Afoot

When doing costs nothing, *deciding* costs everything.

Vanessa Meyer · Oredev · 2026

Vanessa Meyer



Recovering middle manager with +15 years experience leading teams through uncertainty. SaaS startup operator, advisor and board member. Began commercializing AI technology in 2016.

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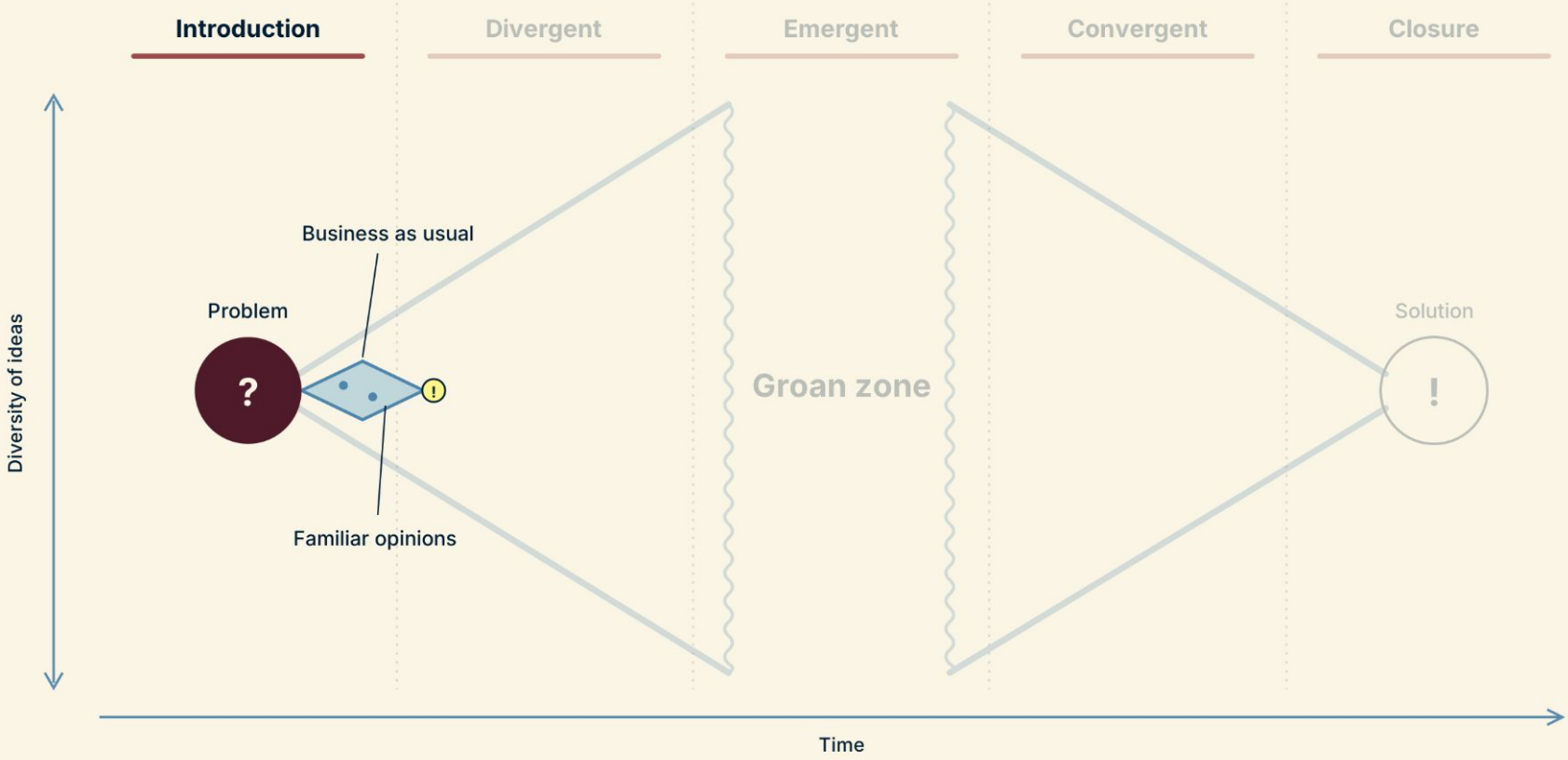
Substack, TikTok, LinkedIn

Why group decision making is *hard*.

