

What to do when your industry won't stop changing?

Nordic Testing Days Keynote / Kristel Kruustük



We have been
here before...



Jane Wakefield: Keep on believing the Internet hype

We are abandoning the Internet to get back to the real world but how long will the backlash last?

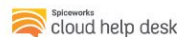


Written by Jane Wakefield, Contributor

Dec. 8, 2000 at 7:01 a.m. PT



What the Americans start, Europe usually copies. So expect the Stateside Internet counter-revolution to wend its way over to those of us in quaint old England who are foolishly still enjoying ourselves on the Web.



▲ Ask HN: What was the job market like during the dot-com crash?

189 points by MalcolmDiggs on Dec 22, 2014 | [hide](#) | [past](#) | [favorite](#) | [155 comments](#)

You made it through by being versatile. Not by starting to learn while you were job hunting, but being prepared when jobs were aplenty.

You had to be ready to be employed in a non-VC funded world, doing boring things.

I liken it to today, where you have an abundance of 6-week boot camps and developers writing code against the sexy Javascript framework du jour. Those developers will starve if we hit another period where VC dries up.

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First, it was outsourcing

The outsourcing debate: A tale of two cities

From techie to truck driver in Silicon Valley. From tea broker to techie in Bangalore. The wave of jobs heading offshore causes wrenching loss – and produces enticing gains.

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March 30, 2004, 2:02 PM CST / Source: Forbes

By Kerry A. Dolan and Robyn Meredith

Sarah Beaver rode the bubble at Cisco Systems, building her career as a Web producer in five years at the once-roaring maker of network routers. She managed to lift her salary to \$60,000 a year and save enough cash for a down payment on a new condominium. She was closing on the condo last April when Cisco laid her off. "I panicked. The first person I called was my real estate agent." Beaver, 36, moved back in with her parents in Stanford, Calif.

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UNION AI

Investing \$250 With AI Could Generate A Second Income





Companies realized some things were better off assigned to internal teams.



A machine producing a bit **is not doing the testing**; the machine, by performing checks, is accelerating and extending our capacity to perform some action that happens as **part of the testing that we humans do.**

- Michael Bolton



Now, it's AI...



CAREERS

I know this is real because it happened to me first

Here's the thing nobody outside of tech quite understands yet: the reason so many people in the industry are sounding the alarm right now is because this already happened to us. We're not making predictions. We're telling you what already occurred in our own jobs, and warning you that you're next.

For years, AI had been improving steadily. Big jumps here and there, but each big jump was spaced out enough that you could absorb them as they came. Then in 2025, new techniques for building these models unlocked a much faster pace of progress. And then it got even faster. And then faster again. Each new model wasn't just better than the last... it was better by a wider margin, and the time between new model releases was shorter. I was using AI more and more, going back and forth with it less and less, watching it handle things I used to think required my expertise.

Then, on February 5th, two major AI labs released new models on the same day: GPT-5.3 Codex from OpenAI, and Opus 4.6 from Anthropic (the makers of Claude, one of the main competitors to ChatGPT). And something clicked. Not like a light switch... more like the moment you realize the water has been rising around you and is now at your chest.

I am no longer needed for the actual technical work of my job. I describe what I want built, in plain English, and it just... appears. Not a rough draft I need to fix. The finished thing. I tell the AI what I want, walk away from my computer for four hours, and come back to find the work done. Done well, done better than I would have done it myself, with no corrections needed. A couple of months ago, I was going back and forth with the AI, guiding it, making edits. Now I just describe the outcome and leave.

Block CEO Jack Dorsey, Salesforce CEO Marc Benioff, and others. Images, AP Photo/Markus Schreiber, Sajjad Hussain/Getty Images

Nearly worke

High-salary en employees face

Published Sept. 22,

place shows

l entry-level



Three waves. Same advice.

Yet, we are still here.



Why I'm here.

Replacing humans never goes as planned

← Post



Sebastian Siemiatkowski
@klarnaseb

I first tried ChatGPT last November, and it was like magic - super impressive. It felt like when I opened the internet for the first time 20 years ago. So I instantly got in touch with Sam over at OpenAI and I said, "Look, I want Klarna to be your favorite guinea pig." I think that's the way to deal with these things when you see a dramatic shift like this. You just have to dive in and learn and understand it. A couple of months later we were the first European company, and the first fintech globally, to partner with OpenAI.

Since then I have been thinking a lot about how AI will change banking and shopping, and society in general. So I decided to write down my thoughts into a blog.







But human jobs are fundamentally changing

Why IBM let go of 8,000 employees for automation and then rehired the same amount shortly after?



Brian Ivan Cusanto

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Jul 3, 2025



Yes, you aren't wrong read that my words. IBM laid off 8,000 roles for automation... only to rehire just as many soon after; but this time, in more strategic, human-centered roles.



Dr Nici Sweaney · 3rd+

Ethical AI Strategist & Futurist | Global Speaker | TEDx | For...

10h · 🌐

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ClickUp fired 22% of its workforce and replaced them with 3,000 AI agents.

