

Managing 1,000 Interns

A mindset for using AI

*"The living word of knowledge which has a soul, of which the written word is
but an image"*

— Plato, *Phaedrus*

"My pencil and I are smarter than I"

— Einstein



Thinking



"Calculators solve problems which the man who made them cannot"

— Joseph Wood Krutch





Thinking



Calculating

"There is often the possibility of something better than either of two given alternatives."

— Mary Parker Follett

* Used in different context



Thinking



Calculating



Exploring

Power-With, Not Power-Over



Power-With, Not Power-Over



Deeper

More thorough analysis



Faster

Reduced time on mechanical
tasks



Further

Broader exploration of
possibilities

Resource Change

From:



Traditional resource constraints

Resource Change

From:



Traditional resource constraints

To:



Abundant cognitive assistance

Mindset Change

From:



"What is my job?"

Mindset Change

From:



"What is my job?"

To:



"What are we trying to do?"

Three Practices

For managing your new interns

1

2

3

1 Know Your Craft

Phase	Description
 Sense	Identify the objective, constraints, situation
 Design	Generate multiple options with explicit tradeoffs
 Choose	Decide on a path
 Act	Execute
 Reflect	Learn from outcomes

1 Know Your Craft: Practical Questions



What takes **judgment** vs. what's more **mechanical**?



What **bottlenecks** slow you down?



What could benefit from **100 different tries**?



What benefits from a **personal experience or touch**?

2

Breakdown, Recompose



2 Breakdown, Recompose

 For each box in your workflow:

Would going **deeper, faster, or further** help?

 Thought experiment:

What would you do with **1,000 brilliant, well-read, but naïve interns**?

 Vision:



3

Good People Management

= Good AI Outputs

3 Good People Management = Good AI Outputs

With People

- Clear communication
- Defined expectations
- Constructive feedback
- Verify understanding
- Psychological safety

With AI

- Clear prompts
- Success criteria
- Iterative refinement
- Check outputs
- Limitations surfaced

The same management skills transfer.

3 Good Management: Feedback

Learning happens through iteration:



Start small with **low-stakes experiments**



Share your **process** with colleagues



Refine based on what you discover

Your First Month

1

Week 1

Map your work. What needs judgment?

Practice 1

2

Week 2

Pick ONE task. Try breakdown.

Practice 2

3

Week 3

Measure impact. Share results.

Evaluate

4

Week 4

Expand. Teach your process.

Practice 3

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recovering meaning to your work by offloading mechanical steps

"The limitation is not lack of capacity but lack of opportunity."

— Douglas McGregor

