

The Manager's Path In the Age of AI

What is changing, what is not, and what managers need to protect

“There is no need for a
permanent middle
management layer.”

Jack Dorsey

<https://block.xyz/inside/from-hierarchy-to-intelligence>

“I don’t think people managers
will have any value in the
future.”

Brian Chesky

<https://podcasts.apple.com/us/podcast/brian-chesky-ai-founder-mode/id1154105909?i=1000766196703>

“No pure managers: Every leader at Coinbase must also be a strong and active individual contributor.”

Brian Armstrong

https://x.com/brian_armstrong/status/2051616759145185723

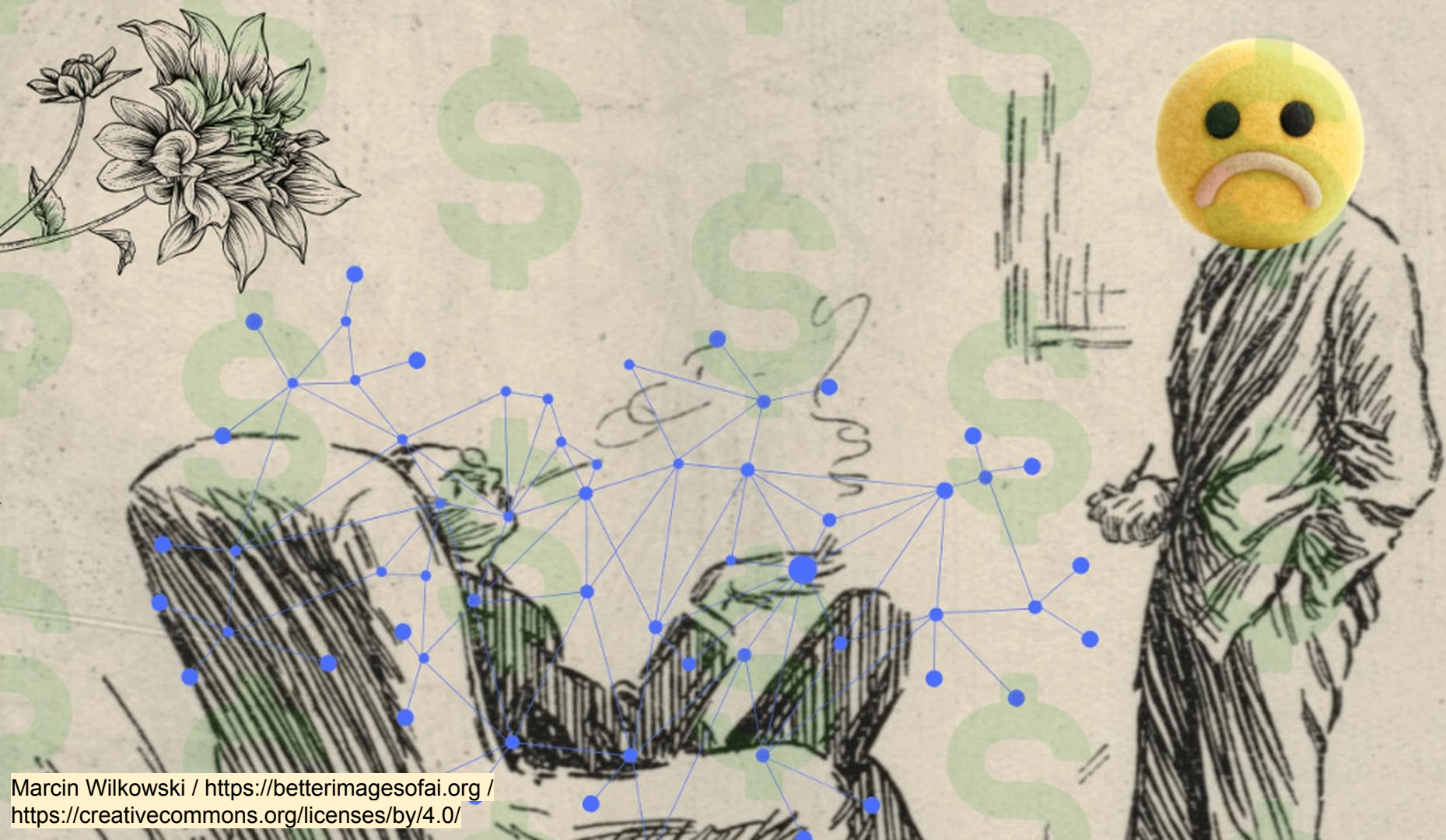
— NOT TALKING ABOUT

Sci-fi futures!

