



What do you hand over to AI, and what do you keep yourself?

The smart division of work that unlocks both productivity and quality

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Executive Summary

Many organizations are already working with AI, yet leave most of the value untapped. Not because the tools are lacking, but because employees are not sure what they can hand over to AI and what is better kept in their own hands.

This whitepaper is about Delegation: the skill of dividing work intelligently between people and AI. It is the first and perhaps most important competency within AI Fluency. Without good delegation, you end up using AI as an expensive search engine rather than as a powerful working partner.

The central message: the best AI users are not tech experts. They are people who have a strong grasp of their own field, know what they want to achieve, and on that basis make deliberate choices about when AI is the right tool, and when it is not.

The most effective AI users are first experts in their own field, and only then skilled at delegating to AI, not the other way around.

This whitepaper helps managers, team leads, and knowledge workers make those deliberate choices, with practical guidance, a concrete task-type overview, and an approach you can start using today.

The problem: AI as an extra tool, not a working partner

Most organizations started with AI the same way they once started with the internet: everyone does something with it, but no one has a plan. Employees use AI tools for isolated tasks, but there is no shared approach, no clarity about when AI should or should not be used, and no structure to repeat successes.

The result: AI delivers occasional time savings, but no structural productivity growth. In fact, thoughtless delegation to AI brings its own risks. Anyone who outsources everything indiscriminately to a language model loses grip on quality, context, and accountability.

Three signs that delegation is off track

Do you recognize any of these in your organization?

- Employees copy AI output without checking whether it is accurate.
- AI is only used for simple tasks; more complex work stays off the radar.
- There is no shared understanding of what may or may not be delegated to AI.

These are not technology problems. They are organizational and competency problems. The solution does not start with a better tool, but with a better understanding of what delegating to AI actually means.

What is Delegation within AI Fluency?

Delegation is the first core competency within the 4D framework of AI Fluency. It addresses the question: what do you handle yourself, what do you do in collaboration with AI, and what do you hand over to AI entirely? That sounds straightforward, but it is surprisingly nuanced.

Effective delegation to AI requires three things simultaneously:

PROBLEM AWARENESS

PLATFORM AWARENESS

TASK DELEGATION

<i>What do you want to achieve? What is the problem?</i>	<i>What can different AI systems do, and what can't they?</i>	<i>How do you divide the work smartly between human and AI?</i>
Your expertise as the starting point	Knowledge of the AI landscape	Strategic division of work

Problem Awareness: start with yourself

Before involving AI, you need to know what you want to achieve. That sounds obvious, but in practice people often skip this step. They open an AI tool and start typing without a clear goal in mind. The result is a generic answer to a vague question.

Good delegation starts with your own expertise. What is the problem? What are the constraints? What does a good end result look like? The better you understand the assignment yourself, the better AI can help you.

Platform Awareness: know the AI landscape

Not every AI system is suited to every task. Some models excel at generating text, others at analyzing data, writing code, or summarizing documents. The AI landscape is also evolving rapidly: what is not possible today may be standard practice tomorrow.

Platform Awareness does not mean you need to know everything. It does mean you are willing to experiment, compare, and keep learning. The most valuable knowledge is hands-on knowledge: knowing what works for your specific tasks in your specific context.

Task Delegation: the art of the smart division

Once you know what you want to achieve and what AI can do, the real skill comes into play: dividing the work. Not everything is suited to AI, and not everything needs to be done by a person. The skill lies in making that distinction.

	ROUTINE & REPEATABLE	COMPLEX & CONTEXT-DEPENDENT
HIGH VOLUME	Delegate to AI	Collaborate — Augmentation
LOW VOLUME	Delegate to AI (low priority)	Do it yourself — Human judgment required

Routine, repetitive tasks with high volume are the most obvious candidates for AI delegation. But AI can also add value in more complex work, as a thinking partner, a first draft, or a sounding board. Tasks where human judgment, ethical consideration, or trust relationships are central should always remain in your own hands.

