

At Anthropic, staff are becoming managers of AI agent teams

AI agents started by staff now work 6 times their hours.

Juniors fell from 27% of technical hires to 9%.

People are the bottleneck: in interactive sessions, agents spend about 80% of the time waiting for one.

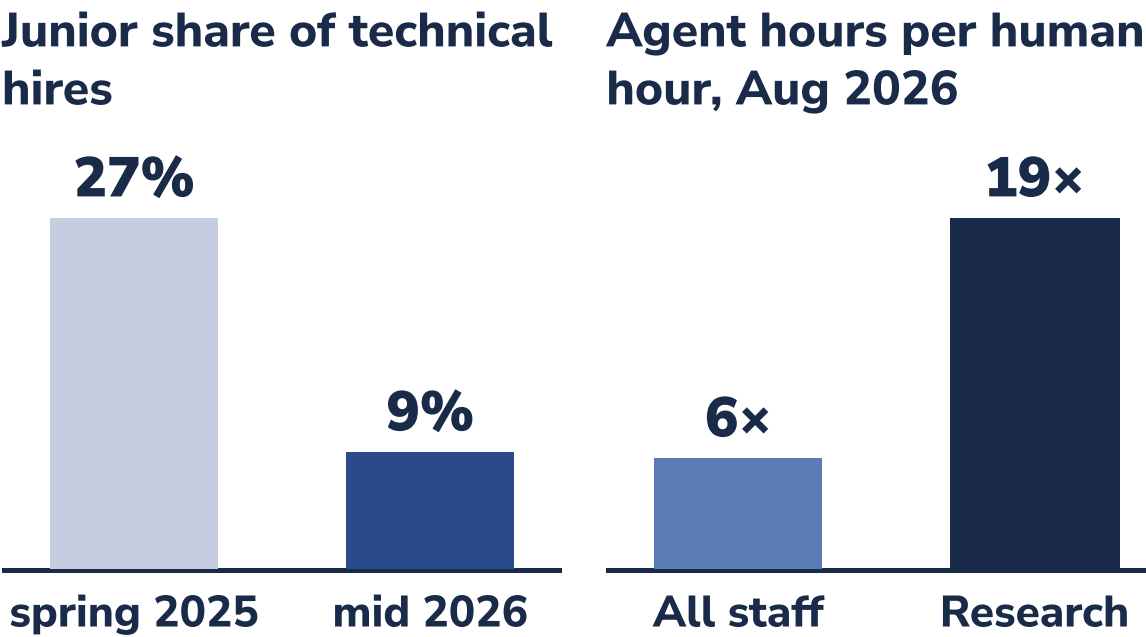
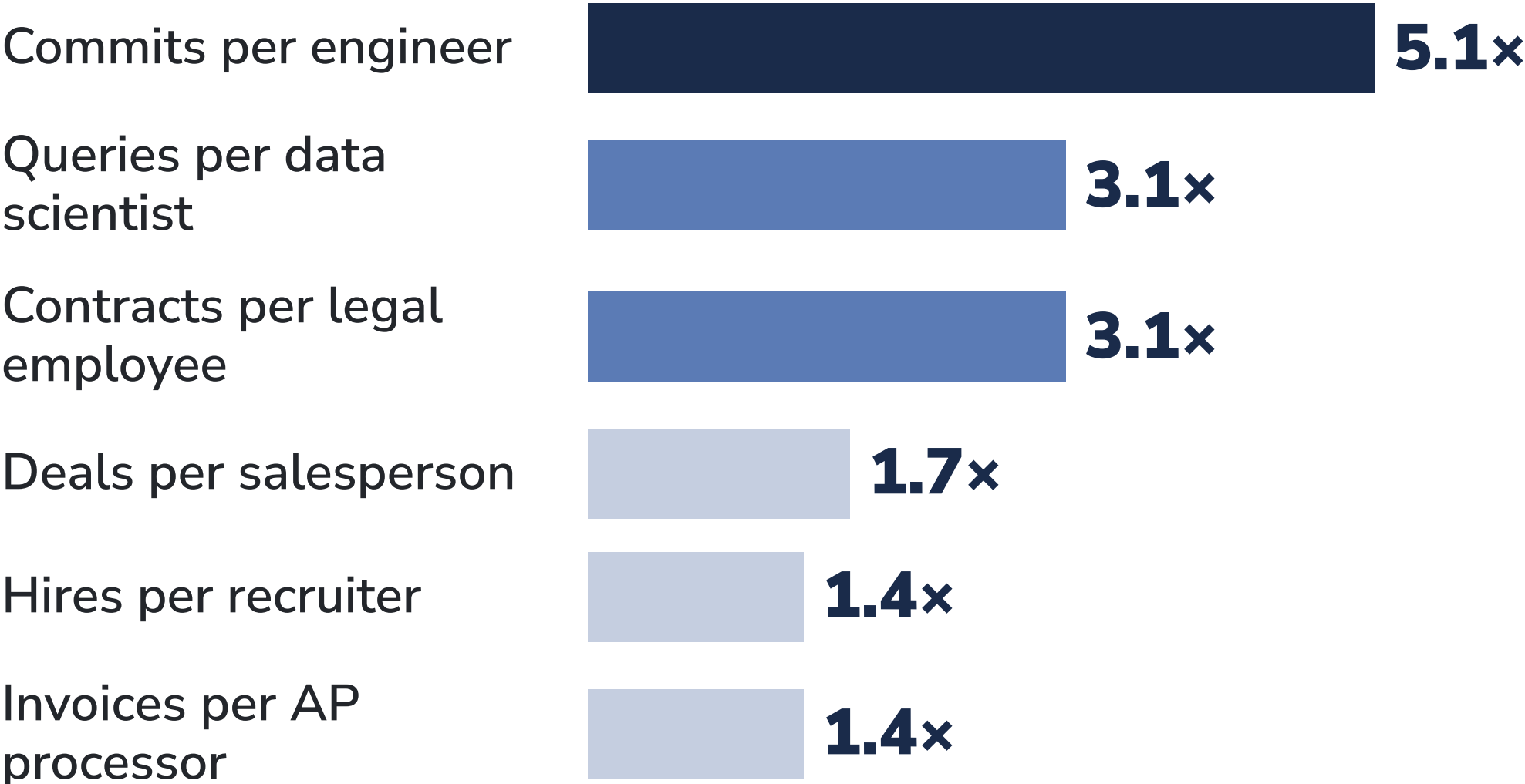


