INNOVATION LEADERSHIP

AI IS REWRITING

THE ORG CHART.

The distance from top to bottom is shrinking

AI shrinks the distance between top and bottom

On the Claude Code team at Anthropic, everyone codes, from the product manager to the finance lead. Boris Cherny estimates about 50% role overlap.

It will not stay in software

Design, marketing, PR, mechanical engineering and architecture will reorganize the same way.

Executives must get hands-on

The executive who uses AI can create, refine, test and decide independently. No handoffs. No interpretation. Straight from need to solution.

Entry-level hires arrive with an experienced knowledge base

The model supplies pattern recognition that once took a decade to build.

The middle layers lose their reason to exist

Executives move down into the work.
Entry-level employees move up in capability.

Staff for archetypes, not titles

Use the tools yourself every week. Pair AI-native juniors with experienced leaders who supply judgment.

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