The End of Rationed Development

For as long as organisations have existed, one-to-one development has gone to the few. In the space of four weeks, three separate signals have said the same thing: that arrangement is finished.

Adriaan Groenewald

The signal

This week PwC announced that more than 85,000 of its partners and employees, across the United States, Mexico and its Acceleration Centres, will complete a **Critical Thinking & Judgment Certificate** between December 2026 and June 2027.

The firm's stated reason deserves to be read slowly. In the words of its talent development leader, AI is "taking on more of the foundational work that has traditionally helped people build their judgment."

That one sentence admits four things most organisations have not yet said out loud.

Judgement used to be built by accident. It grew as a by-product of years of junior work: the research, the drafting, the checking, the being corrected.

AI has removed the accident. The work that built the person is the work the machine now does.

So it must be built on purpose. PwC is not offering this as an elective. Everyone is expected to complete it.

And it must be certified. A professional services firm has decided that human judgement and critical thinking need a credential.

It is also for everyone, partners and employees alike. One of the world's largest firms has concluded that developing only the people at the top is no longer enough.

It is not one signal. It is three.

14 October. IBM published a survey of 3,221 senior executives at large organisations across Europe and the Gulf. Eighty per cent said an AI-related incident had reached their board or executive team in the past year. Ninety-eight per cent had assigned board-level responsibility for AI risk. Asked who is actually accountable when an AI agent causes harm, the most common answer, the CIO or CTO, was given by 17 per cent.

Responsibility has been assigned. Accountability has not been developed.

2 November. Northeastern University published a survey of 8,174 people with a say in hiring. AI now screens applications for 54 per cent of them. About half said AI had affected their hiring decisions, and of those, 26 per cent are hiring fewer entry-level people against 7 per cent hiring more.

The bottom rung of the ladder, where judgement was once learned, is being removed.

9 November. PwC.

Three institutions, on two continents, in four weeks, each looking at a different part of the same fact. **The machines are improving faster than the people who must answer for them, and the old way of growing those people has stopped working.**

What a programme can do, and what it cannot

PwC deserves credit. It has named the problem before most and committed its whole firm. Every organisation should study what it learns.

But notice the shape of what has been built. It is a programme. It has a start date and a completion date. It teaches a framework through videos, simulations and toolkits, and it includes an AI coach which, in PwC's words, "will be trained on our framework."

Twenty-six years of developing leaders has taught us what programmes do well and where they stop.

A programme informs. It rarely transforms. People leave a good course knowing more. They change when they face a real situation, act differently, and are held to it, again and again, over years.

A programme ends. Development does not. PwC's people will be certified by June. The question worth asking is what happens in July, and every July after that.

A coach trained on one framework can coach one framework. It can sharpen how a person evaluates an AI output. It cannot walk with that same person through a failing team, a broken trust, a crisis of confidence, a promotion they are not ready for, or a decision at home that is costing them their sleep. Yet those are the situations in which a human being is actually formed.

And judgement is one capacity among several. Critical thinking tells a supervisor that the job should be stopped. It does not give him the courage to stop it in front of the man who outranks him. That takes agency, accountability, moral judgement, commitment, relationship, faith, hope and heart, and those eight are developed together or not at all.

Not everyone will build. Most should not.

PwC built its own because building frameworks is what PwC does.

Most organisations are not consultancies and have no wish to become learning companies. A mine exists to mine. A bank exists to bank. A government department exists to serve. What they want is not a development division. They want their people developed, in their own name, in their own language, according to their own values.

That is now possible without building anything.

What was always rationed

Three things have only ever been available to people at the top.

One-to-one attention. A development relationship with you alone, about your situations, at your pace.

Customisation. Development shaped to your organisation, your role and your reality, not a generic course.

Recognition. Someone who notices that you have changed, and says so formally.

They were rationed because they required another human being by the hour. In South Africa, executive coaching – mostly monthly - costs roughly R1,250 to R3,500 or more a session, and a C-suite programme R25,000 to R36,000 or more for a single leader. Those may be fair prices for skilled work. They also guarantee that the supervisor, the clerk, the teacher and the learner will never receive it.

That is the constraint that has ended.

Dennis

Dennis is a Super Development Partner: frontier artificial intelligence pointed at developing the person, not replacing their work. He launched in October 2026.

One to one, for everyone. Every person has their own partner, from a Grade 8 learner to a chief executive, at R300 a month.

Every day, not once a month or eight - twelve times a year. He is there at the moment the decision is live, which is the only moment development has ever happened.

In your organisation's name. Dennis is deployed inside a company's own branded environment, configured with its values, culture, strategy and language. To a supervisor at a mine he is that mine's development partner, and he reasons inside that mine's world.

The whole person. He works across all eight human powers and all four arenas of leadership: leading yourself, leading others, leading an organisation, leading in society. He moves between coach, mentor and straight-talking friend as the moment requires, and he stays with a person through every stage of a working life. No ego; perfect patience; excellent memory; magnificent pattern recognition; no hidden agenda, only your development; and much more.

And he certifies who you are becoming. Not who you have become. A certificate that marks completion says the development is over. Dennis works with you, together you decide it’s time for a test, he shares relevant content, you study it and he tests you. When you pass, he allocates credits towards your certificates on five levels, in each arena, because a human being is never finished.

Who this is for

The hundreds or thousands of supervisors who make forty judgement calls a shift and have never been offered an hour of one-on-one, personalised development.

The public servant whose decision affects a citizen's rights and who has only ever been trained in procedure.

The graduate entering a profession whose bottom rung has been removed.

The learner in Grade 9 deciding, every time she opens AI, whether it will finish her work or build her.

And the executive too, between the sessions with a human coach who cannot be there on a Tuesday night.

The decision

We should be honest about what remains to be proven. Dennis is of course new. The measured, independently validated evidence of what he changes in people over years is being built now, and we will publish whatever it shows.

But the direction is no longer in question. The world's largest institutions have said that human judgement must be developed deliberately, in everyone, and certified. The only open question for any organisation is how.

One answer is to build a programme, run it once, and hope it lasts.

The other is to give every person their own super development partner, in your name, for the whole of their working life.

> **For a century, being developed one to one was a privilege of rank. It is now a decision any organisation can make for every person it employs, at the cost of a few cups of coffee a month. The excuse has gone. What remains is the choice.**

Dennis · Super Development Partner · Me-Vision Academy · Human Advancement Infrastructure · MeetDennis.org

Sources: PwC US newsroom and HCA Magazine, November 2026 · IBM newsroom, 14 October 2026 · Northeastern University AI & Society Survey, 2 November 2026 · coaching rates from a South African practice's 2026 published guide, given as benchmarks.