“Anthropic could be a leading indicator of how AI will shift work organization, hiring, and labor demand across the economy.”

The Anthropic Institute, on its own company

Output per person rose in every function measured, and fastest in engineering

Output per person, mid 2026 against December 2025



Anthropic also tripled in size over the year and its business boomed. Staff chose when to adopt agents, which the report says can bias the estimates.

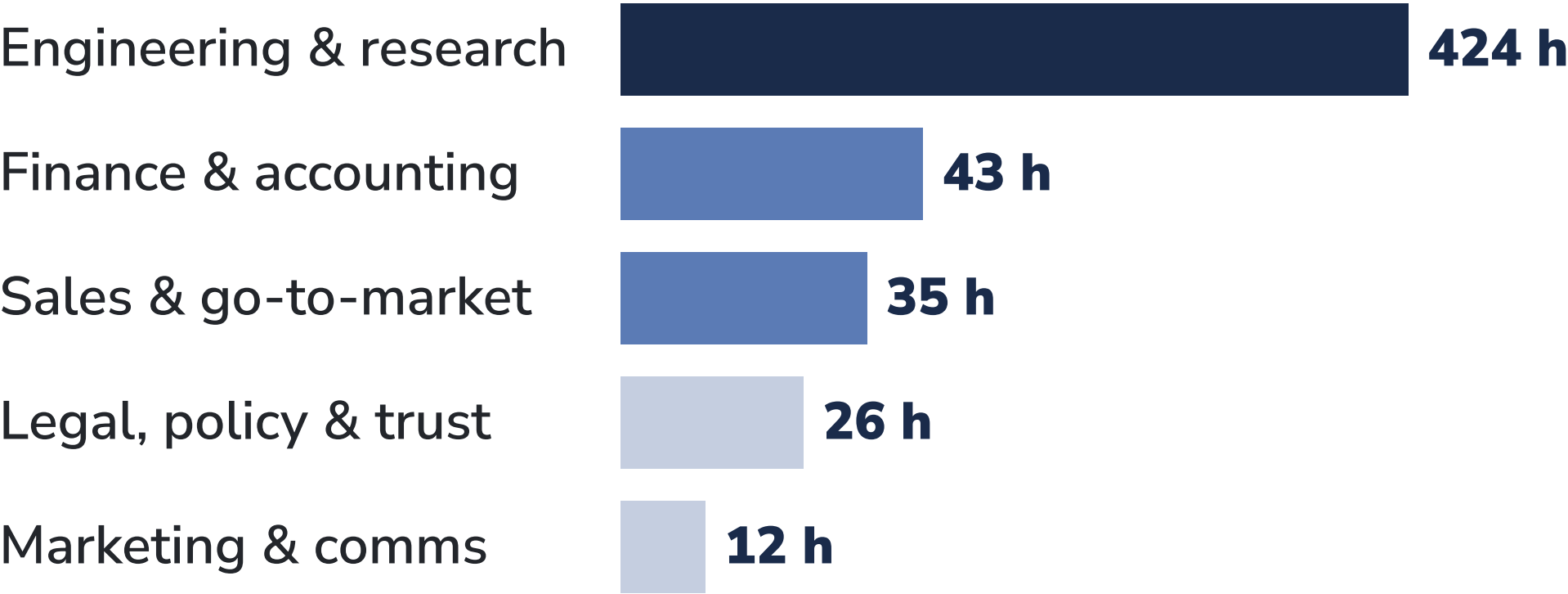
Human attention is now the bottleneck

~80% of an interactive agent session is spent idle, waiting for a person.

AN ANTHROPIC ENGINEER

“an army of Claudes, with every one asking for my attention.”

Hours a week to read one person’s agent output, spring 2026



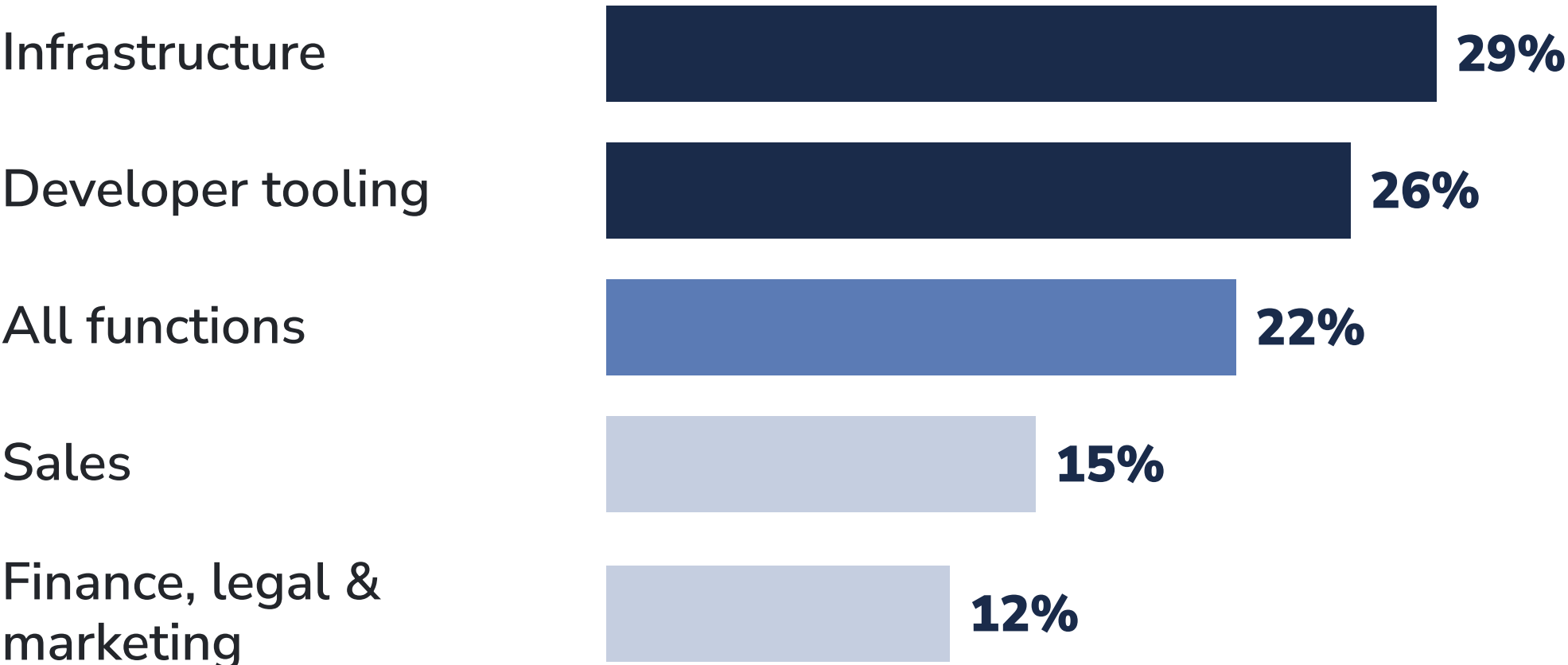
Note: interactive sessions only. The engineering bar is drawn short to fit. The report assumes 0.75 words per token and 250 words read a minute.

