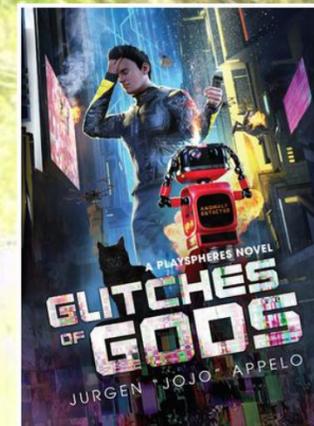
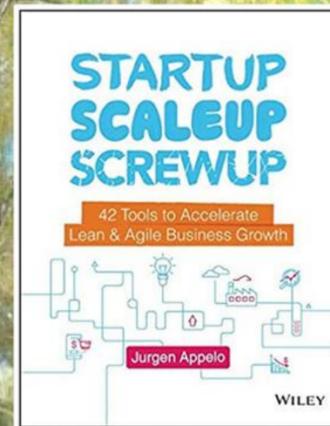
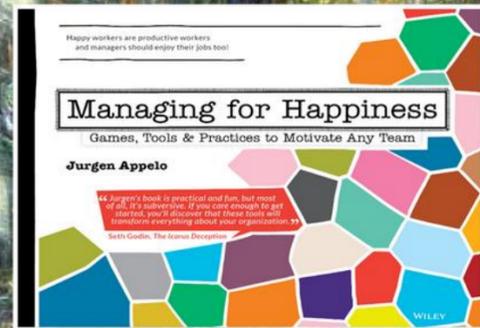
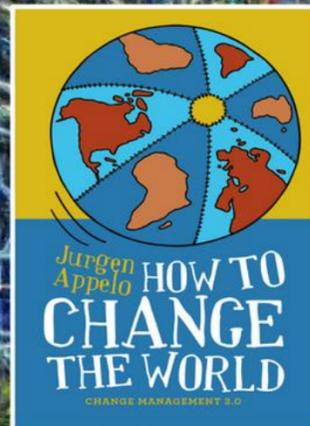
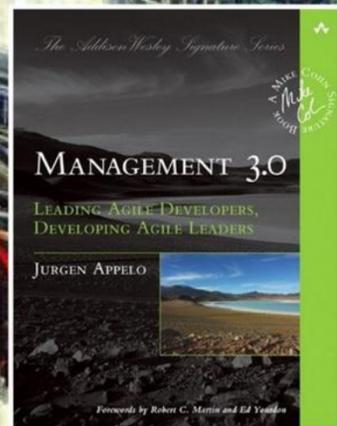


# HUMAN ROBOT AGENT

Redesigning Work in the Age of AI



NEW FUNDAMENTALS FOR  
AI-DRIVEN LEADERSHIP WITH  
ALGORITHMIC MANAGEMENT

# HUMAN ROBOT AGENT

JURGEN APPELO  
JEAN-CHRISTOPHE CONTICELLO

ChatGPT 4o

# What can I help with?

Message ChatGPT

+ Search

Create image Brainstorm Code Analyze images Summarize text More

ChatGPT can make mistakes. OpenAI doesn't use unFIX Team workspace data to train its models.

Gemini Advanced 2.0 Flash

# Hello, Jurgen

Ask Gemini

Menu Reports Settings Share

Realtime Critique Summary Style Grammar Rephrase Thesaurus Overused Combo

Core

Repeats

Start typing to begin writing.

Use Ctrl+V to paste.

Or try one of the following:

Upload a document View a Sample

Once you've entered some text, the summary report is a good place to start, or the other reports will show suggestions directly in your text.

Claude Professional Plan

# Good evening, Jurgen

How can Claude help you today?

Claude 3.5 Sonnet Choose style

Provide stakeholder perspective Extract insights from report Polish your prose

Your recent chats

- Surprising Political Shifts Defying Expectations 23 minutes ago
- Concise Pattern Descriptions for... 4 days ago
- Street Vendor Terminology 5 days ago
- Amazon Keyword Suggestions for Book
- Exploring the Difference Between Explorers and...
- The Radical Moderate

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# What do you want to know?

Ask anything...

Pro

38°F Rotterdam Light rain H: 38° L: 34°

Musk-Led Group Bids for OpenAI

Anthropic's Economic Index...

Pro Enterprise Store Blog Careers Education English (English)

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## Untitled Scan

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AI check Plagiarism check Fact check Readability Grammar

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Learn with video tutorials

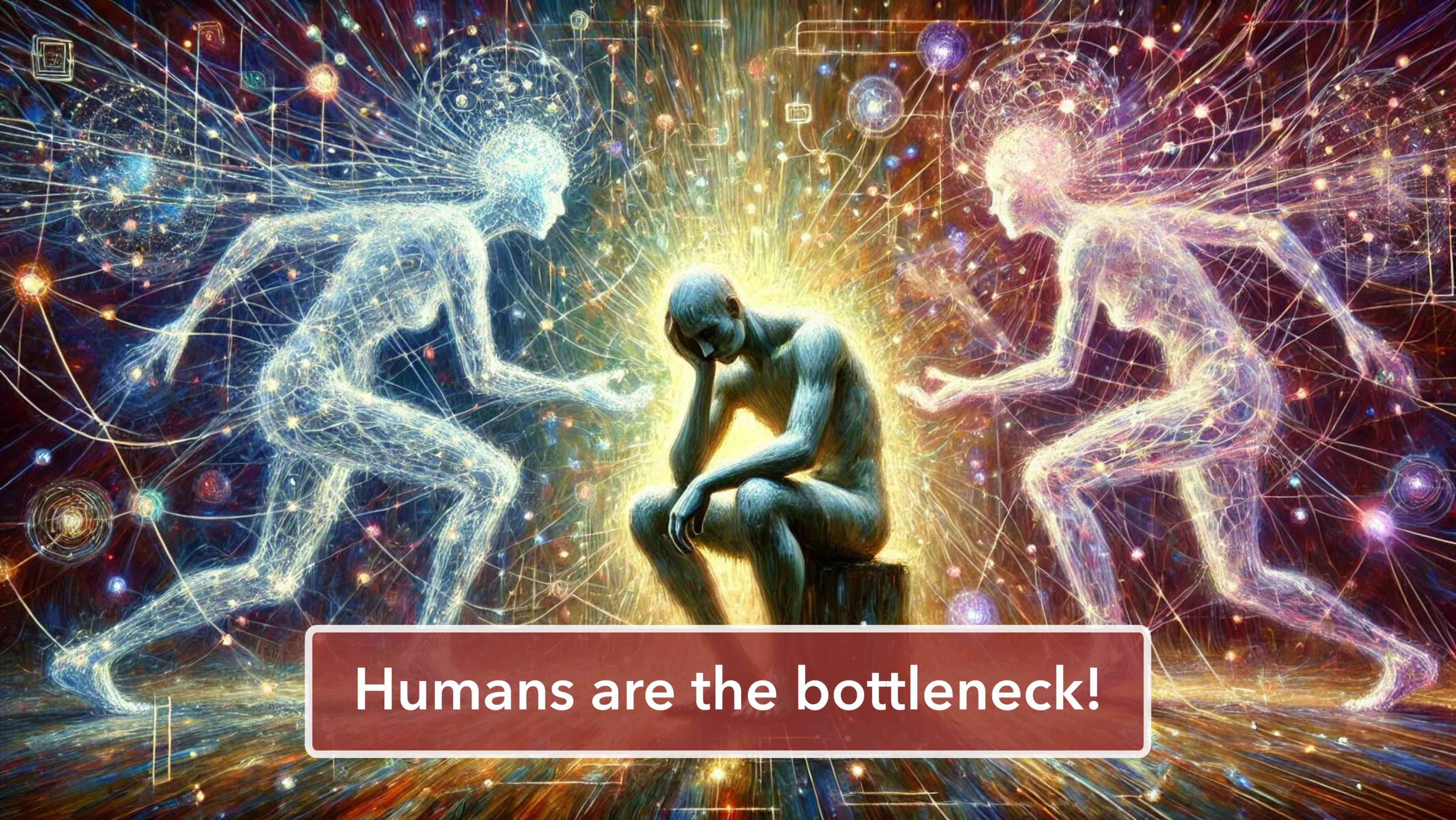
Watch these video tutorials to get a detailed explanation on how to use the tool.

