

Years On The Job Used To Be The Value.

AI now does the pattern-recognition part of experience in seconds, not decades. Here's what actually replaces tenure.

The New Career Deal

01 Why tenure stopped paying off

AI now runs the same pattern-match in seconds, and it keeps getting faster at it.

02 Three skills that still earn a premium

Guiding AI, making the hard calls, and connecting ideas across fields.

03 The entry-level problem nobody's solved

If AI eats the routine reps, where do future experts come from?

16%

relative decline in employment among early-career workers in AI-exposed occupations since late 2022.

Software developers aged 22–25 saw a 20% drop. — Stanford Digital Economy Lab, 2026

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The Old Deal Is Already Gone

17%

trust AI unsupervised

of US adults say workplace AI is reliable without human oversight. — Connex Global, 2026

66%

faster skills are changing

for the most AI-exposed jobs than for the least-exposed roles. — PwC, 2026 Global AI Jobs Barometer

92%

keep a human in the room

for decisions on crises, ethics, disputes, and layoffs. — Express-Harris Poll, June 2026

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Skills That Still Earn A Premium.

None of these are "soft skills" in the dismissive sense. They're specific, ordinary tasks a workplace still needs a person to own.

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Guiding AI And Checking Its Work

Define the right problem, steer the AI toward it, and catch a confident, wrong answer before anyone acts on it. Only 17% of US adults believe workplace AI is reliable without human oversight — someone has to be the reviewer.

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Making The Calls A Model Can't Make

A model can draft a layoff list by cost efficiency. It can't weigh the trust that decision costs, or judge when the correct answer is the wrong one to act on. 92% of employers say they keep a human in exactly these moments.

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SKILL THREE OF THREE

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Connecting Ideas Across Fields AI Keeps Separate

AI is excellent within a narrow lane and much weaker at combining lanes nobody thought to connect. People who move fluidly between finance and engineering, or regulation and product, keep finding value that stays invisible to any single-domain system.

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THE OPEN QUESTION

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Two Questions Every Leader Needs To Answer

01 How do you reward the contribution?

Most pay systems still measure output volume. That breaks down the moment AI produces most of the output.

02 How do workers prove their judgement?

Entry-level postings are down 35% in 18 months. The old track record won't be as visible as it used to be.

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Guide It. Judge It. Connect It.

That's what replaces tenure now. Not another technical certificate — the trust to be the person who catches what the model missed.



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