

19th HR Minds Conference

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FUTURE-PROOFING THE WORKFORCE

CLOSING THE SKILLS GAP THROUGH RESKILLING & UPSKILLING

Charting the Next Voyage for Our Workforce

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Content



How it was?

Setting up the stage?



What is the data?

What the reports say now?



How to change?

How can we close the gap?



What's next?

What to plan and how to get ready?

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Reskilling & Upskilling | Key IVR

1 · HOW IT WAS HISTORICALLY

Every Era Retrained Its Workforce

*Clock speed is the pattern
difference*



Industrial Era

Operational training on the floor. White-collar roles specialized through mentorship, not formal L&D.



Today (AI Era)

Continuous, structural retraining — the skill, not just the tool, keeps changing underneath the job.



Automation Era

Accountants and clerks retrained from ledgers and calculating machines to computers.



Digital Era

Vendor certifications, then MOOCs — learning shifts from one-time event to continuous track.

New Titles Entering Workforce

Job titles that didn't exist five years ago (2021–2026):

Prompt Engineer	AI Governance Manager	Business Information Security Officer	Forward-Deployed AI Engineer	AI Enablement Manager
NEW SKILLS Prompt design & optimization AI workflow orchestration LLM evaluation and testing TRANSFERABLE SKILLS Technical writing <i>(Technical Writer)</i> Requirements gathering <i>(Business Analyst)</i> Knowledge management <i>(Content Strategist)</i>	NEW SKILLS AI risk management Responsible AI frameworks AI policy development TRANSFERABLE SKILLS Regulatory compliance <i>(Compliance Manager)</i> Corporate governance <i>(Risk Manager)</i> Policy development <i>(Legal Counsel)</i>	NEW SKILLS Cybersecurity strategy alignment Business cyber-risk assessment Governance digital transformation TRANSFERABLE SKILLS Enterprise risk management <i>(Risk Manager)</i> Stakeholder communication <i>(Business Relationship Manager)</i> IT governance <i>(IT Manager)</i>	NEW SKILLS AI solution deployment Model integration into business processes AI adoption and change enablement TRANSFERABLE SKILLS Client consulting <i>(Management Consultant)</i> Systems integration <i>(Solutions Architect)</i> Process improvement <i>(Operations Manager)</i>	NEW SKILLS Adoption strategy management Change management AI evaluation & governance, cross-functional use TRANSFERABLE SKILLS Training program design <i>(L&D/training Manager)</i> Change management & communication <i>(HRBP)</i> Employee engagement <i>(Internal comms & PM)</i>



AI and Talent in 2030

54.3%

Executives expect AI to displace existing jobs

24%

Expect AI to create new jobs

12.1%

Expect AI to lead to higher wages

88%

Businesses use AI (at least one function), up from 55% in 2022

+70%

growth in demand for AI literacy skills, 2024–2025 (LinkedIn)

72%

of Chief Strategy Officers name AI/emerging-tech commercialization as a top 5-year trend

24%

of CSOs name talent shortage & workforce transformation as a top trend



Source: WEF white paper, Jan 2026



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The Scale of the Challenge and Where It Stands Today

59

out of every 100 workers
will need training by 2030

29 / 19

upskilled in role /
redeployed elsewhere

11

at risk, unlikely to be
reskilled in time

39%

of core skills will change by
2030: down from 44% (2023)
and 57% (2020)

63%

of employers name skills gaps the #1
barrier to transformation — above
culture, regulation, capital

85% / 8%

plan to prioritize upskilling — but only
8% of orgs have reliable workforce skills
data (Gartner)

50%

of workers have completed training, up
from 41% two years ago — progress is real

Sources: WEF Future of Jobs Report 2025; Gartner 2024 HR research (via MuchSkills analysis, March 2026).



A Visibility Problem, Not a Willingness Problem

The same gap shows up differently for organisations, HR, and employees.



Organisations

85% prioritize upskilling,
70% - hire new-skill staff,
51% - internal transitions
8% have reliable skills
data to act on.



HR Professionals

- Transition from Job titles to Skills profiles
- Skills data as an annual snapshot vs Live picture
- Skills data not connected to staffing decisions



