# Enrich, Don’t Extract

Introducing AI as a path to meaningful work,
not a headcount lever.



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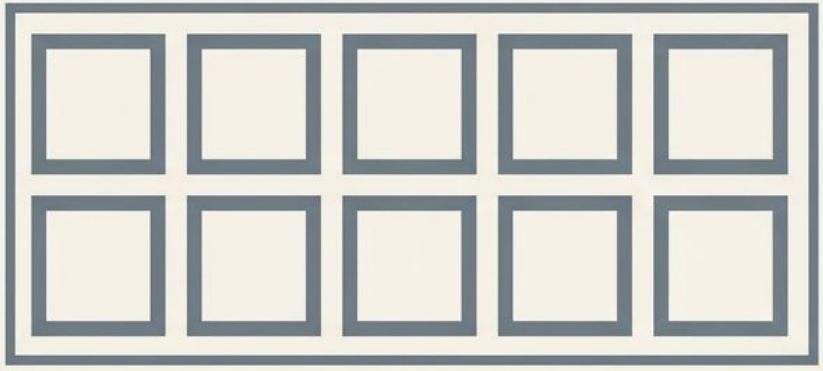
# A Tale of Two Deployments

In October 2026, Stanford researchers studied two identical divisions of a law firm given the exact same generative AI drafting tool. The only difference was the leadership framing.

## Division A (The Extraction Pitch)

"Draft faster and cut turnaround times."



**Outcome: Shallow use.**

Employees reported feeling like just another cog in the machine.

## Division B (The Enrichment Pitch)

"What tasks are tedious, and what do you wish you had time to do?"



**+58%** more tool usage **+70%** more experimentation

Expanded use beyond drafting into deep legal research and case analysis.

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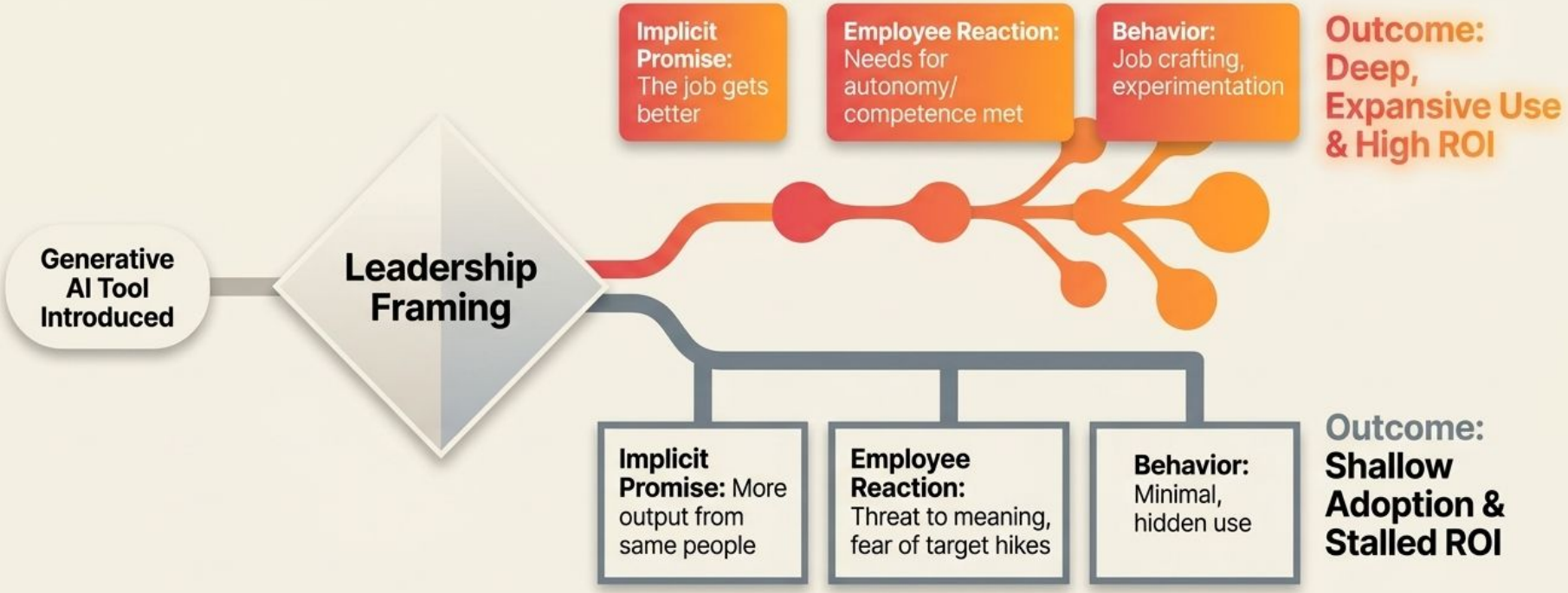
# The Prism of Framing Determines the Pathway

