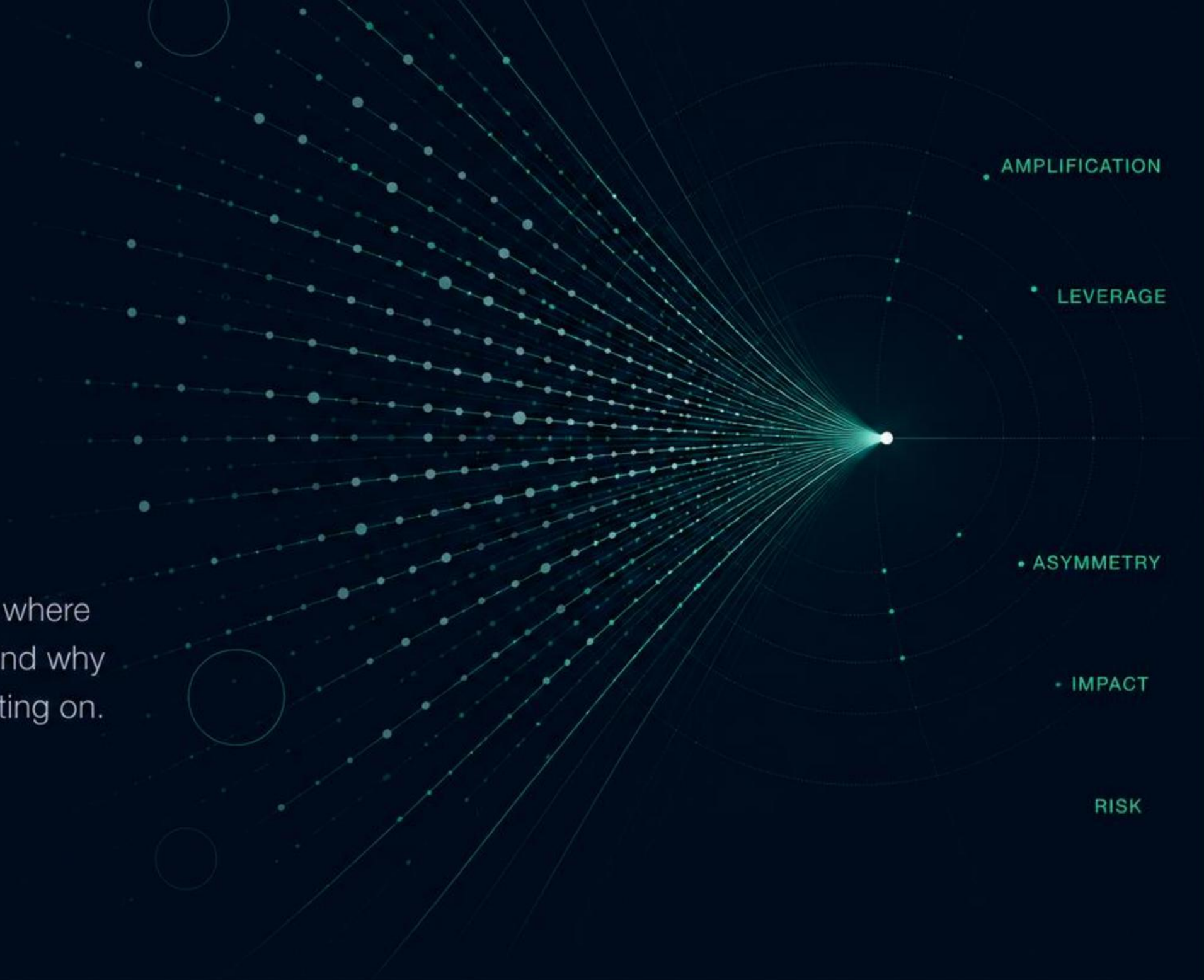


# AI Is Cognitive Leverage.

A note on cognitive leverage, the two layers where it is already operating inside organizations, and why this might matter more than anyone is yet acting on.

