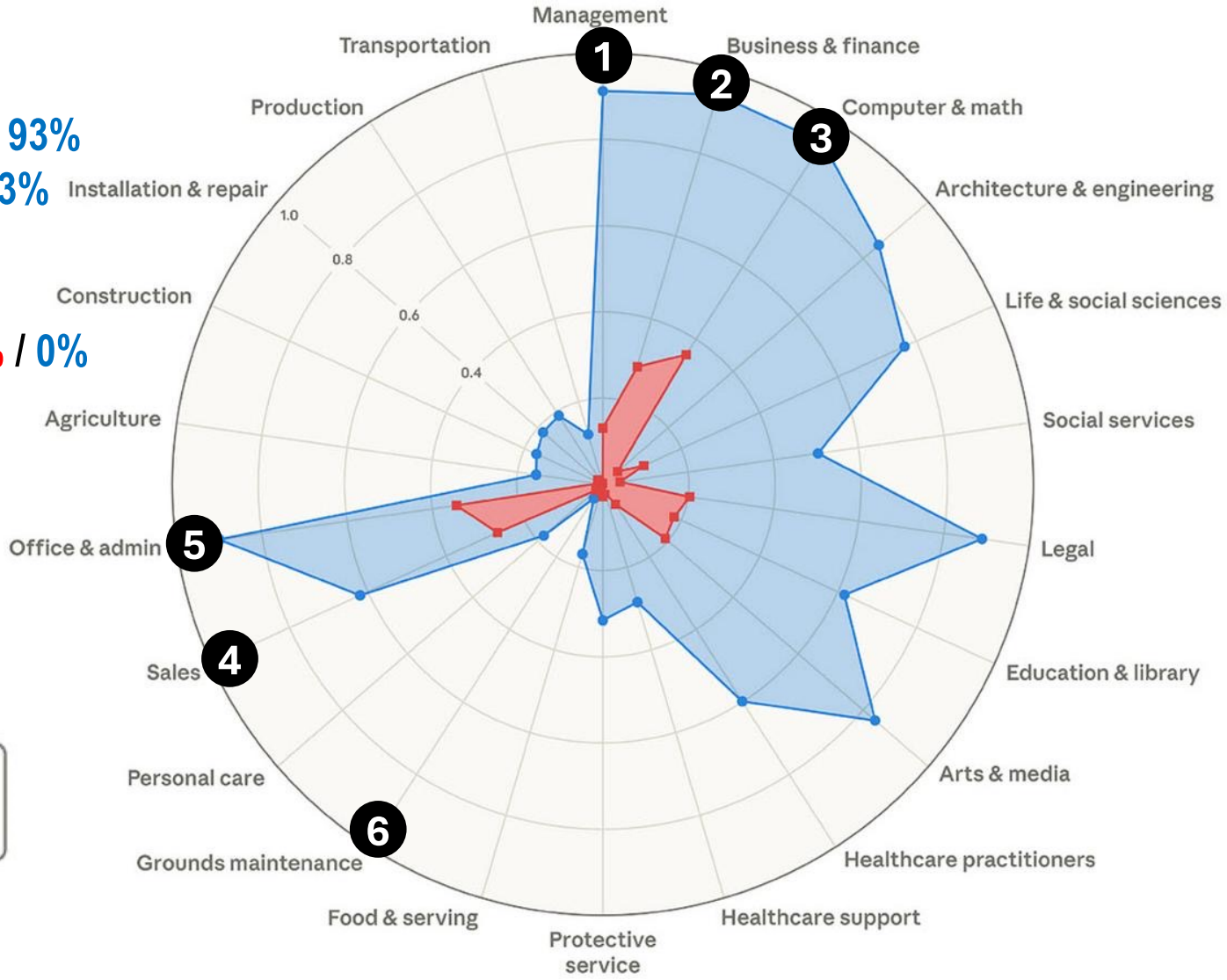
Managing Your Career Risk in an AI world

