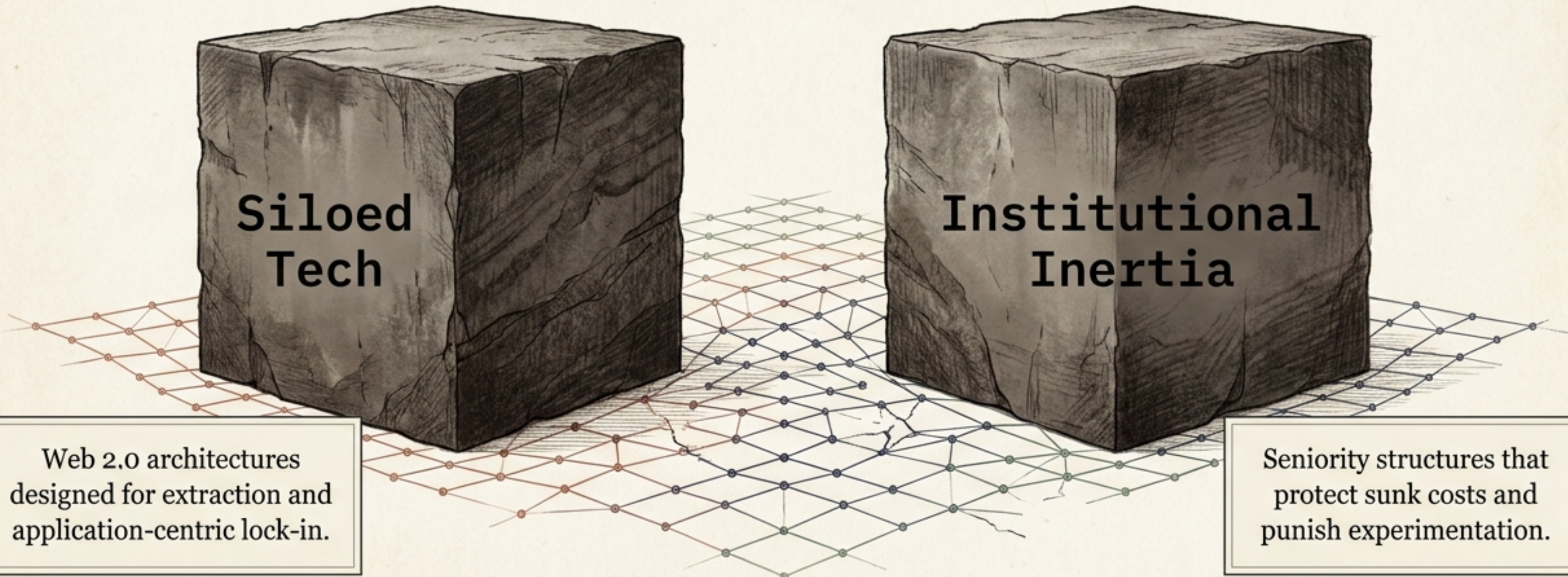




# Two Sides of the Same Issue

Organizations are currently trapped between extraction-oriented technology and risk-averse human capital.