Click to view

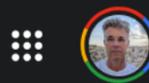
How can I use the content scanner?

How much does a scan cost to run?

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**Humans are the bottleneck!**



L

Law Finder • Custom Gem

This is a fantastic piece that delves into the nuances of management and personal accountability within a professional setting. The text already employs strong language and imagery, but here are some additional concepts and how you could weave them in to further enhance the message:

**1. Parkinson's Law:** This law states that "work expands so as to fill the time available for its completion." You could link this to the idea that individuals who don't actively manage their time and tasks often find themselves overwhelmed, regardless of their actual workload. This could tie into the emphasis on personal responsibility and self-management.

**2. The Peter Principle:** This principle suggests that "in a hierarchy, every employee tends to rise to his level of incompetence." While the text focuses on individual responsibility, you could use the Peter Principle to subtly highlight the dangers of promoting people solely based on their performance in their current role, rather than their management potential. This could add another layer to the argument against traditional management structures.

**3. Pareto Principle (80/20 Rule):** This principle states that roughly 80% of the effects come from 20% of the causes. You could apply this by suggesting that 80% of a team's success might come from 20% of its members who take true ownership and manage their work effectively. This could further emphasize the impact of individual contributions.

**4. Hofstadter's Law:** This humorous law states "It always takes longer than you expect, even when you take into account Hofstadter's Law." You could use this to emphasize the importance of realistic planning and time management, even when individuals are empowered to manage their own tasks. It adds a touch of relatable humor while reinforcing the central theme.

**5. Dunning-Kruger Effect:** This cognitive bias describes how people with low ability in a task overestimate their ability. You could connect this to the "attitude problem" of bad management, where individuals may assume they are better at managing their work than they actually are. This could be a subtle way to encourage self-reflection and improvement.

**6. Occam's Razor:** This principle suggests that the simplest explanation is usually the correct one. You could apply this to the analysis of workplace issues, suggesting that instead of blaming complex organizational structures or management failures, the root cause often lies in simple



F

Fact Checker • Custom Gem

This piece raises important questions about the impact of AI on the workforce and the evolving role of humans in an AI-driven world. Let's break down some of the claims and arguments:

#### Points that are generally accepted:

- **AI's Growing Presence:** The text accurately states that AI is becoming increasingly integrated into various aspects of life and work, from recommendation engines to large language models.
- **Job Displacement:** The concern that AI could displace jobs, particularly those involving information gathering and processing, is valid and widely discussed. The example of JP Morgan exploring AI to replace financial advisors highlights this trend.
- **AI's Lack of Morality:** AI systems, in their current form, lack inherent morality and ethical judgment. They operate based on the data and algorithms they are trained on, which can reflect biases and limitations.
- **The Need for Human Values:** The text correctly emphasizes the importance of embedding human values into AI systems and the challenges of aligning AI with complex human morality.
- **Shifting Human Roles:** The idea that AI could free humans from tasks like memorization and information retrieval, allowing them to focus on higher-level skills like wisdom, judgment, and ethical decision-making, is a common theme in discussions about the future of work.

#### Points that need further scrutiny:

- **"AI isn't just a passing trend—it's a permanent fixture in our world":** While AI's influence is growing, characterizing it as a "permanent fixture" might be a bit deterministic. The future of AI and its impact is still evolving and subject to various factors.
- **"Which roles will large language models devour next? Managers? Coaches? Consultants?":** While AI can automate certain tasks within these roles, it's unlikely to completely replace them. These professions often require complex human interaction, empathy, and nuanced judgment that AI currently struggles with.
- **"Is it wise to replace interns and junior staff with AI, even if that leaves a gaping hole in the talent pipeline for future leadership?":** This raises a valid concern about the potential long-term consequences of replacing entry-level positions with AI. It's crucial to consider the [impact on skill development and future workforce needs](#).



