

The Singularity of Job Roles

In an era of commoditised intelligence, your value is not how intelligent you are: it is how intelligently you harness AI

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1. Roles Are Collapsing

For the last few years, we have watched job roles in software engineering collapse. Front-end engineer, back-end engineer, QA, automation, DevOps; these were distinct titles with distinct career ladders. Agentic Software Engineering has made those boundaries irrelevant. A single engineer working with agents can now spec the product, write the feature, compose the tests, set up the pipeline, and monitor production in one sitting. The specialist titles did not merge. They evaporated.

What remains is a much smaller set of meta-roles: **builders** and **verifiers**. That is the new job family in engineering. And when you try to generalise this pattern to every other function like marketing, finance, operations, HR the same compression is visible. AI agents absorb coordination, reporting, scheduling, follow-ups, routine analysis. The tasks that once justified dozens of specialist/leadership titles disappear into the agentic layer.

2. Two Types of Jobs

When you take this singularity to its logical end, a stark binary emerges. There will be only two types of jobs: jobs in which you direct AI, and jobs in which AI directs you.

The first type is the leader not by title, but by function. These are the people who know what needs to be done. They define the problem, set the direction, and evaluate the output. They sit at the top of the organisation and their primary job is to direct agents that, in turn, direct the frontline. The second type is the frontline itself: the warehouse picker, the retail associate, the field technician. Their work is irreducibly human: it requires physical presence, sensory judgment, or trust-based interaction with a customer. But the way they receive instructions, the sequence they follow, and the method by which their output is verified all of that is now governed by agents.

The middle layer, the people who used to relay instructions downward and report status upward is gone. Agents will do that now. Completely, autonomously, and in a continuous loop. The executive layer directs AI. AI directs the frontline. AI verifies whether the direction was followed. The entire coordination machinery of the traditional organisation is replaced.

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3. Prisoners of Designation

This is where the real problem starts. If the new structure demands that leaders direct AI, then the binding constraint is not technology. It is clarity of intent. You can only direct AI once you know what you want it to do. And most people in leadership positions today vaguely know what they want.

They are prisoners of their designation. They hold a title like VP this, Director of that and the title came with a team, a budget, and a set of rituals: reviews, stand-ups, steering committees. The title gave them authority. But authority is not the same as clarity. When you strip away the team and hand them an agent, they freeze. They cannot articulate what they want built because they never had to. The team used to figure it out.

On the other side, you will find people who have no attachment to their designation at all. They pick up tools. They experiment with agents. They start directing work at a pace the organisation has never seen. These people may not have grand titles. But they have the one thing that matters: they know what they want, and they know how to tell a machine to go get it.

The gap between these two groups will become the defining fault line inside every organisation. Designation will not protect you. Tenure will not protect you. Only your ability to direct AI or to be directed by it with discipline will determine your place in the new structure.

4. The New Grading System

Every existing designation in an organisation will have to be re-examined not for whether it can be enhanced with AI, but for whether it survives the Singularity at all. Titles that exist to coordinate, relay, or report will not survive. The organisation's grading and incentive system must shift entirely. People will be graded on one axis: their ability to harness AI. Those who direct it with clarity will lead. Those who execute under its direction with discipline will endure. Everyone else will be replaced not by AI, but by someone who uses AI better than they do.

The frontline will continue to exist not as a cost centre to be minimised, but as the human surface where customers are served and trust is built. That work endures because it requires a human. But even the frontline will operate inside an agentic loop: directed, measured, and verified by agents that never sleep.