



charter workplace summit '25

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HOSPITALITY



One important role of conversations is the creation and sharing of knowledge, Microsoft chief scientist [Jaime Teevan](#) noted onstage during the [Charter Workplace Summit](#). (She was talking about how artificial intelligence can facilitate that and enable the capturing of that knowledge.)

This document encapsulates the extraordinary amount of knowledge created and shared during our fifth annual Summit, which took place on Oct. 14 and featured top executives, researchers, and other workplace leaders coming together to discuss a new playbook for winning at business, people, and AI.

It covers the most pressing talent-related issues of the moment—from economic uncertainty, change management, and AI to new models of leadership and the outlook for early-career jobs.

One thematic throughline is that few leaders are just on the sidelines of the change management necessitated by AI and economic and political forces. “We’re in it,” said [Jolen Anderson](#), chief people and community officer at BetterUp and co-chair of the Summit. “I really do feel that we’ve already sort of broken away from ways of working in the past and what we’re experiencing right now is really kind of the messy middle of what sometimes the middle of change can look like.”

Among the other notable voices from the day-long Summit are Guild CEO [Bijal Shah](#), Merck chief human resources officer [Betty Larson](#), Hilton CHRO [Laura Fuentes](#), Databricks chief people officer [Amy Reichanadter](#), Indeed chief economist [Svenja Gudell](#), Valence CEO [Parker Mitchell](#), and Harvard Business School’s [Joseph Fuller](#). Milk Bar founder [Christina Tosi](#) shared how songs from The Beatles, Alanis Morisette, Bob Marley, and LCD Soundsystem shaped her leadership journey.

“In the midst of uncertainty, people are looking for humanity,” said [Katie Burke](#), Harvey chief people officer and co-chair of the Summit. “And I think the reality is while you can’t control the change or how fast the models get, what you can control is how often you communicate to your team and with what clarity and with what level of empathy and with sharing some of your failures.”

We encourage you to share this playbook with your colleagues and look forward to hearing how you put the ideas into action as you write your own leadership playbook for the year ahead. Does this document prompt any ideas or do you have a story to share about something you learned at the Summit? Let us know at hi@charterworks.com.



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01

The rise of the chief work officer



As AI transforms organizations, the traditional chief people officer role could well cover a more and more limited portion of how work gets done. Amy Reichanadter, chief people officer of Databricks, and Valence founder and CEO Parker Mitchell sat down with Charter senior AI & work reporter Jacob Clemente to discuss the likely need for radical rethinking of how top executive leadership—at the intersection of HR, technology, and operations—approaches practices, metrics, and mindsets around work done by both AI and people.

What we've learned so far:

- **A vision for a chief work officer.** Mitchell said that large language models have the ability to automate knowledge work similar to the way energy automated production—only this time the transformation will likely happen much faster. The chief work officer's role, Mitchell explained, is to redesign work for this new world: how to split work between humans and AI, how to enable them to work collaboratively, and how to manage the big changes coming to the workforce.
- **Flexible workforce planning helps with uncertainty.** Reichanadter explained that Databricks has always taken a flexible approach to workforce planning because of its fast growth, and that that approach is serving it well now. Databricks only does headcount planning in two functions: engineering and go-to-market roles, such as sales. In other functions, people have to make a business case to add headcount. Reichanadter explained that while AI hasn't changed the company's workforce planning process, "you have to be able to show how the two are going to work in concert with one another and how much productivity we can get of the tech versus how much we need the person to do X, Y, or Z in the role in order to help the organization proceed."
- **Human work is starting to shift from producing to evaluating, argued Mitchell.** As AI takes on more of the execution parts of work—like writing memos or producing code—workers are spending more of their time selecting which option to go with, identifying areas for improvement, and so on. Reichanadter said that she is seeing it for some roles at Databricks, and for others, "it hasn't really shifted that much yet."

Tactics and practices:

- **Create consumer-grade experiences for employees.** Reichanadter said that employees now expect the same seamless experience at work that they get in their personal lives. For example, she explained that Databricks now uses AI to answer employee questions faster. “If you’re doing something online and you want help with something, you don’t put a ticket in and wait 24 hours for somebody to respond—you’d lose your mind.”
- **Embrace experimentation and failure within HR.** Mitchell referenced Wharton associate professor Ethan Mollick, who has said that “HR is R&D now.” That means HR leaders should cultivate a culture on their team and across the broader organization that embraces “intelligent failures,” says Mitchell.
- **Look for ways to quickly scale processes with a mix of people and AI.** Databricks earlier this year had a large funding round where employees could sell shares. It had over 8,000 participating employees, and only two stock administrators. “There was no way through this except to automate a lot of the questions that employees were going to have,” she said, explaining that the company built an “equity bot” to help answer those questions. Once the CEO tested it and received a correct answer, he encouraged all staff to use it, driving broad adoption.

Choice quote:

“

The idea that you’re going to plan for the year is really hard right now because you don’t know where the tech is going to advance as quickly as we need it to and where it’s going to lag behind.



AMY REICHANADTER

Chief people officer, Databricks

Additional reading:

- Charter's [article](#) on how AI is reshaping HR
- Our [interview](#) with Workday's Athena Karp about the chief work officer role
- Our [interview](#) with ServiceNow's Jacqui Canney about her role as chief people and AI enablement officer
- Our [interview](#) with Replit CEO Amjad Masad about how work changes when we have AI coworkers
- Our [article](#) on what skills become important if work shifts from producing to evaluating

► [WATCH A RECORDING OF THE FULL SESSION HERE.](#)

How GenAI is Rewiring the DNA of Jobs

Rethink the roles and skills your business will need next

Indeed Hiring Lab's new "**AI at Work Report 2025**" unveils the latest insights on how generative AI is reshaping jobs, so you can build a future-ready workforce strategy.



Explore the insights

indeed

hiringlab.org

02

The state of the labor market



With AI, immigration policy, tariffs, and federal layoffs all creating crosscurrents in the labor market, it's challenging to unpack what's actually happening. Charter editor-in-chief Kevin Delaney and Svenja Gudell, chief economist of Indeed, discussed the current state of the US labor market, with insights from Indeed's Hiring Lab, which uses both proprietary data from the Indeed platform and publicly available data. Delaney and Gudell covered the sectors and job categories Gudell has her eyes on, the labor market indicators that matter most right now, and how employers should be thinking about talent planning heading into 2026.

What we've learned so far:

- **Several factors are increasing uncertainty for employers.** "From an employer perspective, I think we're seeing unprecedented levels of uncertainty," Gudell said. That means "your ability to plan into the future has been significantly impacted. She named several headwinds for leaders, including tariffs, labor shortages exacerbated by increased immigration enforcement, AI adoption, and skilling and upskilling considerations.
- **The labor-market slowdown has yet to have widespread effects on the overall economy.** "One of the most important things we're watching out for is if the labor market is on shakier legs these days and will that kind of bleed into the overall economy," Gudell said. She noted that while labor demand has declined on Indeed's platform—with larger effects for early-career workers and industries like tech—layoffs and unemployment have remained relatively low compared to historical levels. If those latter factors start to increase, that's when she would expect to see bigger hits to consumer behavior, GDP, and overall economic performance.
- **All jobs will be impacted by AI. Gudell shared research from Indeed's Hiring Lab that looked at how AI would impact individual skills.** "There's literally no single job out there that won't to some degree be impacted by AI," she said. "But we also found that there's not a single job that can be fully done by AI." That means human oversight and supervision will continue to be important, even as AI technologies continue to advance.

Tactics and practices:

- **Hire for “the very human skills.”** Gudell noted that the integration of AI tools has already reshaped the way many employers hire, including reducing entry-level jobs and upping experience requirements for workers who are increasingly overseeing more complex processes. She recommended hiring managers focus on hiring for human skills including problem-solving abilities, experimentation, learning agility, cross-team collaboration, communication, empathy, and leadership.
- **Look for creative solutions to persistent (and deepening) labor shortages.** With heightened immigration enforcement and new immigration restrictions including the hefty H-1B visa fee, employers in construction, agriculture, and healthcare are struggling to fill open roles. “Employers are still being fairly creative in terms of how they’re trying to access different talent pools,” Gudell said. For example, the number of job postings that offer signing bonuses or assistance for visa sponsorship or green cards has risen.

Choice quote:

“

[We’re] not giving up on the human. We’re still seeing the human is incredibly important in all of this, so hir[e] for the very human skills that are necessary for tomorrow.”



SVENJA GUDELL
Chief economist, Indeed

Additional reading:

- “Indeed’s AI at Work Report 2025: How GenAI is Rewiring the DNA of Jobs,” a [report](#) from Indeed’s Hiring Lab about GenAI’s impact on skills
- “What H-1B fees mean for jobs and innovation,” Charter’s [Q&A](#) with Wharton professor Exequiel Hernandez, who studies the impact of immigration policy on businesses.

► WATCH A RECORDING OF THE FULL SESSION [HERE](#).

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It's time to change the way we think about aging in the workplace.

By 2034, approximately one in four American workers will be 55 or older. The expanding presence of older workers will be increasingly important to unlocking innovation, resilience, and growth in an evolving workplace landscape. Older workers bring deep knowledge and experience to the workplace. They are valuable contributors to the multigenerational workforce that exists today.

Among the most successful businesses are those actively optimizing the business case for healthy longevity and working to leverage the talents, perspectives, and experiences of workers across all age groups. AARP recognizes the opportunities of a reimagined workforce ecosystem, one that we can co-create and invest in. Everyone can benefit – individuals, organizations, and economies.

As the nation's largest nonprofit, nonpartisan organization dedicated to empowering Americans 50 and older to choose how they live as they age, AARP advocates, surfaces new insights, and partners with other visionary organizations to move toward solutions. Learn more about what AARP can offer to your company- through engagement opportunities with AARP's Employer Resource Center, connections with over 1000 AARP-allied employers like CVS Caremark, Ace Hardware, H&R Block, timely data-driven research, and compelling thought leadership insights.

Together, let's continue to learn, collaborate, and take bold steps toward a future workforce powered by multigenerational talent.

03

New models of leadership



We're at an important inflection point for leadership—especially if we think about the changes over the past year to the climate leaders are operating in. Charter's Kevin Delaney sat down with David Gelles, New York Times reporter and author of Dirtbag Billionaire and The Man Who Broke Capitalism, Stephanie Mehta, CEO and chief content officer of Mansueto Ventures (the media company that publishes Fast Company and Inc.), and Financial Times "Working It" editor Isabel Berwick to discuss new models of leadership.

