



# DUAL FLUENCY

The Leadership Blueprint for  
the Human + AI Workforce

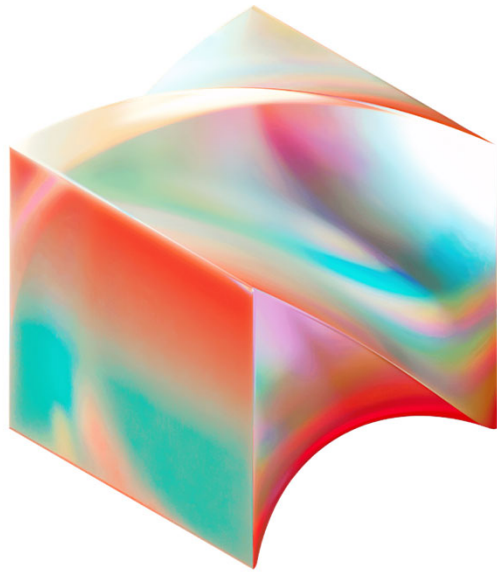
**Lauren Patel**

AI and Digital Strategy

AAIM Employers' Association

Build Together. Lead Together.





**BLOCK**

# 4,000 JOBS GONE. ONE QUESTION ASKED.

“

*What is the minimum number of people we would need to keep the service running at 100%?*

*— Jack Dorsey, CEO, Block*

# MOST COMPANIES ARE LATE

“

*Within the next year, the majority of companies will reach the same conclusion.*

*— Jack Dorsey, Block CEO, February 2026*



HOW WILL OUR REMAINING  
LEADERS LEAD A  
WORKFORCE THAT'S  
***PART HUMAN,  
PART AI?***



Build Together. Lead Together.

# HERE WE GO *AGAIN*



THE INTERNET



COVID



AI



# DUAL FLUENCY

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*The leadership capability to lead a workforce that's part human, part AI*

# WHERE ARE YOU TODAY?

1

*Not At All  
Confident*

5

*Totally  
Confident*



## PEOPLE LEADERSHIP

How confident are you leading people through major change right now?



## AI FLUENCY

How confident are you integrating AI into your team's work?



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# THE LADDER YOU KNOW

*Leadership*



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# AND NOW - A NEW LADDER

*Artificial Intelligence*



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# TWO CLIMBS AT THE SAME TIME



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# **BOTH SIDES BUILT TOGETHER**

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## RUNG ONE

# CAPABILITY



### **Supervising**

Eyes on the work, correcting, doing alongside.



### **Personal Productivity**

Using AI yourself. Faster, sharper, on your own.

### **DUAL FLUENCY PRESSURE TEST**

Have I moved from "doing it well" to "knowing it well enough to teach it, scale it, or systematize it" — on both sides?



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## RUNG TWO

# SCALING



### Managing

Coordinating people and tasks.  
Structure, accountability, systems.



### Departmental Enablement

Team workflows built around AI.  
Repeatable use cases.

### DUAL FLUENCY PRESSURE TEST

Have I built systems that run without me —  
and developed people who can lead them  
— on both sides?



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## RUNG THREE

# INTEGRATION



### Leading

Developing people. Holding vision.



### Enterprise Transformation

AI integrated into operations. A system, not a tool.

### DUAL FLUENCY PRESSURE TEST

Have I stopped running humans and AI as two separate efforts — and started leading them as one operating system?



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# CONVERGENCE.

*Where it gets real.*

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# THREE PILLARS OF DUAL FLUENCY



