

The End of Work is Greatly Exaggerated: Technology Amplifies Labor, Not Erase It

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- Imagine yourself as a traveler. Today, I will take you on a journey with me. We will travel together, but we won't arrive at a destination. I will drop you at a crossroads, where you will be given a choice
- You will be prepared to choose, but what you choose? I will leave that up to you



Dalmo Cirne is a professional with three decades of experience in mathematics, computer science, and leadership. He has a degree in mathematics from SUNY (State University of New York) and is passionate about building products and enabling the next generation of leaders and individual contributors.

Dalmo is the author of "*The 4 Streams of Leadership*" and throughout this career has seen that many more fail in leadership and management due to unpreparedness than to incompetence.

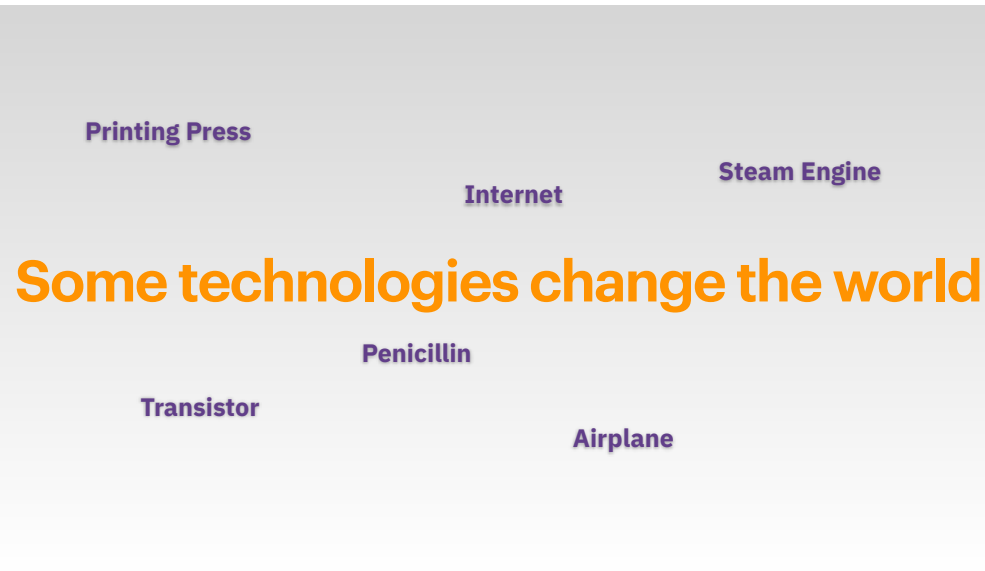
As an accomplished professional, he is the embodiment of his own teachings and frameworks. Some of his career highlights include participating in an IPO (Initial Public Offering), building and launching vastly successful products, and leading teams that have grown into highly performing organizations.

Dalmo currently leads Workday's Generative AI organization, building products loved by customers, and leading overachieving teams.

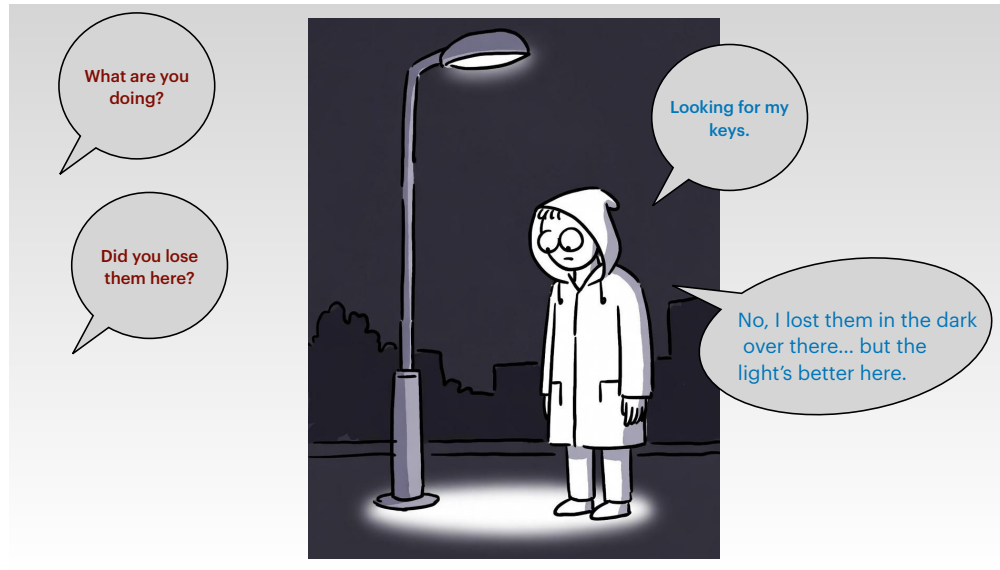
In the past, Dalmo worked for Disney, building their presence in the smartphone space by starting ScoreCenter. The product was a success, earning its own TV commercial and winning the prestigious Mobile Marketing Award in Innovation.

