

DR. LAURA NURSKI



"IT'S DIFFICULT TO MAKE PREDICTIONS, ESPECIALLY ABOUT THE FUTURE."



Viral 2024 meme by Aleksander Molak

A quote attributed to many people, from the Nobel prize-winning Quantum physicist Niels Bohr to legendary baseball player (and philosopher) Yogi Berra states: "It is difficult to make predictions, especially about the future."

AUTOMATION ≠ JOB DESTRUCTION

Journal of Economic Perspectives-Volume 29, Number 3-Summer 2015-Pages 3-30

Why Are There Still So Many Jobs? The History and Future of Workplace Automation[†]

David H. Autor

- Complementarity and productivity: automation makes humans more productive at remaining tasks
- Demand expansion: Prices fall and consumer demand goes up
- True up until the 'limit to machine substitution'

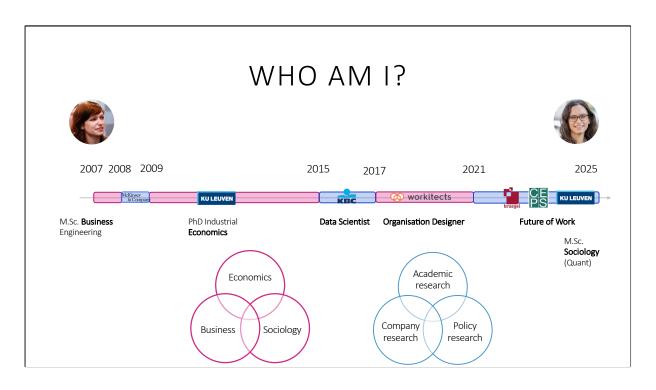


- Countries with higher automation risk, also higher employment growth
- Occupations with higher automation risk, slower but still positive employment growth (6% vs 18%)

First order effect of automation is not sufficient to understand system-wide effects!

Autor, D. (2015) 'Why Are There Still So Many Jobs? The History and Future of Workplace Automation', *Journal of Economic Perspectives*, 29(3), pp. 3–30. Available at: https://doi.org/10.1257/jep.29.3.3.

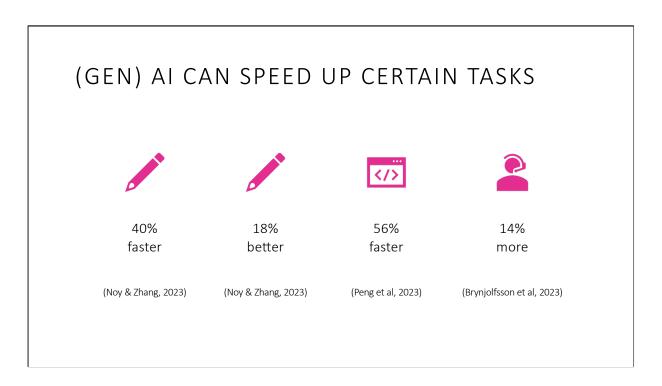
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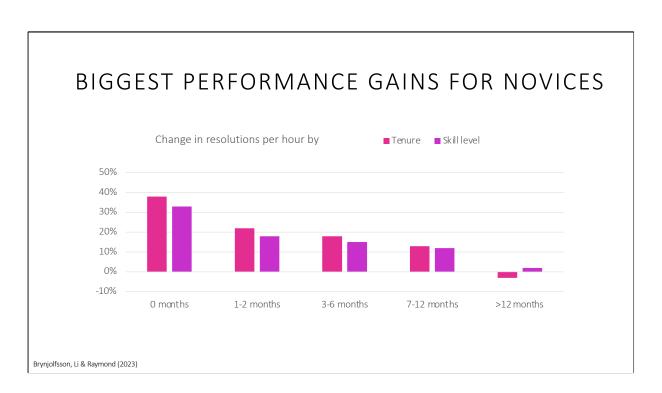




