



EXPERIENCE ISN'T EXPIRING

A perspective from Clark-Latham Consulting

The value of the mature employee in the age of AI

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THE VALUE OF THE MATURE EMPLOYEE IN THE AGE OF AI

01

EXPERIENCE ISN'T EXPIRING

Experienced professionals are watching AI, rapidly advancing technology and a new generation enter the workforce and asking, "Where do I fit now?" But experience isn't the problem. The better question is how experience needs to evolve.

Tenure alone isn't the value. What you learned from it is. Years of transformations, reorganizations, changing customers and decisions that worked—and didn't—create context and judgment.

NEXT STEP

Ask what your experience now enables you to see, decide or contribute that you couldn't earlier.

02

WHAT AI DOESN'T HAVE

AI can analyze thousands of data points at extraordinary speed. But it hasn't spent decades learning how an organization behaves when things go wrong, earned trust with a skeptical team or watched a technically brilliant strategy fail because the organization wasn't ready.

Information and wisdom are not the same thing. Experienced professionals bring context, pattern recognition, nuance and judgment—and in an AI-driven world, judgment may become more valuable, not less.

NEXT STEP

Identify the judgment, context and pattern recognition you bring that technology alone cannot replicate.

03

EXPERIENCE ISN'T PERMISSION TO STAND STILL

Experience is valuable, but experience without continued learning can become a limitation. The question isn't simply, "I've been doing this for 30 years." It's, "What am I learning in year 31?"

We don't have to become technologists. But we do need to become technologically curious: use AI, ask questions, understand its limits and learn from colleagues who may know something we don't.

NEXT STEP

Choose one way to use AI in your work and one new capability you will deliberately learn this year.

04

GENERATIONAL COLLABORATION

This shouldn't be experienced employees versus younger employees. Younger professionals may bring digital fluency, fresh assumptions and a willingness to question processes previous generations accepted. Experienced professionals bring institutional knowledge, relationships, resilience and judgment.

The future of work shouldn't be generational replacement. It should be generational collaboration. The 27-year-old may know the newest technology faster; the 57-year-old may know which problem is actually worth solving.

NEXT STEP

Pair emerging technology fluency with organizational wisdom and see what becomes possible together.

05

DISCOVERING YOUR VALUE ADD

For experienced professionals, the inventory shouldn't begin with "What have I done?" It should begin with "What do I know how to do because of everything I've done?" Can you create clarity from ambiguity, recognize a problem before the data reveals it, build trust, coach difficult decisions, connect strategy to execution or influence without authority?

Those aren't résumé bullets. Those are capabilities. And capabilities travel with you even when technology changes the tasks around them.

NEXT STEP

Name three capabilities you can carry forward even as technology changes the tasks around them.

06

FROM EXPERT TO MULTIPLIER

Perhaps the greatest opportunity for the mature employee is to stop thinking only about being the person who knows the answer and become the person who multiplies capability around them.

Mentor. Coach. Connect. Challenge. Translate. Use AI to amplify your productivity, and use your experience to amplify the people around you—helping organizations understand not only what technology can do, but how people, customers and cultures will respond.

NEXT STEP

Choose one person, team or relationship where your experience can create leverage beyond your individual contribution.

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MAYBE WE'RE ASKING THE WRONG QUESTION

The mature employee shouldn't be asking, "Can I compete with AI and the next generation?" That assumes we're all competing for the same value. We're not.

A better question is: "What can I contribute now that I couldn't have contributed 20 years ago?" That answer is probably where your value lives.

NEXT STEP

Write down the contribution you can make today because of both your experience and what you're still willing to learn.

08

THE OPPORTUNITY

Technology will continue to change. New generations will enter the workforce. Roles will evolve and some skills will become obsolete. But experience doesn't have to become obsolete with them.

The future of work needs more than people who understand the newest technology. It also needs people who understand customers, organizations, relationships, consequences and people. The opportunity is turning experience into value for what comes next.

NEXT STEP

Combine what you've learned with what you're still willing to learn—and make that combination your advantage.

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