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4.0/



**AI is raising expectations
before it reliably changes
the work of management.**

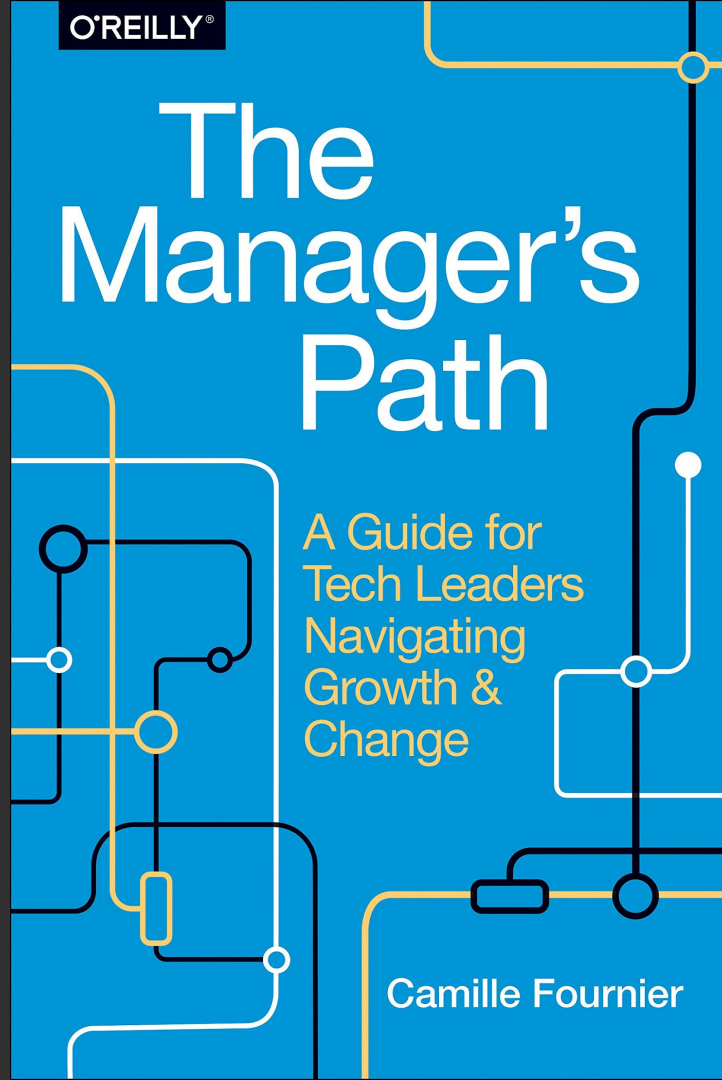




We've got to get creative

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What was The Manager's Path, anyway?





The Old Path?

