

Made with
Google
Veo 3
on my
iPhone in
5 minutes!



Prompt:

Image of my face. I am parachuting out of a helicopter to land at Aviva stadium in Dublin Ireland. I am wearing purple parachute gear. There is a big sign in purple on the stadium that says Learnovation 2025. As I float through the air I say "I'm just arriving at the Learnovation conference which is Ireland's premier global learning summit." Then I land and stand up in the middle of the stadium which is full of people.

Outline

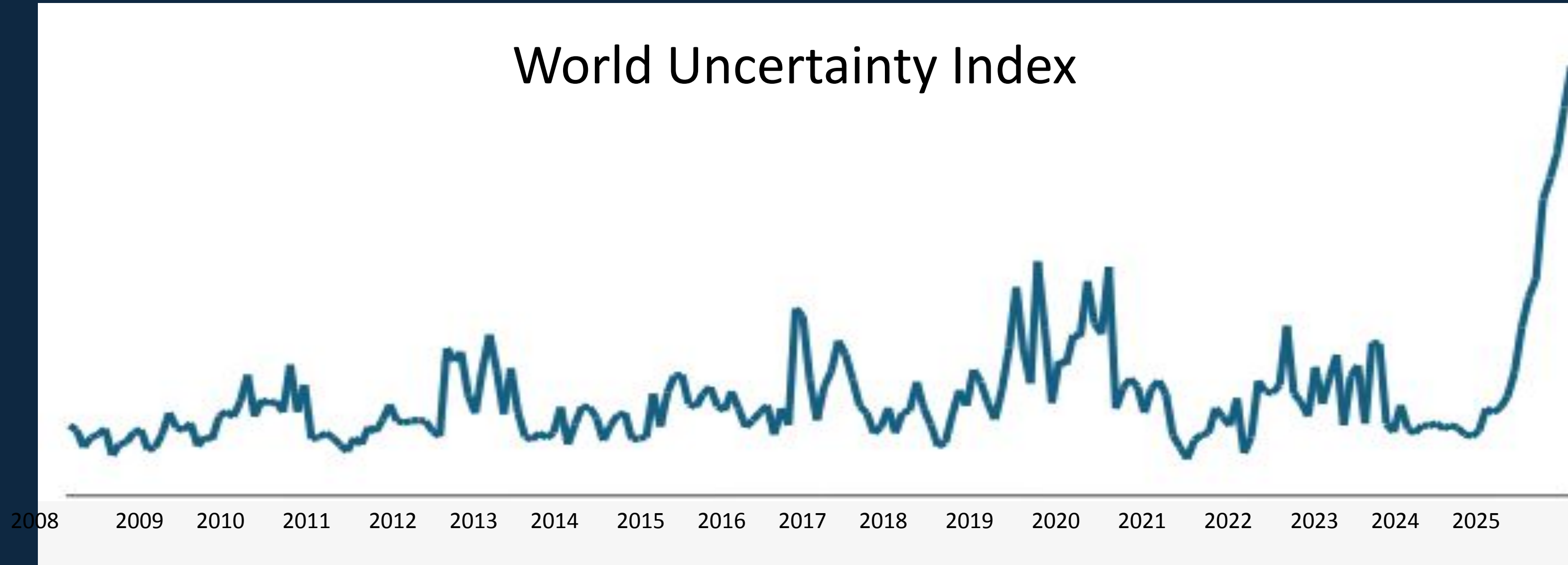
Context

Uncertainty
Instability
Shrinking workforce
Business transformation
Changing jobs
Skill gaps