What we've learned so far:

- **Companies can build authentic brands by sticking to their values, even when it costs them money.** Gelles explained that the values Patagonia founder Yvon Chouinard and his team established for the company were tested many times throughout the company's history. He told the story of when the company found out decades ago that the conventional cotton it used in its clothes was treated with formaldehyde, which was causing health problems for its workers. Chouinard ordered the company to stop using the conventional cotton, even after his team pointed out that the shift could cost the company 20% of its revenues the next year. These types of actions allowed Patagonia "to express [its] brand identity and to say with real conviction that they weren't just full of it, they actually cared about those things," said Gelles. He noted that, in the face of challenges to some of CEOs' professed values—such as sustainability—by the Trump administration, he's seeing few speak up.
- **Mission-driven companies come in different shapes and sizes.** Mehta mentioned Amazon as a company guided by its mission. "They're obsessed with their customer, and they will do all kinds of things—some of which we may not agree with, it's not great for landfills—but they will do all kinds of things to make that customer happy."

Tactics and practices:

- **Use external communication to reach internal audiences.** “Not every leader wants to go on LinkedIn and make a 90-second vertical video...because they’re thinking about it the wrong way,” said Berwick. “You are talking to an external audience, but really it’s for your workers.” Everything a leader says externally makes its way back into the organization, she explained, and this type of communication can make leaders seem more approachable.
- **Apply consistent policies across the organization, or over-communicate when you can’t.** Mehta explained that most of her employees work in the office three days a week, but engineers and developers work remotely because otherwise the company would struggle to hire them. She acknowledged this has created tension and eroded some trust. “How do I find ways to apply policies consistently, or at least over-communicate as to why we have the policies we do?”

Choice quote:

“

Leaders say that they want to listen to their employees and listen to their customers and listen to their different stakeholders, but I don't think they're listening hard enough...What it means to...really listen to your people and act on it, and listen to your customers and act on it, and listen to your stakeholders and act on it requires a level of commitment and a level of time that I don't think most leaders have actually committed to.”



STEPHANIE MEHTA

CEO and chief content officer, Mansueto Ventures

Additional reading:

- Charter's [playbook](#) on leading in the age of AI
- Our [interview](#) with general Stan McChrystal about leading through uncertainty
- Our [interview](#) with Rishad Tobaccowala about the six skills every manager should develop

► [WATCH A RECORDING OF THE FULL SESSION HERE.](#)

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What we learned from coaching leaders at the Charter Workplace Summit



At this year's Summit, Torch coaches met with leaders for live 30-minute sessions. Across all conversations, the same challenges kept appearing. Leaders introducing change without clarity. Teams waiting for direction while managers wrestled with their own uncertainty. People losing confidence in silence when feedback never came.

One Chief People Officer arrived wanting to talk about leading through instability. By the end, she saw the issue differently. Before she could guide others, she needed to find her own steadiness first.

That kind of shift can happen fast. It's also what makes Torch's approach different.

Every coaching session surfaces patterns like these. Across conversations, they become organizational intelligence that shows where people are stuck, what's blocking progress, and where to focus development. Individual growth becomes organizational insight. That's the feedback loop most companies miss.

When coaching connects to real priorities, leaders build capacities faster, and everyday challenges turn into the roadmap for what comes next.

Because real organizational change starts with people. torch.io

04

How to leverage mischief for innovation



At the heart of “Today Was Fun: A Book About Work (Seriously)” by Bree Groff is a simple message: “Work should be a source of joy because it’s fundamentally good, and it should be only one of many joys in our lives,” she writes. Drawing on her own experience in organizational design, employee experience, and teaching high school, Groff gives readers practical tips on how to find and multiply the joy we experience at work and beyond. During this session, Groff shared her tips for creating moments of playful mischief into the workday to improve company culture.

What we've learned so far:

- **Many workers don't have fun at work.** Groff pointed out that joy is often in short supply at workplaces. To demonstrate how widespread the problem is, she asked the audience to play a quick game of “Never Have I Ever,” holding up five fingers and putting one down for every negative behavior she listed. Quickly, many attendees ran out of fingers as Groff named practices including skipping lunch during the workday, waking up and looking at work emails before the partner or pets lying next to you, cancelling or delaying a doctor’s appointment because of your workload, or keeping a good idea to yourself because you’re not sure how it would be received.
- **Micro mischief can unlock confidence, connection, and innovation.** Groff defines micro mischief as “tiny acts of play of playful misbehavior.” She noted that it not only makes the workday more fun, but it also can support better team outcomes. “Mischief at its core is getting to that very core essential human belief that play is funny, caring and can make for better days.” It builds confidence and agency by helping people subvert norms, breeds connection by creating moments of bonding, and supports innovation by encouraging workers to think outside the box.

Tactics and practices:

Much of Groff's presentation focused on sharing "fun-sized" moments of playful mischief for attendees to try, including:

- **Stock your office kitchen with umbrella picks.** "Could you imagine walking by a conference room seeing everybody's mugs with a little umbrella?" she asked. "Don't you think you'd be like, 'How do I get on that team?'"
- **Host a zipper-free day at the office.** "You are just as smart when you are wearing a zipper as when you are wearing your sweats," she said.
- **Start a meeting with a team member's favorite song as a teenager or by learning teammates' pets' names.** One attendee suggested the meeting check-out question, "What is your favorite unhinged conspiracy theory?" with an added step of asking meeting attendees to vote for which one is most likely to be true.
- **Ask, "What's the most hilarious solution to our problem"** during a brainstorming session before moving onto the most strategic, practical, or fastest solution.
- **Schedule a disappearing meeting.** Schedule a mandatory, team-wide meeting, with an innocuous name like "next-action planning." Once everyone arrives, tell attendees that it's canceled and encourage them to take the hour to take a nap, go on a walk, catch up on chores, or spend the hour however they wish.

Choice quote:

“

In a world that's becoming ever more uncertain, where our day-to-day work is hard in order to keep ourselves in the game and our people in the game, we have to remember that no one is going to give us joy. We have to take it.”



BREE GROFF

Author of *Today Was Fun: A Book About Work (Seriously)*

Additional reading:

- Order *Today Was Fun* on [Amazon](#) or [Bookshop](#).
- Our [book briefing](#) on *Today Was Fun*.
- *Today Was Fun* was just one of the books on Charter's Bookshelf, a pop-up collection of free books for attendees to browse and take home. We also included books from other speakers and friends of Charter, as well as some of our favorite business books from the past year. Read our list of top books [here](#).

► WATCH A RECORDING OF THE FULL SESSION [HERE](#).

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05

The new science of leadership



Executives are navigating a leadership landscape transformed by new ways of working, shifting employee expectations, and the rise of AI. Traditional approaches such as centralized command-and-control models are giving way to a new science of leadership—one that prizes strengths such as emotional intelligence, transparency, and adaptability. Charter's Michelle Peng moderated a conversation with Susan Chapman-Hughes, independent board director at J.M. Smucker Company and Toast Inc., and Amanda Litman, cofounder and president of Run for Something and author of When We're in Charge to discuss this emerging formula, drawing on cutting-edge research and real-world practice to share how leadership is being redefined.

What we've learned so far:

- **A new generation is stepping up to lead, bringing a fresh perspective on leadership.** Litman cited a Glassdoor report showing that Millennials now hold more manager positions than any other generation, and Gen Z makes up 10% of leaders. “Millennials and Gen Z have a very different relationship to work, to each other, to institutions, to power, to communication, to humanity and authenticity in a way that changes how you show up in the workplace,” she said.
- **Many aspects of great leadership are evergreen.** “There have been excellent leaders that have been around for a long time,” said Chapman-Hughes. “It’s probably just more rare in the past, but I think it’s going to be the thing that is going to be required going forward.” For Chapman-Hughes, that means leaders should lead with empathy, only asking employees to do what they’re willing to do themselves, and invest time and resources into developing younger leaders through sponsorship and mentorship.

Tactics and practices:

- **Look for opportunities to learn from younger workers.** Chapman-Hughes recommended that senior leaders cultivate opportunities to spend time with workers of all generations. “That actually makes me a better leader, and it makes me able to coach and counsel people more effectively,” she said “The way they engage with life is just different. The expectations are different.”

- **Google yourself, urged Litman, pointing out that employees and colleagues are likely already Googling you.** Then, “mak[e] sure that the story you are telling online—and that includes both your public social media profiles, but how you engage in Slack, how you sign your emails, which emojis you use, how you have executive presence over a Zoom room—that all of that is cohesive and intentional,” she said. “It actually isn’t a right way or a wrong way to do this. There is a thoughtless way and a thoughtful way, and if you are thoughtful and understand who you are and the story you’re trying to tell, you can set yourself up for success and also ensure that your team has a better relationship with you based on the full picture of you that they’re seeing.”
- **When giving feedback, bring it back to the why.** Leaders should state clearly what their employees are doing well, what they can improve on, and how the manager or organization will help them improve, whether that’s connecting them to a professional development session or giving them stretch assignments, said Chapman-Hughes. Leaders should also be clear on why that feedback matters, whether it’s connecting feedback back to an organizational goal or the employees’ own career development, added Litman.

Choice quote:

“

You have to earn your way to the ground because the more senior you get, the more people put you on a pedestal, and they treat you differently. Really great leaders are those people who can still earn their way back to the ground.”



SUSAN CHAPMAN-HUGHES

Founder/managing partner, Acumentus, and independent board director, J.M. Smucker Company and Toast, Inc.

Additional reading:

- Order *When We're in Charge* on [Amazon](#) or [Bookshop](#).
- “Intergenerational Fluency 101,” our [playbook](#) on leading across generations.

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Great Managers Don't Scale

The old model of management is broken.

Today's managers are expected to deliver results, coach their teams, and carry culture, all while navigating constant change. Middle management layers are flattening and the strain is showing: 64% of employees are overwhelmed by the pace of change, manager engagement is at an all-time low (27%), and even our best leaders are burning out. At the same time, Gen Z doesn't aspire to manage; they want agency, empowerment, and guidance they can trust — and they increasingly trust AI.

Work must evolve to match the moment. That means shifting from a manager-dependent model to one that builds resilience, self-reliance, and shared responsibility.

AI makes this shift possible — giving every employee access to expert guidance and emotional support on demand. Organizations that lean into this won't just solve the management crisis, they'll build more capable, resilient teams.

Learn more at www.tough.day.

— Stat sources: LinkedIn 2024, Gallup 2025

06

10 ways the workforce is changing



Revelio Labs chief economist [Lisa Simon](#) presented 10 must-see charts that illustrate the biggest shifts shaping the workforce today, from shifting demographics to evolving skill demands. Here are her top 10 takeaways:

The US economy isn't changing much at all.

Hiring & Attrition — U.S. Total



“

The workforce isn't changing all that much,” Simon said. “The truth is that nothing's happening. Nobody's hiring and nobody's going anywhere.”



