



Generativ AI: En praktisk guide for ledere



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managers



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HBR Guide to Generative AI
for Managers

Globalt

€23 mrd

omsetning

Over

360 000

ansatte

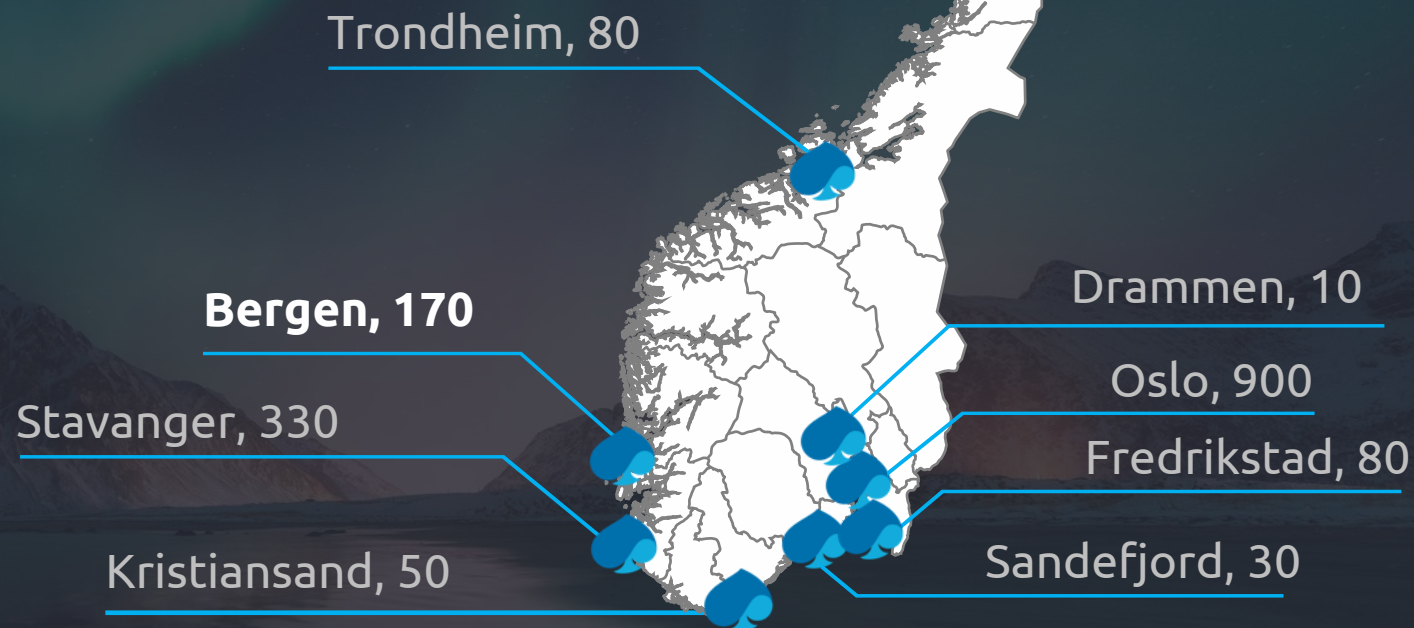
I over

50

land, og mer enn
120 nasjonaliteter

Norge

~1800 ansatte





Vi tilbyr ende-til-ende-tjenester og leveranser

Strategi og transformasjon



Design, innovasjon og brukeropplevelse



Engineering og FoU-tjenester



Data og kunstig intelligens



Programvare og plattformer



Test og kvalitetssikring

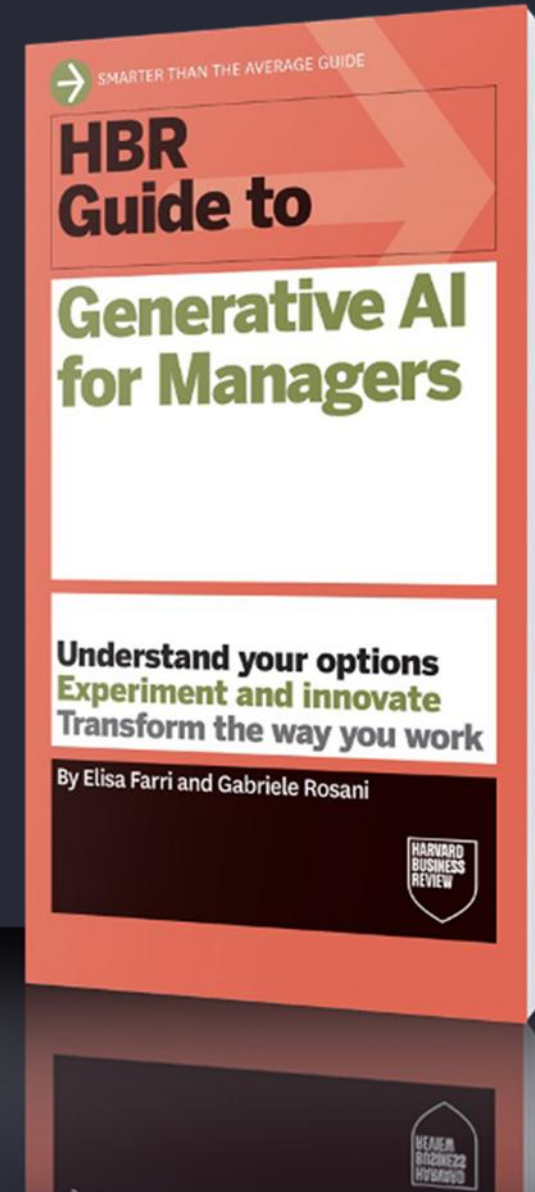


HBR Guide to *Generative AI for Managers*



GABRIELE ROSANI

Director, Capgemini Invent
HBR Author





The adoption gap

78%

of managers recognize the potential of Gen AI

15%

of managers use Gen AI as part of their everyday job



They use it in two fundamentally different modes

Co-Pilot

- You ask Gen AI
- Gen AI executes for you
(e.g. drafting an email, summarizing a doc, searching info, translating...)
- You go fast

Co-Thinker

- You talk with Gen AI
- Gen AI collaborates with you
(e.g. taking perspectives, challenging assumptions, evaluating trade-offs ...)
- You ponder and reflect



The book covers 35+ tasks enhanced by Gen AI

Gen AI as Productivity Assistant: *Co-Pilot*

Gen AI as Thought Partner: *Co-Thinker*

Self Management

Personal Productivity

- Email management
- Time management
- Summarization

Content Generation

- Text writing
- Slide creation

Personal Growth

- Self-reflection on leadership styles
- Solicit feedback

Persuasive Communication

- Speech preparation
- Job interview preparation

Team Management

Team Operational Support

- Meeting management
- Goals setting and articulation
- Task planning and reporting

Team Creativity Support

- Team composition
- Idea generation

Leading Teams

- Craft team purpose
- Design high-quality work
- Facilitate conflict resolution

Complex Problem Solving

- Problem framing
- Root cause analysis
- Problem storytelling

Business Management

Data Analysis Support

- Information search
- Data analysis and visualization

Customer Insights

- Research design and analysis
- Synthetic research

Business Case

- Stakeholder perspectives
- Trade-off evaluations
- Risk identification and mitigation

Strategic Decisions

- Formulate business strategy
- Innovate a product or service
- Assess supply chain strategy

Change Management

Transformation Support

- Change planning and monitoring
- Communication and engagement

Leading Change

- Define the transformation strategy
- Promote a mindset shift
- Overcome resistance



I provide context

I'm preparing a speech titled "Generative AI for Managers: How Gen AI Enhances Traditional Managerial Tasks." My talk focuses on how managers can leverage Gen AI not only for productivity support, but also as a sparring partner in decision-making, problem-solving, and strategic thinking. The audience includes leaders and managers across sectors and functions, in

Norway. To prepare for the Q&A session, I'd like your help identifying 5 tough questions that they might ask me.

I clarify goal

I ask for challenge

Got it! Here are five tough questions that managers might ask during your Q&A session:

1. How can we ensure the ethical use of generative AI in decision-making processes?
2. What are the limitations of generative AI in strategic thinking and problem-solving?
3. How can generative AI be integrated into our existing workflows without causing disruption?
4. What measures can we take to maintain data privacy and security when using generative AI?
5. What strategies can we employ to mitigate risks associated with the use of generative AI?

I give feedback

I'm comfortable answering questions 1, 2, 3, and 4. However, I'd appreciate your help with question 5. Could you provide a response in simple, accessible language including an example that a manager (who isn't an AI expert) can easily relate to as an individual user of Gen AI?

