

The Judgment Gap

An essay on the growing divide between intelligence and capability

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Executive Summary

Artificial intelligence has dramatically reduced the cost of generating information, analysis, recommendations, summaries, plans, and software. Yet organizations continue to struggle with execution, consistency, and decision quality. The constraint is no longer intelligence generation. The constraint is judgment.

The Shift

For most of modern history, information was expensive. The internet reduced the cost of distribution. Modern artificial intelligence is reducing the cost of interpretation. The historical bottleneck has shifted from access to information toward the ability to transform information into appropriate action.

Why Judgment Matters

Judgment incorporates context, experience, tradeoffs, preferences, constraints, and risk tolerance. Two people can possess the same information and reach different decisions because judgment is not merely retrieval. Judgment is the application of experience under uncertainty.

Implications

Organizations that preserve and refine judgment will hold an advantage over organizations that repeatedly lose expertise when experienced people leave. The future will reward systems that help people convert learning into durable capability.

Conclusion

The defining constraint of the AI era may not be intelligence. It may be judgment. The future belongs to individuals and organizations that learn more effectively and convert learning into capability.

References

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