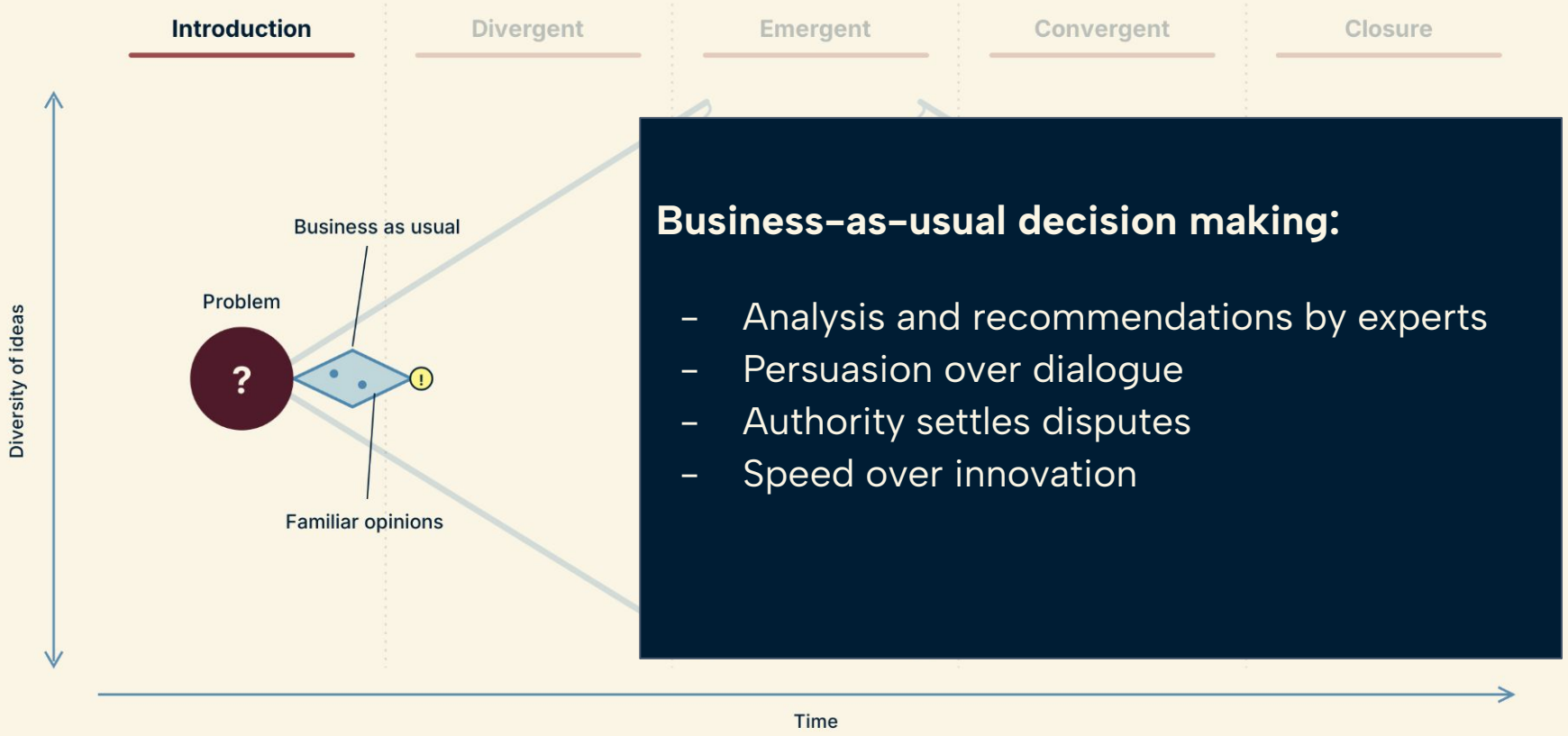
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Dynamics of group decision-making
Diversity of ideas
Time
01 / 11
Afoot
Adapted from Sam Kaner's Diamond of Participation, *Facilitator's Guide to Participatory Decision-Making*.

[Video link]



Source: Sam Kaner, “The Facilitator’s Guide to Participatory Decision-Making”, 1996.

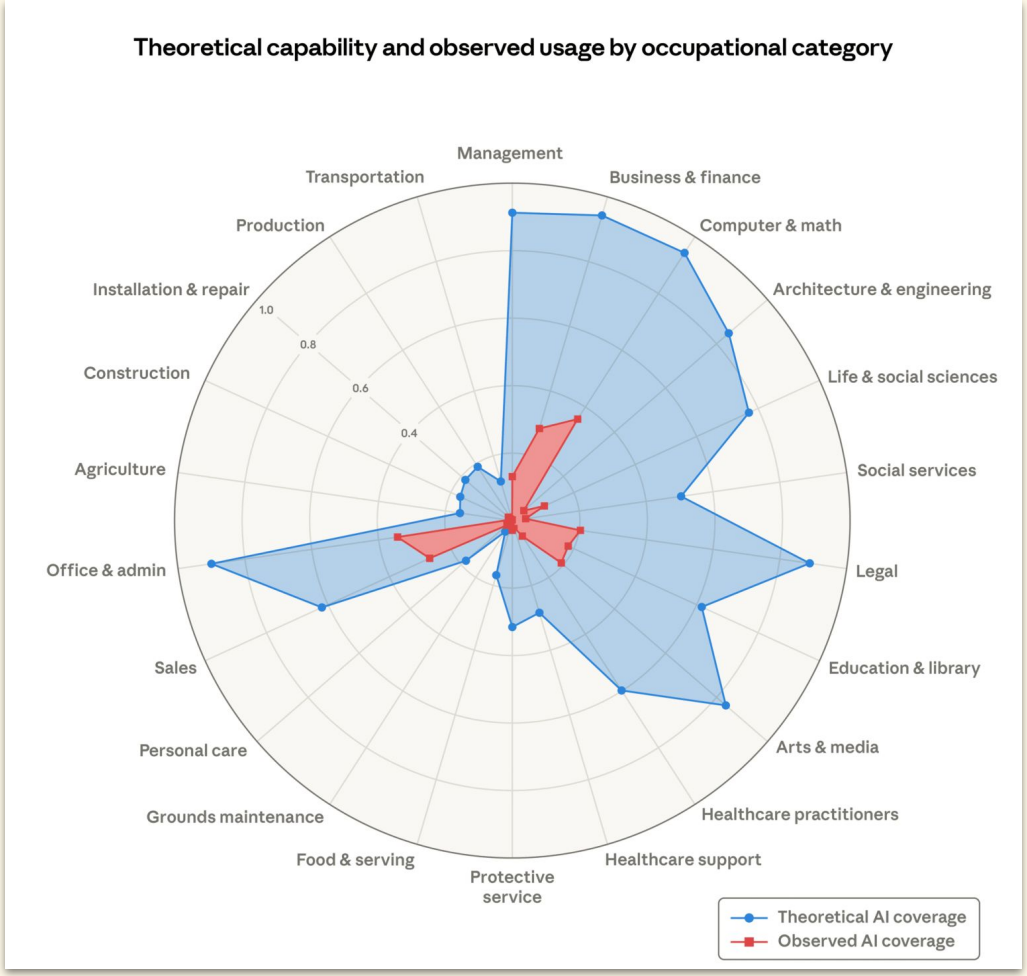


Business-as-usual decision making:

- Analysis and recommendations by experts
- Persuasion over dialogue
- Authority settles disputes
- Speed over innovation

Source: Sam Kaner, “The Facilitator's Guide to Participatory Decision-Making”, 1996.

AI will increasingly handle the business-as-usual work, leaving people to deal with ***increasingly complex issues.***



Source: Anthropic, "Labor market impacts of AI: A new measure and early evidence", March 2026.

