

Leading the Agentic Shift

Strategy, Workflow Redesign, Governance, and Human Accountability

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Choose Outcomes Worth Delegating

In plain terms

The strongest candidates combine material friction variable work observable feedback bounded consequences and an accountable owner. In an organizational workflow redesign, the practical question is **Which business outcomes justify agentic attention?** For executives, transformation leaders, operations leaders, product owners, and risk leaders deciding where and how to adopt AI agents, the answer counts only when **Create an outcome opportunity map with baseline cost quality delay risk and reversibility** produces reviewable evidence for **evidence-adjusted opportunity score** without normalizing **ranking ideas by novelty or executive enthusiasm**.

Chapter contract

DECIDE

Which business outcomes justify agentic attention?

BUILD

Create an outcome opportunity map with baseline cost quality delay risk and reversibility.

MEASURE

evidence-adjusted opportunity score

STOP OR REDESIGN WHEN

ranking ideas by novelty or executive enthusiasm

The decision at stake

For **Choose Outcomes Worth Delegating**, the accountable executive with workforce consultation must decide **which business outcomes justify agentic attention?** before the redesigned workflow crosses from discussion into consequence for workers, leaders, customers, and affected communities. The minimum decision record is the artifact **Create an outcome opportunity map with baseline cost quality delay risk and reversibility**, the observable **evidence-adjusted opportunity score**, and the explicit hold condition **ranking ideas by novelty or executive enthusiasm**. If any Chapter 1 field is missing, the safe default is to pause

scale-up and restore the prior accountable workflow.

The bounded **Choose Outcomes Worth Delegating** decision advances the book's promise to move from agent enthusiasm to a governed portfolio of redesigned workflows with measurable value, explicit human accountability, and stop rules. It does not endorse a product or predetermine the Chapter 1 answer; it creates a record that another person can challenge at each portfolio gate, workforce review, and operating-model decision.

Working model

Read the **Choose Outcomes Worth Delegating** model as four linked fields. **Outcome:** The strongest candidates combine material friction variable work observable feedback bounded consequences and an accountable owner. **Boundary:** the design must make **ranking ideas by novelty or executive enthusiasm** visible rather than convenient. **Evidence:** interpret **evidence-adjusted opportunity score** together with review effort and excluded cases. **Authority:** the accountable executive with workforce consultation may continue, narrow, escalate, or stop the redesigned workflow. For **Choose Outcomes Worth Delegating**, Reference [1] from OpenAI, *A business leader's guide to working with agents*, informs a Chapter 1 boundary; it is not evidence that the local method or illustrative target will work.

See the chapter in practice

The **choose outcomes worth delegating in practice** maps *Leading the Agentic Shift* Chapter 1 into a field scene before its abstract models begin. In one frame, it holds the question **Which business outcomes justify agentic attention?**, the artifact **Create an outcome opportunity map with baseline cost quality delay risk and reversibility.**, the proof signal **evidence-adjusted opportunity score**, and the warning **ranking ideas by novelty or executive enthusiasm**.