Discover Better Experiences



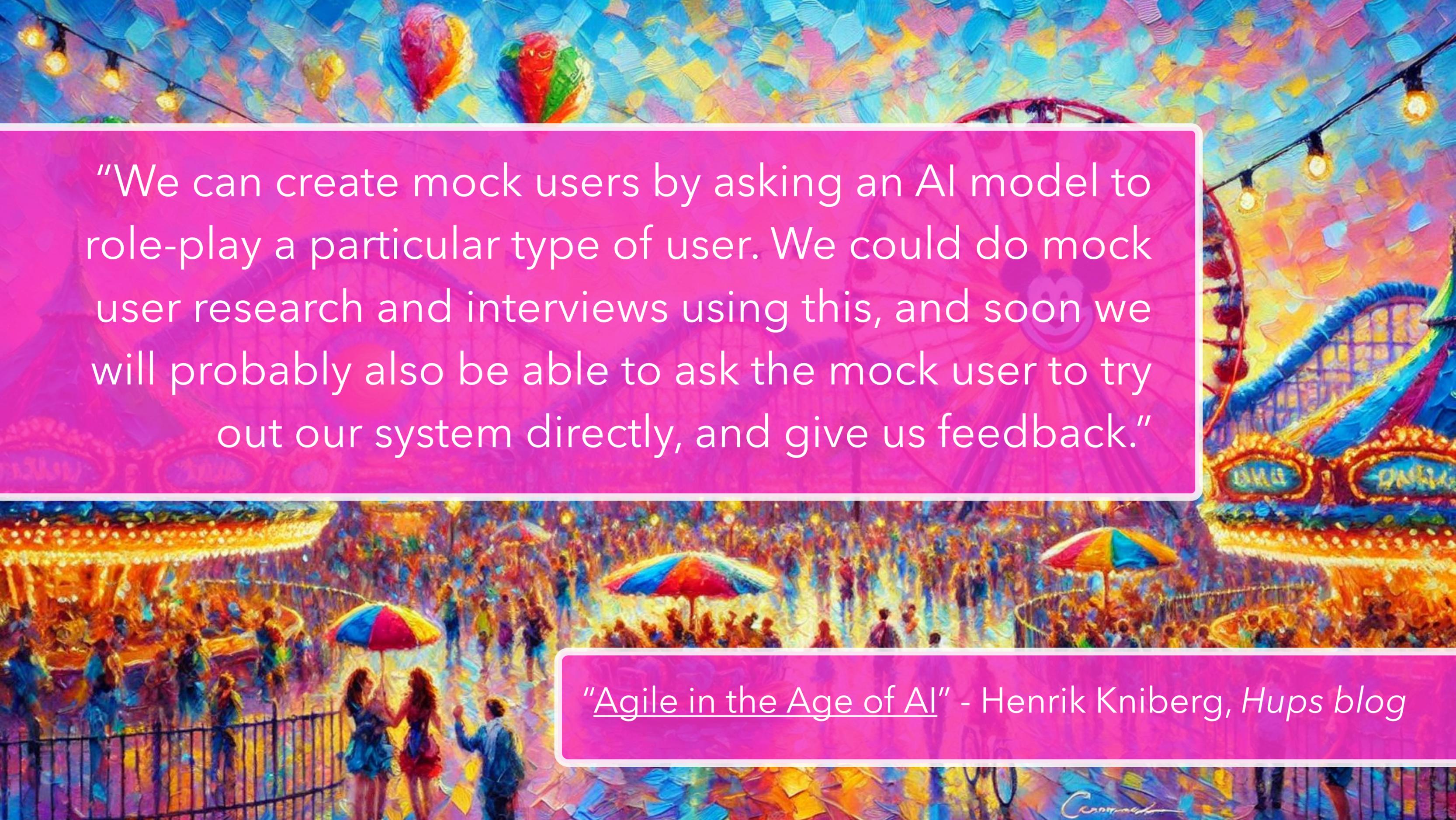


“AI-powered tools can create highly personalized encounters that enhance customer experiences and increase customer engagement.”

