

If junior tasks disappear, how do future experts learn?

Automating execution also changes the tasks through which people learn. Workforce design needs an explicit apprenticeship pathway.

01 Map the tasks

Identify what is automated and what previously developed practical judgment.

02 Retain learning situations

Plan supervised practice, simulation and review of real exceptions.

03 Define responsibility

Assign supervision, escalation and decisions to identified people.

04 Measure progression

Track competence, rework, outcomes and intervention needs alongside costs.

Removing a routine task does not automatically remove a role or produce expertise. The effects depend on the work and the training arrangements.

Full explanations and sources on voce.life

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OI

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O2

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O4

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Explore light workforce

Examine human oversight

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