Rebuild the first rung

A one-page plan for leaders and new graduates

Juniors have always learned their trade on simple, repetitive work. AI now does much of that work. This plan helps you rebuild the first step of a career on purpose, so people still practice judgment on real work, with feedback.

For leaders

1. List three tasks your juniors used to learn from that AI now does.
2. For each task, choose how a junior will still learn the judgment it taught:

- Check the AI's work every day, and explain what they would change and why.
- Sit beside a veteran on the hard cases, and take notes.
- Solve one real exception each week, then talk it through with a senior colleague.

3. Name a veteran partner for each junior, and protect thirty minutes a week for them to talk.
4. Put one change in place this month. After three months, ask the junior to show you a judgment call they made on their own.

For new graduates and early-career employees

1. Ask to sit in on one difficult decision each month.
2. When you use AI for a task, explain to a senior colleague why its answer is right or wrong.
3. Keep a short log of the judgment calls you made, and what you learned from each one.
4. Ask a veteran one question a week: "How did you know?"

Watch the episode: AI is taking entry-level work. Who trains future leaders?, on the TechTonic Conversations channel on YouTube.
Read the framework for free: thesummitla.com/the-intelligent-organization

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