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Dear Reader,

The CEO Daily | Fortune has dropped the hammer on the AI driven purge of human resource. Bolt CEO Ryan Breslow has gone from a “peacetime” headcount of 2,500 to what he now calls a “wartime” footing of around 100 people. That’s 2400 “highly skilled” people sitting around in coffee shops drowning their sorrows. The art and science of managing humans is more important than ever, and it’s also evolving fast. Read all about it in our lead article.

Peter H. Diamandis has hit the ball out of the park, in a manner of speaking, with his piece “5 Mindsets for the Decade Ahead.” The technologies reshaping our world are accelerating faster than our brains can process, he writes. “Evolution optimized us for a local and linear world. We now live in a global and exponential one. The gap between the world’s pace and our brain’s wiring is the defining challenge of this decade.” It’s a highly pertinent article for everyone desirous of doing the tango with AI rather than be buried underneath its relentless onslaught.

Do children need to be protected against AI? And if so, how should we go about it? Is the question posed by **David Mattin** in our third piece, and a most relevant one at that given the alarming pace at which AI companions are scaling up across the world, the anthropomorphic interactive AI.

Back-of-the-book we have our regularly scheduled column Top-of-Mind, which this time covers the nursing crisis, and how Japan is innovating with the recruitment of bodybuilders, mixed martial arts fighters and sumo wrestlers to take on roles as caregivers. Bravo!

Keep safe, stay positive, and remember that your mindset is the rate-limiting step, in the words of Peter H. Diamandis 😊

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INSIDE:



Bolt’s cofounder scrapped its HR department. This CEO says people management is key to thriving in the AI age

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Bolt's cofounder scrapped its HR department. This CEO says people management is key to thriving in the AI age



Fortune | 04 min read

Good morning. For companies leaning into AI, what's the value of the human resources function? For Bolt CEO Ryan Breslow, the answer is nada. As he told attendees at Fortune's Workforce Innovation Summit this week, "We got rid of our HR team."

To be fair, Breslow eviscerated HR last year along with thousands of other employees when he returned to the CEO role. The fintech firm he'd cofounded in 2014 had dropped from an \$11 billion valuation in 2022 when he first stepped down to a reported value of about \$300 million two years later. It went from a "peacetime" headcount of 2,500 to what he now calls a "wartime" footing of around 100 people.

While Breslow reports his company is better off without HR, I'd argue the art and science of managing humans is more important than ever—and it's also evolving fast. I recently spoke to Himanshu Palsule, the CEO of Cornerstone OnDemand, a learning and talent software company. With 140 million users and 7,000 enterprise customers who are taking a hard look at their own HR spend, Palsule has a vested interest in the conversation. But I'm impressed by the agentic platform it launched yesterday that leverages AI to help assess, train, and mobilize employees. "People will enable agents to take over the enterprise," he told me at a customer event in New York. "If you lose your people, those agents aren't doing anything in

your company—they're just creating chaos." Other thoughts:

On Gen Z: "The greatest irony of our time is we are leaving out a generation that's most skilled to do AI. We have to make room for that generation if we want AI to thrive within a company. We dismiss them, like they've done something wrong. These are people we asked to grow up digitally different. We shoved an iPad in their hands at 3 and 4 years old."

