greater capacity to serve customers, and more time for human judgment and relationships.

It can also create new problems: unclear responsibility, hidden correction work, unequal access to AI support, reduced learning opportunities, excessive monitoring, weak handoffs, exception overload, and pressure to produce at machine speed.

EVIDENCE NOTE The International Labour Organization estimates that one in four jobs worldwide has some exposure to generative AI and concludes that job transformation is more likely than complete replacement. [Read the ILO analysis.](#)

Three Truths to Carry Forward

- 1 AI can improve work without every AI-enabled change being beneficial.
- 2 Your concerns about workload, fairness, trust, or job impact are legitimate operating feedback for system designers.
- 3 You are not personally responsible for fixing an AI system that the organization has not designed or governed properly.

EDUCATIONAL NOTE

This guide does not replace your employer's policies, collective bargaining agreement, works-council process, employment rights, professional standards, cybersecurity rules, or applicable law. Requirements differ across roles, organizations, sectors, and jurisdictions.

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PART I • UNDERSTAND THE SYSTEM

What Digital Labor Actually Means

AI-enabled productive capacity performing assigned work under human accountability

Digital labor is AI-enabled productive capacity that performs assigned work inside or on behalf of an organization under human oversight and accountability.

Digital labor may:

- prepare a first draft
- summarize a conversation
- classify a request
- search approved knowledge
- recommend a decision
- update a system
- monitor a condition
- route an exception
- communicate with a customer
- coordinate tasks
- take a bounded action

OPERATIONAL CATEGORY

Digital labor does not mean that AI is a legal employee, a person, a moral decision-maker, or a substitute for human accountability.

Four Ways AI May Appear in Your Work**AI AS A TOOL**

You actively use AI to help complete a task, such as drafting, translating, comparing, or summarizing.

AI AS AN ASSISTANT

The system prepares work, recommendations, or analysis for you to review.

AI AS DIGITAL LABOR

The system performs assigned work within a workflow, sometimes without waiting for you to initiate every action.

AI INSIDE A HYBRID INTELLIGENCE WORK SYSTEM

People, digital labor, software, data, vendors, policies, approvals, handoffs, exceptions, and accountable decision-makers working together to produce a trusted outcome.

You do not need to become an AI engineer. You do need enough role-specific understanding to work safely and effectively inside the system AI has entered.

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PART I • UNDERSTAND THE SYSTEM

Start With the Four Types of Work

Most jobs contain more than one kind of value

A job should not be treated as one block. Understanding the difference among work types helps you see what AI may change and where your human contribution remains most essential.

Work Type	What It Means	Examples
Automation	Bounded, repeatable work that can often be performed through rules, conventional automation, or AI.	Moving information, routine reminders, standard formatting, approved logging, bounded scheduling.
Augmentation	Work you perform with AI support while retaining responsibility for interpretation, review, or final action.	First drafts, comparisons, meeting summaries, trend preparation, question generation.
Judgment	Work requiring context, interpretation, ethics, consequence awareness, exception handling, or accountable decisions.	Policy exceptions, incomplete evidence, risk decisions, fairness review, changing the normal process.
Relationship	Work where trust, empathy, influence, care, negotiation, dignity, or human presence contributes to the outcome.	Trust repair, coaching, emotional support, negotiation, helping someone feel heard.

One Role Can Contain All Four

Consider a **Customer Support Role**: AI may log the request automatically. AI may draft a possible response. The human employee may judge whether the policy fits the situation. The human employee or higher human leadership may repair trust with an upset customer.

Note: Automating the first task does not eliminate the value of the others.

TAKEAWAY

Ask what kind of work this is and where human judgment or relationship value matters most.

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PART I • UNDERSTAND THE SYSTEM

Worksheet: Map Your Work

Choose one recurring workflow and break it into its actual parts

Use this worksheet to distinguish the work AI may perform from the judgment, relationship, and learning value that still needs deliberate protection.