## DELEGATION

The System



## COMMUNICATION

The Mechanism

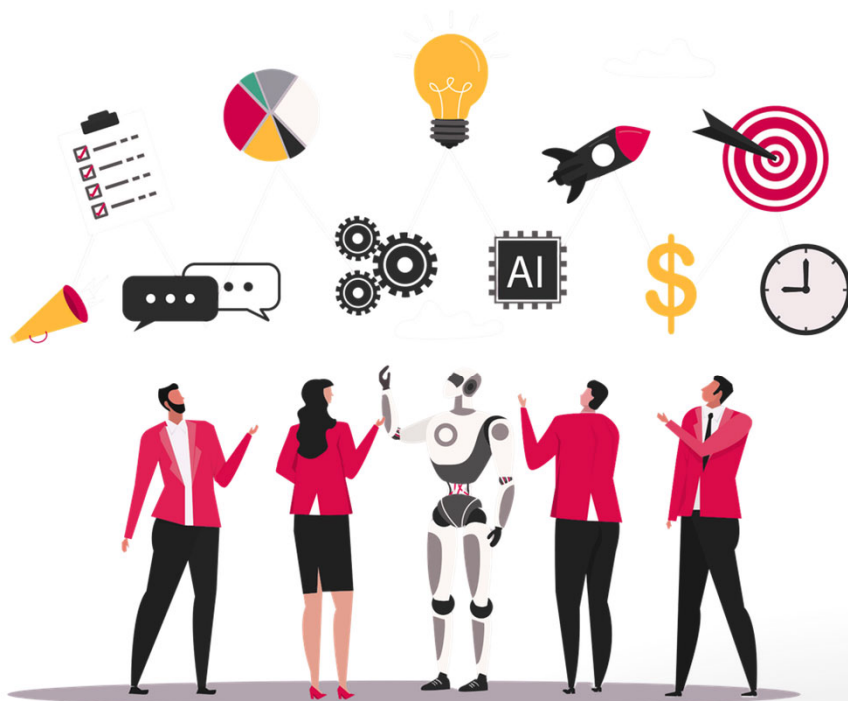


## STEWARDSHIP

The Anchor



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## PILLAR ONE

# DELEGATION

*IS THE NEW SYSTEM*

### ➤ Human Assignments

- Strategic
- Creative
- Forward-Thinking
- Worth human time

### ➤ AI Assignments

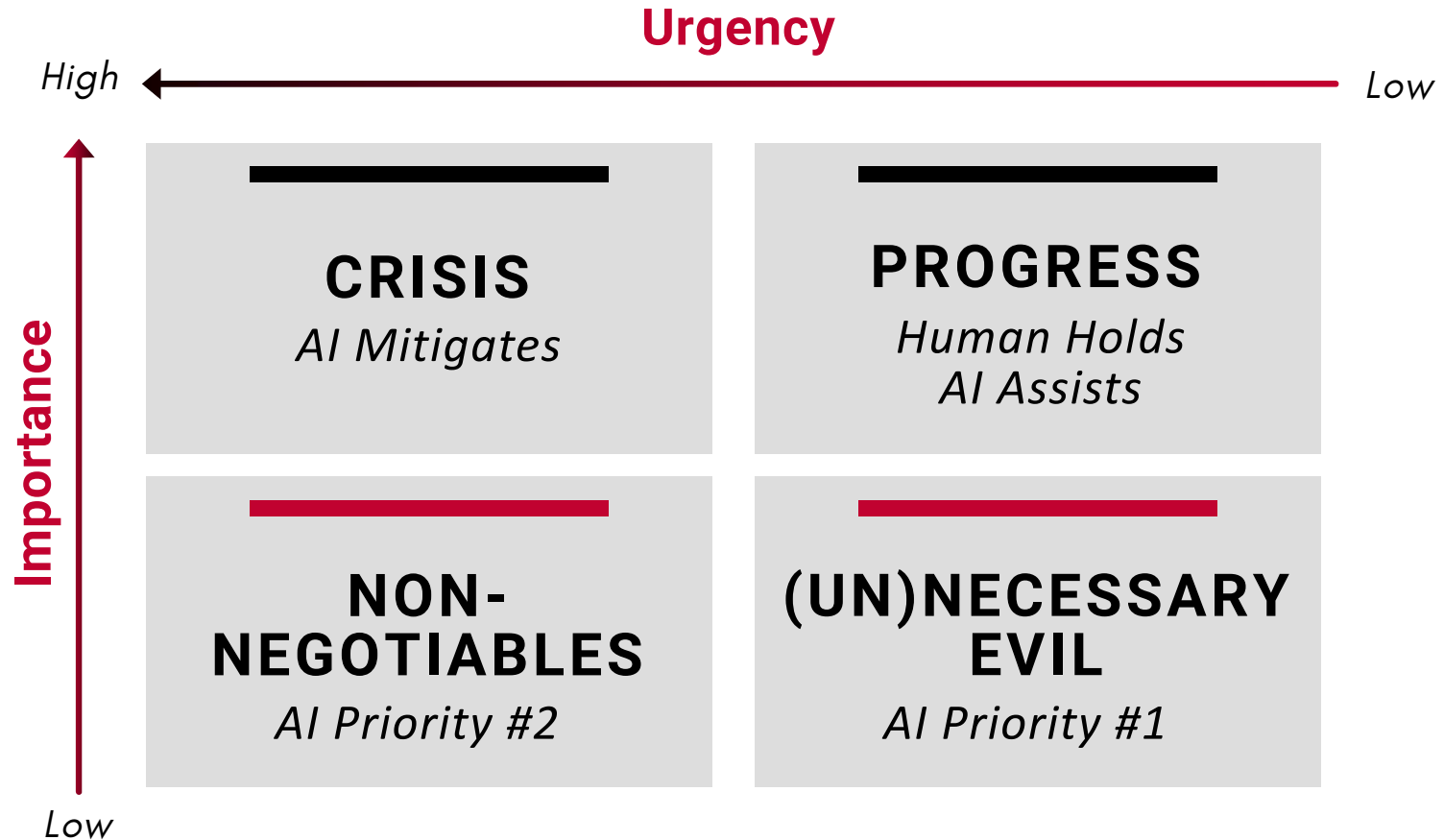
- Repetitive
- Rules-Based
- Fast
- Not worth human effort



