

A man with a beard and bald head, wearing a dark jacket, is speaking to an audience. He is gesturing with his hands. The background is a dark wall with text and logos. The text on the wall includes 'LEEDS BECKETT UNIVERSITY LEEDS BUSINESS SCHOOL', 'BUSINESS LAB CENTRE FOR ENTREPRENEURSHIP AND KNOWLEDGE', and 'business sessions'. The URL 'leeds.ac.uk/ceke' is also visible. The audience is seen from behind, with some people wearing glasses.

# AI Adoption, Human Judgement and The Hidden Cost of Moving Fast

What's somebody like you doing in a  
doing in a room like this?

# Human needs

Recognition.

Structure.

Stimulation.

## OVER TO YOU

# Do you get these from your work?

- Recognition
- Structure
- Stimulation

## WHAT TO DO

- 1 Turn to the person next to to you.
- 2 Whoever's nearest the door goes first.
- 3 Thirty seconds each.

# Your Attention

## ROUND 1 OF 2

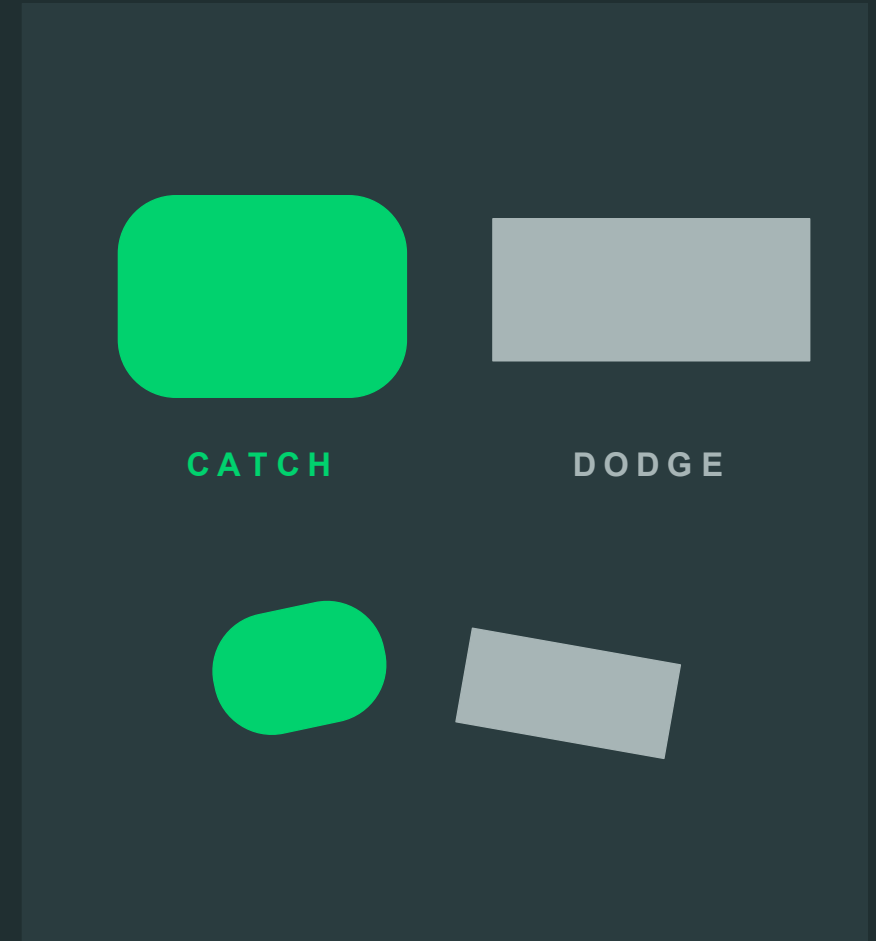
# Catch the bean bags. Dodge the bricks.

### THROWERS

One at a time. Say my name, wait for eye contact, then throw.

### EVERYONE ELSE

Notice where your attention goes.



ROUND 2 OF 2

Catch the bean bags.  
Dodge the bricks.

THROWERS

Everyone holding something. All at once. On three.

EVERYONE ELSE

Notice where my attention goes.



Over-Drive. Grabbing at everything.

Flow Zone. Matched to what's in front of you.

No Zone. Letting it all drop.

The Change Zones, Shaun Walsh, 2026



ROUND ONE

## Directed

You choose where it goes.  
goes.



ROUND TWO

## Hijacked

Something louder  
chooses.