Task or Activity	Work Type	How AI is Involved	Human Judgment	Relationship Value	Learning Value
	Automation / Augmentation / Judgment / Relationship				
	Automation / Augmentation / Judgment / Relationship				
	Automation / Augmentation / Judgment / Relationship				
	Automation / Augmentation / Judgment / Relationship				

Look for Five Things

- **Work you would gladly stop doing.** Which repetitive or low-value tasks create strain without building useful skill?
- **Work you want AI to support.** Where could AI help you prepare, organize, compare, translate, or find information?
- **Work you should continue to own.** Which decisions require your context, ethics, accountability, or understanding of consequence?
- **Work people value because a human performs it.** Where do trust, empathy, negotiation, reassurance, or relationship history matter?
- **Work that helps you learn.** Which routine assignments, first drafts, observations, or lower-risk decisions are helping you build expertise?

A USEFUL WARNING

Do not assume routine work has no value. Some routine work is unnecessary. Some routine work is how people learn the business, observe patterns, build confidence, and develop judgment needed to assess digital labor work.

Before AI absorbs a task, ask: What did this work teach me, and how will I develop that capability in the new workflow?

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PART I • UNDERSTAND THE SYSTEM

Clarify the Division of Responsibility

AI capability is not the same as AI authority

A system may be capable of drafting a refund, changing a record, ranking applicants, or contacting a customer. That does not mean the organization has authorized it to do so independently.

Question	The clarity you need
<i>What work does the AI perform?</i>	Its assigned role and purpose
<i>What can it draft or recommend?</i>	Activities that still require human review
<i>What can it execute?</i>	Actions permitted within defined limits
<i>What must it never do?</i>	Prohibited actions and boundaries
<i>What must a person approve?</i>	Human decision or consent points
<i>What am I expected to review?</i>	Your specific oversight responsibility
<i>Who owns the final outcome?</i>	The named accountable human or role
<i>When should work escalate?</i>	Conditions that require additional judgment
<i>Who can pause or restrict the system?</i>	Stop-work and incident authority

Do Not Accept Vague Oversight

Being told that you are 'the human in the loop' is not enough. Meaningful oversight requires access to relevant information, enough time to review, understanding of the AI's role and limitations, authority to correct or stop the action, clear escalation pathways, and a manageable volume of work.

Key Questions: *What exactly am I expected to evaluate, and what authority do I have if the output should not proceed?*

ACCOUNTABILITY SHOULD FOLLOW CONTROL

You should not be held responsible for decisions you cannot understand, challenge, or influence. The organization remains responsible for designing the workflow, assigning ownership, defining AI authority, and giving people enough context and capacity to perform their roles.

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PART II • WORK SAFELY

Use Approved AI Safely

The fastest tool is not always the right tool for the work

AI can be helpful without every AI tool being appropriate for work. Before entering information into any AI system, ask the following questions:

IS THIS TOOL APPROVED?

A personal AI account, browser extension, public chatbot, or unapproved automation may handle information differently from an organization-approved system.

IS THIS INFORMATION PERMITTED?

Do not enter employee, customer, candidate, patient, financial, legal, proprietary, security, regulated, or other confidential information **unless the tool and use have been explicitly approved.**

IS ALL OF THE INFORMATION NECESSARY?

Use the minimum amount of information required. Remove names, identifying details, account numbers, health data, or sensitive context where possible and appropriate.

IS THE SOURCE AUTHORITATIVE?

An AI-generated answer is not automatically an approved organizational answer. Confirm which policy, system, document, or record represents the current source of truth.

DOES THE OUTPUT REQUIRE DISCLOSURE?

Follow organizational rules about disclosing AI-generated or AI-assisted work.

COULD THIS CREATE A HIDDEN WORKFLOW?

If approved tools do not meet the need, raise the unmet work requirement rather than quietly building a shadow process.

POLICY NOTE The European Commission's AI literacy guidance reflects a role- and context-specific approach: organizations should consider people's technical knowledge, experience, education, training, and the context in which AI is used. [Read the AI literacy Q&A.](#)

TAKEAWAY

You need enough knowledge to understand the AI you use, the people it affects, the risks in your work, and the actions for which you remain responsible.