**Siloed  
Tech**

**Institutional  
Inertia**

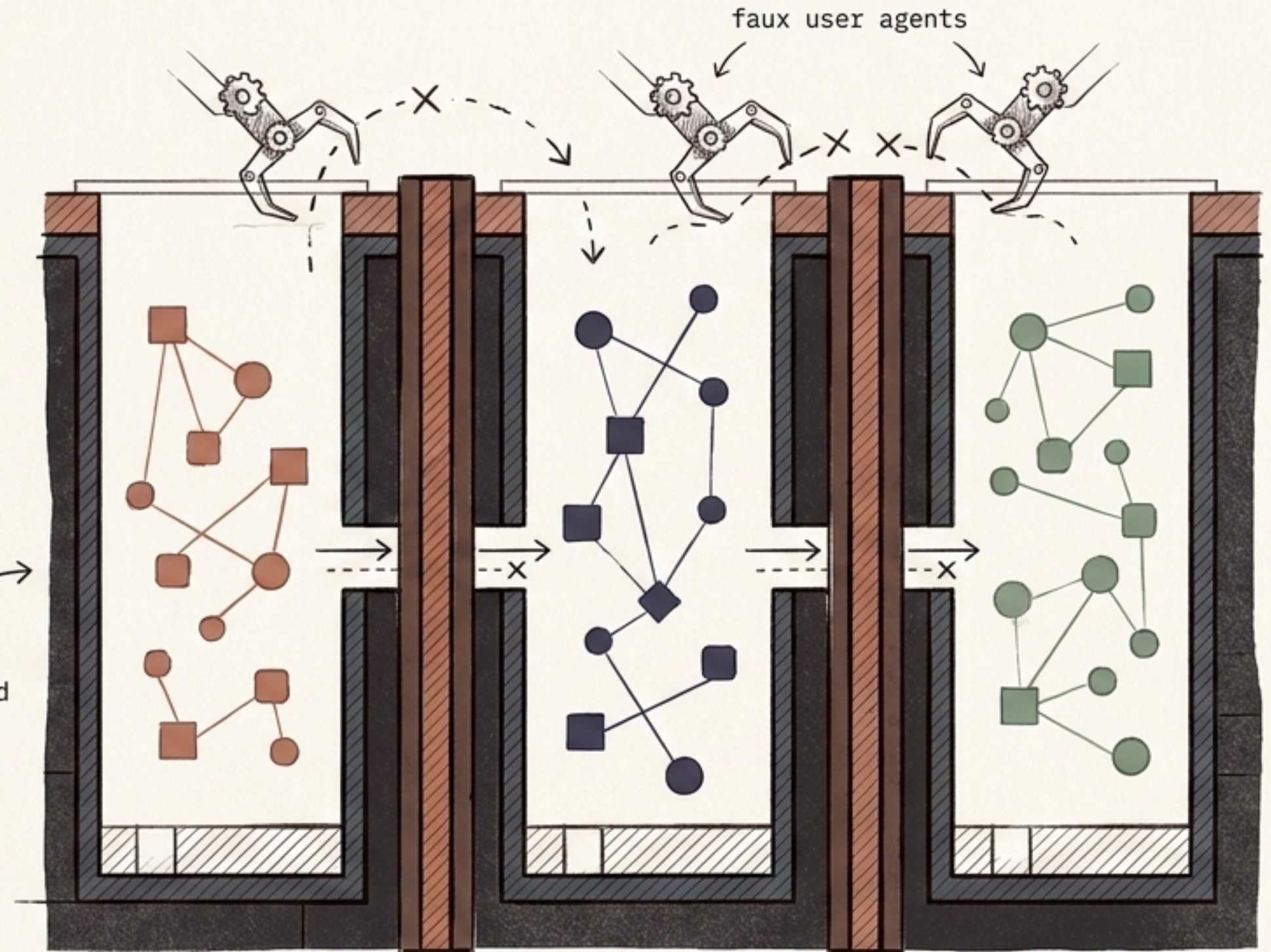
Web 2.0 architectures  
designed for extraction and  
application-centric lock-in.

Seniority structures that  
protect sunk costs and  
punish experimentation.

# The Web 2.0 Derailment

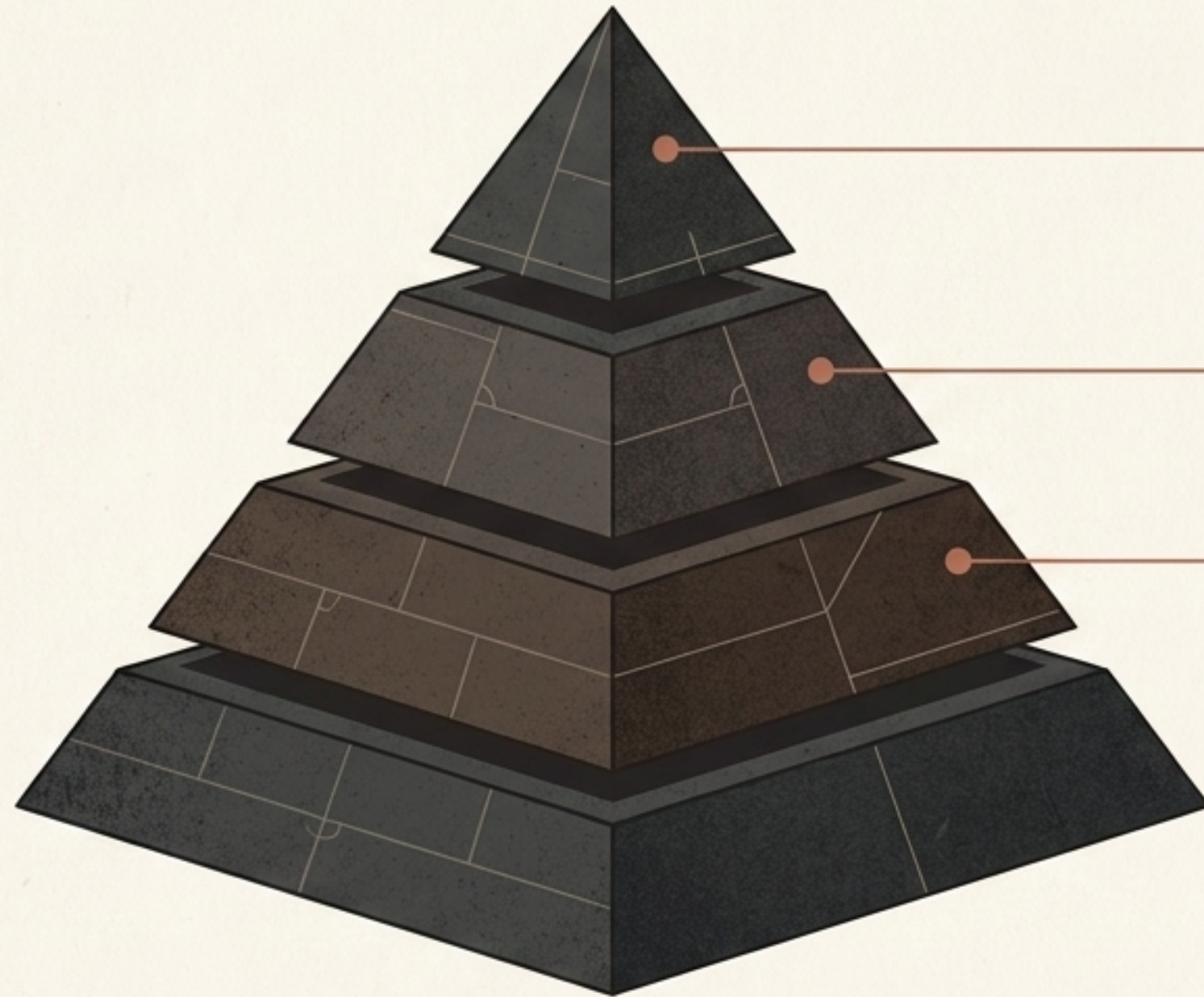
“...software grew more complex and became increasingly driven by extraction-oriented business models rather than value delivery.”