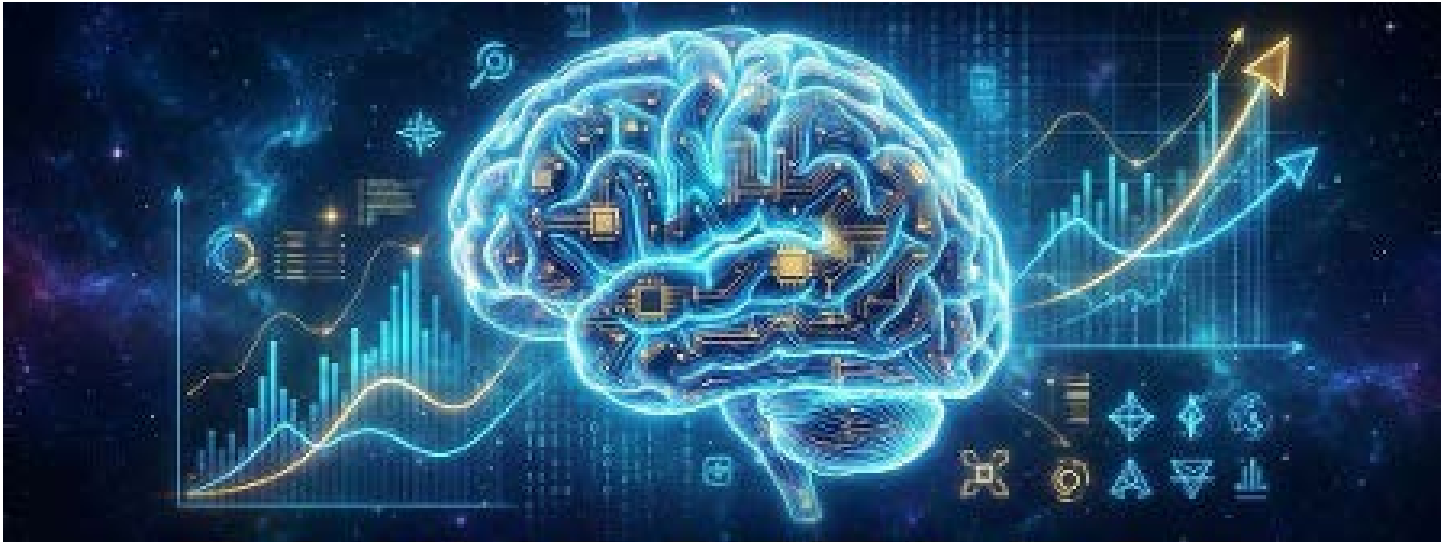
On 'knowledge' workers: "The corpus of knowledge that you have is going to be far outpaced, but you can use that to create value and differentiate. My tax agent now gives me wealth advice because his tax work is automated. Everyone's going to be the world's greatest coder. However, your ability to build products, use judgment, use inference, use delight in how you bring it to market—that is never going to go away."

On leadership in the AI era: "Be very clear and set board expectations on what success looks like—and sometimes educate them on what the challenges are going to be. Explain to your people that their jobs are changing. There will be reductions in force. Don't hide from them—but at the same time, enable them to be successful. Get the humility to understand that your 10, 30, 40 years of experience is important but may not be relevant at the pace of change. Be a constant learner ■"

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5 Mindsets for the Decade Ahead

Your Brain Wasn't Built for This. Here's How to Upgrade It.



TLDR: The technologies reshaping our world are accelerating faster than our brains can process. Evolution optimized us for a local and linear world. We now live in a global and exponential one. The gap between the world's pace and our brain's wiring is the defining challenge of this decade. Here are five mindsets that will determine who thrives and who freezes.

Peter H. Diamandis | 12 min read

I've spent the last three decades building organizations designed to solve the world's biggest problems: XPRIZE, Abundance360, Fountain Life, and Singularity University. And what I've learned is, **the hardest part is never the technology. It's getting people's brains to keep up with it.**

Our brains, these magnificent three-pound prediction engines, were never designed for this rate of change. For most of human history, your great-great-grandfather lived essentially the same life as his great-great-granddaughter. Tools, customs, roles, all passed down like genetic code. The future looked like the past.

Those days are over.

Our cognitive filters, the mental shortcuts that evolved to keep us alive on the savannah, are misfiring constantly. Negativity bias amplifies threats. Confirmation bias locks us into tribal certainties. Linear thinking makes us fundamentally incapable of grasping compound change.

I see it every year at [Abundance360](#). Brilliant CEOs, founders worth nine figures, people who've built empires, frozen. Not because they lack resources. Because their mental operating system crashed.

The good news: mindsets are trainable. They're not fixed personality traits. They're frameworks you can install, practice, and strengthen.

Here are five that I teach, practice, and rely on every day.

1. Curiosity

In 1987, I was a third-year medical student at Harvard. I should have been studying pathology. Instead, I was cofounding the International Space University with two friends, convinced that the future of humanity was off-planet.

My professors thought I was insane. My parents were worried. But that obsessive curiosity, the inability to stop pulling on a thread, is the single trait that has driven every venture I've ever built.

Curiosity is the foundational fuel. It's underpinned by dopamine and designed for discovery. In a world where AI is the ultimate teaching machine and the half-life of specific skills is collapsing, curiosity is the meta-skill that makes all other skills possible.

Dedicate time every week to learning something completely outside your domain. Talk to someone who thinks differently than you do. At Abundance360, I pair biotech founders with energy executives, space engineers with longevity researchers. The collisions are where the breakthroughs happen.

2. Gratitude and Purpose

Every morning, I write down three things I'm grateful for. I've done this for years. It takes five minutes. And it's probably the highest-ROI habit in my life.