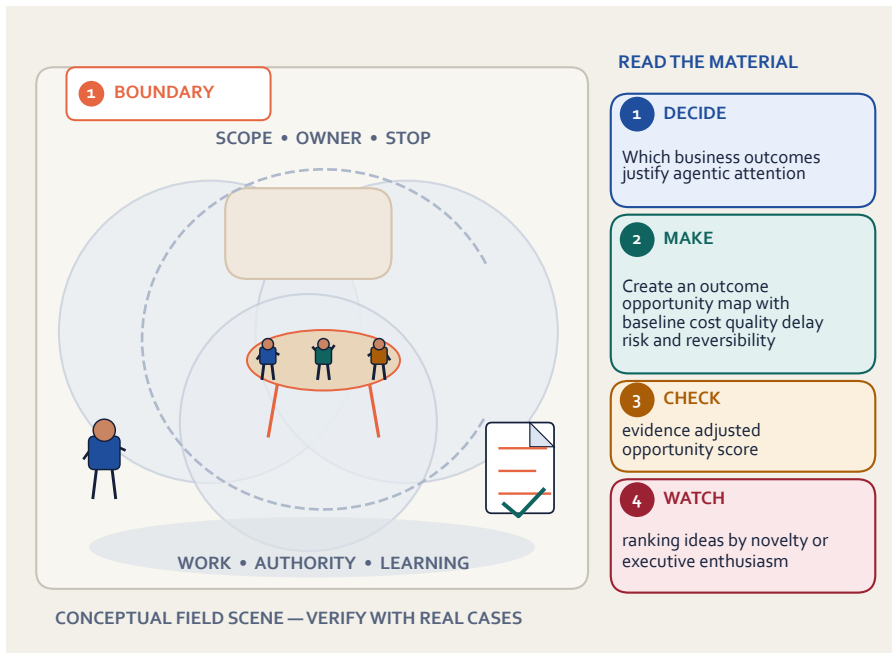


Figure 1.1: Chapter 1 field scene for Choose Outcomes Worth Delegating: a boundary view in the book’s leadership setting.

Read the scene: For Leading the Agentic Shift, Chapter 1, begin with the central leadership scene and scan DECIDE, MAKE, CHECK, and WATCH. Treat the Choose Outcomes Worth Delegating scene as conceptual, then use its cases and evidence records to test whether evidence-adjusted opportunity score actually improves. For **Choose Outcomes Worth Delegating**, this explanatory plate is a reasoning prompt—not observed evidence or a universal operating prescription.

Visual field note — Choose Outcomes Worth Delegating:

- 1. Locate the tension.** In this composite situation, A company selects an autonomous meeting assistant because it demos well while its real bottleneck is contract review delay.
- 2. Name the choice.** Answer the chapter question: **Which business outcomes justify agentic attention?**
- 3. Produce the record.** Use **Create an outcome opportunity map with baseline cost quality delay risk and reversibility.**, then retain the accountable executive, assumptions, and case evidence needed to review it.
- 4. Test and return.** Track **evidence-adjusted opportunity score.** If **ranking ideas by novelty or executive enthusiasm**, return to DECIDE and revise the governance boundary instead of explaining the warning away.

Technical deep dive

Opportunity selection is a portfolio decision. Estimate present friction, task variation, feedback speed, data readiness, reversibility, consequence, evaluation cost, and ownership; high value with weak control readiness becomes a preparation candidate, not a pilot.

Build sequence

1. Collect candidate outcomes from strategy and frontline evidence.
2. Quantify current cost quality delay and risk.
3. Score agent suitability and control readiness separately.
4. Select a small diverse portfolio with named owners.

Evidence to retain

- Outcome opportunity map
- Baseline evidence packet
- Selection and rejection rationale

Tests that can disprove the design

- High-value but irreversible decision
- Low-value visible demo
- Variable task with strong feedback and safe rollback

Design trade-off

Focusing on measurable outcomes may overlook exploratory capability learning that has no immediate business case. Within *Leading the Agentic Shift*, record the rationale for this trade-off, the signal that would reverse it, and the person authorized to decide.

Chapter-specific operating protocol

Phase	Reader action	Evidence retained	Hold condition
1. Define	Write the exact decision behind Which business outcomes justify agentic attention? .	Chapter 1 owner, input, output, exception, and timestamp.	Hold Choose Outcomes Worth Delegating if its record cannot be reconstructed.
2. Contrast	Apply Create an outcome opportunity map with baseline cost quality delay risk and reversibility to one ordinary case.	Chapter 1 owner, input, output, exception, and timestamp.	Hold Choose Outcomes Worth Delegating if its record cannot be reconstructed.
3. Exclude	Run the same artifact against a countercase shaped by ranking ideas by novelty or executive enthusiasm .	Chapter 1 owner, input, output, exception, and timestamp.	Hold Choose Outcomes Worth Delegating if its record cannot be reconstructed.
4. Assign	Name the accountable executive with workforce consultation as the person who may continue, narrow, or stop.	Chapter 1 owner, input, output, exception, and timestamp.	Hold Choose Outcomes Worth Delegating if its record cannot be reconstructed.
5. Challenge	Record evidence-adjusted opportunity score and the review effort for the same case.	Chapter 1 owner, input, output, exception, and timestamp.	Hold Choose Outcomes Worth Delegating if its record cannot be reconstructed.

Phase	Reader action	Evidence retained	Hold condition
6. Publish	Release the Choose Outcomes Worth Delegating artifact only when its evidence answers this chapter’s question.	Chapter 1 owner, input, output, exception, and timestamp.	Hold Choose Outcomes Worth Delegating if its record cannot be reconstructed.

