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How Generative AI Is Redefining Where Managers Create Value

Generative AI Is Changing More Than Efficiency

Generative AI is changing not only how managers work, but where they create value.

Tasks that have traditionally consumed significant managerial time such as gathering and organizing information, drawing on accumulated knowledge to provide direction, and facilitating discussions in meetings, can now be performed far more efficiently with generative AI.

But the implications go beyond productivity. As AI takes on more of the work involved in processing information and generating initial answers, managerial value shifts toward what comes after them: discerning what matters from the information available, framing the right questions rather than simply knowing the answers, and turning discussion into decisions and action.

The managerial challenge in the age of generative AI is therefore not simply whether managers can use the technology, but where they choose to direct the time and capabilities it frees up.

From Managing Information to Shaping Better Thinking

Effective managers have always made it a priority to stay informed. Generative AI does not make that any less important, but it can dramatically reduce the time required to gather and organize information.

Before meeting a prospective business partner, for example, generative AI can quickly synthesize an executive's background, previous public statements, and relevant media coverage. This shifts managerial time away from assembling information and toward understanding the other party's priorities, anticipating potential concerns, and designing a more productive conversation.

The same principle applies when managers develop their teams. When team members can readily access general knowledge and established solutions, the manager’s value lies less in simply providing the answer and more in helping team members deepen their thinking by asking why they see an issue a certain way, what other options might exist, or how their conclusion would change if the underlying assumptions changed.

As information and established solutions become easier to access, creating the conditions for better thinking becomes a more important part of the manager's role.

Redirecting Managerial Time Toward Decisions and Execution

Meetings offer another example of how managerial time can be reallocated.

Much of the time spent in meetings has traditionally gone toward sharing information, structuring issues, presenting options, and building alignment. Generative AI can move more of this work upstream by synthesizing key information, identifying points for discussion, and preparing potential options before participants enter the room.

This creates an opportunity for meetings to spend less time establishing what everyone already needs to know and more time deciding what to do about it.

But shorter meetings are not the objective. Efficiency creates value only when the time it releases is redirected toward better decisions and execution. No amount of analysis or discussion produces results unless it leads to action. If the time saved through generative AI is simply absorbed by further information gathering or routine update meetings, managerial productivity has not fundamentally changed.

The greater opportunity is to redirect that time toward the work where managerial judgment and leadership matter most: framing better questions, engaging in meaningful dialogue, making critical decisions, and driving execution.

In the age of generative AI, managers need to look beyond the question, "What can AI do for me?" and ask instead: "What will I do with the time AI gives back?"

How managers choose to use that time will increasingly define where they create value.

How IGPI Can Help

Adopting generative AI is not simply a technology initiative. As AI takes on more routine analytical and information-intensive work, organizations need to reconsider how managerial time and capabilities are deployed.

At IGPI, we approach this shift as a catalyst for rethinking management itself, from how information flows and decisions are made to how managerial capacity is allocated. This enables organizations to move beyond incremental efficiency gains and redefine where managers can make the greatest contribution.

About the Author

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After joining Cap Gemini and Coca Cola, Kohki joined Revamp Corporation where he managed projects on global expansion and turnaround in various sectors including F&B, healthcare, retail, IT, etc. After joining IGPI, he has managed projects mainly on global expansion and cross border M&A in various sectors such as logistics, IT, telecom, retail, etc. In addition to his broad experience in implementing solutions that has been developed in Western countries, he has developed multiple methods to turnaround Asian companies with focus on setting clear vision and employee empowerment. Kohki has proven the practicality of these methods by turning around Asian companies not only as an advisor but also as senior management.
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