— THE MANAGER'S PATH

01

**Technical
skills**

02

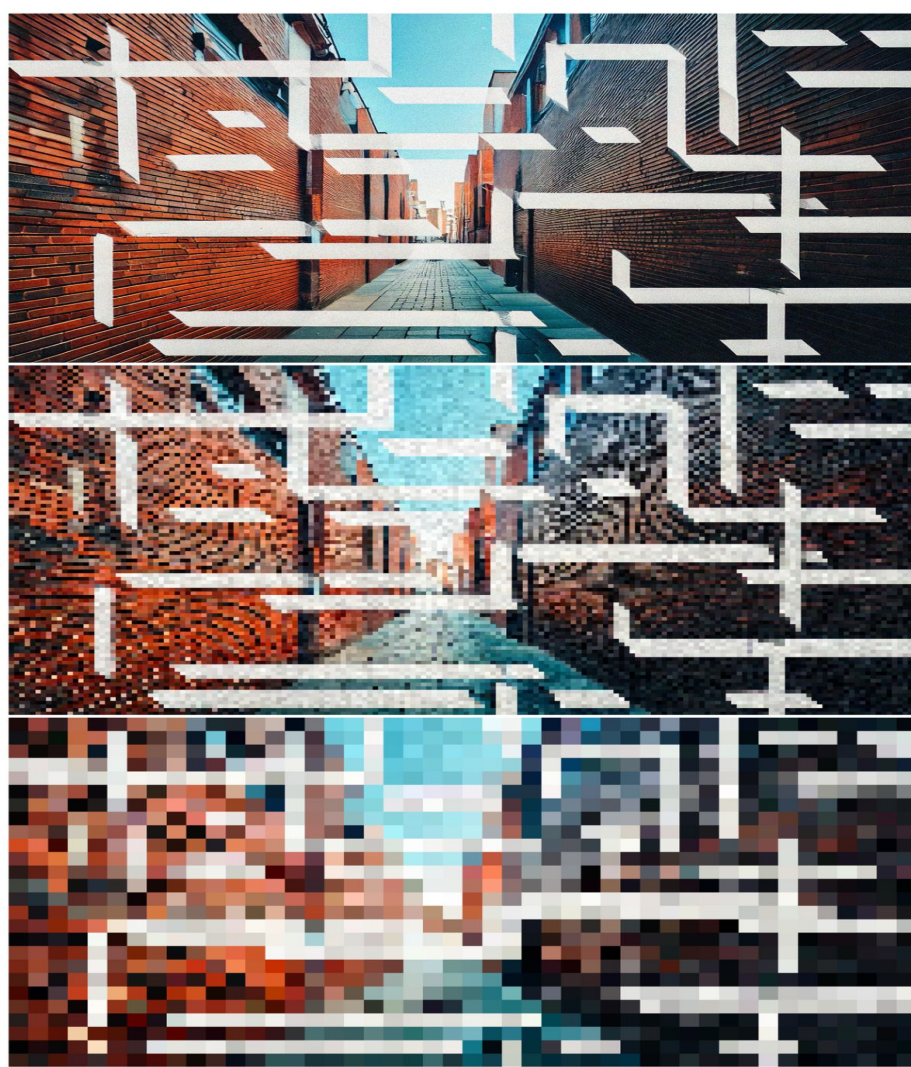
**Signal
processing**

03

**People
skills**

The Path+AI in 2026

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Technical Skills

— WHAT CHANGED

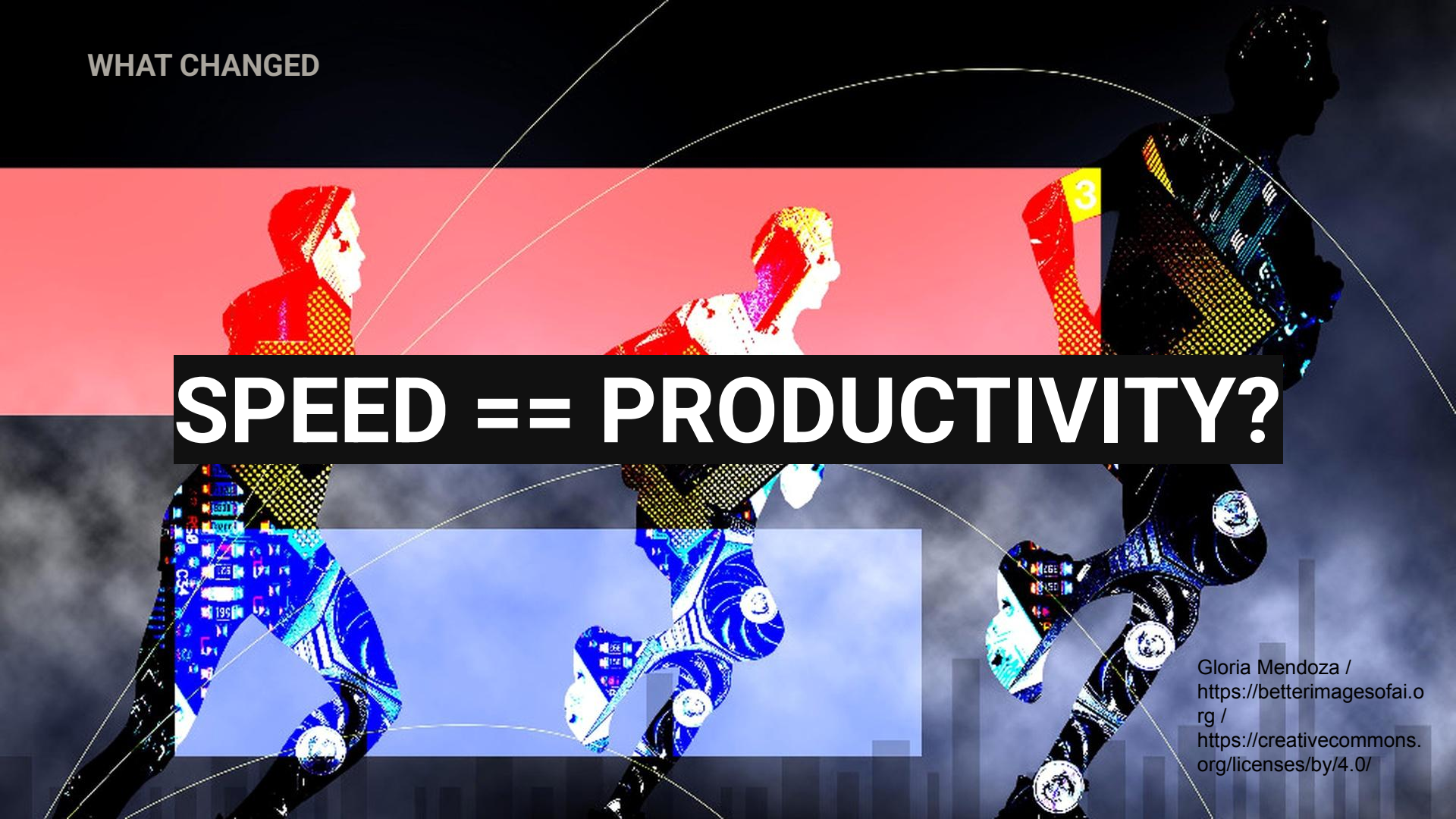
Before

Build the artifact

Now

Direct the agents

WHAT CHANGED



SPEED == PRODUCTIVITY?

Gloria Mendoza /
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Revisit staffing intuition.

Revisit team boundaries.

Revisit the risk model.

Security.

Liability.

Quality at speed.

Signal Processing

— THE ANTI-HIERARCHY CASE

“Companies move faster or slower based on information flow. Hierarchy and middle management impede information flow.”