Rethinking

Work
Skills
Learning

The level of uncertainty has never been higher

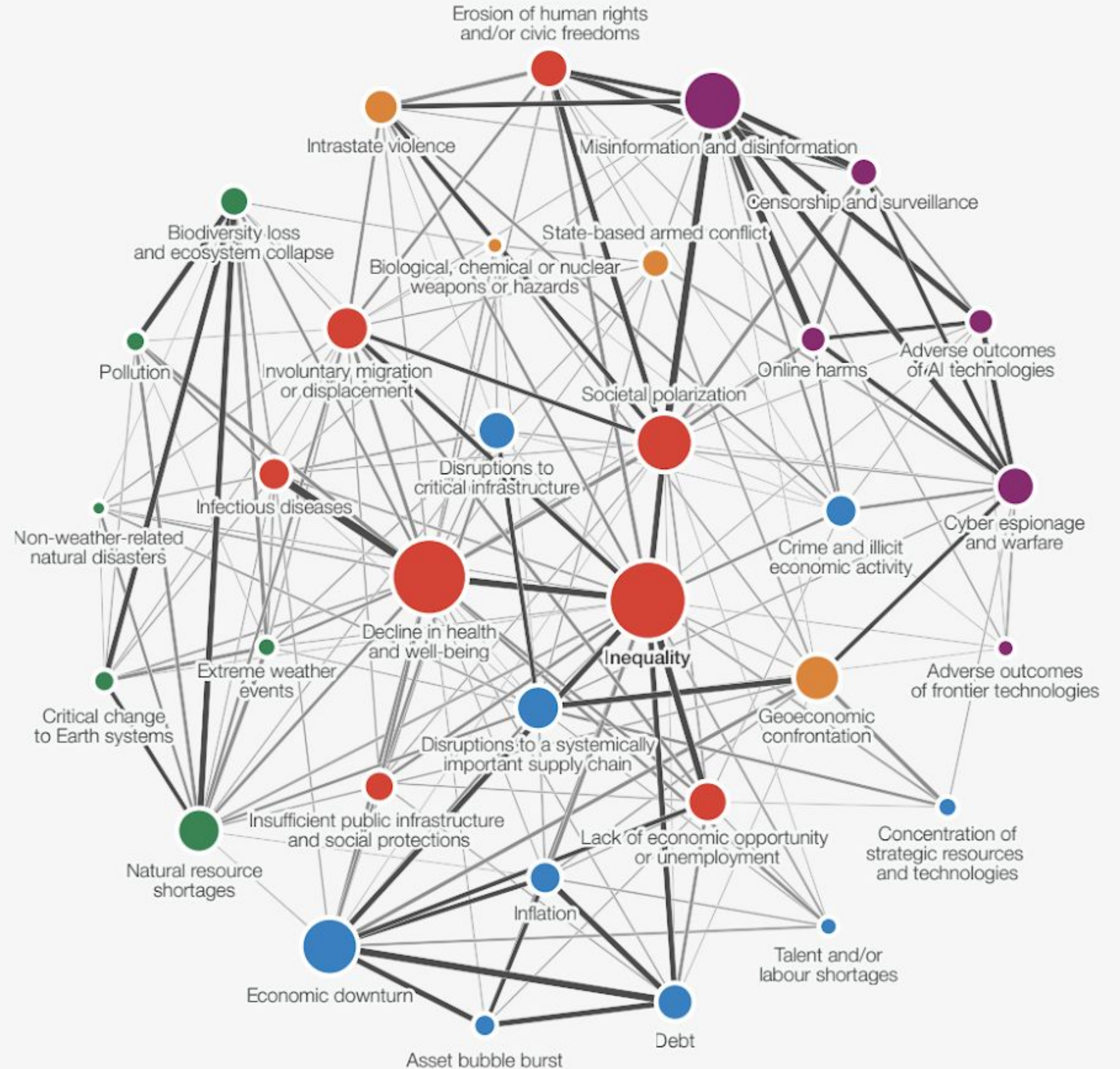


*European Automakers Scrap
Forecasts Amid Tariff Uncertainty*
New York Times, 30 April 2025

*Procter & Gamble to cut 7,000 jobs, exit
brands as consumer uncertainty weighs*
Reuters 5 June, 2025

Instability threatens humanity

“An increasingly fractured global landscape, where escalating geopolitical, environmental, societal and technological challenges threaten stability and progress.”