What do you delegate, and what do you keep? Concrete examples

The overview below shows, per task type, what you can effectively delegate to AI and what is better kept in your own hands. This is not a rigid prescription, context always matters, but it offers a practical starting point for conversations within your team.

TASK	DELEGATE TO AI	KEEP YOURSELF
Reports	Draft first version, summarize data	Interpretation, conclusions, decisions

Email management	Categorize, draft responses	Tone, relationship management, sensitive messages
Research	Gather sources, summarize, structure	Quality assessment, adding own insight
Client communication	Standard questions, FAQ, first response	Escalations, tailored advice, relationship management
Strategic decisions	Develop scenarios, analyze data	Final judgment, accountability

The pattern is consistent: AI excels at rapidly processing large volumes of information, generating first drafts, and structuring data. People excel at judging, nuancing, taking responsibility, and preserving context and relationships. The best results come from deliberately combining those two qualities.

What does good Delegation require from an organization?

Individual employees can start delegating better to AI tomorrow. But structural improvement requires more than individual effort. Organizations that take this seriously work on three levels:

People: raise awareness and build skills

Employees benefit from concrete guidance: which tasks in our field are suited to AI delegation? How do I write a clear task description for AI? How do I evaluate the output? This calls for targeted development, tailored to the specific roles and tasks within your organization.

Processes: frameworks and guidelines

Without clear guidelines, everyone delegates differently. Some employees too cautiously, others too recklessly. Organizations that are ahead of the curve establish clear frameworks: which tasks may be delegated to AI, which may not, and what are the quality standards for AI-supported work?

Leadership: lead by example

Managers and team leads who visibly demonstrate how they use AI effectively send a powerful signal to their teams. That also means being honest about what works and what does not. AI delegation is a skill you develop by doing, reflecting, and adjusting.

Governance as the foundation

Who is allowed to share which data with AI? Which AI systems are approved for use? Who is accountable for the quality of AI-supported work? These are not IT questions. They are organizational questions that need to be answered at the leadership level.

How to get started: from awareness to routine

Good AI delegation starts small and grows from there. The biggest pitfall is trying to change everything at once. A phased approach works better:

- **Step 1** — Take stock: identify which tasks in your team are repetitive, time-consuming, and relatively standardized. Those are your first candidates for AI delegation.
- **Step 2** — Experiment: pick one or two tasks and test how AI can support them. Evaluate the output critically. Adjust your approach based on what you learn.
- **Step 3** — Broaden and embed: share successes within your team. Agree on what works. Build it into a shared way of working with clear guidelines.

An AI Readiness Assessment helps determine where your organization currently stands on AI delegation and which steps will have the most impact. Not as an end in itself, but as the starting point for a concrete improvement journey.

Conclusion

AI only becomes truly valuable when you know what to hand over and what to keep. Delegation is not a technical skill, it is a professional one. Just as you learn to delegate to colleagues, you learn to delegate to AI: with insight into the work, trust where it is earned, and control where it is needed.

Organizations that help their employees develop this skill get more structural value out of AI. Not through more tools, but through smarter choices.

Want to know how your organization scores on AI Delegation?

newITera's AI Readiness Assessment maps out where your people, processes, and governance stand today, and what the next concrete step is.

Contact us at laurens.vandebergh@newitera.nl or visit www.newitera.nl

About newITera & Laurens Vandebergh

newITera is a Dutch IT consultancy based in Beuningen, Gelderland. Founded in 2011, initially as a specialized SAP firm, newITera has grown into a broad digital transformation partner. Today, newITera combines deep SAP expertise with services in data analytics, AI, cloud strategy, and low-code platforms. With a team of more than a hundred consultants, newITera serves leading enterprises and multinationals across their full digital transformation journey. What sets newITera apart is its combination of early adoption and deep specialization, as an independent partner that values human connection just as highly as technical excellence.

Laurens Vandebergh is Business Development Manager AI and Project Manager at newITera. With a broad background in technology and organizational change, he guides organizations in defining their AI strategy, conducting an AI Readiness Assessment, and realizing concrete use cases.

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