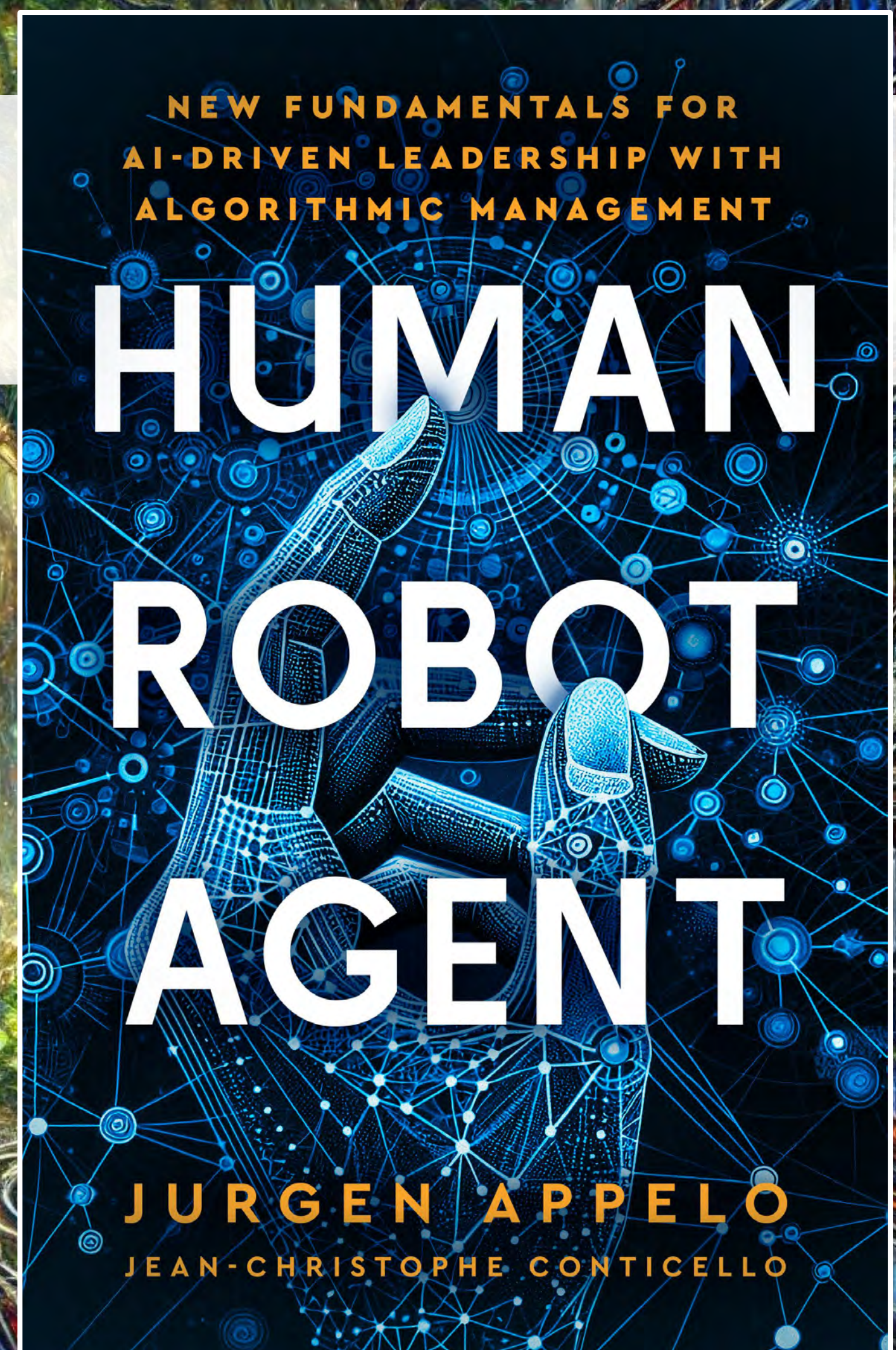
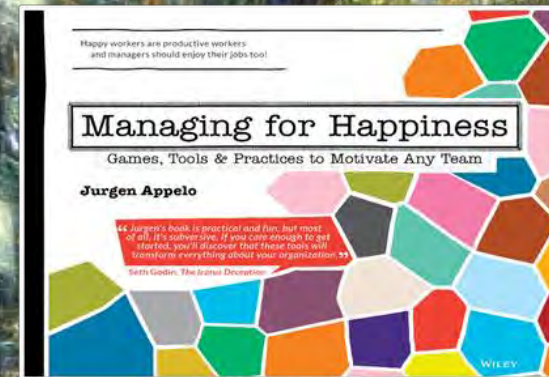
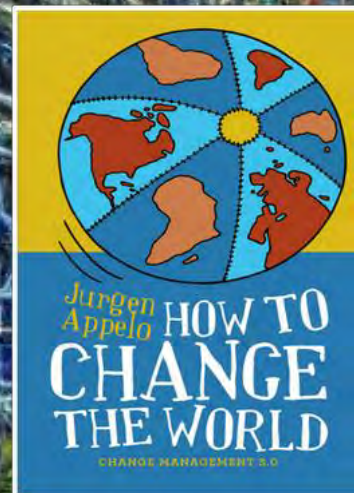
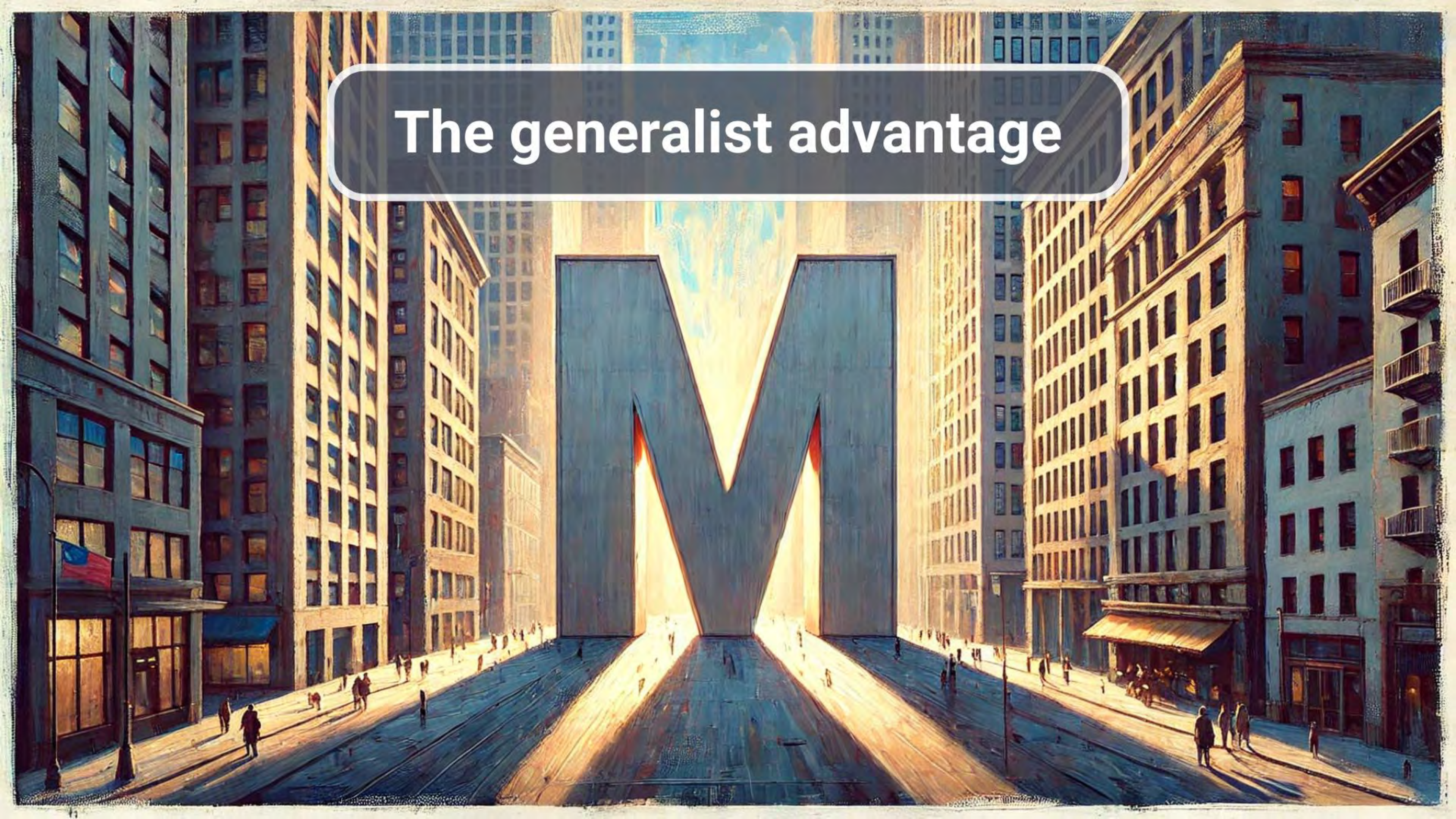


