



Weekly Brief

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AI and the Changing Face of Work

The debate about AI and jobs often reduces a complex question to a simple one: what percentage of jobs are likely to be eliminated? [The BCG Henderson Institute's recent analysis](#) suggests a more nuanced answer.

Within three years, 50% to 55% of US jobs will be reshaped by AI. In five years, 10% to 15% could be eliminated. A third of jobs, such as physicians and teachers, will be largely unchanged by AI.

AI's ability to automate individual tasks alone does not determine whether the number of jobs shrink, change, or grow. Two other factors come into play:

- Whether AI substitutes human labor or augments it
- Whether the lower cost of AI unlocks unmet demand or simply reduces the need for labor

This is why the same technology can have very different effects across roles. Consider software engineers and call center representatives, two professions with a great deal of AI innovation.

AI is more likely to amplify the roles of software engineers than eliminate them. Human judgment still matters in system design, architectural tradeoffs, quality assurance, and integration. And, as the cost of building software falls, demand can expand to meet unmet needs for digital products, automation, and new features. Obviously, this dynamic could change as AI models mature.

Much of the work of call center representatives is structured and repeatable, while demand is largely fixed. The volume of incoming calls is unlikely to increase sharply because wait times go down. In those settings, AI is more likely to substitute directly for labor in all but the most complex cases.

Transitions Are Hard

Even in vulnerable professions, jobs will likely be replaced more slowly than they will be reshaped. To eliminate roles, companies have to redesign processes, formalize tacit knowledge, and build agentic systems. Scaling these systems takes specialized talent, including forward-deployed engineers, cybersecurity professionals, and project managers.

These experts work directly with business teams to adapt AI to company-specific workflows, connect legacy systems, and make outputs reliable in practice. The supply of these specialists is limited. They represent a category of jobs that will grow as a result of AI.

What CEOs Should Do Now

Embed workforce strategy into competitive strategy. Companies that deploy AI successfully will fundamentally reshape the nature of work rather than make employment decisions based on headlines or peer behavior. They understand the mix of work that can be automated and augmented and where higher employee productivity leads to more outputs rather than fewer workers.

Focus automation on redesign, not just cost reduction. AI should be used not just to cut costs but to redesign work so people can move faster, produce more, and deliver better outcomes. Because those gains are less visible than headcount cuts, leaders need new metrics and workforce plans to turn productivity improvements into measurable business value.

Put upskilling, reskilling, and redeployment at the center of the agenda. Employees need to be prepared for the revised and

new roles that AI creates. As AI keeps advancing, workforce development will need to be continuous, not one-time. Many organizations will experience churn as they identify the employees that have the right skills for the new jobs.

Shape the narrative carefully. Leaders must communicate clearly that AI can be about value creation in most areas, not displacement, if workers are willing to upskill. The narrative set at the top will shape whether the workforce embraces transformation or resists it.

Two central lessons emerge from this analysis. Work is being reorganized much more than reduced, and change of this magnitude nonetheless will be hard for affected employees. Companies that act early to redesign roles, build capabilities, and plan workforce transitions will be better positioned to capture AI's upside and help their people.

Until next time,

A handwritten signature in black ink, appearing to read 'Christoph', written in a cursive style.

Christoph Schweizer
Chief Executive Officer

Further Insights



AI Will Reshape More Jobs Than It Replaces

Task automation doesn't equal job loss. Most roles will remain—but will change substantially.

[HOW AI WILL RESHAPE JOBS](#)



Five Things Boards Need to Get Right with AI

AI governance at the board level is about making smart bets, maintaining flexibility, and backing moves that create lasting advantage.

[FOCUS ON WHAT MATTERS](#)



Will AI Take Your Job in the Next 10 Years? Wrong Question

As AI agents take over more tasks at work, the question isn't whether or not humans matter—it's how we make our impact count.

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