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## The Era of “Good Enough” Is Coming to an End

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Job Market Magazine (24 April 2026)

By

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In recent conversations with students about their career aspirations, a common response often emerges: “As long as it is stable, that is enough,” “Meeting expectations is fine,” or simply, “Good enough will do.”

This mindset is understandable. In the past, having a stable job and fulfilling basic requirements was often sufficient to build a respectable career foundation. However, this era of “good enough” is quietly coming to an end.

First, the competitive landscape has fundamentally shifted. The talent market is increasingly global. A single role is no longer a comparison among a small pool of local candidates, but a selection from hundreds—sometimes thousands—of individuals from different regions and backgrounds.

Second, the impact of technology, particularly artificial intelligence, cannot be overlooked. Many tasks that once required human effort—such as data organisation, basic analysis, and report drafting—can now be completed more efficiently and at lower cost through AI tools. When “meeting basic requirements” can be achieved by technology, it no longer offers a meaningful competitive advantage. In some cases, it may even carry the risk of being replaced.

This raises a critical question: when “good enough” can be done by machines, where does human value lie?

In classroom settings, this distinction becomes evident. Many students are able to provide the “correct answer” when asked a question. Yet, when prompted further—“What would you recommend?” or “How would you make a trade-off?”—hesitation often follows. This reflects a key gap between completing tasks and exercising judgement.

In the workplace, organisations are not only looking for individuals who can execute tasks, but those who can:

1. Make decisions in situations where information is incomplete
2. Take ownership of their recommendations
3. Navigate trade-offs between competing perspectives
4. Articulate their thinking clearly and influence others

These capabilities cannot be reduced to simply “getting the job done.” They require depth of thinking and accumulated experience.

The risk of a “good enough” mindset lies in its comfort. It creates a sense of stability in the short term, but may gradually erode one’s competitiveness over time.

How, then, should young people respond?



### **1. Shift from completion to reflection**

After completing a task, ask: Could this be done better? Is there a more effective approach? This habit gradually builds judgement.

### **2. Take on responsibility proactively**

In discussions, go beyond sharing opinions. Attempt to synthesise perspectives and put forward recommendations. This is where real capability is developed.

### **3. Strengthen communication and influence**

Even the strongest ideas carry little value if they are not clearly expressed. Structuring thoughts, responding to challenges, and communicating with clarity make capability visible.

Finally, it is worth rethinking what “stability” truly means. Genuine stability does not come from staying within a fixed role or doing just enough. It comes from the ability to continuously enhance one’s value.

Those who can think critically, exercise judgement, and influence others are far more resilient to change. In a rapidly evolving environment, they are able to reposition themselves and find new opportunities.

In today’s AI-driven world, “good enough” is no longer a safe choice. It is those who are willing to go one step further, think one layer deeper, and take greater ownership who will sustain their competitiveness—and demonstrate the uniquely human value that cannot be easily replaced.