Personal POV by *Estefanía Molina*



There is a concept in finance  
*I cannot stop connecting to AI.*

AI is not capability.  
AI is leverage.

In finance, leverage allows a small base of capital to control disproportionately larger outcomes.

It amplifies **returns**.

It amplifies **losses**.

AI applies that same property to cognition - multiplying whatever cognitive capacity already exists.

Like all leverage, it amplifies both **capability** and **risk**.

SMALL UNDERLYING  
POSITION  
(cognitive capacity  
in the system)



AMPLIFIED OUTCOME  
(RETURNS)

Disproportionate  
positive impact

LEVERAGE  
MULTIPLIES  
OUTCOMES

AMPLIFIED OUTCOME  
(LOSSES)

Disproportionate  
negative impact

# The first layer: same inputs, divergent outcomes.

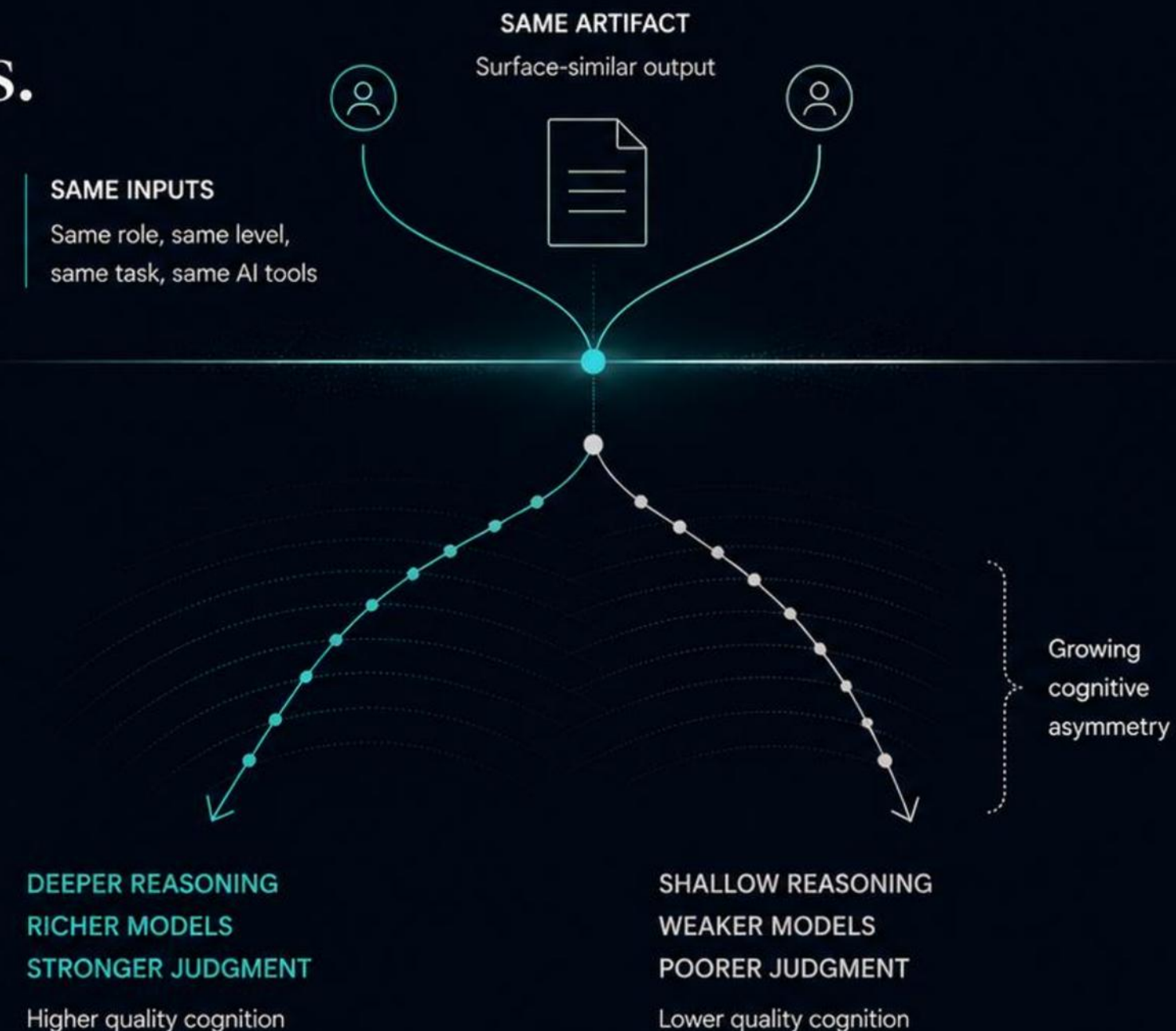
Two people with the same role, the same level, the same task, and the same AI tools can now produce surface-similar work - while the underlying reasoning quality remains radically different.