This sequence is specific to **Choose Outcomes Worth Delegating**. For that Chapter 1 decision, it is not permission to automate; it is a way for executives, transformation leaders, operations leaders, product owners, and risk leaders deciding where and how to adopt AI agents to make the reasoning inspectable at each portfolio gate, workforce review, and operating-model decision.

Create an outcome opportunity map with baseline cost quality delay risk and reversibility. This is the chapter’s core production artifact. The **Choose Outcomes Worth Delegating** artifact should fit on one page, use ordinary language, and be reviewed by someone who did not design it. A compact artifact exposes disagreements that a long narrative can conceal.

The chapter’s visual tool is the **chapter contract**. For **Choose Outcomes Worth Delegating**, it translates explanation into an inspectable decision aid: the reader can see the decision, artifact, evidence, and exact condition that pauses the redesigned workflow.

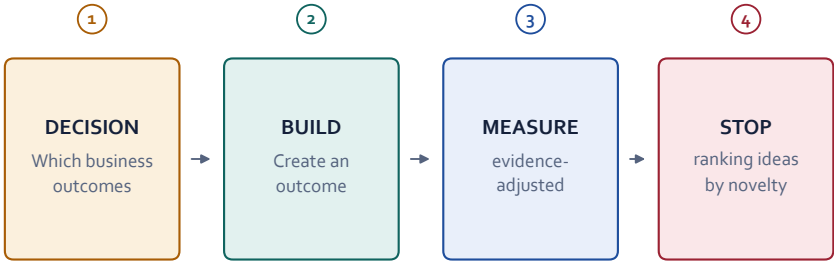


Figure 1.2: Chapter contract connecting the decision, artifact, measure, and stop condition for Choose Outcomes Worth Delegating.

How to use this page: Move across the four Choose Outcomes Worth Delegating cards; compare the decision with evidence-adjusted opportunity score and stop before ranking ideas by novelty or executive enthusiasm. The chapter-specific measure is **evidence-adjusted opportunity score**; the principal warning is **ranking ideas by novelty or executive enthusiasm**.

Operating workflow

The **choose outcomes worth delegating workflow** makes the chapter executable. For **Choose Outcomes Worth Delegating**, the five stages carry **Create an outcome opportunity map with baseline cost quality delay risk and reversibility.** from the question **Which business outcomes justify agentic attention?** to a test against **evidence-adjusted opportunity score**, with **ranking ideas by novelty or executive enthusiasm** as an explicit return or stop signal.

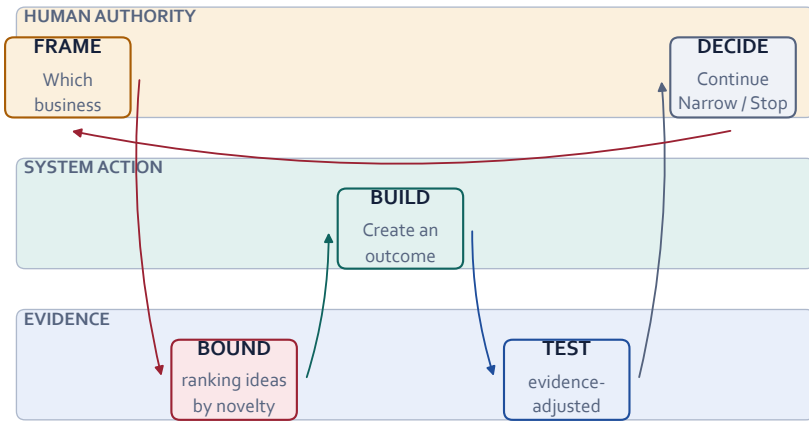


Figure 1.3: Five-stage workflow for chapter 1, Choose Outcomes Worth Delegating: frame the decision, set the governance boundary, build Create an outcome opportunity map with baseline cost quality delay risk and reversibility., test against evidence-adjusted opportunity score, then continue, narrow, or stop before ranking ideas by novelty or executive enthusiasm.

Read the workflow: Move from FRAME to DECIDE for Choose Outcomes Worth Delegating. The lower return path is mandatory when evidence is missing or the stop signal—ranking ideas by novelty or executive enthusiasm—appears. For **Choose Outcomes Worth Delegating**, record the accountable executive and evidence at every handoff; an arrow is not evidence that the preceding stage passed.

Evidence and control graph

The **choose outcomes worth delegating — evidence network** shows the relationships that must remain inspectable when the workflow runs. In *Leading the Agentic Shift*, this qualitative graph asks the reader to record observed evidence for **evidence-adjusted opportunity score** and route **ranking ideas by novelty or executive enthusiasm** to recovery instead of treating sample numbers as facts.