The survivors got a salary band up to \$1 million.

The condition: create "outsized impact using AI." This is a preview of the org chart we're all heading toward, and the one skill getting paid in it.

The internal pitch was building a "100x org." Strip the team. Replace with agents. Pay the people who survive like founders if they can get the agents to perform.

There's a version of this where it's empowerment. Another where it's coercion in a salary band. Both are probably true. What's harder to argue with is the direction.

In this model, the most rewarded people in an organisation aren't the ones who know the most. They're the ones who get the most out of AI.

That is a completely different skill. It's not technical. It's not "I can use ChatGPT." It's taste, judgement, knowing what to brief, what to edit, what to throw away, what needs your hands and what doesn't.



Companies filled with regrets

50%

of companies will rehire
the same roles within 12
months

(Forrester)

55%

already regret replacing
human jobs with AI

(Orgvue and Forrester)

42%

say rehiring has already
canceled any savings
from layoffs

(CareerMinds)



We're being told a story
of doom and gloom.





AI Promises a Lot... But Does It Deliver?

AI Could Make Coders Obsolete in Two Years, AWS Chief Predicts

Amazon Web Services CEO Matt Garman is not the first to envision AI doing the bulk of software development.



By [Jose Antonio Lanz](#)

Aug 23, 2024

3 min read

← Post



Mustafa Suleyman ✓

@mustafasuleyman

LLM hallucinations will be largely eliminated by 2025.

that's a huge deal. the implications are far more profound than the threat of the models getting things a bit wrong today.

10:00 AM · Jun 9, 2023 · 3.3M Views



295



363



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457



Read 295 replies

BUSINESS · 5 MIN READ

AI is replacing human tasks faster than you think

UPDATED JUN 20, 2024



By [Matt Egan](#)



If everyone is losing
their jobs, **who's**
buying products?



The humans who thrive
through change **prioritize**
the same things

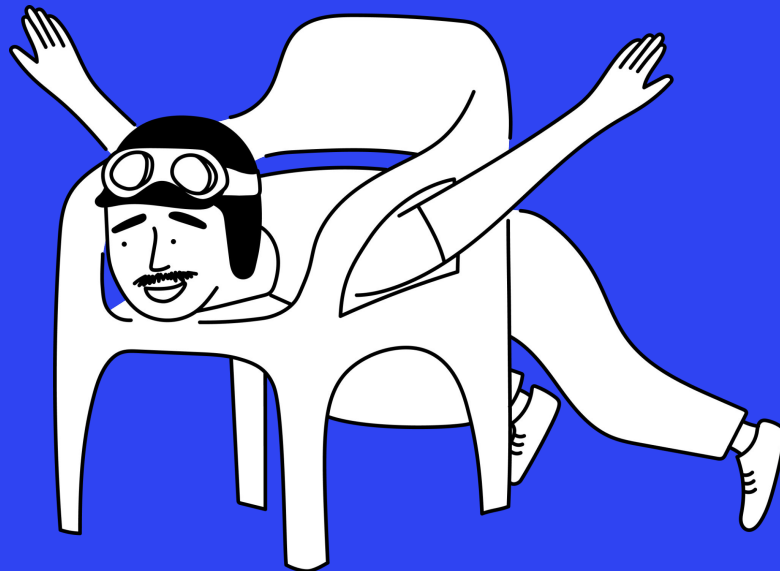


Curiosity over comfort

They don't treat change as a threat

They stay curious

They prioritize learning





"To find our way through this, we need deep curiosity, a good deal of humility, and sustained conversation. The simple takeaway is to go and thoughtfully engage with AI."