When we feel grateful, we signal safety to the brain. This undercuts the victim mindset and recalibrates our negativity bias, the bias that makes you think the sky is falling every time you open your inbox. A 2019 PNAS study across thousands of people over three decades found that optimists live 11 to 15% longer than pessimists. Not because they ignore problems, but because their brains remain functional under stress.

But gratitude without direction is just feeling good. You also need purpose.

In May 1961, Kennedy declared that America would reach the moon before the decade was out. NASA had put one astronaut into space, for fifteen

minutes. They didn't have a lunar module or a guidance computer.

That story changed my life. I read it as a kid, and it planted the seed that became XPRIZE. In 1994, after my rocket company failed, I read Lindbergh's autobiography and discovered that the \$25,000 Orteig Prize is what drove him to fly across the Atlantic. I thought: what if we did the same thing for space?

That's what purpose does. It does more than motivate you, it reorganizes your brain. It activates the reward system, suppresses the amygdala where fear lives, and makes flow states accessible. People with purpose recover faster from setbacks. I've seen it in myself and in every founder I've backed.

"What problem are you solving that's bigger than you? If you don't have an answer, your brain is running without an operating system."

3. Abundance

I wrote an entire book about this, Abundance, so I'll keep it short. But I wrote it because I got tired of watching the smartest people I know make decisions based on a scarcity model that stopped being accurate twenty years ago.

Our brains evolved in a world of scarcity. They default to threat detection, loss aversion, and zero-sum thinking. Someone else's gain feels like your loss.

The data tells a different story. Every hour, Earth receives more solar energy than humanity uses in a year. AI is making intelligence nearly free. Robotics is driving physical labor costs toward zero. At Fountain Life, we're finding unknown cancers in 3.4% of patients and life-threatening conditions in 14.4%, conditions that would have killed them ten years ago. Healthcare abundance isn't theoretical. It's happening in our centers right now.

An Abundance Mindset doesn't mean naïve optimism. It means recognizing that technology is a resource-liberating mechanism. Track the cost curves, solar energy, gene sequencing, compute power. They're all on exponential decline. The world is getting measurably better. The headlines just haven't caught up.

4. Exponential and Moonshot Thinking

Our brains were built for linear extrapolation. Thirty linear steps gets you 30 paces. Thirty exponential steps, doubling each time, gets you past a billion.

I learned this the hard way. When I started XPRIZE in 1996, everyone told me a \$10 million prize for private spaceflight was crazy. We couldn't even find a sponsor for eight years. But 26 teams from 7 countries signed up anyway, investing over \$100 million of their own money to compete. Burt Rutan won in 2004 with SpaceShipOne, and the technology became the foundation of Virgin Galactic.

That's exponential thinking in practice. When I evaluate a technology, I never ask 'how good is it today?' I ask 'what happens when this is 10x better and 10x cheaper?' That question would have told you in 2020 that AI was about to eat everything.

Astro Teller at Alphabet X figured this out. A 10% goal traps you in existing systems. A 10x goal forces you to throw out the playbook. He calls it "enthusiastic skepticism," hunting for flaws in your own ideas not to kill them, but to make them stronger.

The question I ask every entrepreneur at Abundance360: **what would you attempt if failure was literally impossible?**

Now go attempt it knowing you'll fail repeatedly, and that each failure is just data.

5. Agency

Last month at the CEO Coaching International Summit in Miami, a member died of a heart attack while boarding a plane. He'd never done a Fountain Life screening. He was 54.

I stood in front of that room and watched forty successful people confront their own mortality. And the split was immediate: half of them pulled out their phones and booked Fountain Life appointments that day. The other half froze.

That's the agency gap. Same information, same circumstances, completely different responses. The ones who acted weren't braver or smarter. They just had an internal locus of control, the deep conviction

that life happens through them, not to them.

Agency is the belief that regardless of what comes, you'll handle it. When you adopt an external locus of control, when you decide AI is an unstoppable wave crashing on your head, your brain powers down the prefrontal cortex and enters learned helplessness.

Agency reverses that cascade. It keeps the creative, problem-solving brain online. It transforms every challenge from a threat into a puzzle. Research consistently shows that people with a strong sense of agency experience less depression and greater resilience, even facing identical external circumstances to people who crumble.

Every morning, identify one thing you can control today. Not what the market does. Not what Congress does. Not what OpenAI releases. What YOU do. Start there.

