

Job Impact

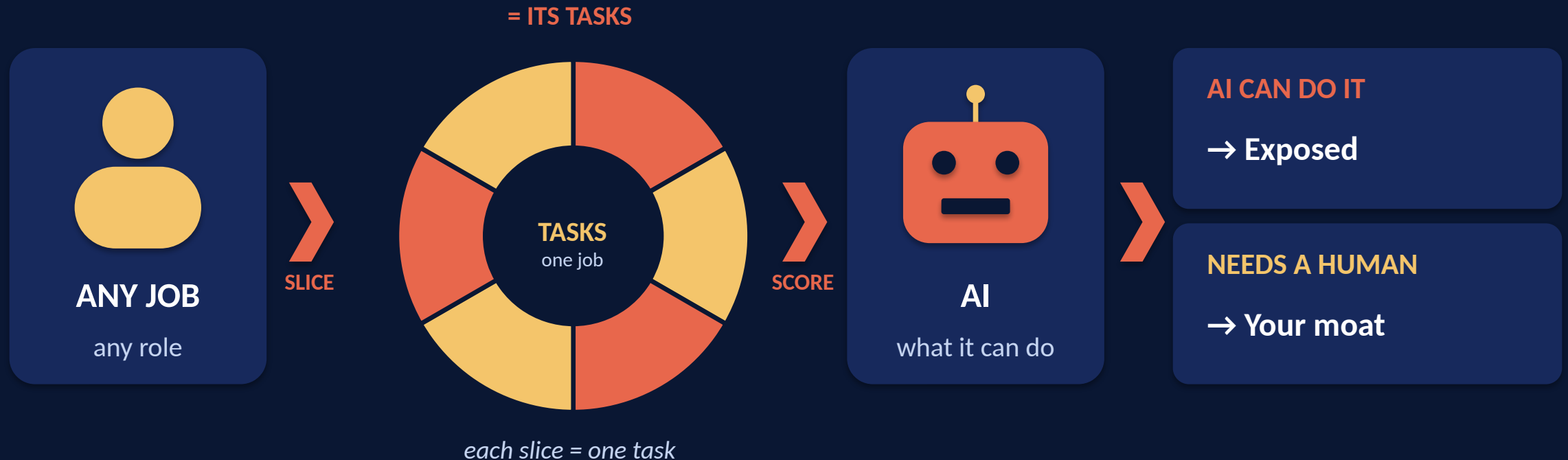
AI & Jobs: Tasks Change First, Jobs Second

Mid-2026 evidence rejects a simple “AI destroys jobs” story — AI changes the **tasks inside jobs** first.

THE BIG IDEA Repricing Human Value • reward human skills + AI fluency

Slice **Any Job** into Tasks

Every role is a **bundle of tasks** — weigh each one against what AI can do.



Exposure = the share of a job's task-slices AI can already do. The rest stays human.

THE STATISTICAL PICTURE • EXPOSURE IS BROAD, JOB LOSS LIMITED

Broad Exposure — No Collapse Yet

~40%

of global jobs exposed to AI

IMF, 2024

24%

of workers have some AI exposure

ILO 2025 index

→ ~17-20%

of U.S. firms now use AI (from 3.8%)

U.S. Census BTOS

37.4%

of workers now use AI on the job

St. Louis Fed

+78M

net new jobs by 2030

WEF 2025

-13%

jobs for young, exposed workers

Dallas Fed

Adoption is racing ahead of the jobs signal — *restructuring, not mass layoffs.*

HOW WE SCORE A TASK • EXPOSURE vs AI CAPABILITY GAP

Capability $\neq$ Impact — Redesign Decides

Score each task against what AI can do — the **gap** is the impact.

AI is CLOSEST to

- Routine data work
- Admin & back-office
- Rules-based tasks

AI is FURTHEST from

- Judgment & accountability
- Empathy & trust
- Complex decisions

FROM CAPABILITY TO EMPLOYMENT IMPACT

1 Capability

What AI can do



2 Task exposure

Which tasks are hit



3 Redesign

Firms rework flows



4 Net effect

Augment / displace

TASK SHAPE DECIDES RISK • EXPOSED vs PROTECTED

Who's Exposed — Who Has a Moat



HIGH RISK

AI-exposed • declining

Data-entry clerks		-26%
Bank tellers		-13%
Cashiers		-10%
Bookkeeping clerks		-6%
Customer-service reps		-5%
Claims adjusters		-5%



DURABLE MOATS

human-anchored • growing

Nurse practitioners		+35%
Data scientists		+34%
Security analysts		+29%
Home-health aides		+17%
Electricians / trades		+9%
Social workers		+6%

Bar length = size of the shift. Exposure / decline: developers (+15%) are exposed yet still grow.

WHAT TO DO NOW • INDIVIDUALS FIRST

Your Move: Move Up the Value Chain

1

Execution → exception handling

Own the cases AI can't.

2

Go “T-shaped”

Deep domain + broad AI fluency.

3

Build real AI fluency

Use, design & verify AI daily.

4

Own judgment & client context

Framing and accountable calls.

5

Signal skills — move early

Show proof; shift before forced.

EMPLOYERS redesign work, keep apprenticeships

POLICYMAKERS reskilling, credentials, oversight

AI Eliminates **Routine Tasks** — Not Human Work

Tasks, not jobs

AI removes routine tasks, not whole jobs.

The real risk

Entry-level ladders hollow out if we lag.

The formula

AI fluency + domain + judgment.

THE TAKEAWAY Ask not “will AI take my job?” but “which tasks will it change?”

CONNECTION TO HIGH-SCHOOL STUDENTS

For Students: **Build What AI Can't Copy**

Don't ask “What should I study?” — ask “**What can AI not easily replicate?**”



Critical Thinking

AI gives answers — you judge if they're right.



Communication

Persuading people still wins.



Leadership

Organizations still need leaders.



Creativity

Creating novel ideas still matters.



Domain Expertise

The expert who uses AI wins — not who ignores it.

The winner = expert + AI. *Not ignoring it. Not blindly trusting it.*