Prior, he contributed to RiskMetrics and participated in its IPO; played a critical role at mParticle, where he helped take the company from zero to one and to catapult the CDP (Customer Data Platform) market; and at Clarifai, he assembled and led the team that brought intelligent computer vision to the DoD (Department of Defense). His work there is classified and required him to obtain Secret level security clearance.

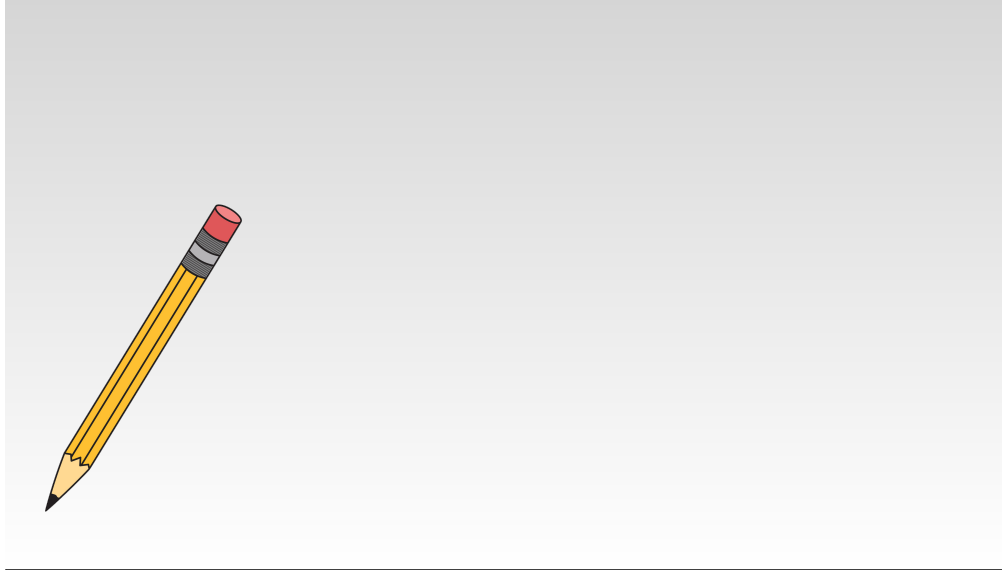
Dalmo is a recognized successful leader, book author, accomplished technologist, and inventor with granted patents.



- When new disruptive technologies arrive, they change the world
- People and systems were optimized for the existing ways, not the new ones
- Attacks, resistance, and smearing are just some of the expected reactions



- Some of us may have heard about the story of the person searching for their keys under the lamppost
- Anyone can find data to support their view. But is it backed by explanatory knowledge and does it hold up under scrutiny over time? Or is it a coping mechanism to deny reality?



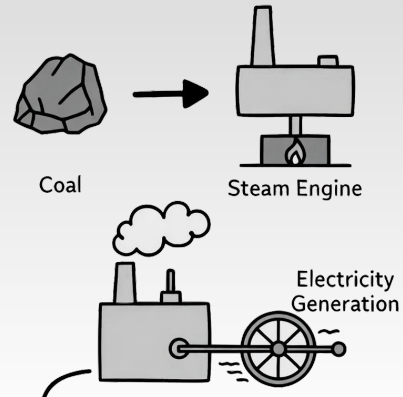
- At the time the pencil and eraser were introduced as a new technology in 1858, people feared it would cause carelessness in one's work, allowing easy mistake correction without accountability
- But in reality it meant unlocking a degree of freedom in the mind, since ideas didn't have to be fully formed before being put to paper. One could draft, erase, start over, and iterate over multiple versions
- The pencil made possible imagination prototyping. It was a disruptive technology
- Today, it is an abundant tool and cheap enough to be used by everyone. It's an invisible technology we take for granted. Will that be AI one day?