I ask AI to take perspective



Response: To mitigate risks associated with generative AI, we can focus on three key strategies: **monitoring, transparency, and human oversight.**

1. **Monitoring:** Regularly review and audit AI outputs to ensure they align with our goals and ethical standards. This helps catch any errors or biases early on.
2. **Transparency:** Make sure the AI's decision-making process is clear and understandable. This builds trust and allows us to identify any potential issues.
3. **Human Oversight:** Always have a human in the loop to oversee AI decisions, especially for critical tasks. This ensures that final decisions are made with human judgment and expertise.

Example: Imagine using generative AI to draft reports. While the AI can quickly generate content, a manager should review the report to ensure accuracy and relevance. This way, the AI speeds up the process, but the manager ensures the quality and appropriateness of the final output.

I contribute
to dialogue

I challenge

Overall, I like the response—but I believe there's a crucial point missing. In my view, while individual oversight is essential, it's not sufficient on its own. This extends beyond the individual level to include teams as well. This is explained in my HBR article: <https://hbr.org/2024/11/to-mitigate-gen-ais-risks-draw-on-your-teams-collective-judgment>. Please add it to the initial answer. Also, do you think there's anything else we might be overlooking?

Response: To mitigate risks associated with generative AI, we can focus on three key strategies: **monitoring, transparency, and human oversight**, complemented by **team-based judgment**.

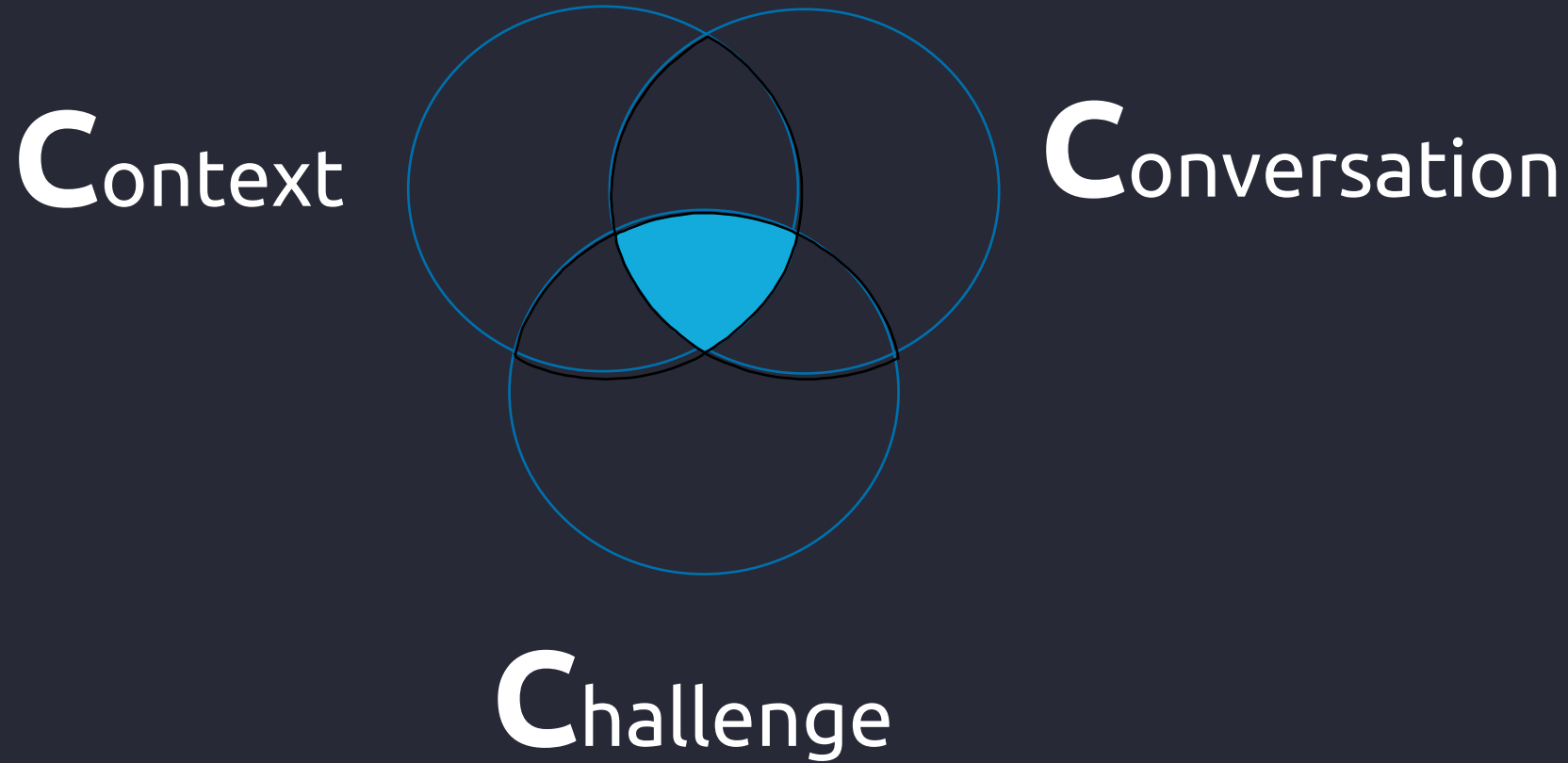
1. **Monitoring:** Regularly review and audit AI outputs to ensure they align with our goals and ethical standards. This helps catch any errors or biases early on.
2. **Transparency:** Make sure the AI's decision-making process is clear and understandable. This builds trust and allows us to identify any potential issues.
3. **Human Oversight:** Always have a human in the loop to oversee AI decisions, especially for critical tasks. This ensures that final decisions are made with human judgment and expertise.
4. **Team-Based Judgment:** Draw on your team's collective judgment to evaluate AI outputs. Teams can engage in discussions to ensure accuracy, delegate decision-making authority to those with the highest expertise, and regularly reflect on their experiences with AI ¹.

Example: Imagine using generative AI to draft reports. While the AI can quickly generate content, a manager should review the report to ensure accuracy and relevance. Additionally, the team can discuss the report to provide diverse perspectives and ensure it meets all necessary standards. This way, the AI speeds up the process, but both individual and collective oversight ensure the quality and appropriateness of the final output.

As for anything else we might be overlooking, it's important to consider **continuous learning and adaptation**. Generative AI is a rapidly evolving field, and staying updated with the latest advancements and best practices is crucial. Regular training sessions and workshops can help managers and teams stay informed and effectively leverage AI tools.



The **3Cs** of a Good Dialogue with AI





Try Co-thinking

<https://hbr.org/book-resources>

1

DOWNLOAD THE WORKSHEET

Magazine Topics Podcasts Store The Big Idea Data & Visuals Case Selections Ask AI

Download Additional Resources

Click the link associated with your book to download free documents, tools, and resources that will help you put ideas into practice. Simply download, unzip the folder, and start using your tools. These resources work best when used on a desktop computer, but you can download them using any device.

HBR Guide to Generative AI for Managers

Understand your options
Experiment and innovate
Transform the way you work
By Elisa Fari and Gabriele Rosati

HBR Guide to Generative AI for Managers

In this worksheet, you'll find the co-thinking dialogues featured throughout the *HBR Guide to Generative AI for Managers*. Each dialogue includes detailed instructions and use cases. Feel free to experiment but try your best to contribute to the dialogues. Remember: the quality of the conversation is only as good as your effort and input.

[Download the Worksheet](#)

2

CHOOSE A DIALOGUE

CO-THINKING DIALOGUES

Co-Thinking Dialogues

This document contains the co-thinking dialogues featured throughout the *HBR Guide to Generative AI for Managers*. For each dialogue, you will find detailed instructions and use cases. Feel free to experiment but try your best to contribute to each dialogue. The quality of the conversation is only as good as your effort and input.

Self-Reflection on Leadership Styles	3
Soliciting Feedback	5
Speech Preparation.....	7
Job Interview Preparation.....	9
Crafting Team Purpose	11
Designing High-Quality Work	13
Facilitating Conflict Resolution	15
Root Cause Analysis.....	17
Stakeholder Perspectives.....	19
Evaluating Tradeoffs	21
Risk Identification and Mitigation.....	23
Formulating Business Strategy	25
Evaluating Innovative Concepts	27
Defining the Transformation Strategy.....	29
Overcoming Resistance	31
Promoting a Mindset Shift	33

2

COPY/PASTE INSTRUCTIONS

You (Gen AI) act as an expert coach. You guide me (manager) in a personal reflection on seminal research such as the six leadership styles defined by Daniel Goleman.

