THE
WORLD STAGE

Human in the Loop:

Who Draws the Line?

MAN vs MACHINE
ASPIRE ANNUAL CONFERENCE

Human in the loop: who draws the line?

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Tenarai

Where I am standing

Employee number one

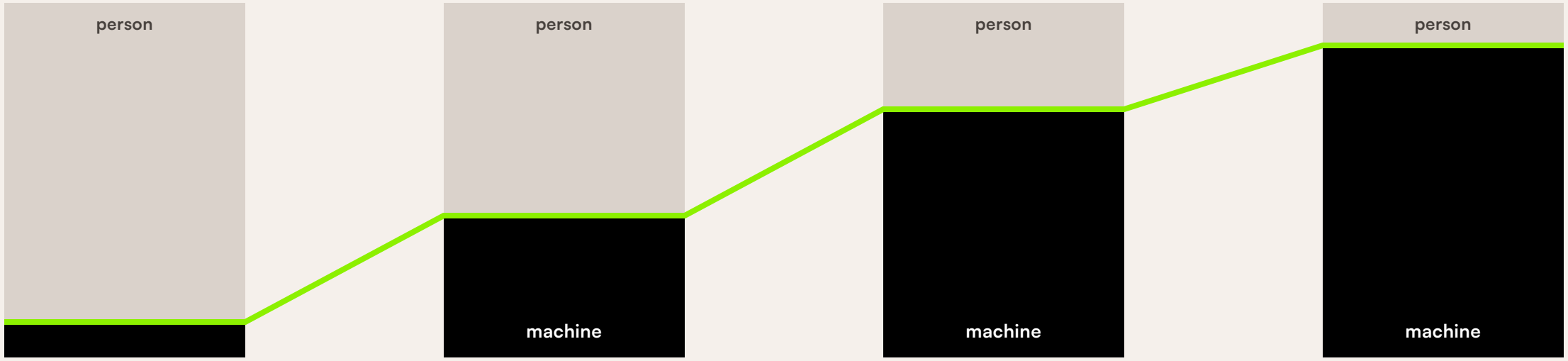
2020 one person, one room

2026 250 people

Tenarai

In six years the line between what our people do and what the machine does moved four times.

Six years, four decisions



2020
a person writes
every line

2024
a person corrects
every step

2025
a person reviews
the result

2026
a person approves
the intent

The person did not leave.

The person moved up.

What moved the line was not the model getting cleverer

We had to build the harness around the model ourselves.

Context nobody wrote down

The rule that lives only in the code. We wrote it down and gave it to the machine.

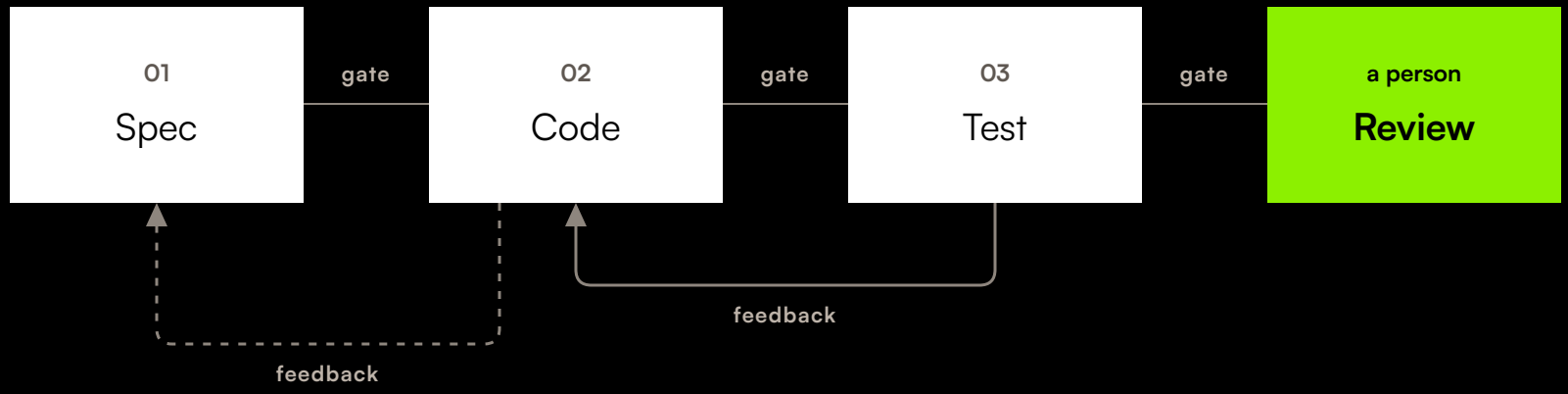
A gate between the stages

Nothing moves forward until the previous stage says yes.

A record you can read

The machine runs autonomously. Somebody still has to see what it did.

The gates sit between the stages



An open question stops the line. The work comes back to a person rather than proceeding on a guess.

An idea becomes working software without an engineer typing it

5M

lines of legacy code it works inside. A suite in daily use, not a pilot.

5×

faster from a requirement to a delivered feature, measured on live client work.

2

places a person still stands. Approving the spec, and reviewing everything that ships.

Where this was tested · a platform migration

A public API, millions of calls a month

6×

less engineering effort. One engineer over 2.5 months, against two or three for six.