William Stanley Jevons



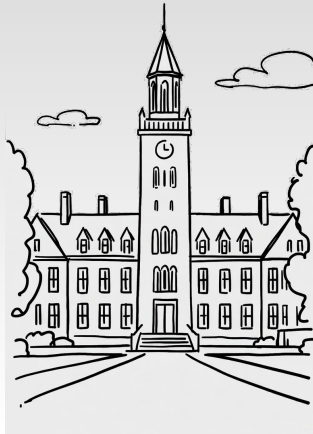
- In 1865, economist William Stanley Jevons shared his observation on "The Coal Question"

Jevons Paradox



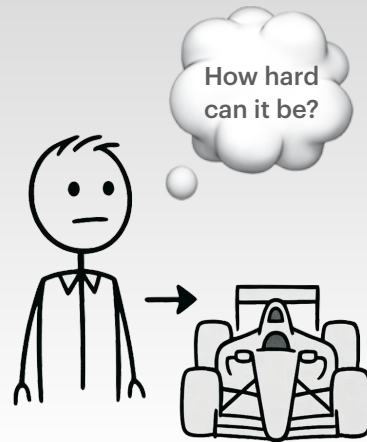
- Jevons observed that technological improvements increasing coal efficiency (e.g., Watt's steam engine) paradoxically boosted overall coal consumption, as lower costs spurred greater economic activity and demand. Formalized as rebound effect; applies to energy, resources, and now AI productivity gains.

David Dunning & Justin Kruger



- In 1999, Cornell psychologists David Dunning and Justin Kruger observed a peculiar behavior in their experiments: low-ability individuals overestimated competence, while high performers underestimated.

Dunning-Kruger Effect



- How many of you are a "professional" armchair sportsperson?
- The effect is also observed when an expert in a field expresses opinions in another field. This is an aggravated situation, because the person is an authority in one area, and people are predisposed to trust the expert's opinion in a different area, even though it is no better than the opinion of the average person

Decidability Paradox

"This statement is false."

– Alan Turing

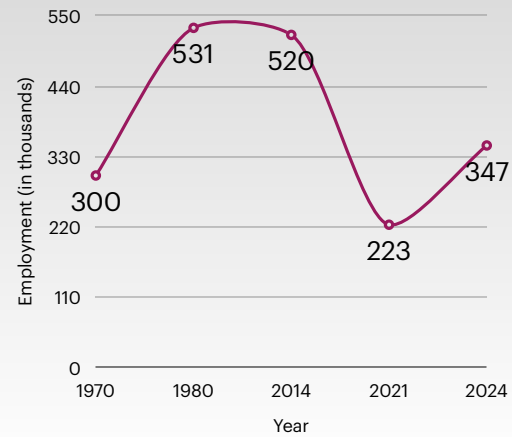
- if it's true, it is false. If it's false, it's true

ATMs & Bank Tellers



- The first ATM in the U.S. was installed on September 2, 1969, at Chemical Bank in Rockville Centre, NY

ATMs & Bank Tellers



*source: <https://www.bls.gov/>

- There are more Bank Tellers employed today than when ATMs were introduced
- Nowadays, their job is rarely is to dispense money
- It has changed into different activities such as loan assessment, notary, and customer relationship

Overfit

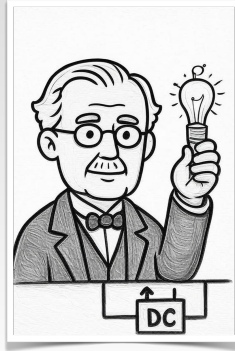


- Assume you sleep in this position, is this a good mattress?
- Are we too adapted to present day work and technology?
- Was there any other time in your career a new technology shifted the ground beneath your feet?

Overfit

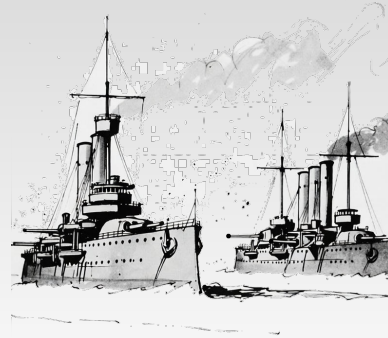
- A new technology is transforming the world
 - We wish we understood it better
 - What needs to happen to make this a commodity technology?
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Overfit



- Incredibly smart people can be [often are] mistaken
- Thomas Edison and Nikola Tesla went on a war of the currents in the 1880s and 1890s for transmitting electricity
- Edison championed DC: steady flow but voltage drops over distance, requiring power plants every mile. Tesla (with Westinghouse) backed AC: economical and easily stepped up/down via transformers for long-distance transmission
- In 1893, AC won the Niagara Falls contract and powered the Chicago World's Fair
- AC became the standard
- DC didn't "lose," on the contrary. It's widely used in other applications, such as electronics and battery powered devices

Hostile Opposition



- In 1890s, Percy Scott (British admiral) and William Sims (U.S. Navy Lieutenant) worked on continuous-aim firing for ship guns
- Sims observed Scott's technique (1899–1900), tested it on USS Kentucky, cut firing time dramatically
- They faced fierce resistance from senior officers, because the rank and pay system of the Navy was based on the existing technology
- He bypassed bureaucracy via direct letters to President Theodore Roosevelt (1902), leading to fleet-wide adoption by 1903.