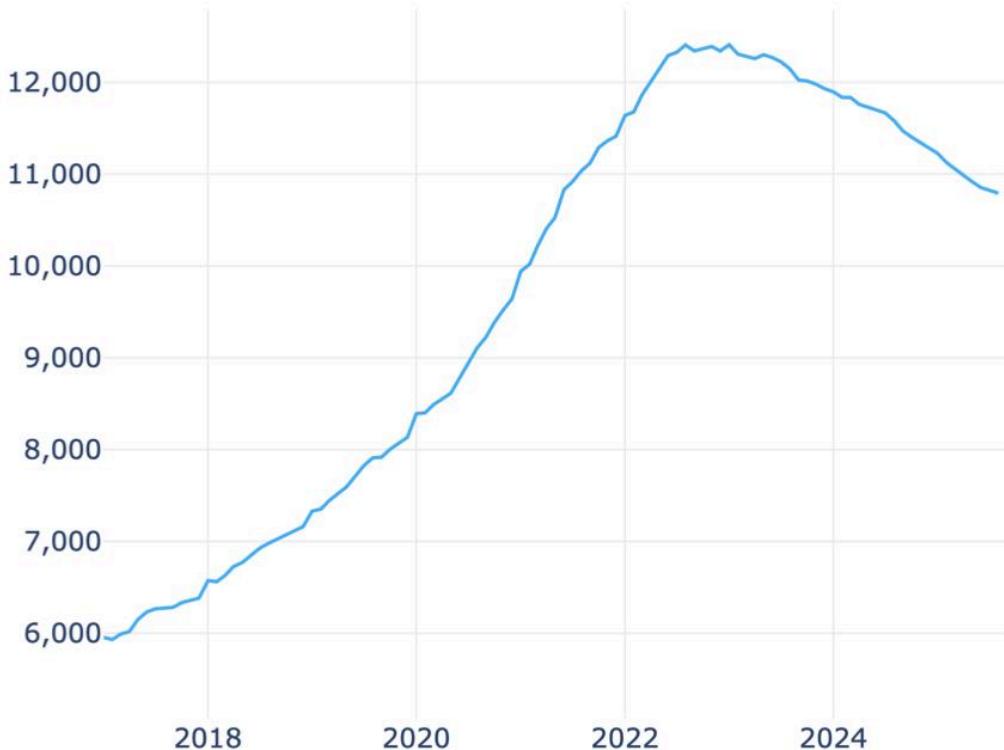
LISA SIMON

Chief economist, Revelio Labs

The number of DEI roles has peaked and fallen.

Number of DEI personnel in corporate America declined notably

Headcount of DEI personnel in Russell 3000 companies



“

The actual role of the DEI officer basically peaked in 2022 and has since declined by 15% —and probably more by now,” Simon said. “But not everything has been lost... We’ve made strides that haven’t gone away.”



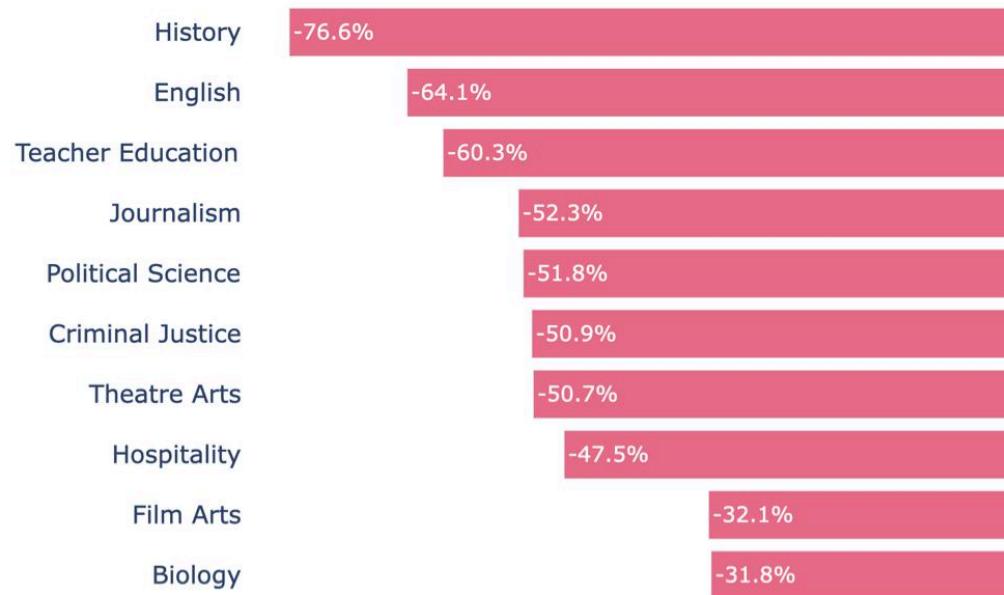
LISA SIMON

Chief economist, Revelio Labs

The share of students studying history is falling.

Top declining degrees

Percent change in share of graduates between 2008 and 2024



“

A workplace in which students aren't getting the general education and learning how to think about past events in history is not a great one,” she warned, encouraging young people to pursue majors that allow them to stay agile and become generalists, rather than over-specializing.



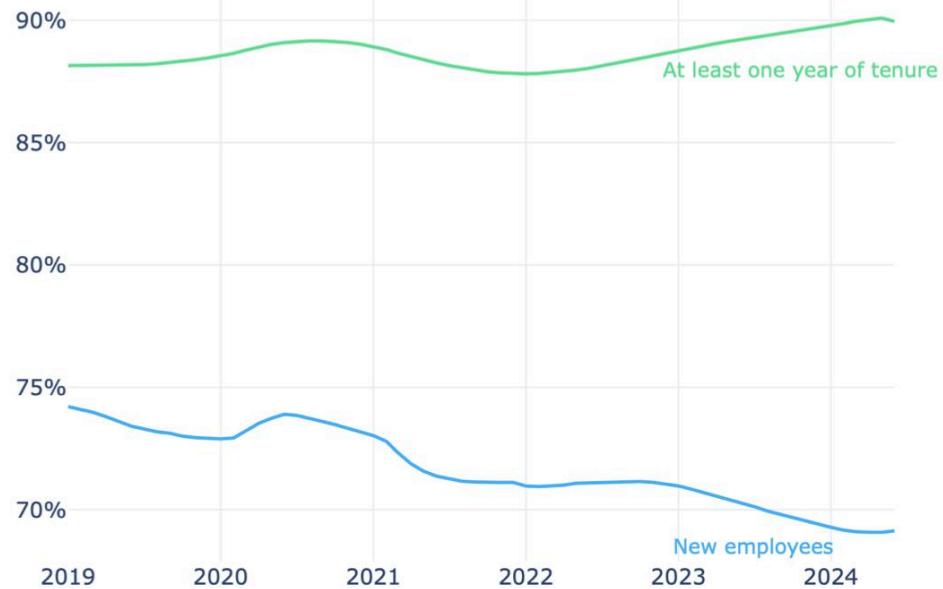
LISA SIMON

Chief economist, Revelio Labs

Retention rates for more senior workers are rising, while retention for new hires is falling.

Fewer **new employees** are still around one year later

Share still at their company one year later: **new employees** vs. **those already there at least one year**



“

This bifurcation of these two lines is sort of a new trend,” Simon said. “Employers are having a harder time retaining newer workers at faster rates.” She encouraged leaders to revisit succession planning in light of these trends. “Succession planning is harder than ever without any fresh blood coming in.”



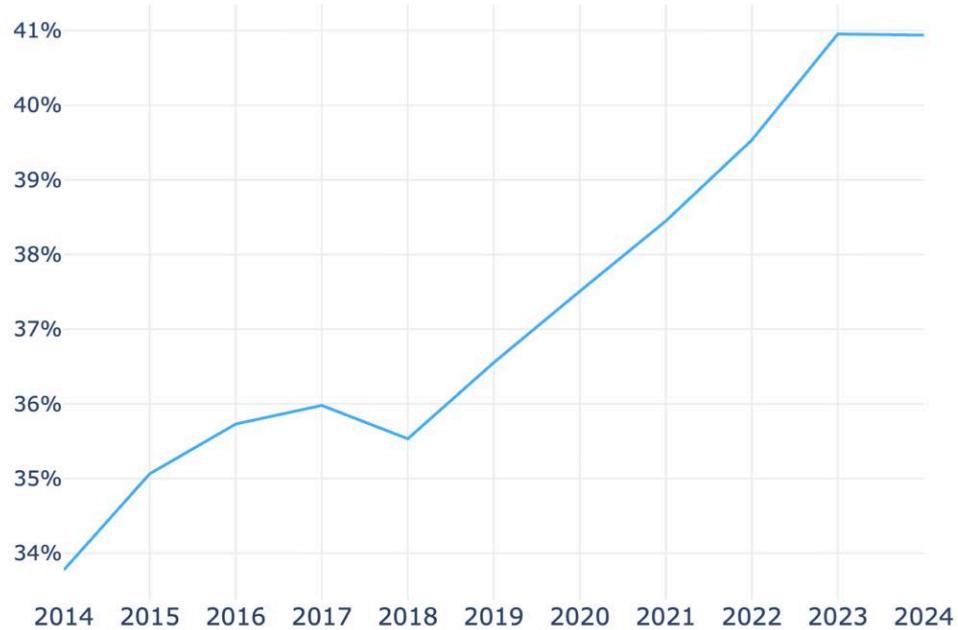
LISA SIMON

Chief economist, Revelio Labs

New restrictions on immigration will hamstring US innovation.

Foreign-born inventors are increasingly contributing to US innovation

Share of patents granted each year to US companies from foreign-born, US-based inventors



“

The share of patents granted to foreign born workers is ever increasing,” said Simon, warning that the new fee for H-1B visas may make US companies, research institutions, and universities less innovative.