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PART II • WORK SAFELY

Review the Work, Not Just the Writing

Polished output can still be wrong

Before relying on an important output, review six areas:

- | | | |
|---|--------------------|---|
| 1 | Accuracy | <i>Are the facts, figures, names, dates, calculations, and claims correct?</i> |
| 2 | Sources | <i>Where did the information come from? Is the source approved, current, and relevant? What happens if sources disagree? Which source has priority?</i> |
| 3 | Context | <i>Does the AI understand the customer, employee, situation, jurisdiction, timing, history, and purpose of the work?</i> |
| 4 | Authority | <i>Is the AI permitted to make this recommendation or take this action? Are you permitted to approve it?</i> |
| 5 | Consequence | <i>Who could be affected if the output is wrong? Is the action reversible? Would a person need to explain or defend the result?</i> |
| 6 | Uncertainty | <i>What is missing, assumed, inferred, or unclear? Should the AI say it does not have enough trusted information?</i> |

Key Questions: *Can I explain where this came from, why it is appropriate, and what would happen if it were wrong?*

GOVERNANCE NOTE NIST's AI Risk Management Framework emphasizes clearly defining and differentiating human and AI roles, responsibilities, and oversight. [Explore NIST's human-AI guidance.](#)

USE MORE REVIEW WHERE CONSEQUENCE IS HIGHER

A meeting summary does not require the same scrutiny as an employment recommendation, medical or legal communication, financial action, safety decision, eligibility determination, disciplinary action, or customer commitment.

A Handoff Should Give You Intelligence

A task can arrive while responsibility still fails

A Weak Handoff

CUSTOMER BILLING ISSUE. PLEASE REVIEW.

You do not know what happened, what the customer was told, which information was checked, what remains uncertain, what action is expected, or how urgent the case is.

A Stronger Handoff

DUPLICATE CHARGE DISPUTE — HUMAN REVIEW REQUIRED

Customer disputes a duplicate charge of \$184. Both transactions appear in the billing system. The current refund policy conflicts with a newer finance instruction, so no refund was issued. The customer is frustrated and requested a human response today. Please confirm the authoritative policy, determine the appropriate remedy, and document the decision. Owner: Billing Specialist. Priority: High.

The stronger handoff transfers two kinds of information:

Work State	Management State
<i>What is the task? What has happened? What is complete? What remains open? What records or artifacts exist?</i>	<i>Why does this matter? What is known? What is uncertain? What authority has already been used? What decision is required? Who owns the next action? When should the work escalate? What is the next best step?</i>

Before accepting a consequential handoff, check:

- ☐ Do I understand the current state?
- ☐ Do I have the relevant sources?
- ☐ Is uncertainty visible?
- ☐ Is my authority clear?
- ☐ Do I know what decision is required?
- ☐ Is timing or urgency clear?
- ☐ Do I know who owns recovery if the handoff fails?

TAKEAWAY

When the handoff is incomplete, do not guess silently. Ask for the missing intelligence and report recurring failures as a workflow problem.

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PART II • WORK SAFELY

Know When the Normal Process Should Stop

A workflow can be process-compliant and outcome-wrong

Policies and workflows usually describe the normal path. **Human judgment becomes especially important when the normal path no longer protects the intended outcome.**

Consider a patient arriving for spine surgery who physically cannot remain seated due to their injuries. The patient requires a bed to lie flat for relief. However, the intake process requires a normal patient to sit in a lobby, complete forms, and wait for a request to move through the normal IT system sequence, where a digital message is sent so a bed from the surgery team can then be provided to relieve the patient's pre-surgery pain at intake.

The staff may follow the documented process exactly. The process can still produce an unintended outcome when quality patient care is the goal. The intended outcome is not merely completed paperwork or process. In this case, it is safe, humane preparation for surgery.

Within their role, safety requirements, and escalation authority, employees should recognize the legitimate exception, protect the person, and route or accommodate the issue appropriately.

This lesson applies across industries. AI may intensify the problem because it can execute a rigid process quickly and consistently without recognizing when the process itself has become harmful. In many cases, human judgment can ask: *Is this considered a normal case? If not, how can you reasonably accommodate the exception while still trying to accomplish the process?*

AI risk is not only that a system may make the wrong decision. It may execute the wrong process perfectly.

Signals that Human Judgment Should Enter

- The facts do not fit the normal case.
- Following the process may create avoidable harm.
- Policy sources conflict.
- A customer, employee, or candidate is distressed.
- An accessibility or accommodation need is present.
- The AI appears outside its authority.
- The action is difficult to reverse.
- The output may be discriminatory, unsafe, unlawful, or unfair.
- The technically correct answer produces the wrong human outcome.
- Trust or relationship work is involved.

