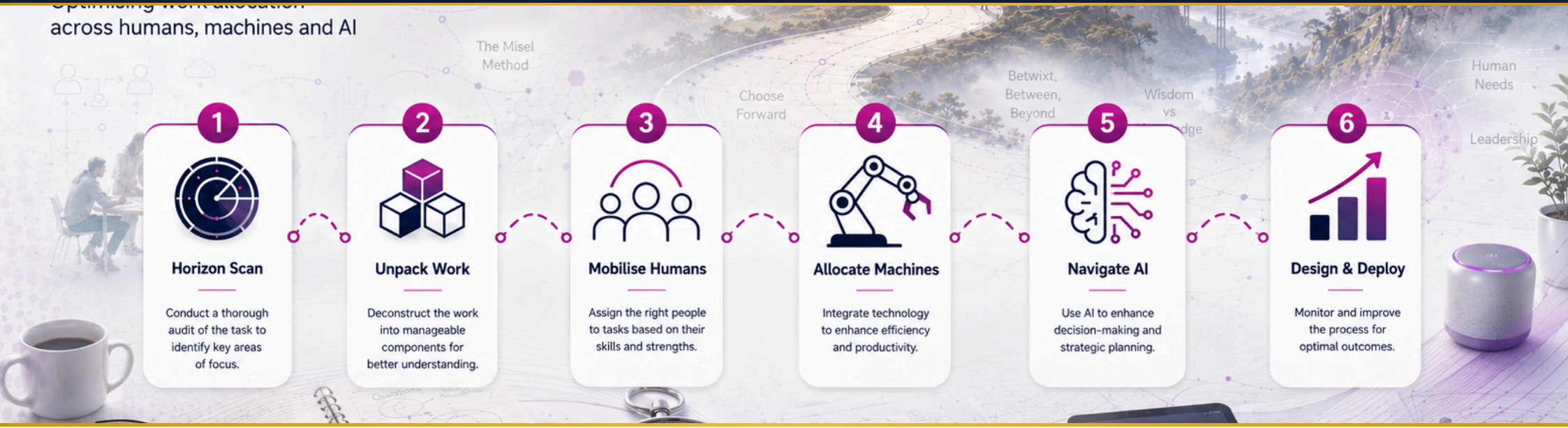


Spanning work allocation across humans, machines and AI



**HUMAN**

Judgment, trust, and accountability. The capacity to read a situation that has no precedent, hold a relationship across time, and be answerable for what happens next. Humans can do most things. But only in limited, unrepeatable, contextual bursts. That's the asset. Protect it for what genuinely needs it.

**MACHINE**

Outsource physical toil. Anything that moves, measures, builds, transports, monitors, or operates. From a spreadsheet to a drone to a warehouse robot to telematics to an autonomous vehicle. If the work is physical and repeatable, a machine can do it.

**AI**

Outsource cognitive toil. Anything that recognises patterns, classifies information, predicts outcomes, makes decisions, or runs a workflow autonomously. From a basic algorithm to a system that operates an entire process without a human in the loop.

**THE PRINCIPLE**

Every task is a sequence of steps. Each step has a primary owner: human, machine, or AI. The combination is the sequence itself.

**PROVOCATION**

*Soon, we may need to justify why a human is in each step. Not assume it. Justify it.*

**Work in pairs. One writes, both decide.**

Pick one task or activity from your organisation. Something where you're not sure the current approach is the right one.

**EXAMPLE: A CUSTOMER COMPLAINT COMES IN**

#	DESCRIBE THIS STEP	WHO OWNS IT?	WHY?
1	Receive it and log it	Machine	Repeatable. No judgment needed. Speed matters.
2	Classify it: billing, service failure, or urgent?	AI	Pattern recognition. Faster and more consistent than a human scanning text.
3	Pull up the customer's history	Machine	Database lookup. No decision required.
4	Decide the response	Human	Relationship. Accountability. Context only a person carries.

The human at step 4 is better at their job because steps 1, 2, and 3 have already run.

**SECTION A: UNPACK IT**

What's the task?

Break it into steps, in order. One thing per step. "Classify the complaint" is a step. "Handle a complaint" is a task.

#	DESCRIBE THIS STEP
1	
2	
3	
4	

Read your sequence. What does each step pass to the next? That's your HUMAND workflow.

**SECTION C: WISDOM CHECK**

- 1 For every step you gave to a Human: is that because this step genuinely requires judgment, trust, or accountability? Or because a human has always done it?
- 2 Where did you surprise yourself? Where was more possible to hand off than you assumed, or more human than was obvious?
- 3 Which human steps in your sequence can you justify today? And which ones are you carrying on assumption?

**SECTION B: MAP IT**

For each step: who or what should own it? There's usually one right answer. Ask: is this physical work? Pattern recognition? Or a judgment call?

#	HUMAN / MACHINE / AI	WHY?
1	Human · Machine · AI	
2	Human · Machine · AI	
3	Human · Machine · AI	
4	Human · Machine · AI	