Framing is a work design decision. It tells employees what the technology is for, and therefore what will happen to their jobs, skills, and freed time.

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# The Leader-Employee Reality Gap

Leaders make decisions based on personal enthusiasm, underestimating how a productivity message lands on employees lacking control.

## Reality Dashboard

### The Intent (Workday 2026)

**40%**
of leaders expect AI to get more from current employees

**28%**
of leaders expect it to reduce headcount

### The Perception (Upwork 2024)

**96%**
of C-suite expect productivity gains

**77%**
of employees say AI actually added to their workload

### The Experience (Microsoft 2025)

**67%**
of leaders are familiar with AI agents

**40%**
of frontline employees are familiar

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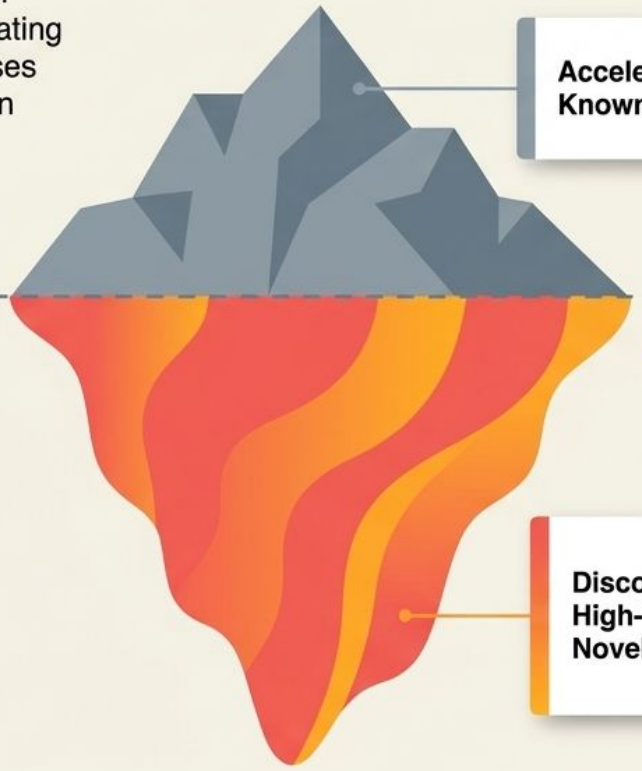
# Extraction Framing Caps Your ROI at the Surface

The largest returns from GenAI come from discovering new uses, not merely accelerating old ones. Leaders cannot predict these uses in advance; only motivated employees can discover them.



**Accelerating Known Tasks**

**The Baseline:** Only 17% of weekly users rate AI's productivity impact highly.

Enrichment framing melts the waterline.

**Discovering High-Value Novel Uses**

**The Multiplier:** When managers support use and encourage experimentation, **50% rate the productivity impact highly** (Gallup).