Complex

Cause and effect only clear in hindsight

Probe → Sense → Respond

Emergent practice

Left to people: the groan zone

Complicated

Cause and effect needs analysis or expertise

Sense → Analyse → Respond

Good practice

AI increasingly handles this

Confusion

Chaotic

No clear cause and effect

Act → Sense → Respond

Novel practice

Clear

Cause and effect obvious to all

Sense → Categorise → Respond

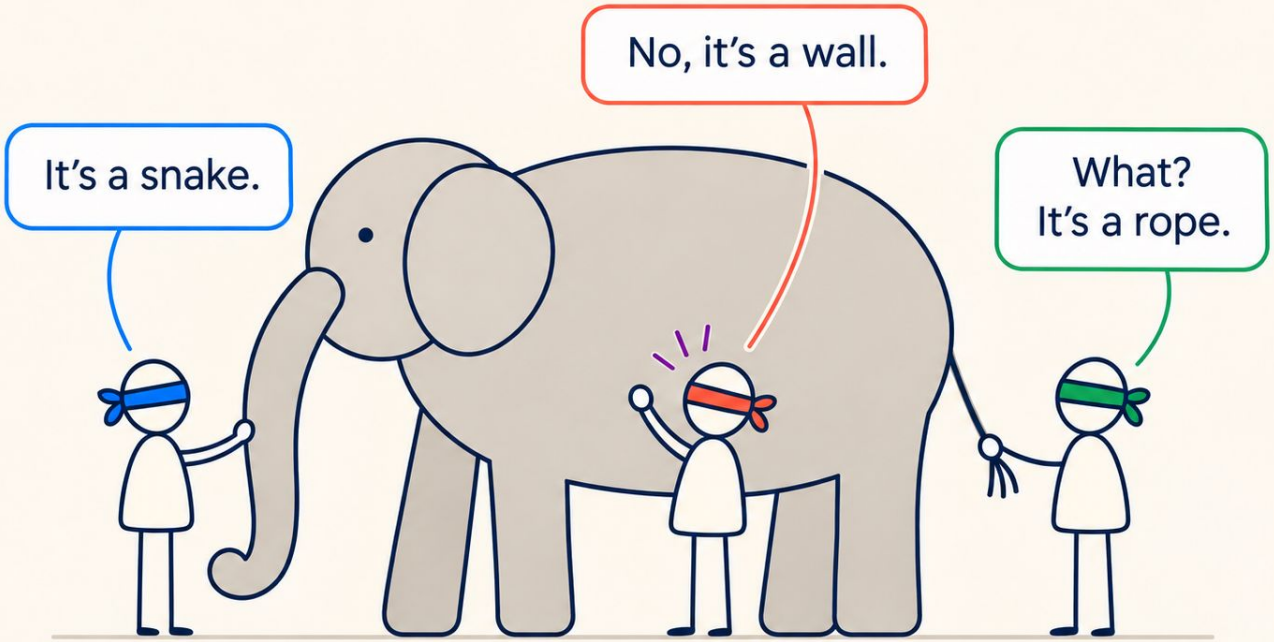
Best practice

AI handles this better than people

Cynefin framework: Dave Snowden

The blind men and the elephant

Our own experience is rarely the whole truth



Source: The parable of the blind men and the elephant

Complexity means no one sees the whole elephant.

Complexity means no one sees the whole elephant.

The decision is the uncomfortable process of combining what we see into ***enough understanding to act.***

Why AI makes group decision making *harder*.

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Introduction
Divergent
Emergent
Convergent
Closure
Diversity of ideas
Time
Afoot
Adapted from Sam Kaner, *Facilitator's Guide to Participatory Decision-Making*, 1996.

[Video link]

After Automation

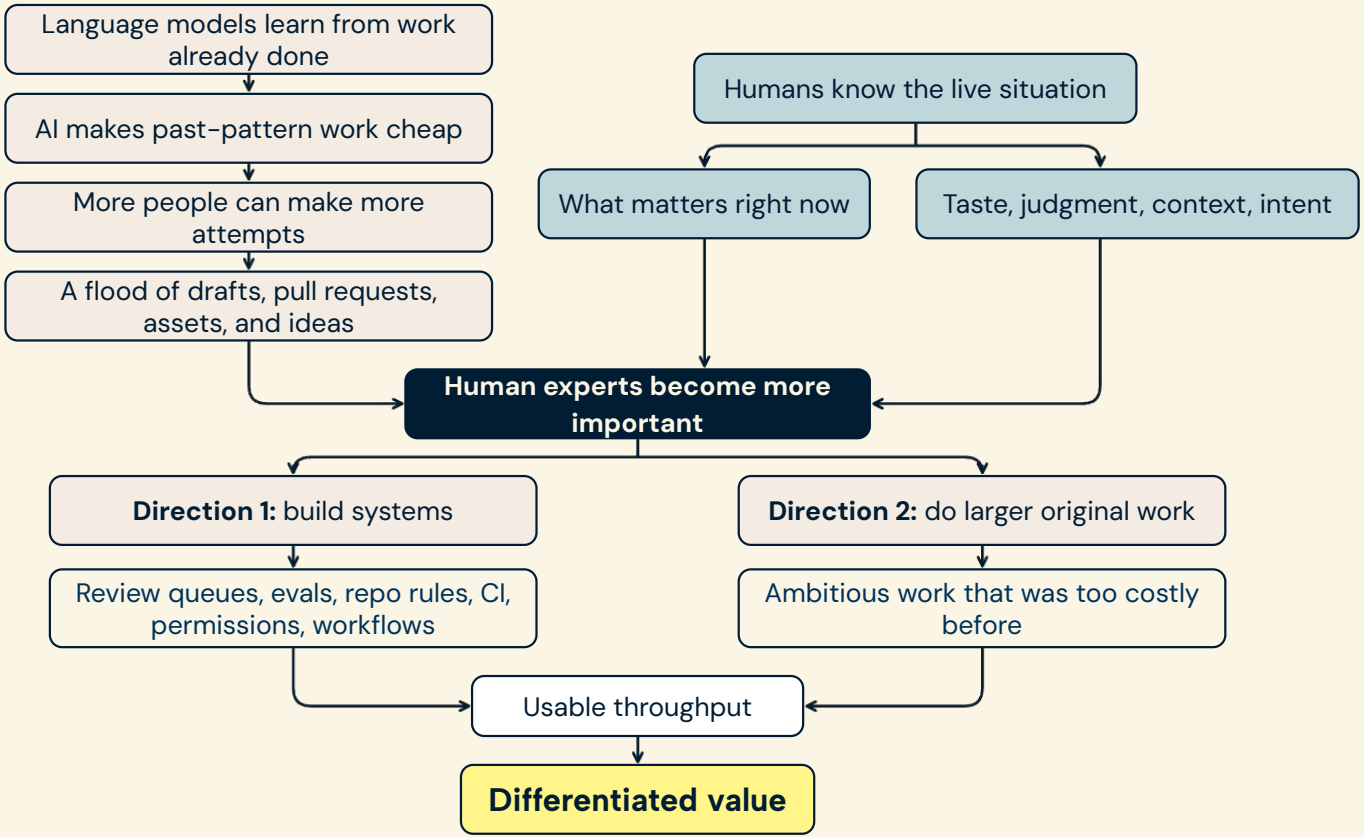
Why AI progress creates more work for humans, not less



