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# THE JOBS AI WILL REPLACE — AND THE WORK THAT COMES NEXT

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## WHY ARTIFICIAL INTELLIGENCE WILL ELIMINATE COORDINATION WORK — NOT HUMAN COGNITION

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Over the next few years, millions of professionals will hear the same warning:

Artificial intelligence is coming for your job.

Researchers predict large productivity gains from AI. Executives talk openly about automation. Headlines speculate about entire professions disappearing.

Some researchers estimate that widespread adoption of current-generation AI systems could increase economic productivity growth by nearly **two percentage points annually**, potentially doubling the pace of productivity improvements seen in recent decades. The implications of this shift are not merely technological—they are organizational.

Some of these predictions may prove accurate.

But they miss something fundamental about how organizations actually work.

Artificial intelligence is not primarily replacing workers.

It is replacing coordination systems.

For more than a century, companies have relied on layers of managers, analysts, and administrators to gather information, summarize it, and move decisions across large organizations.

Information moved upward through the hierarchy.  
Decisions flowed back down through the same structure.

This system made sense in a world where information moved slowly and analysis was expensive.

Artificial intelligence changes that equation dramatically.

AI can now gather signals, analyze patterns, summarize information, and simulate possible decisions faster than any management hierarchy ever could.

As these capabilities spread, many traditional coordination roles will shrink or disappear.

But something unexpected is happening at the same time.

New kinds of work are emerging.

Not supervisors.  
Not coordinators.

But something closer to designers of organizational intelligence.

## THE HIDDEN JOB OF MANAGEMENT

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For more than a century, companies have relied on layers of management to coordinate information across large organizations.

Managers gathered updates from teams.  
Analysts summarized performance data.  
Directors consolidated reports into presentations for executives.

Information moved upward through the hierarchy.

Decisions then flowed back down through the same structure.

This system evolved during an era when information moved slowly and analysis was expensive. Large organizations needed coordination layers simply to understand what was happening across their operations.

In effect, much of modern management evolved to solve a single problem:

How do we coordinate decisions when information is fragmented and slow to move?

Artificial intelligence changes that equation dramatically.

## WHEN INTELLIGENCE MOVES FASTER THAN ORGANIZATIONS

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Today, companies generate more intelligence than ever before.

Customer behavior streams through digital platforms in real time.  
Operational systems detect anomalies across global supply chains.  
Machine-learning models forecast demand, pricing dynamics, and risk patterns continuously.

The organization now knows far more about its environment than it did even a decade ago.

But most companies still make decisions the way they did fifty years ago.

Executives gather for periodic review meetings.  
Teams prepare slide decks summarizing data.  
Managers debate options and escalate decisions through layers of approval.

The result is a growing mismatch.

Intelligence inside the organization moves continuously.

Decision processes still move periodically.

This gap is becoming one of the defining operational challenges of modern enterprises.

Many organizations today are becoming intelligence-rich but decision-poor.

## WHAT THE DATA ACTUALLY SHOWS

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A recent analysis by Anthropic<sup>1</sup> examined more than two million real interactions with its Claude AI system to understand how artificial intelligence is being used across different occupations.

Rather than measuring hypothetical automation potential, the researchers focused on what they call observed exposure.

Observed exposure measures how often AI systems are already performing tasks associated with specific roles in real workplace interactions.

Recent research also highlights an important distinction between **theoretical AI capability** and **observed usage inside organizations**. Many knowledge-work activities are technically feasible for large language models, yet actual enterprise adoption remains far lower. In Anthropic's analysis, computer and mathematical occupations show nearly **94 percent theoretical exposure to AI assistance**, while real-world usage currently reflects only a fraction of that potential. This gap suggests that the primary constraint on AI adoption is not technological capability, but the organizational systems through which intelligence is integrated into decision-making.

Some of the highest levels of observed automation appear in highly structured digital work.

For example, the study found that AI systems are already assisting with tasks associated with roughly 75 percent of computer programming activities and about 67 percent of tasks linked to data entry roles.

These occupations involve large volumes of structured information—code, documents, or tabular data—that AI systems can process efficiently.

But the data also reveals something equally important.

Another important insight emerging from early research is that artificial intelligence typically affects **tasks rather than entire jobs**. Most occupations consist of a mix of activities—some highly automatable and others dependent on human judgment, contextual interpretation, or interpersonal interaction. As a result, AI often begins by absorbing specific cognitive tasks such as drafting documents, summarizing research, or analyzing structured information. Over time, as more of these tasks shift to AI systems, the structure of roles gradually evolves.