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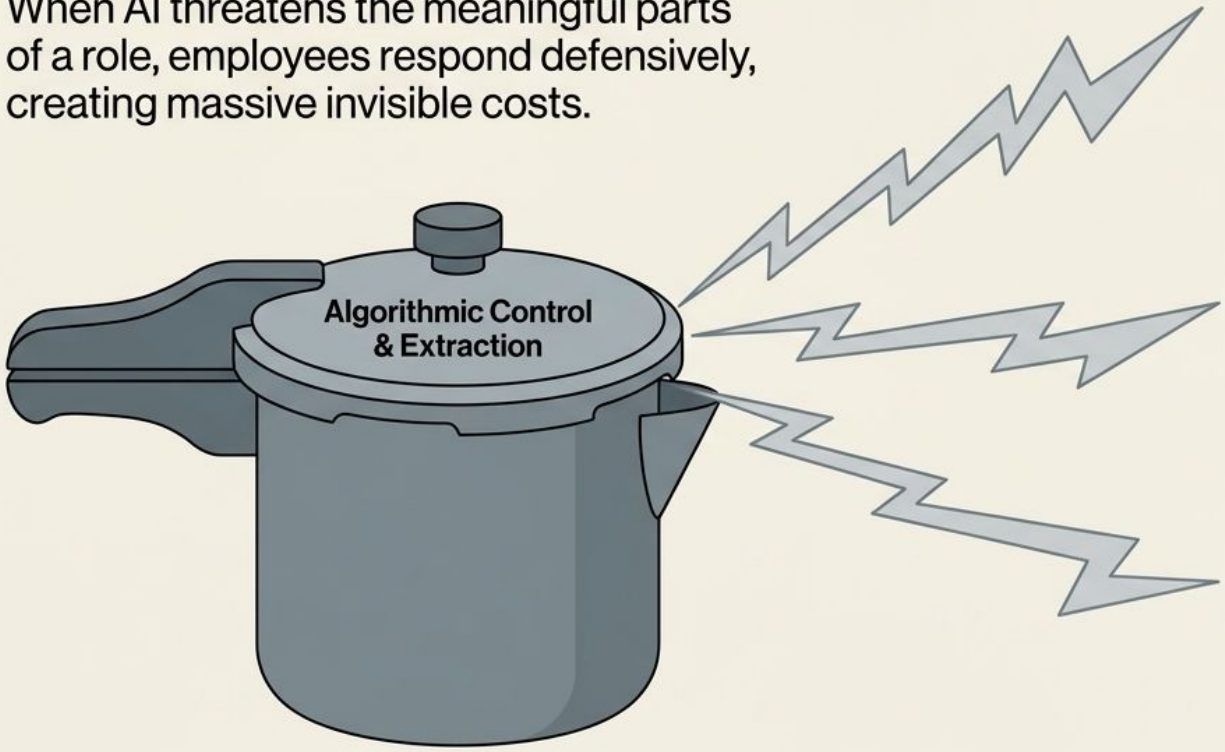
# The Psychology of Resistance and Hidden Costs

When AI threatens the meaningful parts of a role, employees respond defensively, creating massive invisible costs.




### Lost Motivation

When AI completes the interesting parts of a task, human intrinsic motivation for remaining work falls by **11%** and boredom rises by **20%** (Scientific Reports).

### Concealed Use

**57%** of employees hide their AI use from managers; **66%** rely on outputs without checking accuracy (KPMG).

### The Workslop Tax

**40%** of U.S. desk workers receive polished but hollow AI content weekly, taking nearly 2 hours per incident to fix (BetterUp/Stanford).

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# The Core Paradigm Shift

A diagnostic matrix comparing the failed paradigm with the winning paradigm.

| DIMENSIONS | EXTRACTION | ENRICHMENT |
| --- | --- | --- |
| Primary Goal | Maximize output, speed, and cost efficiency. | Remove low-value work to elevate job quality. |
| Implicit Promise | We will get more out of you. | The job itself will get better. |
| Employee Reaction | Defensive, minimal, and hidden use. | Proactive job crafting and experimentation. |
| Ultimate Outcome | Shallow adoption, stalled ROI. | Expansive use, breakthrough capabilities. |