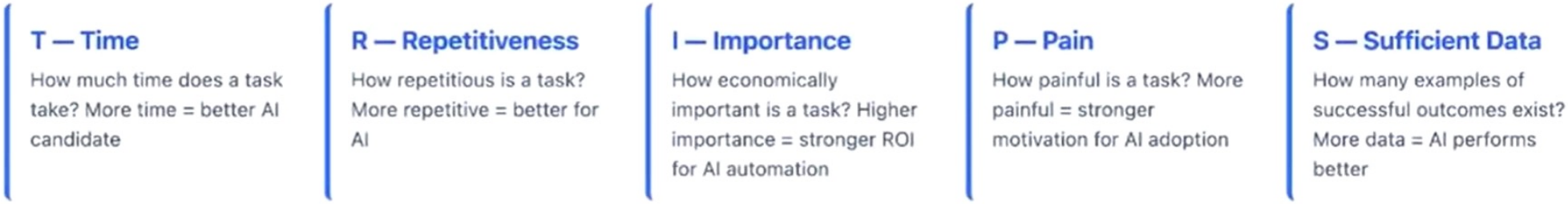
Dan Adams, The AIM Institute
ISBM Members Meeting, June 24, 2026

1. Management 15% / 91%
2. Business & finance 30% / 93%
3. Computer & math 38% / 93%
4. Sales 30% / 62%
5. Office & admin 28% / 90%
6. Grounds maintenance 0% / 0%



Anthropic, Mar 5, 2026

The TRIPS Framework by Chris Penn www.trustinsights.ai



A job is a collection of tasks. The more tasks that AI consumes, the more likely it is we will feel AI's impact in our employment, not because AI can do the entire job, but because AI can eat away at tasks until a person's job is mostly managing AI.

If you have 50 people who did a job, and AI consumes 80% of the tasks, you now only need 10 people managing AI systems to match or exceed the productivity and quality of the original group of 50 people.

- Chris Penn

What AI does better than humans...

Build trust
Address fears
Clarify issues
Sensemaking
when "messy"

- Retrieves everything published by mankind
- Recognizes patterns across huge data sets
- Works incredibly fast and reliably
- Generates options and alternatives
- Selects best options within systems

Memory
Analysis
Bandwidth
Ideation
Optimization

How can AI *assist* me?

Shortsighted... ignores end-game

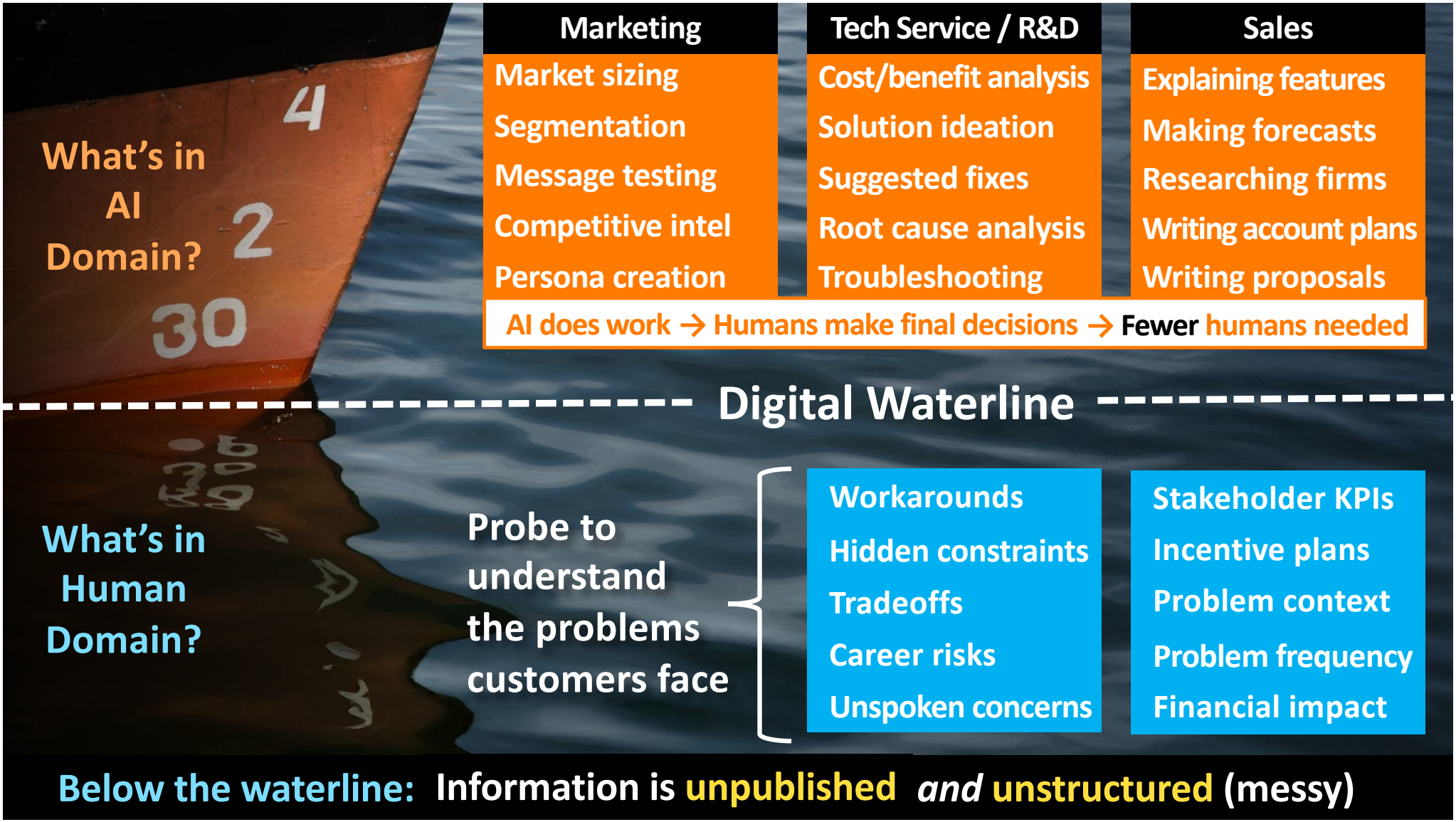
A better question...