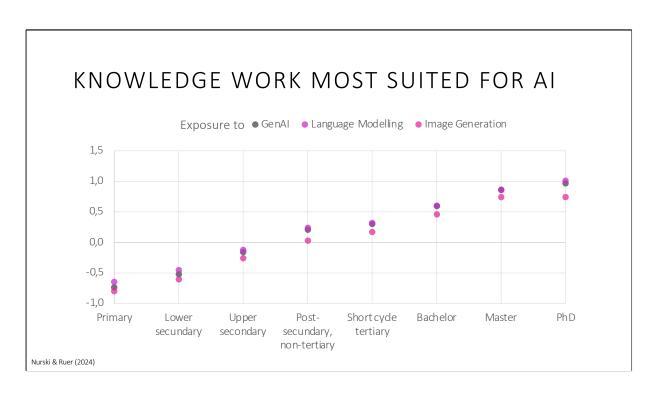
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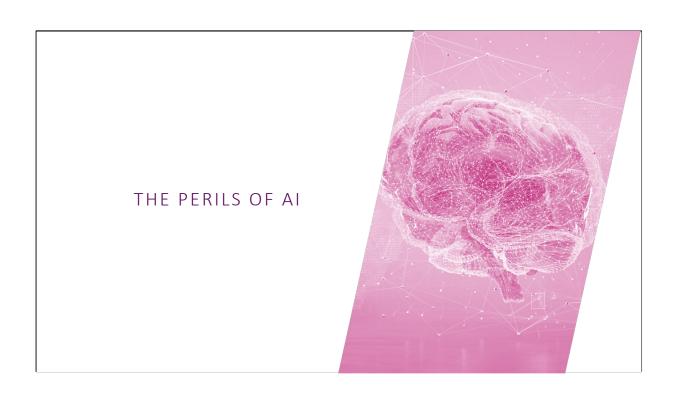


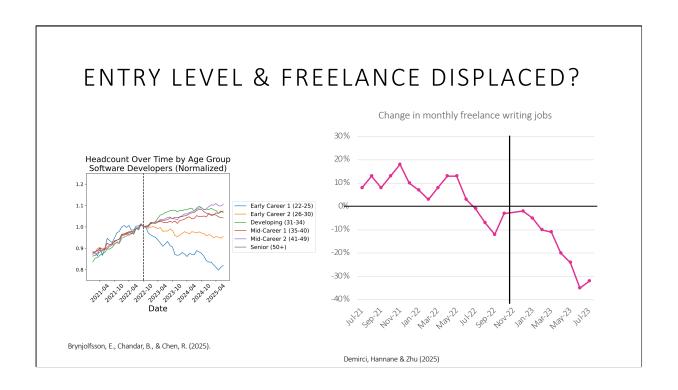
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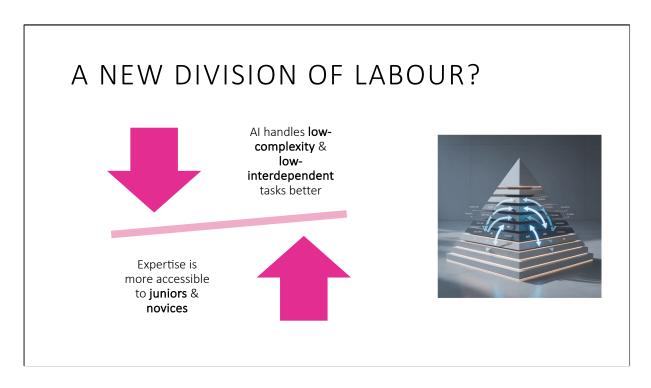