I want you (Gen AI) to follow these instructions:

[Step 1] Gen AI explains to the manager the six leadership styles and clarifies when to use them. Gen AI runs a four-question quiz. The manager answers. Gen AI elaborates on the results of the quiz.

[Step 2] Gen AI asks the manager to select one style. Then, gen AI details the required emotional intelligence competencies that can help the manager nurture the chosen style. The manager provides feedback and selects one competency to be enhanced.

[Step 3] Gen AI asks the manager to provide a concrete example when the manager struggled to apply the desired competency. Gen AI asks for more details to better understand the situation.

[Step 4] Gen AI suggests four concrete actions to cultivate the chosen competency. The manager provides feedback on suggested actions.

Guidelines:

- At the beginning explain that the conversation is structured in 4 Steps.
- Always ask for manager's feedback before proceeding to the next Step.
- In Step 1, run the quiz by asking one question at a time. Wait for the manager's answer before moving to the next question.
- Do not use overly verbose language and fillers.



Embrace the right **mindset**

Think AI First

Ask yourself:

*'Have I tried with Gen AI
first?'*

Encourage your Team

Ask your team:

'Have you tried with Gen AI first?'



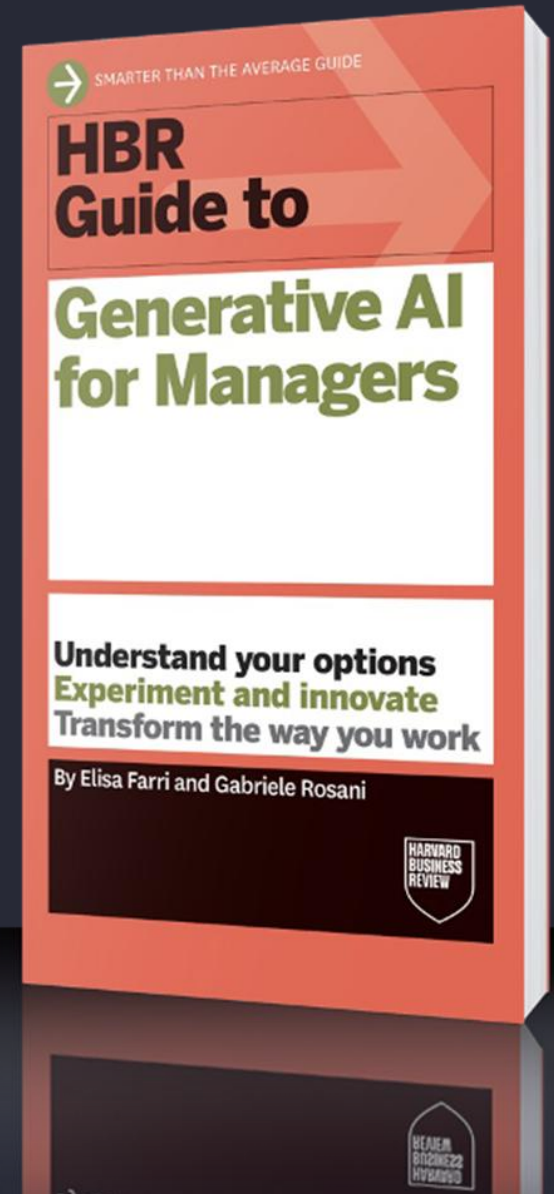
Self reflection - Takeaways

TRY THIS PROMPT

You (Gen AI) help me reflect on an amazing session I just attended.

To start, ask me 2 questions to make sure you understand the context of the session. Wait for my answers.

Then, discuss with me about the most impactful messages and how I can apply them to my daily job.



AGENTIC AI

UNLOCK SUPERHERO POWERS

SEPTEMBER 2025



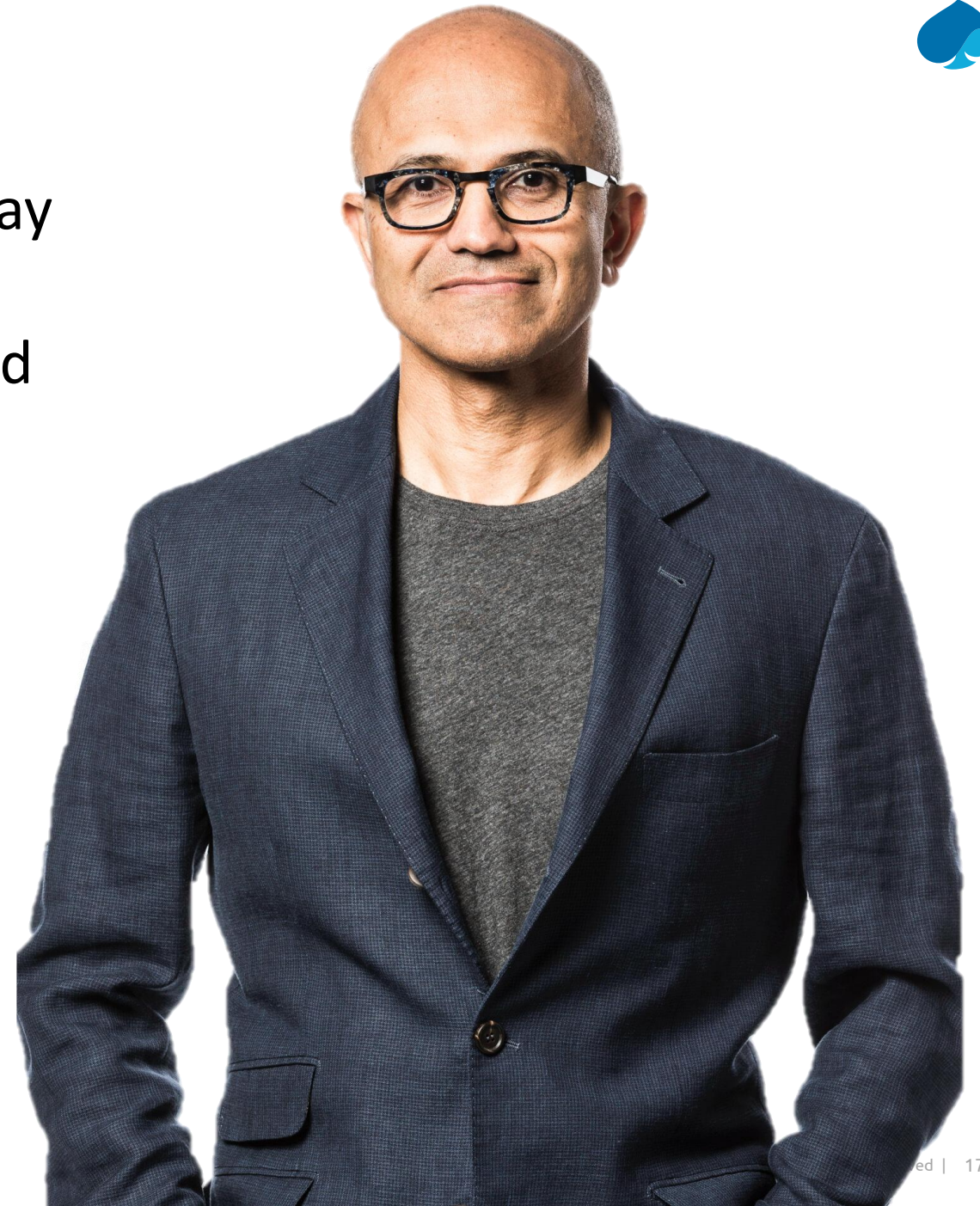
Bora Ger
Global AI Upskilling Lead
bora.ger@capgemini.com





“AI agents will become the primary way we interact with computers in the future. They will be able to understand our needs and preferences and proactively help us with tasks and decision making.”

— Satya Nadella, CEO of Microsoft





“With great power
comes great
responsibility.”

— Aunt May, Spiderman



OBJECTIVES

What is Agentic AI?

How does it work?

The promise of Agentic AI

When to use AI Agents
(and when you shouldn't)

Practical Application

OBJECTIVES

What is Agentic AI?

How does it work?