“AI Personalization” - Molly Hayes, Amanda Downie, IBM

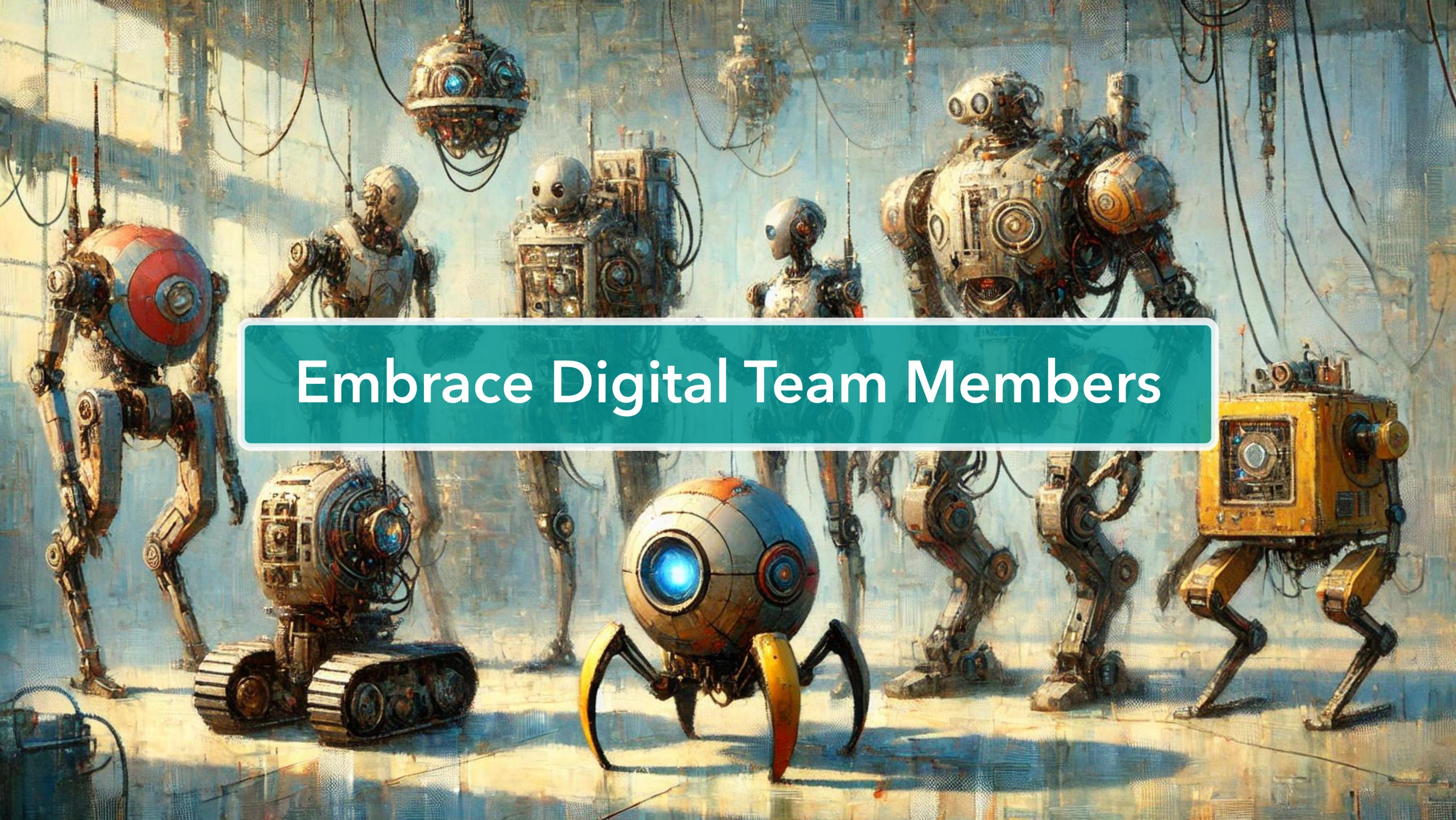
Top picks for you

Table of 12 columns and 4 rows of book recommendations. Each cell contains a book cover, title, author, star rating, and price. Row 1 includes titles like 'A Kingdom of Flesh and Fire', 'The Crown of Gilded Bones', 'The War of Two Queens', 'Empire of Silence', 'From Blood and Ash', 'The Saint of Bright Doors', 'Why Machines Learn', 'The Imperial Radch Boxed Trilogy', 'Nexus', 'The Water Outlaws', and 'Exponential'. Row 2 includes 'Starter Villain', 'Machine Learning', 'Unit X', 'Godsgrave', 'Darkdawn', 'Thornhedge', 'The Adventures of Amina al-Sirafi', 'The AI-Savvy Leader', 'Gambling Man', 'The Terraformers', and 'The Will of the Many'. Row 3 includes 'On Food and Cooking', 'Artificial Intelligence', 'Supremacy: AI, ChatGPT, and the Race that Will Change the World', 'Nevernight', 'Shigidi', 'NERDS Gummy Clusters', 'Mastering AI', 'Sparkling Ice', 'The Heart and the Chip', 'A Brief History of Intelligence', and 'Build a Large Language Model'. Row 4 includes 'Competing in the Age of AI', 'Witch King', 'In Ascension', 'Buffett & Munger Unscripted', 'Lake of Souls', 'Elder Race', and 'The Murderbot Diaries'.



“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.”

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

A collection of diverse, futuristic robots in a workshop setting. The robots vary in size and design, including a large red and white robot on the left, a small yellow robot on the right, and several others in the background. A central teal banner with white text reads "Embrace Digital Team Members".

Embrace Digital Team Members

A detailed illustration of a futuristic workshop or laboratory. In the foreground, a large, complex robot with a humanoid form and a yellow and blue color scheme stands prominently. To its right, a smaller, yellow, boxy robot with a square head and four legs is visible. In the background, several other robots of various shapes and sizes are suspended from the ceiling or standing on the floor. The environment is filled with wires, cables, and mechanical components, creating a sense of a busy, advanced technological space.

“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.”

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

# Shrinking Team size





**Work with Mission Teams**

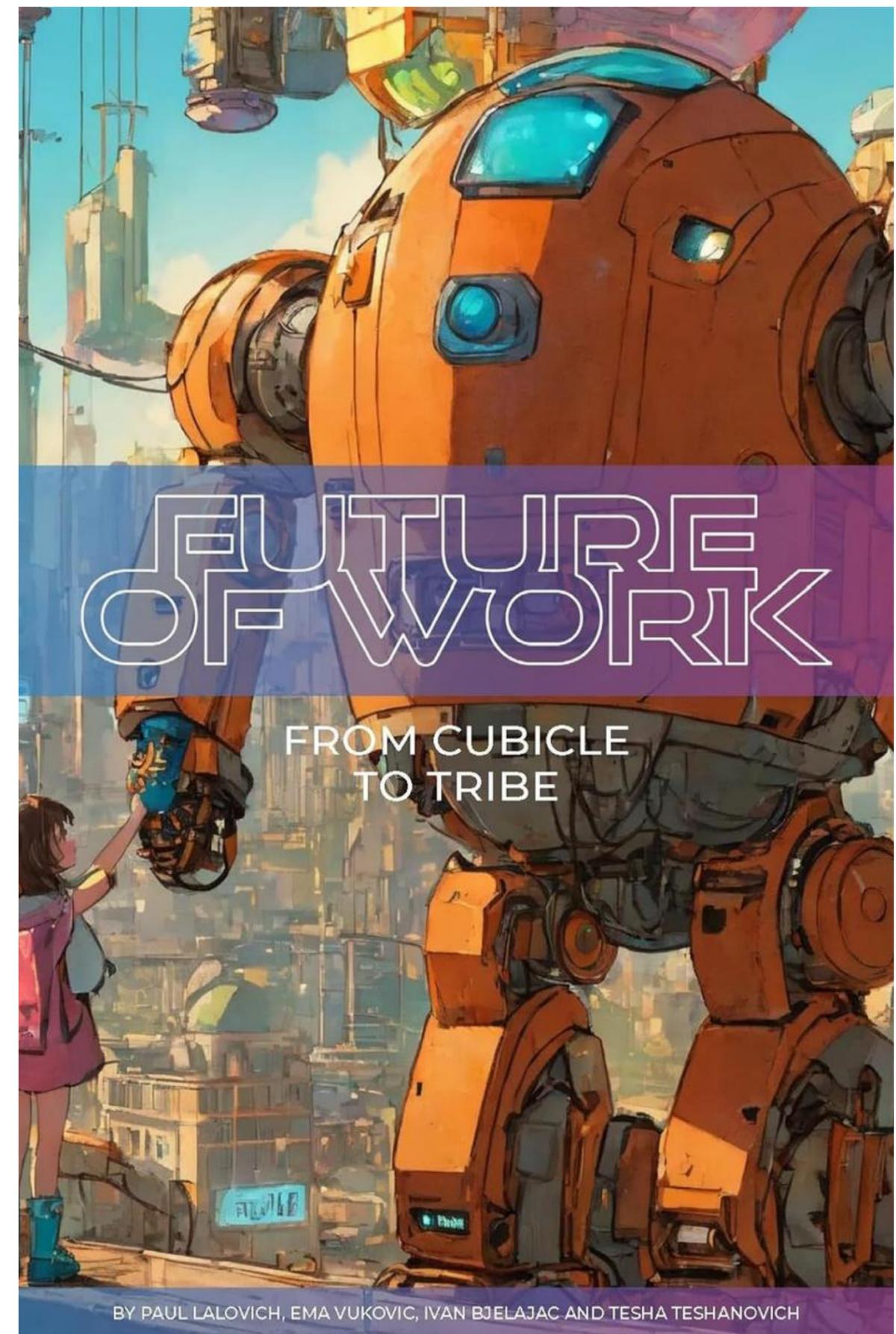
“The global workforce must function as a cohesive unit, necessitating the development of "teaming" skills among managers and employees – the ability to coordinate and collaborate effectively even in the absence of stable team structures.”