Evaluating the Impact of AI on the Labor Market

"Overall, our metrics indicate that the broader labor market has not experienced a discernible disruption since ChatGPT's release 33 months ago, undercutting fears that AI automation is currently eroding the demand for cognitive labor across the economy.

While this finding may contradict the most alarming headlines, it is not surprising given past precedents."

Source: Yale University, October 2025

<https://budgetlab.yale.edu/research/evaluating-impact-ai-labor-market-current-state-affairs>

- A study from Yale University, published on October 2025 acknowledges public anxiety about AI, but the data does not support the claims
- It contrasts AI with other periods of technological change, such as the introduction of personal computers (1984) and the internet (1996)
- It measures changes in occupational mix across major industries: Natural Resources and Mining, Construction, Manufacturing, Trade-Transportation-and-Utilities, Information, Financial Activities, Professional and Business Services, Education, Health Services, Leisure and Hospitality, Other Services

Quiet Quitting

- Remote vs. In-person
 - Doing the bare minimum not to get fired
 - Working on a side project
 - Wasting the day pretending to work (e.g., watching videos)
 - Is the responsibility of the company and the other employees to carry the weight of non-contributing people?
 - Why does it happen and what are the real costs?
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A Practical Example



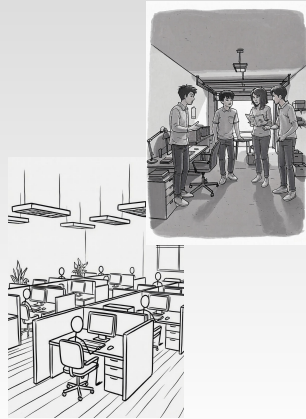
- Imagine an established SaaS company whose products includes managing hospitals, clinics, staff, billing, exams, and so on
- Much is being said about how AI threatens to disrupt these and other businesses

A Practical Example



- AI could be used to replicate their software in a fraction of the time, with a much smaller team

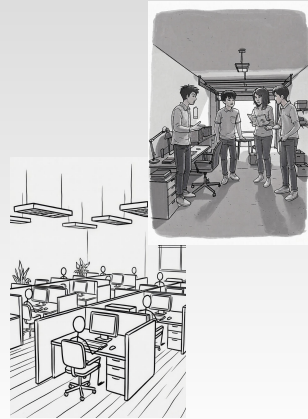
A Practical Example



SOC2 PCI DSS
HIPAA
GDPR ISO 27001

- The software is only part of the equation
- For instance, there are key certifications for handling data. There are many subjective and qualitative interpretations in the regulations
 - Who needs access to the information and for how long?
 - Periodic review of granted access. Are they up to date? Did the person move to a different team, and the role is no longer appropriate? Ideally, systems would update this information immediately, but in reality, not all parts of a system are integrated seamlessly; you will need to review permissions.
 - Procedures for immediate remediation in case data was accessed inappropriately

A Practical Example



Auditing

SOC2 PCI DSS
HIPAA
GDPR ISO 27001

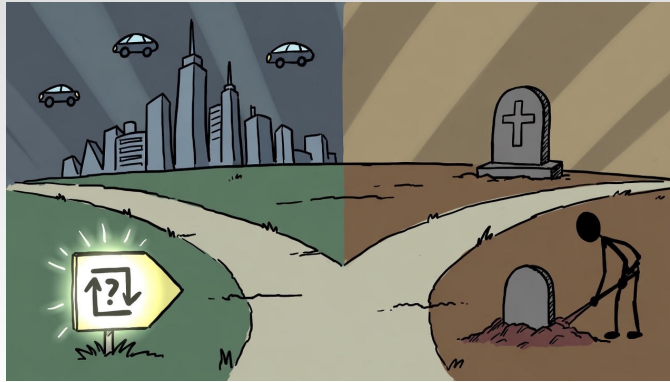
- Auditing and accountability stand out as items of particular importance
 - Assessment of involuntary error or fraud are crucial
 - Auditing is an activity that is either 100% or 0%
 - A half-baked solution would create more work, since you wouldn't know where errors happened and must review the entire process
- An AI agent could help with navigating the process, interpreting requirements (regulations), and identifying anomalies. It would help with the dull and repetitive parts of the job, and enable the people to focus on the other aspects

Authentic Labor

Authentic labor lies not in this 'technology' or that 'automation,' but in how it is woven in the tissue of the human lives touched by it.

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- AI has the potential to accelerate progress such as learning, efficiency, and automation
 - It's a transformational tool, and we are so good at devising ways of using new tools

Choose Wisely



- This is our crossroads. I leave the choice up to you

The Conversation Continues Here and Online.

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