

EXECUTIVE INSIGHT BRIEF NO. 2

The Experience Gap

What happens when AI
removes the work that
teaches people how to lead?

STRATEGY • OPERATIONS • PEOPLE

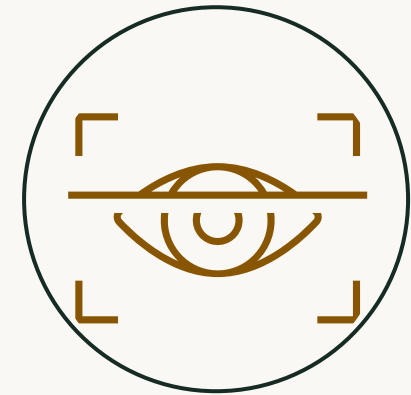
EXECUTIVE SUMMARY

AI is changing the economics of work.

Tasks that once required analysts, coordinators, associates, and early-career professionals can increasingly be accelerated—or performed—by technology.

But what happens when the work we automate is also the work through which future leaders learn to exercise judgment?

If organizations don't deliberately replace the experiences they eliminate, they may accelerate today's workforce while quietly weakening tomorrow's leadership pipeline.



“You can automate the work. You cannot automate the experience required to lead what comes next.”

The Experience Gap

For most of modern organizational history, leadership development happened through the work itself.

A young professional built the spreadsheet. Then presented the analysis. Then sat in the meeting. Then watched the executive challenge the recommendation.

Then handled the difficult customer. Then led the project. Then made a decision. Then made a mistake. Then learned why.

The work itself became the classroom. The assignment was the proving ground.

AI is changing the shape of that ladder.

If an organization no longer needs as many people performing the first draft, the initial analysis, the routine coordination, or the basic research, it may also be removing the experiences through which people historically learned how to think.

THE EXPERIENCE GAP™

AI accelerates
the work.
*Experience
does not
follow
automatically.*

Organizations must
deliberately design new
ways for people to develop
judgment.

THE TRADITIONAL LEADERSHIP PIPELINE**AI CHANGES THE EQUATION****THE EXPERIENCE GAP**

The question isn't whether AI should replace the work.
The question is what replaces the experience.

THREE LEADING INDICATORS

Early signals that your organization may be creating an experience gap.

1

Early-career roles are disappearing faster than developmental experiences are being replaced.

The organization has redesigned the work—but not the path through which people learn to perform increasingly complex work.

2

High-potential employees are advancing without enough consequential experience.

They are smart and capable. But when faced with ambiguity, competing priorities, or incomplete information, they haven't had enough opportunities to practice judgment.

3

Succession plans identify people but can't explain where their judgment was built.

The organization knows who the high potentials are and who could be next. But it can't answer the questions that prove readiness.

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The future doesn't just need people who can use AI.

It needs leaders who know when to trust it, when to challenge it, and what to do when the answer isn't enough.

THE BOARDROOM CONVERSATION

Three questions to drive a better executive conversation.

**1**

What experiences are developing judgment in our next-generation leaders *today*?

**2**

What developmental experiences will disappear as AI changes the work?

**3**

How are we creating proving grounds for the leaders we will need *tomorrow*?

What exists today?**What are we losing?****What must we build?**

Experience isn't built
in a classroom.

*It's built in the moments
that test judgment.*

The Crucible is our private advisory experience for executive teams facing consequential decisions. We create a space where leaders can challenge assumptions, test competing perspectives, surface what isn't being said, and strengthen conviction—before the organization has to live with the decision.

*Leaders don't become ready for
consequential decisions by talking about
them. They become ready by testing their
judgment.*



THE CRUCIBLE

Challenge the thinking.

Test the judgment.

*Build the capacity to lead
what comes next.*

ABOUT CHANDLER ADVISORY GROUP

We help executive teams strengthen the organizational capacity required to support the future they're creating.



Strategy

Clear direction that creates lasting advantage.



Operations

Systems and processes that scale performance and improve results.



People

Leadership, culture and talent that drive execution and build competitive strength.

Because every organization eventually creates a future that outpaces its capacity.