Volume 2 in one hour

This condensed edition of Volume 2 brings together the one-page guides for the approved chapters and the final appendix. It includes the Author's Note, Chapters 1 through 11, the epilogue, and the appendix on AGI without the fog. You will move through process redesign around AI, the shift from output to outcome, teams with agents, the one-person company, an affordable AI staff for small and midsize businesses, the agent as customer, children in a world of cheap answers, the new labor economy, the physical rails of AI, four scenarios for 2030, the change compass, the final question of who holds the wheel, and five practical questions to replace fear of AGI.

> This is not a substitute for the full manuscript. It is a quick route through the approved material in Volume 2 and a way to test whether the larger argument holds together: redesigned processes, verified outcomes, teams with agents, functions run through agents, an affordable AI staff for small businesses, the agent as customer, machine-readable trust, a new place for children to grow, a career ladder you can own, a map of the rails behind cheap intelligence, a portfolio of moves for different futures, a practical adoption path, final responsibility for direction, and a clear view of AGI as a ladder of capabilities.

Front matter. Entering Volume 2

Author's Note. When the world around us has to change

Part III. Business: AI changes the system, not just the tasks

Chapter 1. AI is a redesign, not a plug-in

Chapter 2. More output does not mean more value

Chapter 3. A team with agents

Chapter 4. The one-person company

Chapter 5. Small business: AI as an affordable staff

Chapter 6. When the customer is not human

Part IV. Beyond the individual and the company

Chapter 7. Children: what to teach and where to lead them

Chapter 8. The new utility economy: labor markets and platforms

Chapter 9. Physical AI and who owns the rails

Chapter 10. The future in 2030: four scenarios

Finale

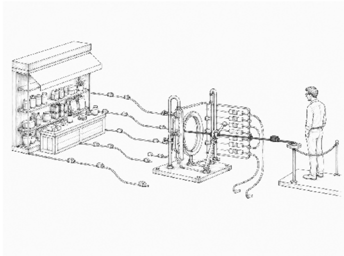
Chapter 11. The change compass

Epilogue. Who holds the wheel

Appendix. Will AI replace us? AGI without the fog

The customer is still there. An agent now stands between you

> **Volume 2 takes the main law of Volume 1 to a new scale. The cost is falling not only for personal output, but also for the work of entire departments, companies, and markets.**



When an agent chooses, the market sees only businesses it can find, understand, and verify.

THE OPENING IN FOUR STEPS

01
THE AGENT ENTERS YOUR DAY

It sorts email, fills a cart, compares terms, and prepares an action. This is no longer a chat with a model. It is an **operating loop**.

02
YOU MAY NEVER BE SEEN

If the agent cannot find, understand, and verify your offer, you have not lost to a competitor. At this new point of choice, you simply **do not exist**.

03
THE SCALE HAS GROWN

Output first became cheaper at one person's desk. Now it is becoming cheaper across departments and industries, while value shifts toward **outcomes** and responsibility.

04
YOU NEED RAILS

When a machine pays, AI slogans do not matter. Rules do: who assigned the task, who checked it, who signed off, and who is responsible for a mistake.

WHAT CHANGES FOR BUSINESS

LAYER	OLD FOUNDATION	NEW TEST
Storefront	Website, shelf, packaging, recognition	**Visibility to the agent: structured data, terms, price, trust**
Sales	Advertising, impulse, the usual channel	**Access to the customer through the system that now filters the choice**
Expertise	"I know, and you do not"	**Basic knowledge gets cheaper. Personalization, responsibility, and liability get more expensive.**
Trust	A human face and reputation	**A process: who checks, who signs off, and who fixes a mistake**

TWO PATHS THROUGH VOLUME 2

MANAGER

The question is no longer "How can AI make people faster?" It is how to build a team, process, verification system, and clear ownership around people and agents.

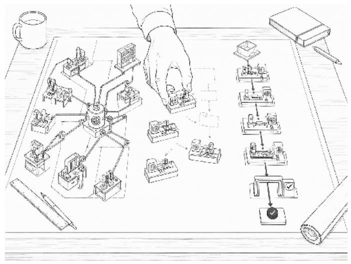
FOUNDER OR SMALL BUSINESS

Building has become cheaper, but delivering value to the customer has become harder. You need visibility, trust, and access to demand.