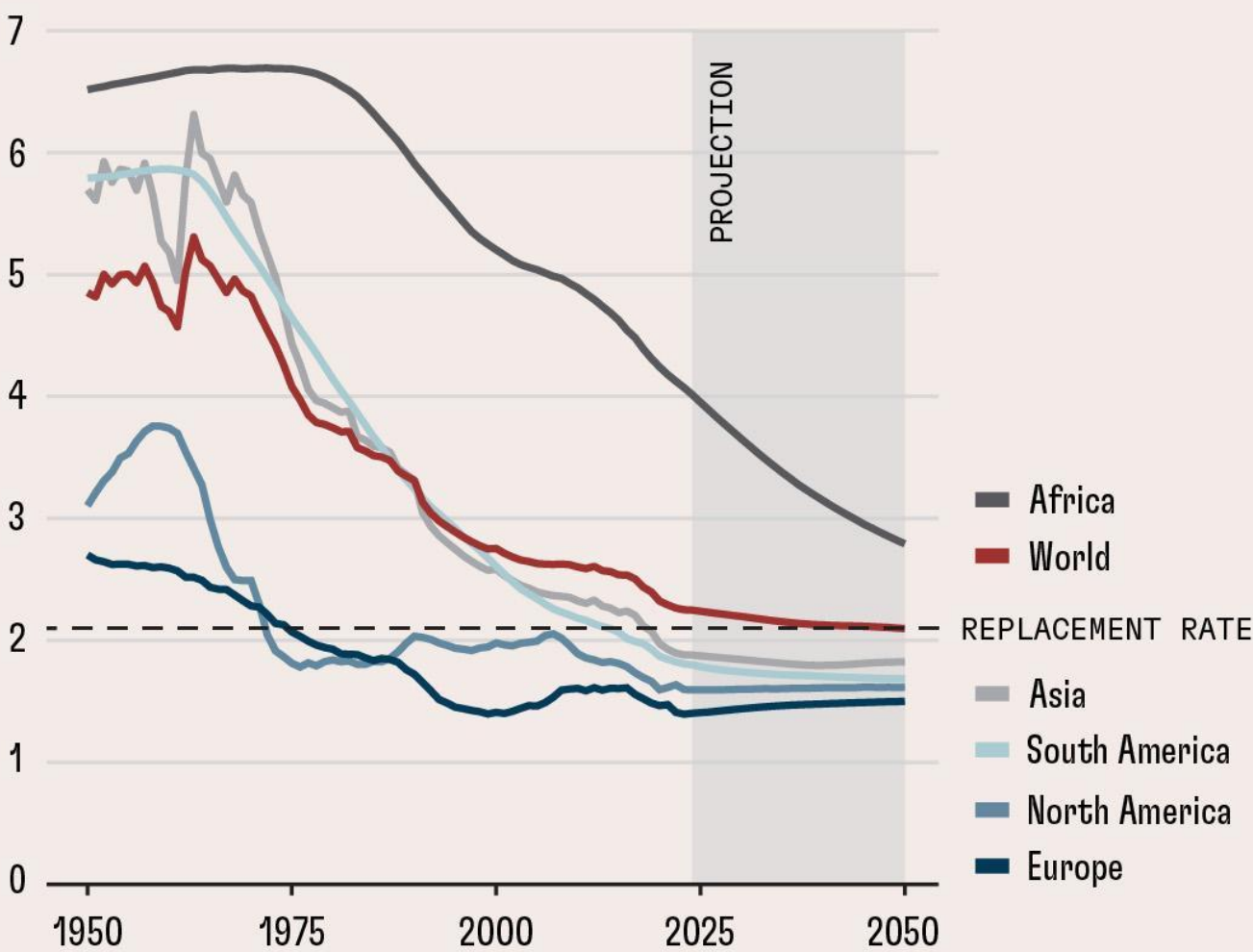


The workforce is shrinking

CHART 1

Fertility free fall

Once well above replacement levels, birth rates have dropped dramatically across the world.
(total fertility rate)



SOURCE: UN, World Population Prospects 2024, medium-fertility scenario.

Source: <https://www.imf.org/en/Publications/fandd/issues/2025/06/the-debate-over-falling-fertility-david-bloom>