HUMAN ROBOT AGENT

Redesigning Work in the Age of AI



The generalist advantage



“The bigger the picture, the more unique the potential human contribution. Our greatest strength is the exact opposite of narrow specialization. It is the ability to integrate broadly.”

Range

Why Generalists Triumph in a Specialized World

David Epstein

#1 NEW YORK TIMES BESTSELLER

RANGE

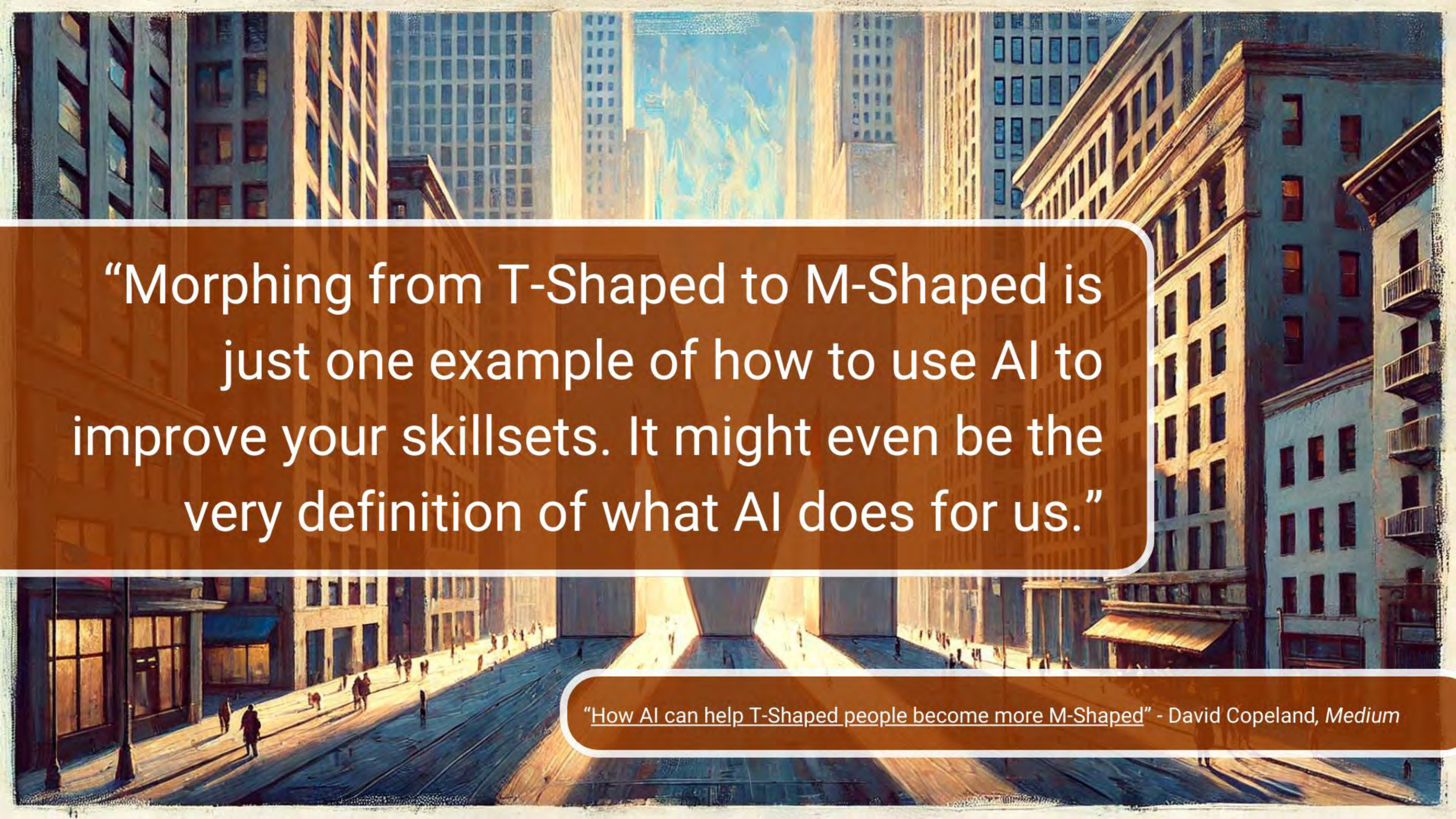
WHY GENERALISTS TRIUMPH
IN A SPECIALIZED WORLD



“I loved RANGE.”
—Malcolm Gladwell

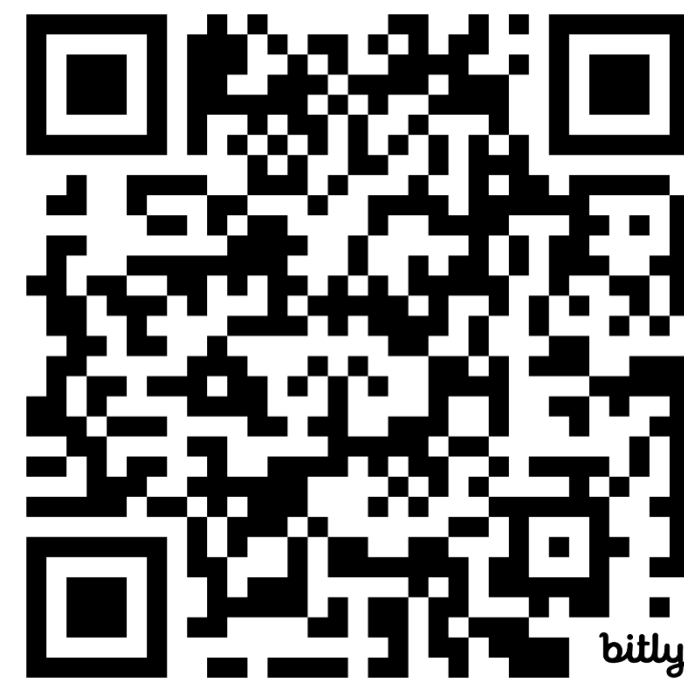
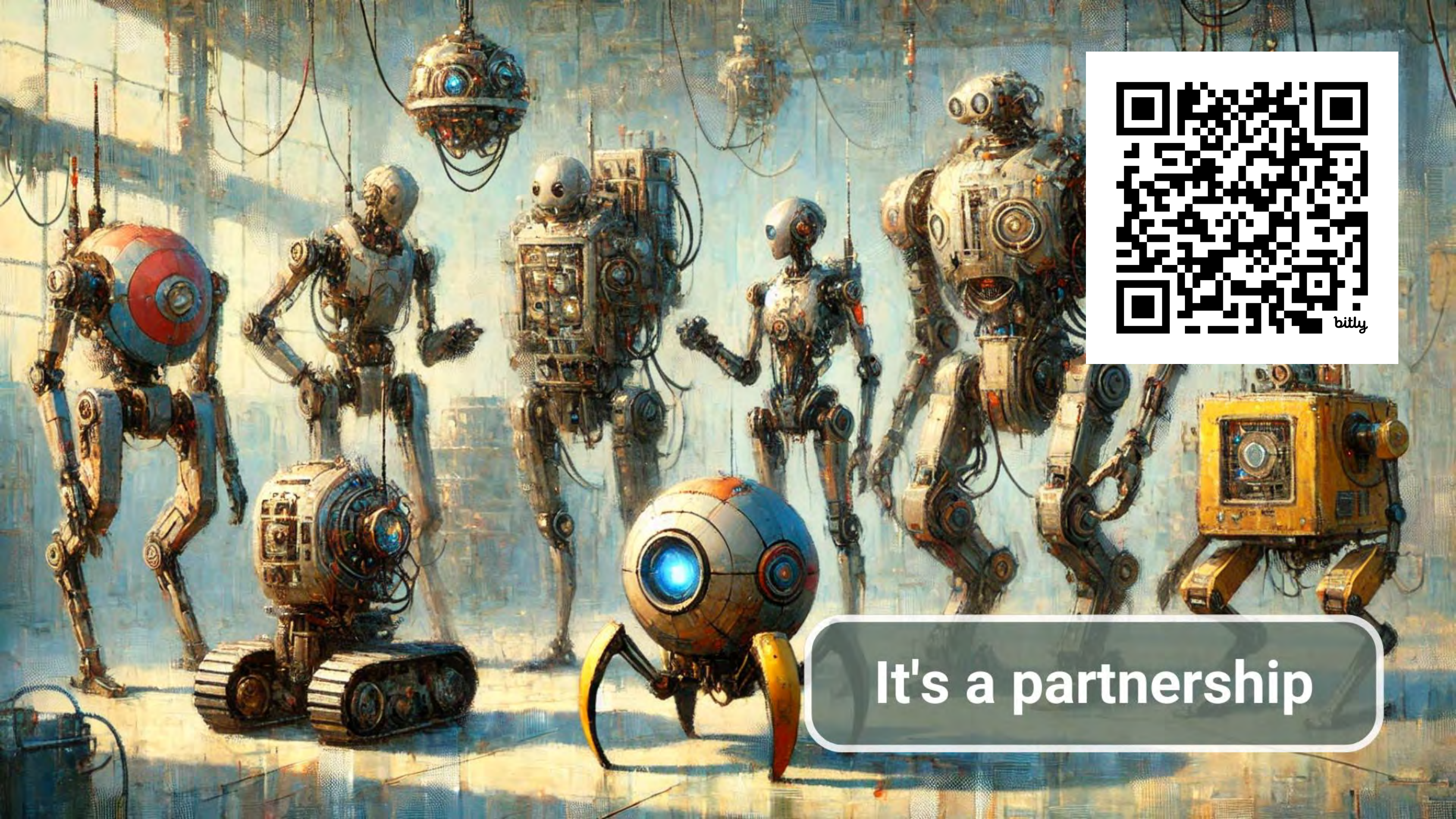
DAVID EPSTEIN

AUTHOR OF *THE SPORTS GENE*



“Morphing from T-Shaped to M-Shaped is just one example of how to use AI to improve your skillsets. It might even be the very definition of what AI does for us.”

“How AI can help T-Shaped people become more M-Shaped” - David Copeland, *Medium*



It's a partnership

“Machines are doing what they do best: performing repetitive tasks, analyzing huge datasets, and handling routine cases. Humans are doing what they do best: resolving ambiguous information, exercising judgment in difficult cases, and dealing with dissatisfied customers.”

Human + Machine

Reimagining Work in the Age of AI

Paul R. Daugherty, H. James Wilson

“A richly detailed guidebook leaders need to capture the opportunities of AI and the fourth industrial revolution.”