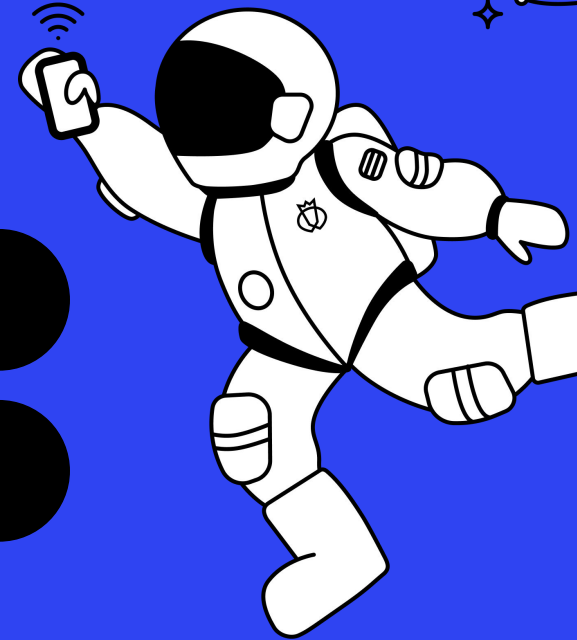
- Lance Eaton

Owning the why, not the how

Tools change, but the instinct for what could go wrong stays

They aren't afraid to ask why things are being done this way

They don't define their role by the tools they use



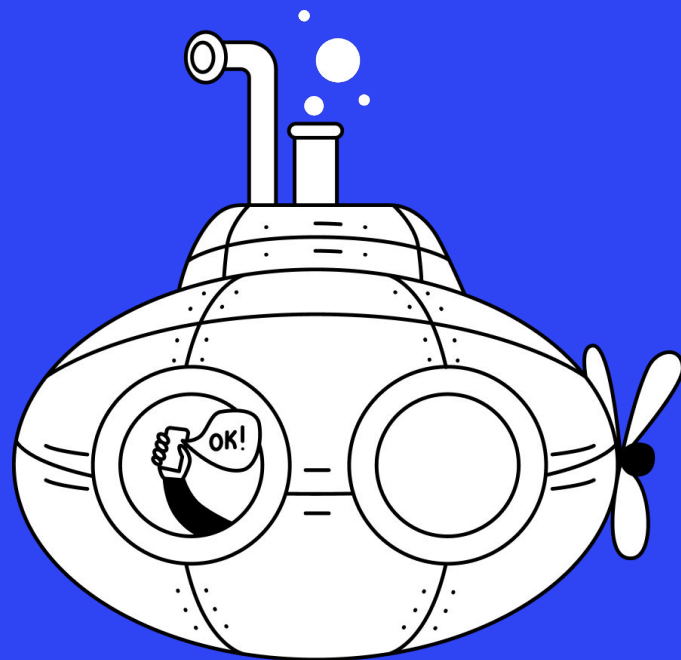


Building range, not just depth

They build broad skills

They learn how to talk to different stakeholders

They know that range gives them options





A bias toward action

They experiment early, even if they aren't great at it

They aren't afraid to look like novices while they learn

They don't wait to feel ready, instead they build expertise along the way



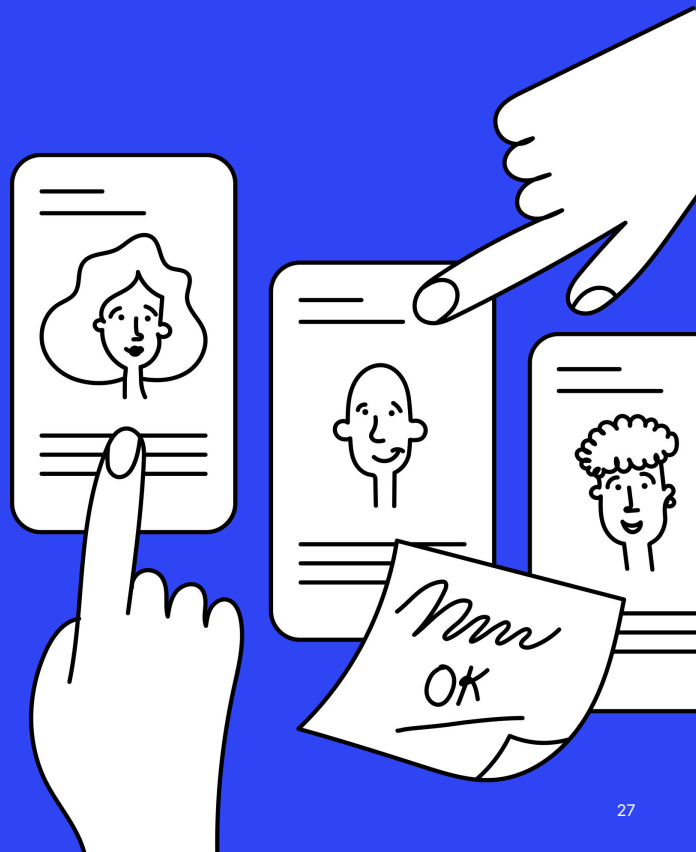


Knowing what only you can do

They know not everything needs to change

They share a healthy level of skepticism

They have deep empathy for users and their needs





What can you do in the
next 6-12 months?



1) Start small:

Set an immediate goal

Build the muscle to test AI

Stay skeptical

Keep learning





2) Shift from execution
to judgement.



Ask: What happens when things go wrong, and who gets hurt?

When AI Hurts Real Humans: Angela Lipps

- Mother of three. Grandmother of five.
- Never been to North Dakota.
- Spent five months in jail, because of a robbery in North Dakota.
- The AI was 99% confident.



"At some point, our partner agency over at West Fargo purchased their own AI facial recognition system that we were not aware of at the executive level ..., and we would not have allowed that to be used, and it has since been prohibited"

When AI Hurts Real Humans: Vibe Coding

- A medical professional saw a video and learned vibe coding.
- "Anyone can build software with AI."
- So they did.



"Thirty minutes in, I had full read and write access to all patient data. Everything was unencrypted and completely exposed to the open internet."



3) Share your findings with peers.



4) Avoid:

Waiting for clarity

Comparing yourself to others

Stop reading every prediction





This isn't the last wave of
change. Resilience is the only
way to survive the next one.



Thank you!

Crowdsourced testing, powered by AI.