Employees

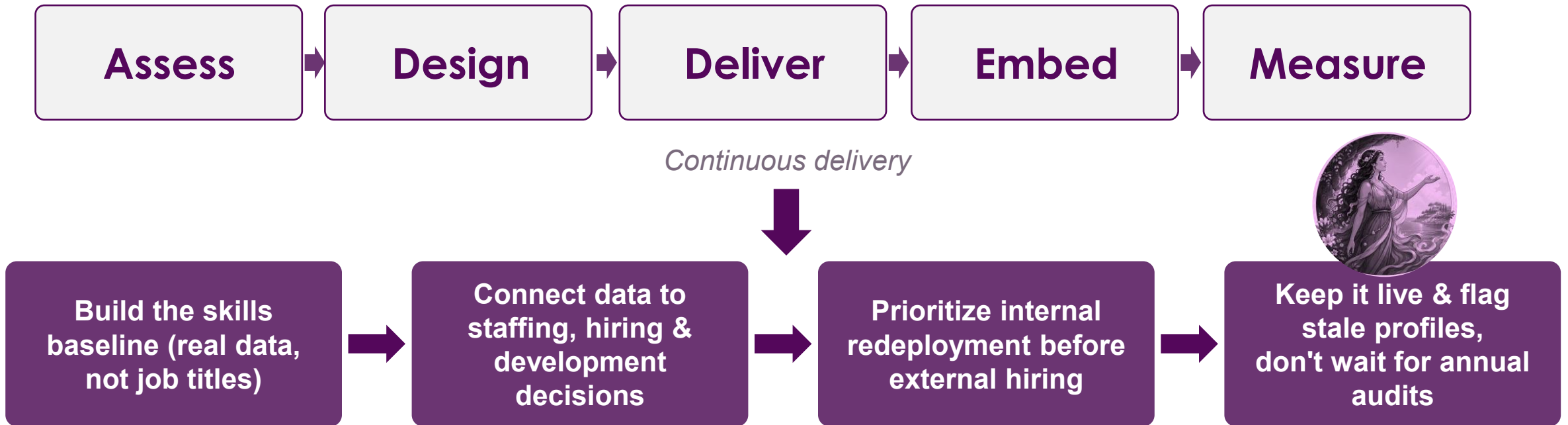
- 94% stay longer if investing in development;
- 66% more attracted if employer value skills over degrees
- Ready for learning



Source: WEF Future of Jobs Report 2025, Gartner 2024 HR research ,
MuchSkills, 'The Reskilling Revolution Is a Business Problem, 2026



The Fix Sits Before Stage 1



Also aligned with the WEF's "no-regret" strategies (2026 white paper): align technology and talent strategy; anticipate talent needs with foresight; design multi-generational workflows.

A Simple Filter Before We Commit Budget

Three questions that separate a good reskilling bet from a bad one.



1

Skill adjacency

How much of the target role's actual day-to-day competency already overlaps with today's work — task-level, not job-title-level?

Skill (competence of doing)

2

Retention signal

Does the person want this move, or is it solving a headcount problem?
Motivation predicts completion better than aptitude.

Will (attitude of doing)

3

Learning curve reality

Is the gap months of structured practice, or a fundamentally different mental model of the system?

Setting (needs for doing)

Task Assessment Before Committing | Upskilling

The difference wasn't budget or effort — it was whether task-level overlap was checked before committing.



THE MISS

System Administrator → DevOps Engineer

Upskilling process: technical complexity
For the first one execution according to the instruction was the definition of success, whilst for the engineer finding the right solution is more important.

Lesson: Analytical skills were critical for this role



THE WIN

Call center operator → Application Administrator

Upskilling program: products and processes
Successful skills transfer from the client facing role to a technical one.
Additional win: upskilling technical colleagues in client communication.

Lesson: Knowing client needs and pains, made the learning path more efficient

Task Assessment Before Committing | Reskilling

The difference wasn't budget or effort — it was whether task-level overlap was checked before committing.



THE MISS

Android Developer → Backend Developer

Reskilling program included mentoring, pair programming, formal courses etc.

The task-level overlap was never actually mapped before the training budget was committed.

Lesson: map actual task overlap, not role-family similarity.



THE WIN

Data Analyst → QA Tester

The reskill was light tooling training, not a ground-up capability build.

The analyst was already doing 60-70% of a tester's cognitive work, just applied to different output.

Lesson: real adjacency makes the reskill a relabeling, not a rebuild.

HR Role Transformation

The function is shifting from managing roles to managing capability.

YESTERDAY	TOMORROW
Job architecture	Skills architecture
Workforce planning	Skills forecasting
Recruitment	Talent mobility
Annual reviews	Continuous skills intelligence
Learning programs	Learning ecosystems



The future of function might not be jobs management.

It might be skills management.

Ithaca Round-Up | Live Competition

Fastest correct answers win.



1: Of every 100 workers needing training by 2030, how many are at risk of never receiving it?

A: 11

2: What share of organizations have reliable workforce skills data (according to Gartner)?

A: 8%

3: Name one of the blockers that make reskilling programs quietly break before Stage 1 (Assessment).

C: Skills data disconnected from real decisions

4: What would be the most efficient shift HR needs to make to support a skills-based organization?

B: Move from job titles to skills profiles

5: Before investing in reskilling, what are the three factors that should be addressed?

B: Skill adjacency, learning curve, and retention sign



Summary



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THANK YOU

LET'S CONTINUE THE CONVERSATION

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