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Women in Enterprise AI

The Signal Room

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Rewire the work before accelerating it

These notes share the learning without identifying participants or attributing their comments.

Before asking how AI can make a process faster, ask whether that work still needs to exist. An unnecessary approval or unused report can absorb time even when every step works perfectly. The opportunity begins with questioning the work itself.

A practical process review

- **Identify:** Ask people which recurring tasks slow them down. Capture the owner, frequency, time required, handoffs and who receives the output. Document the steps people carry in their heads. Prioritize recurring friction and assess the data and risks involved.
- **Break:** Examine each step. Separate work requiring human judgment from assembly work such as drafting, reformatting and routing. Ask the people receiving the output what they use and what they could do without.
- **Rebuild:** Simplify the workflow before adding AI. One illustrative pattern is structured intake, an AI-assisted draft, then human review and approval. Keep the person accountable for the decision clearly identified.
- **Eliminate:** Maintain a list of work that could stop entirely. Secure executive sign-off before retiring a process or removing an approval.

Give people the support to build

A useful working session includes the process owner and the people affected by its output. Technical specialists can help when builders get stuck, while people closest to the work develop the solution. Protected time to experiment gives nontechnical teams room to learn.

The knowledge foundation matters. Reliable, accessible documentation gives AI useful context and helps teams avoid rebuilding the same solution. An accountable owner should connect business needs with technology, coordinate standards and help people find existing work. Capability grows through hands-on support as well as access to tools.

Establish the boundaries before the build

Agree which tasks teams may try, which require human review and which are out of scope. Keep judgment about people with people. External-facing work and sensitive information need appropriate review and controls. Involve the relevant business, technology and risk partners early so builders understand the boundaries before they experiment.

Plan the follow-through

End the working session with a decision about each prototype: ready to adopt, needs more development, or held because of a dependency. Give the next step an owner.

Schedule follow-up at 30, 60 and 90 days with both builders and recipients of the output. Is the solution still useful? What broke? Have the requirements changed? A regular open working session gives people somewhere to bring problems and improve what they built.

Measure what changed

Look at engagement, changes in working behavior and business outcomes. Usage alone cannot establish value. Compare the process before and after, including the time and cost involved, and validate financial claims with Finance. When work releases capacity, ask how that time contributes to better work or service.

A next step: Choose one recurring source of friction. Document it with its owner and recipient, agree the boundaries, and book the first follow-up before the test begins.