MAIN POINT **Volume 1 asked how a person can remain useful. Volume 2 asks a harder question: what should a business do when an agent increasingly chooses, compares, and pays?**

AI creates value through a redesign of work, not as a plug-in

> **The chapter asks one question: are you bolting AI onto an old process, or rebuilding the process around the new economics of cheap intelligence?**



The new motor does not create the value. The redesigned factory does.

THE CHAPTER IN FOUR STEPS

01
PILOTS DO NOT MOVE THE P&L

Licenses, assistants, and training may help people work faster without changing the company's cycle time, cost, risk, or financial results.

02
WE HAVE SEEN THIS BEFORE

Electricity paid off only when factories were rebuilt around the new source of power, not when owners simply replaced a motor.

03
THERE ARE THREE SCALES

A **point solution** speeds up one step. An **application** changes a procedure. A **system** changes roles, metrics, and the design of work.

04
REDESIGN WINS

The advantage goes to the company that proves the new process economics first, not the one with the loudest model announcement.

COSMETIC AI OR A REAL REDESIGN

SIGNAL	COSMETIC AI	REDESIGN
Work map	An assistant was added to the old path	**The sequence of steps was redrawn for AI**
Roles	People simply use the model	**Someone owns the AI process and its outcome**
Metrics	Documents, emails, and prompts are counted	**Speed, quality, risk, and outcomes are measured**
Control	"Looks fine" and manual trust	**Quality checks happen before an expensive mistake**
Money	Minutes saved disappear at the next handoff	**Cycle time, cost, or process margin changes**

MATURITY LADDER

0 TO 2 · COSMETIC

No AI, scattered experiments, or personal productivity only. Work feels easier, but the organization still follows the old rules.

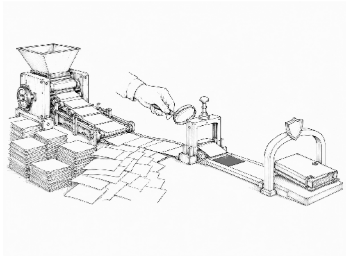
3 TO 5 · REDESIGN

A team process, operating model, or AI-native business. Roles, KPIs, controls, and the economics all change.

MAIN POINT **A company does not lose because it lacks the newest model. It loses when it keeps managing work by the old rules after the cost of doing that work has changed.**

Value comes from an outcome that reaches the customer, not from output

The chapter asks what has actually changed for the customer, the process, and the money, not how many artifacts AI produced.



Cheap output helps only when it is part of a value stream.

THE CHAPTER IN FOUR STEPS

01
OUTPUT GETS CHEAPER
Texts, reports, and drafts become nearly free. That does not mean the business has gained value.

02
OUTCOMES COST MORE
An outcome exists when the work reaches a customer, a decision, or the bottom line instead of stalling in artifact production.

03
VERIFICATION MATTERS
Evaluation, flow metrics, and stop rules turn a smooth model response into a working process.

04
THE HUMAN STAYS
When a mistake is expensive or a decision is ambiguous, the human does not disappear. The human becomes the point of accountability.

CHANGE WHAT YOU COUNT

POINT	WHAT TO EXAMINE	WHAT CHANGES
What you counted	Emails, reports, prompts, generation speed	**Decision speed, quality, risk, and value delivered**
Where it goes wrong	A polished pile of work looks like progress	**The value stream may still be blocked before it reaches the customer**
What to fix	Not the model by itself	**The process, verification, metrics, and ownership**

WHAT TO TAKE WITH YOU

PROFESSIONAL
Do not celebrate the number of drafts. Prove that the outcome improved.

MANAGER
Measure the value stream and the point of verification, not team activity.

FOUNDER
Buy a shorter path to the customer and revenue, not more generation.

MAIN POINT **AI produces more. A business wins only when more value reaches the customer.**

Chapter: **book/ru/chapters/t2-02-ot-output-k-outcome.md** Sources: **book/ru/sources/t2-02-ot-output-k-outcome.md**

A team with agents depends on its operating loop, not its bot count

The chapter asks how people and agents can work as one manageable team, with clear rules for who acts, where the action stops, and who is responsible.

Agents become useful when they share a team operating system.

THE CHAPTER IN FOUR STEPS

01
THE TEAM HAS CHANGED

Work now includes participants that act in steps, call tools, and leave a record.

02
THE AGENT NEEDS A CONTRACT

A defined role, inputs, permissions, checks, escalation path, and owner turn an agent from a toy into part of the process.