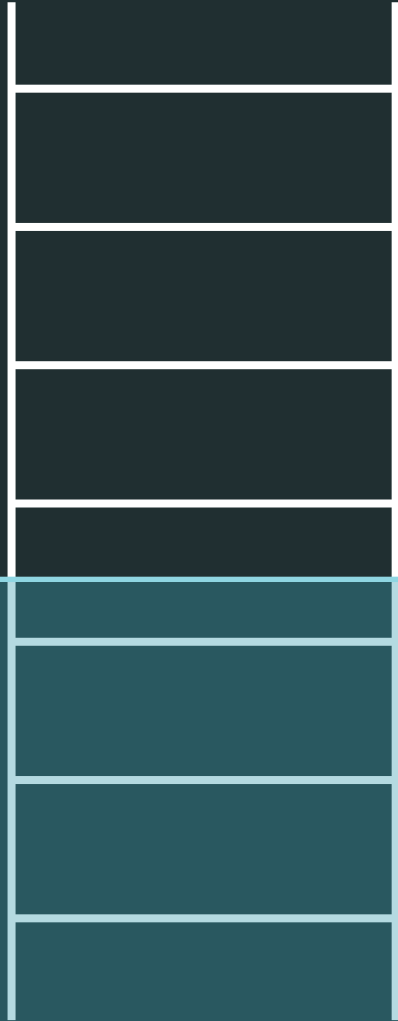


## Outsourced

You hand the thinking  
over.

*The Attention Triad, from Meaning in the Momentum*

# Skills & Tax



## Senior judgement

Owning it. Understanding it. Leading with it.

## The work we've handed over

The doing. The thinking. The deciding.

## OVER TO YOU

# Where does the water stop?

### WHAT TO DO

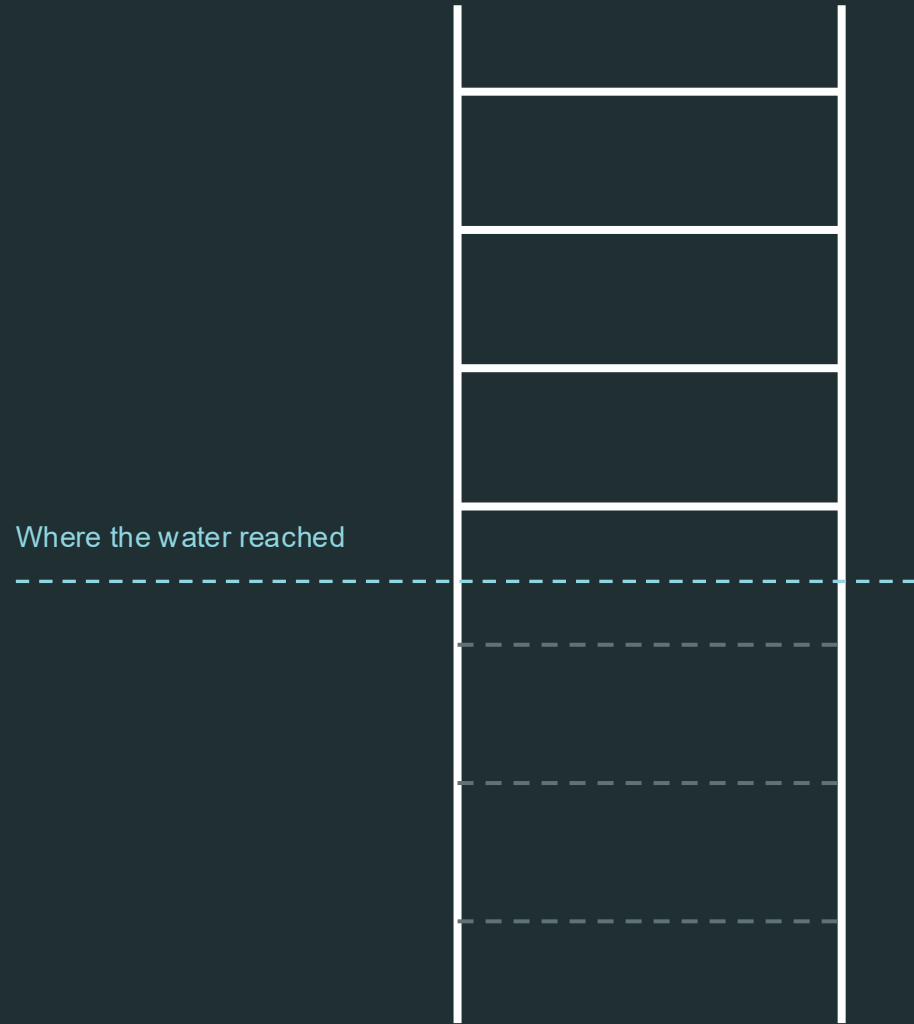
- 1 Shout out the role or skill you think it reaches next.

OVER TO YOU

# And can we really stop it?

WHAT TO DO

Don't shout this one. Just sit with it.



The tide goes out.

The rungs don't  
come back.

# The verification tax

Every AI output that matters has to be checked by someone who could have produced it themselves.

It's an attention tax.

It's also a reinvestment in thinking.

## OVER TO YOU

# What skill are we at risk of losing?

### WHAT TO DO

- 1 One skill.
- 2 Personal or business
- 3 Shout it out.

# Before you let a skill go

1

Is it needed if a system goes down?

2

Is it necessary to check the machine?

3

What does it give the person doing it?

- Recognition?
- Structure?
- Stimulation?

Take it home: and what can you do about it?

Notice it while the water is at your knees.  
Not around your neck.

# What's somebody like you doing in a room like this?

Decide how you will stay relevant and get your needs met.

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## SHAUN WALSH

Connect on LinkedIn

Have a chat in Leeds or on teams



## THE BOOK

Meaning in the Momentum

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