GOOD-FAITH CHALLENGE IS OPERATING INFORMATION

A responsible organization should define how employees can question, pause, override, or escalate consequential AI-enabled work in good faith when consequence, context, fairness, trust, or dignity require it.

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PART II • WORK SAFELY

Hidden Work is Still Work

AI may reduce visible task time while creating new or more work elsewhere

Hidden work includes checking sources, rewriting messages, correcting records, regenerating outputs, monitoring queues, explaining AI decisions, handling escalations, repairing trust, reviewing exceptions, reconciling duplicate actions, documenting incidents, and emotionally recovering after receiving only the most difficult cases.

WHEN WORK BECOMES HIDDEN

Work is hidden when it is required for the AI-enabled workflow to function but is not included in productivity calculations, job expectations, staffing decisions, or performance measures.

What AI Did	What You Did Afterward	Time	Why	Repeat?
Drafted customer reply	Corrected policy and rewrote tone	12 min	Outdated source	Yes

Repeated Correction May Indicate:

- weak source material
- poor instructions
- unclear authority
- inadequate testing
- workflow misfit
- insufficient training
- a faulty handoff
- more automation than the organization can currently govern

Watch the Emotional Residue

When AI absorbs routine work, people may receive **a higher concentration of** angry customers, unusual cases, conflict, ambiguity, and high-consequence decisions. A role is not necessarily easier because it contains fewer tasks. The type and concentration of work should be considered.

YOUR OBSERVATIONS ARE EVIDENCE

Raise concerns when the remaining work becomes constantly exception-heavy, emotionally unsustainable, cognitively fragmented, inadequately staffed, or disconnected from recognition, recovery time, training, and support.

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PART III • PROTECT YOUR VALUE

Protect Your Judgment While AI Gets Better

The career advantage is knowing when an answer deserves trust

AI can make you faster. It can also weaken your expertise if it performs too much of the work through which you once learned.

Professional judgment develops through practice, repetition, mistakes, feedback, observation, first drafts, lower-risk decisions, and progressively harder situations. That means sometimes having to get into the details.

SKILLS NOTE Employers surveyed by the World Economic Forum expect 39% of workers' core skills to change by 2030. [Review the Future of Jobs skills outlook.](#)

Strengthen Your Judgment Deliberately

- **Where permitted and practical, periodically practice the underlying work without AI.** This helps you see whether you still understand the underlying task.
- **Compare your conclusion with the AI's conclusion.** Identify where you agree, disagree, or need more evidence.
- **Explain your decision.** Be able to say why you accepted, changed, or rejected the output.
- **Volunteer for exception reviews.** Unusual cases often contain the richest learning.
- **Study recurring failures.** Learn where AI tends to lose context, overgeneralize, rely on poor sources, or misread human situations.
- **Ask to observe experienced decision-makers.** Expert shadowing becomes more important when AI removes routine exposure.
- **Preserve domain knowledge.** A strong prompt cannot compensate for weak understanding of the work.
- **Practice recovery.** For material workflows, know how the work operates when AI is unavailable.

The goal is not to become better at asking AI for answers. It is to become better at knowing whether the answer deserves to be trusted.

Your Role May Change Before Your Title Does

Track new responsibilities, not only removed tasks

Digital labor often changes responsibilities before formal roles, job descriptions, workload models, or compensation catch up.

New work may include:

- reviewing AI output
- validating sources
- managing exceptions
- correcting handoffs
- monitoring quality
- escalating incidents
- protecting customer trust
- maintaining knowledge
- training coworkers
- providing calibration feedback
- coordinating human-AI workflows
- recovering work when AI fails

CAREER OPPORTUNITY OR ROLE OVERLOAD?

These responsibilities can be meaningful career-building work. As responsibilities materially change, job descriptions, workload expectations, development pathways, and compensation may need to be reviewed as well.