The promise of Agentic AI

When to use AI Agents
(and when you shouldn't)

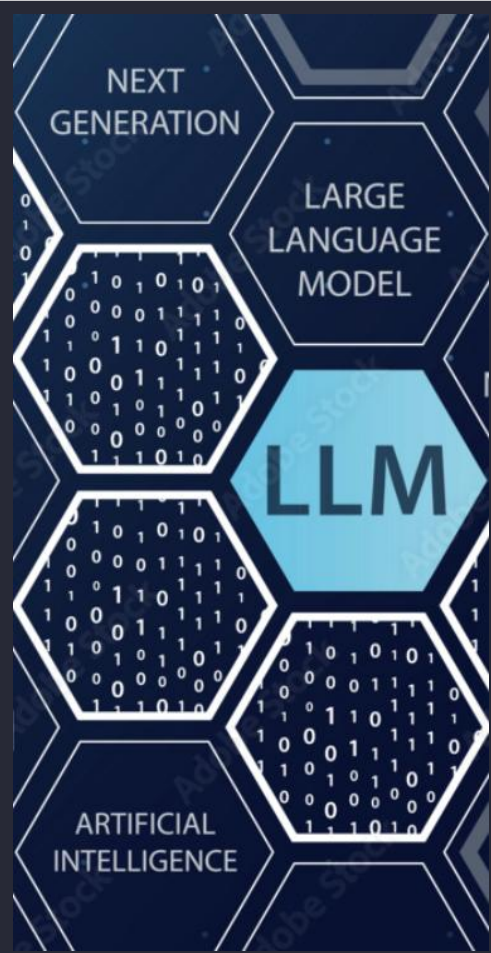
Practical Application



The Definition of Agentic Systems

A **large language model (LLM)** is a system that processes **complex queries**, generates **original content**, and **adapts** to diverse contexts.

It analyzes input, predicts responses, and **enhances interaction** beyond simple pattern recognition.



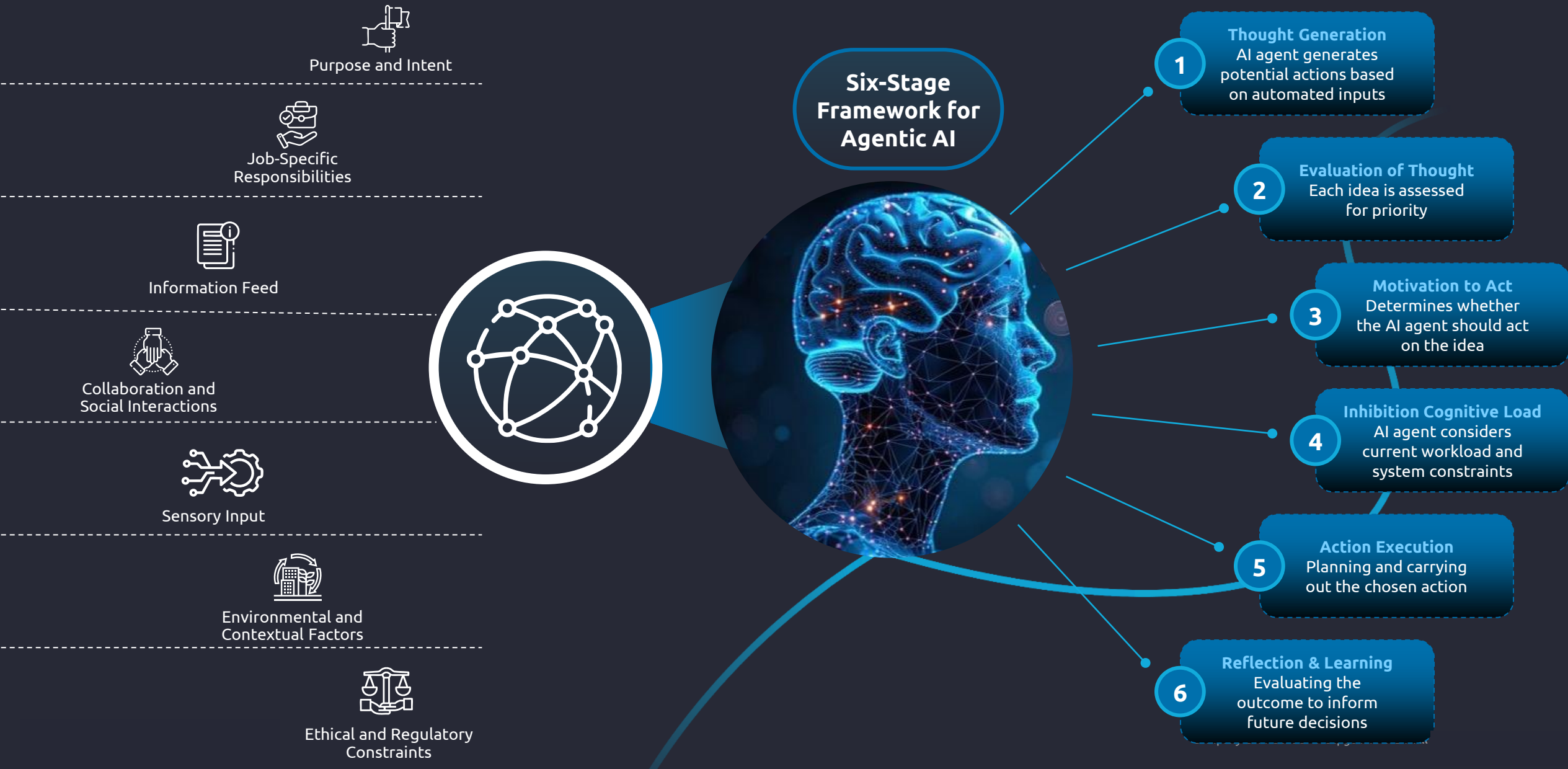
VS

An Agentic application is a **self-consistent system** able to reason throughout complex problems, decompose in single tasks, **plan** and **execute** them **seamlessly**.

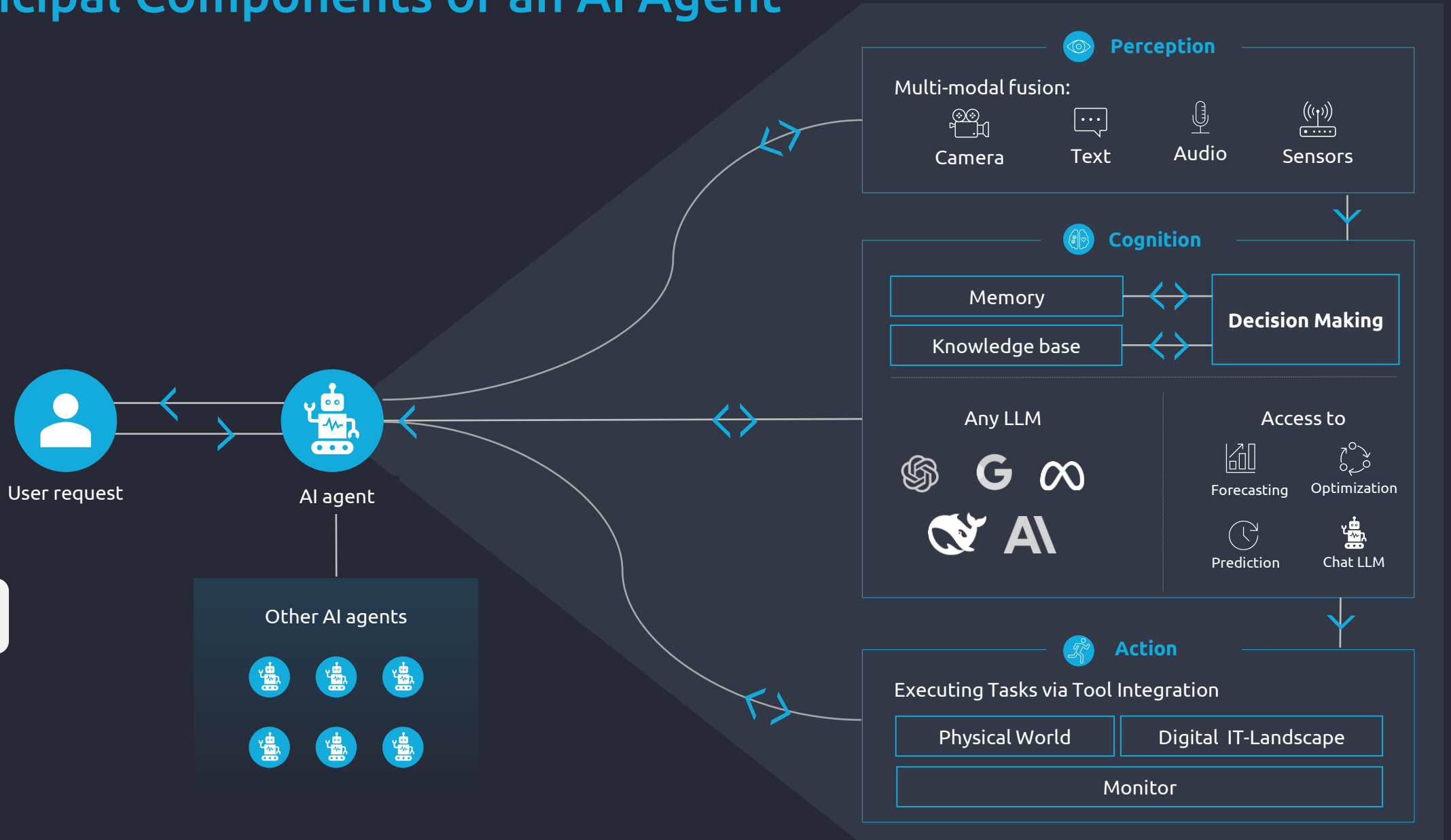
It **autonomously** pursues goals **using Tools** and makes decisions, exhibiting **proactive** behavior beyond simple reactive responses.