LISA SIMON

Chief economist, Revelio Labs

AI has already changed job descriptions

AI exposed activities in job postings have decreased

Average AI task share in new job postings over time

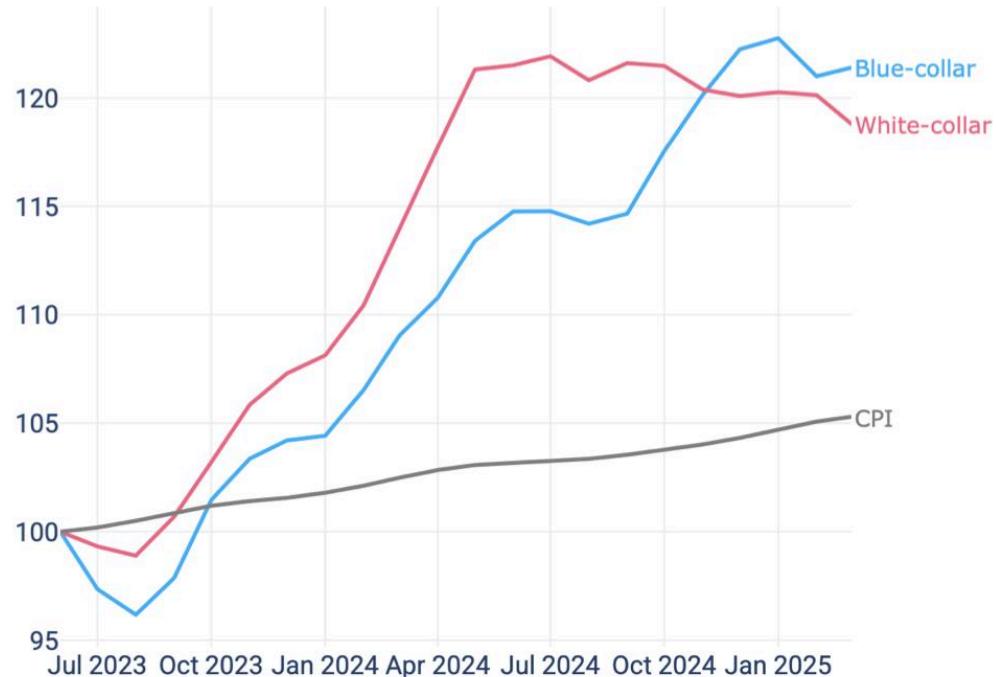


Simon shared a graph showing that AI-exposed skills have started disappearing from job postings, with the share of these skills dropping from an average of 29% of skills listed on job descriptions in 2022 to less than 24% in 2025.

Wage growth for white-collar workers has been stagnating relative to blue-collar workers.

White-collar jobs show stagnating wages

Salary for blue-collar vs white-collar new job postings



“

We're in “a rare moment in time where blue-collar wages have actually outpaced [white-collar wages] in terms of growth,” Simon said, noting that the trend is now starting to reverse.



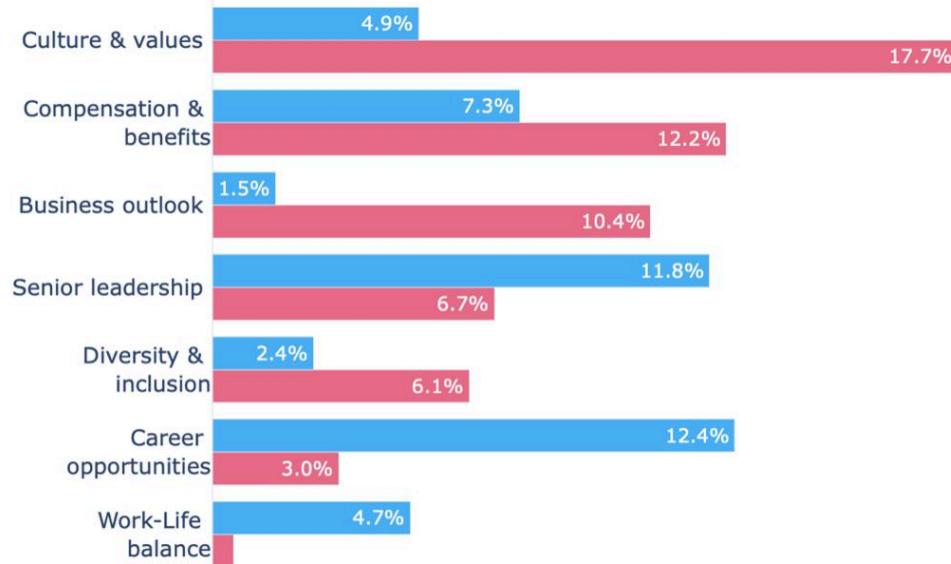
LISA SIMON

Chief economist, Revelio Labs

Culture matters more in a cool labor market than it did during the Great Resignation.

Culture matters more during a **cool labor market** than it did during the **Great Resignation**

Share of variation in overall rating explained by each rating sub-category



“

Culture is more important to workers now than during the hot labor market of the Great Resignation of 2021 and 2022, Simon said. That's because “you're sort of stuck in the place you are. There's no opportunities out there. So you might as well like the place that you're currently in.“



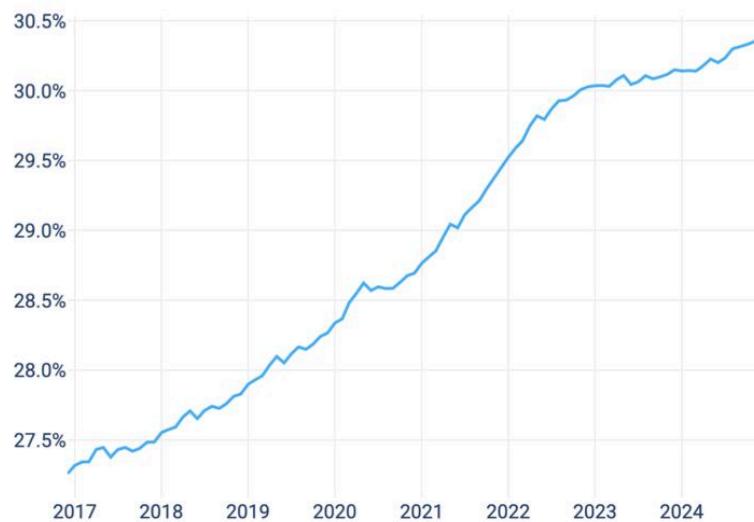
LISA SIMON

Chief economist, Revelio Labs

US companies are offshoring white-collar jobs.

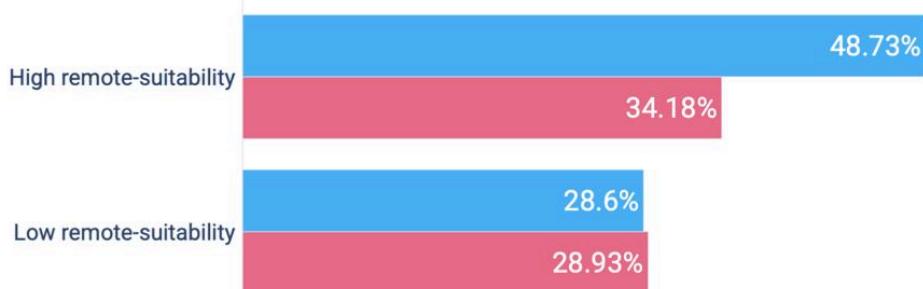
US companies are becoming more global

Share of workers outside the US at U.S.-headquartered multinationals



High remote suitability jobs are more likely to be offshored

Offshore vs Onshore: Average percent change in headcount by high and low remote suitability (2019-2024)



“

Companies are realizing that you don't need that team of consultants in the US. You can have that in India and have that be more cost effective,” said Simon, pointing out that the jobs most likely to be offshored are those where US workers can most easily do them remotely.



LISA SIMON

Chief economist, Revelio Labs

Millennial and Gen Z workers are switching jobs more than previous generations did at the same life stage.

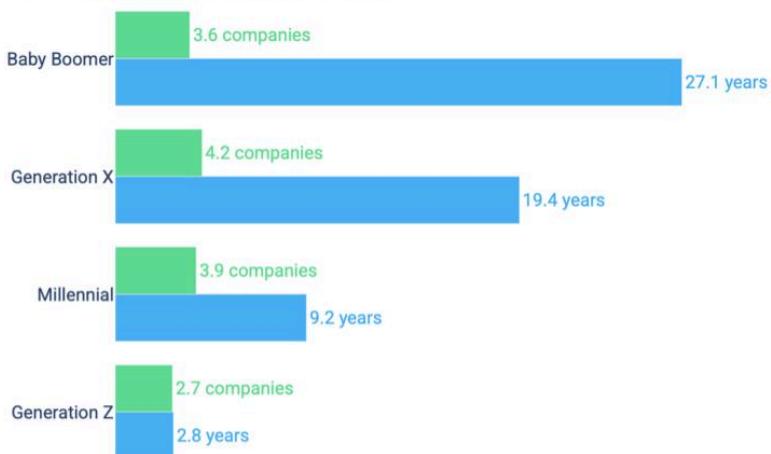
Millennials and Gen Z shop around more early in career

Average number of industries/roles in first 3 years of career across generations



Gen Z workers are averaging nearly one company per year

Years in workforce and number of companies worked at, by generation



“

Gen Z shops around more for the right job,” said Simon, noting that the youngest cohort of workers is less likely to settle and more likely to explore for the right fit.



LISA SIMON

Chief economist, Revelio Labs

► WATCH A RECORDING OF THE FULL SESSION HERE.

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07

AI and the future of work



AI is changing knowledge work, from how teams capture and share information to how managers lead. Microsoft chief scientist and technical fellow Jaime Teevan joined Charter's Kevin Delaney to discuss research-backed insights on how AI is changing meetings, workflows, and collaboration, the new skills that will matter most, and what it takes for leaders to guide organizations through this shift.

What we've learned so far:

- **'Workshop' results from using AI for individual productivity without considering its impact on the team.** Teevan explained that we're in the 'individual-using AI-for-productivity' phase of AI, where there's not enough focus on how we use AI to collaborate better—even though most work is collaborative. When we focus on boosting the productivity of the individual, rather than the team, we create scenarios where someone uses AI to hastily produce work with little oversight, shifting the work from the originator to the receiver.
- **The future of work is about knowledge. "Right now, we're very artifact focused," said Teevan.** "How many beautiful documents and presentations do I create to share?" Instead, we should be more focused on creating knowledge. Teevan gave the example of a company asking all of its employees what they are working on and using AI to synthesize the information. That could give leadership a clear picture of what people are working on and how well it aligns with their priorities.

Tactics and practices:

- **Think about how AI is different from humans.** Teevan said this helps you understand where the opportunities are. She gave the example of using AI's ability to synthesize a lot of data to capture the collective intelligence of a crowd, or using the fact you can wipe an AI model's memory to roleplay conversations without worrying that you messed up.

- **Use conversations to produce work.** Rather than delegating parts of a project to different people to work on individually, Teevan said she's seeing some teams join meetings, have a conversation about the project, and then use the AI to create a draft based on their discussion. For example, a team at materials science company Dow has said that they sometimes do this to draft white papers.
- **Create the conditions for better conversations.** As conversations become a more important way we produce and capture knowledge at work, we need ways to strengthen them. This could mean making sure everyone feels comfortable speaking up and closing knowledge gaps as they emerge. Teevan gave the example of using Microsoft Copilot during meetings to rephrase things people have said to make sure she understands what they're talking about.

Choice quote:

“

We've tried the metaphor of using AI like a human, and that's a useful... crutch...But honestly, we're past that. It's been long enough that we should now be more sophisticated in the metaphors we use for AI, and start thinking about why it's not a human and what is different.”