—KLAUS SCHWAB

Founder and Executive Chairman, World Economic Forum

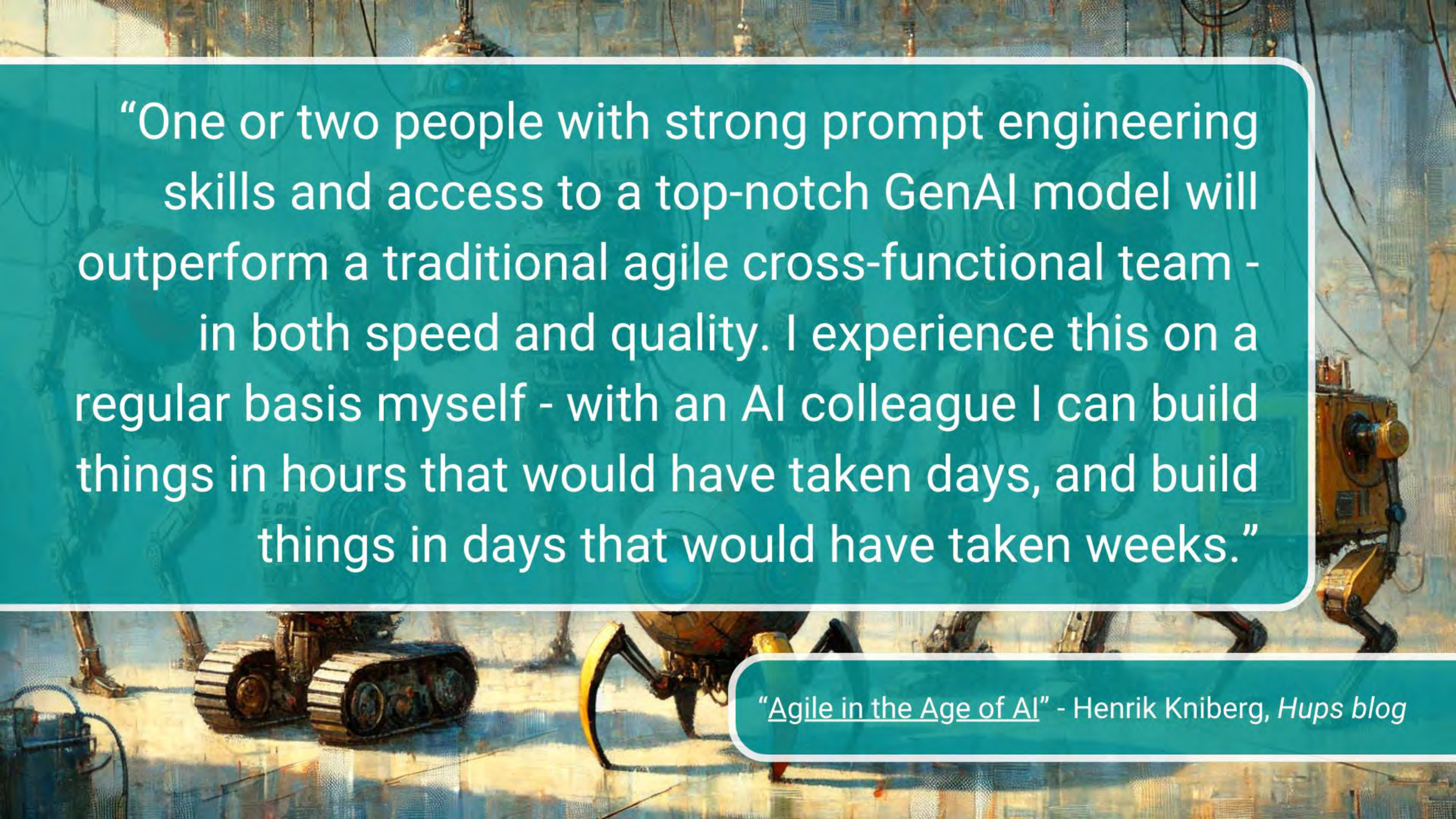
UPDATED +
EXPANDED

HUMAN + *Reimagining Work in the Age of AI* MACHINE

PAUL R. DAUGHERTY

H. JAMES WILSON

HARVARD BUSINESS REVIEW PRESS

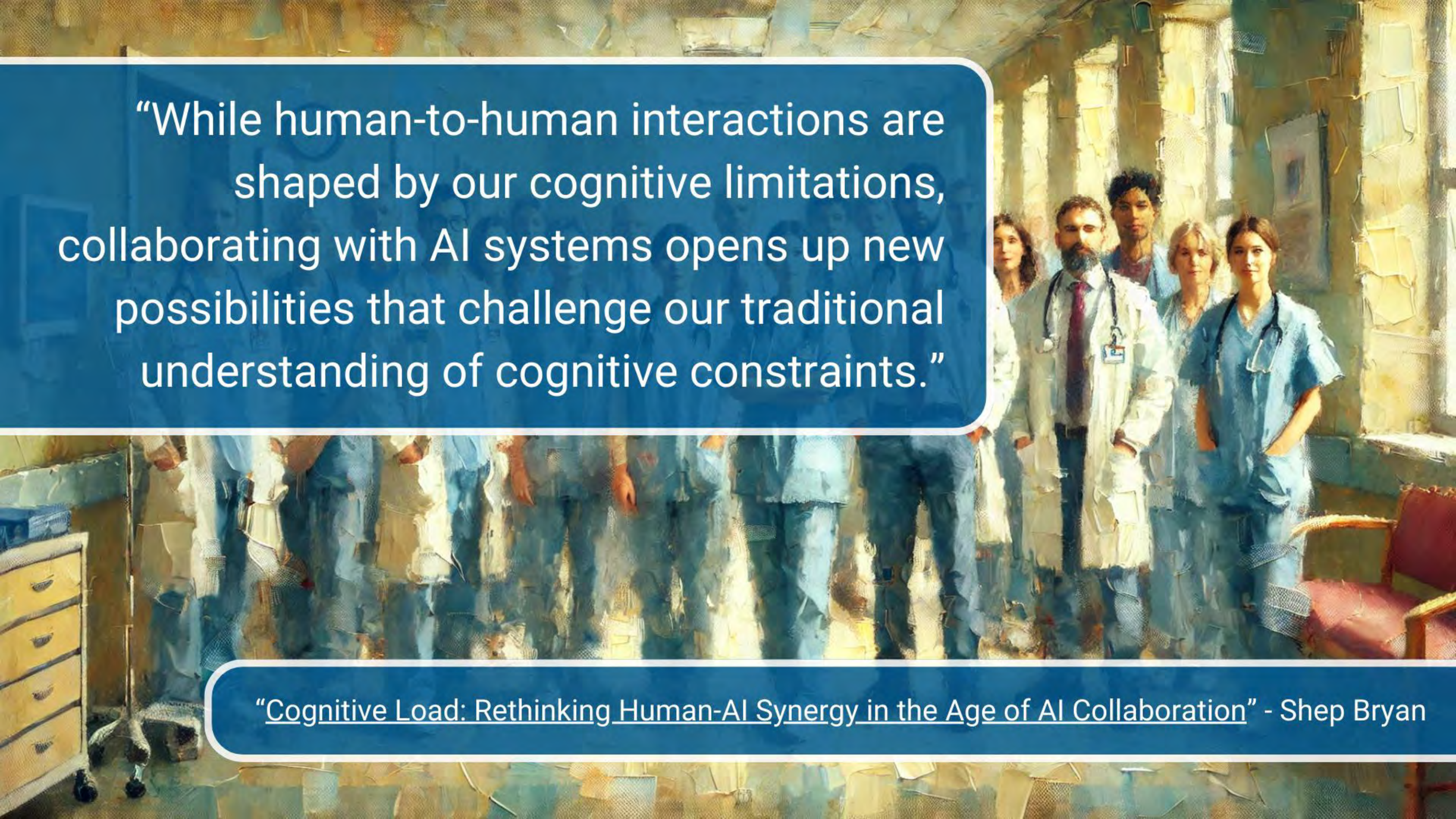


“One or two people with strong prompt engineering skills and access to a top-notch GenAI model will outperform a traditional agile cross-functional team - in both speed and quality. I experience this on a regular basis myself - with an AI colleague I can build things in hours that would have taken days, and build things in days that would have taken weeks.”

