
The Human API

What is automated

What is augmented

What stays human

If AI changes how engineering work gets done, what does that force you to change about how you lead engineering teams?

A roundtable for CTOs and Engineering Leaders

WHO I AM

I'm Andreea, Founder of Talent Crunch and the Principal Talent Partner. I've spent 16+ years working with technology organisations across Europe and Asia, building engineering teams, hiring technical and business leaders, and working on talent strategy, organisational design, assessment and development. My work sits at the intersection of the people building technology and the systems organisations build around those people.

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LINKEDIN

CURRENT THINKING

MANJURI SINHA · WEAREDEVELOPERS WORLD CONGRESS 2026

As execution gets cheaper, human judgement becomes more valuable. If AI increasingly becomes the execution layer, humans increasingly become the decision layer.

SHAWN KANUNGO · NORDIC BUSINESS FORUM 2026

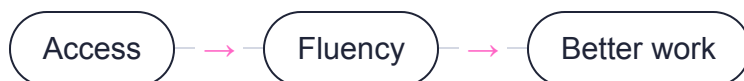
When everyone has access to similar intelligence and execution becomes easier, advantage shifts towards what you choose to do, and the judgement behind those choices.

JONATHAN EVENS · GOOGLE DEEPMIND · DIGITAL LEUTE SUMMIT 2026

More capable AI does not automatically mean maximum automation. The question becomes where human judgement still creates value.

3 THINGS TO THINK ABOUT

1 FROM ACCESS TO IMPACT



2 RETHINK THE WORK



3 RETHINK HOW DECISIONS GET MADE



THE QUESTION FOR YOUR ORGANISATION

If the work changes, but your hiring criteria, career ladders, performance reviews and team structures stay the same, what exactly are you measuring?

THE IMPACT

WORK CHANGES



● PERFORMANCE

What does good performance look like?

● CAPABILITY

What do engineers need to be good at?

● HIRING

What should we hire and assess for?

● DEVELOPMENT

How do people build expertise and judgement?

● TEAM DESIGN

What people, roles and seniority mix do we need?

● OWNERSHIP

Who needs to make these decisions together?

What should stay human?

What should become AI-assisted?

What should become automated?

And what needs to change around the work as a result?

THIS IS WHAT WE'LL EXPLORE TODAY.

Where does engineering work sit today?

THE WORK · USE AS REFERENCE

CODE DEVELOPMENT

SYSTEM DESIGN

ARCHITECTURE

ALGORITHMS

TESTING

DEBUGGING

CODE REVIEW

INFRASTRUCTURE

DEPLOYMENT

OBSERVABILITY

INCIDENT RESPONSE

SECURITY

TECHNICAL DISCOVERY

DOCUMENTATION

TECHNICAL DEBT

PLANNING

PRIORITISATION

TECHNICAL STRATEGY

HIRING

INTERVIEWING

PERFORMANCE ASSESSMENT

CAREER DEVELOPMENT

KNOWLEDGE SHARING

HUMAN	AI-ASSISTED	AUTOMATED
Human judgement and accountability are central	AI changes how the work gets done	Human involvement becomes minimal

THINK

What do you expect to move in the next 12 to 24 months?

1. ORGANISATIONAL IMPACT

● 01 PERFORMANCE

Execution gets cheaper → Judgement matters more → Decision quality becomes a strong differentiator

Q: If execution is no longer the constraint, what defines high performance in engineering?

Two engineers deliver the same quality and impact. One uses AI to amplify strong technical judgement. The other relies on AI to compensate for weaker technical judgement.

If the outcome is the same, should performance be assessed differently?

● 02 CAPABILITY

Access ≠ capability.

Giving someone Cursor, Copilot or Claude does not make them AI-fluent.



Q: If everyone has access to the same AI tools, what separates an AI-enabled engineering team from an AI-fluent one?

● 03 HIRING

If great engineers work differently today, why are we still hiring against yesterday's definition of a great engineer?