03
COORDINATION MATTERS

Shared memory, rules, a stop rule, and an evidence trail matter more than the number of agents in the system.

04
THE OWNER DECIDES

Responsibility cannot be delegated to a model. The manager owns the outcome of the whole system.

FROM CHAOS TO A TEAM

POINT	WHAT TO EXAMINE	WHAT CHANGES
No operating loop	Each agent has its own context, permissions, and guesses	**Mistakes multiply while the human loses the full picture**
With a contract	The agent has a task, boundary, escalation path, and metric	**Its permissions and mandatory stop points are clear**
With shared infrastructure	Common data, an action log, and controls	**The team becomes a system that can be audited**

WHAT TO TAKE WITH YOU

PROFESSIONAL

Learn to assign work to an agent and verify the result, not just write prompts.

MANAGER

Define the agent contract before you scale. Otherwise, speed will turn into noise.

FOUNDER

Build the shared operating loop first, then add agents.

MAIN POINT **An agent without a contract is not a team member. It is a source of random motion. The operating loop creates the team.**

A function can become autonomous. The whole company cannot.

The chapter asks how one person can run an entire function through agents without pretending the business no longer needs people or accountability.

A one-person company is not a company without people. It is a supervised function.

THE CHAPTER IN FOUR STEPS

01
THE MYTH IS LOUDER
Stories about the one-person company easily turn into a fantasy of complete autopilot.

02
THE FUNCTION IS REAL
One person working with agents can run marketing, analytics, support, or document operations.

03
THE LEVERAGE IS AVAILABLE
Code, media, and agents provide permissionless leverage. You can assemble serious capacity without building a separate department.

04
THE COSTS REMAIN
The person running the system still carries the operating loop, trust, customer relationships, and risk of burnout.

WHAT IS ACTUALLY AUTONOMOUS

POINT	WHAT TO EXAMINE	WHAT CHANGES
Not autonomous	The whole company, trust, legal responsibility, and customer relationships	**These stay with the person and the organization**
Partly autonomous	A single function with repeatable steps and verification	**This is where agents provide real leverage**
Foundation	A harness, external memory, contracts, and stop rules	**Without them, one person becomes the bottleneck**

WHAT TO TAKE WITH YOU

PROFESSIONAL
Build your own operating system and run a function instead of merely working faster.

MANAGER
Give agents functions that have an owner, a metric, and a verification loop.

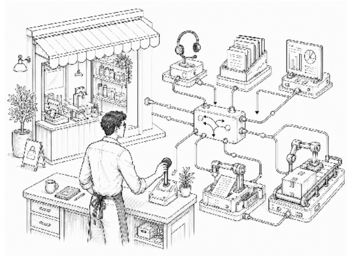
FOUNDER
Buy leverage deliberately. It amplifies your work but does not remove responsibility.

MAIN POINT **A one-person company works when the function is autonomous and the person still owns the boundaries, the customers, and the purpose.**

Chapter: **book/ru/chapters/t2-04-kompaniya-iz-odnogo.md** Sources: **book/ru/sources/t2-04-kompaniya-iz-odnogo.md**

A small business does not need AI. It needs a customer problem solved.

> **The chapter asks which hole in the business an agent staff will close, who owns the operating loop, and where cheap capacity turns into an expensive dependency.**



The staff is more affordable, but the owner still holds the wheel.

THE CHAPTER IN FOUR STEPS

01
START WITH THE HOLE
Do not start with "adopt AI." Start by preventing lost calls, leads, revenue, trust, or owner time.

02
TEST THE LEVERAGE
The idea should move new revenue, costs, or the customer experience. Otherwise, it is busywork with AI.

03
CHOOSE THE MODE
A subscription gives you a tool. An assistant makes you faster. An autopilot sells a completed function within narrow boundaries.

04
OWN THE LOOP
Platforms provide capacity and charge a take rate. The agent helps, but a person must stop an expensive mistake.

A STARTING FILTER FOR SMALL BUSINESS

POINT	WHAT TO EXAMINE	WHAT CHANGES
Pain point	Where revenue, leads, trust, or time leak today	**Start here, not with a tool shortlist**
Pilot	If touching the core feels risky, start with work you already outsource	**A budget already exists and the internal process stays intact**
Outcome	Easy work goes to the agent. Hard cases reach a person with context.	**In retail: faster service, lower operating cost, and a better conversation**
Rails	Payments, KYC, support, and marketplaces provide a ready-made staff	**Do not give one channel control of both the customer and the data**

WHAT TO TAKE WITH YOU

PROFESSIONAL
Think like the owner of a function. What can you run as a team of you plus agents?