“Agile in the Age of AI” - Henrik Kniberg, *Hups blog*



More agile than ever

A group of healthcare professionals, including doctors and nurses, standing in a hospital hallway. The scene is depicted with a painterly, textured style. The hallway has warm lighting and walls covered with papers and notices. A red armchair is visible on the right side of the frame.

“While human-to-human interactions are shaped by our cognitive limitations, collaborating with AI systems opens up new possibilities that challenge our traditional understanding of cognitive constraints.”

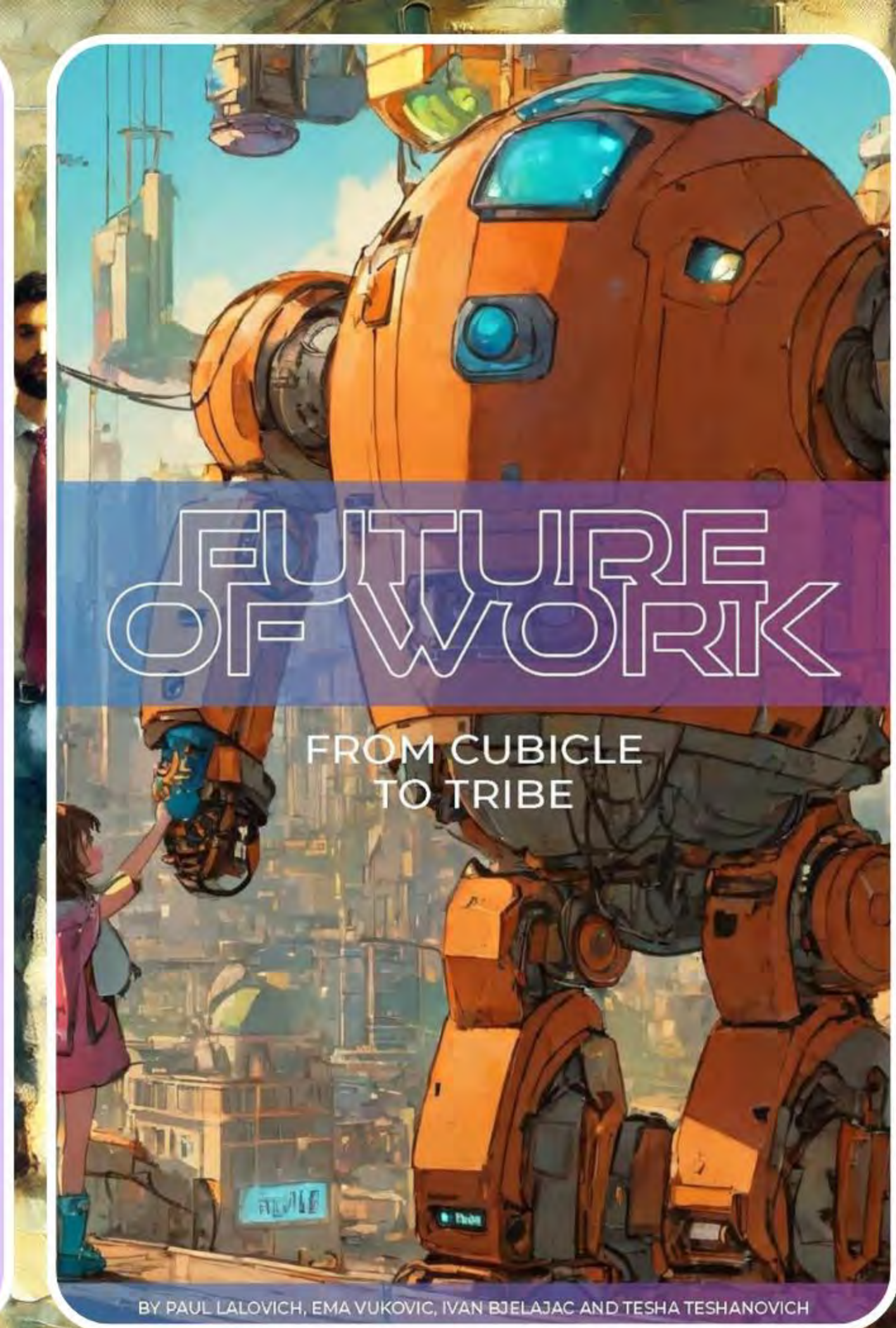
“Cognitive Load: Rethinking Human-AI Synergy in the Age of AI Collaboration” - Shep Bryan

