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Context to the conversation

Jaspreet points to a quiet paradox: AI automates the early-career, repeatable work and amplifies the value of experience and judgment. That matters because it changes where talent is forged — not in repetitive tasks but in guided practice, mentorship and decisions made under uncertainty. The moment to notice is the apprenticeship reborn: if juniors don't get coached through higher-order problems, the talent pipeline thins. Practical takeaway: lean into teaching and deliberate practice, design short apprenticeships inside teams, and use AI as leverage to deepen judgment rather than replace the coaching that builds it.

Transcription

Deepak Jayaraman (DJ): Just, last couple of questions before we wrap up. Jaspreet. One is just for professionals in general, right? This question of staying relevant. See, I think we all, given advances in healthcare, will live longer and therefore possibly be productive for much longer. What's, your take on staying?

Jaspreet Bindra (JB): Let me give you a very provocative Yeah. Thing here. Not only this is, this a technology which. Favors cognitive over, not our menial or white collar or blue collar. It favors the old over the young.

DJ: Interesting. Say more, tell

JB: You why. And this is a sad story, but it bear out, that's what are the skills which AI is good at? It's good at the skills which a, an employee does in the first. Five to 10 years of her corporate life. Okay. Paralegals, researchers, market research, graphic design. Okay. Following up, minutes of meeting summarizations

DJ: It leads to hollowing out exactly of the bottom layers.

JB: And that is very dangerous. Okay? and so what happens, and there's a very interesting article in New York Times, which talk, and okay, and what is it that AI cannot do? The experience, the learned memory of organizations, the, judgment. okay. things like that.

DJ: The higher order skills.

JB: Higher order skills, which you develop in those 10 to 15 years, and then you become what you become. And so it favors the old over the young. Okay. The lot of stuff which quote unquote, younger people will do. There's not, I won't generalize, but, of course. is now being. And so this very

interesting New York Times article, which has really struck me, is that therefore what happens, and this lady who wrote it, I forget her name, said that we'll probably have to go back to the apprentice system of old, in the olden times, once your child reached a particular age, you'll decide, if he has an interest, or you want him to become an ironsmith, you would go to an ironsmith, a master ironsmith, and say, please take him as an apprentice. I'll pay you, I will pay you. For the two years that you teach him today, organizations pay you to teach you. Earlier on that wasn't true. You paid to learn. Will we go back to that? Maybe. Okay, so therefore I believe that, this is the darker side of it, but let's come to the lighter side of it and therefore for people of a certain age, say above 35 40, 45, 50. I think this technology is made for them. Okay. All the things which required lots of energy, lots of, detailed work to be done at, et cetera. While you could use your, on top of which you could use your higher,

DJ: You got leverage higher. It gives you nice leverage, right?

JB: I do it all the time. I'm that age. and I do it all the time. I don't have any researcher because deep research does more work than any researcher would. Okay. Or, which is sad in the other side. Okay.

DJ: The paradox here, however, is. If we have that hollowing out where we have the senior people, let's say the more evolved, experienced people leveraging ChatGPT, how do we create a pipeline of talent that bubbles up to the top?

JB: No, I, agree with, look, I think in a sense it's an extreme situation. I don't think it's gonna happen that way, but certainly there'll be an impact. Okay. Certainly, there'll be an impact.

DJ: Interesting.

JB: And so I don't know the answer to that, hollowing or I don't think it'll be fully hollowed out

DJ: Sort of thinning out

JB: That is like thinning out is the right word. Yeah. Maybe thinning out. And, that's a societal issue in that sense, but I was answering a limited question of older people. Fair, point.

Reflections from Deepak Jayaraman

DJ: To tune into the conversation, you can just go to www.playtopotential.com and find Jaspreet in the guest's section. Thank you for listening.

End of transcription

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About Deepak Jayaraman

Deepak seeks to unlock the human potential of senior executive's / leadership teams by working with them as an Executive Coach / Sounding Board / Transition Advisor. You can know more about his work [here](#).

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