

The Goldilocks Problem

Copilot Studio, Cowork, and Scout are built for three different people.

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Too hot.

Too cold.

Just right.





**Most enterprise AI failure isn't
capability mismatch.**

It's persona mismatch.

Three people, three tools



Builder

Wants to construct and scale.

RARE

Delegator

Wants the work done.

THE VAST MAJORITY

Operator

Wants to innovate and collaborate.

A SMALL CROWD

How many of each you have is the whole rollout question. Nobody checks.

What I don't mean



Operator

Not OpenAI's product. Not IT ops. One who mindfully operates their own work.

Builder

Adjacent to Microsoft's “maker,” but broader as either a team or an individual.

Delegator

Native to middle management and beyond, not literal swamps.

Shipped in inverse order of population

SHIP ORDER

FIRST

Copilot Studio

THEN

Copilot Cowork

THEN

Microsoft Scout

POPULATION

WIDEST

Delegators

NARROWER

Operators

RAREST

Builders

A product catalog is rarely a well-kept garden path.

Which one are you?



Not who you'd like to be. Who you are on a Tuesday afternoon.

A

Builder

I want to construct one.

B

Delegator

I want the work done.

C

Operator

I already automate my own work.

Copilot Studio assumes a maker



Someone who wants to construct, maintain, and govern an agent - not just use one.

- Opens a blank canvas and is happy.
- Thinks in skills, actions, and environments.
- Expects to still own the thing next quarter.

Studio enables Builders to make – for themselves or for others.

What you build is a product you now own



Just right - for the Builder

Maintenance, lifecycle, and governance land on you the moment it ships.

Every agent is a small piece of software with no product manager. Multiply that by the number of people you just handed the canvas to.

The failure isn't the tool. It's handing it to someone who thought they were getting a shortcut.

The rollout mistake happening right now



Market Studio to everyone.

A hackathon, a leaderboard, a wall of half-finished agents, a flat line six weeks later.



Route Studio to the few who want to build.

Builders self-identify the moment you offer them a canvas. Let them.

Builders are rare. Many rollouts resourced them like they were everywhere.

A new class of direct report



Most ICs have never managed anyone. Cowork hands them a very new kind of employee.

It does exactly what you said. Mostly. It doesn't read your mind, doesn't check back in excessively, and doesn't know what your version of “good” looks like unless you told it.

Just right - for the largest population.
With a catch: it demands a management skill almost nobody was taught explicitly.

Copilot Cowork: where it actually stands



- Generally available, worldwide.
- Compliance surface complete - admin controls and spending policy.
- Off by default until someone deliberately turns it on.

This is the out-of-the-box one – just right for most

The meter is the tell



Cowork bills by consumption. That changes the adoption calculus before a single feature does.

PER SEAT

Adoption is free once you've paid. Get everyone using it.

METERED

Every task has a cost. “Get everyone using it” becomes a budget risk.

A metered tool assumes someone can tell whether the output was worth it. Who checks yours?

Nobody trained anyone to delegate

We handed the workforce a direct report and no management training. Then we called it an adoption problem.



Writing
handoffs



Setting acceptance
criteria



Reviewing
unsupervised work



Running
feedback loops

Four management skills and not one of them is an explicitly AI skill.

L&D already owns this curriculum



Delegation. Expectations. Feedback. Reviewing work. It's the first-time-manager course — it already exists, with a budget and an owner.



Teach prompting.

A syntax that changes every six months.



Teach scoping, acceptance criteria, and review.

Transfers to every tool that ships after this one.

Your AI enablement partner is in a different castle. Go find them!

Mindful operation and partnership.

Delegator

Hands off the work. Reviews what comes back.

Builder

Constructs a thing. Ships it to other people.

Operator

Holds the controls while the machine is running.

Operators position themselves as partners to their processes.

**Preview. Frontier only. Attestation.
No government clouds.**

Verified as of 8/19/2026

This WILL change, but is our baseline here and now.

What the job actually asks of you



Halfway between handing off and building - and the least forgiving of the three.

Comfort

Scout will throw permission requests and PowerShell script at you without blinking. Workspaces, permission tiers, shell approvals – Be ready!

Skill

You can tell the agent is wrong before the damage lands. You read the command, not just the summary.

Foresight

You scope the blast radius before you start. Nobody else in this talk has to think that way.

Autopilots don't ship with a shallow end



With Cowork, **a bad handoff wastes a task.**

With Studio, **a bad agent gets caught in review.**

With Scout, **a bad approval just runs.**

Even the most capable test pilot veteran should collaborate on a safety net.

Right user, right governance

**An autopilot isn't a tool you adopt.
It's a coworker you onboard.**

In its current state, Scout exemplifies Frontier Business exploration.

The persona map

Fit, supply chain, and readiness — the whole argument in one frame.

WHO YOU ARE	THE TOOL	WHAT IT ASSUMES ABOUT YOU	WHAT IT COSTS YOU	READINESS GATE
Builder RARE	Copilot Studio	You want to construct, maintain, and govern - not just use.	Ownership. You now maintain a product.	A named lifecycle owner before it ships.
Delegator THE VAST MAJORITY	Copilot Cowork	You need the work done, not a tool built.	Skill. Management nobody taught you.	Delegation training, and a meter someone watches.
Operator A SMALL CROWD	Microsoft Scout	You understand business process and don't panic when a terminal command pops up.	Readiness. Accountability and a local blast radius.	A governance plan and understanding of the risks.

Not one of these is a better version of another. They were never competing.

Route people to their rung



Don't market all three to everyone. That produces three confused groups and one frustrated one.

Builders Studio — plus a named lifecycle owner.

Delegators Cowork — plus delegation training.

Operators Scout — when governance and accountability are locked in.

Real users are complicated and rarely wholly a single persona. **Plan ahead for cross-tool curiosity.**

Where do you see the most value?



For you, your team, or your whole org.

A

Builder

Constructing value daily.

B

Delegator

A force of value multiplication.

C

Operator

Value from agentic partnership.

Persona mismatch doesn't file complaints.

It shows up as **silent abandonment**.

They try it twice, it doesn't fit the shape of their job, and they go back to the old way.
It reaches you as a flat line six months later.



Fit is manufactured.

Nothing is just right out of the box.

Someone owns persona routing, readiness gates, and the meter.

That's a function, not a one-time project.



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People-First AI at All Scales