### DUAL FLUENCY PRESSURE TEST

Can I articulate why every task on my team lives where it lives — with a human, with an agent, or in the handoff between them?

# THE EISENHOWER MATRIX





## PILLAR TWO

# COMMUNICATION

*TWO AUDIENCES. TWO LANGUAGES*

### ➤ Humans Need Meaning

- What's in it for them
- Room to question, push back
- To know how their work matters

### ➤ AI Needs Precision

- The what, the why, the how
- Explicit constraints and success criteria
- Clear definition of "done"



### DUAL FLUENCY PRESSURE TEST

Where am I giving humans precision when they need meaning – and giving agents meaning when they need precision?



## PILLAR THREE

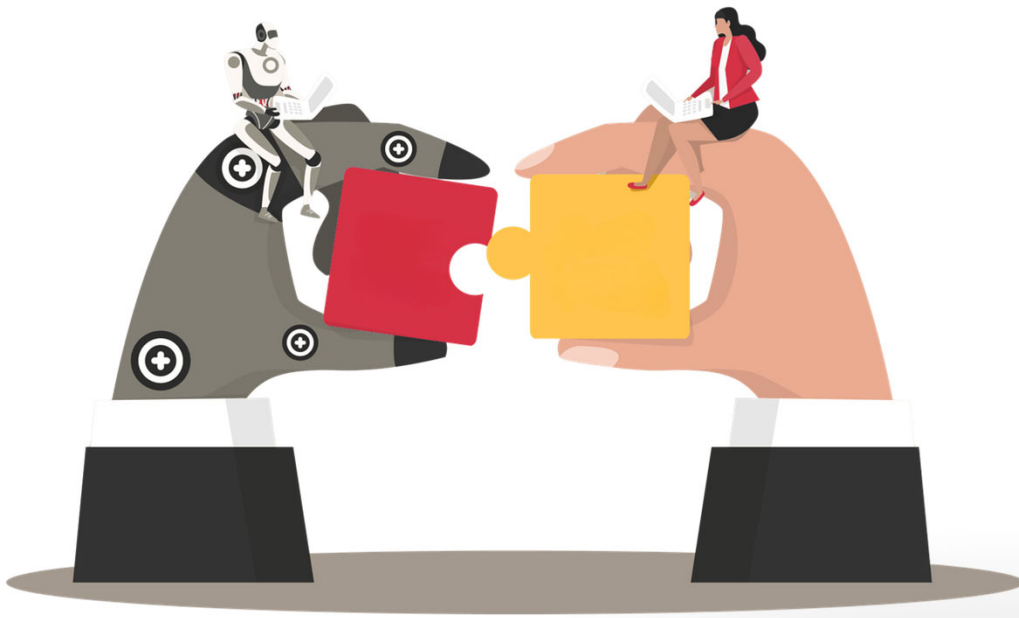
# STEWARDSHIP

*The deliberate work of protecting, developing, and sustaining your people through the weight of what's left.*



### **DUAL FLUENCY PRESSURE TEST**

How will you take care of your people when they're left with only the heavy work?



## THE TWO MOST IMPORTANT WORDS IN DUAL FLUENCY

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# YES, AND

*The discipline that builds stamina on both ladders.*



### DUAL FLUENCY PRESSURE TEST

How can I turn my 'yes, buts' and 'no, buts' on both ladders into 'yes, and's'?

# YOUR DUAL FLUENCY SNAPSHOT

## YOUR DUAL FLUENCY GUIDE



### YOUR PULSE CHECK

Score yourself on each ladder. Be honest — this is just for you.

#### PEOPLE LEADERSHIP

Leading people through major change

1    2    3    4    5

#### AI FLUENCY

Leading AI into your team's work

1    2    3    4    5

## DUAL FLUENCY PRESSURE TESTS

### THE RUNGS

#### RUNG 1 — CAPABILITY

Have I moved from "doing it well" to "knowing it well enough to teach it, scale it, or systematize it" — on both sides?