AI Agents Are Already Powerful – And Mimic Human Behavior



The Principal Components of an AI Agent



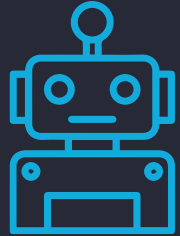
I can do this all day!





The key component for an agents are tools and tasks

In agentic frameworks, we define the agent, its tools, and its task using natural language, providing clear instructions for execution.



Agent

```
transcriber_agent = Agent(  
    role="Senior Audio Transcription Service Specialist",  
    goal="Run a transcription service using Google's  
    latest Gemini model. Be the very best at this task",  
    verbose=True,  
    backstory="You are a master transcription receiver  
    and excel at running services and working with the  
    responses.",  
    tools=[self.transcriber_tool],  
    llm=llm,  
    allow_delegation=False)
```



Task

```
transcription_task = Task(  
    description=(  
        "Run a transcription service by calling the Gemini  
        API for the file {self.file_id}",  
        expected_output="Return the transcript as a  
        markdown file",  
        tools=[transcriber_tool],  
        llm=llm,  
        agent=transcriber,  
        verbose=True,)
```



Tool

```
class TranscriptionService(BaseTool):  
    name: str = "Gemini 2.0 Audio Transcription Service"  
    description: str = "Custom transcription tool for audio  
    files."  
  
    def _run():  
        response = client.models.generate_content(  
            model=gemini-2.0-flash,  
            contents=[prompt,types.Part.from_uri(file_UR  
            L=query, file_type="audio/wav")],  
            config=request_config)
```

Smart Meeting Orchestration

MEETING TITLE

H2 Strategy Review

PARTICIPANTS

bora.ger@capgemini.com,
nicola.poli@capgemini.com,
alex.maradon@capgemini.com,

DURATION

25 minutes

SMART PREFERENCES

Afternoon, needs video, check weather

INITIATE PROTOCOL SEQUENCE



MCP Model Context Protocol

Exchange API: Preparing invites...
4:38:01 PM

Facilities API: Finding rooms...
4:37:58 PM

Weather API: Fetching forecast...
4:37:55 PM

A2A Agent-to-Agent Protocol

✓ Meeting Scheduled Successfully!
4:38:03 PM

Querying Email Agent...
4:38:00 PM

Querying Room Agent...
4:37:57 PM

OBJECTIVES

What is Agentic AI?

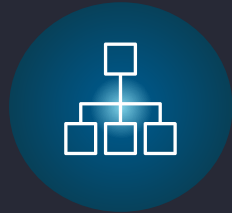
How does it work?

The promise of Agentic AI

When to use AI Agents
(and when you shouldn't)

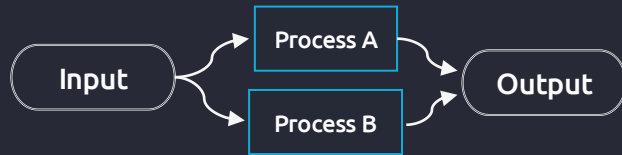
Case Study: Manus AI

The Evolution of AI Agents - From Automation to Autonomy



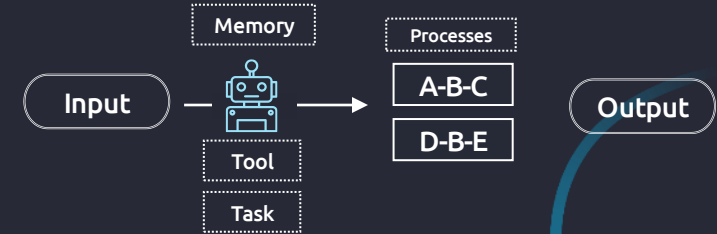
Automated Workflow

Basic rule-based automation with no learning or autonomy, just executing predefined steps.



Mono-Agent Workflow

Giving Tools to an LLM and handing over decision making to plan, act and reason



AI Assistant

LLMs that create responses based on predefined prompts but do not make autonomous decisions.



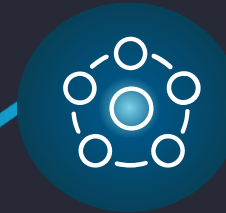
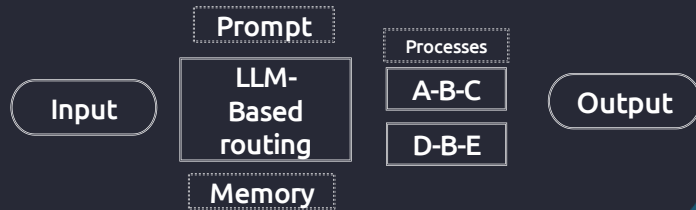
Pre-defined Multi-Agent Workflows

Multiple Agents interact and work together towards a goal – the sequence is sequential or hierarchical