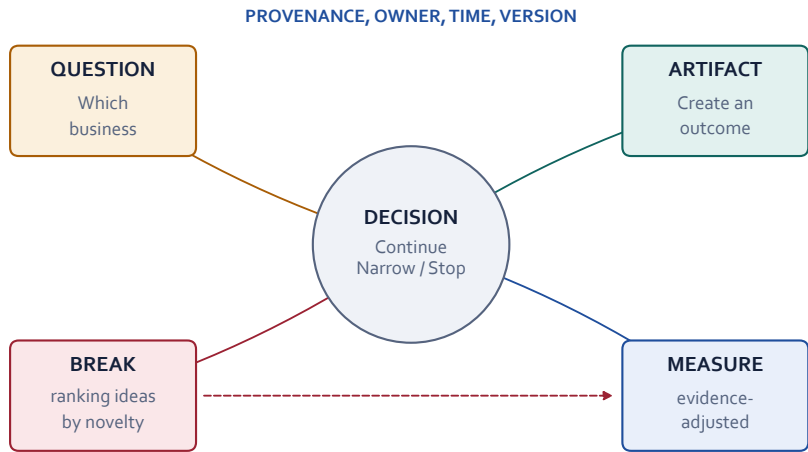


Figure 1.4: Qualitative evidence network for chapter 1, Choose Outcomes Worth Delegating, linking the question to Create an outcome opportunity map with baseline cost quality delay risk and reversibility., the measure evidence-adjusted opportunity score, and the recovery condition ranking ideas by novelty or executive enthusiasm without invented empirical values.

Read the graph: Trace the evidence for Choose Outcomes Worth Delegating toward the decision. For Choose Outcomes Worth Delegating, empty or weak evidence does not count as zero risk; it routes the redesigned workflow to verification, escalation, or stop. Use this **Choose Outcomes Worth Delegating** graph beside **Create an outcome opportunity map with baseline cost quality delay risk and reversibility**, not as a substitute for recorded cases.

Worked composite case file — illustrative, not empirical evidence

This **Choose Outcomes Worth Delegating** record turns the scenario into an inspectable rehearsal in an organizational workflow redesign. Its numbers are worksheet examples for Chapter 1, not observed results or a prediction of benefit.

Record field	Filled illustrative entry
Situation	A company selects an autonomous meeting assistant because it demos well while its real bottleneck is contract review delay.
People affected	workers, leaders, customers, and affected communities
Decision	Which business outcomes justify agentic attention?
Artifact excerpt	Create an outcome opportunity map with baseline cost quality delay risk and reversibility.
Accountable authority	The accountable executive with workforce consultation.
Measure and unit	evidence-adjusted opportunity score — eligible cases satisfying the rule divided by all eligible cases.
Example baseline	59/100.
Example target / decision rule	at least 75/100; move only toward the stated target with exceptions reported separately.
Named exception	ranking ideas by novelty or executive enthusiasm.
Safe default	Pause scale-up and restore the prior accountable workflow.

Scenario trace

1. **Preserve the starting state.** For **Choose Outcomes Worth Delegating**, record the original request, governing rule, available evidence, and the last safe result before changing anything.
2. **Make the chapter decision.** Answer **Which business outcomes justify agentic attention?** and record the Chapter 1 assumption that carries the most consequence for workers, leaders, customers, and affected communities.
3. **Use the artifact.** Complete **Create an outcome opportunity map with baseline cost quality delay risk and reversibility** with a normal case and a counterexample; in this chapter, do not infer missing facts merely to finish the form.
4. **Observe the decision rule.** Review **evidence-adjusted opportunity score** at each portfolio gate, workforce review, and operating-model decision; the **Choose Outcomes Worth**

Delegating record reports exclusions and review effort beside the headline value.

5. **Contain and recover.** If **ranking ideas by novelty or executive enthusiasm**, pause scale-up and restore the prior accountable workflow. Preserve the Chapter 1 failed case, assign a deadline, and require the accountable executive with workforce consultation to authorize any restart.

Artifact handoff

Start **Choose Outcomes Worth Delegating** from the book-level thesis and boundary. Within *Leading the Agentic Shift*, attach the current artifact and exception record, then hand both to Chapter 2, **Map Work Before Buying Agents**, which asks: What actually happens across people systems decisions and exceptions today?. That recipient may revise the **Choose Outcomes Worth Delegating** assumption, but must preserve the evidence that made this book's earlier decision reasonable.

