

# Perspectives on AI and Upski ling

# The value of some skills is decreasing, While increasing for others

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## GETTING CHEAPER

Facts.  
Process knowledge.

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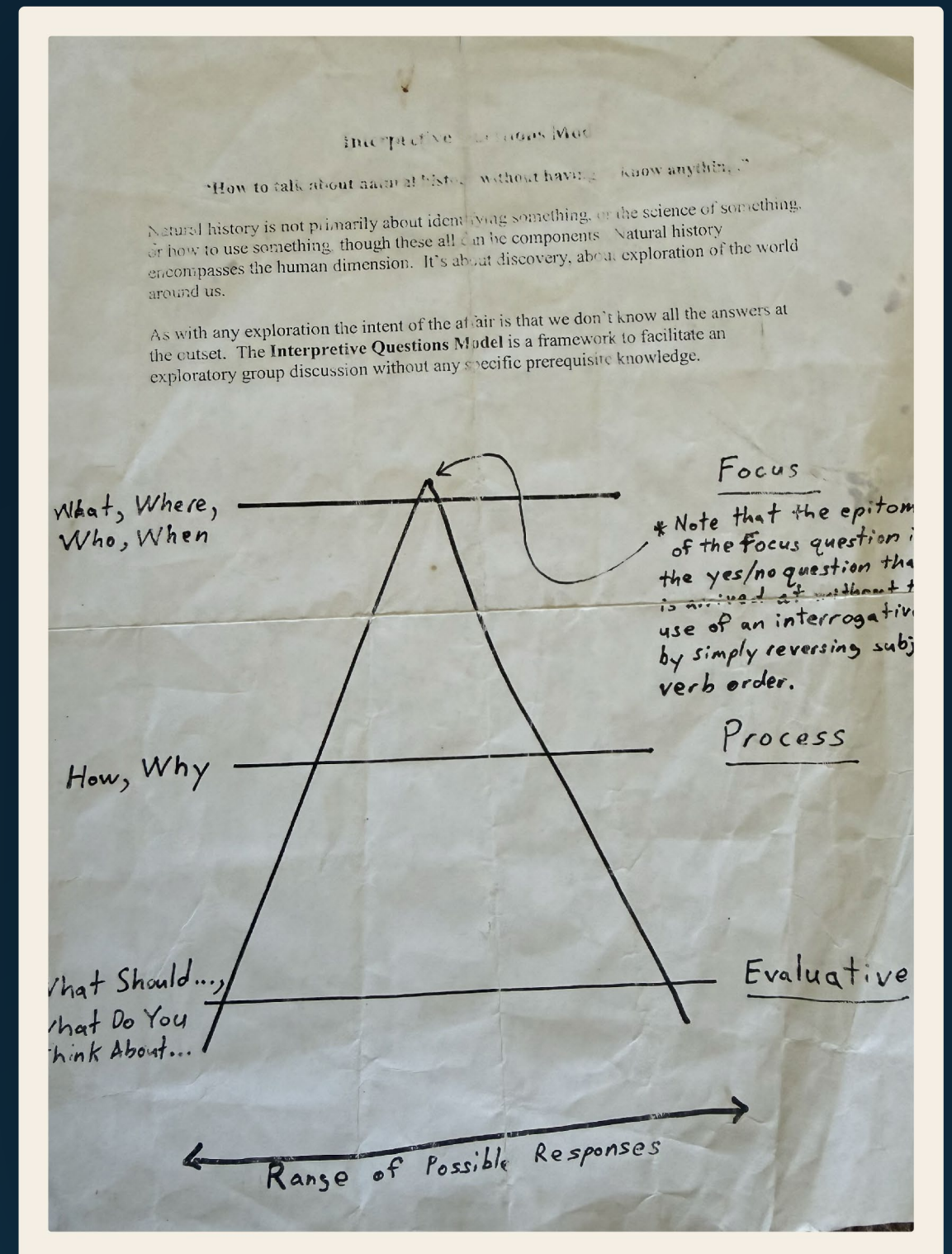
## GETTING MORE VALUABLE

Context, judgment, values, accountability, and  
follow-through.

