CONVERSATIONAL CAPITAL

From Builders to Stewards

The role that doesn't have a name yet

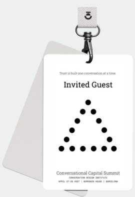
Every organisation has Builders, the people who make the system work. The better ones have poets, the people who make it worth talking to. Almost none have the third role: someone who owns Conversational Capital as an asset, accountable for whether it grows or erodes over years, not sprints. That role is becoming the one that matters most, and it's the one most org charts can't point to.

From Builders to Stewards

A Steward isn't a Builder with a bigger title. Building and design happen project by project; stewardship runs across all of them, over time. The Steward asks the questions no single project owns: is the relationship with our customers stronger this quarter than last, who is accountable when it weakens, what are we willing to automate and what would cost us too much trust to hand over. It's closer to managing a portfolio than shipping a feature.

Why this is the job of the decade

As everyone gains access to the same models, the technology stops being the differentiator and the relationship becomes it. An asset that valuable needs an owner. The shift from Builder to Steward is the shift from asking whether we can automate something to whether we should, and from measuring activity to managing trust. The organisations that name this role early are the ones that will still have customers worth talking to when the novelty wears off.



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PARTNERSHIP ENQUIRIES
PETER THOMAS, DIRECTOR OF STRATEGY & GROWTH, CDI
PETER@CDI.CX| WHATSAPP +61 0415 526 338