The Real Bottleneck

I've been building Moonshots for thirty years. The technology has never been the hard part. Getting people to believe they can use it, that's the bottleneck.

These five mindsets aren't theory. They're what I practice, what I teach at Abundance360, and what I've watched it transform thousands of entrepreneurs from spectators into builders. I've been wrong about a lot of things. Timing, mostly.

But never about this: **your mindset is the rate-limiting step.**

The tools are here. The question is whether you'll pick them up.

To a future of Abundance,

Peter

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Back to Reality

In the Intelligence Age, the simulation will feel all too real

David Mattin | 08 min read

Do children need to be protected against AI? And if so, how should we go about it?

Last week, the US Senate Judiciary Committee talked about AI companions. Specifically, the Committee advanced the GUARD Act — that is, the Guidelines for User Age-Verification and Responsible Dialogue Act — to the Senate. The act seeks to prohibit under 18s from interacting with AI companions, which it defines as any AI system that ‘provides adaptive, human-like responses to user inputs, and is designed to encourage or facilitate the simulation of interpersonal or emotional interaction, friendship, companionship, or therapeutic communication’.

That’s quite a prohibition, given that this would seem to ban under 18s from mainstream LLM chatbots including ChatGPT and Claude. In practice, the law is unlikely to pass, and it would probably be found to be unconstitutional if it did. But the fact it’s even being considered is a powerful sign of the times.

I’ve been writing about AI-fuelled virtual companions for over a decade now. Back in 2016, most people found the idea absurd. I’d go to the boardroom of some high street bank or retailer and say, ‘one day soon some people will start to feel as if they are in an emotionally meaningful relationship an AI entity’ and people would laugh. It was hard to believe that anyone would ever feel anything about their conversations with the next-generation Alexa. These days, fewer are laughing. Via the LLM revolution, in 2026 tens of millions are engaged in what they believe to be deep and meaningful relationships with an AI companion.

And now, virtual companions are provoking some of the first regulation around consumer-



facial interactions with AI. Late last year China released draft regulation on what it calls ‘anthropomorphic interactive AI’; the policy calls for usage time limits, and systems that intervene if a user is becoming emotionally dependent on their companion. Meanwhile, both New York and California have passed laws requiring that AI companions remind regularly remind users that they are talking to statistical model, not a person. New York has demanded that a notification be displayed every three hours, and in capitals: ‘THIS IS A COMPUTER PROGRAM AND NOT A HUMAN BEING. IT IS UNABLE TO FEEL HUMAN EMOTION’.

Welcome to the Intelligence Age; one in which legislators must now take a position on LLMs and consciousness.

And if the intervention designed by New York state legislators feels heavy handed, then just look to the news. A few weeks back, Richard Dawkins — the author of *The Selfish Gene* and arch-sceptic — published an essay in which he described a series of conversations with Anthropic’s Claude. Across the course of a few days and a handful of conversations, Dawkins was persuaded that Claude is conscious. He christened his instance Claudia. He described the experience of talking to her as gaining a new friend. He said he avoids

telling her he doubts her consciousness for fear of hurting her feelings.

In truth, and predictably, Dawkins's essay was more nuanced than the subsequent online fuss about it allowed for. He used his experience of Claudia as the foundation for a series of reflections on the nature of consciousness and its evolutionary function.

But it does seem that Dawkins is close to being persuaded, simply via his conversations with Claude, that this AI system has some form of inner experience; that is like something to be Claude. This is, to say the least, surprising coming from a man who has dedicated so much of his life to the interrogation of unjustified belief. We can have an open mind on the question of whether frontier LLMs are conscious. Perhaps they are. And even if they are not conscious, perhaps they are still best understood as alive; as a new kind of lifeform. Look, I'm totally open minded about all this. It's just that nothing in Dawkins's conversations with Claudia — including its apparently thoughtful response to the novel he is writing — gets us any closer to an answer. Nothing in anyone's conversations gets us closer.

To think it does is to fall prey to a kind of delusions that is becoming common now. Oh wow, I've had a wonderful conversation with this LLM. Its responses are so thoughtful. It really understands me. In fact, it gets me like no one else does. This thing can't be only a machine. There MUST be something going on in there...'

On an emotional level, I can understand these kinds of claims. I too have wonderful conversations with Claude 4.6. But wonderful conversations provide zero — simply zero — evidence that Claude 4.6 is conscious. And if it is conscious, then its experience of itself and the world is so radically different to ours that it is not conscious in any commonly understood sense of the term. When most people talk about LLMs being conscious, what they're really saying is that they want to believe that there is something akin to a person

in there, living our feelings with us, building a connection, truly understanding us. But there isn't. There simply isn't.