Evidence application

Reference [1], OpenAI, *A business leader's guide to working with agents*, provides a relevant boundary or design input for **Choose Outcomes Worth Delegating**. It does **not** prove that the Chapter 1 worked values, local method, or target will succeed. The **Choose Outcomes Worth Delegating** reviewer must link this book's exact claim to the exact source passage and leave unsupported synthesis marked UNVERIFIED.

Transfer test

- Re-run **Create an outcome opportunity map with baseline cost quality delay risk and reversibility** with one routine Chapter 1 case that should pass.
- Re-run the **Choose Outcomes Worth Delegating** artifact with missing evidence and keep the safe default active.
- Re-run it where **ranking ideas by novelty or executive enthusiasm** appears plausible but not certain.
- Ask a reviewer who did not design this chapter's method to decide whether the retained record supports continuing, narrowing, escalating, or stopping.

Measurement and recovery decision

For **Choose Outcomes Worth Delegating**, define **evidence-adjusted opportunity score** as eligible cases satisfying the rule divided by all eligible cases. In this **Choose Outcomes Worth Delegating** worksheet,

the Chapter 1 worked baseline is 59/100 and the illustrative target is at least 75/100; both must be replaced with evidence from an organizational workflow redesign. Review the Chapter 1 result at each portfolio gate, workforce review, and operating-model decision, preserve excluded and high-consequence cases, and interpret movement as better only when it is toward the stated target with exceptions reported separately.

The named failure is **ranking ideas by novelty or executive enthusiasm**. Containment means: pause scale-up and restore the prior accountable workflow. Recovery is complete only after the accountable executive with workforce consultation can reconstruct the failed case, explain which assumption changed, and authorize a new test against **evidence-adjusted opportunity score**.

Practice lab

Choose one live but reversible **Choose Outcomes Worth Delegating** example from an organizational workflow redesign. Create the following:

- a one-sentence answer to **Which business outcomes justify agentic attention?**;
- a completed first draft of **Create an outcome opportunity map with baseline cost quality delay risk and reversibility**;
- one routine case, one missing-evidence case, and one case shaped by **ranking ideas by novelty or executive enthusiasm**;
- a locally measured baseline for **evidence-adjusted opportunity score** using the unit eligible cases satisfying the rule divided by all eligible cases;
- a stop threshold, the accountable executive with workforce consultation as owner, and the safe default pause scale-up and restore the prior accountable workflow;
- portfolio evidence packet that will be handed to the next chapter.

Ask a colleague to challenge **Create an outcome opportunity map with baseline cost quality delay risk and reversibility**. They should identify one ambiguous field, one person among workers, leaders, customers, and affected communities whose interests are missing, and one reason **evidence-adjusted opportunity score** could reward the wrong behavior. Preserve that challenge in the chapter handoff before revising.

Limits and judgment

Choose Outcomes Worth Delegating supplies a locally testable method, not proof of causal effectiveness or a universal rule. This Chapter 1 method remains inside the book boundary: This book does not promise head-count reduction, financial returns, regulatory compliance, or successful transformation without local evidence and accountable decisions. Readers

applying **Choose Outcomes Worth Delegating** for workers, leaders, customers, and affected communities must verify current law, contract, policy, safeguarding, accessibility, security, and professional duties before consequential use. A negative **evidence-adjusted opportunity score** result may mean the question was framed badly, the review cost is too high, or pause scale-up and restore the prior accountable workflow is the responsible decision.

Takeaways

- The strongest candidates combine material friction variable work observable feedback bounded consequences and an accountable owner.
- The chapter artifact is: create an outcome opportunity map with baseline cost quality delay risk and reversibility.
- The primary measure is **evidence-adjusted opportunity score**, paired with review cost and failure severity.
- Watch especially for **ranking ideas by novelty or executive enthusiasm**.
- In an organizational workflow redesign, expand scope only after the accountable executive with workforce consultation can show the evidence and exercise the recovery path.

Reflection

What evidence would let a skeptical reviewer answer **Which business outcomes justify agentic attention?** differently from the accountable executive with workforce consultation? Which case involving workers, leaders, customers, and affected communities would **evidence-adjusted opportunity score** miss, and would that omission require continuing, narrowing, escalating, or pause scale-up and restore the prior accountable workflow?