Dan Shipper
CEO of Every

There is a paradox at the heart of AI.

At Every, we've automated everything we can. We use Codex and Claude Code across coding, writing, design, customer service, and more. We alpha-test all of the new models from OpenAI, Anthropic, and Google before they come out. We are riding the exponential boom in model intelligence and automation as far and as fast as possible.



Source: Dan Shipper, "After Automation" (*Every*, May 2026).

The constraint is no longer producing the work.
***It's coordinating it** through the 'groan zone'.*

Two psychological theories at play

01. The paradox of choice

Each extra option raises the cost of choosing, raises expectations, and makes regret easier. More options make it harder to commit.

02. The information dilution effect

Mixing weak evidence in with strong evidence pulls weight away from what matters. More information makes it harder to see what’s important.

Paradox of choice: Schwartz (2004); Iyengar & Lepper (2000); Chernev, Böckenholt & Goodman (2015).
Dilution effect: Nisbett, Zukier & Lemley (1981).

Everyone holds a convincing perspective

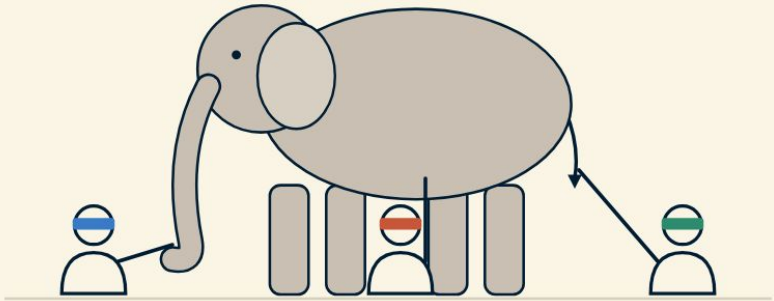
Before AI

A few partial views, slowly compared

It's a wall.

It's a snake.

It's a rope.



After AI

More people, more views, more confidence

It's a snake. 94% confident.

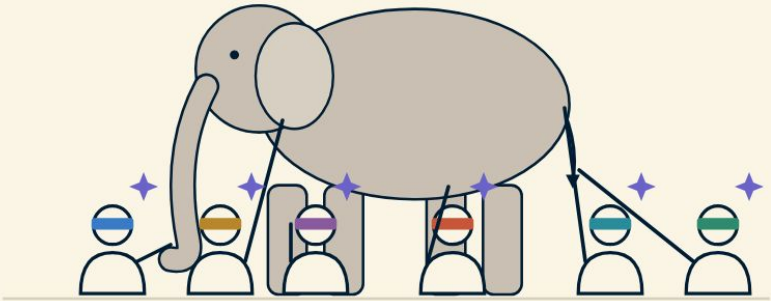
It's a fan. Prototype ready.

It's a tree. Here's the model.

It's a wall. See my 40 slides.

It's a boulder. Agent-verified.

It's a rope. 3 agents agree.



Seeing the whole elephant still happens in one place:
in meetings where views are compared.

The *meeting* is now the work.

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ANTHROP\C

How Employment is Changing at Anthropic

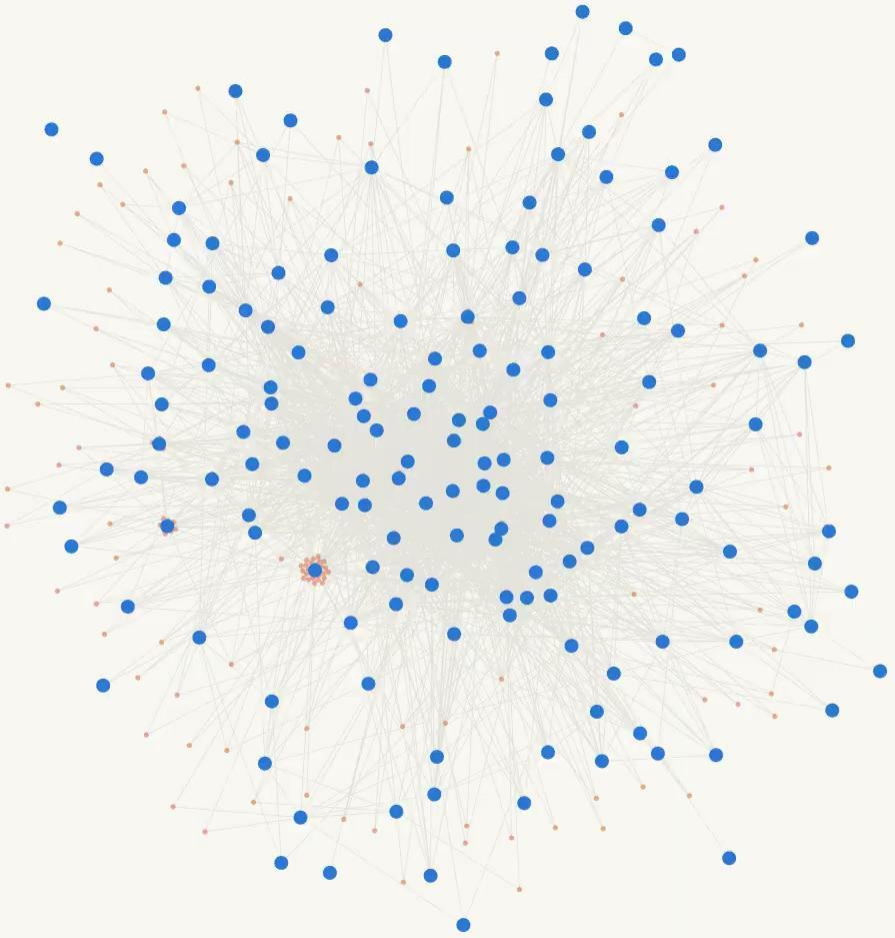
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Agents come to the communication network



