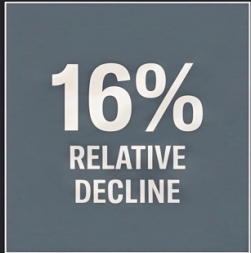


THE BROKEN PIPELINE: SUSTAINING TALENT IN THE AI ERA

THE PIPELINE CRISIS



in entry-level employment.



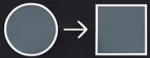
Employment for workers aged 22-25 is shrinking in AI-exposed occupations.



THE “HOLLOW MIDDLE” EFFECT
Automating routine tasks destroys the “learning-by-doing” pathways that create future experts.

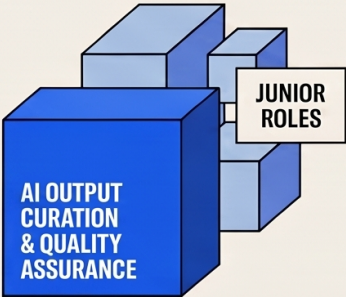
DEFERRED CAPABILITY RISK



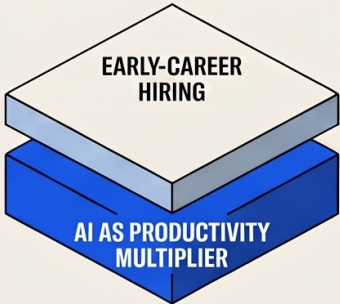
CAREER STAGE	EMPLOYMENT TREND	PRIMARY AI INTERACTION
 Experienced Workers	Stable or Growing	 Augmentation of expert judgment
 Early-Career (22-25)	16% Relative Decline	 Substitution of routine tasks

STRATEGIC RESILIENCE

REDESIGN ROLES FOR AUGMENTATION
Shift junior roles to focus on AI output curation and quality assurance.



THE IBM STRATEGIC MODEL
Tripled early-career hiring by treating AI as a junior-level productivity multiplier.



STRUCTURED APPRENTICESHIP
Formalize mentorship and rotation programs to replace informal knowledge transfer lost to automation.