Previous Responsibility	AI-Related Change	New Responsibility	Time	Training or Authority Needed

Questions to Discuss With Your Manager

- Which of my tasks have actually been reduced?
- Which new responsibilities have appeared?
- How much review or exception work is expected?
- What training supports the new work?
- What authority do I have?
- How will this affect my goals and performance measures?
- Is the role still sustainable?
- Should my job description, title, development plan, or compensation be reviewed?

TAKEAWAY

AI-related work should eventually become visible through role clarity, capacity planning, performance expectations, learning support, career pathways, and appropriate recognition.

AI Access Becomes a Performance Fairness Issue

Equal talent can look unequal when digital leverage differs

Two equally capable employees may produce different results because one has better AI tools, stronger data access, more useful training, clearer permission to experiment, an AI-supportive manager, more time to learn, better accessibility support, or a digital workflow built around their role.

That difference is digital leverage.

Access	Enablement
You can open the tool.	You have the training, data, workflow support, time, confidence, accessibility, and manager guidance needed to benefit from it.

Questions Employees Can Raise

- *Do comparable roles receive comparable AI support?*
- *Has training been provided before expectations changed?*
- *Are language, disability, and accessibility needs supported?*
- *Do frontline workers receive tools that help them, or only systems that monitor them?*
- *Are employees using different tools being compared as though their work conditions are equal?*
- *Can inaccurate AI-generated performance information be corrected?*
- *Is a human responsible for consequential employment decisions?*

When AI Evaluates or Manages Work

AI may influence scheduling, task assignment, productivity monitoring, performance ratings, promotion recommendations, coaching, discipline, compensation, or workforce planning. Ask how the system is used, what data informs it, how errors can be corrected, and where meaningful human review occurs.

KNOW THE LOCAL CONTEXT

Applicable rights vary by location, sector, represented status, and employment context. Use organizational channels, HR, employee representatives, unions, works councils, professional bodies, or appropriate legal resources when a consequential concern requires additional review.

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PART III • PROTECT YOUR VALUE

Trust Begins with How AI is Introduced

People experience the transition before they fully understand the technology

Employees hear the announcement, see the demonstration, hear that the company will 'do more with less,' and wonder whether the work they are known for will still matter. How AI enters the workplace affects trust, adoption, psychological safety, and willingness to raise problems.

A responsible introduction should explain:

- why the AI is being used
- what work it will perform
- what work remains human-led
- what data it uses
- whether it affects performance decisions
- what training will be provided
- how concerns can be raised
- who owns the workflow
- what workforce consequences are being considered

RESEARCH NOTE OECD research recommends worker consultation when algorithmic management tools are introduced because consultation can support adoption and safeguard worker well-being. [Read the OECD findings.](#)

AI Form Factors Also Matter

AI may appear through a voice, avatar, synthetic presenter, name, digital coworker interface, or embodied system. Those choices can communicate who appears authoritative, technical, helpful, subordinate, caring, or emotionally available.

REPRESENTATION NOTE UNESCO has highlighted how feminized voice assistants can reinforce stereotypes of women as compliant or subservient helpers. Individual user preference does not by itself resolve the design question; organizations should still examine whether repeated form-factor choices reinforce occupational, gender, authority, or service stereotypes. [Read UNESCO's analysis.](#)

A diverse-looking interface alone is not sufficient. Employees should be able to raise concerns about stereotypes, cultural fit, language and accent, accessibility, disclosure, dignity, discomfort, or the absence of a human pathway.

Psychological safety does not mean unquestioning trust. It means people can report what the system is doing to the work and to the people affected by it without being dismissed as resistant to change.

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PART III • PROTECT YOUR VALUE

Know What Happens When Digital Labor Fails

A kill switch stops the AI. A continuity plan keeps essential work moving

AI may become unavailable because of a system outage, degraded performance, an untrusted data source, security event, vendor disruption, policy change, legal restriction, failed integration, or operational decision to pause the workflow.

Employees should know:

- ☐ What work must continue?
- ☐ What work can pause?
- ☐ Who activates the fallback process?
- ☐ Where are the underlying records or raw queues?
- ☐ Which source remains authoritative?
- ☐ Who assumes decision authority?
- ☐ What reduced service level applies?
- ☐ How are customers, employees, or candidates informed?
- ☐ How is work completed manually recorded?
- ☐ What must be reconciled before AI resumes?