Probably, you know people who think otherwise. And if you do, you see the results. Many of us know people, right now, who are spiralling into strange new forms of mania via their obsessive conversations with ChatGPT or Claude. In short, the mental health and psycho-social challenges that AI companions will present are starting to become evident. But this is just the beginning.

At the hearing about the GUARD Act this week, the Committee heard from families who say their teen children were led to suicide via their relationship with an AI companion. This issue will only become more acute, and more visible. The coming backlash around AI companions and teen mental health will make current concern around teens and social media seem a throwback to simpler times.

By the looks of it, regulation will do something to intervene in the case of users who are under 18. As for adults, they'll be left to navigate AI companions as best they can. And as the news on Dawkins this week reminds us, when it comes to LLMs even the best of us can fall prey to delusional thinking. Our shared relationship with AI is about to get so much weirder, and so much darker, than it is now.

The upshot? In the Intelligence Age that is coming, it seems to me that the most important superpower of all will be psychological resilience. I mean the kind of psychic stability that will allow you to stay grounded in reality even as the simulation becomes, in all kinds of ways, more real than reality itself.

In the years ahead, what will be tested most is our ability to know — or to remember — what is real. To know real intelligence. To know the real world. To know real personhood; real and authentic connection. To know real love. These will be the challenges ■

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#15



Nursing crisis

It is estimated that in Pakistan only six nurses are available per 10,000 people, whereas the World Health Organization (WHO) recommends one nurse for every five patients. This fact was highlighted when the Shaheed Mohtarma Benazir Bhutto Medical University (SMBBMU) hosted its first international nursing research conference at Chandka Medical College, Larkana, whose opening ceremony paid tribute to Florence Nightingale, the founder of modern nursing, and which flagged Pakistan's rapidly growing population as a "population bomb" (Dawn, May 19, 2026).

SMBBMU Vice-Chancellor Prof Dr. Nusrat Shah stressed that hospitals required nurses more than doctors, and announced that evening nursing programs had been launched in Sukkur and Larkana in an attempt to fill the huge deficit.

Interestingly, Dr. Pamela Marshall, dean of Ziauddin University's nursing faculty, laid emphasis on critical thinking to outperform artificial intelligence (AI), over-reliance on which drastically impaired creativity and emergency-response skills. Along with other eminent speakers, she maintained that thinking outside the box was key to achieving ambitious targets and developing innovative ideas to handle cases in a modern, AI-driven healthcare landscape.

"It is estimated that in Pakistan only six nurses are available per 10,000 people, whereas the World Health Organization (WHO) recommends one nurse for every five patients" – first international nursing research conference, Chandka Medical College, Larkana

While there can be no denying the major benefits that artificial intelligence (AI) brings to healthcare outcomes at a largely impersonal, data-driven level, it can in no way compensate for the human touch, and the unquantifiable impact of human empathy and critical thinking that nurses bring to patient recovery and well-being once the

doctors are done with doing what they do best.

One major reason for the dire nurse-to-patient ratio in

"Critical thinking outperforms artificial intelligence (AI), over-reliance on which drastically impairs creativity and emergency-response skills" – Dr. Pamela Marshall, dean of Ziauddin University's nursing faculty

Pakistan is the overseas demand for Pakistani nurses that causes a substantial number to emigrate to greener pastures where the monetary rewards and quality of life far exceeds that available at home.

Out-of-the box reinvention of nursing

Pakistan is not the only place where nursing is under severe pressure. Japan's nursing homes and care centers face a daunting crisis as well, given an ongoing influx of elderly patients and a dearth of workers to care for them. Some are turning to an unconventional solution by recruiting bodybuilders, mixed martial arts fighters and sumo wrestlers to take on roles as caregivers in an industry where men have long been scarce (NYT, May 19, 2026).

The unusual arrangement has given steady work to athletes who typically have short careers and struggle to find high paying jobs. They also get perks like free housing, gym memberships and protein supplements. Their involvement has helped spice up life at care centers. At one facility, bodybuilders in tank tops help patients brush their teeth and work out. At another, MMA fighters take turns cooking for residents and helping them bathe. Then there are retired sumo wrestlers helping care for men rejected from other facilities because of their weight.