Labor supply, 2012 (millions)			Labor supply annual growth rate, 2012–2020 (%)		Labor supply annual growth rate, 2020–2030 (%)	
Europe	29	France		0.34	–0.04	
	42	Germany		–0.40	–1.21	
	25	Italy		0.07	–0.89	
	9	Netherlands		0.25	–0.51	
	18	Poland		–0.41	–0.75	
	23	Spain		–0.05	–0.62	
	5	Sweden		0.52	0.33	
	4	Switzerland		0.82	0.38	
	32	United Kingdom		0.50	0.08	
Americas	19	Argentina		1.34	0.82	
	103	Brazil		1.26	0.50	
	19	Canada		0.75	0.20	
	51	Mexico		2.01	1.19	
	159	United States		0.72	0.39	
Asia-Pacific	12	Australia		1.03	0.81	
	807	China		0.05	–0.32	
	481	India		1.52	1.26	
	120	Indonesia		1.56	1.24	
	66	Japan		–0.36	–0.61	
	76	Russia		–0.58	–0.81	
	10	Saudi Arabia		2.49	1.16	
	24	South Korea		0.70	–0.24	
	27	Turkey		1.39	0.74	
Africa	28	Egypt		1.95	1.55	
	18	South Africa		1.40	0.84	

Source: <https://www.bcg.com/publications/2014/people-organization-human-resources-global-workforce-crisis>