High friction, fragmentation, and user lock-in in walled gardens.



# Experience is Now a Tax

Experience can bundle useful judgment with sunk-cost bias, preference hardening, and reluctance to be publicly wrong.



## **Risk Aversion**

Raising the reputational cost of visible mistakes.

## **Information Hoarding**

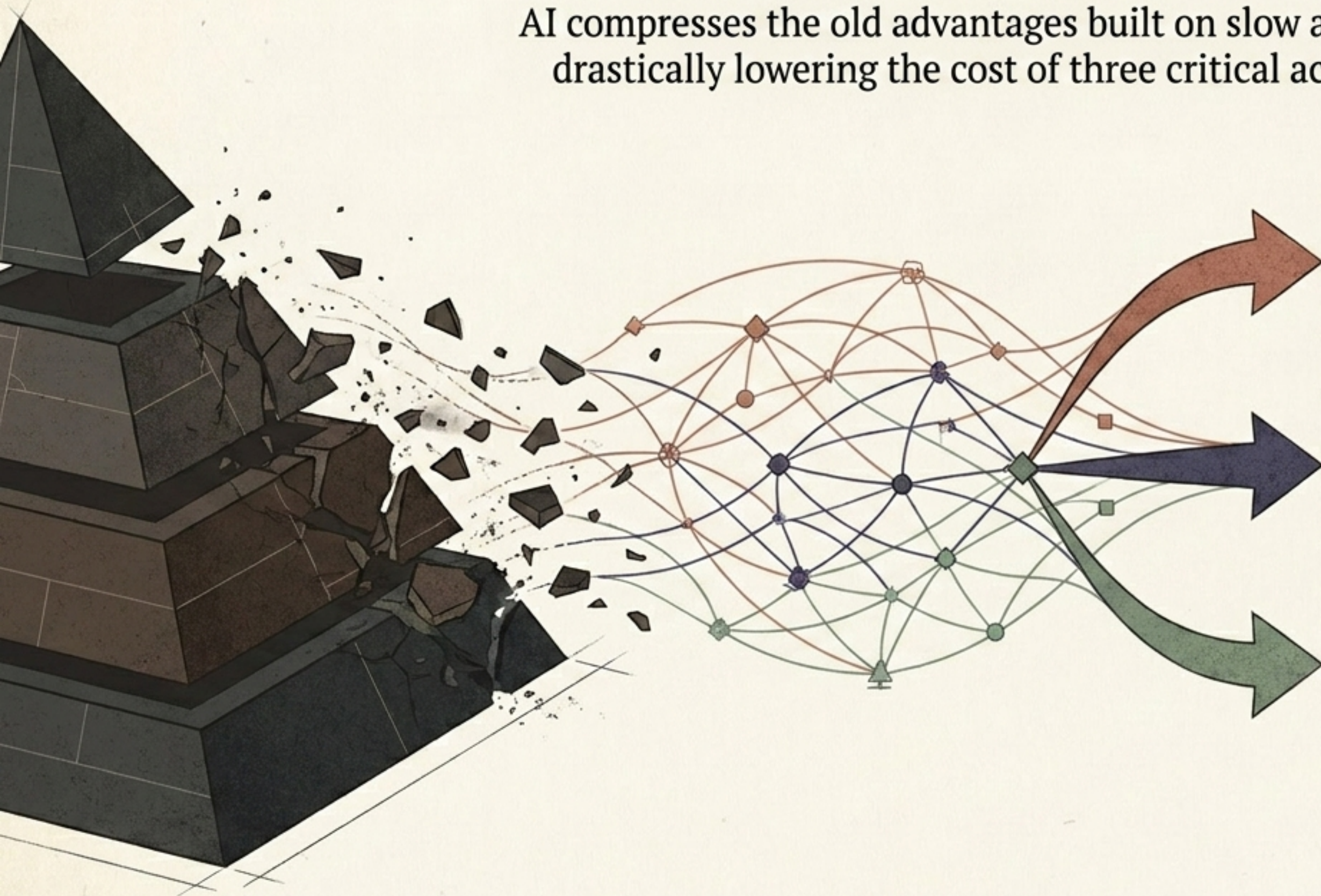
Keeping knowledge in heads rather than externalizing it.