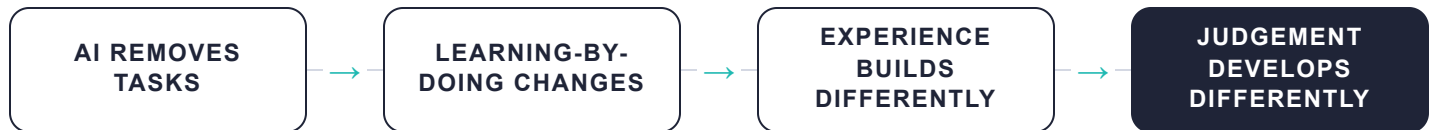


Q: If you redesigned your engineering hiring process for how engineers work with AI today, what would you stop assessing, what would you keep, and what would you start assessing?

2. WORKFORCE DESIGN

● 04 DEVELOPMENT

AI lets people skip parts of the work through which previous generations developed expertise.



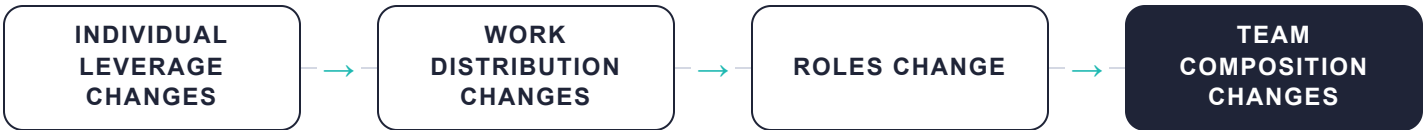
Q: If AI takes over more of the work through which junior engineers traditionally learned, practised and built technical judgement, what experiences do we need to deliberately create so they still develop into strong senior engineers?

NOTES

WORKFORCE DESIGN

● 05 TEAM DESIGN

If individual leverage changes, should the shape of the team change too?



Q: With AI changing how much work one engineer can do and which work requires senior expertise, how would you design your engineering team differently today, including its size, roles and mix of junior, mid-level and senior engineers?

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WORKFORCE DESIGN

● 06 OWNERSHIP

Who is at your builders' table?