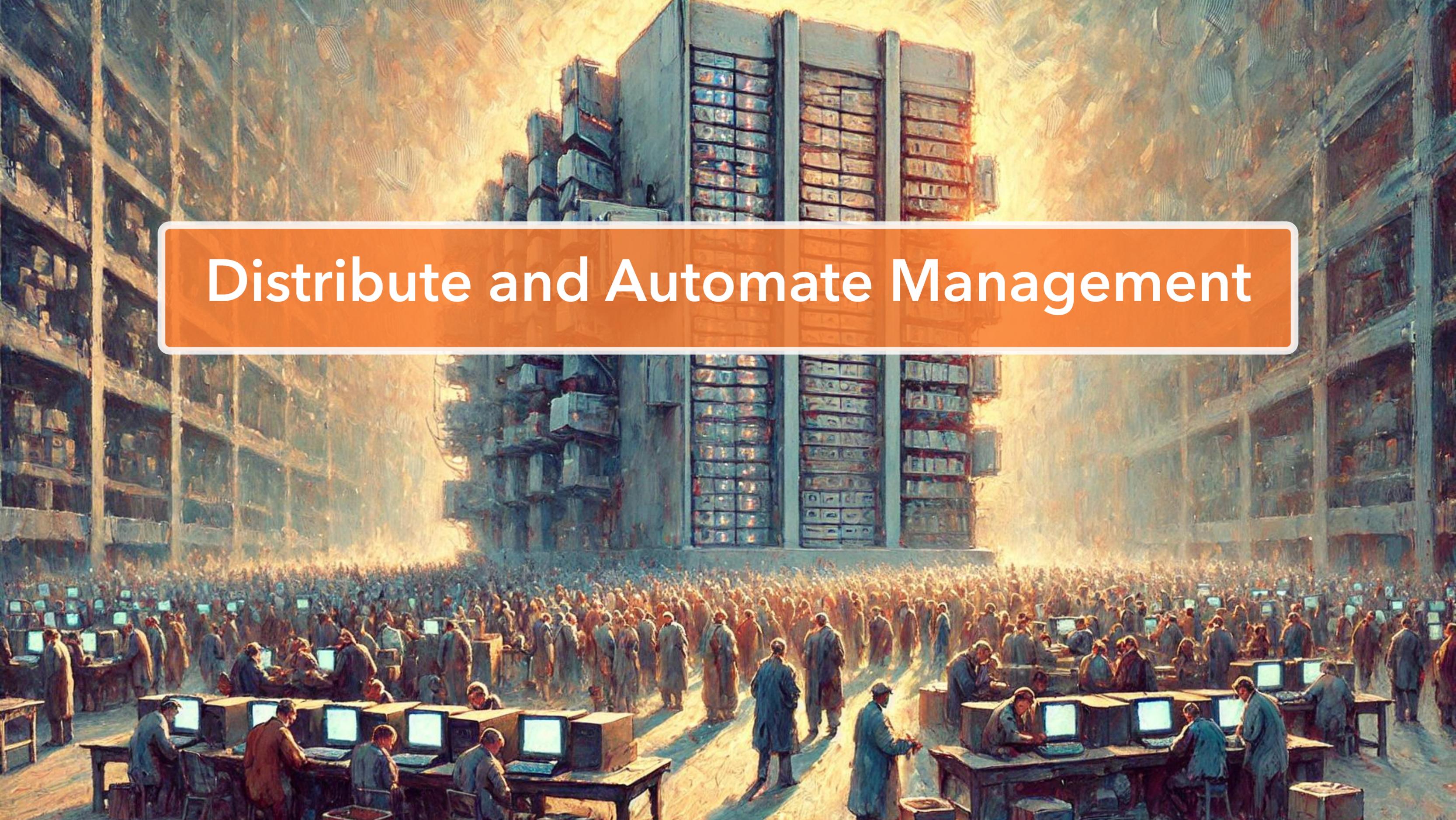
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## *Future of Work*

*From Cubicle to Tribe*

**Paul Lalovich, Ivan Bjelajac, Emilija Vukovic, Tesha Teshanovich**





# Distribute and Automate Management



“[Chinese companies] are reinventing the role of management [with] direct access to shared corporate resources and capabilities, making it possible for them to organize themselves around specific business opportunities without managerial intervention.”

“How Chinese Companies Are Reinventing Management” - Mark J. Greeven, et al., *HBR*

# Automation Bias



“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?”

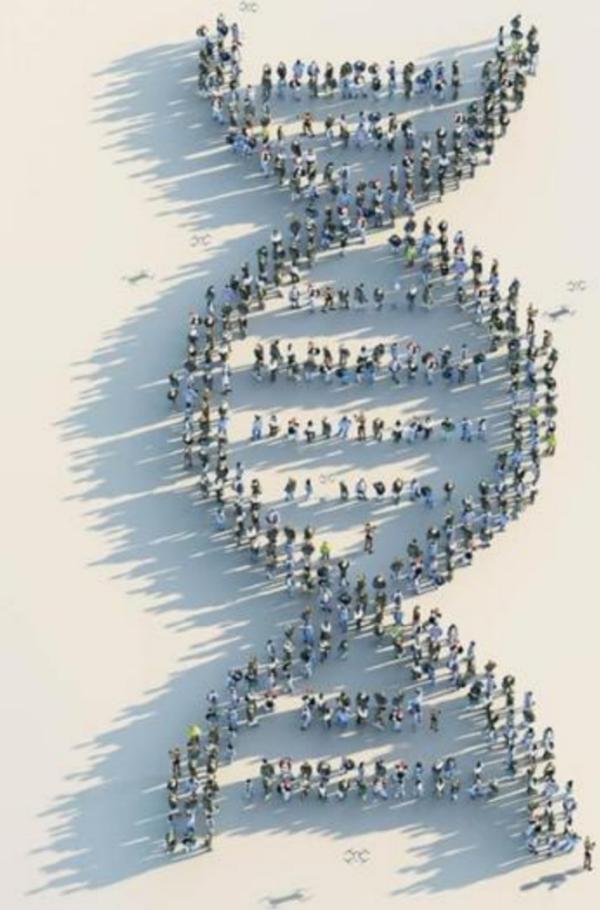
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## *The Skill Code*