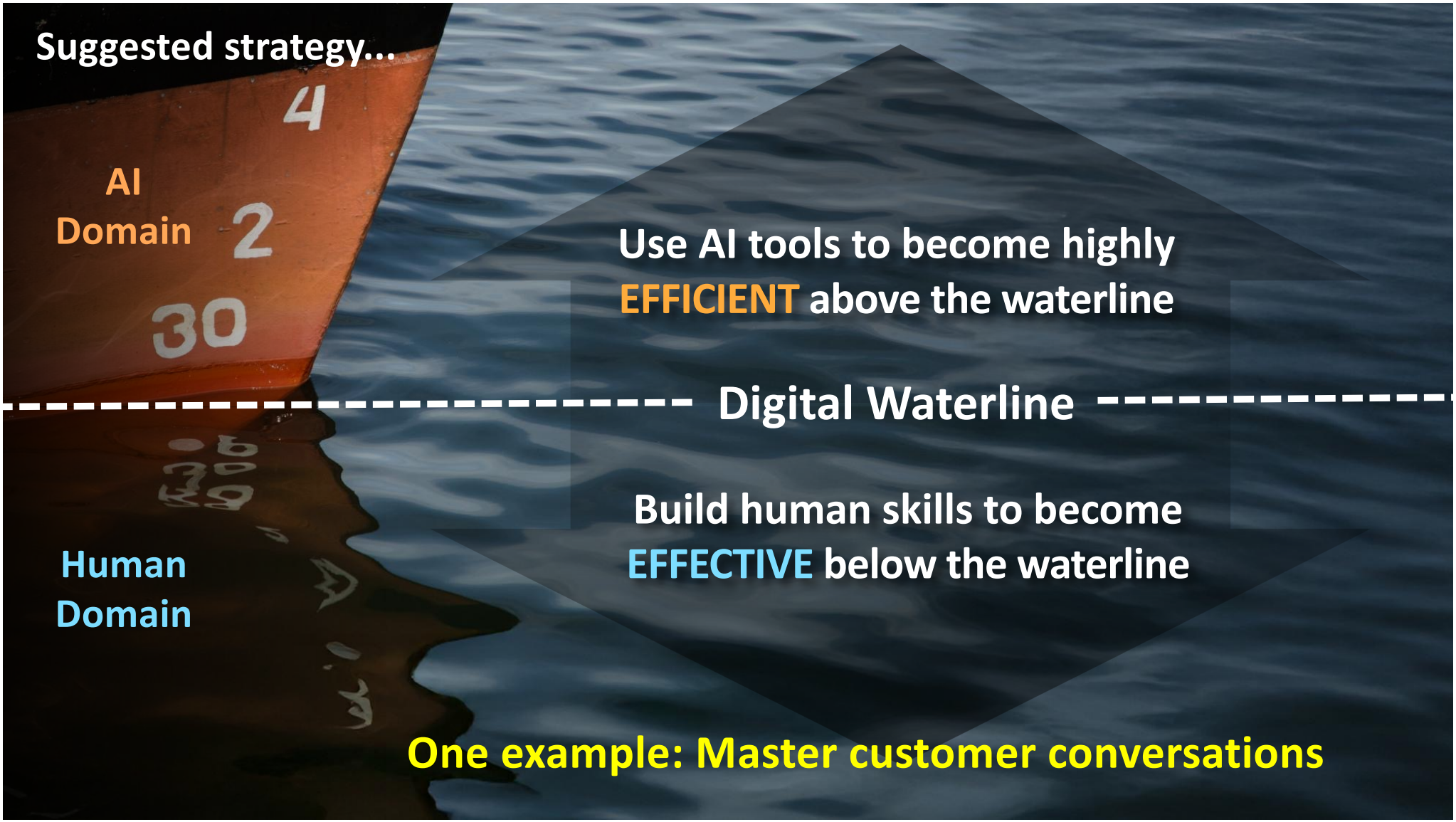
What work can I master that AI cannot?