JAIME TEEVAN

Chief scientist and technical fellow, Microsoft

Additional reading:

- Charter's interview with [Teevan](#) from last year
- Our [article](#) on how to use ChatGPT without being annoying, with guidelines on how to prevent the spread of workslop in your organization
- Our [article](#) about how a company used AI to turn the transcript of a meeting into a draft of a white paper

► [WATCH A RECORDING OF THE FULL SESSION HERE.](#)

08

AI lightning talks

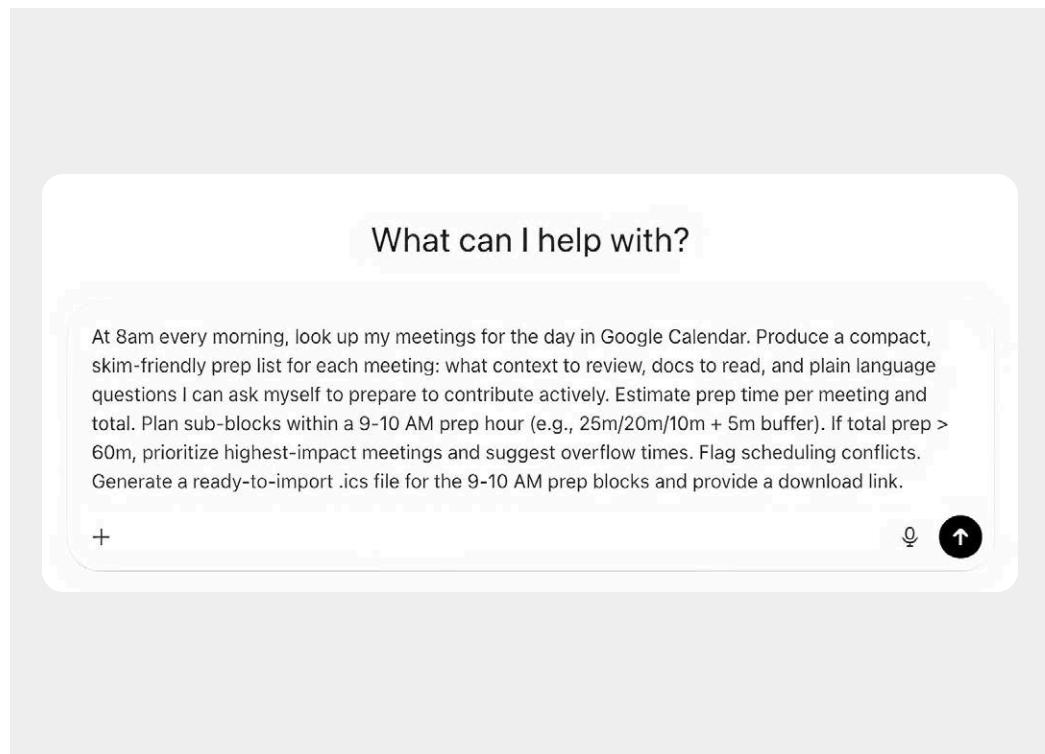


Tools like ChatGPT, Claude, and Gemini are capable of so much, but most people still primarily use them as a Google search alternative and to write and summarize emails and documents. In this session, speakers gave rapid-fire talks about one creative way they and their team use genAI. Speakers included Alex Buder Shapiro, chief people officer at Jasper; Stephanie LeBlanc-Godfrey, founder and CEO of Mother AI; John Clary, go-to-market AI operations lead at Workera; and Tomo Chien, reporter at The San Francisco Standard.

Here are highlights from those lightning talks:

Use ChatGPT to prepare for your busy day

Buder Shapiro shared how one of her HR business partners (HRBPs) built an AI assistant that helps her prepare for her daily meetings. Using ChatGPT's Task feature—which allows you to schedule automated prompts—the HRBP asked ChatGPT to send her a prep list for each meeting she has that day and to schedule prep time on her calendar.



Source: Alex Buder Shapiro's AI lightning talk at the Charter Workplace Summit

The HRBP also gave ChatGPT context on the types of meetings she often has, so it can tailor what it puts in her prep materials:

The screenshot shows the 'Edit schedule' interface in ChatGPT. The 'Name' field is set to 'Daily Prep'. The 'Instructions' field contains a detailed prompt for generating a prep plan. The 'When' field is set to 'Custom', with a list of suggested times: 'Tomorrow at 8:30 AM', 'Monday at 8:30 AM', 'Tuesday at 8:30 AM', 'Wednesday at 8:30 AM', and 'October 2 at 8:30 AM'. A 'See more' link is also present. At the bottom, there is an info icon with the text: 'To update this custom schedule, just ask ChatGPT. For example, "do this every 3 weeks on Tuesday"'. To the right of this text is a red-bordered 'Open chat' button. At the very bottom are 'Pause' and 'Delete' buttons (the latter is red), and on the far right are 'Cancel' and 'Save' buttons.

Source: Alex Buder Shapiro's AI lightning talk at the Charter Workplace Summit

Turn conversations into insights

Clary explained that Workera's sales team produces 19 hours of content each week in the form of meetings with customers and prospects, and that those meetings produce valuable information for the sales, marketing, and product teams.

Salespeople used to use Gong to record, transcribe, and summarize their meetings, and then they would enter insights from the meeting in Salesforce. Workera built a workflow to automate and improve this process, using an agent they built called "Yoda" that uses Clay, Google Sheets, and OpenAI's API:



Source: John Clary's AI lightning talk at the Charter Workplace Summit

With this setup, Gong still records and transcribes the meeting, but Yoda—which has more context on Workera—analyzes it in the sales framework Workera uses called PACTT, which stands for pain, authority, consequence, target profile, and timing. That analysis automatically gets shared in Slack and recorded in a Google Sheet, and an excerpt of it goes into Salesforce. Here's an excerpt of what a recipient would see in Slack:

 **Call Analysis for – | Prospect:** – Sr. Director, Head of HR/People Ops | **AE:** – |  **Gong Call URL | Date:** 2025-09-27

 **Pain:**

- The prospect struggles to drive AI fluency and proficiency company-wide, facing challenges in effectively training and assessing employees on AI skills, especially for non-engineering roles.

 **Authority:**

- Likely an Influencer or potential Champion, but final buying authority is unclear—further stakeholder mapping would be needed.

 **Consequence**
 **Target Profile**
 **Timing**
 **Sentiment**
 **Content**
 **Next Steps**

Source: John Clary's AI lightning talk at the Charter Workplace Summit

Because Workera keeps a repository of those call analyses, it can use them to understand trends and inform their long-term sales, marketing, and product strategy.

Use AI to help your kids excel in school

LeBlanc-Godfrey shared two ways she uses ChatGPT to help her kids with their schoolwork.

1. Get the exact language and methods from your child's curriculum to help with homework. LeBlanc-Godfrey explained that schools today teach many subjects in a different way than they used to, and it can be challenging for parents to help their kid with their homework if they're not using the same terms or techniques the kid learned in class. LeBlanc-Godfrey showed how you can use ChatGPT to bridge that gap:

💡 The Approach

The Prompt Template: "Using the [curriculum name] at the [grade] level, show me how to [specific concept]"

Example: "Using the iReady curriculum at the second grade level, show me how to add three-digit numbers."

Result: You get the exact language and methods your child hears at school, making your support more effective and reinforcing their learning.

💡 Step 1: Use Base-Ten Blocks or Drawings

i-Ready begins with **models**, not just numbers. Students might use blocks or quick pictures:

- A "flat" = 100
- 10 A "rod" = 10
- A "cube" = 1

💡 Teaching Language from i-Ready

- "Add the ones, regroup if needed."
- "Add the tens, regroup if needed."
- "Add the hundreds, and write your answer."
- "We regroup because 10 ones make 1 ten, and 10 tens make 1 hundred."

Source: Stephanie LeBlanc-Godfrey's AI lightning talk at the Charter Workplace Summit

2. Create practice tests for studying. LeBlanc-Godfrey shared another example of how you can use AI to help your kids in school, which involves turning their study guides into practice exams:

💡 The Approach

The Prompt: "Using this study guide, create a mock exam with answer key"

How it works:

1. Take a photo or upload PDF of study guide
2. Ask AI to generate multiple practice versions
3. Print at home for immediate practice

Label the Parts of the Reaction
Reactants = Products
1. $H_2 + Cl_2 \rightarrow 2HCl$
2. $CH_4 + 2O_2 \rightarrow CO_2 + 2H_2O$
3. $2Na + Cl_2 \rightarrow 2NaCl$

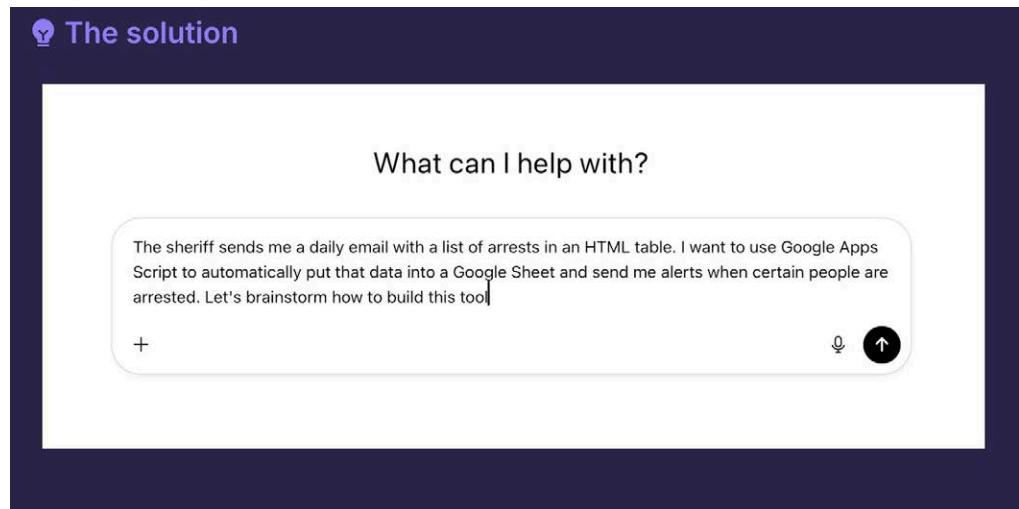
Indicators of Reactions
Identify the indicator and provide a description for each reaction:
1. Color Change _____
2. Gas Produced _____
3. Temperature Change _____
4. Precipitate Formed _____

Determine if Equations are Balanced
1. $N_2 + 3H_2 \rightarrow 2NH_3$

Source: Stephanie LeBlanc-Godfrey's AI lightning talk at the Charter Workplace Summit

