

Chief Executive

LEADERSHIP · O*NET 11-1011.00 · CHIEF EXECUTIVES

SET DIRECTION, FREE UP YOUR WEEK, AND LEAD AN AI-READY ORGANISATION.

1 YOUR ROLE TODAY

Chief executives set strategy, make the final calls, and answer for results. Most of the role is judgement, relationships and accountability — none of which moves to a machine. What can move is the reading, drafting and prep that fills the diary around those calls.

WHAT THE JOB INVOLVES

- Direct and coordinate operations to meet strategy and budget.
- Confer with boards and senior staff on policy and operations.
- Prepare and review reports, briefings and board papers.
- Analyse operations to find cost, performance and risk issues.
- Negotiate and approve contracts and major commitments.
- Represent the organisation to staff, partners and the public.

SKILLS THAT MATTER MOST

- Judgement and decision-making
- Active listening
- Reading comprehension
- Critical thinking
- Coordination
- Persuasion

O*NET job zone: Job Zone 5 — extensive preparation, long experience.

2 THE FOUR COPILOT TOOLS

COPILOT CHAT	Free, secure chat. Works from the open web and anything you paste or upload. No access to your internal files unless you give it.
M365 COPILOT	Sits inside Word, Excel, PowerPoint, Outlook and Teams. Works on your own emails, files and meetings (only what you already have permission to see).
COPILOT COWORK	You hand over a longer job and it works through the steps, showing progress so you can steer. Good for multi-stage work that used to eat an afternoon.
COPILOT AGENTS	A custom helper you (or IT) set up once to handle a specific, repeatable job — answering a common question, triaging a queue, drafting from a template.

3 AI OPPORTUNITY MAP

Where the four tools fit the real work — with a practical example for each.

TASK	BEST TOOL	PRACTICAL EXAMPLE
Read long board packs and reports before a decision	M365 COPILOT	Ask Copilot in Word to summarise a 40-page pack into one page of key points and open questions.
Draft board updates and all-staff messages	M365 COPILOT	Draft a board update from your notes and last quarter's figures, in your own plain tone.
Prep for a meeting with a partner or investor	COPILOT CHAT	Brief yourself on a company or sector from public sources before the call.
Pull a cross-functional view for a decision	COPILOT COWORK	Delegate: gather the latest from Finance, Sales and Ops files and produce one briefing with the trade-offs.
Track strategic actions across the leadership team	COPILOT AGENTS	An agent that chases action owners and reports status into your Monday review.
Stress-test a plan	COPILOT CHAT	Ask for the strongest case against your proposal, and the three assumptions it rests on.

4 SKILLS TO BUILD

The AI-literacy habits this role needs.

- Briefing well — saying what you want, for whom, and what 'good' looks like.
- Reading AI output like a board paper: trust nothing, check the source, sign it off.
- Knowing which surface fits which job (a quick ask vs. a delegated piece of work).
- Setting the tone from the top: visible, sensible use that others can copy.

5 GETTING STARTED — 3 QUICK WINS THIS WEEK

- ✓ Summarise your next board pack to one page in Copilot in Word; mark it up by hand.
- ✓ Draft one all-staff message in Copilot, then edit it into your own voice.
- ✓ Ask Copilot Chat for the three biggest risks in a decision you're weighing this week.

6 GETTING AHEAD — YOUR 90-DAY PLAN

Days 1–30 · Get started	Use Chat for prep and summaries daily. Pick two recurring documents (board update, weekly note) and draft them in M365 Copilot.
Days 31–60 · Build the habit	Delegate one multi-step prep job to Cowork each week. Name an executive sponsor for adoption and set a simple usage measure.
Days 61–90 · Lead it	Commission one agent for a leadership-team chore. Share your own use openly. Put AI literacy on the development plan for your top team.

7 WHERE TO LEARN NEXT

Four short intro courses, in order. Start at the top.

- 01** Start with Copilot Chat
The no-risk way in. Ask, draft, summarise, compare. One hour.

02 Work inside M365 Copilot
Use it in the apps you already live in: Outlook, Word, Excel, Teams.

03 Delegate with Copilot Cowork
Hand over the multi-step jobs. Learn to brief, check and steer.

04 Build a Copilot Agent
Turn your most repeated task into a helper that runs itself.

Sources — Occupation overview: O*NET 30.2, occupation 11-1011.00 (oneline.org/link/summary/11-1011.00) and the ESCO occupational profile (esco.ec.europa.eu). Copilot tool descriptions: Microsoft 365 Copilot and Copilot Cowork product documentation, Microsoft, May 2026. AI mapping and pathways: Craig Stanley Studio. Verify figures and policy against your own systems before acting.

