

**Editorial: *New Agency Equation, Learning Systems, Mixing Human Judgment and AI,
Understanding the Learning Curve, and Starting Measuring Judgment***



Last time, in February this year (Purcarea, 2026), we started from a few concepts (intention economy and economics of attention) and AI impact on confusion regarding different kinds of trust and what has to be done with AI Agents’ training and AI transformative effect on the economy, and the challenge of managing the future of work pressure (considering not only the nature of work and the workforce, but also the workplace) by learning how to learn, innovating and growing, and transforming AI’s potential into enterprise value. Microsoft (2026) recently brought to our attention organizations’ imperative now to turn humans’ increasingly more agency (as agents assume more of the execution) into unprecedented value, calling this the new agency equation. And as systems around people are not ready as workers’ growing share in using AI in innovative, efficient and practical approaches, organizations need to ensure their operating model redesigning, by changing and becoming learning systems.

Organizations’ adaptation and thriving in the AI presupposes to combine human judgment and technology into a single, cohesive, and interconnected whole, AI teammates benefitting too from both trust and transparency, and shared understanding (M365 FM Podcast, 2026). And to obtain those benefits, it is necessary to acquire knowledge, ensuring tools’ experimentation with (keeping critical skills sharp), as well as technical capability and psychological safety

prioritization, while within roles (without forgetting the evolving C-suite) and workflows' shift to ensure valuable traits like quickness, flexibility, and adaptability.

According to the Anthropic Institute, AI systems' development is already accelerated by AI, and it is necessary to pay attention to humans' risks to lose control over these systems capable of the so-called recursive self-improvement (making possible their own successors' fully autonomously designing and developing), what it is still a work in progress (Favaro and Clark, 2026). Anthropic is advocating for a wider deliberative process, considering that in this process should be involved people outside AI companies (policymakers, researchers, civil society), not only AI companies. On the other hand, the reputed Azeem Azhar (2026) expressed in a recent newsletter his skepticism "about this threshold for "recursive self-improvement" as a notion of a runaway technology... First, we are dealing with increasingly abstract layers of automation that accelerate the product roadmaps of human-directed companies (not out-of-control machines). So there may be a risk, but it isn't recursive. It's a strategy. The second is that commercial realities act as a natural attenuator..."

It is worth highlighting that 81,000 Anthropic's AI assistant Claude users (around the world) have been invited (within one of the largest qualitative studies ever accomplished) to have a conversation with Anthropic's AI interviewer (Anthropic, 2026), and shared both their way of AI use, and their feelings around the economics of AI. Let us underline some key takeaways from this December 2025 survey: more concerns about AI-driven job displacement have both those interviewed working in more exposed roles to AI, and the early-career respondents; the largest productivity gains (typically from doing new tasks) were reported by respondents being in the highest- and lowest-paid occupations; higher concern about job displacement was shared by those experiencing the largest acceleration from AI; the boundaries between the capabilities that lead to AI's benefits (what respondents want from AI) and those that also produce AI's costs (what respondents fear from AI) become blurred.

The Founder and CEO of KeyDelta, an operator-led advisory for CEOs and PE-backed leadership teams, Russell P. Reeder (2026), recently made reference to Anthropic's recently launched Claude Cowork, and how he achieved based on its help better results (in functionality and speed, as well as design) in a short period of time with their brand-tailored site. And starting from OECD reports and MIT research, he argued as follows: he sees the divide between open mindset versus closed (real capabilities' building based on AI integration into their operating rhythm, learning and iterating versus perfection demanding from AI while accepting mediocrity from manual processes malfunctioning for years) in every leadership team he advises, mindset being the hardest one to change; the work that is inputting judgment is accelerated by AI, being necessary to know what organization's outcomes to look for, using AI on tasks where quality can be immediately judge, building trust and refining the approach simultaneously, the organizational team being brought along and measuring outcomes to scale AI (being known the role of basic components like workforce enablement, robust infrastructure and machine learning operations, responsible AI and risk management, and high-quality data governance). As shown

by Amazon Web Services (n.d.): “Scaling AI is increasing AI utilization and scope across all aspects of an organization's operations to maximize business value.”