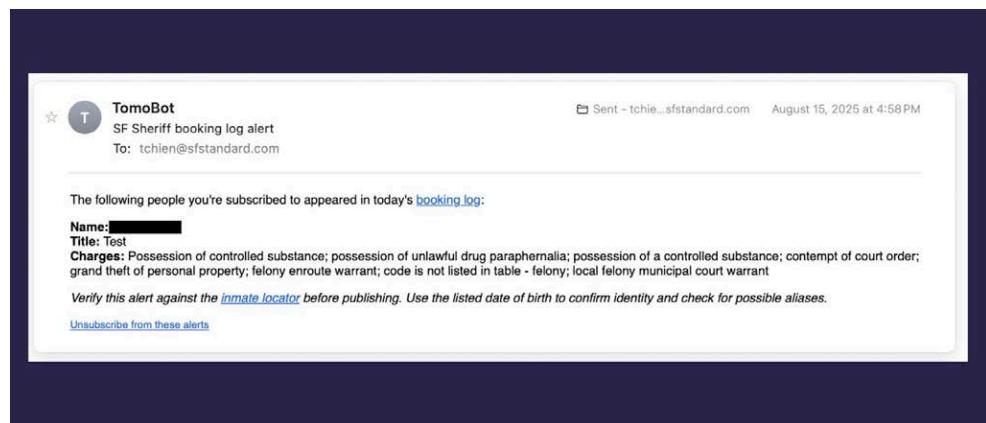
Vibe code simple automations to help with your work

Chien explained that every day, the San Francisco Sheriff Office publishes logs of the people it arrested that day, but it's hard to search through or analyze that data. Without the help of software, a reporter would have to manually read through those lists to see if anyone they were tracking was arrested. Chien turned to ChatGPT for help:



Source: Tomo Chien's AI lightning talk at the Charter Workplace Summit

He used ChatGPT to code an automation for Google Apps Script that pulls the data from those sheriff emails, cleans it, and puts it into a Google Sheet. It then compares the names on that list to a different list of names the newsroom is tracking—like players from the San Francisco 49ers—and, if there's a match, sends an email alert to the relevant people in the newsroom.



Source: Tomo Chien's AI lightning talk at the Charter Workplace Summit

Additional reading:

- Charter's [AI tips of the week](#)
- Our [guide](#) to vibe coding your own desktop app
- Our [case study](#) on how the AI startup Glean uses AI agents internally
- Our [article](#) about how to use AI to unlock growth

► [**WATCH A RECORDING OF THE FULL SESSION HERE.**](#)

09

Leading through change



Change management has become the defining leadership skill of our era, as leaders navigate AI integration, hybrid work models, evolving diversity, equity, and inclusion strategies, and a fundamentally shifting employer-employee contract. Jolen Anderson, chief people & community officer at BetterUp and CWS co-chair led a discussion with Betty Larson, CHRO at Merck, and Laura Fuentes, CHRO at Hilton, on building organizational resilience and turning constant transformation into competitive advantage.

What we've learned so far:

- **Leaders can't always give their team certainty, but they can give them clarity, said Fuentes.** “We can have clarity, clarity on a lot of the things that bind us, clarity on the things that guide us, and clarity in our collective belief in one another and the things that we're capable of,” she said. That means prioritizing feedback in coaching and supporting employees, even if that means saying “I don't know,” or “I'm not sure,” said Larson.
- **The pressure for high performance can lead to perfection bias.** “When you have an organization that has a perfection bias, it certainly works against agility, experimentation, failing fast,” said Larson. To counter that, she encourages Merck's teams to lean into the scientific method, which is all about proving null hypotheses, or gathering enough data to reject or accept starting assumptions. “We talk about the areas in which we do want to be agile, where we can empower decision making deeper in the organization, and we're just very realistic about the things that are sacrosanct,” she said.

Tactics and practices:

- **Layoffs are an opportunity to build trust with both existing and exiting employees.** When the pandemic shuttered hotels and forced Hilton to furlough and lay off workers, it built preferential pathways to external jobs and listed over a million opportunities on job boards for laid-off employees. For Fuentes, that not only signaled to workers that the company was there for them and created new work for an otherwise unneeded recruiting team, but it was also a way to incentivize boomerang employees to return to Hilton after the company started hiring workers back.

- **Be “AI vulnerable,”** Fuentes urged, noting that there’s extra pressure on leaders to move quickly through what she calls “the five stages of grief with AI,” which cycles from fear and annoyance to curiosity, fluency, vulnerability, and ambition. She encourages leaders to get through those stages by using a beginner’s eye to admit what they don’t know, find mentors who are early adopters, and model that learning agility openly.
- **Contextualize transformation for each segment of your workforce.** “When we go through a large transformation, we treat different segments of the population differently,” said Larson. “We engage top leaders, but we also often have to engage people leaders to walk them through this and say, ‘This is what we’re asking you to do. We know you might be frustrated or have questions or need context too.’”

Choice quote:

“

Trust really goes back to this belief that someone's got your back, especially when you're vulnerable.”



LAURA FUENTES

Chief human resources officer and head of Hilton Supply Management, Hilton

Additional reading:

- “Culture in a Time of Change,” our [playbook](#) on how to manage change amid organizational transformation
- “Leading Change in the Age of AI: Brain-Friendly Change Management Strategies,” our [webinar](#) on the key skills to lead and reinforce change initiatives.
- Our [guide](#) to conducting more humane layoffs and our [steps](#) for rebuilding morale after layoffs

► WATCH A RECORDING OF THE FULL SESSION [HERE](#).

10

Life in four songs



The Life in Seven Songs podcast by The San Francisco Standard invites notable executives and celebrities to tell their story through seven songs that shaped them. In this live episode taping, Milk Bar founder and CEO Christina Tosi joined host Sophie Bearman to share the soundtrack that shaped her story. Tosi and Bearman sang along to “A Hard Day’s Night,” by The Beatles, “You Oughta Know” by Alanis Morissette, “Waiting in Vain” by Bob Marley & the Wailers, and “Daft Punk is Playing at my House,” by LCD Soundsystem.

What we've learned so far:

- **Getting to flow state can be the key to high performance.** For Tosi, flow state describes any time she's able to lose herself completely and find herself. “That for me is what baking is. It's what working the line is. It's what working prep is. It's what baking at home is.” That sense of flow is what allows her to stay calm and stay centered even when she has to move quickly, solve problems, and improvise.
- **High-growth organizations often need an “et cetera” leader.** When Tosi first joined Momofuku to help chef David Chang build his restaurant empire, her job title was officially “et cetera.” “Usually, in most restaurants or when you're building anything, you're building while you're taking flight. You need people that [are ready to do] whatever it takes.”
- **Great feedback is all about helping others see themselves.** Tosi traces the beginning of Milk Bar to feedback she received while working with Chang. “Eventually, Dave was like, ‘This is not going to work out. You have to start making dessert because...your destiny is not really running operations.’ That's what great friendship is all about, Tosi says: “It's the friends that can turn the mirror so you can see yourself when you can't see yourself.”

Tactics and practices:

- **Ask, “What’s your superpower?”** In 2023, Tosi stepped down as CEO of Milk Bar to focus on driving the organization’s creative engine. “When I really thought about what’s my superpower, I’m super proud of how far I built Milk Bar, but I was like, ‘There’s many people in this world much more intelligent and capable of really holding the CEO role, where I know Milk Bar’s heartbeat better than anyone else.’”
- **Build a “when you get home moment” into your routine.** Tosi shared the importance of small rituals that mark the end of the workday. “It’s both the victory of a great day’s work, and then also, the secret to living is always having something to look forward to,” she said. For her dad, “an incredibly passionate agricultural economist,” that meant getting home each day and putting on a record, often one by The Beatles.
- **Use onboarding to make a promise to workers.** When Milk Bar first started, Tosi brought new bakers into the organization’s culture by having them work next to her in the kitchen. “That’s what training was and that’s how we became one,” she said. “I eventually built a big enough boat with enough bakeries that I couldn’t onboard everyone and I couldn’t imprint them.” That’s when she really started focusing on the materials and training Milk Bar used to welcome new employees. “How do we bring someone in? And how do we make sure they understand where they are and what it means and that the promise they’re making to us is the same we’re making to them?” she said. At Milk Bar, that includes playing a short “sizzle reel,” or introductory video, for all new hires that starts with the song “Daft Punk Is Playing at My House.”

Choice quote:

“

It's always been like, 'What's our bottleneck? Where's the opportunity? When does the opportunity knock and how do we bring it back into the core of who we are and making sense of it all?...Look for the opportunity, answer it when it knocks, and bring it on back home.'



CHRISTINA TOSI

Chef and founder, Milk Bar

Additional reading:

- Order *Dessert Can Save the World* by Christina Tosi on [Amazon](#).
- Listen to more episodes of “Life in Seven Songs” [here](#).

► WATCH A RECORDING OF THE FULL SESSION [HERE](#).

11

How to build an audience and influence people as a c-suite leader



A new breed of executive has emerged—seasoned business leaders who leverage their digital platforms to provide thought leadership that influences, and to share the real-world strategies and decision-making frameworks they use daily in the board room. In conversation with Charter's Massella Dukuly, Annie Dean, chief strategy officer at CBRE, and Hebba Youssef, chief people officer at Workweek, discussed how today's executives can build authentic audiences, establish thought leadership, and translate their expertise into influential digital presence that drives both personal brand and business impact.

What we've learned so far:

- **LinkedIn can be a testing ground for product messaging.** Dean described how her previous company used executive LinkedIn posts to test product messaging, immediately seeing what resonated with audiences and where people pushed back. “Ultimately that became so successful that we really adopted as a company a strategy of using our executives to announce and support product releases and to build [an] authentic community with our users.”
- **Thought leadership and corporate roles can exist in tension.** Youssef explained that at her media company, she might post on LinkedIn supporting ideas that her company will never pursue. “There might be topics and conversations that my CEO and I are talking about behind closed doors that he might say no about that I might go and actually support on LinkedIn,” said Youssef. “We tell all of our employees [on] day one who I am and what my role is...I do still do the chief people officer work...but we had to make it clear to them that I'm going to have an opinion on things that we might never make [a] real strategy at this company.”
- **“In order to be a thought leader, you need to have actual thoughts,”** Dean joked, pointing out that she's been less active on LinkedIn lately because she's focused on learning about AI and identifying the themes she's most interested in. “Authenticity is that I only want to share ideas with all of you and with the general public if I really believe in them and if I feel like they're valid and have value,” she explained. “It would be inauthentic for me to just be commenting.”

Tactics and practices:

- **Time-box content creation to make it a fun challenge.** Dean said that at a former employer, she and her team would give themselves 30 minutes to write LinkedIn posts, after collecting ideas throughout the week. “It was such a fun thing to do.”
- **Ask yourself if your employees would view your posts as authentic.** Youssef explained that when she posts on platforms, she thinks about whether it would read as true for one of her employees reading it. “If this is something the employee would read, would they bring it back to me and be like, ‘But this isn’t how you show up?’ Because I would be embarrassed by that.”
- **Other people to follow on LinkedIn:** Youssef recommends following Madison Butler, and Dean recommends following Nick Turley and Ethan Mollick.