— Jack Dorsey

Anna Riepe & FARI /
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Filter

Visibility



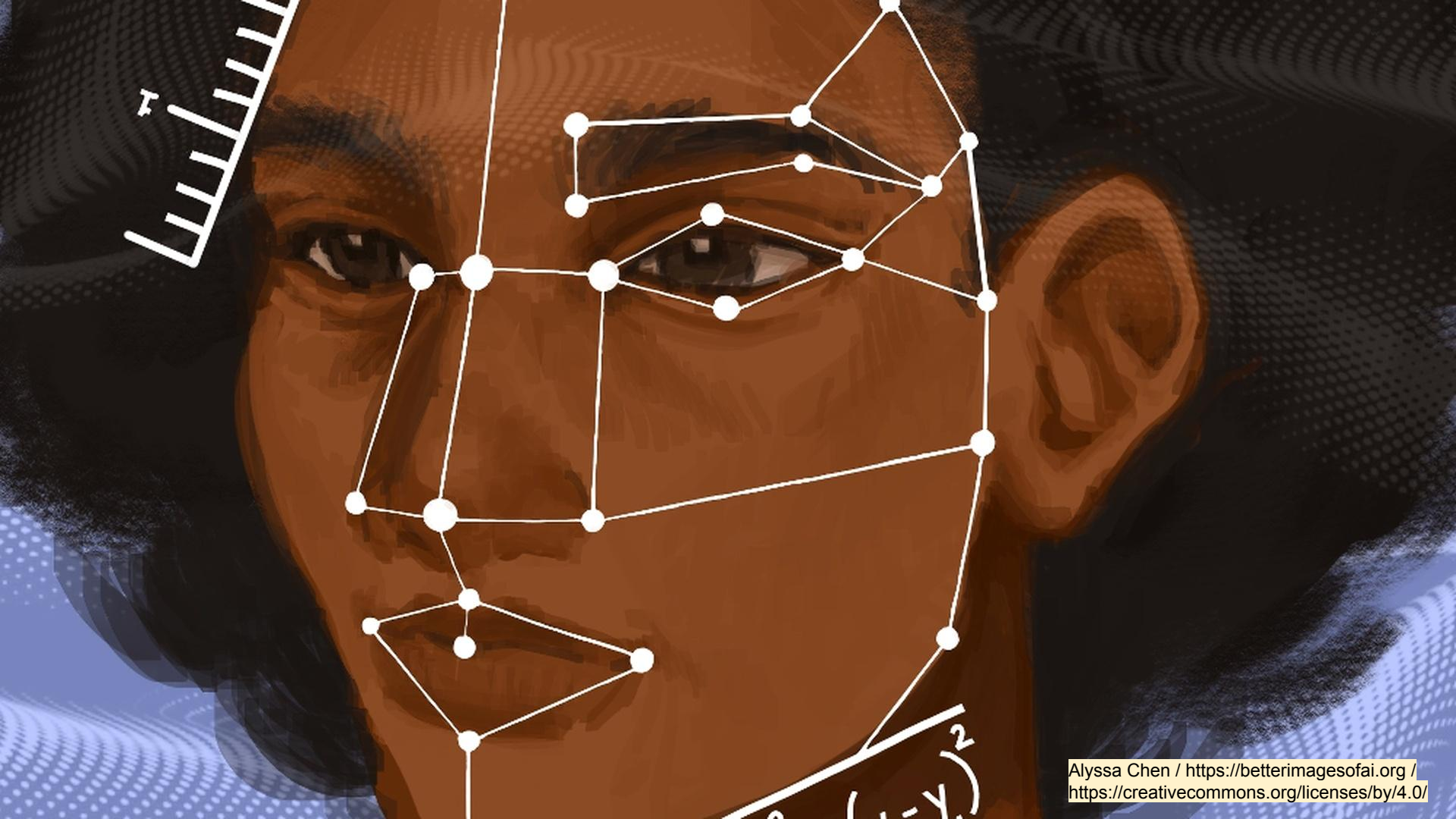
Understanding ?



