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— THE BRIEF

Define finished first

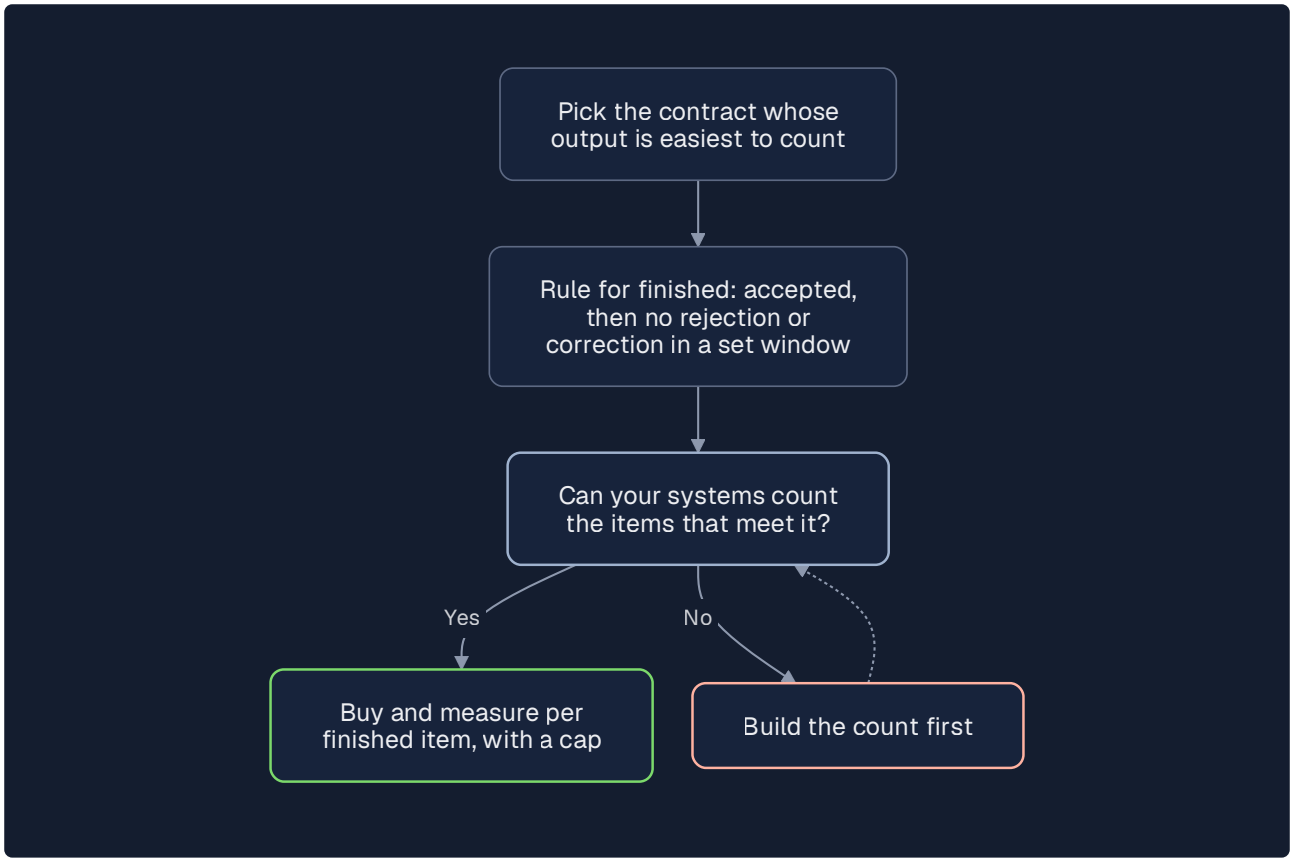
EPISODE 22 · Seats to outcomes: where business software goes next

Before you pay per task, write what finished means for one contract and check that your systems can count every finished item, so you never pay for attempts.

01 ■ Your three steps this week

1. Pick the one contract whose output is easiest to count this quarter.
2. Define finished: accepted, then no rejection or correction in a set window.
3. Check your systems can count those items; if not, build that count first.

02 ■ The diagram



03 ■ Sources

– Stanford HAI, AI Index Report 2025
– EY, Get ready for robots, 2016

mllabs.com/podcast/seats-to-outcomes-where-business-software-goes-next