Choice quote:

“

People do not trust HR. It's just like a common thing...So I think if I can continue to show up across all my platforms and show my employees I am who I say I am, I do what I say I'm going to do—when I don't do it, do I follow up and take accountability? Yes —then I think that creates a bunch of trust in the organization.”



HEBBA YOUSSEF
Chief people officer, Workweek

Additional reading:

- Our Charter 30 [article](#) about Annie Dean

► WATCH A RECORDING OF THE FULL SESSION [HERE](#).

12

Company culture as a driver of performance



How can organizations turn culture into everyday behaviors and management practices—and, in turn, drive business performance? Harvey chief people officer and CWS co-chair Katie Burke led a conversation with Anna Binder, chief people officer at Asana, and Sam Simmons, chief people & internal operations officer of the Ladies Professional Golf Association (LPGA) focusing on this foundational question.

What we've learned so far:

- “The resort should match the brochure,” said Burke, borrowing a colleague’s saying to point out that culture crises happen not because of specific practices, but when employees’ expectations don’t align with organizational realities. “So the best question to ask for your organization: is what we’re selling matching up with what people are buying?”
- **Too much certainty can be a red flag about an organization’s culture**, warned Simmons. Not only does it signal a lack of humility, it can also get in the way of building an agile, change-ready organization. “It’s like moving the Titanic when you make a change,” she said. “You do all this change management over something that can’t be that certain...rather than building systems that can be flexible and can endure through the changes.”
- **How you offboard employees signals culture.** “One of the things that...sends a clear message around your values and your culture is how you exit people, whether it’s involuntary or voluntary,” said Simmons. That means taking a second look at the resources you offer laid-off employees, programming for alumni, and how you welcome back boomerang employees.

Tactics and practices:

- **Simplify your performance process.** Because the LPGA’s season has such a short off season, Simmons’s team decided to streamline the organization’s performance review process, with just five review questions with a five-point rating scale. Then, they supplement it with training sessions and mandatory 30-minute quarterly development conversations in between review cycles. “We know that’s what people are craving, is that alignment,” she said.

- **Make manager training content available to everyone.** Asana has dedicated training for people managers, which it makes available to everyone in the organization. “One, I wanted everybody to know what I’m holding the managers accountable to,” said Binder. “But also, I’m a big fan of trying to drive a little bit of empathy from the employees to the managers. This job is no joke. It’s not for the faint of heart, and it’s a really big lift.”
- **Rethink how you do performance compensation.** Binder argued that using short-term cash bonuses to reward performance “is akin to 1965...Highly motivated, mission-committed executives are giving their all, whether you give them a bonus at the end of it or not,” she said. She encouraged boards to rethink executive compensation and look for more creative ways to recognize and reward performance. For example, can your organization start rewarding not just individual performance, but contributions from whole teams, a practice recently adopted by Foursquare?

Choice quote:

“

The small stuff really matters, and I think it's worth sweating.”



ANNA BINDER

Chief people officer, Asana

Additional reading:

- “The new employer brand as a key to business performance,” Charter’s research report linking a strong employer brand and internal culture to company performance.
- “Keeping Culture at the Center,” Charter’s playbook on how to keep your culture intact even amid economic headwinds.

► WATCH A RECORDING OF THE FULL SESSION [HERE](#).

13

AI and entry-level workers

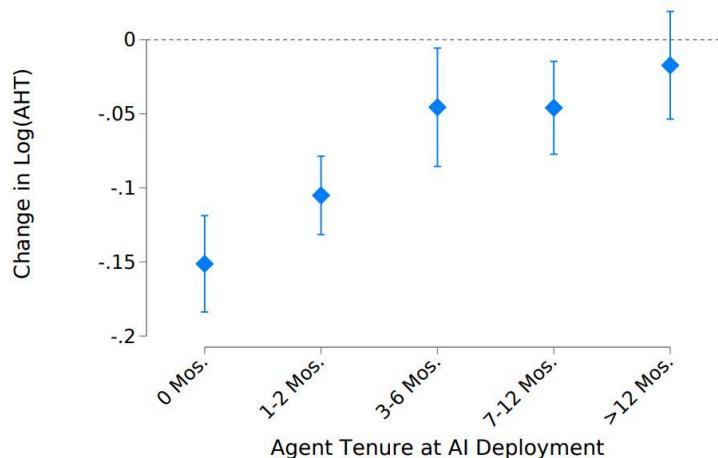


AI is reshaping entry-level work, with early evidence suggesting it may already be weakening job prospects for junior workers in some fields. Harvard Business School professor Joseph Fuller presented some of the latest research in this area.

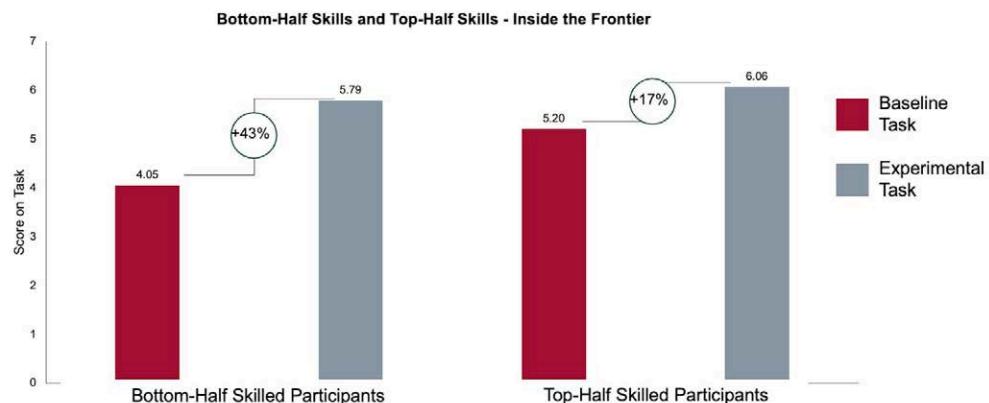
What we've learned so far:

- **Studies show that AI often gives a greater performance boost to junior, and less skilled workers.** Fuller shared two charts that illustrate this phenomenon. The first comes from a study of customer-support workers, which found that an AI tool significantly increased how fast inexperienced workers resolved customer issues, while minimally helping their more experienced peers. The second chart was from a study of BCG consultants, which found that AI tools helped lower-performing workers more than their higher-performing peers.

A. LOG(AVERAGE HANDLE TIME)



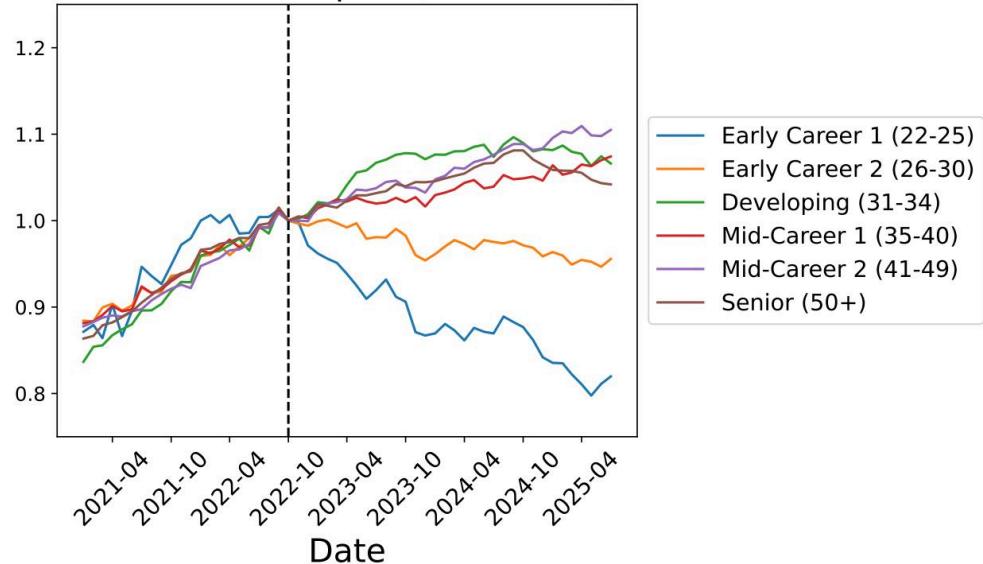
Source: “Generative AI at work” by Brynolfsson et. al. This is the research Fuller referenced in his talk on AI and entry-level workers.



Source: Joseph Fuller’s presentation at the Charter Workplace Summit, using data from “Navigating the Jagged Technological Frontier: Field Experimental Evidence of the Effects of AI on Knowledge Worker Productivity and Quality” by Dell’Acqua et. al.

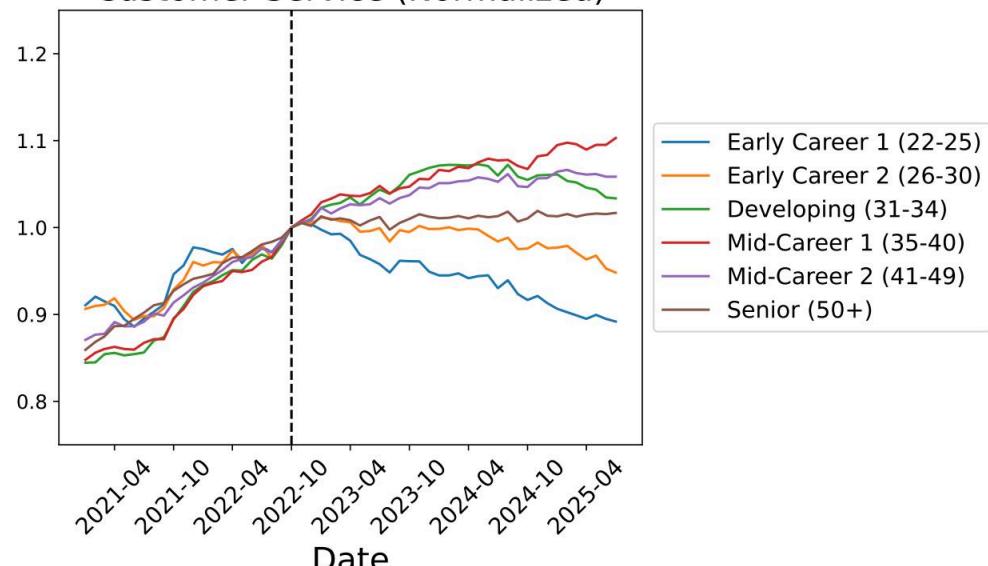
- **Research suggests generative AI has weakened job prospects for certain entry-level roles.** Fuller showed two charts from a [recent study](#), showing that hiring for entry-level jobs in software engineering and customer service—both jobs that are highly exposed to AI—has declined since the release of ChatGPT.