33%

less code than the system it replaced, and twice as well tested.

13

bugs that passed human review and would have shipped.

Then the client came back with the next project.

Why the company changed

For twenty years our arithmetic was simple. More work, more people, more revenue.

In April this year Infogain became Tenarai. The name changed last.

What this lands on

The number that described a centre

It was headcount

Everyone running a centre in this room can say how many people they have. Fewer can say what value those people delivered. That is the number starting to matter.

Measure it, then price it

A trial used to cost weeks of people, so estimates came from intuition and past experience. Now it costs hours, and we quote against a measured sample.

Trust follows the evidence

Clients pick the partner who shows evidence, not the one who promises it.

One engineer, sitting with the client, carrying the work from problem to production.

Forward deployed. The harness does the coding, so the whole problem fits inside one person's head again.

Adoption makes the work you already do faster.

Transformation changes who does the work, and what you are measured on.

So, who draws the line?

Not the technology. It has no opinion about where it should stop.

Every time it moved, a person decided. That is still true this year, and it is the part I would not hand over.

Everyone in this room has a line. Either you drew it, or you are living with one that somebody else drew.

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Grzegorz Cempla

VP of Software Engineering

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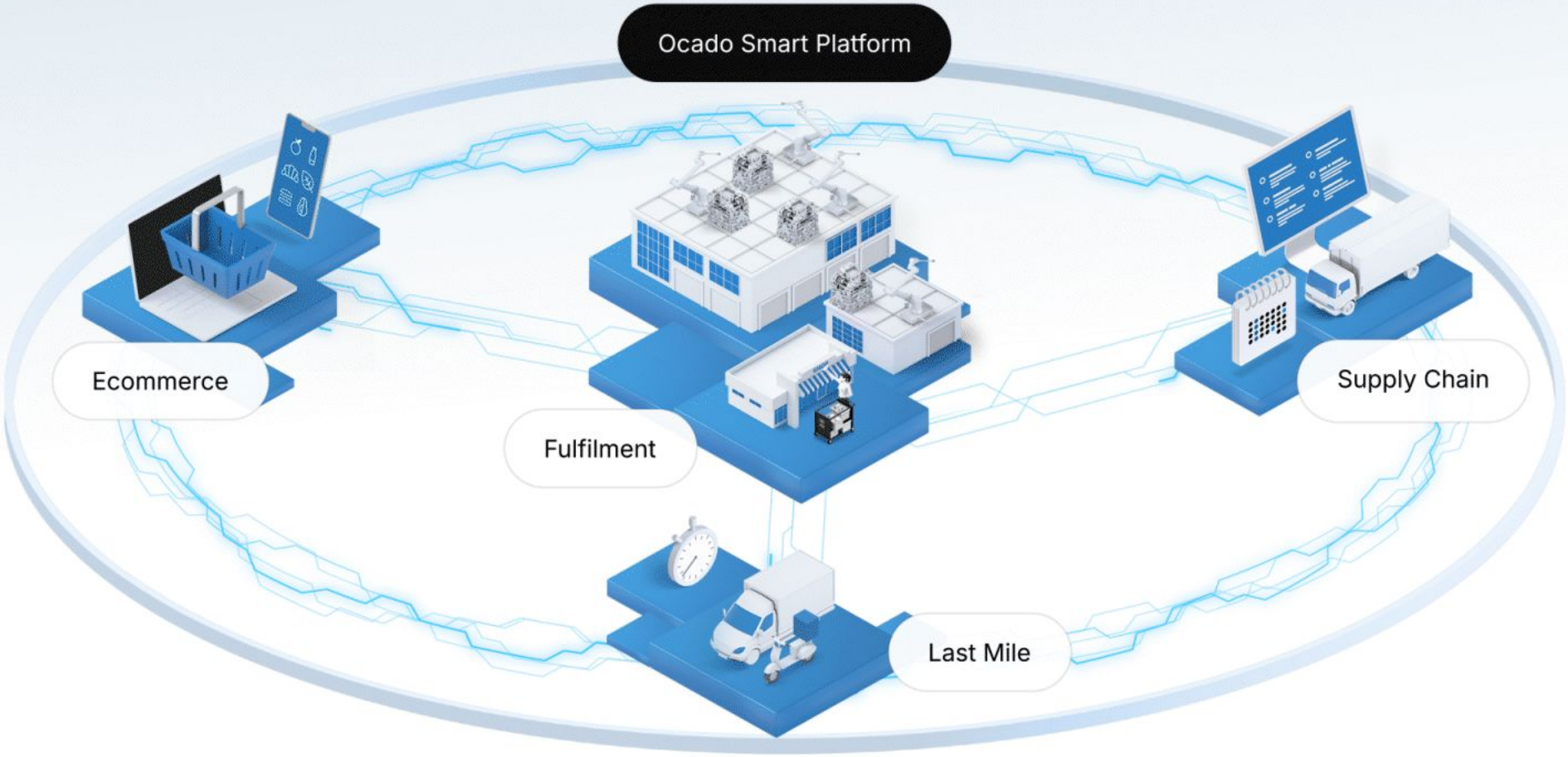

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Who ~~draws~~ moves the line?

Capability never moved it. The customer did.

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