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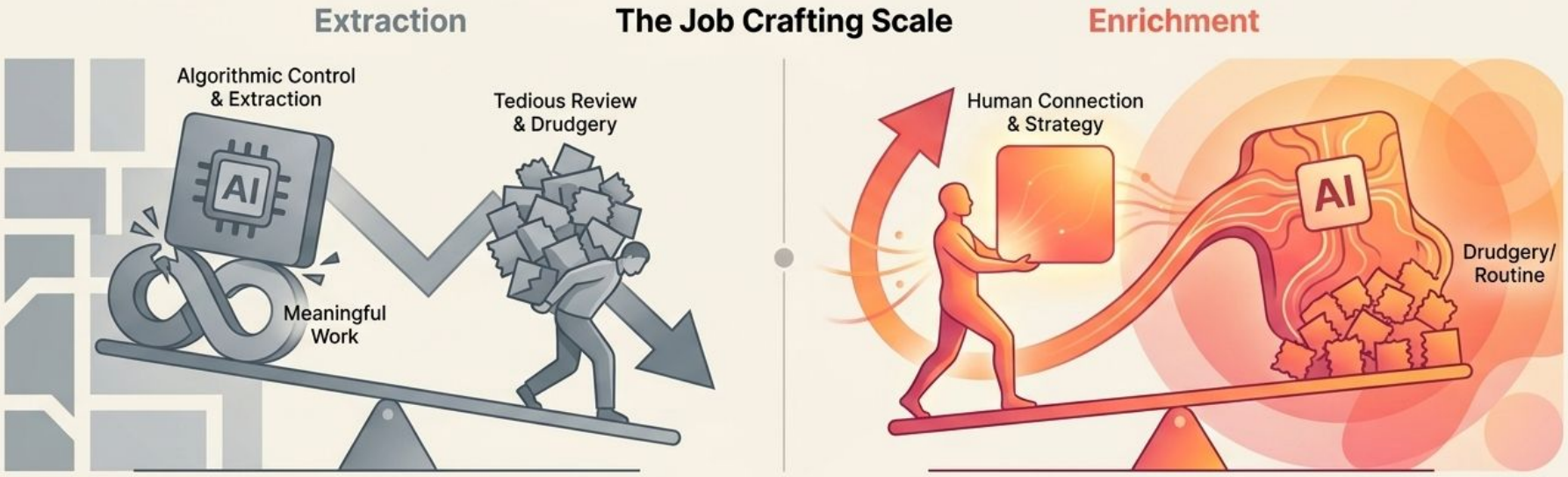
# Rebalancing the Role Through Job Crafting

Workers want AI automation for 46% of their tasks to free up time for higher-value work (Shao et al., 2025). They resist AI that strips away human judgment.




**Proof Point: The Permanente Medical Group**

Ambient AI scribes were introduced explicitly to return clinicians' attention to patients.
**Result:** 15,791 hours of documentation saved, 84% better patient communication, 82% higher work satisfaction.

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# The Implementation Blueprint

A sequential, evidence-based framework to introduce AI in a way that enriches work and drives deep adoption.




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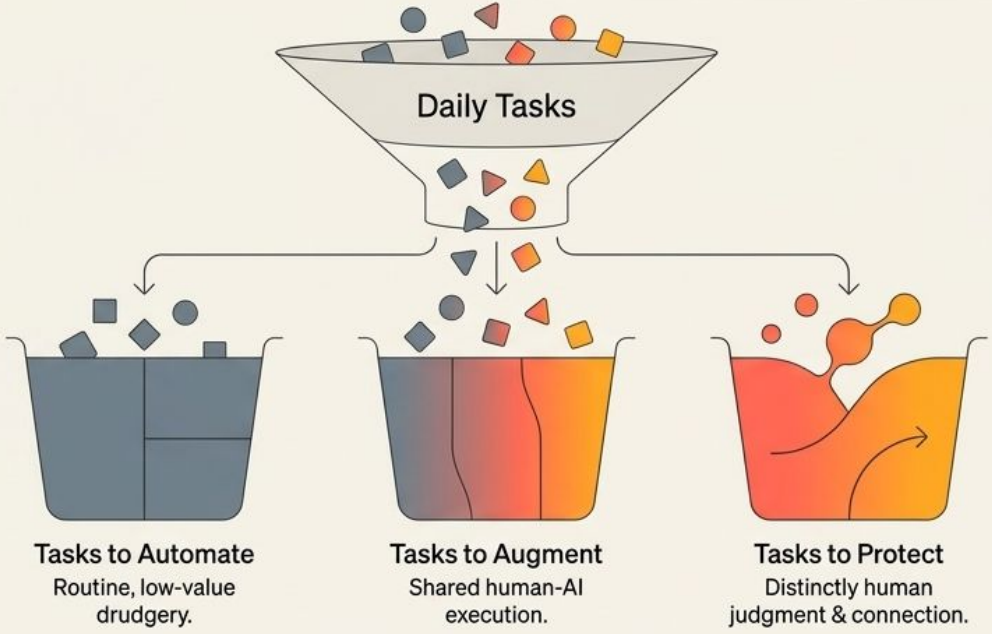
# Step 1: Co-Diagnose the Work

