



"Building a Future-Ready Workforce: AI Integration and Upskilling"



Marlene de Koning for Go digital energy summit
June 2025



"In the absence of knowledge,
the power of machines serves
only to quicken our confusion.
It is like a plane without a flight
plan - powerful yet aimless."



Director Workforce Transformation & Technology at PwC

Author Leveraging Generative AI for Job Augmentation and Workforce Productivity report

Author HR Tech Strategy, 2024

The time for (Gen)AI is now

51%

are investing in
reskilling /
upskilling
current
workforce¹

70%

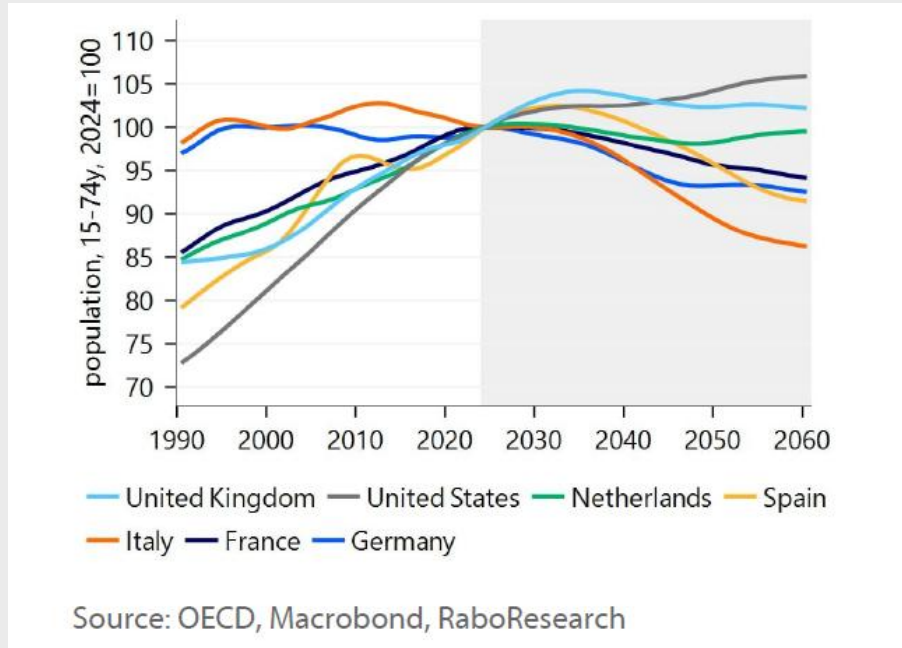
of CEOs said
GenAI will
significantly
change their
businesses in
the next 3 years¹

40%

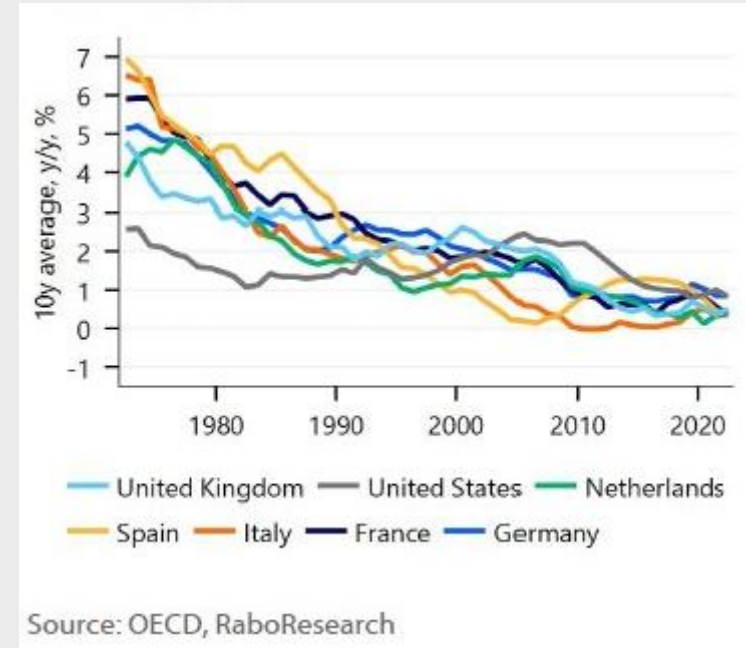
of global working
hours could be
impacted by
GenAI in the next
5 years²

What really matters is not just having work available but having enough skilled workers to do the work

Countries will run out of workers before they run out of jobs



We really need a productivity boost



AI could widen the gap between economic winners and losers: between those for whom AI is a complementary tool and those for whom it is a substitutive one.