Roughly 30 percent of U.S. workers show no measurable AI exposure at all, largely because their work takes place in physical environments, depends on human relationships, or requires navigating unpredictable real-world conditions.

This highlights a fundamental truth about human work.

Many of the most valuable roles in modern organizations depend on capabilities that remain deeply human: interpreting ambiguous situations, building trust, navigating social dynamics, and making judgment calls when information is incomplete.

These are precisely the capabilities artificial intelligence struggles to replicate.

If anything, the rise of AI may make these human capabilities more valuable, not less.

The earliest disruption from AI therefore does not appear as mass layoffs.

Instead, it is emerging in a quieter but more structural way.

Hiring for 22- to 25-year-old workers has slowed by roughly 14 percent in fields most exposed to AI, suggesting that organizations are already beginning to restructure entry-level knowledge work.

Many of the traditional early-career roles in professional industries—roles that historically involved preparing reports, summarizing research, drafting documents, and coordinating information across teams—are exactly the activities AI systems now perform well.

For decades, these roles served as the training ground for future managers and leaders.

Today, those same responsibilities are increasingly handled by AI.

The result is a subtle but profound shift.

The first visible impact of artificial intelligence is not widespread job loss.

It is the disappearance of traditional entry points into knowledge work.

And that raises a question organizations have not yet fully answered:

If the coordination work that once trained the next generation of professionals disappears...

How will the next generation learn to lead?

# THE COORDINATION WORK AI IS ELIMINATING

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The roles most vulnerable to AI disruption are not necessarily those performing skilled work.

They are the roles responsible for moving information between people.

Historically, many professionals spent significant time on tasks like:

- preparing management reports
- consolidating updates from teams
- routing approvals across departments
- coordinating operational decisions through meetings

These activities were necessary because information systems were limited.

Artificial intelligence increasingly automates these functions.

AI systems can monitor operational signals continuously.

They can summarize large volumes of information instantly.

They can simulate potential outcomes before decisions are made.

As these capabilities improve, the need for large coordination layers diminishes.

This is why many traditional management roles are likely to change dramatically in the coming years.

But this does not mean human work disappears.

In fact, something more interesting is happening.

## The Real Organizational Shift: From Coordination Hierarchies to Decision Systems

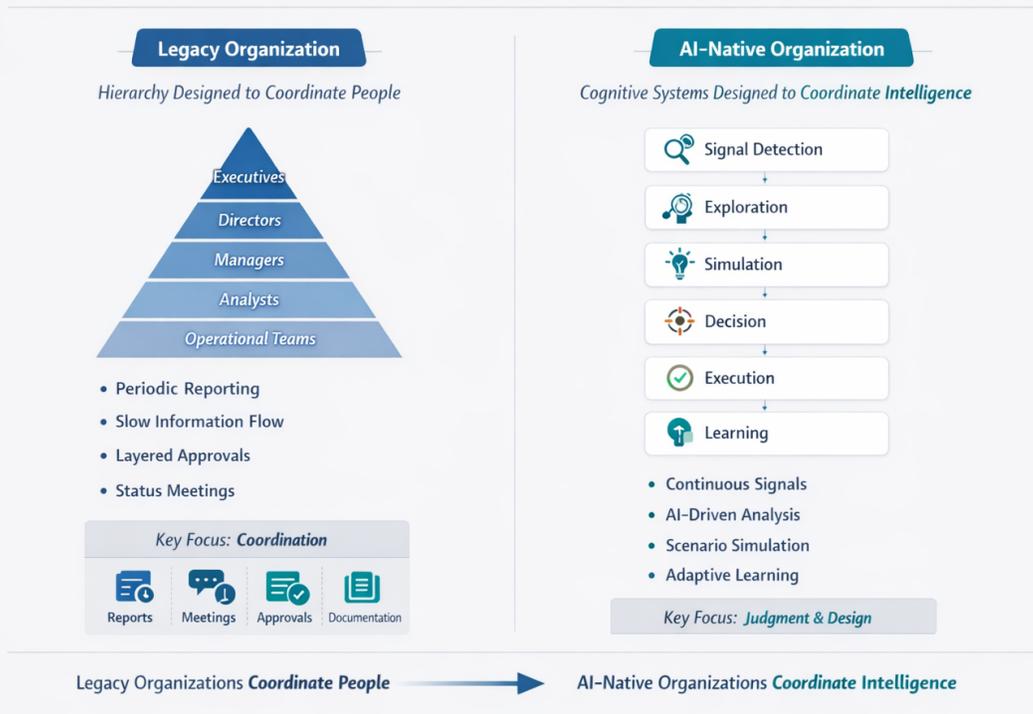


Figure 1— The Shift from Hierarchical Management to Decision Systems. Traditional organizations coordinate work through hierarchical chains of command. AI-native organizations increasingly coordinate activity through structured decision systems in which signals, models, and human judgment interact to guide action.