DO NOT CONFUSE FALLBACK WITH HEROICS

A continuity plan should not assume that employees can instantly absorb machine-scale volume through overtime, stress, or improvisation. The organization should establish priorities, realistic manual capacity, trained backup coverage, clear authority, current procedures, access to required systems, and a safe route back to normal operation.

Documentation preserves instructions. Practice preserves capability.

For important workflows, employees should periodically practice locating source records, performing essential steps, handling exceptions, operating at a reduced service level, and reconciling manual work after AI returns.

TAKEAWAY

The goal is not to preserve every old process. It is to retain enough human knowledge and authority to protect the outcome when the intelligent layer cannot be applied.

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PART IV • ACT AND ADAPT

What Good Management Should Provide

Responsible Hybrid Intelligence should not depend on employee improvisation

Company Commitment	What It Should Mean in Practice
Clarity	You understand what the AI does, what you own, and who is accountable.
Approved tools	You have a safe, organization-approved way to perform expected work.
Role-specific training	Training reflects your job, workflow, risks, and responsibilities.
Time to learn	You are not expected to reach full productivity immediately after receiving access.
Reliable sources	You know which policies, records, systems, and documents are authoritative.
Meaningful challenge	You can question, correct, pause, or escalate consequential work through a defined pathway.
Manageable oversight	Review, correction, escalation, and exception work are included in workload and staffing decisions.
Fair performance measures	Evaluation accounts for different AI access, support, data, workflow maturity, and hidden work.
Human support	A person remains available when context, consequence, trust, accessibility, or relationship needs exceed the AI's role.
Continuity	The organization knows how essential work continues when AI fails or becomes untrusted.
Feedback closure	Employees can see whether concerns produced investigation, correction, training, redesign, or another accountable decision.

Constructive Ways to Begin the Conversation

- “Can we clarify what the AI owns, what I own, and what requires approval?”
- “I am seeing recurring correction work that is not reflected in the time-savings estimate.”
- “This handoff is reaching me without the source, uncertainty, or decision authority I need.”
- “I need approved guidance on what information can be entered into this tool.”
- “The remaining human cases are becoming more emotionally intense. Can we review workload and recovery support?”
- “What is the fallback process if this system becomes unavailable or cannot be trusted?”

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PART IV • ACT AND ADAPT

Ten Questions Every Employee Can Ask

Use these when AI enters your role or workflow

- ☐ *What work is the AI responsible for performing?*
- ☐ *What work and decisions am I still responsible for?*
- ☐ *What must remain human-led because of judgment, consequence, trust, or relationship value?*
- ☐ *Which sources, data, tools, and systems is the AI allowed to use?*
- ☐ *What am I expected to verify before relying on or approving its work?*
- ☐ *When should I challenge, pause, correct, or escalate the workflow?*
- ☐ *What context and authority should I receive when AI hands work to me?*
- ☐ *How should I report hidden work, recurring corrections, role overload, or customer and employee impact?*
- ☐ *How will my training, performance expectations, role, career path, and access to AI support change?*
- ☐ *What happens to the work if the AI, vendor, model, data source, or integration fails?*

A RESPONSIBLE MANAGER MAY NOT HAVE EVERY ANSWER IMMEDIATELY

The organization should have a process and accountable owner for finding them. The organization can use these questions to develop organization-wide guidance, job-specific templates, or a practical FAQ.

Good questions are not resistance. They are part of governing work that now moves across humans and digital labor.

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PART IV • ACT AND ADAPT

Your 30-Day Personal Adaptation Plan

*Gather enough information to work more confidently and participate constructively***BOUNDARY**

This plan does not ask you to redesign the organization. It helps you understand your work, surface evidence, strengthen judgment, and prepare for a productive discussion with your manager.

Week 1: Understand the Work

- ☐ List the AI systems that affect your work.
- ☐ Identify whether you use them directly or receive work from them.
- ☐ Map one workflow using the four types of work.
- ☐ Clarify what the AI performs and what you still own.
- ☐ Identify the named human owner or escalation contact.

WEEK 1 OUTPUT

A one-page map of your work, AI touchpoints, judgment points, and relationship responsibilities.

