What managers need before AI takes hold

A one-page checklist for leaders

A one-page checklist for leaders, built on David Shapiro's Three Pillars from The Centurion Principle (July 2026). Tick each line only when your managers would agree it is true.

Align the payoff

- We have promised, in writing, that saved time will not become a higher target this planning cycle.
- Each team decides where its saved time goes, and tells us.
- A manager whose team finds a faster way of working is recognized for it.

Legitimize the practice

- We have stopped counting AI usage as a score.
- Honest mistakes made inside the rules are covered, and managers know it.
- Senior leaders show their own AI use openly, including what did not work.

Build the capability

- Every team has protected time to practice with AI on real work, for example two hours a week.
- Managers have had time to learn first, so they can answer their team's common questions.
- One manager in each area leads the practice, with our support.

The conversation to have this week

Ask each manager: "What would happen to your team if they told me exactly how much time AI saves them?" Listen to the whole answer before you reply.

Credit: the Three Pillars (align the payoff, legitimize the practice, build the capability) come from David Shapiro: https://www.youtube.com/@DaveShap

Watch the episode: The Centurion Principle: why AI lives or dies with managers, on the TechTonic Conversations channel on YouTube.
Read the framework for free: thesummitla.com/the-intelligent-organization

© 2026 The Summit Leadership Alliance
Free to print and share with your team.