**Pre-AI:** rigor manifested in the artifact.

Better thinkers produced visibly better work.

**With AI:** fluency is cheap, polish democratized, structure automated. The signal has collapsed.

**Cognitive asymmetry** may actually be increasing - precisely as visual asymmetry is disappearing.



LAYER 2 · THE DESIGNER

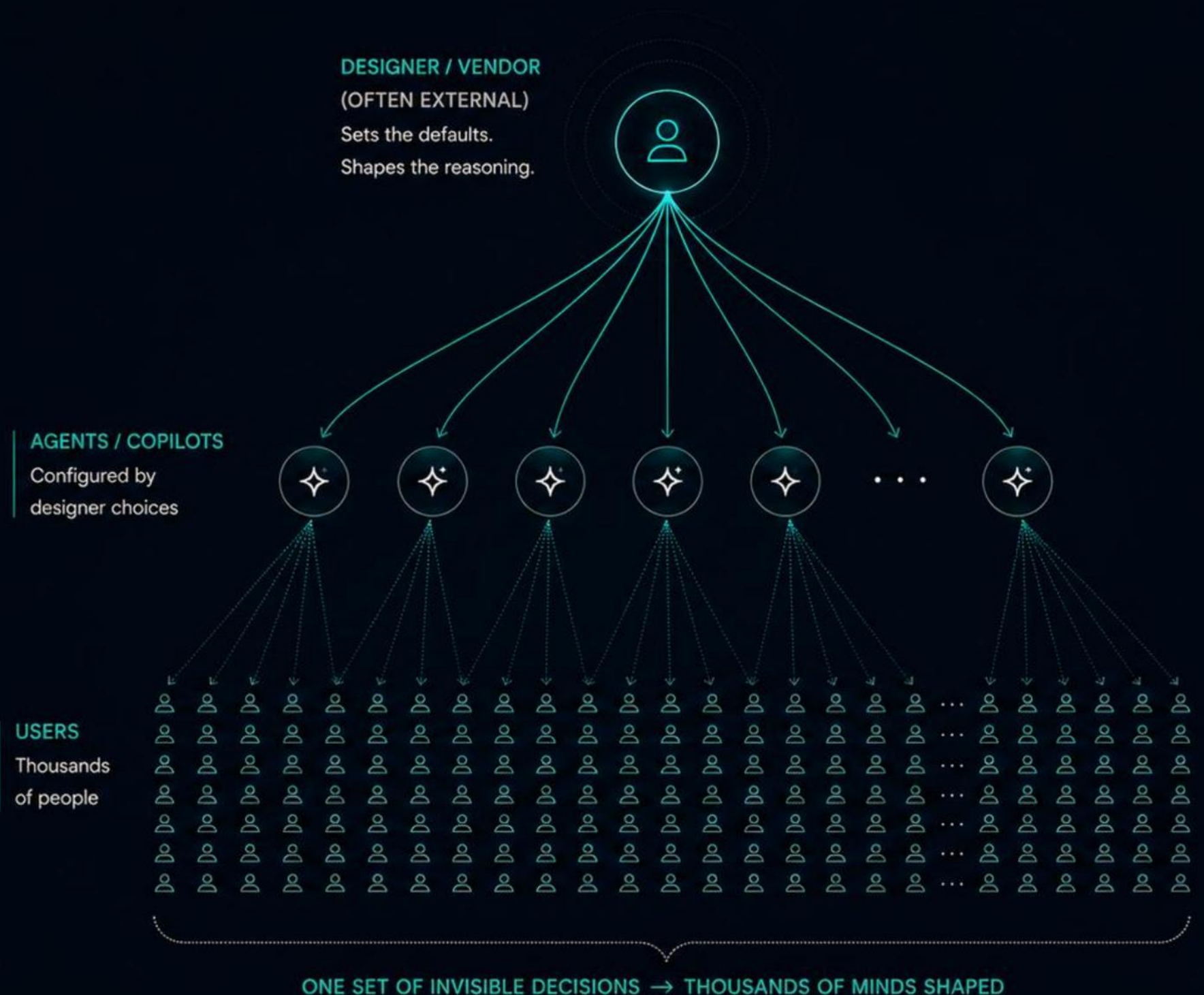
# The second layer: a few invisible decisions, conditioning thousands.