Anthropic employees	155
Agent threads and conversations	150
Wrote in the same thread or conversation	2,060

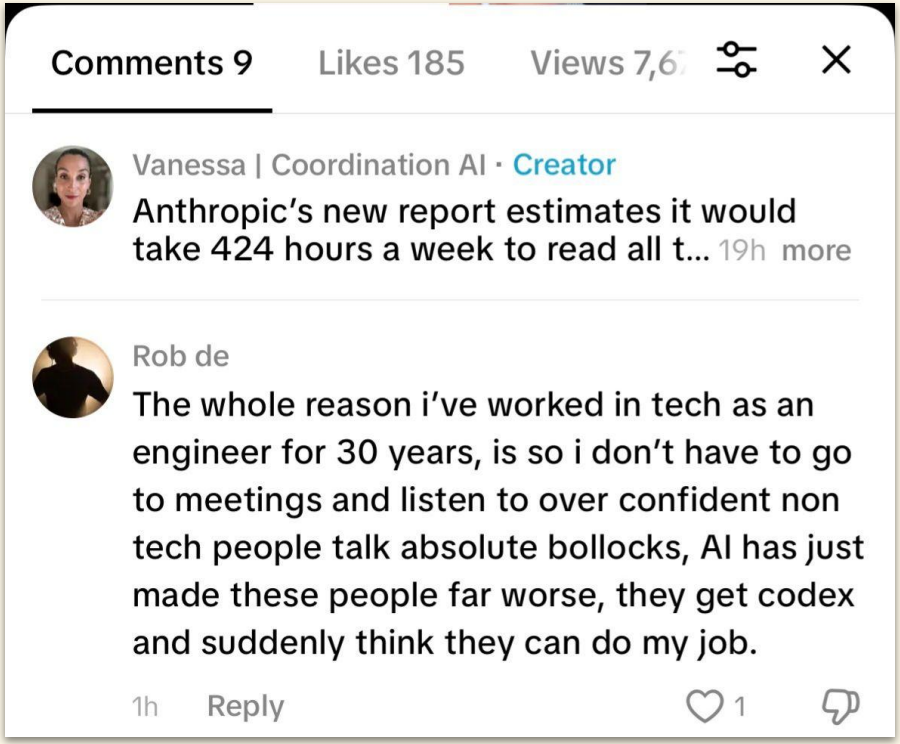
Anthropic engineers spend ***16% more time in meetings*** *compared to last year*

Source: Anthropic, “How Employment is Changing at Anthropic” (Oct 2026)

“Chasing down bugs uncovers these organisational, systemic or tech debt things that actually requires some amount of human convening, decision-making and governance to solve.”

- Anthropic engineer

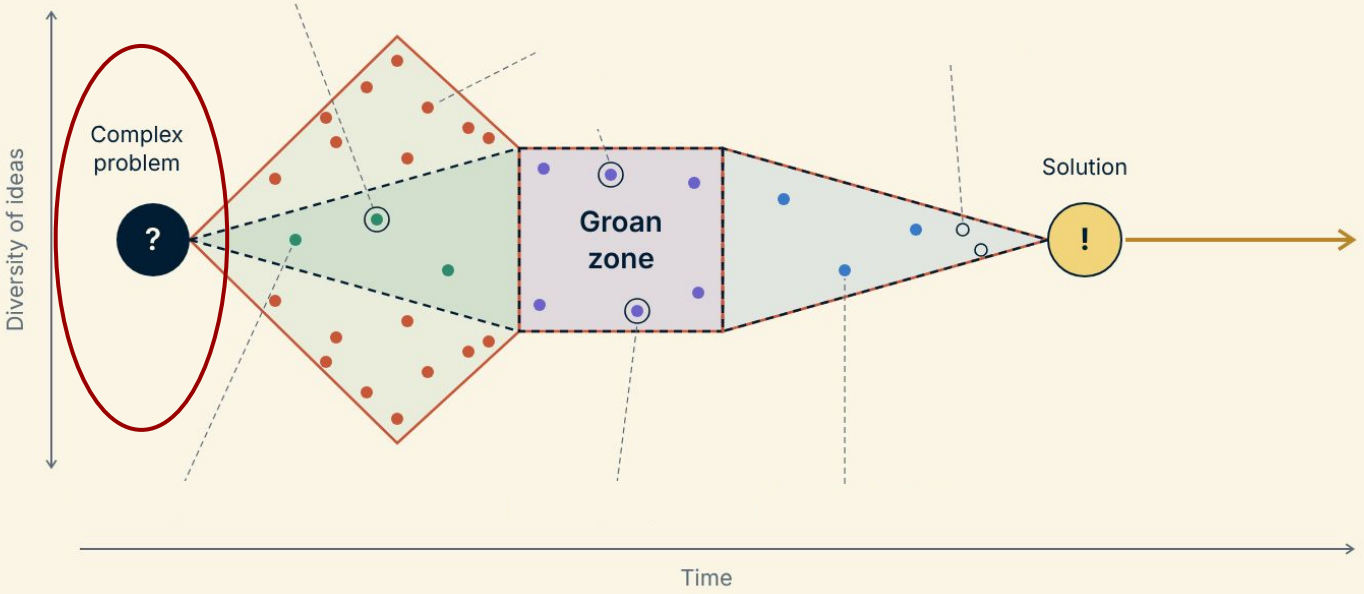
Source: Anthropic, “How Employment is Changing at Anthropic” (Oct 2026)


