

We built an **entire industry** to manage developers who didn't care.

# 02

## THE PROBLEM

**Software ate the world. Businesses needed **more code.****

More code needed more coders. But there weren't enough people passionate about building products to fill all those seats.

# 03

THE DEAL

**'Tell me what to build. I'll express it in Java.'**

Not product thinkers. Translators.  
Requirements in, code out. That was the  
implicit contract.

**Translators need  
infrastructure.**

# 05

THE TAX

## The Translation Layer Tax

- 1. Product Owners**  
to specify what to translate
- 2. Scrum Masters**  
to keep translators on track
- 3. QA Engineers**  
to verify the translation
- 4. Agile Coaches**  
to make them feel engaged

**AI doesn't need *any of*  
*that.***

# 07

THE SHIFT

**AI explores.**  
**Assumes. Iterates.**

No tickets. No sprint planning. No 'I need more requirements.' Wrong direction? git revert. 30 minutes, not 4 days.

WHAT SURVIVES

# Berufung

/bə'ʊ:fʊŋ/

*Your calling. Not your job. The difference between coding because you're drawn to it—and coding because someone said 'learn to code.'*

**For 20 years the  
pressure was on POs:  
'Write better  
requirements.' Now it  
flips.**

The programming language is a **tool**. Not the definition of your work.

[FULL POST ON S16E.DE](#)

The Translation Layer Tax—why your org is about to get lighter