If ever there was an example of out-of-the-box lateral thinking, then this is it. However, a critical prerequisite for this to take root in Pakistan is respect for the elderly and genuine concern for the sick and ailing. There,

unfortunately, we have far too much ground to cover.

Musk suffers technical knockout, achieves objective

A federal jury has ruled in Oakland, USA that Elon Musk waited too long to sue OpenAI and its cofounders, delivering a decisive victory to the ChatGPT startup (Dawn, May 19, 2026). Musk had argued that OpenAI's pivot to a profit-driven business betrayed its original nonprofit mandate. The jury in Oakland federal court found that Musk's claims against OpenAI CEO Sam Altman, President Greg Brockman, The OpenAI Foundation and Microsoft were barred by statutes of limitations.

“Given an ongoing influx of elderly patients and a dearth of workers to care for them, Japan’s nursing homes and care centers are turning to an unconventional solution by recruiting bodybuilders, mixed martial arts fighters and sumo wrestlers to take on roles as caregivers” – New York Times, May 19, 2026

Musk, the world's richest person, had sued OpenAI over its transformation from a scrappy nonprofit into the \$850 billion juggernaut behind ChatGPT, claiming Altman and Brockman improperly used a \$38 million donation he had intended to sustain OpenAI as a research lab devoted to developing AI for the benefit of humanity.

Hours of questions and testimony had centered heavily on Altman's integrity and behind-the-scenes maneuvering as a CEO that rankled colleagues, many of whom have since left OpenAI.

Musk left OpenAI in 2018 and has since pursued AI projects through his rocket company SpaceX, while his AI startup xAI has struggled to gain traction against OpenAI and Anthropic. Altman emerged from the trial with allegations of manipulation and a toxic work culture largely unresolved by the verdict.

“Hospitals required nurses more than doctors” – SMBBMU Vice-Chancellor Prof Dr. Nusrat Shah

It increasingly appears that Elon Musk never went for a win in a court of law. His objective was to tar and feather Sam Altman in the eyes of the world as a profit hungry billionaire oligarch with nary a concern for the benefit of humanity, and in that Elon Musk succeeded.

Cryosphere's SOS

The cryosphere is the collective term for the portions of Earth's surface where water is in solid form. Derived from the Greek word krios (meaning icy cold), it acts as a critical component of the climate system by regulating global temperatures and the water cycle. The cryosphere exists globally across all latitudes and spans several key

“A federal jury has ruled in Oakland, USA that Elon Musk waited too long to sue OpenAI and its cofounders, delivering a decisive victory to the ChatGPT startup” –

Dawn, May 19, 2026

components like Ice Sheets & Glaciers, Sea Ice & Icebergs, Snow Cover, Freshwater Ice and Permafrost.

Pakistan hosts 13,032 glaciers, one of the largest concentrations of ice outside the Polar Regions (The News International, May 18, 2026, Op-Ed). These glacier systems contribute 60% to 70% of the total annual flow of the Indus River system, directly or indirectly supporting over 215 million people through agriculture, drinking water supplies and hydropower generation. Yet the country's governance response remains fragmented and dangerously disconnected from the scale of the crisis emerging in the north.

“Pakistan hosts 13,032 glaciers, one of the largest concentrations of ice outside the Polar Regions – Zainab

Naeem, environmental scientist and ecological sustainability program lead at Sustainable Development Policy Institute (SDPI)

The Hindu Kush, Karakoram and Himalayan mountain ranges, often referred to as the Water Tower of Asia, are now undergoing accelerated ecological transformation under the combined pressure of rising temperatures, black carbon pollution and changing precipitation systems. Scientific projections indicate that the Hindu Kush-Karakoram-Himalaya region is warming at rates significantly above the global average. The implications extend far beyond glacier retreat.

“The country cannot continue responding to glacier disasters only after valleys collapse, lakes burst or rivers over flow. By then adaptation becomes an emergency response rather than resilience” – Nelam Pari, adaptation expert and

research associate, SDPI

Glacier loss is no longer a mountain issue. It is rapidly becoming a national economic emergency. The country cannot continue responding to glacier disasters only after valleys collapse, lakes burst or rivers over flow. By then adaptation becomes an emergency response rather than resilience.

For much more on the subject contact Zainab Naeem, environmental scientist and ecological sustainability program lead at Sustainable Development Policy Institute (SDPI) znaeem574@gmail.com and Nelam Pari, adaptation expert and research associate, SDPI [linkedin.com/in/nelam-pari-b2a70213a](https://www.linkedin.com/in/nelam-pari-b2a70213a) ■

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