GenAI can impact organizational productivity in many ways depending on organization's GenAI goals and roll-out



Efficiency

Volume

Quality

Innovation

Employee Experience

Same output with lower headcount

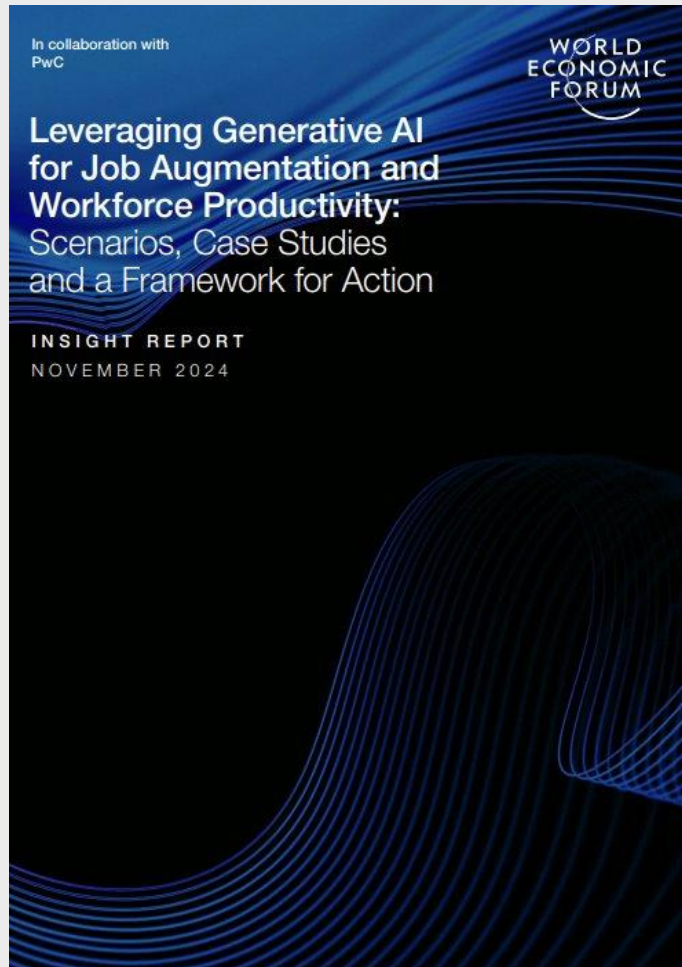
Higher output with the same headcount

Same volume, headcount and product but higher quality

Same volume and headcount but new products

Better outcomes due to improved engagement, retention and wellbeing

Leveraging GenAI for job augmentation and workforce productivity



Expectations, hopes, concerns, and barriers to leveraging GenAI for better people and business outcomes.



Four scenarios for organizations to navigate through the ways in which GenAI in the workforce could evolve.



Insights from **over 20 early adopters**, detailing their **experiences and lessons learned** regarding GenAI's impact on organizational outcomes.



Actionable framework for organizations to adapt and enhance productivity through GenAI adoption.