Week 2: Practice Responsible Use

- ☐ Confirm which tools and data uses are approved.
- ☐ Review important outputs for accuracy, sources, context, authority, consequence, and uncertainty.
- ☐ Compare AI-supported work with your own judgment.
- ☐ Identify one weak handoff and document what information was missing.
- ☐ Practice explaining why you accepted, changed, or rejected an AI output.

WEEK 2 OUTPUT

A short list of reliable use cases, caution areas, and review requirements.

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PART IV • ACT AND ADAPT

Complete the 30-Day Plan

Make invisible work visible and prepare for the next version of your role

Week 3: Make Invisible Work Visible

- ☐ Track recurring correction, review, monitoring, escalation, or recovery work through an approved method.
- ☐ Note where AI has reduced work and where it has moved or intensified it.
- ☐ Identify new responsibilities that have entered your role.
- ☐ Consider whether the remaining human work is sustainable.
- ☐ Identify one learning experience at risk of disappearing.

WEEK 3 OUTPUT

A hidden-work and role-change summary.

Week 4: Prepare for the Next Version of Your Role

- ☐ Discuss role clarity, training, workload, and AI access with your manager.
- ☐ Request a learning opportunity that strengthens judgment.
- ☐ Identify one higher-value responsibility you could grow into.
- ☐ Confirm the challenge and escalation pathway.
- ☐ Review what happens if the AI becomes unavailable.
- ☐ Agree on one improvement to test during the next 30 days.

WEEK 4 OUTPUT

A personal AI-enabled development plan and one agreed workflow improvement.

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PART IV • ACT AND ADAPT

My 30-Day Summary

Capture what you learned and what you need next

Reflection Prompt	My Notes
Work AI performs	
Work I continue to own	
Judgment I need to strengthen	
Hidden work I need to surface	
Training or authority I need	
My next development opportunity	
One workflow improvement to test	

Human Contribution Still Matters

Working with digital labor is not a contest between human speed and machine speed. AI will often be faster at producing a draft, searching a large information set, categorizing routine work, or executing a repeatable process.

Your value includes what happens around that capability: understanding context, recognizing consequence, protecting dignity, interpreting ambiguity, challenging unsupported conclusions, preserving trust, handling exceptions, learning from failure, and remaining accountable for decisions that affect people.

DO NOT CARRY THE TRANSITION THROUGH PERSONAL HEROICS

Those responsibilities should become visible, supported, developed, and valued parts of the future of work. They should not become excuses for overloading employees with every difficult case or asking people to repair poorly designed systems indefinitely.

The future of work will be determined by whether people can work with AI without losing the judgment, trust, dignity, learning, and human connection that make work worth doing well.

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CONTINUE THE WORK

Resources and Research Foundation

Go deeper when your role, workflow, or organization requires more structure

Companion Resources

Responsible AI Transition Framework

The free executive governance framework for introducing AI and digital labor responsibly.

Hybrid Intelligence Organizations: A Field Manual for Managing Human and Digital Work

The deeper operating reference for leaders, managers, practitioners, and transformation teams.

Research Foundation

International Labour Organization. [Generative AI and Jobs: A Refined Global Index of Occupational Exposure](#)

World Economic Forum. [Future of Jobs Report 2025 — Skills Outlook](#)

OECD. [How Widespread Is Algorithmic Management in Workplaces?](#)

NIST. [AI Risk Management Framework and Human-AI Interaction Guidance](#)

European Commission. [AI Literacy — Questions and Answers](#)

UNESCO. [I'd Blush If I Could: Closing Gender Divides in Digital Skills Through Education](#)

About the Author

Dr. Timothy J. Giardino is the founder of [myWorkforceAgents.ai](#) and creator of The Responsible AI Transition (TRAIT) Pledge and Framework. His work focuses on Managing Hybrid Intelligence, responsible digital-labor adoption, workforce transition, human judgment, organizational trust, and the design of work systems where people and AI operate together.

[myWorkforceAgents.ai](#) | *I build AI to keep work human.*

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For managers, team leaders, and practitioners ready to move from individual adaptation to organizational implementation, use the open-source [Responsible AI Transition \(TRAIT\) Framework](#) to assess and govern AI-enabled work at the work-system level.