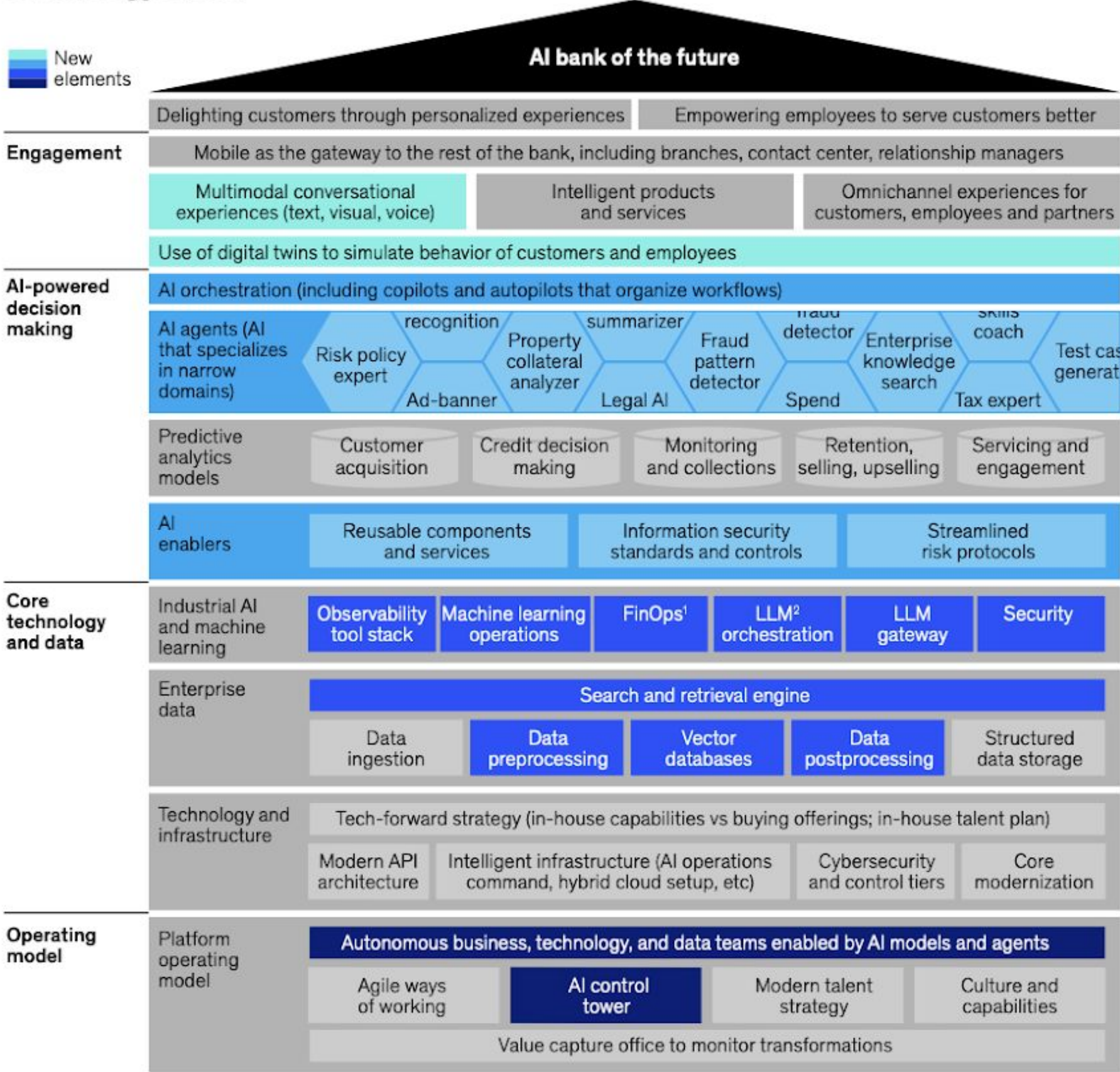
Businesses are transforming



77% of CEOs are rebuilding their business models around AI

Source: <https://www.weforum.org/publications/global-risks-report-2025/digest/>

To drive sustainable value, banks need to put AI first and revamp the entire technology stack.

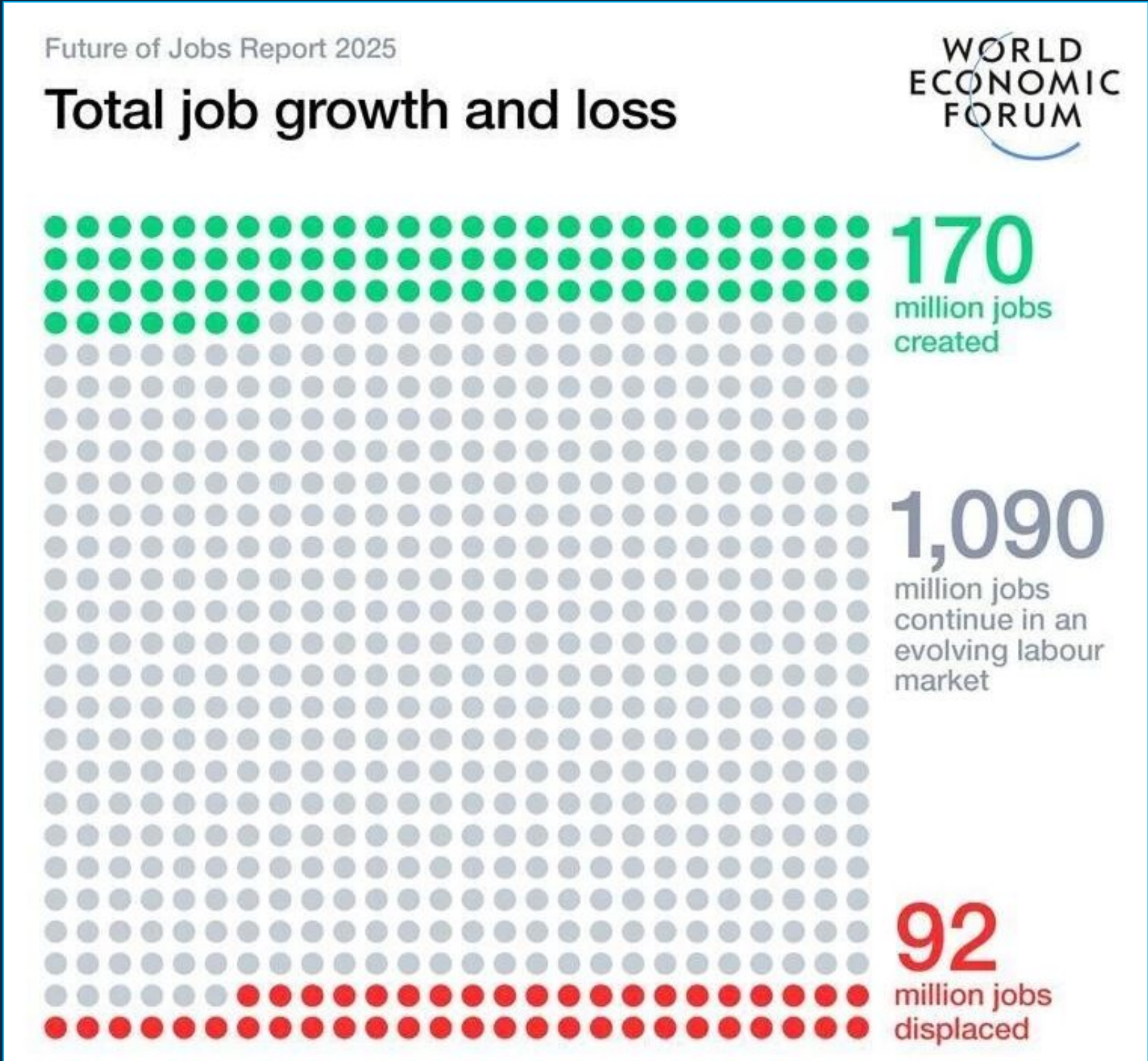


¹Financial operations, a framework for managing the operational costs of cloud computing.