Navigating uncertainties

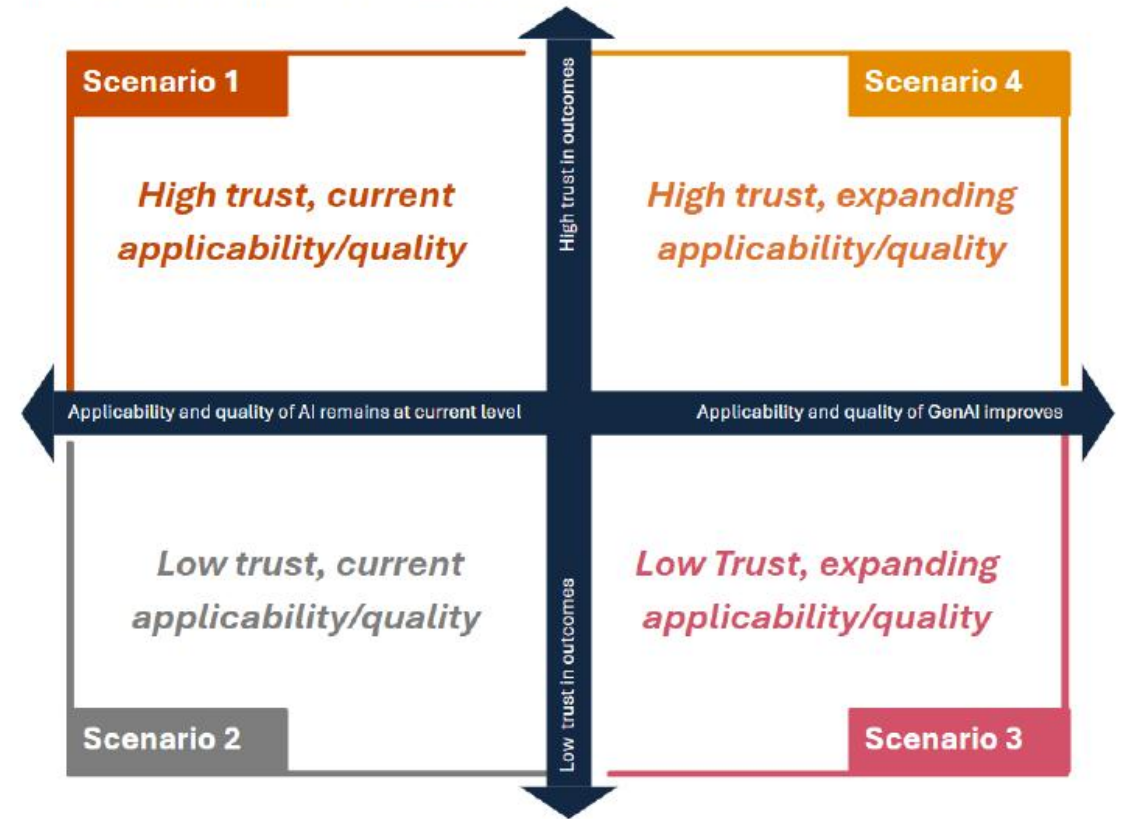
Two core uncertainties that impact GenAI-induced job augmentation, innovation and productivity:

1 Trust in Outcomes

2 Applicability and Quality

- **Scenario 1:** High hopes
- **Scenario 2:** Broken promises
- **Scenario 3:** Lost opportunities
- **Scenario 4:** Shifting gears