## **Slow Deliberation**

Treating upfront analysis as a multi-week gate.

# The Catalyst for Reversal

AI compresses the old advantages built on slow analysis, drastically lowering the cost of three critical actions.



## Exploration

Trying new ideas is cheaper; institutional resistance is exposed as political.

## Retrieval

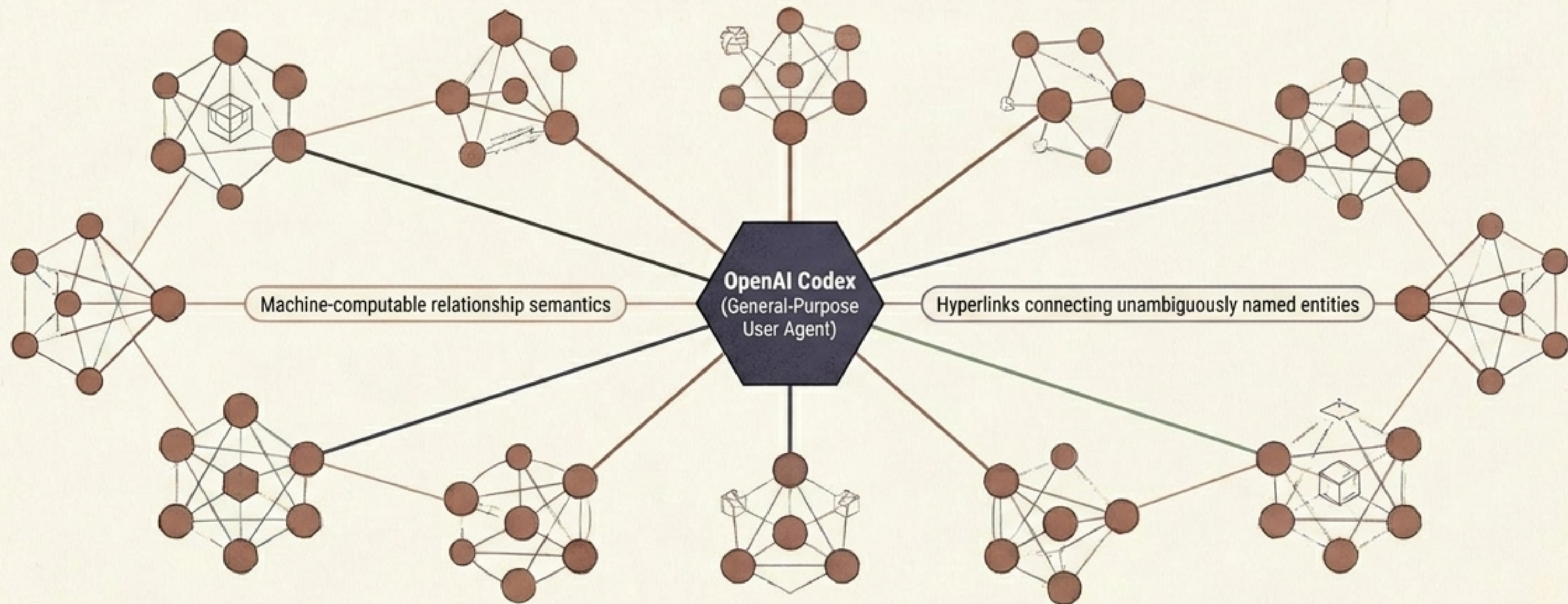
Surfacing precedent instantly, neutralizing the advantage of massive mental libraries.

## Reversal

Un-doing decisions without ego or identity attachment.

# The Burgeoning Agentic Web

Technology finally resumes working for us. Loosely coupled architectures allow real user agents to navigate entity relationships.