*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**

# Jobless Juniors



Accelerate Innovation



“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*

*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

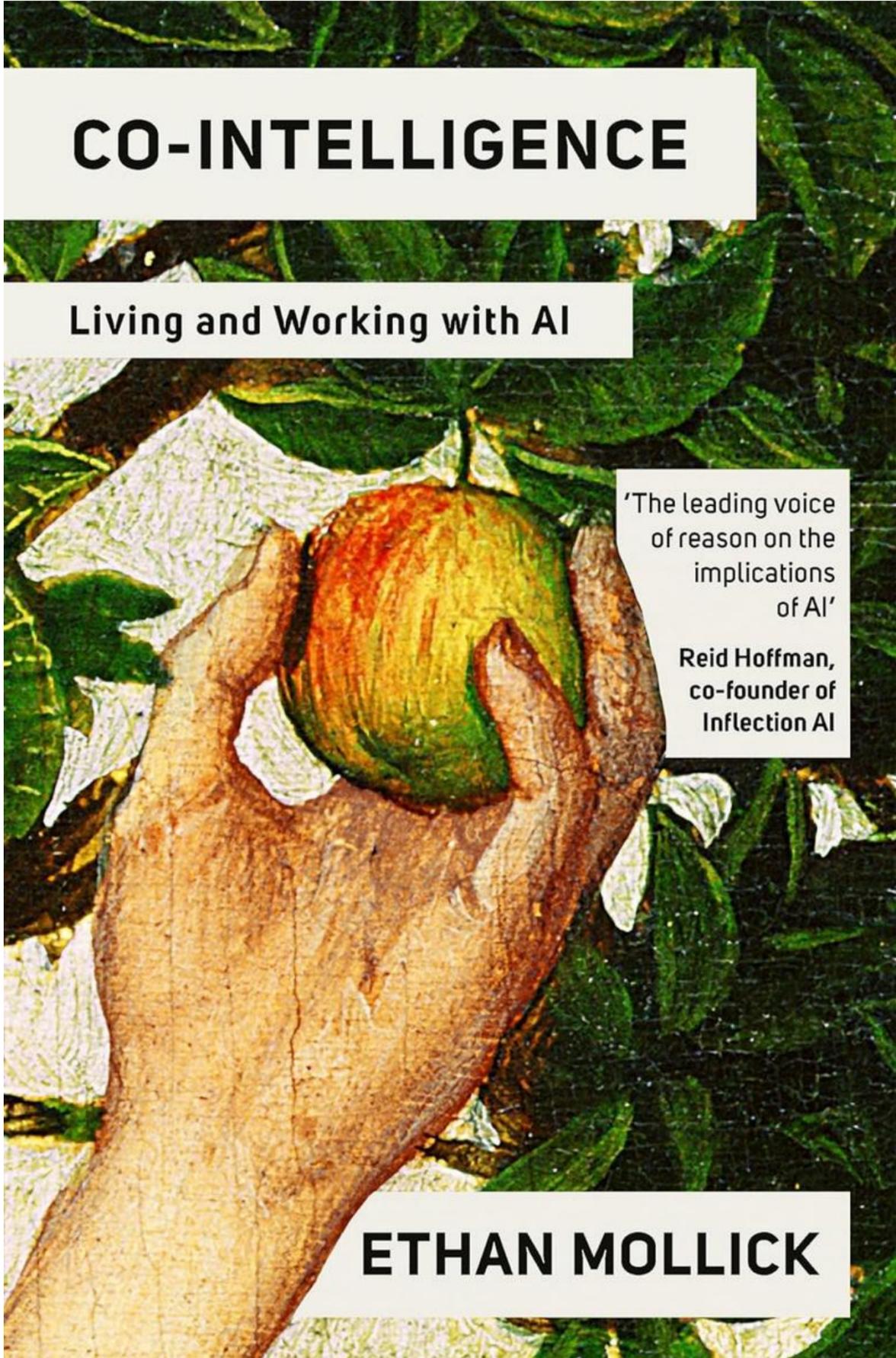
“In field after field, we are finding that a human working with an AI co-intelligence outperforms all but the best humans working without an AI.”