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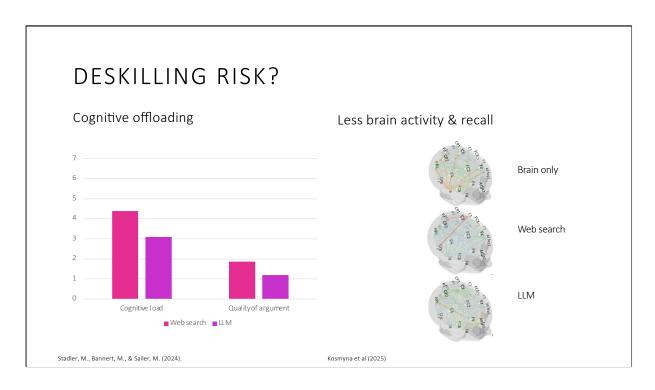
Demirci, O., Hannane, J., & Zhu, X. (2025). Who Is AI Replacing? The Impact of Generative AI on Online Freelancing Platforms. *Management Science*. https://doi.org/10.1287/mnsc.2024.05420 undisclosed, globally leading OLM platform



Democratization of Expertise: Al support benefits lower-skilled workers more, potentially allowing organizations to shift high-skilled tasks to lower-skilled roles, creating more middle-class jobs.

Entry-Level Displacement: All handles low-complexity tasks better, potentially automating entry-level positions and breaking traditional career ladders from junior to senior roles.

Al is better at low-complexity tasks (Bucaioni et al., 2024; Demirci et al., 2025; Teutloff et al., 2025)

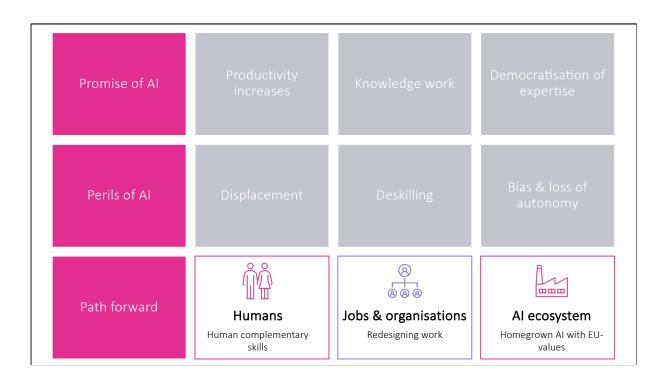


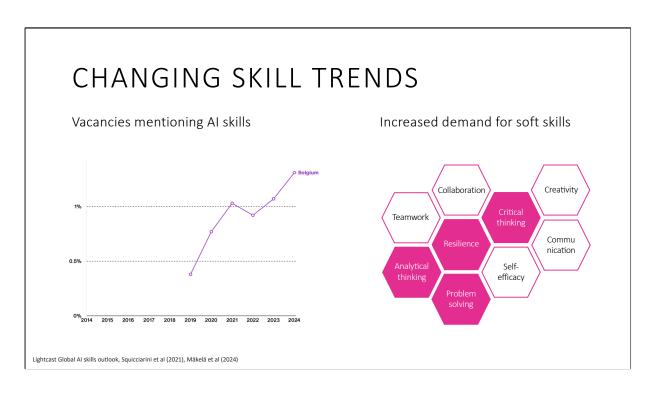
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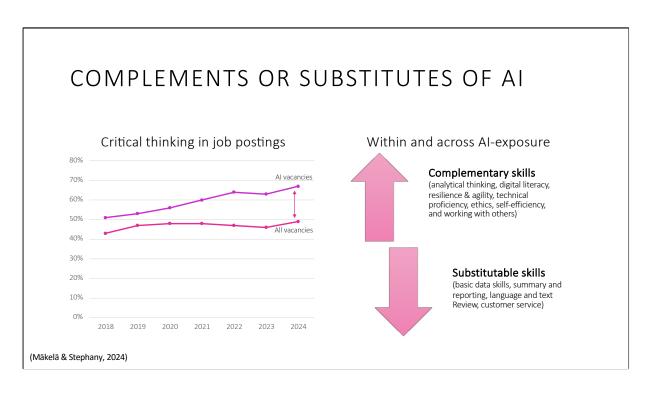