Situational Awareness



Decision-Making



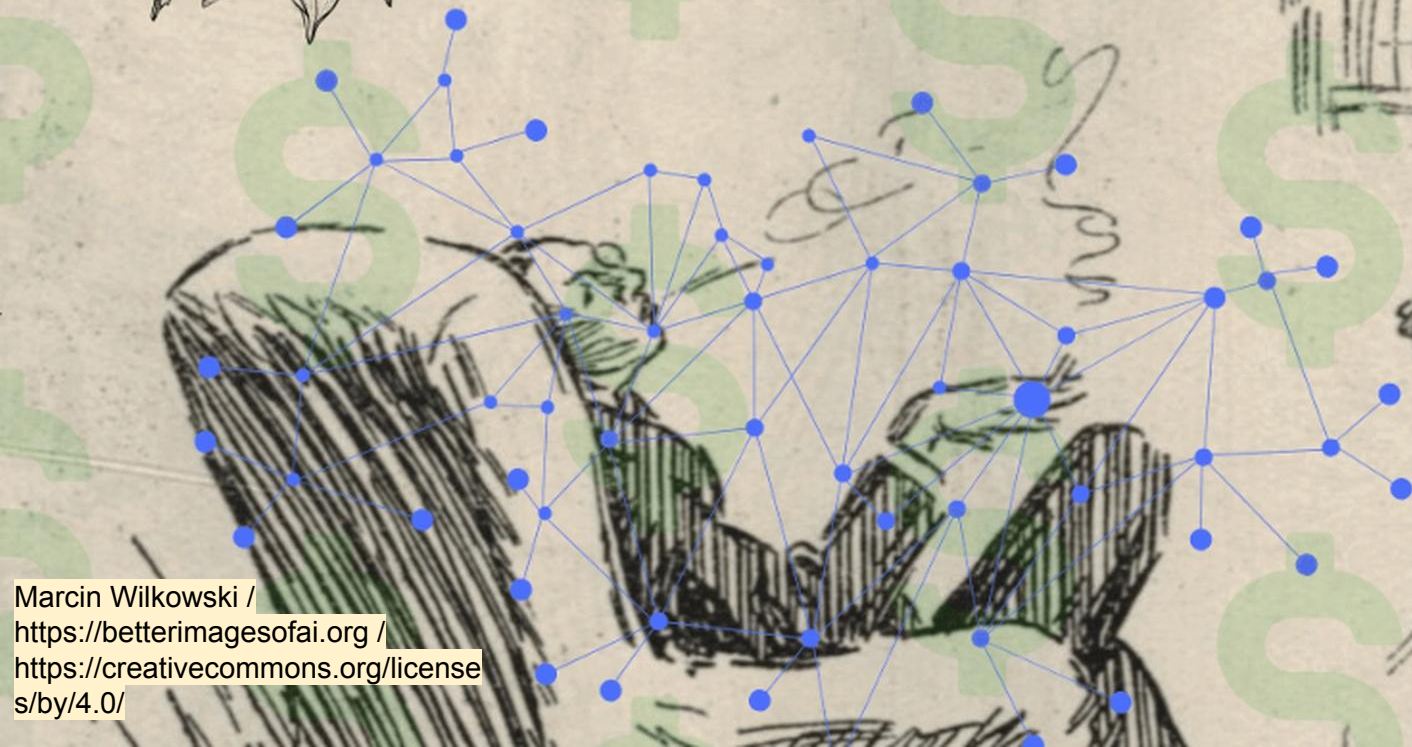
A COMPUTER

CAN NEVER BE HELD ACCOUNTABLE

THEREFORE A COMPUTER MUST NEVER
MAKE A MANAGEMENT DECISION

People

Asking More of Managers



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Who is supposed to build what?

When code is cheap, turf gets expensive.