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*Co-Intelligence*

*Living and Working with AI*

**Ethan Mollick**



**CO-INTELLIGENCE**

**Living and Working with AI**

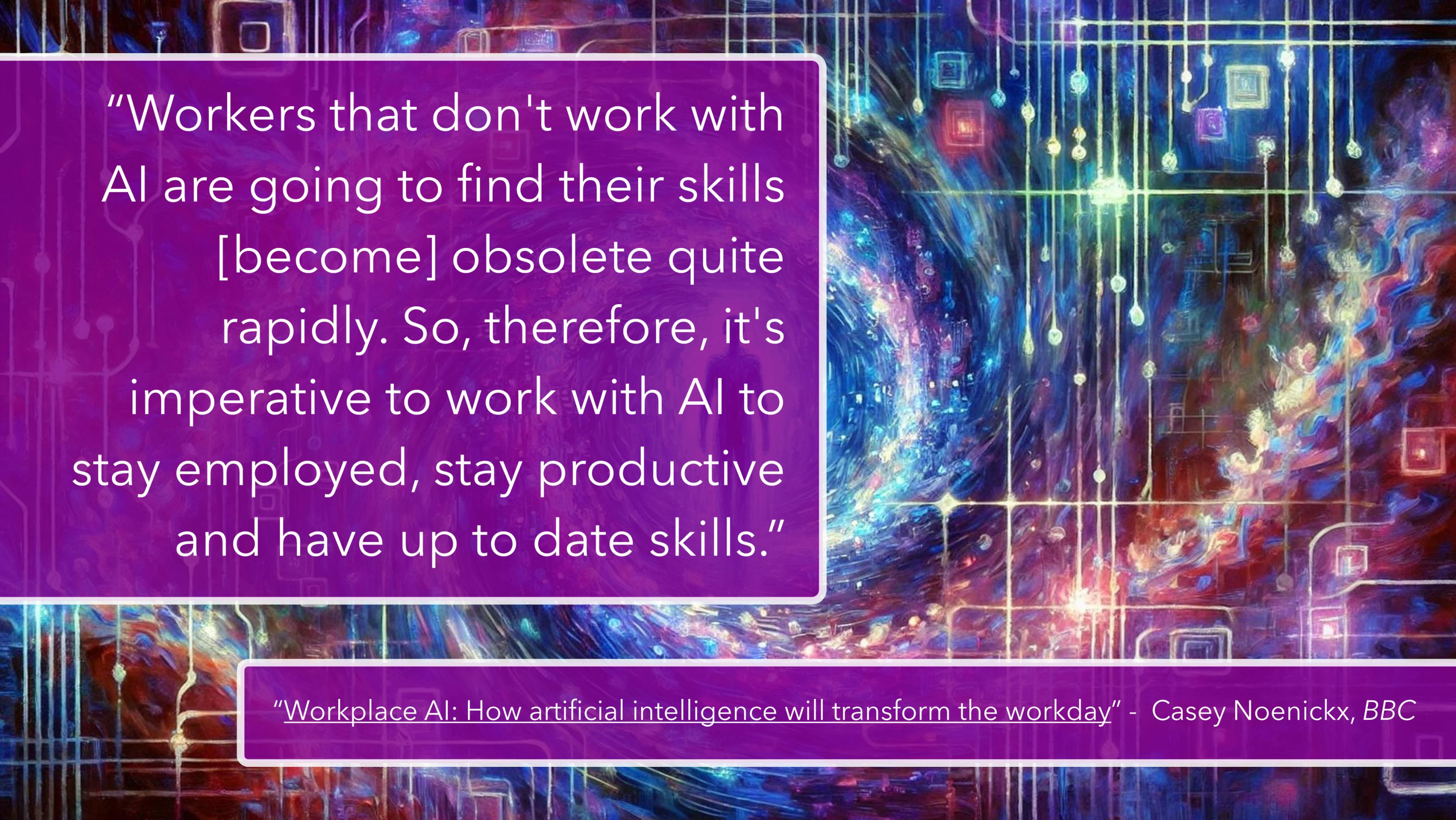
‘The leading voice of reason on the implications of AI’

Reid Hoffman,  
co-founder of  
Inflection AI

**ETHAN MOLLICK**

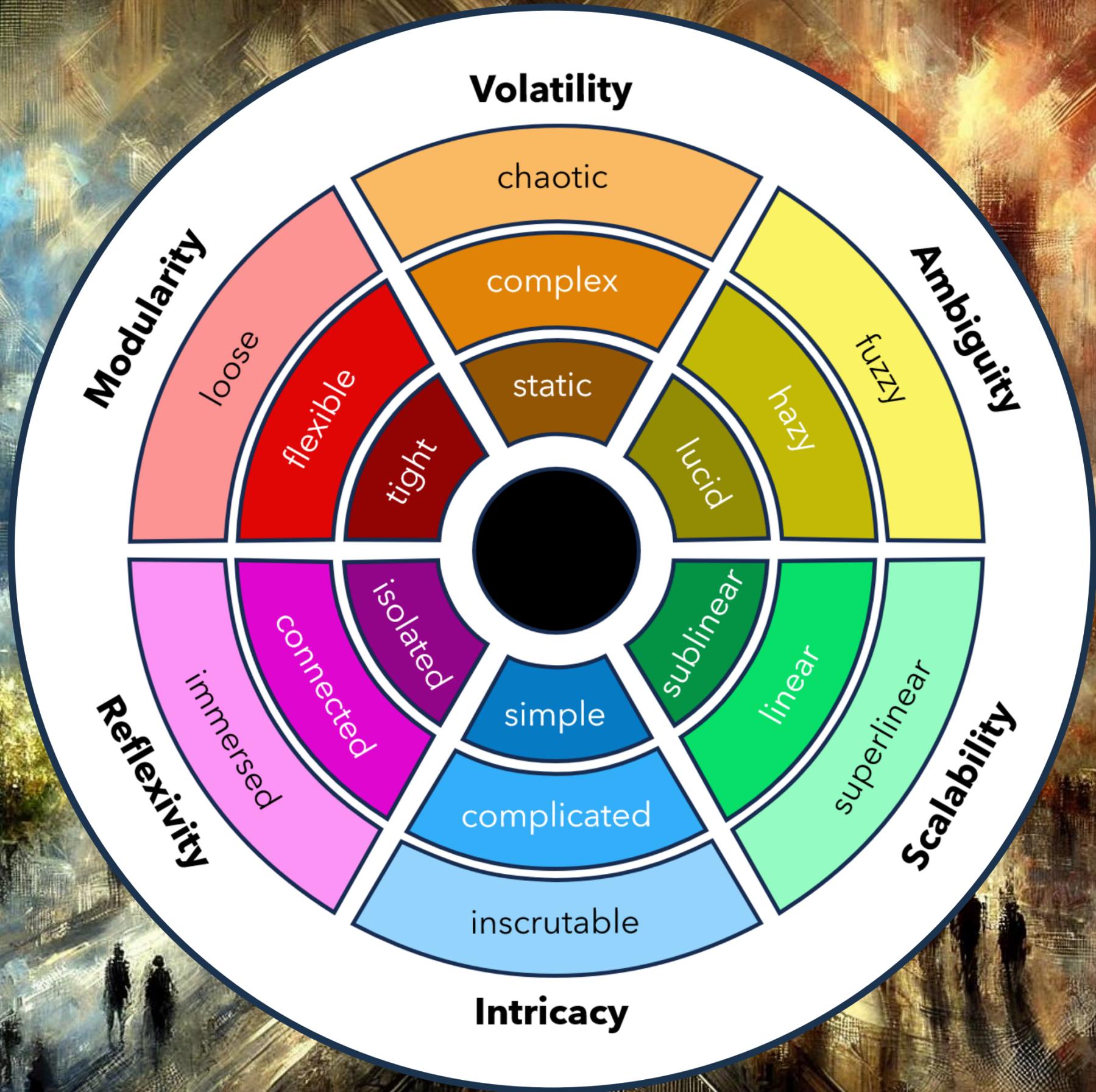


**Stay in the Loop**



“Workers that don't work with AI are going to find their skills [become] obsolete quite rapidly. So, therefore, it's imperative to work with AI to stay employed, stay productive and have up to date skills.”