Powered by **OpenLink AI Layer & Virtuoso**

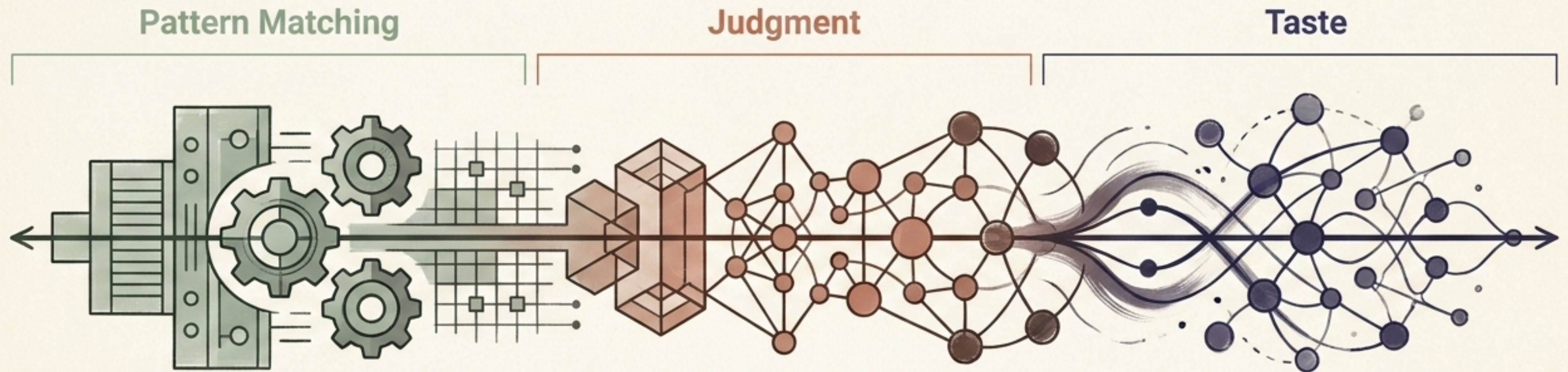
# The Paradigm Shift

Bridging the gap between legacy extraction and AI-native value creation.

	<b>Legacy System</b>	<b>AI-Native System</b>
Software Model	Web 2.0 Silos Extraction	Semantic & Agentic Web Value Delivery
Knowledge Storage	Internalized in human memory	Externalized, structured, and codified
Decision Speed	Long pre-commitment deliberation	Fast commitment and cheap iteration
Human Value	Accumulating precedent & tenure	Recombining knowledge & direct experimentation

# The Shifting Value of Human Capital

As constraints fall, the value shifts from knowing what to decide toward understanding why and when it matters.



Decreasing in value but still important... AI surfaces relevant precedent quickly.

— Elena Tsemirava / Jaya Gupta

Knowing why and when it actually matters. May become good enough with frontier models.

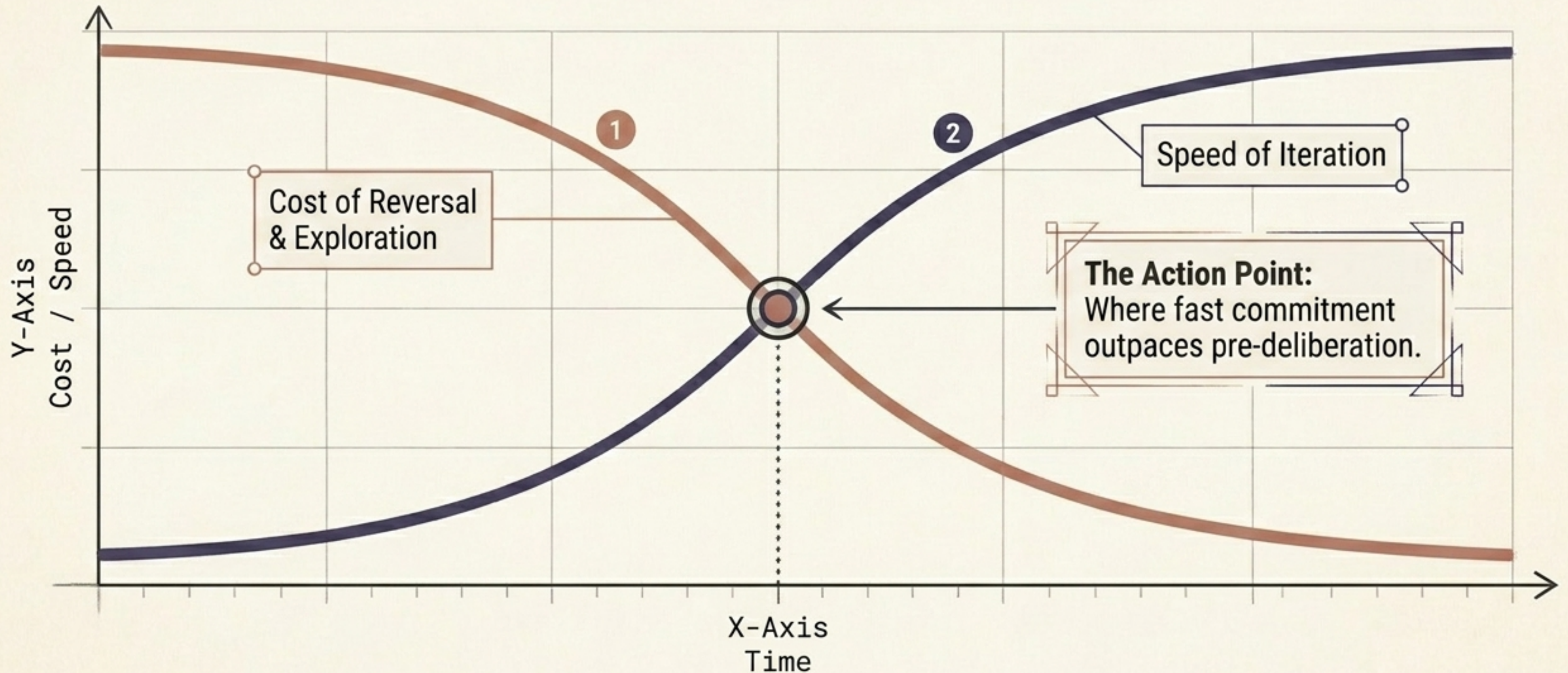
— Nikhil Gundawar

Taste is where emotions kick in... difficult to model.