Figure 2: Four scenarios for the near future of GenAI

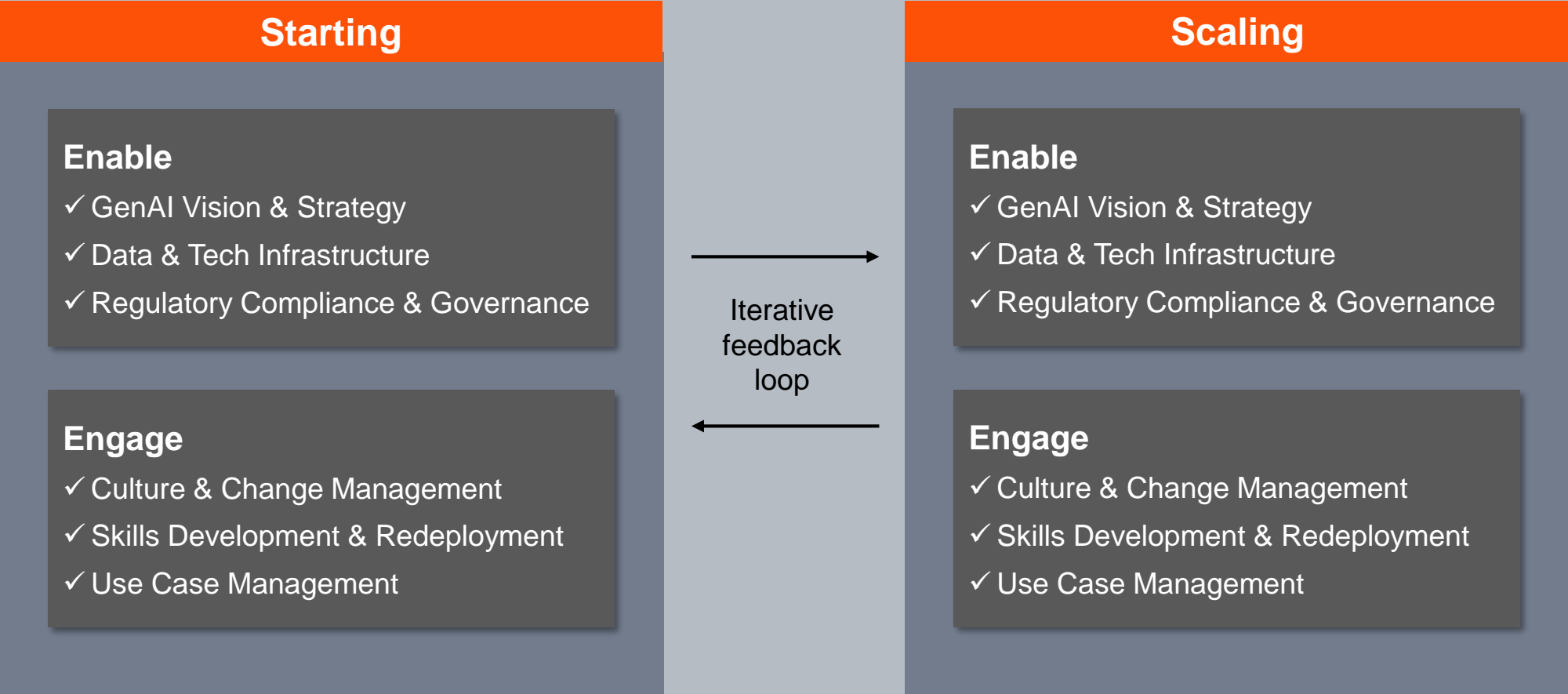


Source: PwC and World Economic Forum.

Main insights from early adopters of GenAI

 The genAI journey: from initial pilots to careful scaling up	 Drivers: more than productivity gains	 Adoption: balancing fear and uncertainty with trust	 Risk & Governance: frameworks and human intervention
<ul style="list-style-type: none">➤ Strong risk awareness related to data, privacy and ethics	<ul style="list-style-type: none">➤ Fear of disruption by competitors and newcomers	<ul style="list-style-type: none">➤ Building trust through training and opportunities to grow into new roles	<ul style="list-style-type: none">➤ Implementation depends on risk appetite and recent experiences
<ul style="list-style-type: none">➤ Bottom-up exploration, top-down support	<ul style="list-style-type: none">➤ Increased productivity in repetitive and routine tasks	<ul style="list-style-type: none">➤ Aligning employee and organizational interest	<ul style="list-style-type: none">➤ Importance of human intervention)
<ul style="list-style-type: none">➤ Careful scaling up to prevent resistance and identify potential issues	<ul style="list-style-type: none">➤ Improved quality of work is equally important	<ul style="list-style-type: none">➤ The importance of change management	<ul style="list-style-type: none">➤ Acknowledgement of sustainability impact, but no strategies to tackle it (yet)