MANAGER
Before opening a role, ask whether a supervised agent can do the work and which value lever would move.

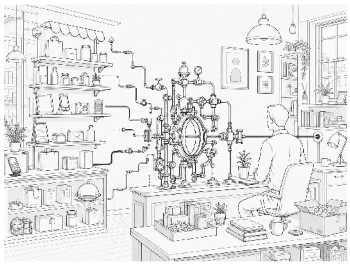
FOUNDER
Choose one pain point, build the operating loop, and count your own time in the new cost base.

MAIN POINT **A small business no longer has to be large to have a staff. But a staff of agents is a drill. A person still chooses where the hole should go.**

Chapter: **book/ru/chapters/t2-05-msp-ii-kak-deshevyy-shtab.md** Sources: **book/ru/sources/t2-05-msp-ii-kak-deshevyy-shtab.md**

When the customer is not human, a machine chooses you first

> **The chapter asks how to remain findable, understandable, and easy to buy when an agent searches, compares, and filters on the customer's behalf.**



The customer's agent increasingly takes a seat in the decision room.

THE CHAPTER IN FOUR STEPS

01
SEARCH BECAME AN ANSWER
Customers increasingly ask an AI what to buy and arrive with a choice already made.

02
THE AGENT CONTROLS ENTRY
Ads, storefronts, and impulse have less power. The machine compares the job, price, risk, and evidence.

03
MARKETING CHANGES
The loudest brand does not win. The agent must be able to find it, understand it, and recommend it safely.

04
YOU NEED RAILS
When an agent buys and pays, authority, limits, identity checks, logs, and accountability all matter.

CHECK YOUR VISIBILITY TO AGENTS

TEST	WHAT THE MACHINE WILL ASK	WHAT TO FIX FIRST
Findability	Do AI answers and trusted sources include you for real customer queries?	**Profiles, reviews, citations, and a clear description of the job you solve**
Evaluability	Can the agent understand the price, terms, limits, availability, and evidence?	**Remove vague claims, data trapped in images, and "ask a sales representative"**
Actionability	Can it buy, enroll, or begin without a required conversation?	**Provide clear steps, an API or form, payment, confirmation, and a log**
Moat	What can the machine neither strip of identity nor reduce to a price?	**Strengthen relationships, reputation, trust, and the human touch**

WHAT TO TAKE WITH YOU

PROFESSIONAL
Run a real customer query and see whether you appear in the AI answer and how the machine describes you.

MANAGER
Shift marketing from buying attention to providing data, evidence, and trusted sources that agents can read.

FOUNDER
Check three things: can agents find you, understand you quickly, and buy from you without a conversation?

MAIN POINT **You used to persuade a person. Now a machine must choose you first. The door to the customer changes before the customer ever clicks "buy."**

Chapter: **book/ru/chapters/t2-06-kogda-klient-ne-chelovek.md** Sources: **book/ru/sources/t2-06-kogda-klient-ne-chelovek.md**

The main risk for children is not the job. It is the place where they learn.

The chapter asks how to raise a person who uses cheap intelligence as a training partner, not as a substitute for their own thinking, taste, and responsibility.

Skill grows when the child does the work, not when the assignment is merely submitted.

THE CHAPTER IN FOUR STEPS

01
THE ENTRY STEP SHRINKS
AI does not take an entire profession at once. It takes the bottom rung where beginners used to grow beside experienced people.

02
FRICTION IS NECESSARY
Mastery needs challenge, difficulty, and connection. A "do it for me" button weakens all of them.

03
THE DEBT STARTS EARLY
An adult delegates a skill they already have. A child delegates a skill that has not developed yet.

04
YOU CAN BUILD NEW RUNGS
Real projects, a present mentor, evidence of completed work, and the role of agent boss restore a place to grow.

RULES FOR AI AT HOME

IF AI...	WHAT THE CHILD GETS	HOW TO TURN IT INTO PRACTICE
Writes for them	A quick submission without practice in writing or thinking	**Have it check the outline, ask questions, and point out weak spots**
Solves the problem	An answer without the experience of finding the path	**Ask for a hint, the next step, or a check question, but not the solution**
Builds the project	Polished output with no authorship	**The child sets the goal, makes choices, edits the work, and defends it under their own name**
Always agrees	Easy companionship without the friction of a real relationship	**Use AI to rehearse a conversation, not to replace the person beside them**

WHAT TO TAKE WITH YOU

PARENT
Look past the job title to the place where growth happens. Where does the child think, choose, make mistakes, and do the work?