**The Essential Questions:**
1. What recurring tasks are most tedious?
2. What would you do with an extra three hours a week?

Do not mandate usage targets across all roles. Start with teams that own the problem, and sort their daily realities into distinct categories.




Healthcare AI succeeded because it targeted the exact task clinicians begged to shed: after-hours documentation. Publishing the "Protect" list reduces fear and focuses experimentation.

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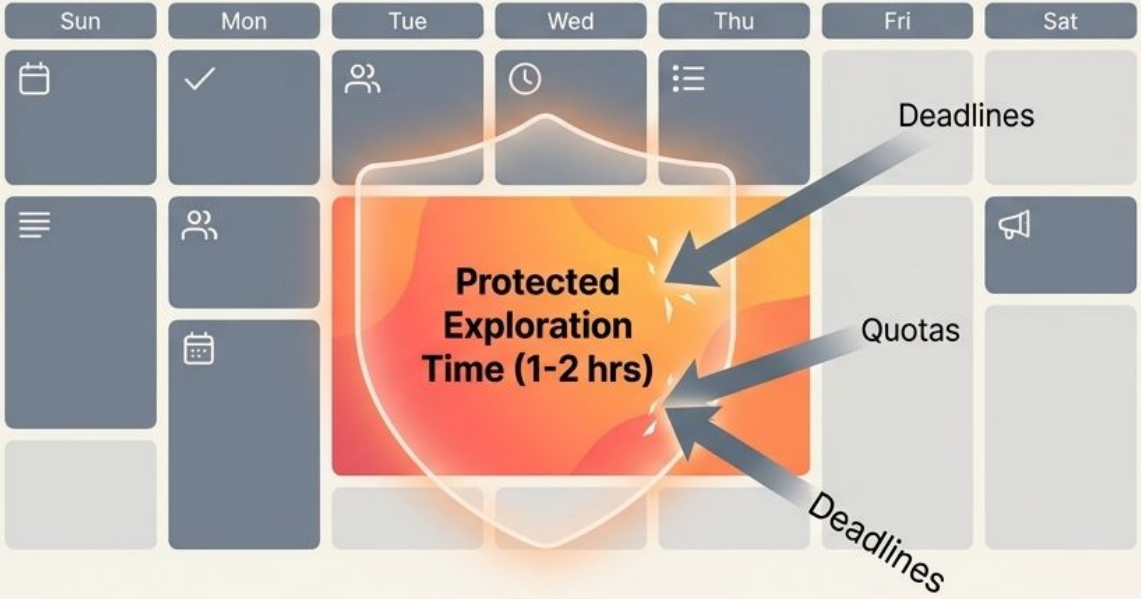
# Step 2: Resource Learning and Exploration

Only 36% of employees feel adequately trained for AI (BCG).
Learning cannot compete with unchanged daily targets.




Institutionalize protected time. Build peer learning channels and prompt libraries based on real workflows.

**Proof Point: Moderna**

Ignited interest organically.