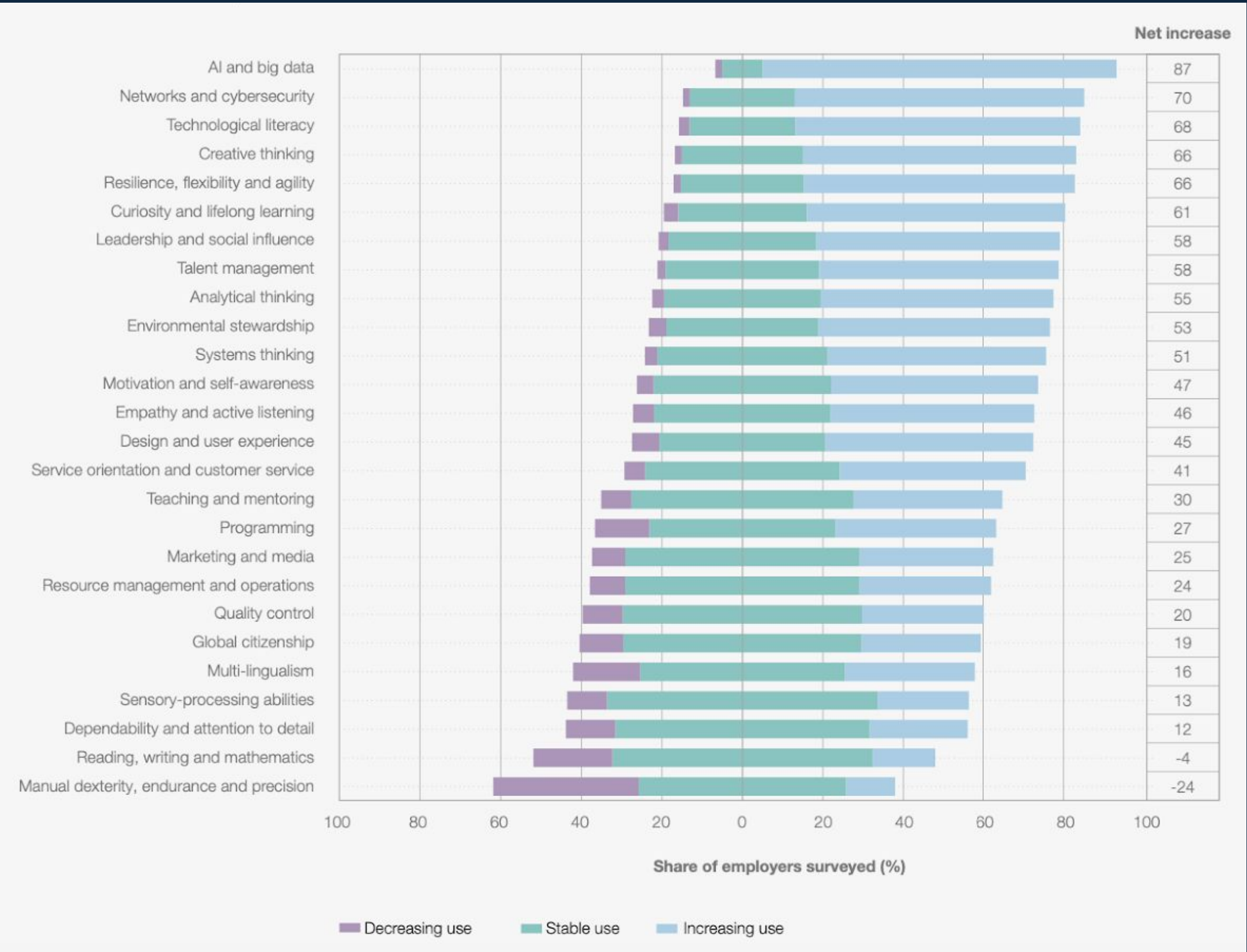
²Large language models.