- A FRAME WORTH BORROWING

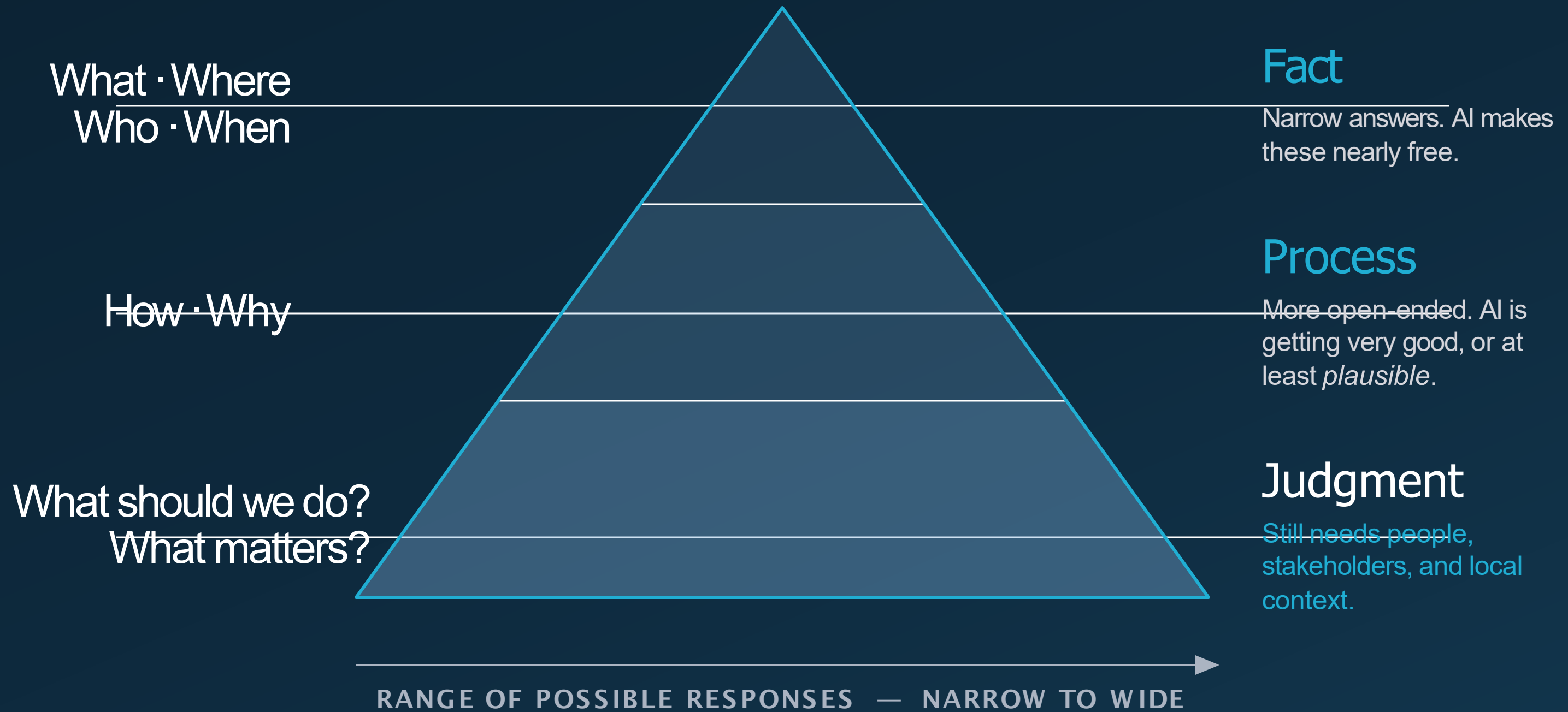
# Different questions for different levels of engagement

Some questions have a narrow range of potential responses, others have a wide range.



● DIFFERENT QUESTIONS , DIFFERENT ENGAGEMENT

# Move down the triangle, and judgment matters more



- THE SOFTWARE EXAMPLE

# Two key roles of building (software)

## ROLE ONE

The person who knows what should be built

+

## ROLE TWO

The person who can build

A lot of work used to be spent just translating between those two roles. (and still is)

# Distance between roles is shrinking in 3 key shifts:

01

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## Build faster, build better

AI has compounded our ability to generate code,

02

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## Clarification of vision

AI helps clarify the product vision and the people building it.

03

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## Tools for building tools

They keep getting better and less technical —so people closer to the problem can build for themselves.

● THE ORGANIZATIONAL SHIFT

# Everyone is becoming a builder

AGENTS, WORKFLOWS & AUTOMATIONS FOR...

Meeting notes

Knowledge search

Inventory tracking

Reporting

Data access

Operational support

Forecasting

Ordering

Marketing plans

## THE OPPORTUNITY

Workers can build the tools for their own work.

## THE RISK

Hundreds of tools proliferate without ownership, standards, or governance.

- THE WORKFORCE TRAINING SHIFT

Training for AI is about training workers  
how to think differently.

The skill of carrying an idea to production used to belong only to people with a technical team reporting to them —managers, founders, product owners, operators.

Now everyone has that team. It's AI. So everyone needs the skill.

# The path to production

Not rocket science, but it requires *thinking*. Anyone doing building with AI now needs some version of this.

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01

Define the objective

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02

Set the finish line

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03

Define KPIs

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04

Build an evaluation  
framework

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05

Share and test

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06

Iterate and improve

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07

Deliver and maintain

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08

Measure the impact

- WHERE THE FIELD IS HEADING

Models name what they see.  
They struggle to reason about  
real-time procedure.

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GOOD AT

Reporting color. Reading sequential  
instructions.

