GLOBAL SIM LABS
BEYOND THE EXPECTED

The Coming War for Human Value

> *A war is coming.*
> *Not between managers and machines.*
> *Between managers.*

An executive summary of the flagship paper on intelligence, managerial performance and the new scarcity.

REQUEST THE FULL PAPER

ABOUT THE PAPER

The full paper is free on request and sent to you directly.

THE ARGUMENT IN BRIEF

When intelligence becomes abundant, performance becomes the differentiator.

- **The wrong war.** The decisive contest sits between managers, not between managers and machines — between those who can access increasingly similar intelligence and those who can actually convert it into equally valuable action.
- **The surface converges first.** AI raises the floor of professional output. Polished preparation becomes easier to reproduce, weakening many of the signals organisations have used as proxies for capability.
- **Scarcity migrates.** As knowledge and competent-looking output become more abundant, value moves toward diagnosis, verification, contextual judgment, accountable choice, influence and adaptation.
- **Capability must survive conversion.** Knowing is an input. Performance is a production event: enacted under pressure, altered by other people and judged by consequences.
- **The standard must change.** Organisations must assess and develop produced value—not merely possessed knowledge, confident explanation or polished preparation.

THE INTELLECTUAL FOUNDATION

The companion paper

This paper builds on Global SIM Labs' paper, *The Knowing–Doing Gap*. That paper examines the conversion from possessed knowledge into produced cross-cultural performance. *The Coming War for Human Value* extends that foundation into a competitive argument: when knowledge and preparation become more abundant, successful conversion becomes a source of differentiation.

Global SIM Labs. The Knowing–Doing Gap. Read it →

This is a summary.
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ABOUT THE PAPER

THE ARGUMENT IN THREE MOVEMENTS

From abundant intelligence to produced value.

I The wrong war

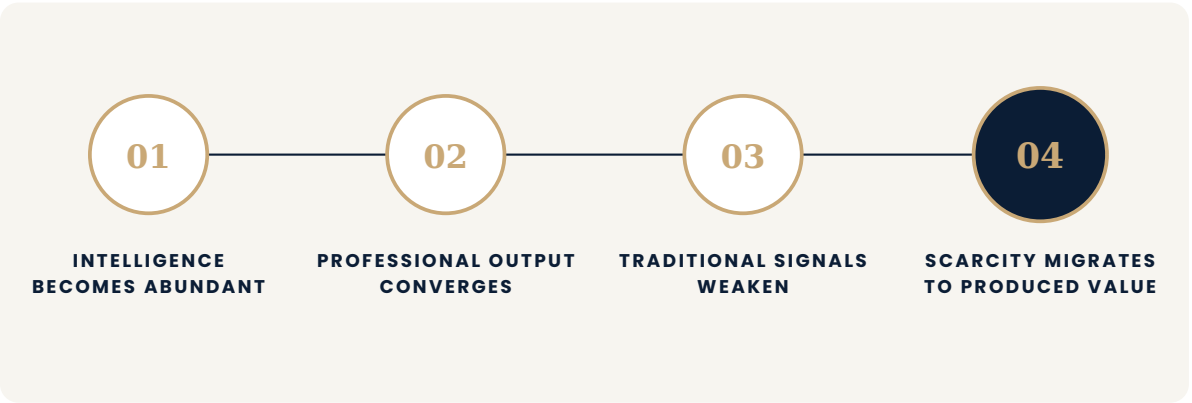
The public argument asks whether machines will replace people. The more immediate contest is between managers who can access similar intelligence, but cannot turn it into equally valuable action.

II The conversion test

Knowing is an input. Performance is a production event. Knowledge must survive recognition, judgment, expression, response and consequence — under pressure, and with other people.

III The new standard of human value

Organisations must assess and develop produced value: what a person can notice, interpret, choose, express, adapt and cause — not knowledge possessed or polished preparation.



THE MIGRATION OF SCARCITY

What the evidence shows

+36%

Productivity gain for the least-skilled workers using AI. The most-skilled saw no statistically significant change.

Brynjolfsson, Li & Raymond (2025)

−19 pp

Fall in correct answers when consultants used AI on a task outside its frontier.

Dell'Acqua et al. (2023)

AI raises the surface. Produced value now separates managers.

This is a summary.
The full paper is free on request.

REQUEST THE FULL PAPER

ABOUT THE PAPER

THE FULL PAPER

Knowledge may become abundant. Performance will not.

The full paper develops the argument in three movements, with the evidence behind each claim and what it means for how organisations assess and develop managers.

In the full paper

- The complete argument: The Wrong War, The Conversion Test and The New Standard of Human Value
- Two evidence graphs and five figures, including the knowledge–performance conversion
- GSL's Approach–Expression–Result (AER™) lens for examining produced performance
- What organisations should assess and develop when intelligence is abundant
- Full notes and references

ABOUT THE AUTHOR



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Founder & Principal, Global SIM Labs

For more than 25 years, Malcolm has worked where expert knowledge meets unfamiliar expectations, across Europe, the USA and Asia. He has coached and advised hundreds of senior executives for the Financial Times and Nikkei, founded and led N4MI, a London-based, 40-person political-risk consultancy, and designed communication programmes for senior officials at the European institutions.

CONTINUE WITH GSL

The Knowing–Doing Gap →	*the companion paper*
The GSL method →	*how judgement is made observable*
TB5™ simulations →	*private, live performance simulations*

THE FULL PAPER

Explore the method →

Read the complete argument, the evidence and the references.

Free on request. Sent to you directly.

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