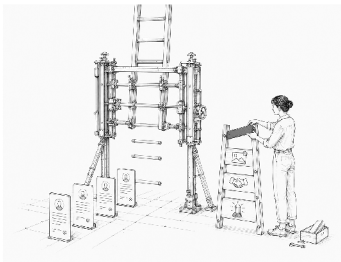
MANAGER
If junior tasks disappear, future senior professionals cannot grow. Build learning rungs inside the team.

FOUNDER
Demand for workshops, mentorship, projects with real stakes, and "hands plus AI" will grow faster than the school system can adapt.

MAIN POINT **We cannot choose a profession for our children. We can preserve places where they do the work themselves, ask questions, check quality, and answer for the result.**

The ladder did not disappear. It has a new owner.

The chapter asks how to keep bargaining power when entry into a profession narrows and a platform increasingly owns your visibility, reputation, and rules.



The old ladder is not coming back. You will have to build your own beside the platforms.

THE CHAPTER IN FOUR STEPS

01
ENTRY HAS NARROWED

Work does not vanish, but the lower rungs shrink. Younger workers are filtered out earlier, and fewer entry-level tasks remain.

02
THE BENEFIT ARRIVES LATE

Engels' pause is a reminder: technology grows productive quickly, while worker pay often catches up later.

03
THE PLATFORM OWNS THE LADDER

It decides whom to show, how to calculate ratings, and which rules will control access to work tomorrow.

04
YOU CAN BUILD YOUR OWN LADDER

Bargaining power grows from outcomes, direct relationships, and a reputation you can take with you.

WHAT CHANGED

CAREER FOUNDATION	OLD LADDER	NEW REALITY
Right to enter	A degree, internship, or junior role	**A portfolio of outcomes and evidence of real work**
Visibility	A person reads your resume	**A filter may stop you before a recruiter sees you**
Reputation	A reference or a name inside one company	**Your rating is often locked inside a platform**
Rules for growth	Known to everyone and slow to change	**The platform owner changes them alone**

WHAT TO TAKE WITH YOU

PROFESSIONAL

Check your dependence on platforms. If access closes tomorrow, what remains besides your resume?

MANAGER

A narrow entry path creates a shortage of midlevel talent later. Build learning rungs inside the team.

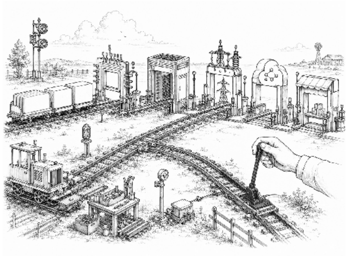
FOUNDER

Own your channel and your customer trust. A rating in someone else's results is worth less than distribution you control.

MAIN POINT **Use other people's platforms, but do not confuse access with ownership. A career is more resilient when the outcomes, relationships, and name belong to you.**

Intelligence became cheaper. The rails beneath it became more expensive.

The chapter asks who owns the physical and platform infrastructure behind cheap intelligence, and what will remain yours if the price or access changes.



You do not have to own the railroad. You do need to know whose tracks you use.

THE CHAPTER IN FOUR STEPS

01

ATOMS COST MORE THAN BITS

A model answers in seconds, but value still depends on roads, warehouses, electricity, people, and hardware.

02

JEVONS IS BACK

As each request gets cheaper, it makes sense to give AI more tasks. The total compute bill rises.

03

SKILLED HANDS HAVE AN EDGE

Data centers need electricians, installers, and technicians. The shortage has moved from intelligence to the physical world.

04

SOMEONE OWNS THE RAILS

You do not own the chips, energy, clouds, marketplaces, or APIs. Their owners charge rent for the ride.

THE RAILS LADDER

POSITION	HOW TO RECOGNIZE IT	MOVE UP
Owns a node	You have customers, data, trust, or expertise that others pay to access.	**Deepen the moat through context, accountability, and direct relationships.**
Builds deliberately	You pay rent but know the amount, keep a backup route, and own an asset of your own.	**Move one asset from rented to owned each year.**
Pays without looking	You do not know how much revenue goes to platforms or what you would do after a price increase.	**List every toll and add them into one number.**

WHAT TO TAKE WITH YOU

PROFESSIONAL

Identify the platforms between you and the value. Strengthen what you can carry to any set of rails.