When will AI *replace* me?

Doesn't have to happen in B2B


What's in AI Domain?
AI can only work on knowledge that's been digitally published.
Digital Waterline
What's in Human Domain?
Humans can learn everything else in customer conversations.


What's in AI Domain?
Marketing
Market sizing
Segmentation
Message testing
Competitive intel
Persona creation
Tech Service / R&D
Cost/benefit analysis
Solution ideation
Suggested fixes
Root cause analysis
Troubleshooting
Sales
Explaining features
Making forecasts
Researching firms
Writing account plans
Writing proposals
AI does work → Humans make final decisions → Fewer humans needed
Digital Waterline
What's in Human Domain?
Probe to understand the problems customers face
Workarounds
Hidden constraints
Tradeoffs
Career risks
Unspoken concerns
Stakeholder KPIs
Incentive plans
Problem context
Problem frequency
Financial impact
Below the waterline: Information is unpublished and unstructured (messy)


Suggested strategy...
AI
Domain
Use AI tools to become highly
EFFICIENT above the waterline
Digital Waterline
Build human skills to become
EFFECTIVE below the waterline
Human
Domain
One example: Master customer conversations

B2B Decision-Making Onion

1. Seller Solutions What my offering does

Features & benefits

2. Customer Outcomes Desired end results

Problems in the customer's "job to be done"

3. Stakeholder Status How the individual is viewed

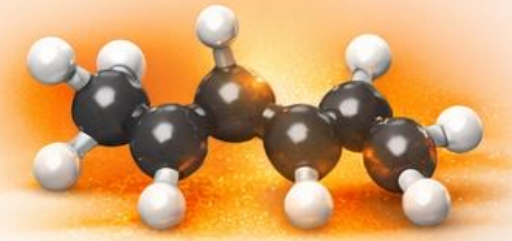
How they see themselves and want to be seen
Accomplishments... recognition... promotions...

4. Stakeholder Risk/Reward All subconscious

Hidden brain chemistry happens in milliseconds
You never notice dopamine, cortisol & adrenaline

Positive Response

Reward & Motivation



Dopamine

- ✓ Expecting a Reward
- ✓ Confidence Boost
- ✓ Move Toward Opportunity

Negative Response

Stress & Caution

Cortisol

Adrenaline

- ✗ Sensing a Threat
- ✗ Risk & Uncertainty
- ✗ Avoid or Delay

1. Subconscious Appraisal	2. Neurochemical Signals	3. Conscious Reasoning
Is this an **Opportunity** or **Threat**?	Should I **Approach** or **Avoid**?	**Justifying** why I made my decision.

B2B Decision-Making Onion

Discuss *after* you understand inner layers.

- This helps them *justify*—not *make*—decision.

Focus most of your conversation here.

- "What problems need to be resolved?"
- "Could you describe this? **WHAT Questions**
- "How does this impact you?" **WHY Questions**

Stakeholders: decision-makers & -influencers.

- "Who is affected by this problem?"
- "How does this problem impact them?"
- "How are they measured in this area?"

Until you understand *stakeholders*, decision-making will be a mystery.

Consider *how* you ask questions

Curious: “Help me understand...”

Helpful: “Let me check on that for you.”

