OptiField

MaestroOS™

Leading an AI-assisted operation

Turning more done into better decisions

One day · about 5.5 contact hours · 20–24 participants

Classroom or virtual instructor-led · no software, no coding, no prerequisites

For the people who have to make AI pay: the leaders of technical teams. Not an introduction to artificial intelligence, and not a transformation framework — a working day on how to organise, delegate, govern and measure decisions when producing analysis has become almost free.

About this course

AI gives an organisation more done. It does not give it more decided — and the gap between those two is where the investment leaks away. Producing an option now costs almost nothing. Being wrong costs exactly what it always did. Checking costs more, because there is more to check. An operating model built for the old economics quietly turns a real technical advance into a larger pile of unread recommendations.

Shown a better way to run production optimisation, a discipline lead once asked: how will the day of our engineers look if we start working the way you suggest? That is not a software question, and it is the one most organisations cannot answer — which is why so many of them buy the technology and keep the working week that made the technology unnecessary.

This course answers it. Participants map their team's decisions rather than its processes, decide what can now be delegated and what must not be, set the evidence a decision has to meet, triage more machine-produced recommendations than anyone could verify, and leave with a measurement scheme that tells them within a month whether any of it is working. Every session ends in a concrete change to somebody's working week.

Who should attend

- **Asset, operations and maintenance managers** accountable for output, cost and safety at the same time.
- **Discipline and team leads** who approve work they did not produce, and increasingly did not watch being produced.
- **Digitalisation and data leads with authority** who are asked to show what the organisation got for its investment.
- **Planning, performance and improvement staff** who translate targets into what people actually do on Monday.

No technical prerequisite, no coding, and no mathematics beyond arithmetic. Teams from the same organisation get more out of it than individuals do.

What participants will be able to do

1. Explain what AI changed in economic terms, and what it did not change.
2. Map a team's decisions, assign ownership, and classify them by reversibility and consequence.
3. Set an evidence standard for each class of decision, and delegate against it without losing control.

4. Triage a volume of machine-produced recommendations that exceeds the capacity to check it — and defend the rule they used.
5. Name the decisions that move a given target, and measure those decisions rather than the activity around them.
6. Separate decision quality from outcome quality, and run a review that does not confuse the two.
7. Decide where approval must remain human, and make that boundary explicit and auditable.
8. Redesign one routine in their own team, and state how they will know in a month whether it helped.

The day

Session	Focus
What actually changed	The economics in three lines, not a technology briefing: an option costs almost nothing to produce, being wrong costs what it always did, checking costs more
What does Tuesday look like?	Participants describe their own team's working day as it is now — who produces what, who waits for whom, and where a decision actually gets made
The inbox you cannot check	More recommendations than can be verified, with a cost for acting on a wrong one. Teams build and defend a triage rule
Decision rights	Mapping decisions rather than processes: owner, reversibility, consequence. What can now be delegated precisely because options became cheap
Evidence standards	Provenance, stating in advance what would change your mind, and the decision record — as the mechanism that makes delegation safe at scale
Where the human stays	Consequence against reversibility; where approval authority must remain human and traceable; and a plain taxonomy of what "AI" actually means here
How you know it is working	Why adoption, licences and hours saved measure the thing that became cheap — and what to measure instead. Mapping a target to the decisions that move it
Design your cadence	The decision log, a weekly review that examines decisions rather than activity, and what to stop doing. Each participant leaves with one change, with a date on it
Awake, not afraid	Close. People make mistakes too; nobody is flawless. The aim is a system where errors are catchable, not a culture that pretends they are impossible

THE EXERCISE PEOPLE WILL DESCRIBE TO COLLEAGUES

Teams are handed more machine-produced recommendations than anyone could verify in the time available — plausible, well written, and carrying a stated cost for acting on a wrong one.

They cannot check everything, and they are not allowed to ignore everything. They have to produce a triage rule and defend it: what gets checked, what is accepted, what is rejected unread.

It is the question every organisation now faces and few have answered deliberately: not how to produce more analysis, but how to decide what deserves attention.

What participants take away

- **A decision map for their own team.** Owners, reversibility, evidence standard.
- **A measurement scheme that survives scrutiny.** Including the discipline of not judging a decision by its outcome.
- **One redesigned routine, with a date.** Small enough to start on Monday, specific enough to check in a month.

Delivery and what the venue needs

- **Format.** One day, classroom or virtual instructor-led, in-house or open enrolment.

- **Vendor-neutral.** No product is taught, demonstrated or recommended. What the course specifies is what any tool must be able to show — where its numbers came from, and what it does not know.
- **Confidentiality.** Participants work on their own organisation's decisions on their own paper. Nothing is collected, and nothing is shared with the room unless they choose to.
- **The room.** Tables that can be arranged for small groups, a screen, and printing. No network access is needed and nothing is installed.

The trainer

Milana Ayzenberg spent four years inside Equinor's enterprise change programme. She was Portfolio Owner for Agile Competence, responsible for the competence portfolio and for a team of coaches supporting a $5 billion project portfolio, and worked as a Lean coach on the company-wide roll-out of Lean principles — continuous improvement, and breaking strategy and performance targets down into decisions teams could actually act on. She ran the “Agile for leaders” programme: how to organise people into high-performing teams, what mandate to give them, and what tools they need.

As project lead she coordinated nine to eleven workstreams through Equinor's six-month corporate review, delivering the programmes prioritised by the corporate executive committee, with no external consultants. She is a certified Lean Six Sigma Green Belt.

She is also a PhD geophysicist with an MSc in applied mathematics and 25 years in subsurface characterisation, uncertainty quantification and decision analysis; earlier at Equinor she was Principal Researcher in Reservoir Geophysics, conditioning reservoir models on dynamic data with ensemble methods and setting drainage and well-placement strategy for brownfields. She taught Reservoir Geophysics at NTNU as Acting Professor, and is co-founder and CTO of OptiField.