Actionable framework for starting and scaling GenAI efforts



The key to GenAI value is adoption

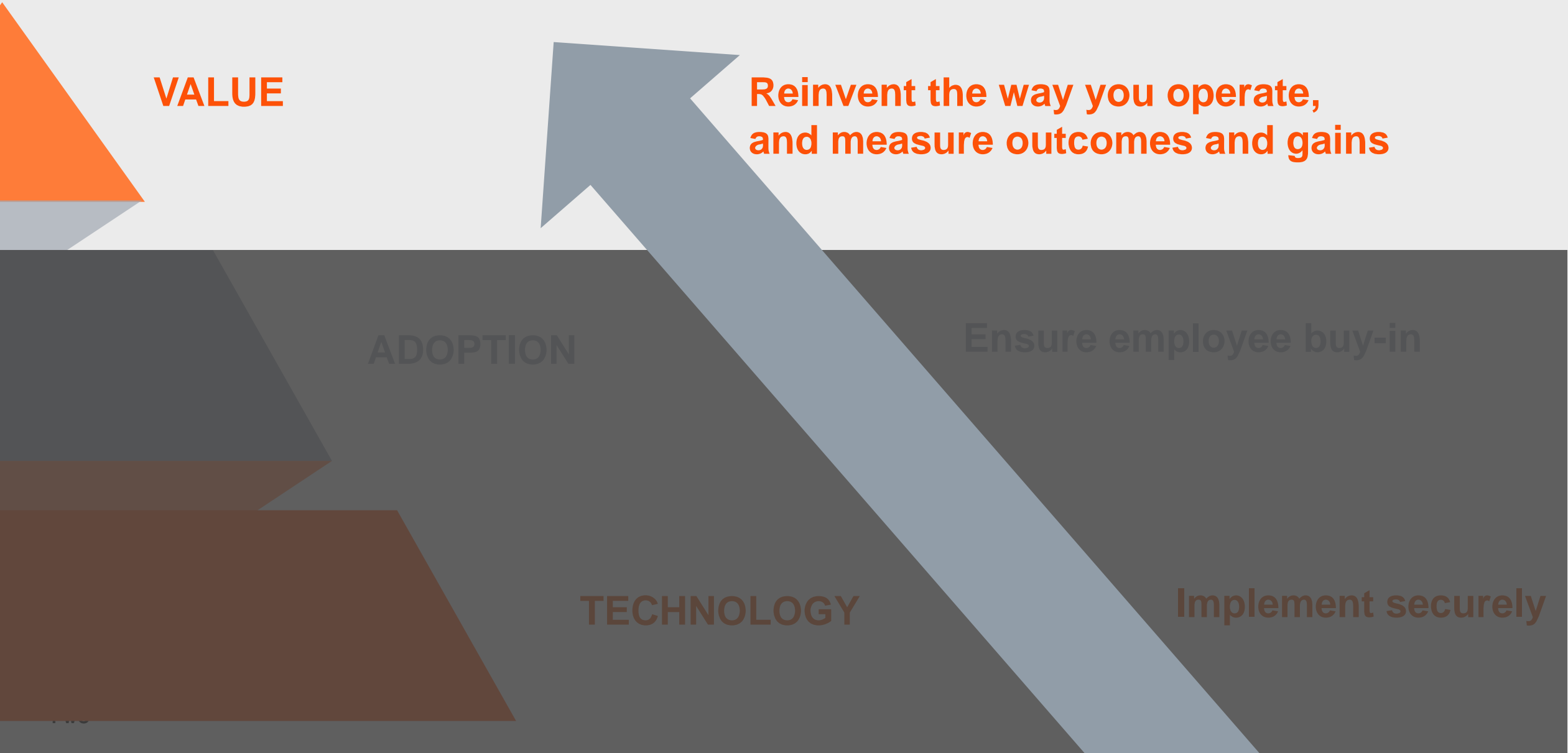
Productivity J-curve



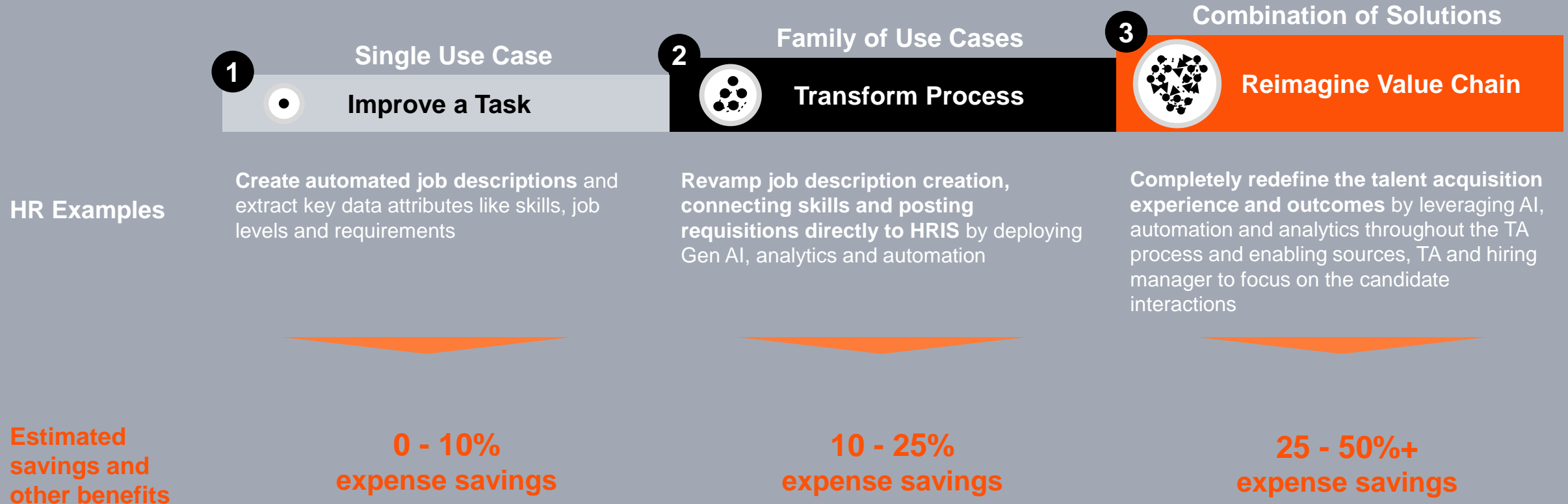
*“Successfully leveraging GenAI across the workforce is less about the technology itself **than it is about the people adopting it**”*

Key takeaway from the 20+ interviewed early adopters

Technology and adoption set the foundation for value



Organizations must move beyond incremental and isolated use cases to unlock new sources of value



....And most importantly, being there for the employee in the moments that matter most!

The way forward



Let humans and technology work together



Focus on the long term



Develop visionary leadership



Work on your organisational culture

See where you can make your organisation meaningfully **more efficient now**, while also focusing on **profound change for the future** with a visionary perspective.

Q&A