#### RUNG 2 — SCALING

Have I built systems that run without me — and developed people who can lead them — on both sides?

#### RUNG 3 — INTEGRATION

Have I integrated humans and AI as one operating system — and developed the leadership to hold them together?

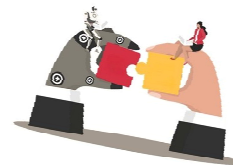


### THE PILLARS

**DELEGATION — The System**  
Can I articulate why every task on my team lives where it lives — with a human, with an agent, or in the handoff between them?

**COMMUNICATION — The Mechanism**  
Where am I giving humans precision when they need meaning — and giving agents meaning when they need precision?

**STEWARDSHIP — The Anchor**  
How will I take care of my people when they're left with only the heavy work?



## YOUR DUAL FLUENCY SNAPSHOT

### 1. WHERE I AM

Leadership:  1  2  3  
AI:  1  2  3

### 2. MY NEXT RUNG

Leadership: \_\_\_\_\_  
AI: \_\_\_\_\_

### 3. ONE COMMITMENT

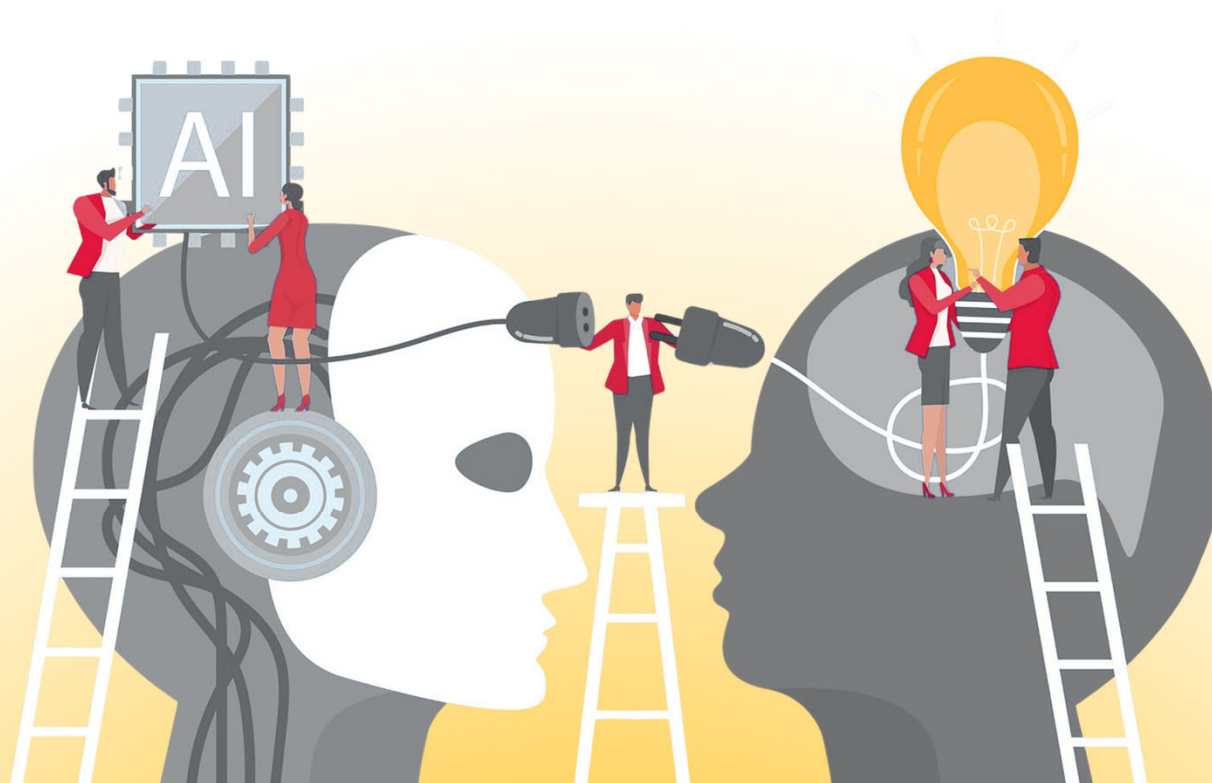
Leadership: \_\_\_\_\_  
AI: \_\_\_\_\_

### THE YES, AND

How will I turn my "yes, buts" and "no, buts" on both ladders into "yes, ands"?

# **BUILD TOGETHER. LEAD TOGETHER.**

*Build both ladders. Stand on the platform. Lead it all as one.*



Build Together. Lead Together.



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SAVE THE DATE

# AI in HR Week

July 20–24, 2026

Sign up for 5 days of free  
videos, resources, and tools!



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