

Speed Is Real. So Is **What It Costs You.**

AI lets you produce faster than any previous generation of knowledge workers. It also produces professionals who can no longer explain what they built.

SWIPE →

Three Mechanisms, One Outcome

- 01** Cognitive decoupling — understanding skips the room
 - 02** The validity gap — accountable, with no memory of how
 - 03** The editor class — reviewing quietly replaces building
 - 04** What leadership should protect instead
-

SKIPPED

The Understanding Stage

Drafting badly, debugging line by line, sitting with a problem long enough to see why the obvious answer was wrong — that friction is where comprehension used to form. When the model produces the first draft, the person whose name goes on it skipped the stage where understanding used to get built.

NO MEMORY

The Validity Gap

You can walk into a room holding an analysis a model produced in seconds, fully accountable for it, with no granular memory of how it was built. A pointed question three layers in, and there's often no answer — because there was no decision. There was a delegation.

EDITOR

The role has shifted from creator to gatekeeper — reviewing and signing off rather than producing. Gatekeeping is a real skill. It isn't the same skill as building, and exercising it alone lets the underlying expertise erode while the job title stays exactly the same.



Speed is a genuine advantage. It stops being one the moment the people responsible for the output can no longer explain it.

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The Role Quietly Changed

USED TO BE

Draft badly, then well

Debug line by line

Sit with the wrong answer

IS NOW

Review, approve, sign off

Accountable, not authored

Expertise erodes quietly

Protect Depth, Not Just **Velocity**.

Fixing this doesn't mean slowing down everywhere. It means keeping deliberate friction in the workflows where judgment actually gets trained, making sure people master baseline skills before they're allowed to delegate them, and measuring professionals on their capacity to reason through a problem, not just their capacity to generate one.

An Accurate Signal, Not a Distortion

How is your organisation balancing AI-driven velocity against the depth of expertise that speed can quietly erode?

Full breakdown and sources:

terencekok.com/blog/velocity-trap-ai-acceleration-imposter-syndrome

Explain the Work, Not Just **the Output.**

Capacity building and speed aren't the same asset. Read the full piece for the leadership playbook.



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