The agents users reason with are not neutral. Behind each one: a master prompt, a knowledge domain, a role, a tone, a set of assumptions.

One designer's choices propagate to thousands of users. One person's cognitive priors become the cognitive priors of thousands.

The most influential designers today - vendors - sit outside the organization entirely.

Designer-layer leverage scales exponentially.

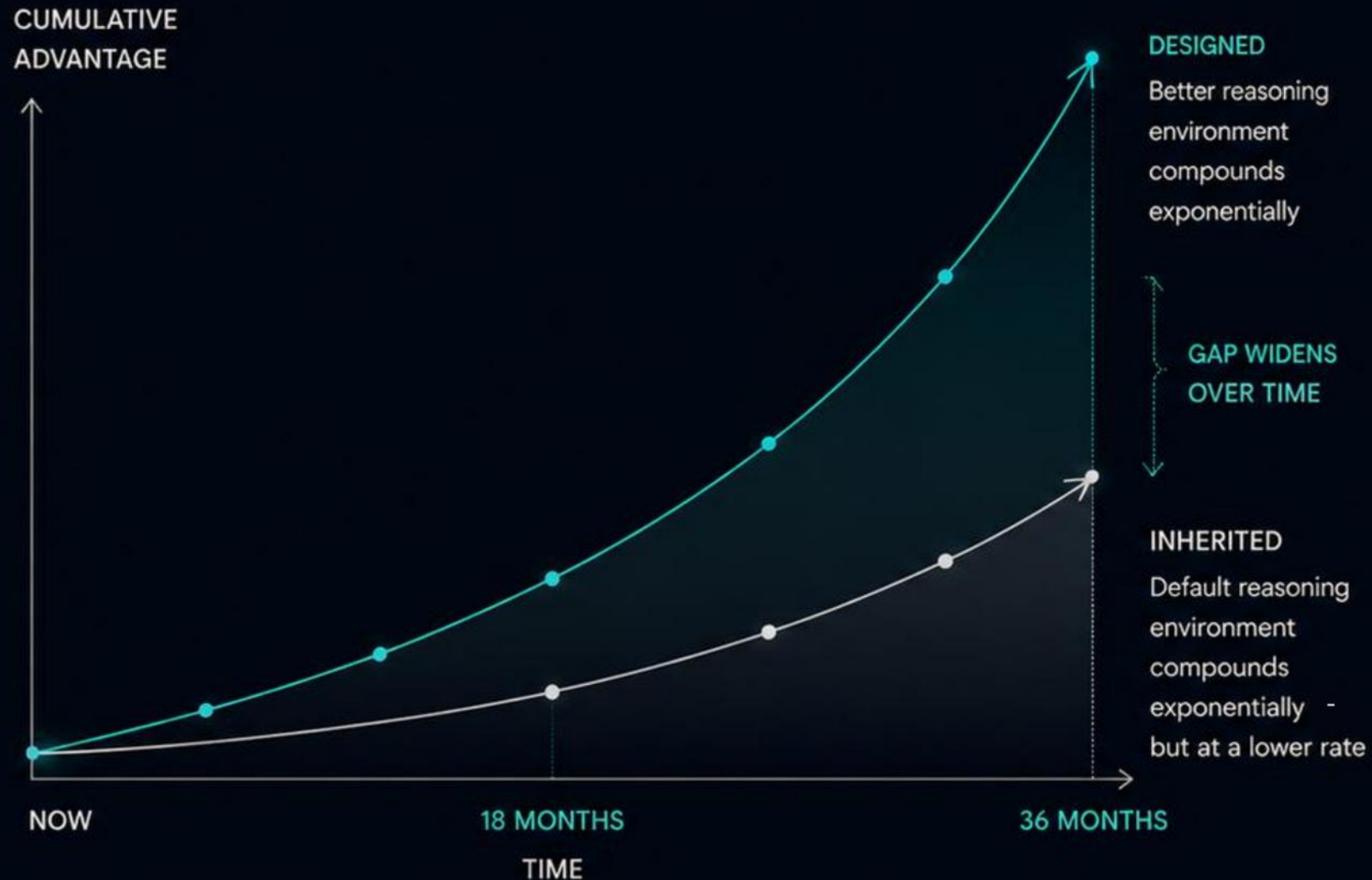


# Tolerable today. Defining in 18–36 months.

The cognitive priors propagated by agents have not yet compounded long enough to show in P&L. Leadership teams do not feel the asymmetry yet, because the system has not run long enough to surface it.

As AI commoditizes execution, the differentiator migrates upward - into the conditions under which decisions are reasoned about.

Cognitive leverage amplifies whatever decision architecture is already in place. Pre-AI, the gap mattered at margins. With AI, the same gap determines outcomes at scale.



## TOLERABLE TODAY

Asymmetry not yet visible in financial outcomes



## EMERGING SIGNALS

Disparities begin to surface in quality, speed, and judgment



## DEFINING DIFFERENCE

Outcomes diverge materially. Benefits compound. Gaps are hard to close.

# Three questions most leadership teams cannot yet answer.

1

