

What Each Person Is Protecting

See what is really at stake for one person on your team

Slow movers are almost never lazy. They are protecting something they built over years, and the new tool is standing too close to it. Fill in five plain fields for one person, and the resistance stops looking like a personality problem and starts looking like a role problem you can solve. Below is a completed example. On the next page, a blank sheet for one person on your team. On the last page, a prompt that turns what you see into a bridge.

Worked Example: A Senior Copywriter at a Small Marketing Agency

Mateo is a senior copywriter at Vega Creative, a twelve-person agency. Nine years in. Clients ask for him by name on launch campaigns. The agency rolled out an AI copy tool three months ago and Mateo has quietly stopped opening it. His manager sits down and fills this sheet in for him.

STANDING What did they build their name on? What took years to master?

Nine years of client work. A dry humor in headlines that has won two industry awards. When a launch is important, the room turns to Mateo. That is his standing.

OVERLAP Where does the new tool touch that expertise?

The AI produces a competent first draft of copy in five minutes. The blank-page-to-decent-draft work, the part Mateo was fastest at in the room, is the part the tool is fastest at now.

SIGNAL How do you see them protecting? What are they doing, or not doing?

In the last two creative reviews he called AI drafts "generic" and "flat" without offering an alternative. He has stopped opening the tool. He is booking more client calls and less desk time. He has not said any of this out loud.

NEW VALUE What is left that only they can do?

The taste that picks which of five AI drafts is worth building on. The brand voice that lives in his head from nine years of client work. The final judgment on what ships to a client and what does not. That is the most valuable part of the job. It is not the part he built his name on.

BRIDGE One move that puts their standing on top of the tool, not next to it.

Ask Mateo to write the brand voice guide the agency's AI will follow, and put him in charge of the review pass on every AI draft that reaches a client. His name goes on the process, not just on the copy. Two weeks in, sit down with him to review what is landing and what is not, and adjust the guide.

Notice the shape: five plain fields, one uncomfortable truth about a role that is changing, and a bridge that puts his judgment at the center of how AI is used, not at the edge of it.

Fill In One Sheet Per Person

Pick one person on your team who is hanging back on AI, and fill in the five fields for them. Write what you actually see, not what you wish were true. If you have several people to think through, print or copy this page and do one sheet per person.

PERSON	ROLE
STANDING What did they build their name on? What took years to master?	
OVERLAP Where does the new tool touch that expertise?	
SIGNAL How do you see them protecting? What are they doing, or not doing?	
NEW VALUE What is left that only they can do?	
BRIDGE One move that puts their standing on top of the tool, not next to it.	

Turn What You See Into a Bridge

Paste the prompt below into your AI assistant, then paste in the sheet you filled out. It will not jump to advice. First it checks whether the bridge you wrote actually meets what the person is protecting, then asks a few focused questions. Answer them, and it will give you a conversation to have this week and a responsibility to hand them within thirty days.

You are helping me act on a "What Each Person Is Protecting" worksheet I filled out for one member of my team.

Below is what I wrote. It has five parts:

- STANDING: what they built their name on.
- OVERLAP: where the new AI tool touches that expertise.
- SIGNAL: how I see them protecting.
- NEW VALUE: what is left that only they can do.
- BRIDGE: one move I think puts their standing on top of the tool.

Do NOT jump to advice yet. First, do this:

1. Reflect back what this person is really protecting, in your own words, and check whether the BRIDGE I wrote actually addresses it.
2. Point out anything I may be missing (a fear I did not name, an assumption that could backfire, a role change I have not said out loud).
3. Ask me up to three focused questions to fill those gaps.

Then stop and wait for my answers.

Once I have answered, give me:

- A short read of what is really at stake for this person.
- A conversation to have with them this week, including the first sentence I should open with and one thing I should not say.
- One concrete responsibility to hand them within thirty days that puts their judgment at the center of how AI is used, not at the edge of it.
- One antipattern to avoid, so I do not accidentally make it worse.

Keep it practical and plain. Assume I run a small business and I am not technical.