Comments 9
Likes 185
Views 7,6
Vanessa | Coordination AI · Creator
Anthropic's new report estimates it would take 424 hours a week to read all t... 19h more
Rob de
The whole reason i've worked in tech as an engineer for 30 years, is so i don't have to go to meetings and listen to over confident non tech people talk absolute bollocks, AI has just made these people far worse, they get codex and suddenly think they can do my job.
1h
Reply
1

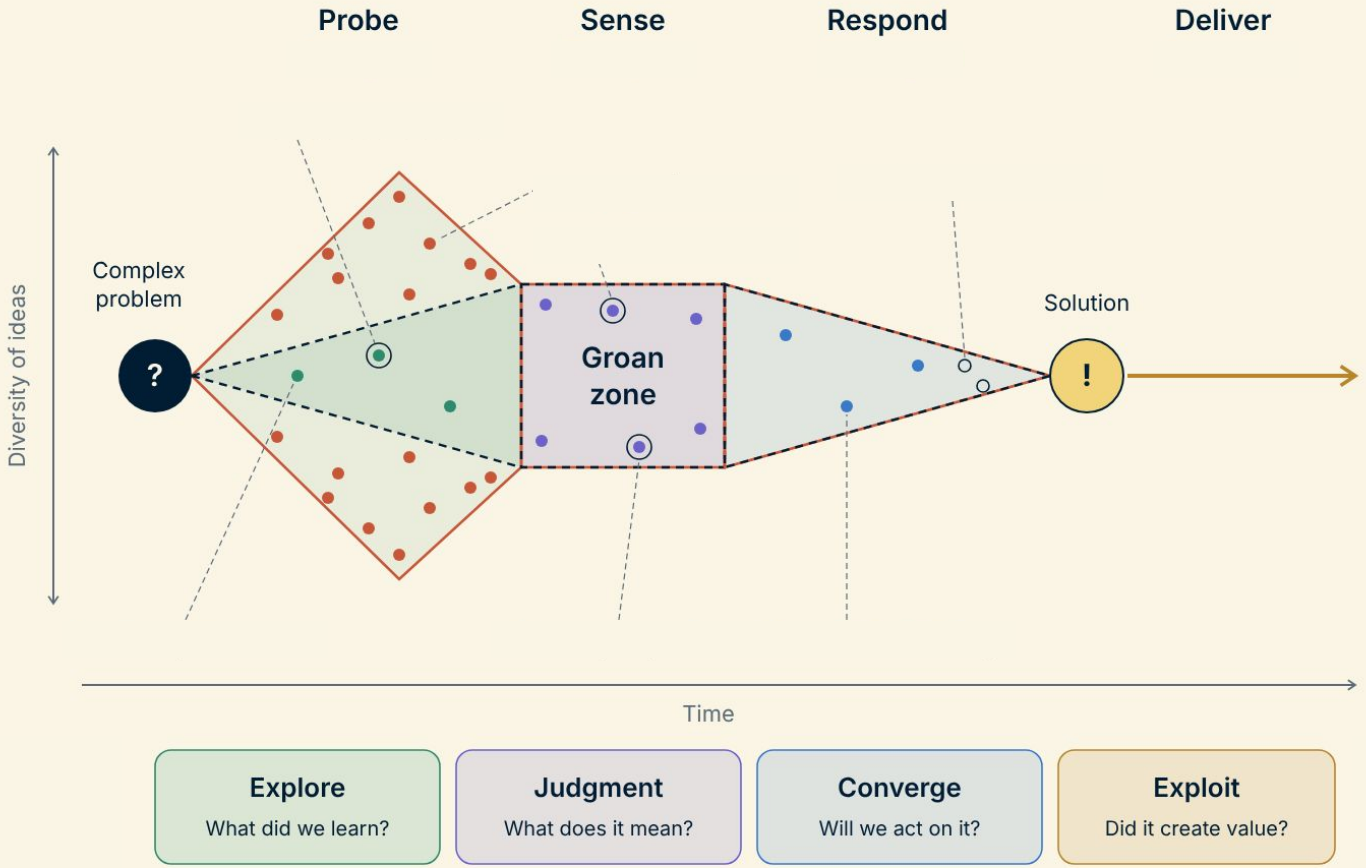
How to hold meetings *worth* being in.

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Surface assumptions, then align on the problem



Source: Adaptation. Sam Kaner, “The Facilitator’s Guide to Participatory Decision-Making”, 1996.