— Abhilashvs

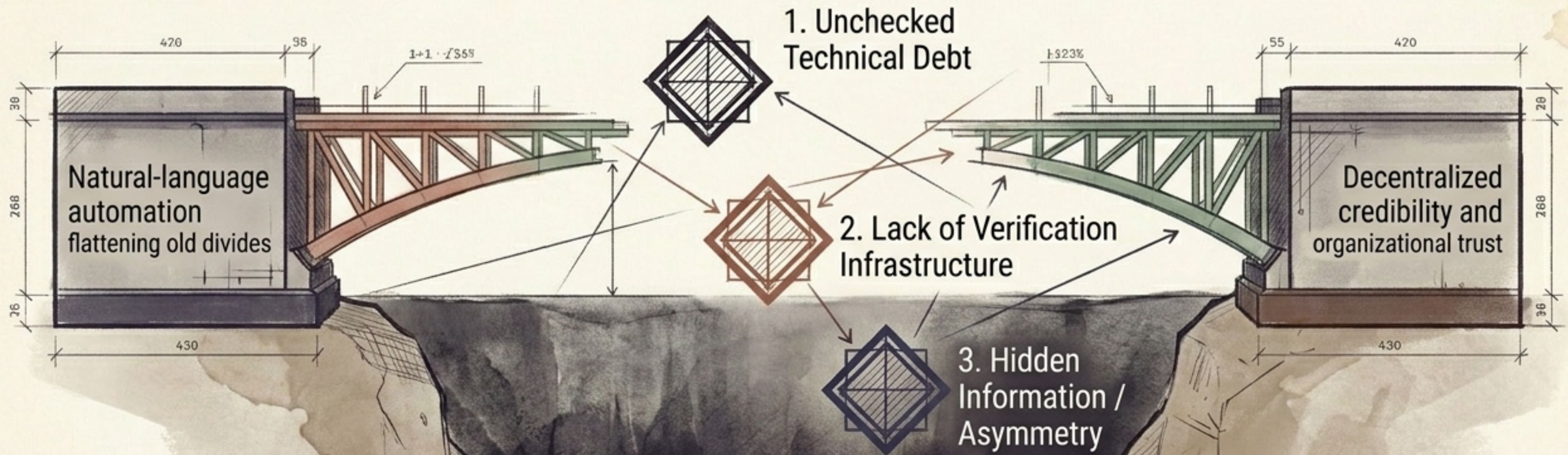
# The New Economics of Reversibility

Strong operators now commit quickly, learn quickly, and reverse without identity attachment.



# The Transparency & Validation Gap

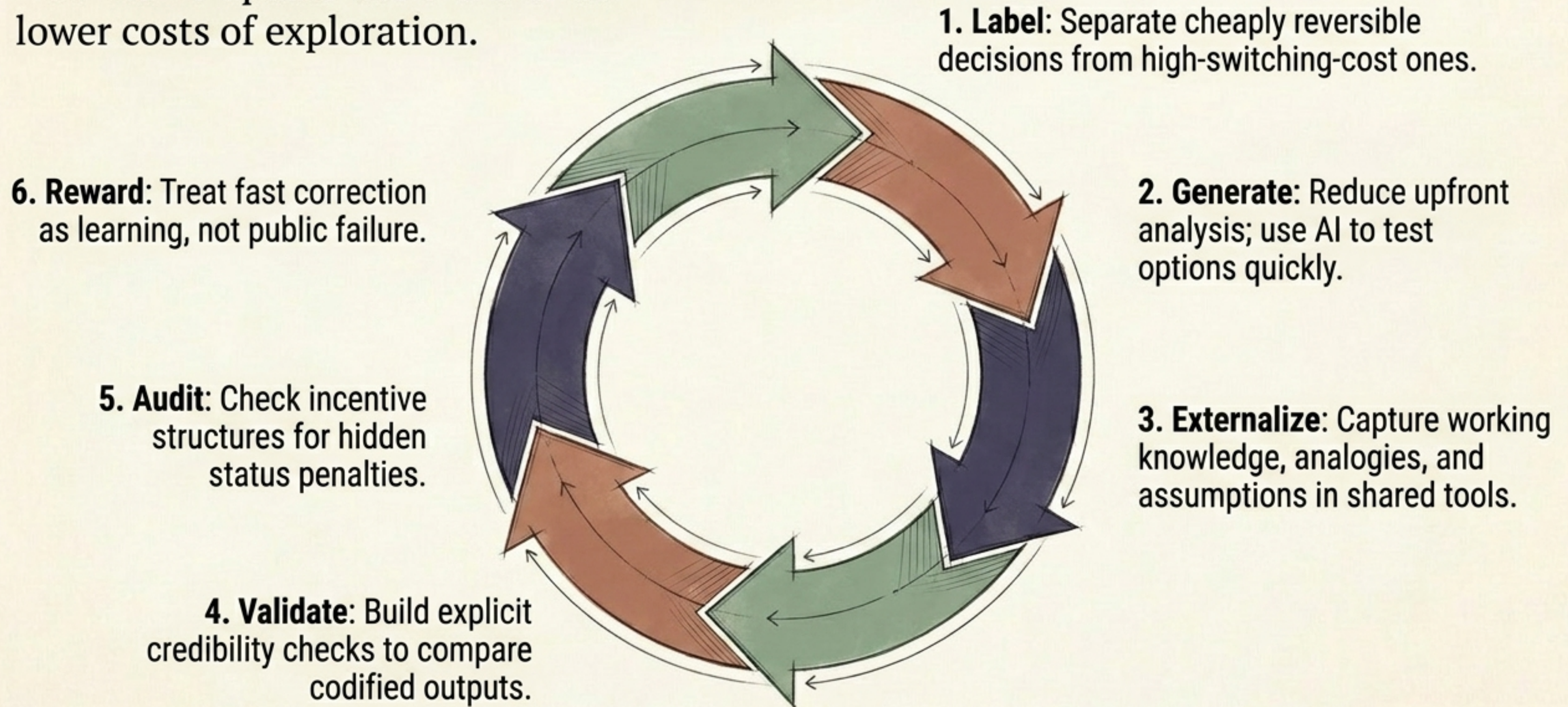
As executive delegation flattens, new compounding costs emerge if not managed.