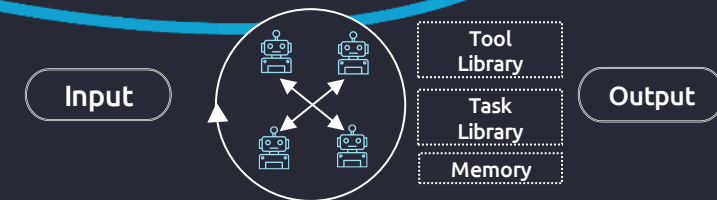
LLM Routing

LLMs routing tasks and follow simple pre-defined workflows with basic reasoning

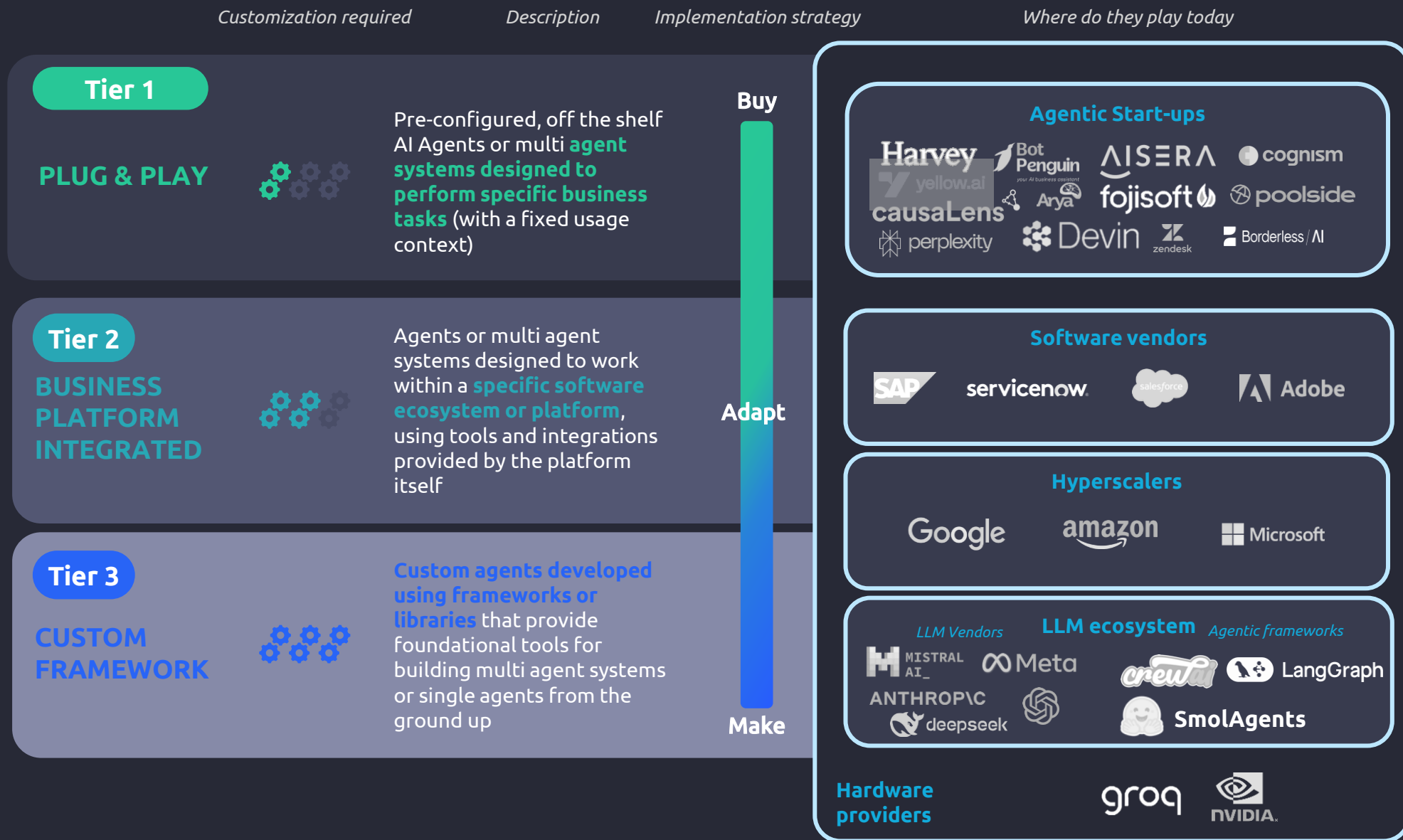


Autonomous Multi-Agent Systems

Multiple Agents iterate amongst themselves to solve complex tasks to achieve a common goal.



There are Three Levels of Agentic AI Adoption



OBJECTIVES

What is Agentic AI?

How does it work?

The promise of Agentic AI

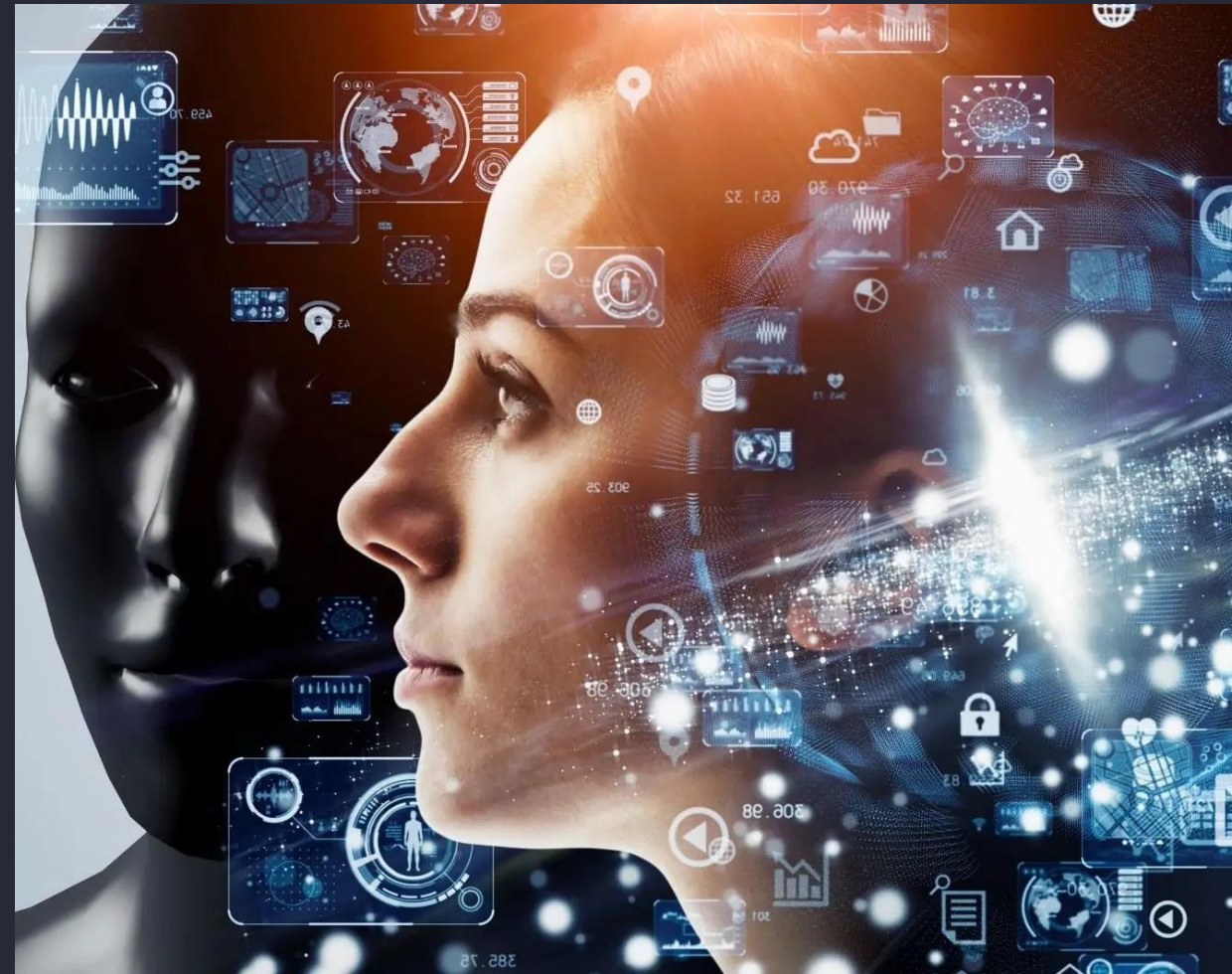
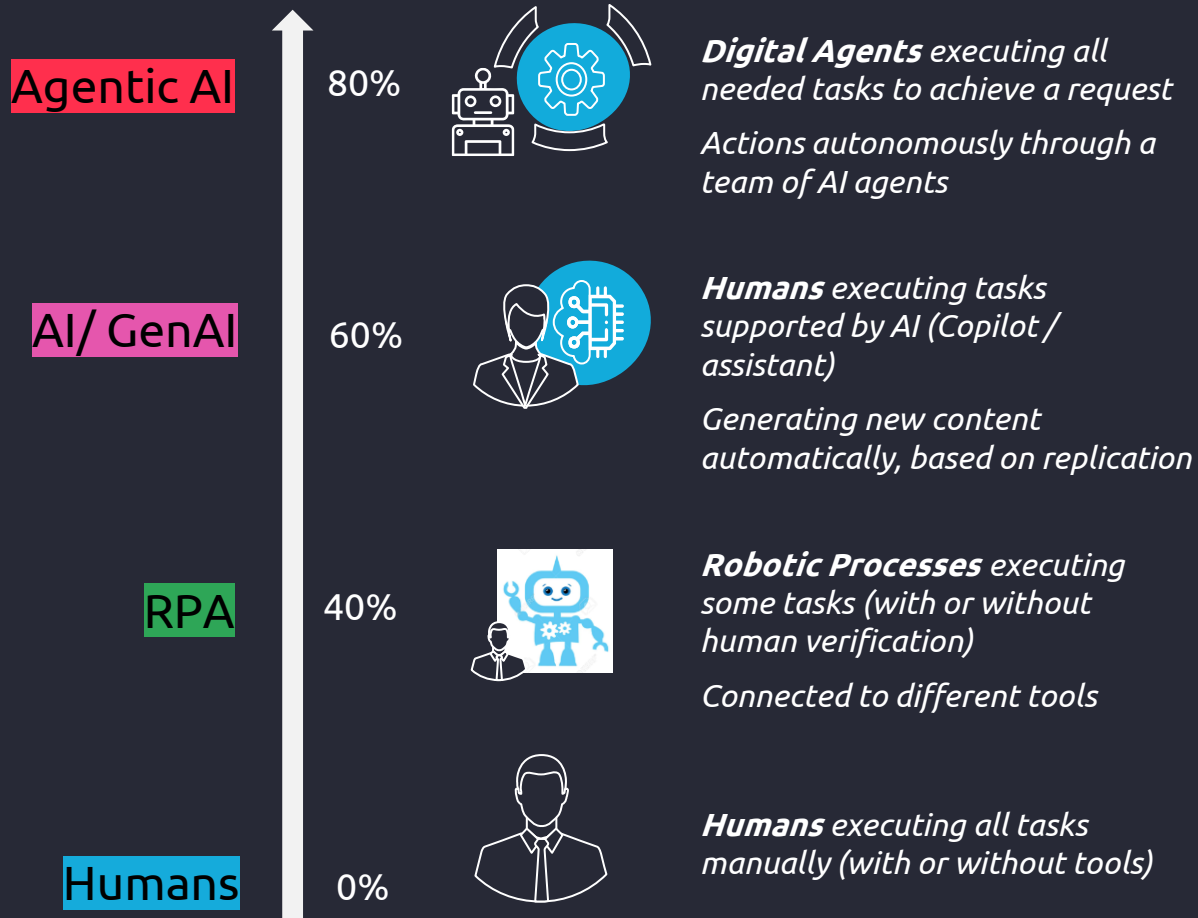
When to use AI Agents
(and when you shouldn't)