# HUMANS MOVE UP THE COGNITIVE STACK

When coordination work declines, human roles shift upward.

Early usage patterns suggest that the near-term impact of AI is less about full automation and more about **human-machine collaboration**. In large-scale interaction data, many AI-assisted tasks involve humans iterating on outputs, validating results, or guiding exploration rather than delegating entire processes to machines. This pattern indicates that the most valuable human contributions in AI-enabled organizations increasingly center on interpretation, judgment, and the design of decision frameworks rather than routine information processing.

Instead of spending time moving information through the organization, people increasingly focus on higher-level cognitive tasks.

They interpret signals emerging from complex environments.  
They design experiments and simulations to test strategic ideas.  
They structure decision frameworks that align risk, opportunity, and organizational priorities.

In effect, humans begin to act less like supervisors of work and more like designers of intelligence systems.

The organization still requires human judgment.

But that judgment moves closer to the core of how the enterprise thinks and decides.

## THE DESIGNERS OF ORGANIZATIONAL INTELLIGENCE

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This shift creates a new kind of work inside organizations.

Not management in the traditional sense.

But something closer to designing how the organization itself thinks.

As artificial intelligence begins to monitor signals, analyze patterns, and simulate decisions, someone still needs to shape how those systems operate.

Someone must decide:

- which signals matter
- which scenarios should be simulated
- which decisions should remain human
- and which can be safely automated

In other words, someone must design the intelligence architecture of the organization itself.

These individuals are not supervising employees.

They are shaping how the enterprise perceives its environment, evaluates options, and aligns decisions.

They are, in effect, designers of organizational intelligence.

# THE EMERGENCE OF COGNITIVE ROLES

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Inside AI-native organizations, new kinds of work are beginning to appear.

Not necessarily as formal job titles yet, but as capabilities that organizations increasingly require.

Some people focus on detecting signals from markets, customers, and operational systems.

Others design simulations that help organizations evaluate possible decisions before committing resources.

Still others structure the governance frameworks that determine when decisions should be automated and when human judgment must intervene.

These roles share a common characteristic.

They are not primarily about executing tasks.

They are about designing how the organization processes intelligence.

Taken together, these capabilities begin to reshape how the organization itself operates.

## FROM BUREAUCRACY TO COGNITION

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Traditional organizations coordinate work through bureaucratic structures.

Information moves upward through reporting chains.

Decisions are debated across layers of approval.

Execution is monitored through managerial oversight.

AI-native organizations begin to operate differently.

Signals are detected continuously across digital systems.

Possible responses are explored and simulated before decisions are made.

Actions are executed through coordinated operational systems.

The outcomes feed back into the system, improving future decisions.

Instead of relying primarily on hierarchy, the organization begins to function through **continuous loops of sensing, simulation, decision, execution, and learning.**

In effect, the enterprise begins to resemble a **cognitive system.**

# A NEW KIND OF ORGANIZATION

This shift represents more than a technological upgrade.

It represents a structural transformation in how organizations coordinate work.

Over the past 150 years, each major technological wave has quietly reshaped the operating model of the firm. As new tools emerged, organizations gradually redesigned how they gathered information, coordinated decisions, and executed work at scale.



FIGURE 2 — The evolution of organizational coordination. Over the past century, organizations have evolved from coordinating manual labor, to coordinating knowledge work, to coordinating digital systems. The emergence of artificial intelligence introduces a new stage in which organizations must coordinate human and machine intelligence operating together.

In the industrial era (1850–1950), companies were designed to scale physical production. Railroads, steel companies, and early automakers created hierarchical systems that coordinated thousands of workers performing mechanical tasks.

In the managerial era (1950–2000), large corporations refined these hierarchies into bureaucratic coordination systems. Firms such as General Motors, IBM, and General Electric developed complex management structures designed to gather information, allocate resources, and coordinate decisions across global operations.

The rise of software ushered in the digital enterprise (2000–2023). Companies like Amazon, Google, Netflix, and Microsoft reorganized around data, platforms, and continuous software deployment. Information moved faster, but decision-making still largely flowed through human management structures.