Within two months of ChatGPT Enterprise launch, employees built 750 custom GPTs.

**Proof Point: JPMorgan Chase**

Opt-in LLM Suite spread via word-of-mouth and champions.

Reached nearly 250,000 people through peer enablement, not top-down quotas.

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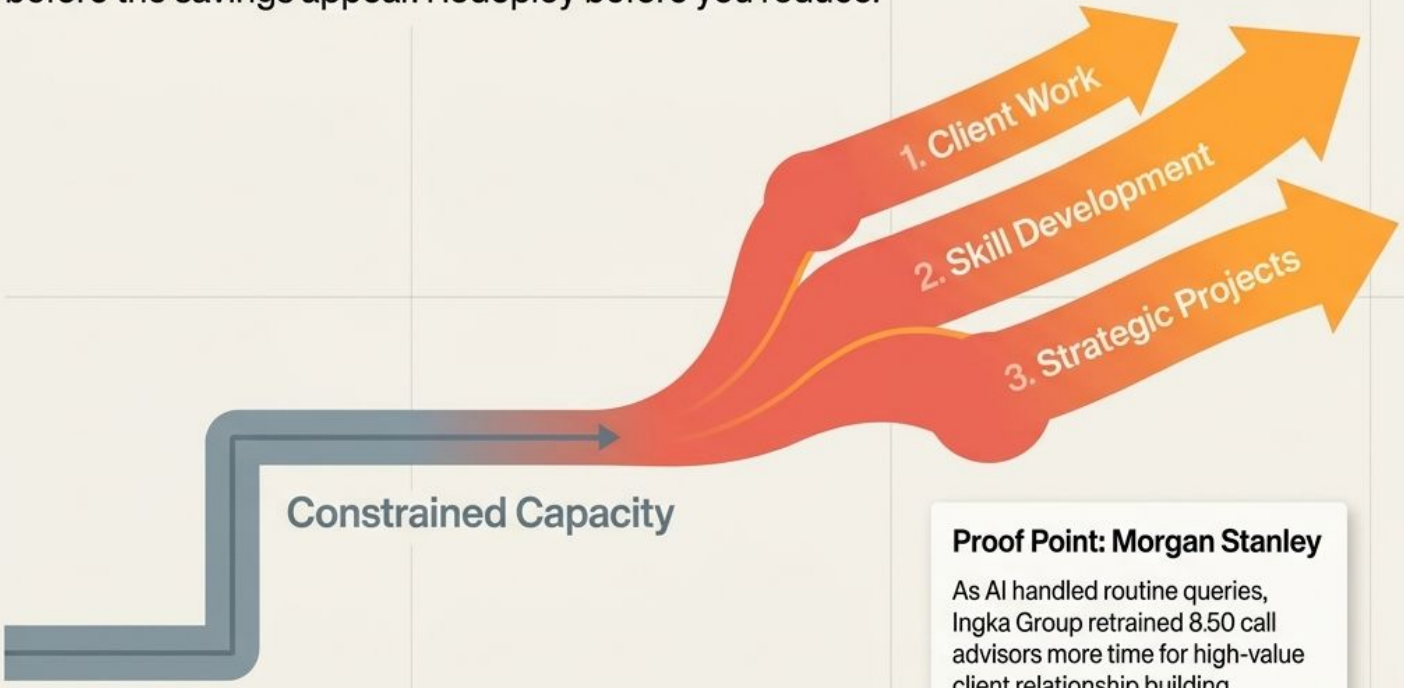
# Step 3: Reinvest Freed Capacity

Define exactly how roles will grow as routine tasks shrink before the savings appear. Redeploy before you reduce.




**Proof Point: IKEA**

As AI handled routine queries, Ingka Group retrained 8,500 call center workers into remote interior design advisers—a business that generated €1.3 billion in FY2022.

**Proof Point: Morgan Stanley**

As AI handled routine queries, Ingka Group retrained 8.50 call advisors more time for high-value client relationship building, securing 98% team adoption.

**Proof Point: Morgan Stanley**

Framed its AI Debrief tool explicitly to give financial advisors more time for high-value client relationship building, securing 98% team adoption.