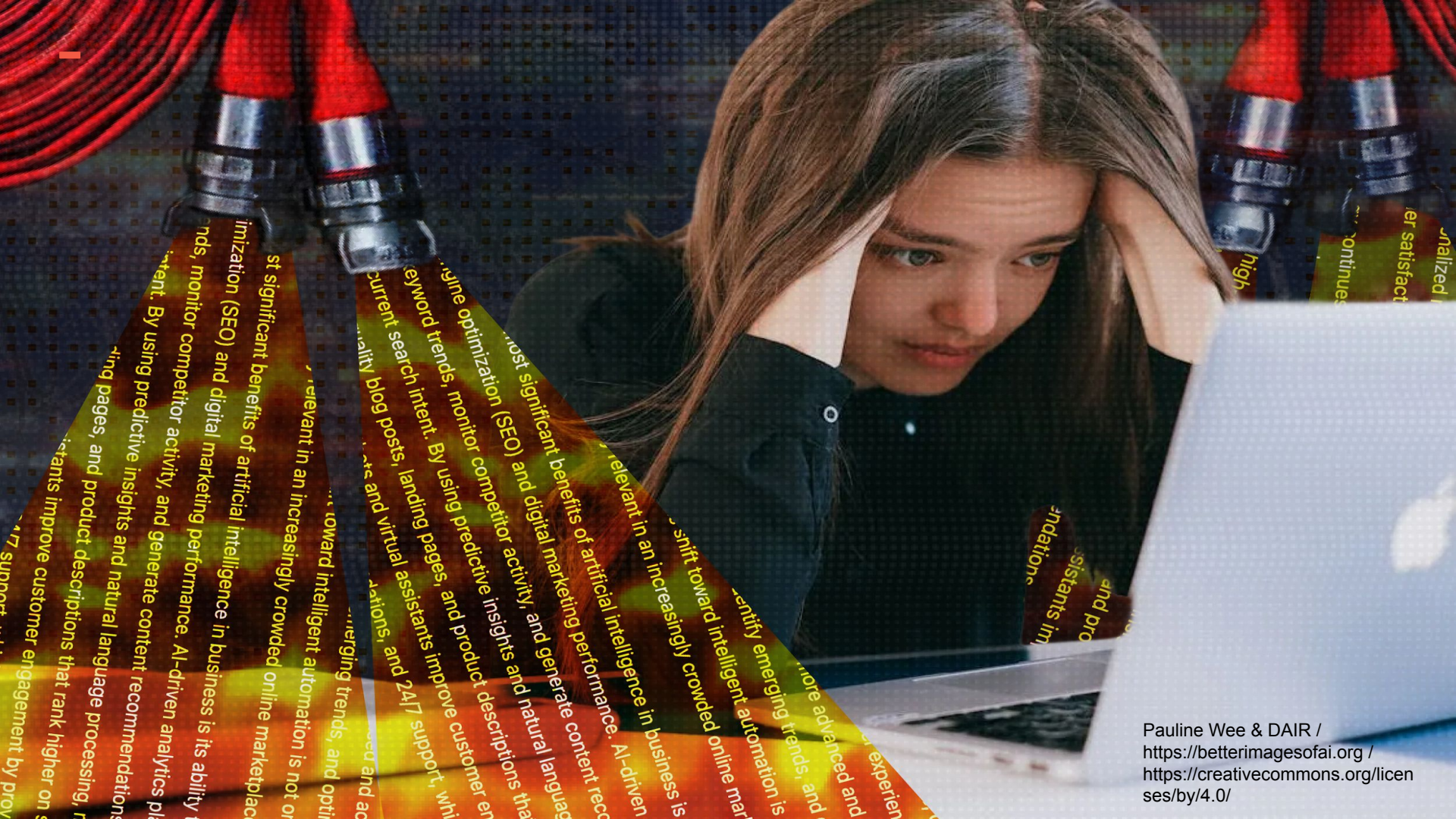
AI Corrupts the Cultural Channel and Undermines Trust

Jamillah Knowles & Digit /
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Warning: Depressing Interlude

Warning: Depressing Interlude

Warning: Depressing Interlude



most significant benefits of artificial intelligence in business is its ability to analyze large amounts of data and identify trends, and optimize search engine optimization (SEO) and digital marketing performance. AI-driven analytics platforms can monitor competitor activity, and generate content recommendations, and product descriptions that rank higher on search engines. By using predictive insights and natural language processing, AI assistants improve customer engagement by providing 24/7 support, which is relevant in an increasingly crowded online marketplace. AI-driven analytics platforms can monitor competitor activity, and generate content recommendations, and product descriptions that rank higher on search engines. By using predictive insights and natural language processing, AI assistants improve customer engagement by providing 24/7 support, which is relevant in an increasingly crowded online marketplace.

What do we do?

Do not regress to “easy”



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— IMPORTANT WORK

Evolve workflows.

Evolve policies.

Evolve standards.

Respectful AI Use

Do not throw slop over the wall and make someone else review it.



Follow Up On Surprises

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— REMEMBER THE GOAL

**Individual
productivity**

**Team
coherence**

Build shared understanding.

Meetings. Design. Conversation.

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2026 Reality?