One of the first economists becoming aware of the existence of a learning curve through observation was the Nobel Prize-winning economist Kenneth Arrow (who won the Nobel Prize together with Sir John Hicks, in 1972, for his pioneering contributions to general equilibrium theory and welfare theory), performing functions at the economics faculties of the University of Chicago, Harvard University and Stanford (Stanford, n.d.). Recently, the Federal Reserve Bank of Atlanta researchers brought back into use Kenneth Arrow’s arguments (with regard to innovation and productivity growth as experience and practice byproducts), launching an alert regarding the potential danger to the companies striving to automate their way to lower total expenses an employer incurs to compensate workers that may be a self-destructive behavior (Bove, 2026). And applying Arrow’s framework to the unpleasant tasks that must be done of entry-level work, the above-mentioned researchers proposed, in order to keep employing young workers while optimizing and utilizing AI, some policies stimulating firms’ interest and enthusiasm.

Recently published research report by Orium (an agentic systems’ builder) and Zapier (the most connected AI orchestration platform) identified Agentic systems’ confrontations (forming together a framework to building something lasting), each confrontation building on the last (Orium and Zapier, 2026). These pressure points exposing systemic issues are the following: the speed trap (the distance between intent and action is compressed by Agentic AI, the speed the organization is structurally capable of sustaining being amplified by AI based on clear ownership, disciplined workflows, and defined decision rights); the clarity test (running the business in the flows between marketing department ensuring content workflows’ automation, sales department deploying an AI assistant, and finance department building a reconciliation bot etc.), the human shift (reconfiguring expertise around judgment more willingly than execution, and expanding expertise including by recognizing when AI is wrong), the delivery reckoning (prioritizing as a matter of urgency alignment, governance, validation, and delivery connection to business outcomes, avoiding to widen the gap between output and impact), and the customer verdict (as convergence of the previous four pressure points, valorizing the well-built agents’ availability, because customers need to experience reliable delivery that reduce the distance between request and fulfillment, brand trust and customer retention being directly impacted by consistent delivery performance).

Being involved in learning and relearning as experience, by actively engaging and reflecting, as well as focusing on practical application, it is our pleasure to quote a Forbes Councils Member, who authored the book “The Sovereign Agent: A Manifesto for the Inference Economy” (1st Edition, 18 April 2026), Abhishek Gandotra, VP of Product at American Express: ‘To maintain your company’s edge, measure human judgment and decision-making regarding AI outputs... The Convergence Trap. When an entire team adopts the same AI model with the same default settings, their output starts to look the same, converging not toward excellence, but

toward the model's median... Start measuring judgment... The organizations that will maintain competitive advantage in the inference economy are not the ones that adopted AI fastest. They are the ones where humans retained the capacity—and the organizational permission—to say, “The model is wrong, and here’s what we should do instead.” That capacity is a muscle. If you don’t measure it, you can’t train it. And if you don’t train it, you're building your company’s future on rented land.’

Let us conclude again remembering the forward-looking reflection of Constantin Brancusi, and saying that the real challenge is to capture the ‘essence of things.’

Theodor Valentin Purcărea

Editor-in-Chief

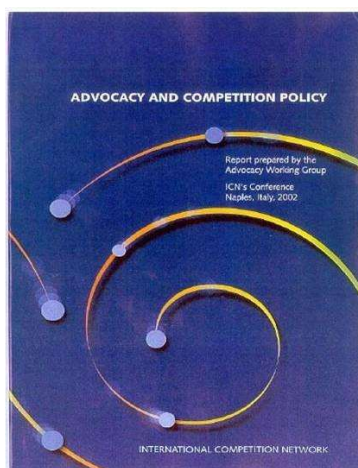
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Mrs. Deborah Platt Majoras,
Chairman of Federal Trade
Commission



March 27
2007

First meeting, Bonn, Germany, May 19, 2003, of Deborah Platt Majoras (Assistant to the Attorney General, Department of Justice, US), Bärbel Dieckmann (Mayor of Bonn), and Theodor Purcarea (President of Romanian Competition Council)

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Representatives of Carrefour, Metro and Cora accepted Romanian Distribution Committee's invitation, participating on **March 13, 2001, at the Parliament Palace, at the International Symposium « The Distribution of Fresh Products »**, a real professional turning point, with corresponding effects. The symposium appeared as a turning moment and later, in the weekly journal "European Businesses", no.21/ 3-9 November 2004, which pointed out, within this context, the outline of the ECR Romania Association's structuring.