Today, many organizations are entering a transitional phase (2023–2035). AI systems are increasingly assisting workers in analyzing information, generating insights, and recommending actions. In these AI-assisted organizations, human decision-makers remain central, but intelligence systems begin augmenting how the organization interprets its environment.

The next stage is now emerging: the AI-native organization.

As artificial intelligence becomes embedded across the enterprise, many organizations are discovering that the structures previously built to manage human labor are poorly suited for coordinating machine intelligence.

Unlike previous generations of firms, AI-native organizations are designed from the ground up to coordinate intelligence rather than labor. AI systems monitor signals, simulate outcomes, assist in decision alignment, and help coordinate execution across the enterprise.

In this environment, the most valuable human contributions are no longer routine tasks or administrative coordination.

They are judgment, interpretation, system design, and strategic direction.

Humans move from supervising work to shaping how the organization understands its world.

The transition to AI-native organizations will not be frictionless.

Some researchers have already warned that rapid AI adoption could create economic disruption if productivity gains outpace the ability of institutions to adapt. A recent thought experiment from Citrini Research<sup>2</sup> imagines a scenario in which widespread automation reduces employment faster than new industries emerge. Whether or not such outcomes materialize will depend largely on how quickly organizations evolve their operating architectures.

# THE EVOLUTION OF ORGANIZATIONAL AUTONOMY



Figure 3 – The Evolution of Organizational Coordination. Over the past century, organizations have evolved from coordinating manual labor, to coordinating knowledge work, to coordinating digital systems. The emergence of artificial intelligence introduces a new stage in which organizations must coordinate human and machine intelligence operating together.

The emergence of AI-native organizations does not happen all at once. Like many technological transitions, it unfolds through a series of structural stages.

For more than a century, most enterprises operated within what might be described as **manual organizations**. Decision-making, coordination, and execution were almost entirely human-driven. Technology served primarily as a system of record—capturing information, facilitating communication, and supporting administrative workflows.

The rise of digital systems introduced the next stage. In **AI-assisted organizations**, data analytics and software tools began augmenting human judgment. Dashboards, predictive models, and automation platforms improved visibility into operations, but decision authority remained firmly in human hands.

The current wave of AI development is pushing organizations toward a third stage: **AI-augmented organizations**. In these environments, intelligent systems begin performing bounded tasks autonomously—generating content, writing software, analyzing datasets, and executing operational workflows. Humans still oversee and approve critical actions, but a growing portion of work is carried out by machine agents.

Beyond this stage lies the emergence of **semi-autonomous organizations**. In these companies, AI systems coordinate large portions of operational activity. Human leadership continues to define strategy, establish governance frameworks, and guide creative direction, but day-to-day execution increasingly occurs through interconnected systems of agents operating within a shared cognitive infrastructure.

At the far end of the spectrum are **autonomous organizations**, where much of the enterprise operates as a continuously adapting system. Human leaders define mission, values, and strategic objectives, while the underlying infrastructure detects signals, evaluates opportunities, and adjusts operations in real time.

This progression reflects a deeper shift in the nature of the enterprise.

Industrial organizations were designed to coordinate **human labor**.

AI-native organizations are being designed to coordinate **machine-augmented intelligence**.

Understanding this evolution helps explain why many organizations today feel caught between two worlds. They possess powerful new technological capabilities, yet their structures still reflect assumptions from an earlier era. Artificial intelligence is advancing rapidly, but the organizational architectures required to coordinate it are only beginning to emerge.

The transition from one stage to the next is not merely technological—it is architectural. Each step requires organizations to rethink how decisions flow, how intelligence is generated, and how humans and machines collaborate within the enterprise.

The companies that successfully navigate this transition will not simply use artificial intelligence more effectively. They will operate according to a fundamentally different organizational model—one designed to coordinate both human judgment and machine intelligence.

Yet despite the rapid progress of AI technologies, many organizations remain stalled between stages of this evolution. Tools are deployed, pilots are launched, and experiments multiply, but meaningful transformation often proves far more difficult than expected.

To understand why, we must examine the structural mismatch between the way most organizations are designed and the way artificial intelligence actually operates.

## WHAT COMES NEXT

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If organizations attempt to deploy AI without redesigning how decisions flow through the enterprise, the result is often fragmentation rather than transformation.

The challenge facing many enterprises today is not recognizing that change is coming. It is understanding why the transition proves so difficult in practice.

In the next essay, we will examine why most AI transformation initiatives stall long before they reach this stage—and why the problem is rarely the technology itself.

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2. Citrini Research. AI 2028 Scenario Report.

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