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# Step 4: The Metrics Shift

Measuring volume creates a treadmill. Measuring value creates an engine.
Meta and Amazon experienced severe blowback when introducing token leaderboards.

## STOP: Volume Metrics

- Prompts submitted
- Raw hours saved
- Token consumption
- Total cases closed

**Result:** Workslop, gaming the system, burnout.

## START: Value Metrics

- Client outcome quality
- Error rate reduction
- New capabilities learned
- Depth of research

**Result:** Meaningful work, sustained capability, high ROI.

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# Step 5: Govern with Worker Voice

Nearly half of desk workers are uncomfortable telling managers they use AI (Slack).
You cannot govern what you cannot see.



- Institute amnesty for disclosure.
- Co-design guardrails with employees.
- Preserve professional discretion over when AI is used on tasks central to their expertise.

**Proof Point - WGA 2023 Agreement**

The Writers Guild of America preserved writer discretion. AI cannot be mandated, nor can AI output be treated as source material, but writers may use AI voluntarily. This preserved authorship while enabling exploration.

**“Rules imposed without explanation drive use underground.”**

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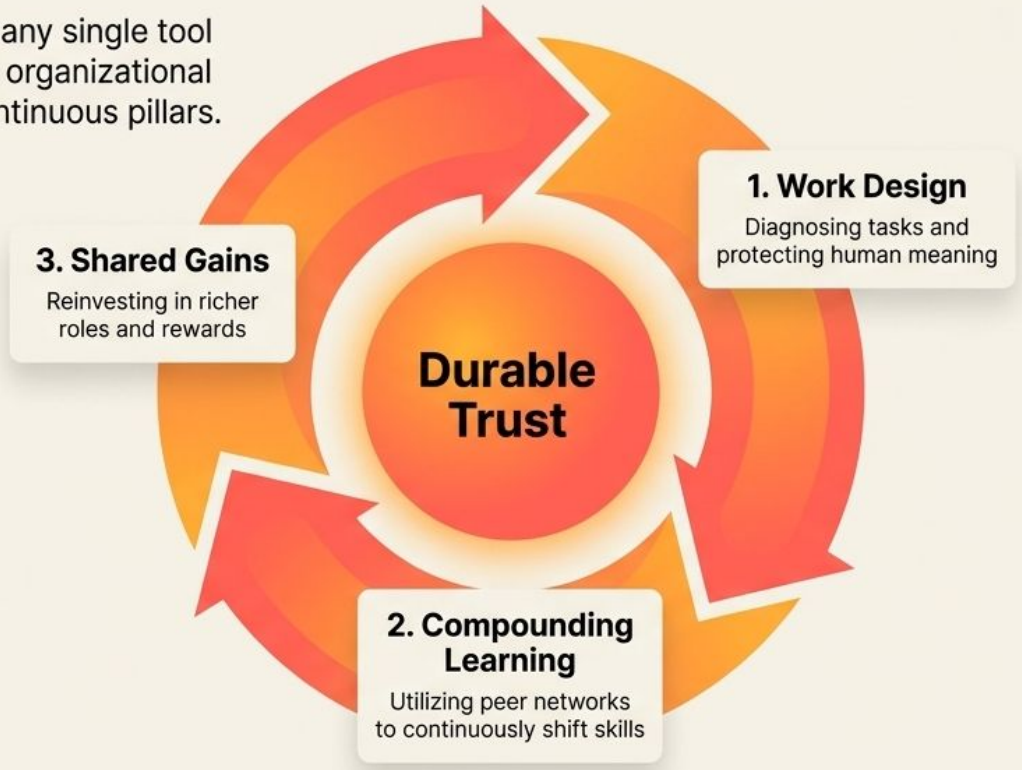
# The Meaningful-Work Flywheel

Sustaining AI ROI outlasts any single tool rollout. It requires building organizational capability across three continuous pillars.




This generates the Durable Trust needed to fuel the cycle and begin again for the next technology shift.

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