Staff are becoming managers of their agents

One engineer set up an agent chief of staff to triage requests from the other agents.

The report calls it meta-work: building and supervising the agents. Staff write specs for runs of many agents, have one agent review another, and watch the pipelines.

Share of agent sessions spent on meta-work, April to June 2026



All functions stood at 10% in August to October 2025.

Written standing instructions for agents grew from a few hundred in July 2025 to 8,500 a year later.

Work moves into the open, where agents can see it

“Private work, in unlogged meetings and direct messages, is invisible, confusing and discouraged in an AI-heavy workplace.”

The report

Meetings need notes

A decision made in a meeting with no notes leaves the agents working from old context.

Old documents mislead

One employee's name stayed on a months-old document about Claude merchandise. Agents kept sending them requests for t-shirts and mugs.

Agents joined Slack

Agents appeared in nearly half of active public channels. In one large department, human replies held steady and agent replies came on top.

Interviewers now say more about judgment and AI use, less about expertise

AN ANTHROPIC HIRING MANAGER

“I expect models to continue to be jagged, so for my team I want them to be fungible across domains.”

What interviewers comment on, 2024 to 2026

TECHNICAL ROLES	▲	Autonomy and judgment, the biggest rise
	▼	Domain expertise, a smaller share
NON-TECHNICAL ROLES	▲	Customer and mission focus
	▼	Execution skills
BOTH	▲	Use of AI tools: 3 times as often for technical roles, 4 times for non-technical

How Anthropic supports staff as AI changes their jobs

Ownership

Wide stock ownership gives staff a stake in the rollout.

Early warning

Anthropic is setting up a system to flag roles at risk, reading demand and output against AI use.

Moving staff

Staff with a year or more were 50% more likely to switch departments each month in 2026 than in 2025.

Not for all

The report says many of these practices cannot be copied across the economy.

THE REPORT

“None of these actions will prevent powerful AI from disrupting jobs. And indeed none directly address the slowdown in junior hires documented in this report.”

MY READ

I run tigzig.com and my client work on my own. This once needed a team of people. Today my team is Claude sessions.

Lanes

Each session owns a lane, like a department. At any time 10 to 15 are working.

They talk

Sessions know who owns what. They pass work across and escalate to me.

Approvals

Anything that touches my Cloudflare Workers goes to the security session for approval, even when I forget.

Watch duty

Some sessions stay on watch. They can reach me on my phone in an emergency.

Continuity

Each session keeps a tracker I review. A handover process keeps the context when a new session takes over.

My job

The sessions spend much of their time waiting for me. I close decisions and review the outputs.

SOURCE [How employment is changing at Anthropic](#), The Anthropic Institute, 16 October 2026. These are Anthropic's internal numbers. Charts are redrawn from its figures.