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Mäkelä, E., & Stephany, F. (2024). *Complement or substitute? How AI increases the demand for human skills* (No. arXiv:2412.19754). arXiv. https://doi.org/10.48550/arXiv.2412.19754

RETHINKING WHAT JUNIOR TASKS ARE

Tasks impacted by AI:

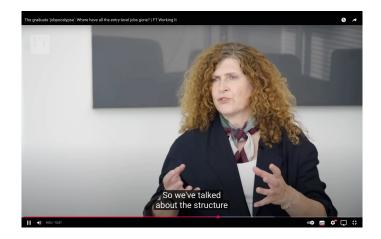
Commoditised, data-heavy, analytical, and administrative ("drudge work").

Change to careers/org charts:

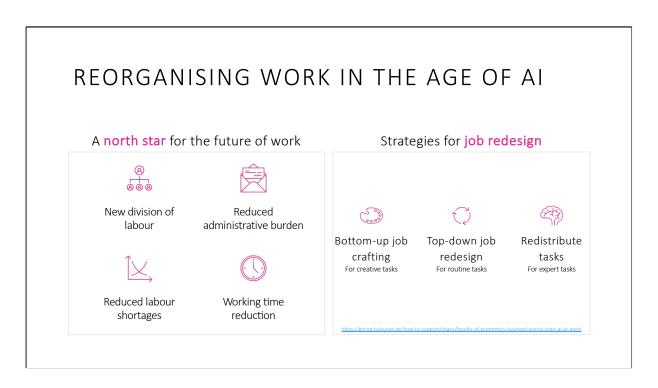
- Reducing graduate hires risks
- shrinking the talent pipeline. Junior lawyers risk losing learning opportunities.

Way forward:

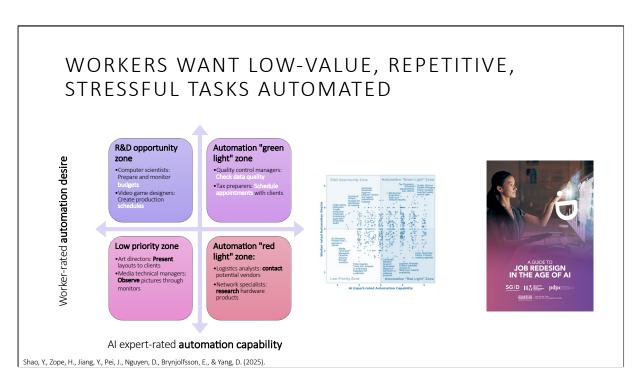
- Law firms must retain and adapt training programmes. Move trainees up the value
- chain earlier in their careers.
- Rethink how juniors access high-value tasks and develop expertise.



https://www.youtube.com/watch?v=leTFpsuCor8



https://giving.kuleuven.be/how-to-support/chairs/faculty-of-economics-business/acerta-chair-ai-at-work

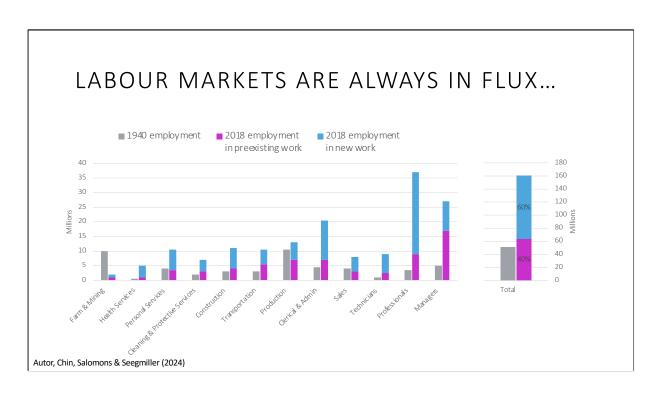


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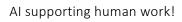




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... BUT THE FUTURE IS OURS TO DESIGN

Al as a bureaucrat?









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