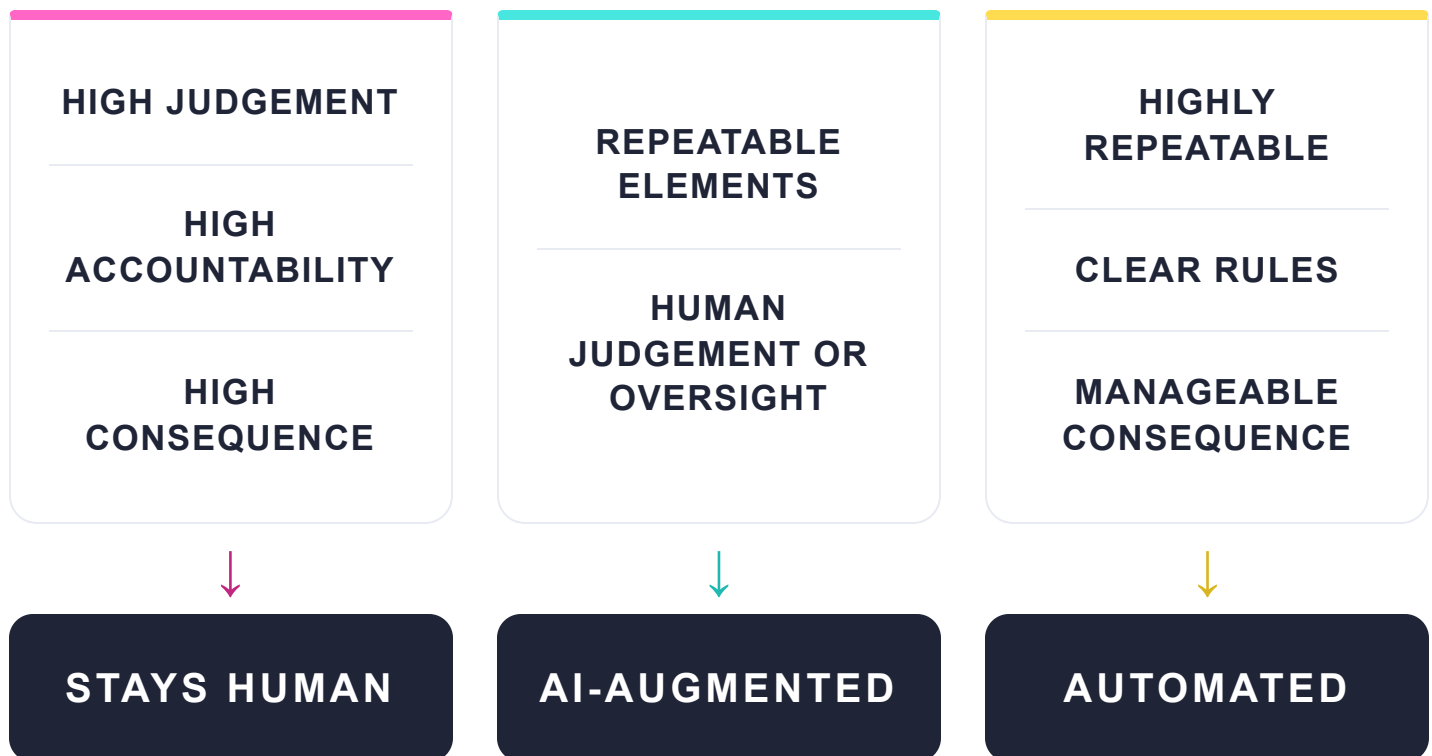


Q: Which decisions should Engineering own, which should People and Talent (and others) own, and which need to be designed together from the start?

NOTES

3. DECISION FRAMEWORK

How should we decide what stays human, what AI augments and what gets automated?



NOW REVISIT THE FIRST TOPIC

Q: Would you move anything from your original Human / AI-assisted / Automated map?

EXAMPLE

Just take the work of one of your engineering teams

1 MAP THE WORK

List the work the team does (audit)



2 DECIDE HOW EACH TYPE OF WORK SHOULD BE DONE

Ask:

- Does X action require human judgement?
- Who needs to be accountable for the outcome?
- What is the risk if it goes wrong?
- How predictable and repeatable is it?



3 FOLLOW THE CONSEQUENCES

For anything that changes, ask what else needs to change.

PERFORMANCE

How should we measure good performance now?

CAPABILITY

What do people need to become good at?

HIRING

What should we hire and assess for?

DEVELOPMENT

How will people build expertise and judgement?

TEAM DESIGN

Do we need different roles, seniority or team composition?



4 ASSIGN OWNERSHIP

Who needs to act on each change?

ENGINEERING

PEOPLE

TALENT

SECURITY

LEGAL

DATA

FINANCE

THE OUTPUT

By the end, you should know:

- What stays human.
- What gets automated.
- Who owns the change.
- What AI augments.
- What needs to change around the work.

Take it back to your organisation

Pick one team you work with

MAP THE WORK

What stays human?

What becomes AI-assisted?

What becomes automated?

Don't start with "Where can we use AI?" start with "How is the work changing, and what must change around it?"

Food for thought

● CAPABILITY

- Who owns building this capability?

● HIRING

- What becomes more valuable when technical execution becomes cheaper?
- What becomes less valuable?
- What evidence of AI fluency matters when hiring?
- Which parts of your current interview process are becoming obsolete?
- Does AI change the seniority mix you need? Does it change how many people you need?

● DEVELOPMENT

- Which “inefficient” work was secretly teaching people something?
- What experiences build judgement?
- What should juniors still learn to do themselves?
- How does mentorship change?
- What does progression mean when execution itself becomes easier?

● TEAM DESIGN

- Do you need the same ratio of junior, mid-level and senior engineers?
- Do smaller teams become more effective?
- Where does specialised expertise become more valuable? Where does it become less valuable?
- What new bottlenecks appear when execution stops being the bottleneck?

● OWNERSHIP

- Which decisions belong to Engineering?
- Which belong to People?
- Which need to be made together?
- Who currently enters the conversation too late?
- Who owns the consequences when the technology changes the work?

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