“Workplace AI: How artificial intelligence will transform the workday” - Casey Noenickx, *BBC*





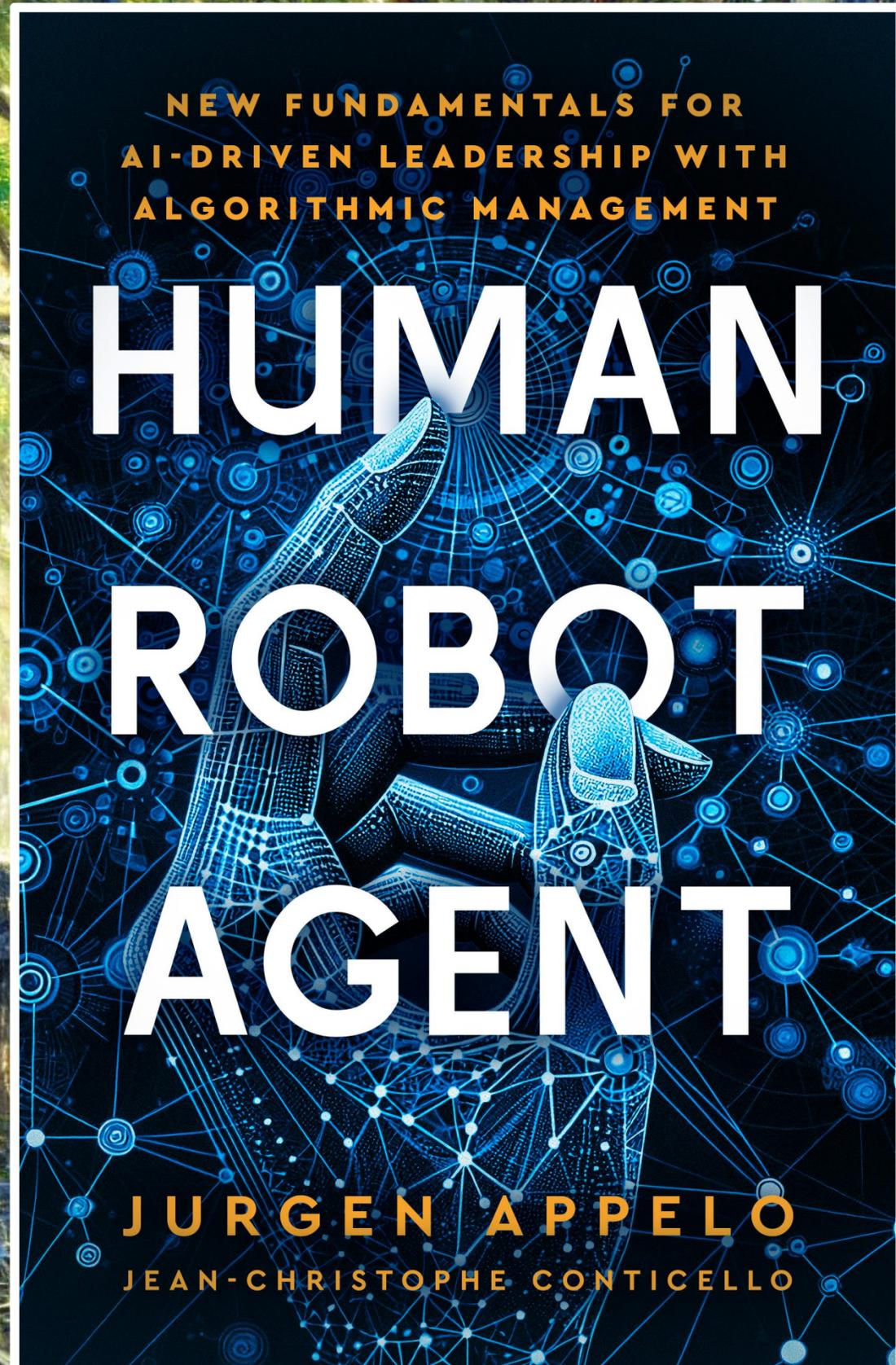
**Shift From Knowledge to Wisdom**

**@jurgennappelo**

**jurgennappelo.com**



**[bit.ly/humanrobotagent](https://bit.ly/humanrobotagent)**



NEW FUNDAMENTALS FOR  
AI-DRIVEN LEADERSHIP WITH  
ALGORITHMIC MANAGEMENT

# HUMAN ROBOT AGENT

JURGEN APPELO  
JEAN-CHRISTOPHE CONTICELLO

“ If you want to lead in the Fourth Industrial Revolution rather than get left behind, this book, in my top 5 in the last decade, is a must-read. ”

Jim Highsmith,  
co-author of the Agile Manifesto



**Be the Disruptor  
Not the Disrupted**

**[m3k.ai/e-learning-new-fundamentals](https://m3k.ai/e-learning-new-fundamentals)**

## **E-Learning**

The Fourth Industrial Revolution isn't coming—it's here. AI, automation, and digital agents transform how we work, lead, and innovate. Based on the groundbreaking insights from *Human Robot Agent*, this e-learning course will help you navigate the rapidly evolving workplace, adapt to AI-driven changes, and future-proof your skills. Discover how to blend human ingenuity with digital intelligence, lead in the age of automation, and turn disruption into opportunity. Whether you're a leader, innovator, or changemaker, this course equips you with the mindset and strategies to stay ahead in a world where AI is not just a tool—but a teammate.

Get a deeper dive behind the content of *Human Robot Agent* with the self-paced e-learning

**Be the Disruptor  
Not the Disrupted**

**[m3k.ai/cohort-new-fundamentals](https://m3k.ai/cohort-new-fundamentals)**

## Cohort Learning

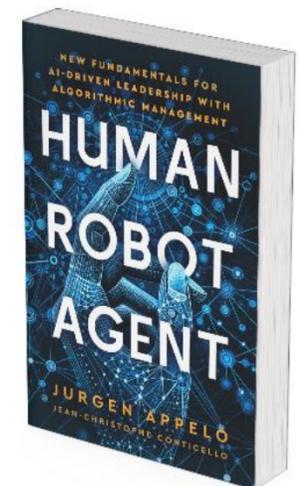
We invite you to be part of our first Learning Cohort and explore the

### **New Fundamentals for Leaders in the Age of AI**

with Jurgen Appelo and his team.

Based on the book “Human Robot Agent” you will participate in seven live sessions to learn, discuss, and engage about AI's disruptive and transformational impact on our work practices.

Take the chance to interact with Jurgen, as this will be the only cohort he runs. Sharpen your senses and equip yourself to lead in the Age of AI.



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