So the frontier is **data** —first-person wearable capture,  
narrated by experts.

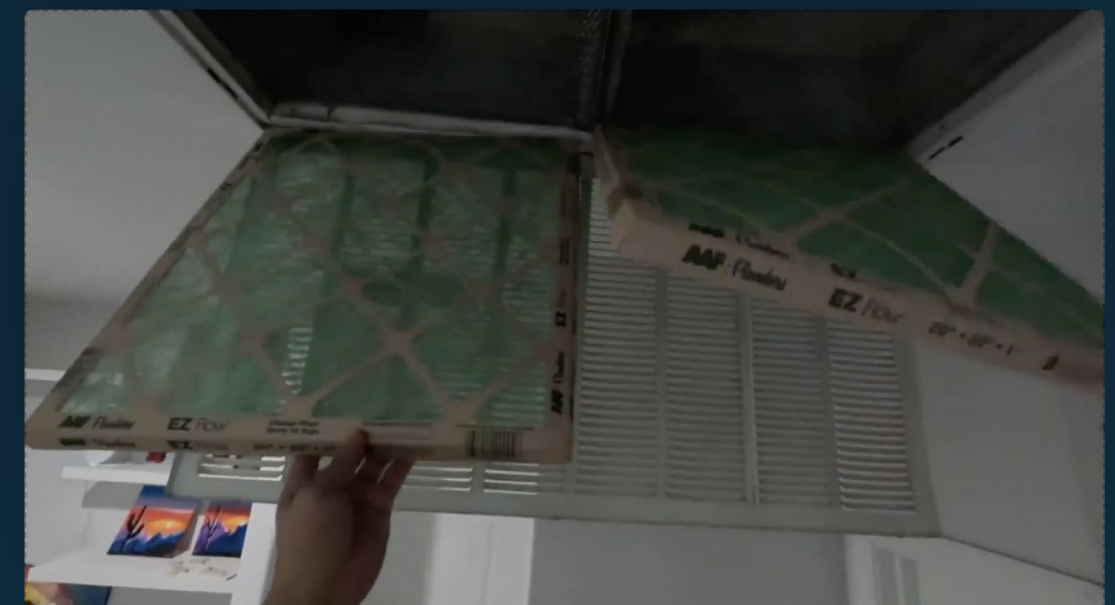
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STILL FAILS AT

Spatial-temporal reasoning — where  
we are, what to do next.



First-person capture



Narrated walkthrough

- THE STARTUP LENS

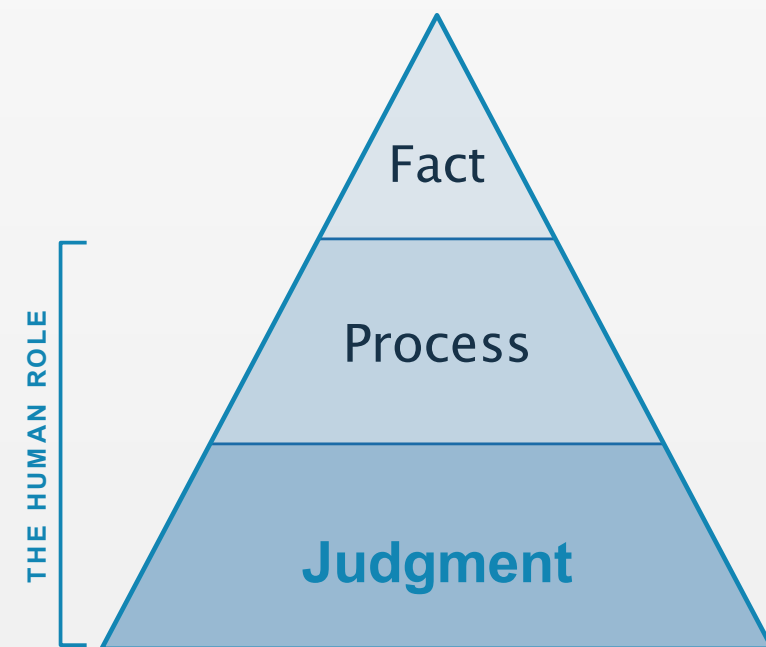
# Nobody really wants a 1/4" drill bit.

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The stated tool is rarely the real goal. As building gets easier, what matters is asking **what outcome we're actually trying to create.**

● BRINGING IT TOGETHER

# The tools keep changing — the human role won't change as fast.



Contextualizing process, owning judgment.

● WHAT WE SEE AT BLUE DOT

FOR SOFTWARE TEAMS  
**Manage systems of agents**

Orchestrate AI agents with the right context and learning loops to ensure quality.

FOR PEOPLE  
**Think differently**

Find the right problem, define what success means, then build and iterate.

FOR ENTERPRISES  
**Govern at scale**

Hundreds of homegrown agents — enabled, not hampered.

# Mahalo.