

The Room Is Always Full

How to build a virtual AI team with standing roles, real briefs, and a standard you enforce.

The best part of running a company was never the title. It was walking into a room where the finance person, the engineer, the lawyer, and the person who knew the customer were all sitting down at the same time. Most people lose that room the day they leave the org chart behind. You do not have to.

A virtual team is not one chat window you type into all day. It is a set of standing roles with defined jobs. A chief of staff that holds context and tells you what you are forgetting. A researcher that finds and sources. A builder that creates and tests. A finance role that models and compares. A creative role that explores. An adoption role that prepares the people who have to live with the result.

Roles only work if they are briefed like people. Every real request I make carries seven things: the outcome I want, the perspective I want it from, the context and history that matter, what is off limits, what must come back to me, how I will check it, and the point where it must stop and return the decision to me. That last one is the difference between a tool and a team member.

Then you enforce a standard. The first draft is usually competent and slightly wrong, the same as a new hire's. You do not accept it out of politeness. You say what is wrong, why it is wrong, and what good looks like. Do that consistently and the team gets better, because the standard is now in writing.

Keep the record. Prompts that work are operating assets, not one-time messages. Version them, name their known failure modes, and reuse them. My best ones have been through a dozen revisions and now produce a reliable result on the first pass.

During the heaviest build weeks on RidePermit, more than forty distinct roles were in play across one product, from architecture to privacy to brand to training. One person was accountable. The rest was orchestration.

The rule: give every role a job, a brief, and a stop condition. Then hold them to the standard you would hold a person to.