Practical Application



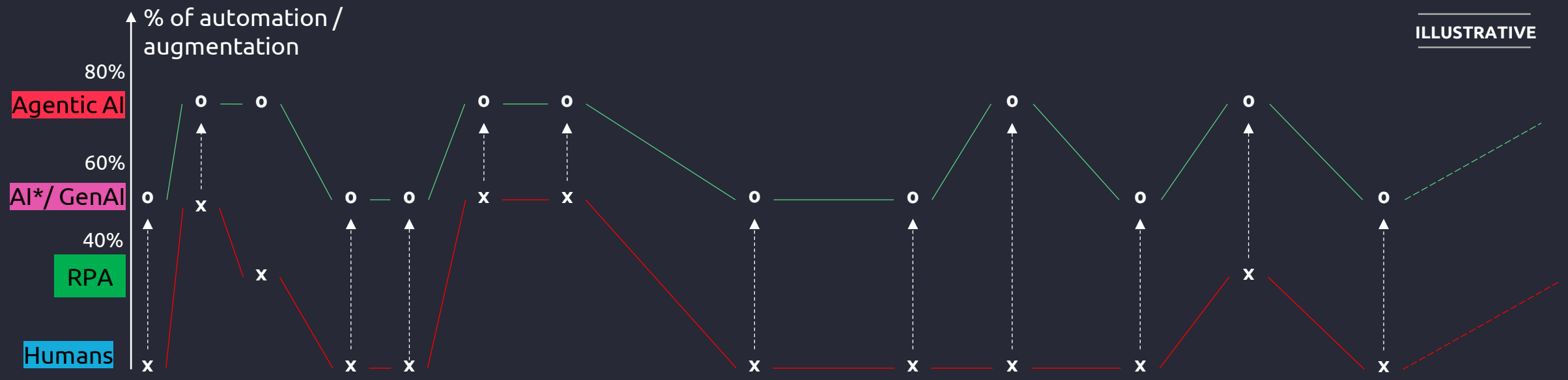
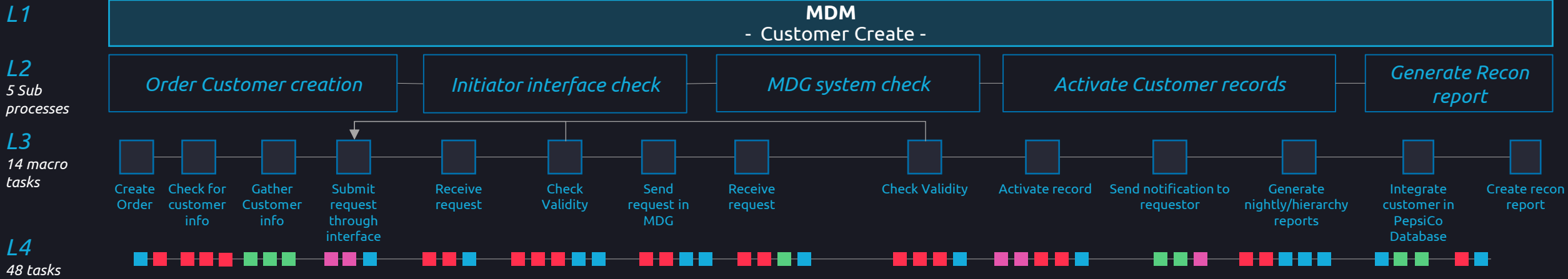
The Transition from Humans to Agentic AI Workflows

Agentic AI Scale of Impact
% automation / augmentation





Augmentation of Human Processes with Agentic AI



OBJECTIVES

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Practical Application

Decision Framework To Decide Between Traditional Vs. Agentic



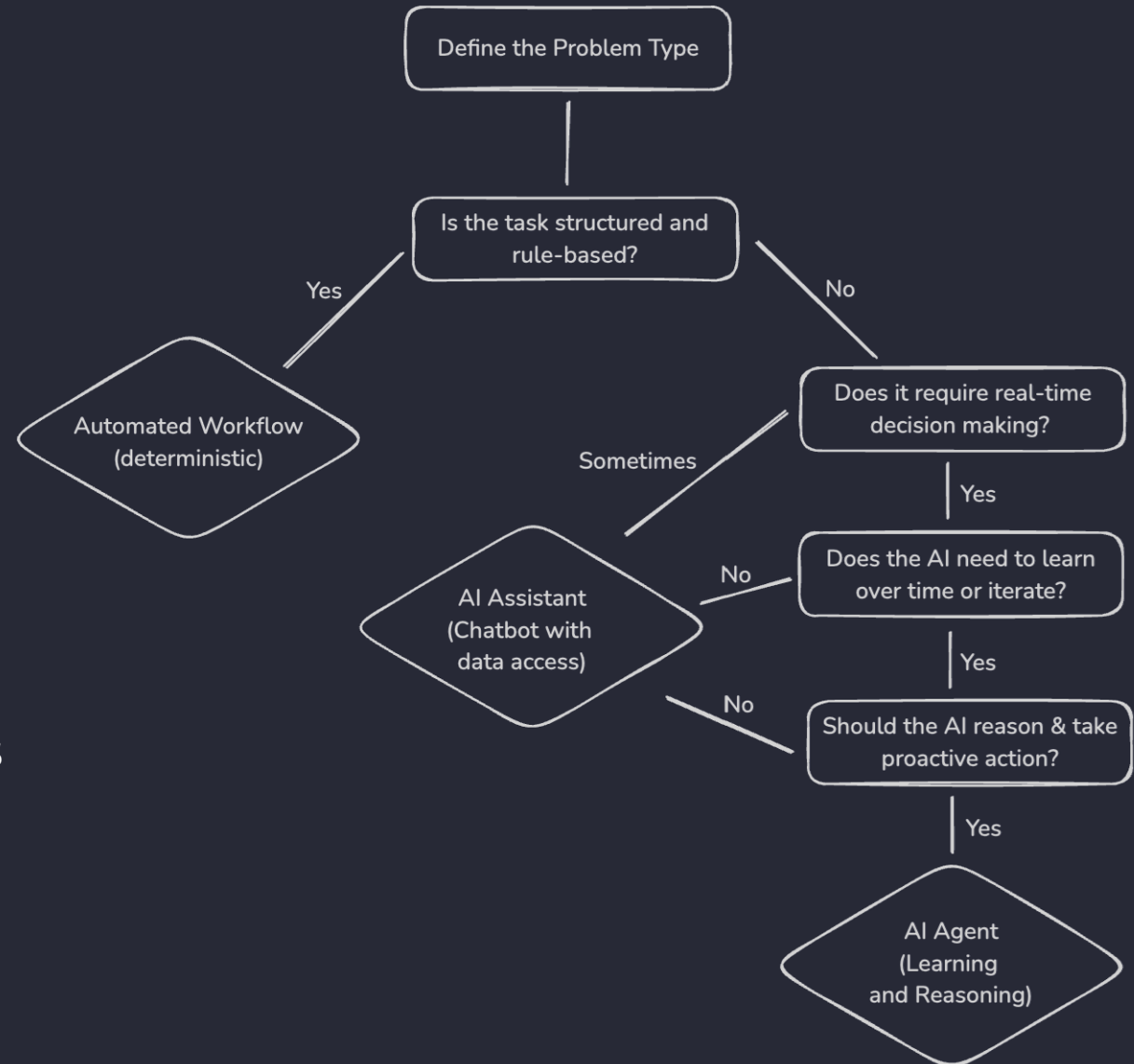
Focus on the user and solve the right problem

Agentic AI isn't always the answer
(use the right tool for the problem)

Understand the technical expertise you
need to develop and deploy

The Importance of Asking the Right Questions

Evaluating Success





The Psychological, Social, And Emotional Implications Of AI

1 AI in decision-making

Up to 50% of organizational decisions will be made by AI rather than humans in the next decade

2 Operational efficiency and competitiveness

Boosting organizational resilience in volatile markets

5 Trust and collaboration with AI

Hyper-personalized employee experiences and tailored career development and training

4 Impact on Human dynamics

New ways of thinking and interacting

3 Shift in workforce structure

From a pyramid structure to an hourglass model, with AI takes over middle management tasks



Trust & Confidence

- What does “**fairness**” mean?
- Who **governs** the orchestration?
- Who is ultimately **accountable**?

