

The CMO isn't dying. The hands-off one is.

The seat is being re-scoped. What's going is a way of running marketing that small, AI-native teams won't carry.

1/9 Swipe →



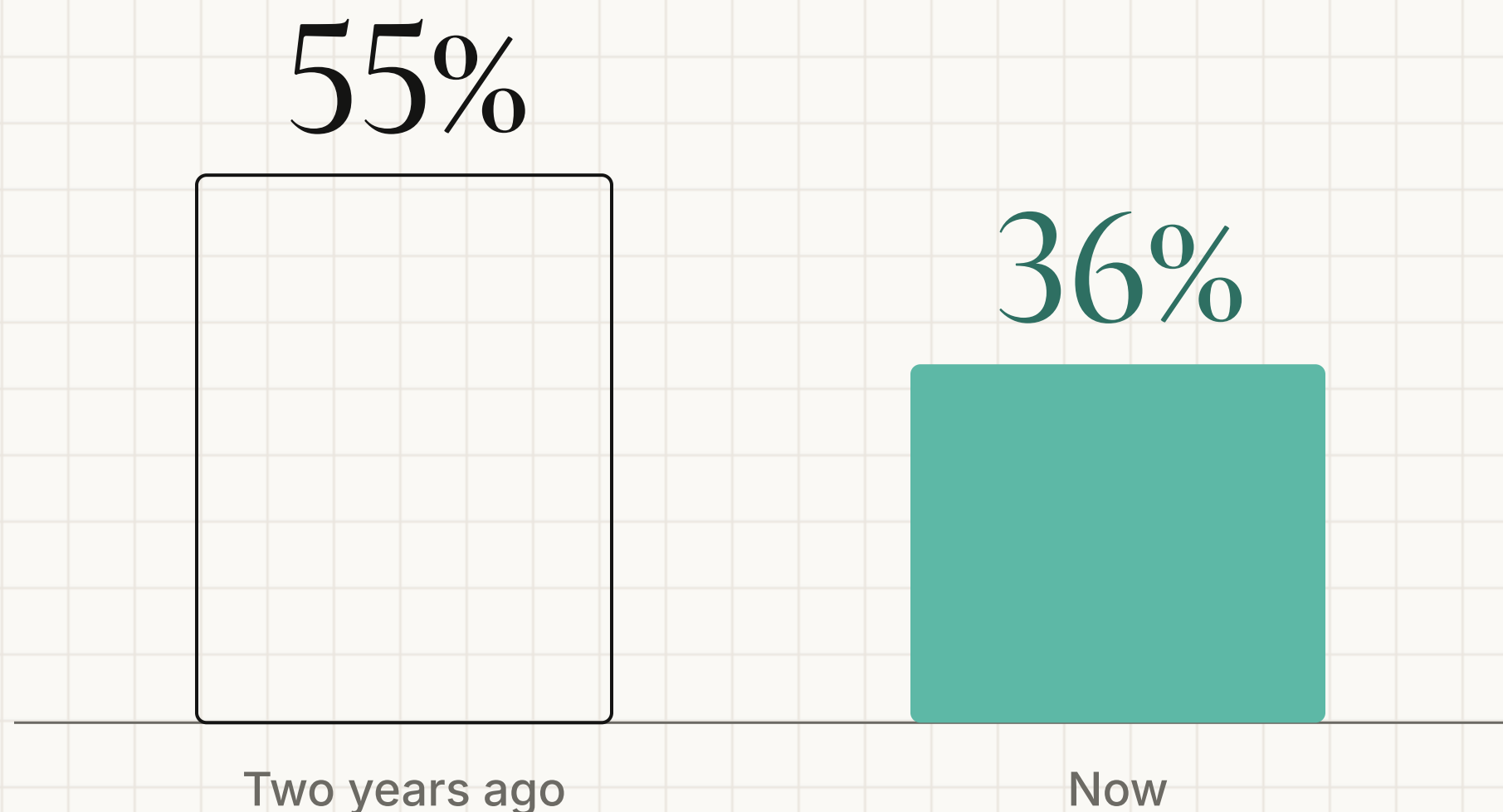
Andy Mills



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The title is losing ground

Share of the Fortune 500 with a CMO



Source: Forrester, The Representation and Tenure of Fortune 500 CMOs in 2026

2/9 Swipe →



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And it's not just the title

58 → 52%

of marketing chiefs sit on the exec team or report to the CEO. Down three years running.

4.1 yrs

average CMO tenure, against 7.6 years for CEOs.

1/3

of large caps now run with no enterprise-level marketing chief.

When Starbucks and Walgreens lost theirs, they didn't hire replacements.

Sources: Forrester; Spencer Stuart, CMO Tenure 2026

3/9 Swipe →

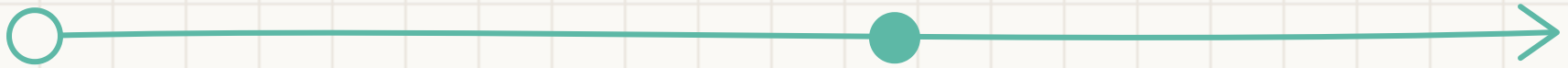


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The work is being re-labelled



GM · 2023

Norm de Greve
hired as CMO

Two years later

Chief Growth
Officer. Comms
takes on marketing.

The job is folding into Chief Growth and Chief Commercial roles, with the revenue accountability the old title never had.

4/9 Swipe →



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What's dying is a management style

Then

The 40-person team

Specialists cover the leader's gaps.
Coordination is the job.



Now

Six AI-native marketers

Coordination is nearly free. What's left is the
work.

5/9 Swipe →



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If your contribution is
“looks great, when can
we ship it”, you are
overhead.

The team knows it before you do.

6/9 Swipe →



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Two skills that matter more

01 Taste

Your team can make forty variants in an afternoon. The constraint is whoever decides which one ships.

02 Systems thinking

Designing the machine: what runs itself, what needs a human, what happens when it breaks.

7/9 Swipe →



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Hands-on isn't a demotion

7 points

Anthropic analysed 400,000 Claude Code sessions. Every major occupation group landed within 7 points of software engineers. Management scored slightly higher.

Source: Anthropic, Agentic coding and persistent returns to expertise

8/9 Swipe →



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Forget the title. Be useful about the work.

The test: look at what your team built this week and say something they hadn't thought of.

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