Where in our organization is cognitive leverage being applied today?

Not which tools - which decisions and forms of reasoning are being amplified, and on whose cognitive capacity.

---

2

Who is currently conditioning that leverage?

Vendors, internal teams, individual employees, defaults. Each implies a different incentive structure shaping how the organization reasons.

---

3

Are those conditions aligned with our strategy, or have we absorbed them by default?

---

*Each is an addressable diagnostic now.  
None is addressable retroactively.*

# The choice is now *design or inherit.*

READ THE FULL ESSAY

[emolina.ai/essays/ai-is-cognitive-leverage](https://emolina.ai/essays/ai-is-cognitive-leverage)

RESPONSES WELCOME

[letters@emolina.ai](mailto:letters@emolina.ai)



## DESIGNED

The CxOs who act now  
will design the leverage  
their organization  
operates with.



## INHERITED

The CxOs who wait  
will inherit what others  
have designed  
for them.

*The architecture being absorbed today  
may become the organizational logic operating tomorrow.*



Full essay:  
[emolina.ai/essays/ai-is-cognitive-leverage](https://emolina.ai/essays/ai-is-cognitive-leverage)



Responses:  
[letters@emolina.ai](mailto:letters@emolina.ai)



LinkedIn:  
[linkedin.com/in/estefaniamolinae](https://linkedin.com/in/estefaniamolinae)