Human x AI Interactions

- How do you effectively **integrate** autonomous agents?
- How do **humans** negotiate, make decisions, and drive innovation in an increasingly AI-driven organization?

Culture & Attitude

- What will “office camaraderie” look like with human scarcity?
- How do AIs relate to an organization’s culture and core values?

OBJECTIVES

What is Agentic AI?

How does it work?

Why is it better?

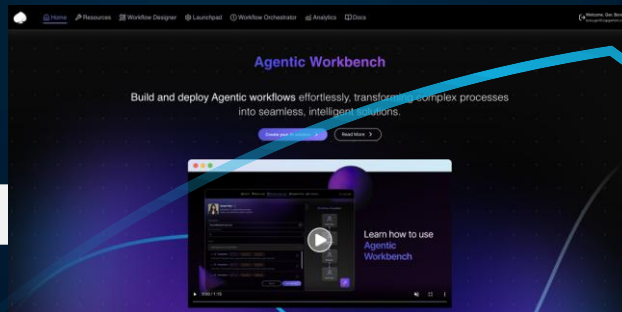
When to use AI Agents
(and when you shouldn't)

Practical Application



Self Service Agentic AI Is A Tool Designed To Help Companies Harness The Power Of Agentic AI

A no-code self-service platform to design and run AI agents

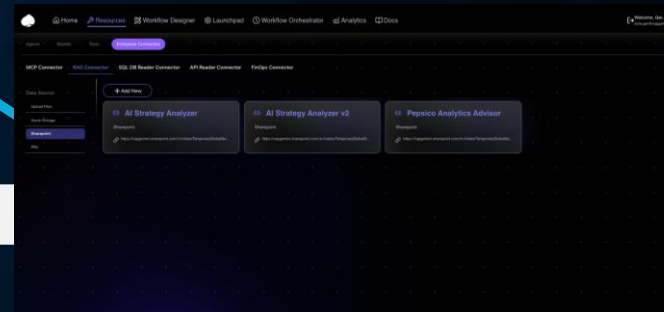


SELF-SERVICE
PLATFORM

#no code

#Do it Yourself agent platform

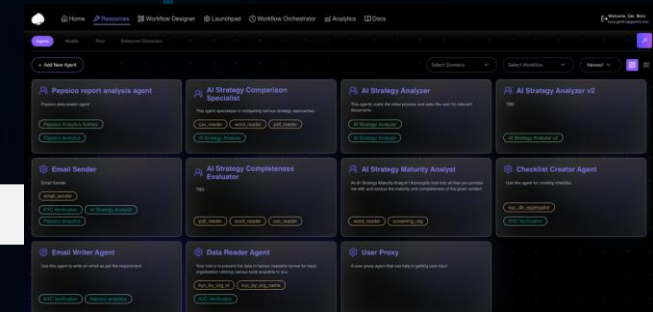
#fit for Purpose



SEAMLESS DATA
CONNECTIONS

#enterprise data

#tailored to needs



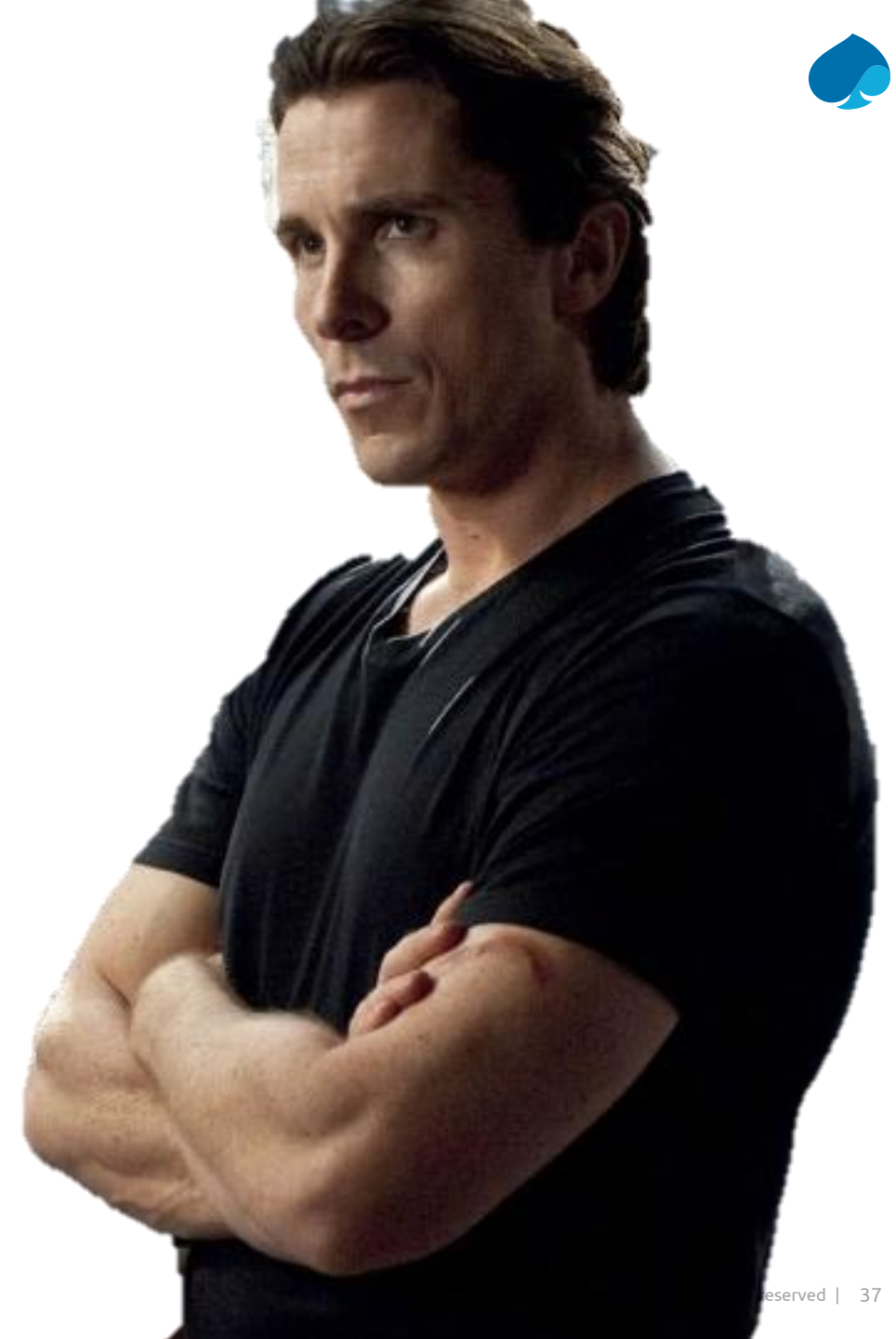
INDUSTRY /
FUNCTIONAL
SPECIFIC TEMPLATES

#off the self library



“One last thing...”

— Bruce Wayne, CEO and Vigilante





Agentic Digital-Twins Becoming Your Personal JARVIS

Monday, September 1

Good morning, Alex

You have **Siemens RFP** due at 2PM, an **ASML call** in 15 minutes, and **3 high-priority tasks** to complete today.

What do you want to know?

Q DeepSearch >

CapBlack 1 >

Suggested Files Agents

Review Siemens RFP Join ASML Call Complete Task 3/5 Reply to Hans Müller Reschedule Team Sync Finalize ASML Presentation

Read ASML AI news

Daily Brief [View Full Brief](#) →

Daily Briefing

Today, prioritize finalizing the Siemens RFP and preparing for the ASML call. Key takeaway: Siemens values cost efficiency—keep it sharp. You've got this!

[View Details](#) >

Quick Decisions

Action Approve rescheduling the 11 AM team sync to 3 PM >

Approve Sign off on the quarterly budget report >

Review Approve Jane's leave request for next week >

Longer-Term Thinking

CLIENT STRATEGY
Siemens mentioned budget concerns two weeks ago—address this in today's call.

TEAM DEVELOPMENT
Michael's performance on the ASML project suggests he's ready for more responsibility.

MARKET TREND
Pharmaceutical sector AI adoption is accelerating—consider preparing a strategy for Novartis.

AI ASSISTANT Upcoming Meetings

ASML Strategic Re... 23:29 | View

Insign

Focused Work
Clear your 2 PM slot for focused work on the Siemens RFP

[Block Time](#)

Meeting Recommendation
Reschedule the 11 AM team sync to focus on the Siemens RFP

Well, almost!



AGENTIC AI UNLOCK SUPERHERO POWERS



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