Jobs are changing

↑ Top fastest growing jobs	↓ Top fastest declining jobs
1 Big data specialists	1 Postal service clerks
2 FinTech engineers	2 Bank tellers and related clerks
3 AI and machine learning specialists	3 Data entry clerks
4 Software and applications developers	4 Cashiers and ticket clerks
5 Security management specialists	5 Administrative assistants and executive secretaries
6 Data warehousing specialists	6 Printing and related trades workers
7 Autonomous and electric vehicle specialists	7 Accounting, bookkeeping and payroll clerks
8 UI and UX designers	8 Material-recording and stock-keeping clerks
9 Light truck or delivery services drivers	9 Transportation attendants and conductors
10 Internet of things specialists	10 Door-to-door sales workers, news and street vendors, and related workers
11 Data analysts and scientists	11 Graphic designers
12 Environmental engineers	12 Claims adjusters, examiners and investigators
13 Information security analysts	13 Legal officials
14 DevOps engineers	14 Legal secretaries
15 Renewable energy engineers	15 Telemarketers



Skill gaps are growing



Source: <https://www.weforum.org/publications/the-future-of-jobs-report-2025/>

70% of employers globally report inability to find suitable talent for open roles

Source: https://go.manpowergroup.com/talent-shortage?utm_source=chatgpt.com

By 2030, about 70% of the skill sets required across occupations will undergo significant change

Source: <https://economicgraph.linkedin.com/research/work-change-report>

63% of employers say skills gaps are the biggest barrier to business transformation in 2025–2030

85% of employers plan to prioritize reskilling their workforce

Source: <https://www.weforum.org/publications/the-future-of-jobs-report-2025/>



Pope Francis

***“We’re not in an era of change,
we’re in a change of era”***

Source: [https:// associationofcatholicpriests.ie/ not-an-era-of-change-but-a-change-of-era/](https://associationofcatholicpriests.ie/not-an-era-of-change-but-a-change-of-era/)