Headcount Over Time by Age Group
Software Developers (Normalized)



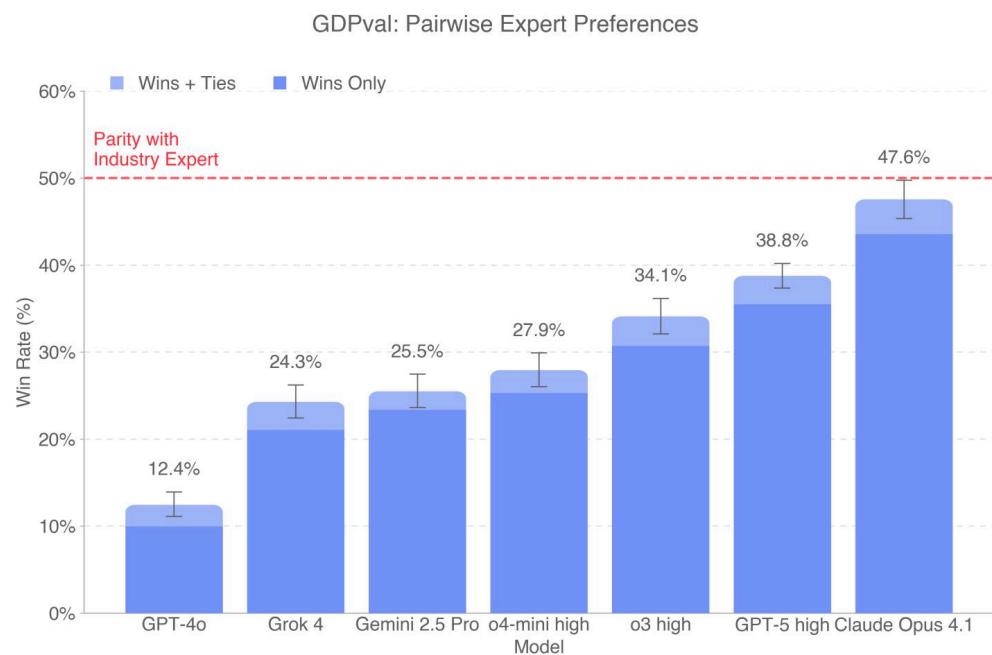
Source: “[Canaries in the Coal Mine? Six Facts about the Recent Employment Effects of Artificial Intelligence](#)” by Brynjolfsson et. al. This is the research Fuller referenced in his talk on AI and entry-level workers.

Headcount Over Time by Age Group
Customer Service (Normalized)



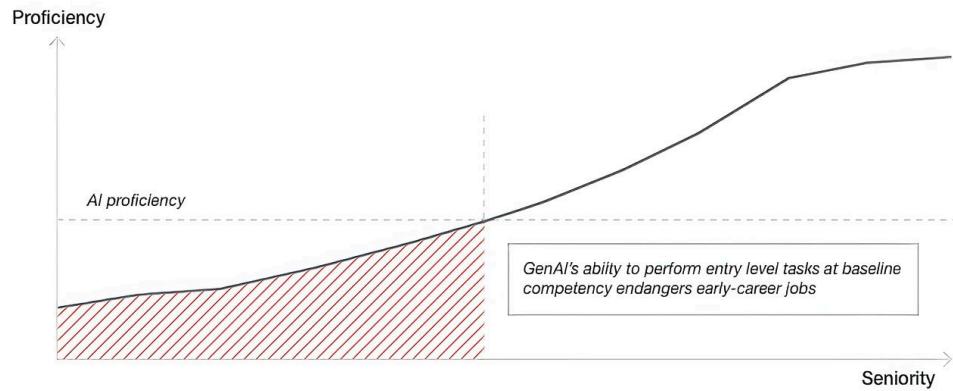
Source: “[Canaries in the Coal Mine? Six Facts about the Recent Employment Effects of Artificial Intelligence](#)” by Brynjolfsson et. al. This is the research Fuller referenced in his talk on AI and entry-level workers.

- **The discourse on AI's impact on work is too static**—much of the focus is on how jobs are affected by the current technology, but AI models are improving faster than we thought they would, explained Fuller. As an example, he mentioned a recent benchmark by OpenAI, which compared how well today's AI models perform on a range of real work tasks compared to professionals who do those tasks for a living. The top model tested—Claude 4.1 Opus—performed at a level that nearly matched human professionals. Just as importantly, today's leading models significantly outperform the leading model from a year and a half ago.



Source: “[GDPval: Evaluating AI Model Performance on Real-World Economically Valuable Tasks](#)” by Patwardhan et. al. This is the research Fuller referenced in his talk on AI and entry-level workers.

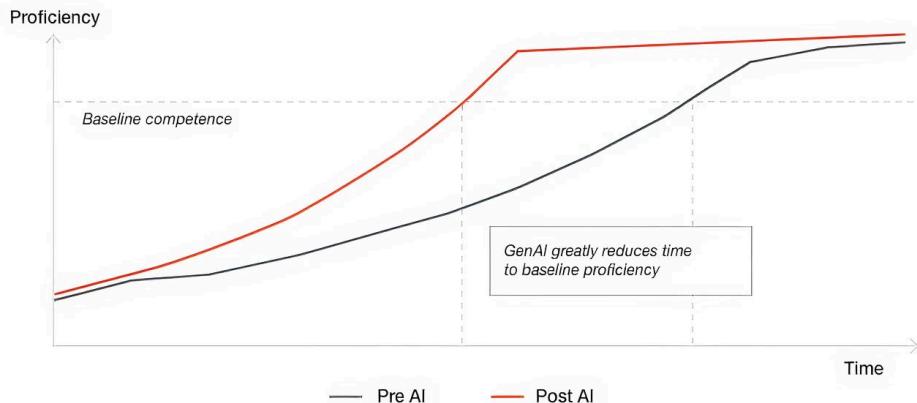
- **“You can't have a five-year-old if you didn't have a one-year-old.”** Fuller explained that organizations could run into talent development challenges for occupations that become far more complex the more senior a person gets, because the junior roles in those jobs often perform lower-level tasks that AI can do. He gave the example of credit analysts, where AI can apply rules to large data sets and assess creditworthiness more economically than an entry-level worker. In that scenario, experienced credit analysts remain valuable because they still outperform the AI tool alone, and they can use it to perform many of the tasks they would have previously given to a junior worker. But the question is how organizations will get people into those senior roles if they don't have the junior-level jobs that traditionally served to develop expertise.



Source: Burning Glass Institute

Source: “[The Expertise Upheaval: How Generative AI’s Impact on Learning Curves Will Reshape the Workplace](#)” by Matt Sigelman, Joseph Fuller, Michael Fenlon, Erik Leiden, and Gwynn Guilford. This is the research Fuller referenced in his talk on AI and entry-level workers.

- **AI may expand access to some occupations.** Fuller explained that some jobs include complex tasks or require special training that can act as a barrier to entry for workers. Those jobs have steep initial learning curves that later flatten. If AI can automate some of the tasks that keep entry-level workers out of those roles—such as data analysis—it may “broaden the number of candidates who are going to be qualified for the job,” explained Fuller.



Source: Burning Glass Institute

Source: “[The Expertise Upheaval: How Generative AI’s Impact on Learning Curves Will Reshape the Workplace](#)” by Matt Sigelman, Joseph Fuller, Michael Fenlon, Erik Leiden, and Gwynn Guilford. This is the research Fuller referenced in his talk on AI and entry-level workers.

Additional reading:

- Charter's [interview](#) with Fuller about AI's impact on expertise and career ladders
- Our [article](#) on how to redesign entry-level jobs for AI
- Our [interview](#) with Matt Beane, associate professor at the University of California Santa Barbara, about how AI could affect junior workers' skill development

► WATCH A RECORDING OF THE FULL SESSION [HERE](#).

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The jobs and skills of the future



Three-fifths of employment in 2018 was in job titles that didn't exist in 1940. In this session, Charter senior AI & work reporter Jacob Clemente sat down with Guild CEO Bijal Shah and Kate Barney, chief people officer of Smartly, to discuss how organizations can prepare their workforce for the jobs and skills of the future.

What we've learned so far:

- **Organizations are instituting new roles because of AI.** Shah said that Guild has created two entirely new roles because of AI. The first one is focused on looking across the business to understand what workflows can be re-configured with AI. The second one focuses on driving internal AI adoption, specifically among the “late majority”—those who are more hesitant to use the tools, but are willing to learn.
- **Critical thinking and the ability to add context are complementary to working with AI.** Barney explained that AI gives workers access to the “best researcher at your fingertips” that can gather comprehensive information, but employees need to add in the right context to prompt it correctly and evaluate what it gives them. “If you look at it and say, ‘I’m an expert in this...I need the most amazing chief of staff that I haven’t been able to find,’ that can be my resource right here,” said Barney.
- **T-shaped employees will be companies’ competitive advantage.** T-shaped people refer to individuals who have deep domain expertise in one area (the vertical part of the T), as well as breadth (the horizontal part of the T). Shah says she thinks these individuals will become even more important to organizations over time. When every organization is using the same AI models, this combination of depth and breadth will be a key differentiator.

Tactics and practices:

- **Create windows of time dedicated to experimenting with AI.** Barney said that Smartly dedicates two hours every week for employees across the company to experiment with AI tools. “We want to make sure that we are...giving people time to ask questions and bring themselves up to speed.”

- **Be transparent with employees about how their roles might evolve.** Shah advocated for leaders talking to their employees about the roles they could move into if opportunities shrink in their area of work. In a healthcare company, for example, someone might move from an administrative job to a clinical one. “A lot of people are super scared and we’re not giving them something back, and people need hope,” Shah said.

Choice quote:

“

I can talk your ear off about why math and reading comprehension are the foundation and backbone for everything this country needs to stay competitive. Finding opportunities and ways for your kids, for your early employees, for your existing employees to better enable them on those two specific skills I think is wildly important.”



BIJAL SHAH
CEO, Guild

Additional reading:

- Charter’s [interview](#) with Shah about why math is a critical skill for workers
- Our [case study](#) on how ServiceNow is reimagining what some of its core jobs will look like once AI is fully embedded at the company
- Our [article](#) about whether AI will make jobs less specialized
- Our [article](#) about how to create dedicated windows of time to AI experimentation at your company

► [WATCH A RECORDING OF THE FULL SESSION HERE.](#)

About Charter



Our mission is to transform every workplace and catalyze a new era of dynamic organizations where all workers thrive. Charter does this by bridging research to practice—giving people the tactical playbook for what work can and should be.

Charter is a next-generation media and insights company. We publish a [free email newsletter](#), original research, and articles about work on [TIME.com](#) and our sister news organization, [The San Francisco Standard](#). [Charter Pro](#) is a premium membership that supports owners of the people agenda in executing their highest-value initiatives, quickly. We also host [events](#) for workplace decision-makers and work with organizations directly.

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