“To meet customer demands and maximize revenue, the global workforce must function as a cohesive unit, necessitating the development of "teaming" skills among managers and employees — the ability to coordinate and collaborate effectively even in the absence of stable team structures.”

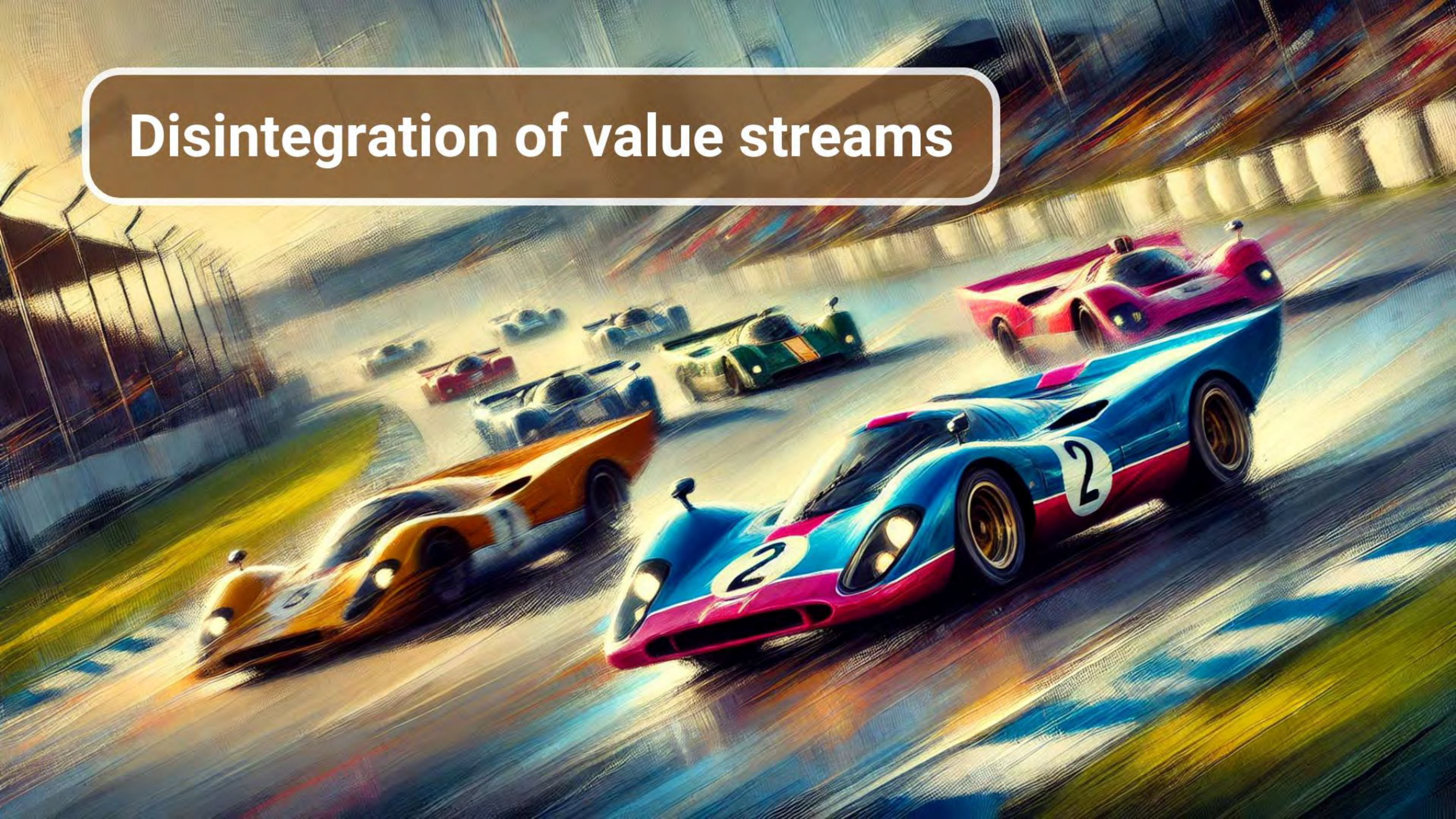
Future of Work

From Cubicle to Tribe

Paul Lalovich, Ivan Bjelajac, Emilija Vukovic, Tesha Teshanovich



Disintegration of value streams



“Businesses need to shift from seeing processes as collections of sequential tasks. In the age of AI, processes become more dynamic and adaptable. Instead of visualizing a process as a collection of nodes along a straight line, say, it might help to see it as a sprawling network of movable, reconnectable nodes or perhaps something with a hub and spokes. The linear model for process no longer cuts it.”

Human + Machine

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HUMAN + *Reimagining Work in the Age of AI* MACHINE

PAUL R. DAUGHERTY

H. JAMES WILSON

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“Rigid assembly lines are giving way to flexible teams of employees working closely alongside robots. Moreover, these novel types of teams can continuously adapt on the fly to new data and market conditions. They are enabling companies to actually reimagine various work processes.”