9/12/2026



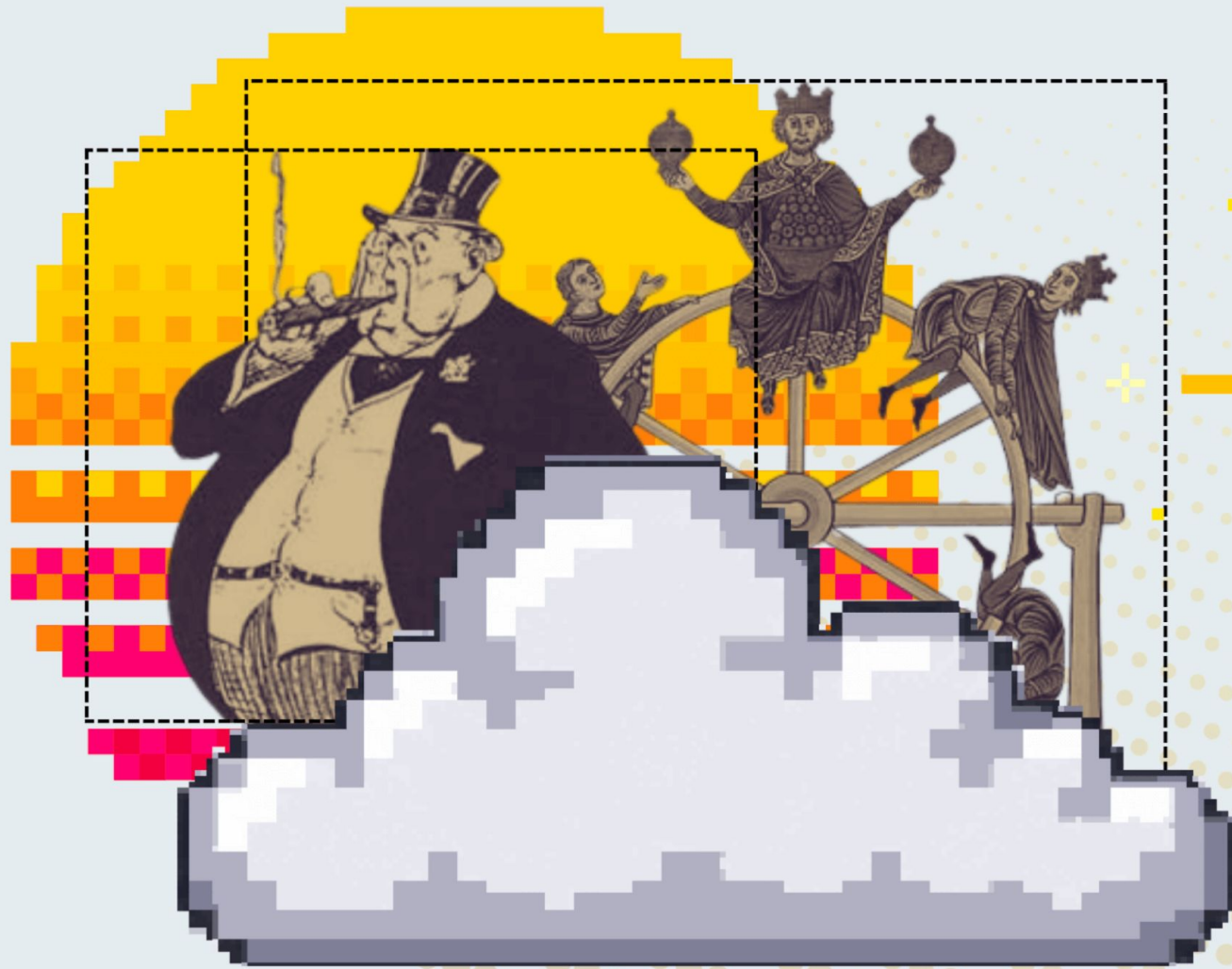
Meta asks some workers to become managers

The tech giant is offering voluntary leadership roles to employees in its artificial intelligence division. The move partially reverses a recent push to eliminate middle management and create flatter teams.

Always ask: “Who has
power in this system?”

Harper Reed

<https://harper.blog/2026/08/15/fugue-state-love/>



— ONE LAST THING

**Talk to people
more than Claude.**

**Help chart the
next path.**

Thank you!

<https://medium.com/@skamille>

 @skamille.themanagerswrath.com