Knowledge may be codified, but organizations still need structures for comparing it.

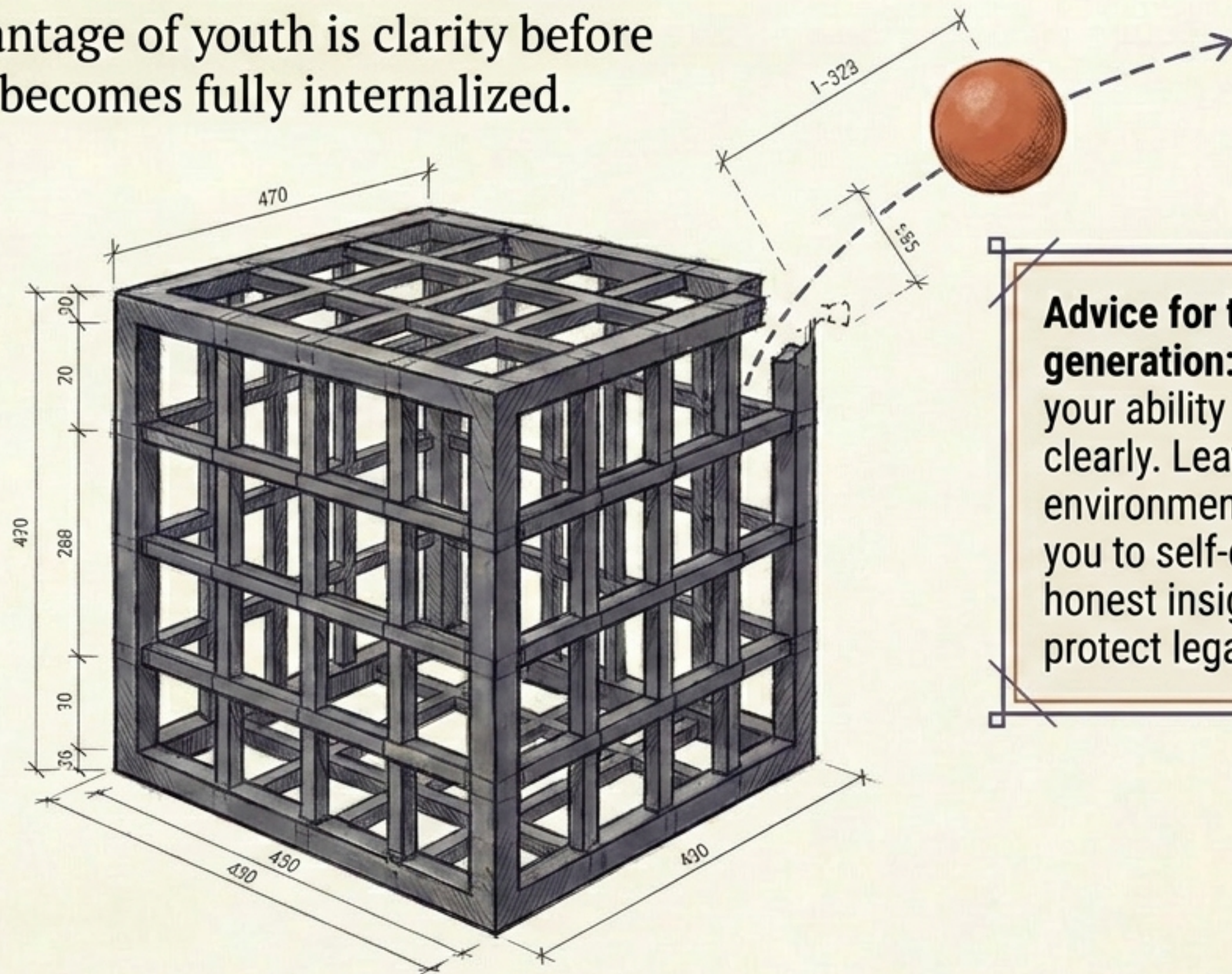
# The AI-Native Adaptation Loop

How teams update decisions under lower costs of exploration.