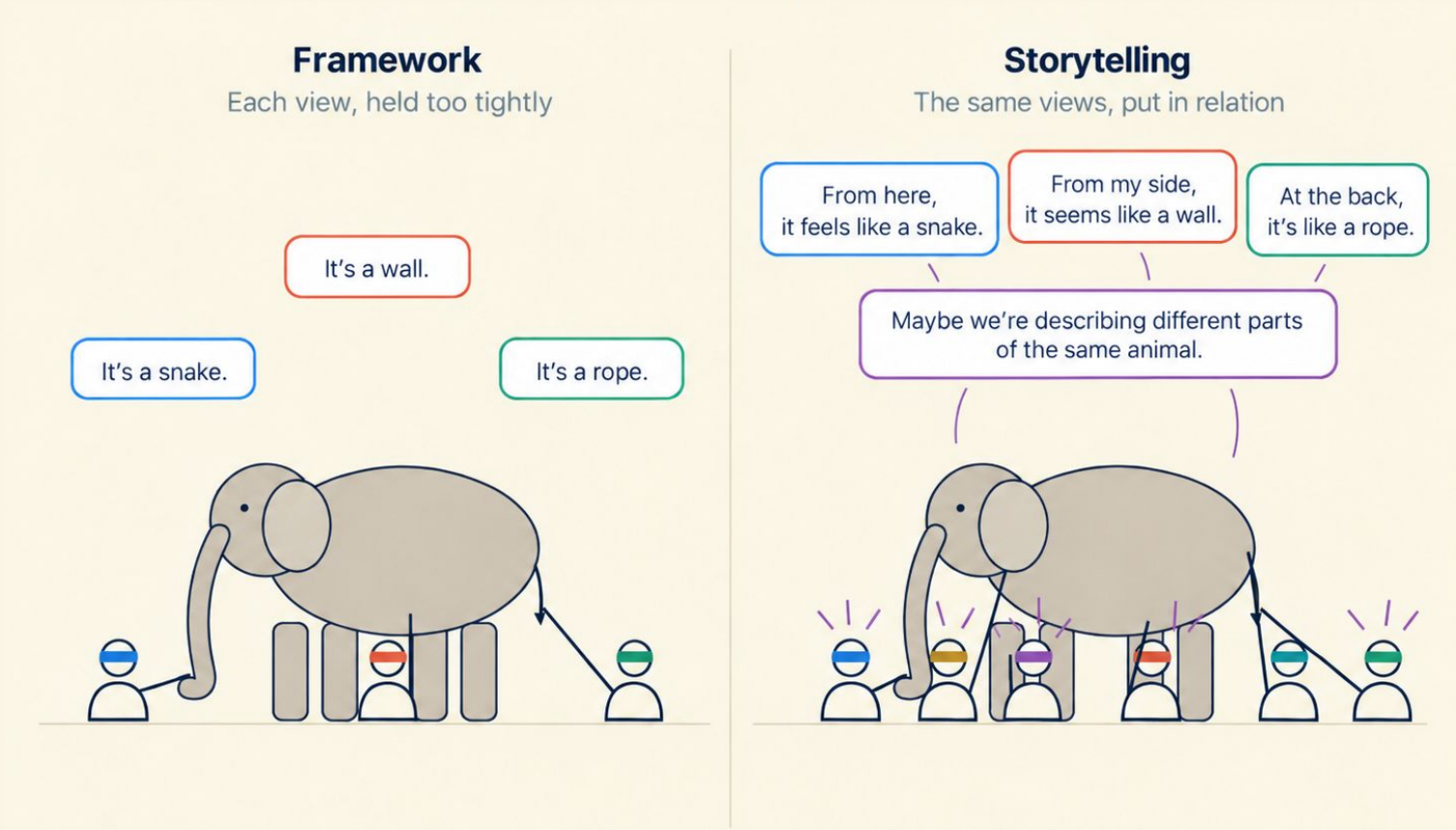

Probe
Sense
Respond
Deliver
Diversity of ideas
Complex problem
?
Groan zone
Solution
!
Time
Explore
What did we learn?
Judgment
What does it mean?
Converge
Will we act on it?
Exploit
Did it create value?

“Private work, in unlogged meetings and direct messages, is invisible, confusing and discouraged in an AI-heavy workplace.”

– Anthropic, “How Employment is Changing at Anthropic” (Oct 2026)

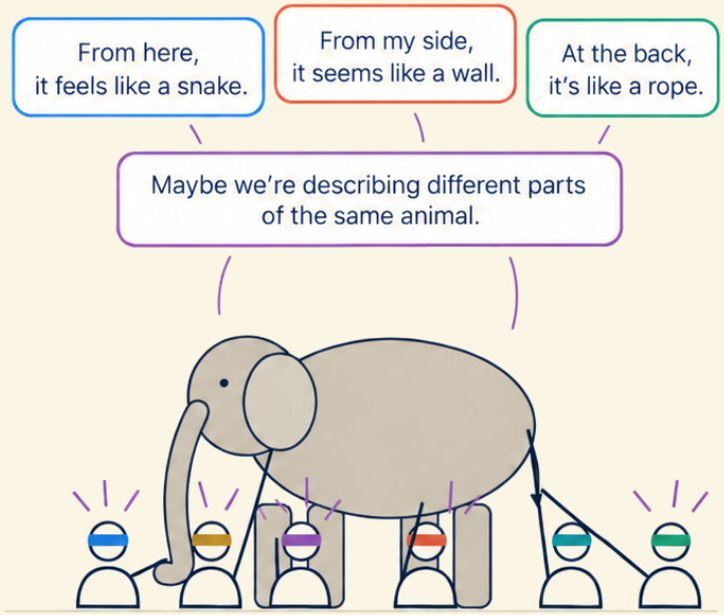
Ask for stories, not conclusions

Stories are how humans reason when there are no fixed rules. Disagreement is the material.



Build a reliable record of human judgment

Coordination through observability of human work and decisions



The shared record

Decision It's one animal. Map it before we act.

Commitment John maps the animal by Friday.

Escalation The rear is out of our reach. The keeper checks before we move.

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So what did we learn?

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01. **Complexity means no one sees the whole elephant.**

Deciding together was always the hard part.

02. **AI made every partial view faster and more convincing.**

More options, more information, less ability to commit.

03. **The meeting is now the work.**

Know which stage you're in. Surface assumptions. Write it down.

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When doing costs nothing, deciding costs everything.