MANAGER

Recalculate the process with compute at three times the price. Keep a second route for models, data, and prompts.

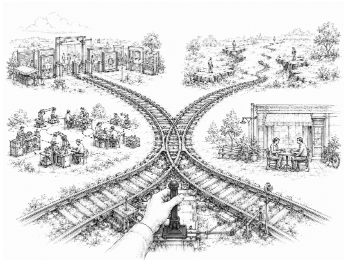
FOUNDER

Calculate platform rent as a share of revenue. Do not let one AI provider become the only gateway to your cost base.

MAIN POINT **Use the large platforms, but keep a map of alternate routes: portable data, several providers, open models, and a value node of your own.**

Do not guess the future. Test it with scenarios.

The chapter asks which world is already emerging in your industry and which moves will hold up across all four possible futures.



A forecast bets on one line. Scenarios give you a map of the junctions.

FOUR WORLDS IN 2030

01 THE PLATFORM WORLD

Benefits concentrate, but people still command a price. Customers, work, and audiences arrive through gates owned by others.

02 THE DIVIDED WORLD

Benefits gather at the top while the middle loses value. Career rungs shrink, and the public response becomes the main force.

03 THE MULTIPLIER WORLD

AI amplifies people. The machine prepares, calculates, and drafts. The person chooses, verifies, and takes responsibility.

04 THE HUMAN PREMIUM WORLD

An abundance of generated work raises the price of the human touch. Trust, presence, a signature, and care become the product.

TEST YOUR INDUSTRY

WHAT TO WATCH	WHAT GROWTH LOOKS LIKE	FIRST MOVE
Platform dependence	The share of sales, hiring, or demand that comes through algorithmic intermediaries	**Maintain a direct channel and combine all platform rent into one number.**
Entry into the profession	Beginners find it harder to get their first real tasks and make useful mistakes	**Build practice rungs and a reputation people can carry elsewhere.**
Human premium	Customers pay more for personal involvement, trust, and a human signature	**Strengthen your name, relationships, and willingness to take responsibility.**

WHAT TO TAKE WITH YOU

PROFESSIONAL

Find your place on the indicator panel and build a portfolio of outcomes, customers, reputation, trust, and a backup route.

MANAGER

Your AI metric is a vote for a scenario. Measure the growth in outcome per person, not only the roles removed.

FOUNDER

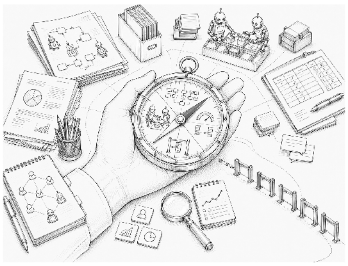
Move at least one asset from rented to owned: a channel, customer list, brand, data, or customer trust.

MAIN POINT **Betting on one forecast makes you hostage to one scenario. A portfolio of no-regret moves will not pay equally in every world, but you need it in all of them.**

Chapter: **book/ru/chapters/t2-10-budushchee-2030-chetyre-scenariya.md** Sources: **book/ru/sources/t2-10-budushchee-2030-chetyre-scenariya.md**

A plan without a compass quickly becomes a ritual

The chapter asks where an AI agent is actually useful, how to estimate the effect in advance, and which gate you must pass before expanding the change.



The compass does not promise a date. It shows what is ready and what is still blocking the route.

FOUR DIRECTIONS

01
WHERE
Do not automate chaos. Start with work you can describe, repeat, and verify.

02
PEOPLE
Learning belongs next to the operating loop. People learn on real tasks, not in a course taken to check a box.

03
EFFECT
Record the baseline first. Measure the time, cost, and rework across the full cycle.

04
CONTROL
Responsibility cannot be delegated. The agent has an owner, boundaries, a log, and an emergency stop.

SCORE THE PROCESS

QUESTION	A GOOD CANDIDATE	WHEN "NO" HELPS
Does it repeat?	A stream of similar requests, documents, or decisions returns every week.	**A rare expert task is better left to a person.**
Is there enough volume?	There are enough cases to show the savings and keep training grounded in real work.	**Low frequency will not pay for the verification loop.**
Can you verify it?	You know what a correct result looks like and who confirms the quality.	**Without verification, the agent will only make the mistake faster.**
Can you tolerate an error?	You can stop and fix a failure before it reaches the customer without human review.	**High risk requires a narrow role and a human decision.**
Does the context exist?	Instructions, the knowledge base, data, rules, and history are available to the system.	**If context lives in people's heads, collect it first.**

SEVEN GATES

GATE 1
The process was chosen for a reason, not because it is fashionable.