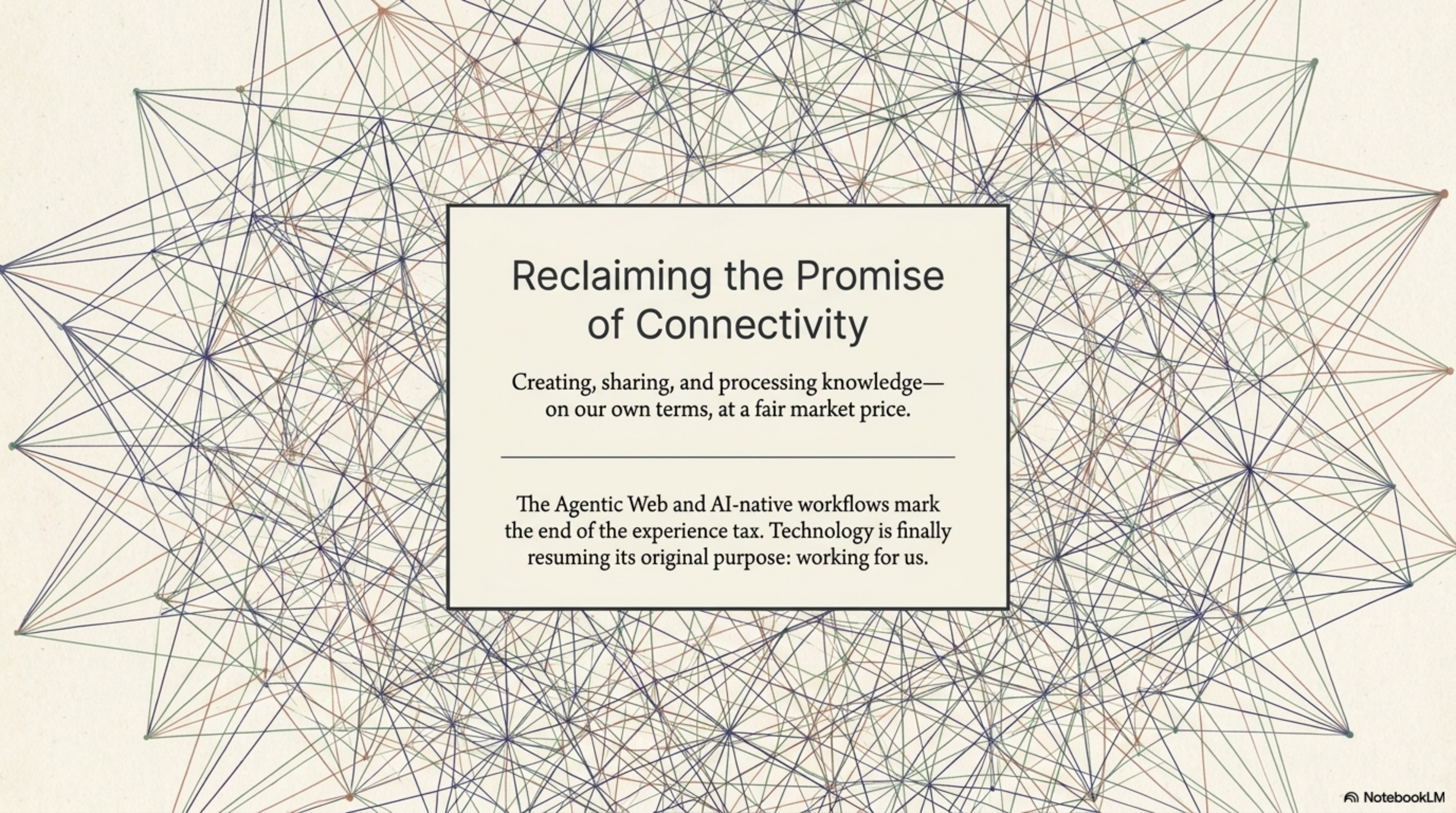


# Preserving Unfiltered Thinking

The comparative advantage of youth is clarity before institutional filtering becomes fully internalized.



**Advice for the next generation:** Protect your ability to think clearly. Leave environments that train you to self-censor honest insight to protect legacy choices.



# Reclaiming the Promise of Connectivity

Creating, sharing, and processing knowledge—  
on our own terms, at a fair market price.

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The Agentic Web and AI-native workflows mark  
the end of the experience tax. Technology is finally  
resuming its original purpose: working for us.