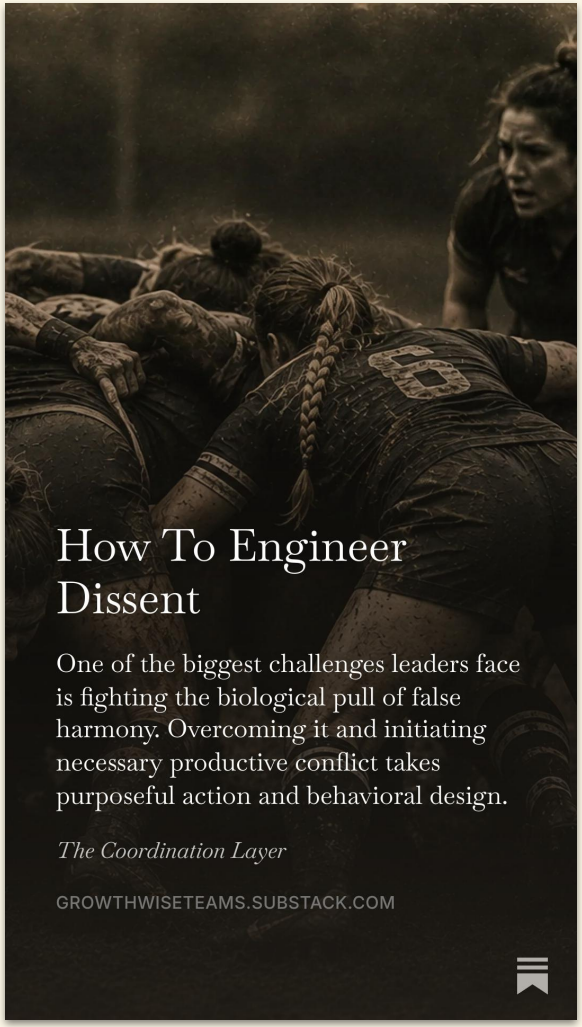
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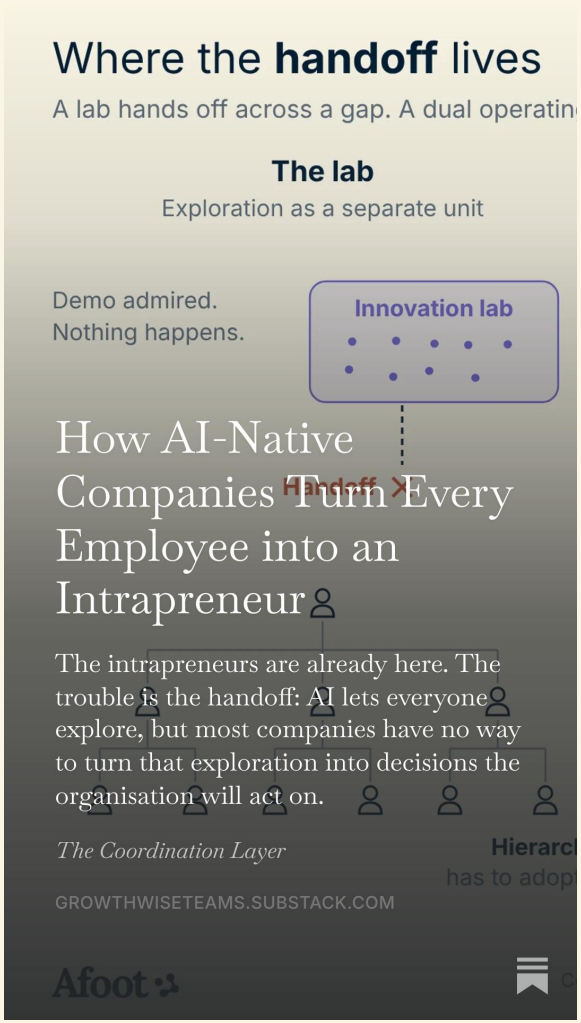
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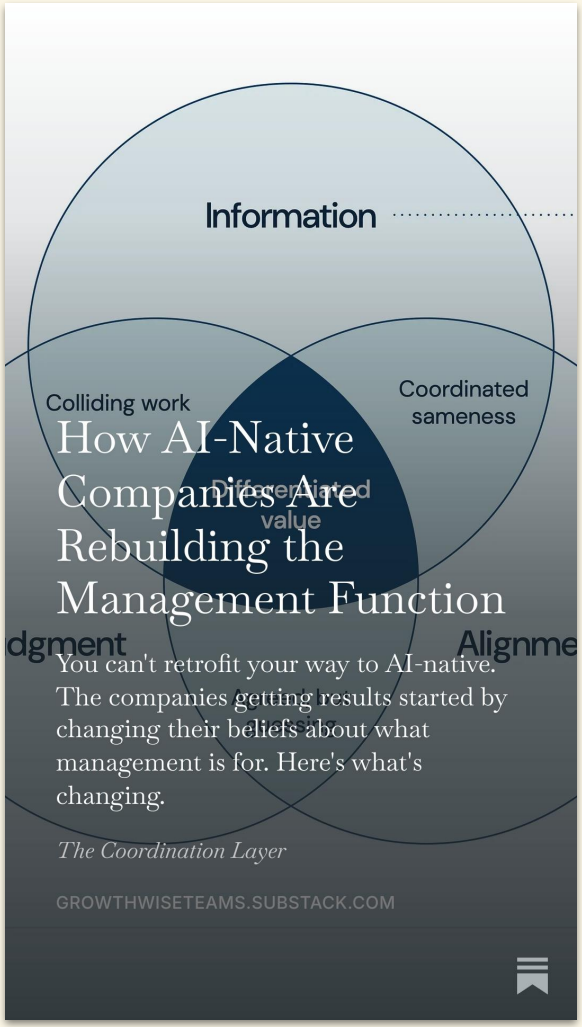
When doing costs nothing, deciding costs everything.

So don't skip the meeting. Make it *count*.

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How To Engineer Dissent
One of the biggest challenges leaders face is fighting the biological pull of false harmony. Overcoming it and initiating necessary productive conflict takes purposeful action and behavioral design.
The Coordination Layer
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Where the handoff lives
A lab hands off across a gap. A dual operatin
The lab
Exploration as a separate unit
Demo admired.
Nothing happens.
Innovation lab
Handoff
How AI-Native Companies Turn Every Employee into an Intrapreneur
The intrapreneurs are already here. The trouble is the handoff: AI lets everyone explore, but most companies have no way to turn that exploration into decisions the organisation will act on.
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has to adop
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Information
Colliding work
Coordinated sameness
Differentiated value
How AI-Native Companies Are Rebuilding the Management Function
dgment
Alignme
You can't retrofit your way to AI-native. The companies getting results started by changing their beliefs about what management is for. Here's what's changing.
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