GATE 2
A baseline metric exists.

GATE 3
A human owner has been named.

GATE 4
An error is visible and can be stopped.

GATE 5
People learn through live work.

GATE 6
Context is not lost across a zoo of services.

GATE 7
You know what to expand and what to close.

WHAT TO TAKE WITH YOU

PROFESSIONAL
Notice where your work owns the outcome and where the agent only prepares a draft.

MANAGER
Start with one process, one owner, one metric, and one failure you are prepared to accept.

FOUNDER
Test the outside loop. Can other people's agents find, understand, and choose your product without a human salesperson?

MAIN POINT **Half the processes should receive a "no" after scoring. That saves attention, money, and trust.**

The engine became cheaper. Holding the wheel is still expensive.

The epilogue closes both volumes. AI has made answers, drafts, and action cheaper, but it has not answered where to go or removed the name of the person responsible for the turn.

Final vignette: a road to the horizon. An ornament, not a new diagram.

HOW THE BOOK'S ARC CLOSES

01

ANSWERS

Production gets cheaper. Writing, calculating, searching, and assembling drafts have become easier and faster.

02

DIRECTION

The harbor does not appear by itself. Even the best engine cannot tell you why the trip is worth taking.

03

RESPONSIBILITY

The navigator is not accountable. A model can suggest a turn, but the review will still come back to a person.

04

THE WHEEL

Judgment is the final scarce resource. Choice, verification, and the willingness to carry the consequences did not become cheap.

The same note rises through every level: what can be done gets cheaper, while the reason for doing it grows more valuable.

WHAT TO TAKE FROM THE EPILOGUE

PROFESSIONAL

AI can make the draft. Your value lies in knowing which draft is right and what you are willing to stand behind.

MANAGER

A team with agents depends on the person who sees the goal, verifies the outcome, and accepts the review.

FOUNDER

A company wins through the machine built around the engine: the process, destination, customer, metric, and control.

FINAL LINE

A model can suggest a route. But you learn to hold the wheel when letting go feels easiest only by staying in the driver's seat.

Do not wait for AGI as a date. Test it as a task.

The appendix addresses the most direct fear: "Will AI replace us?" The book does not offer reassurance. It changes the question from an AGI label to the task, the cost of error, control, and the human outcome.

HOW THE ARGUMENT WORKS

01
TURING

Replace a bad question with a workable one. "Can a machine think?" gives way to a testable game.

02
ALPHAGO

The fear becomes physical. The machine makes a move that a master would not have found alone.

03
PNAS

Defeat does not end growth. Go players began playing stronger and more novel moves alongside a superhuman machine.

04
WORK

This is no longer a board game. Business has messy data, people, a cost of error, and responsibility.

WHAT AGI MEANS IN THIS BOOK

DIMENSION	STRONG MODELS TODAY	AGI AS A HYPOTHESIS
Breadth	Many classes of tasks, with failures and blind spots.	Broad transfer across unfamiliar tasks.
Reliability	Superhuman in places, unstable at the edges.	Consistent performance at the level of a strong human across a broad class of tasks.
Autonomy	A short horizon under rules and review.	Long chains of action inside broad boundaries.
Verification	Without an operating loop, it can make mistakes with confidence.	It still requires authorization, a known cost of error, and accountability.

FIVE QUESTIONS INSTEAD OF ONE

QUESTION 1

What task does it solve?
Do not ask how smart it is. Ask what it does and where that work sits on your task list.

QUESTION 2

What does an error cost?
An email draft and a customer payment belong to different worlds of risk.

QUESTION 3

Is it reliable at the edges?
Test it on messy data, exceptions, and the details of your work, not only in a demo.

QUESTION 4

Who controls the action?
Find the action trail, the stop rule, and the name signed under the result.

QUESTION 5

What does it strengthen in a person?
A tool can strengthen judgment or weaken the habit of checking long before AGI arrives.

MAIN POINT **AI is not simply replacing us. Each year, it asks a harder question: what exactly are you useful for?**