Human + Machine

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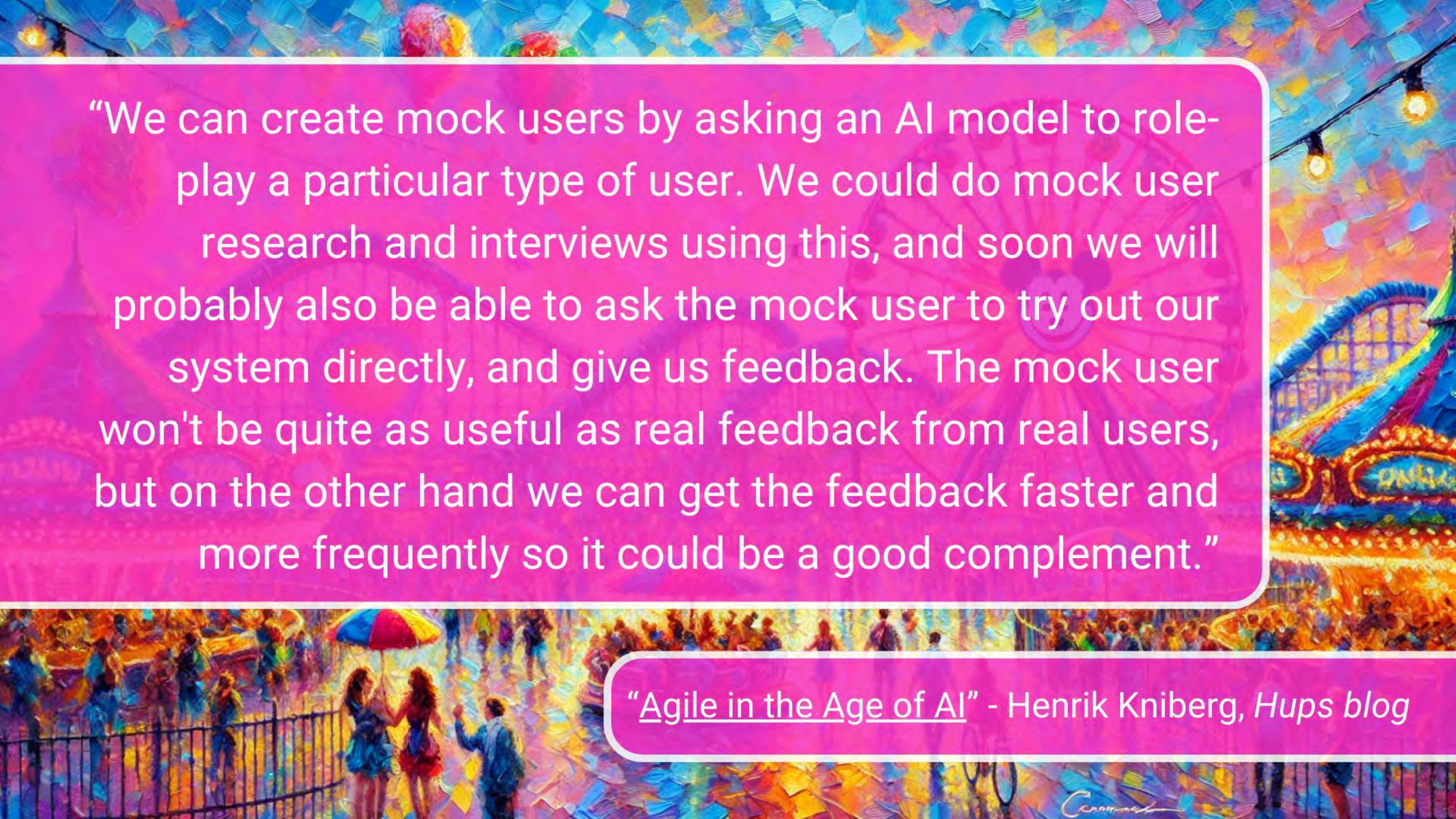
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From product to experience

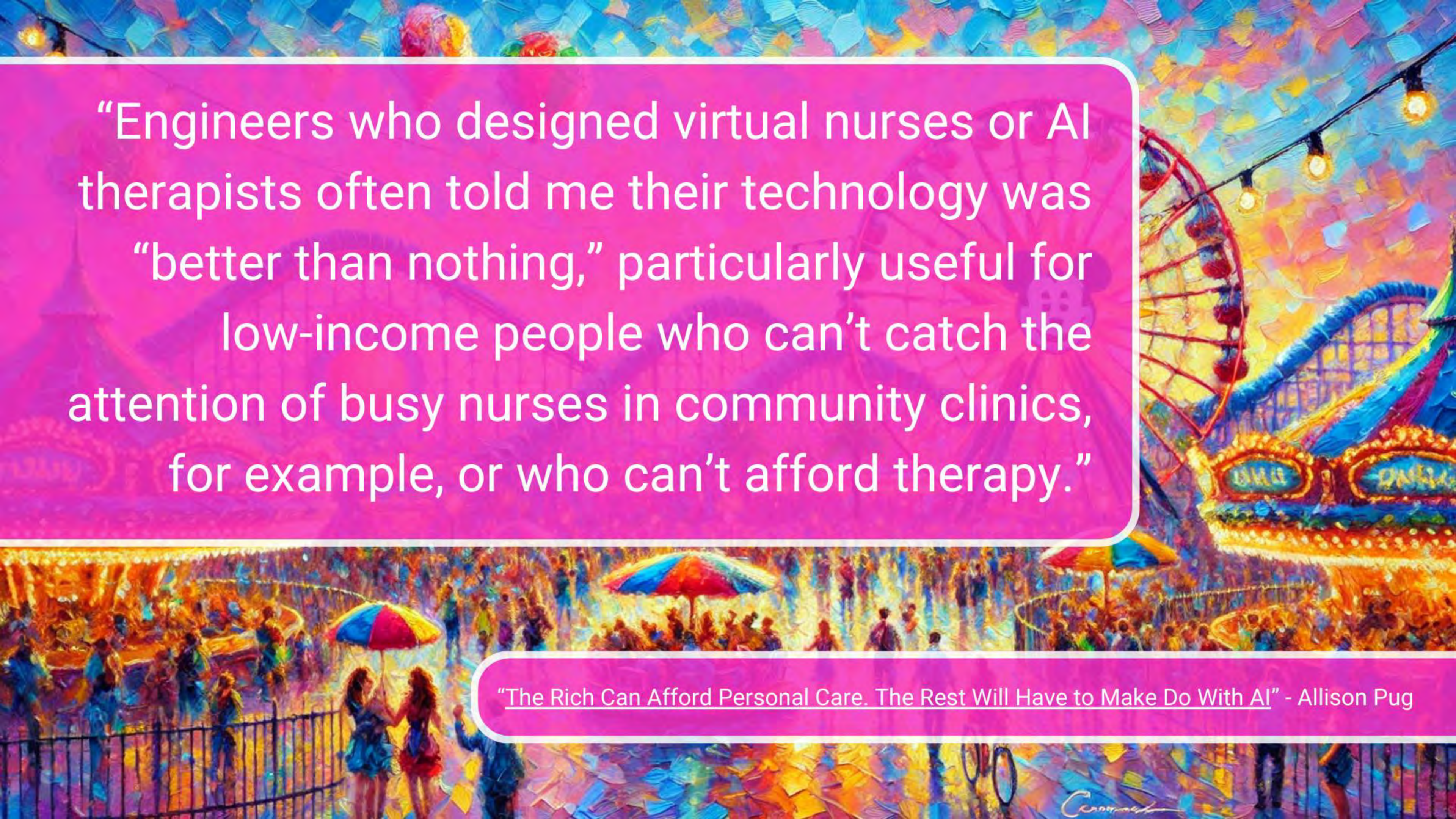


bitly

The background of the slide is a colorful, abstract painting. The top half features a bright, multi-colored sky with streaks of blue, yellow, and orange, suggesting a night scene with lights. Below this, a Ferris wheel is visible, its structure and lights rendered in a painterly, expressive style. The bottom half of the image shows a crowd of people, some holding umbrellas, walking along a path or boardwalk. The overall style is impressionistic and celebratory.

“We can create mock users by asking an AI model to role-play a particular type of user. We could do mock user research and interviews using this, and soon we will probably also be able to ask the mock user to try out our system directly, and give us feedback. The mock user won't be quite as useful as real feedback from real users, but on the other hand we can get the feedback faster and more frequently so it could be a good complement.”