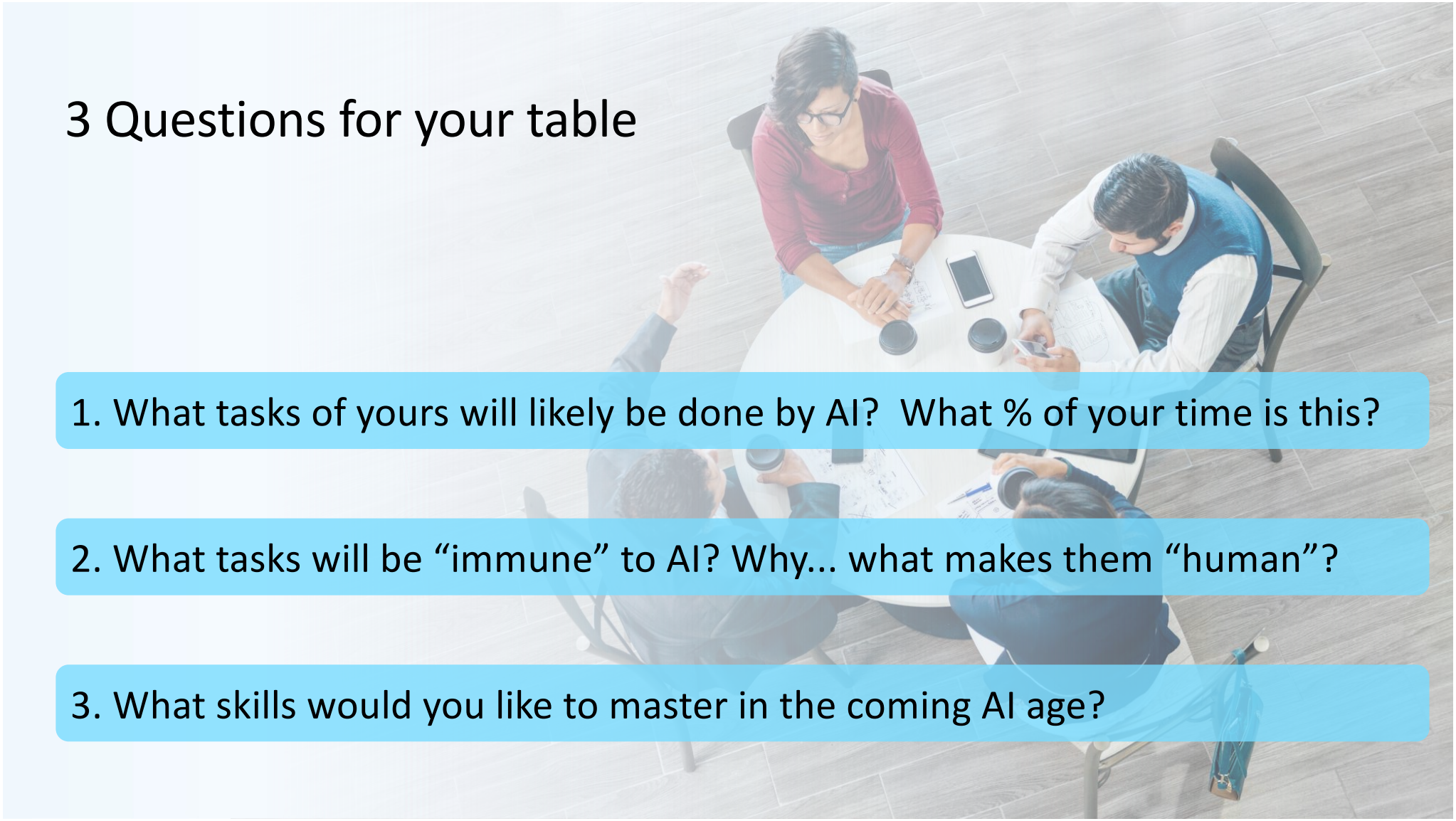
Empathetic: “That sounds frustrating.”

Attentive: “So are you saying that...”

Relaxed: Easy pace, no premature “closing”

Customers subconsciously sense if you have Compassionate Curiosity

3 Questions for your table



1. What tasks of yours will likely be done by AI? What % of your time is this?

2. What tasks will be “immune” to AI? Why... what makes them “human”?

3. What skills would you like to master in the coming AI age?