“Agile in the Age of AI” - Henrik Kniberg, *Hups blog*

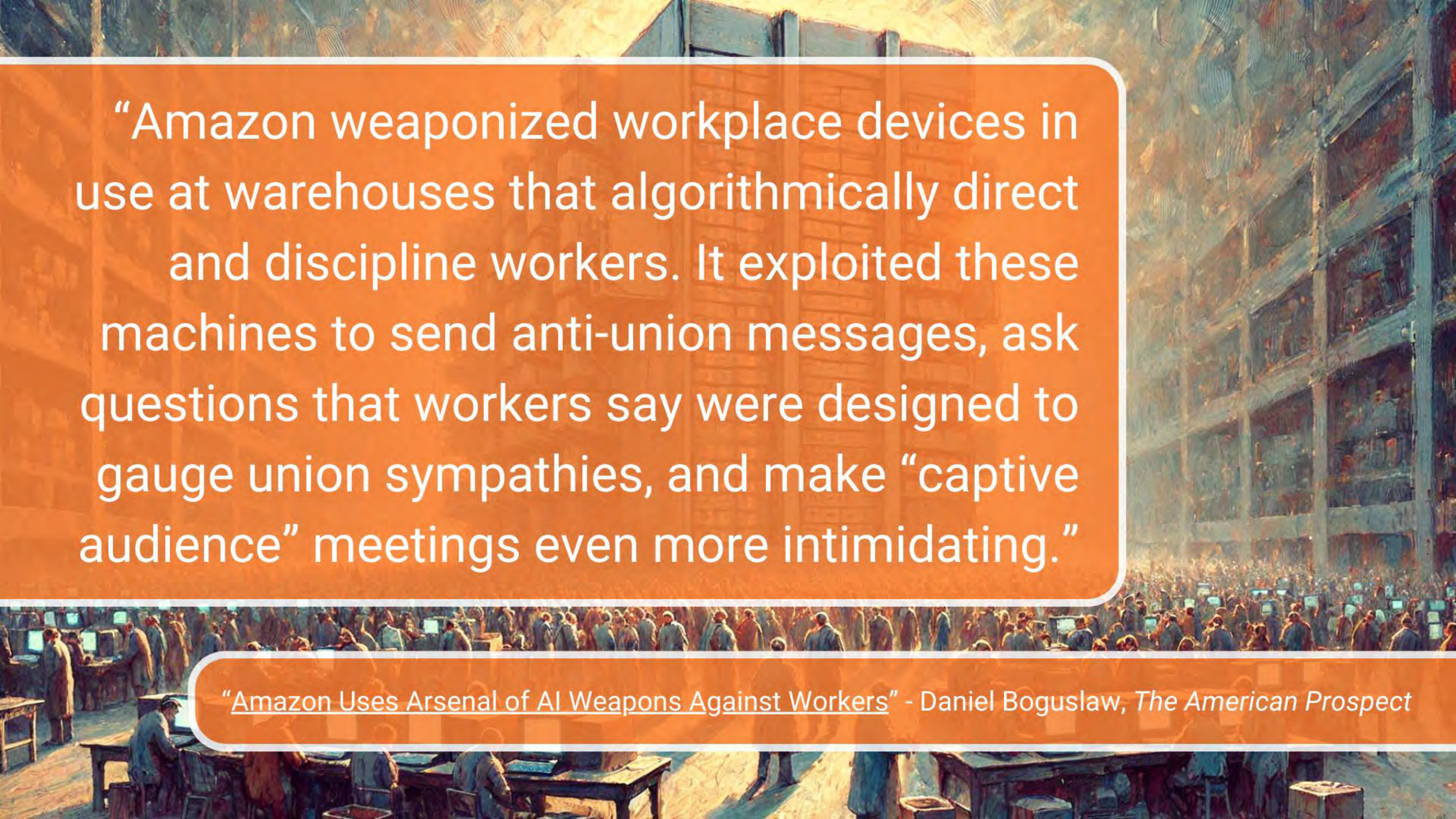


“Engineers who designed virtual nurses or AI therapists often told me their technology was “better than nothing,” particularly useful for low-income people who can’t catch the attention of busy nurses in community clinics, for example, or who can’t afford therapy.”

“The Rich Can Afford Personal Care. The Rest Will Have to Make Do With AI” - Allison Pug

The background image is a complex oil painting. It depicts a wide, open public space, possibly a plaza or a large hall, filled with a massive crowd of people. In the foreground and middle ground, many individuals are seated at long wooden tables or desks. Each desk is equipped with a vintage-style computer monitor and keyboard. The people are dressed in a mix of traditional robes and more modern, utilitarian clothing. The background features a towering, multi-story building with a grid-like facade of windows and balconies. The lighting is dramatic, with a strong, warm glow emanating from the right side, suggesting a setting or rising sun, which casts long shadows and illuminates the scene with a golden light. The overall style is reminiscent of classical oil painting but with a futuristic, cybernetic theme.

Algorithmic management



“Amazon weaponized workplace devices in use at warehouses that algorithmically direct and discipline workers. It exploited these machines to send anti-union messages, ask questions that workers say were designed to gauge union sympathies, and make “captive audience” meetings even more intimidating.”

“Amazon Uses Arsenal of AI Weapons Against Workers” - Daniel Boguslaw, *The American Prospect*



“The progression from managing warehouses to managing entire corporations isn’t just possible—it’s probable. And this has created an unprecedented anxiety among corporate leaders who find themselves potentially orchestrating their own obsolescence.”

“When AI Becomes the Boss: Why Even CEOs Should Worry About Their Digital Replacements” - Michael Paredrakos, *The Curious Brain*

The image is a complex digital artwork. In the center, a dark silhouette of a human figure stands within a bright, glowing blue and white tunnel that recedes into the distance. The tunnel's walls are composed of swirling, ethereal light patterns. Surrounding this central scene is a dense, chaotic web of colorful lines and shapes. On the left and right sides, there are prominent vertical and horizontal lines in shades of yellow, orange, and red, resembling circuit board traces or data pathways. Interspersed among these lines are numerous small, glowing squares and rectangles in various colors (blue, green, red, yellow), some of which look like stylized icons or data packets. The overall color palette is dominated by deep blues, purples, and reds, with bright highlights from the glowing elements. The style is painterly and abstract, suggesting a digital or cybernetic theme.

Humans-in-the-loop

“Many human skills deteriorate if they aren’t practised on a consistent basis. If AI frequently replaces that practice, the humans who are supposed to quality-check AI lose the skills they need to evaluate AI effectively.”

Moral AI

And How We Get There

Jana Schaich Borg

A PELICAN BOOK

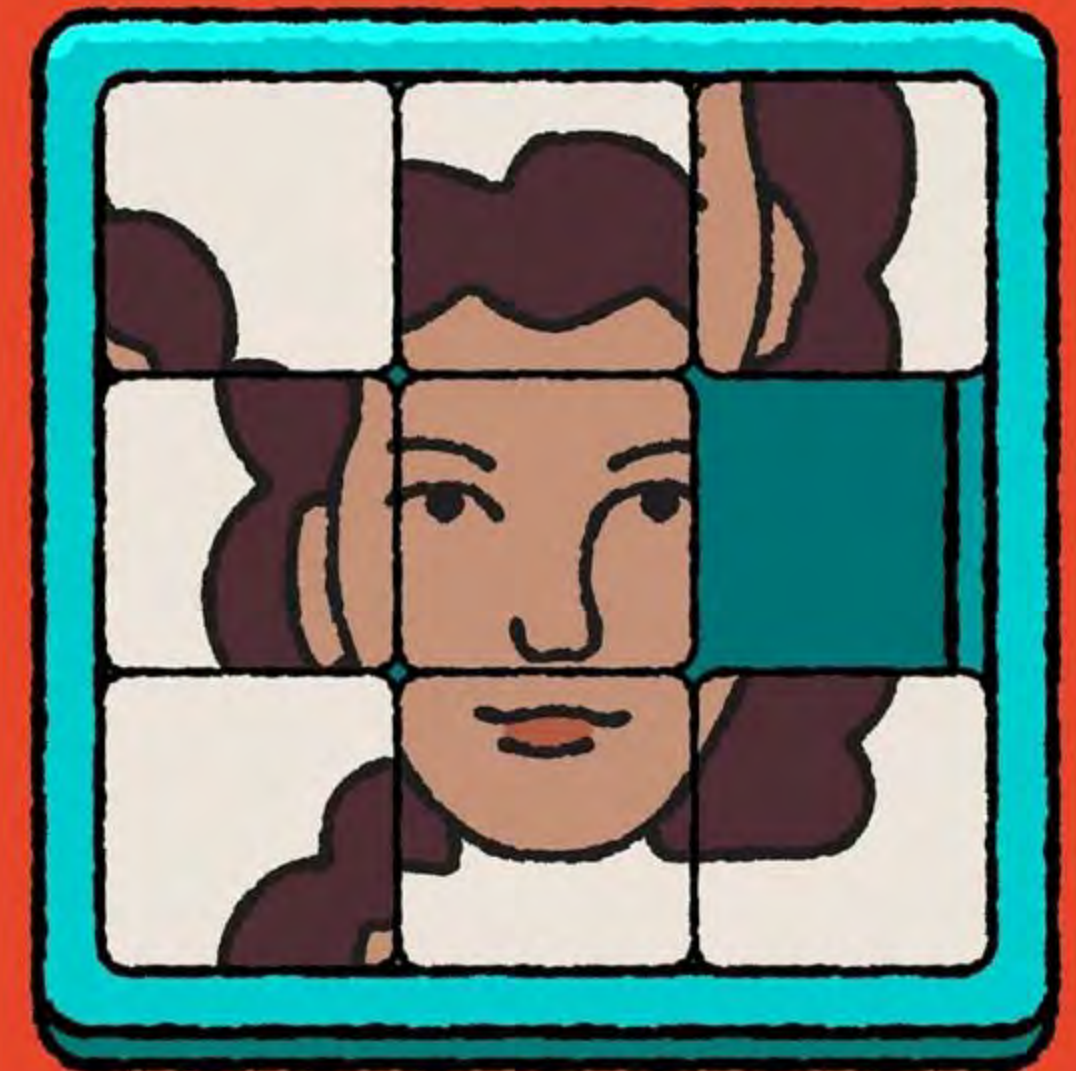
Moral AI

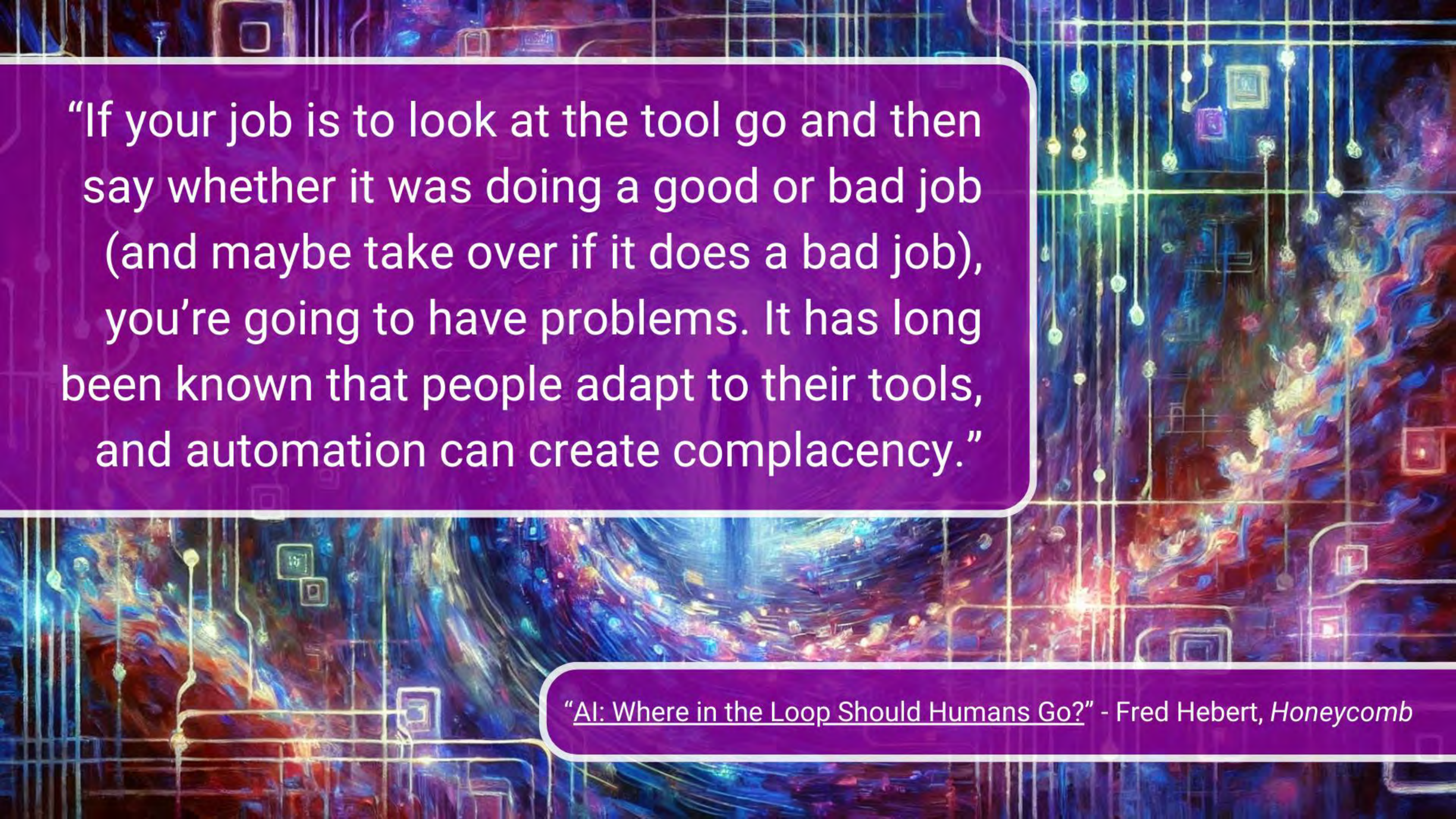
And How We Get There

Jana Schaich Borg

Walter Sinnott-Armstrong

Vincent Conitzer



The background of the slide is a complex, abstract digital artwork. It features a dense network of glowing yellow and orange lines, resembling circuitry or data paths, set against a dark blue and purple background. There are numerous small, glowing nodes and clusters of light, giving it a sense of depth and complexity. The overall aesthetic is futuristic and technological.

“If your job is to look at the tool go and then say whether it was doing a good or bad job (and maybe take over if it does a bad job), you’re going to have problems. It has long been known that people adapt to their tools, and automation can create complacency.”

“AI: Where in the Loop Should Humans Go?” - Fred Hebert, *Honeycomb*



AI is better than juniors

“Why invest in training a young professional when AI can do the job faster, cheaper, and without the risk of a two-week notice?”

“[Employers Would Rather Hire AI Than Gen Z Graduates: Report](#)” - Michelle, *FitFoundMe*

“There’s a compelling, short-term case for cutting novices out of the action when we implement new technologies. By virtue of the fact that they are still learning, we have to recognize that involving them increases risk and slows things down, and that there’s an immediate upside in quality and profit if we let experts do their thing. But it also raises the question: How will the next generation of doctors, firefighters, programmers, teachers, lawyers, electricians, and filmmakers become experts themselves?”

The Skill Code

How to Save Human Ability in an Age of Intelligent Machines

Matt Beane

THE SKILL CODE



How to Save Human Ability
in an Age of Intelligent Machines

MATT BEANE

Impromptu

Reid Hoffman



By Reid Hoffman
with GPT-4

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