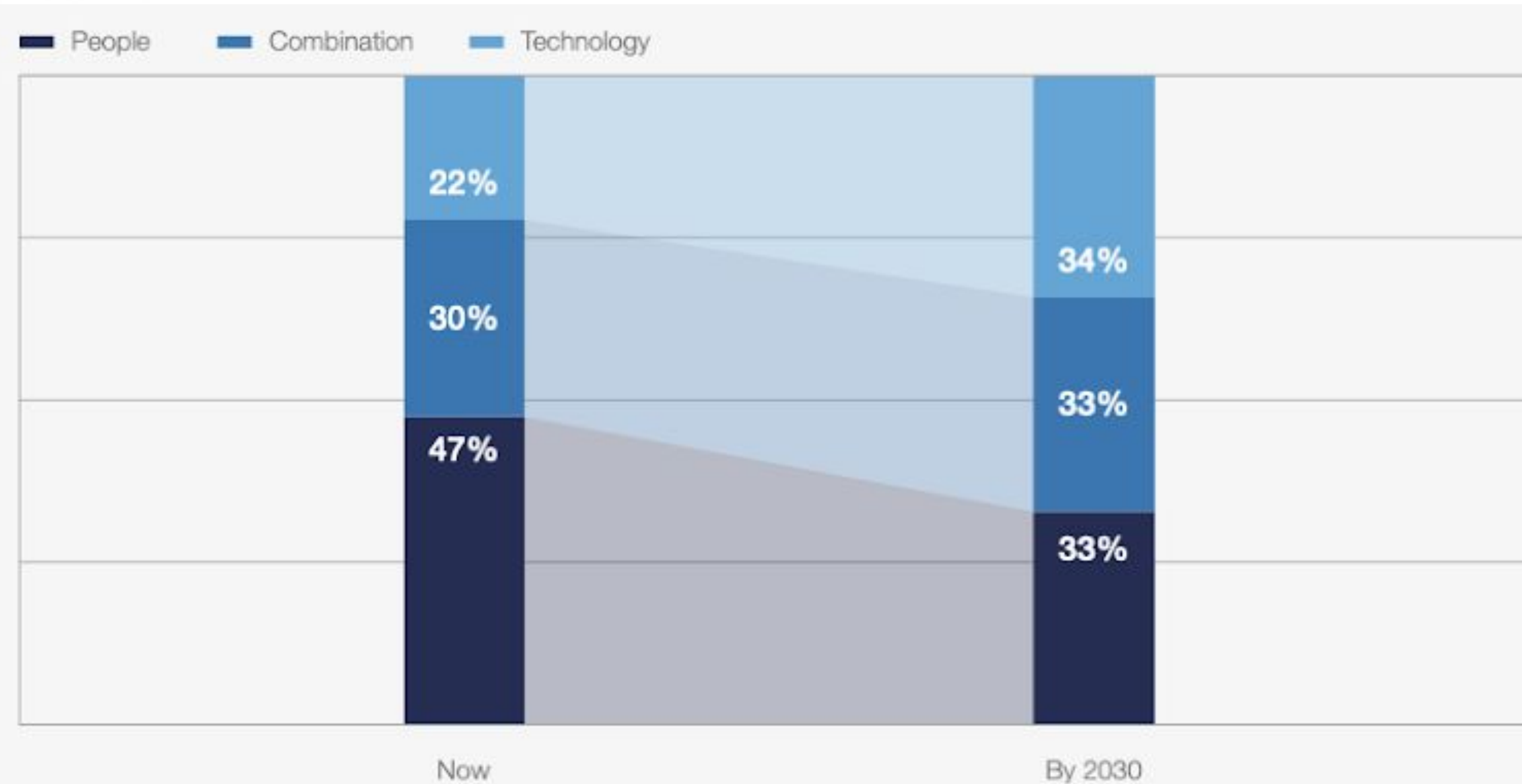


**Where
do we
start?**

We start by redesigning work so that humans and AI can share it

The shifting human-machine frontier: automation versus augmentation, 2025-2030

Share of total work tasks expected to be delivered predominantly by human workers, by technology (machines and algorithms), or by a combination of both.





Karim R. Lakhani,
Harvard Professor

***“AI won’t replace humans,
but humans with AI
will replace humans without it”***

Sources: <https://bbr.org/2023/08/ai-wont-replace-humans-but-humans-with-ai-will-replace-humans-without-ai>

Deconstruct jobs and work into tasks



- Deconstructed **nursing roles** down to the task level
- 40% of tasks were redistributed to non-nursing staff with minimal training e.g. taking temperatures, check-ins on stable patients
- Some tasks were automated, e.g. scheduling and documentation
- The nurse role was reconstructed with fewer tasks and nurses were more productive and satisfied

Source: *i4cp case study*

The credit manager's role has the potential to evolve significantly thanks to AI.

How AI can help human credit managers achieve higher efficiency and effectiveness

Manual orchestration and execution



Check applications

Collect and authenticate documents, then extract insights

Have personal discussion with customer online or in person

Synthesize insights, actions, and next steps

Evaluate collateral documents

Visit and inspect site, such as business location

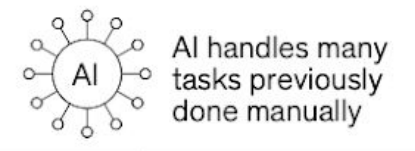
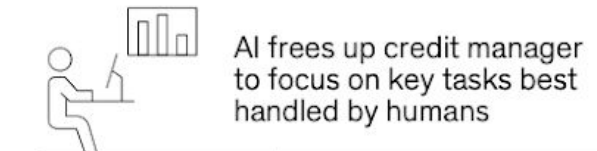
Evaluate credit using older AI tech and generate loan offer
Predictive credit model

Check internal rules, policies, and compliance terms

Prepare credit memo with offer and credit terms, and present it to customer

Prepare contracts

AI-enabled orchestration and execution



Review AI agents' output
AI copilot

Have discussion with customer
AI copilot

Summarize insights, actions, and next steps
AI copilot

Visit and inspect site
AI copilot

Present credit offer to customer
AI copilot

Ask questions and send reminders to customers
AI copilot

Plan and monitor tasks during the credit underwriting process
AI orchestrator

Check loan application
AI agent

Collect documents
AI agent

Authenticate documents and extract insights from them
AI agent

Evaluate collateral documents
AI agent

Assess credit using unstructured data/generate loan offer
Predictive credit model

Check internal rules, policies, and compliance terms
AI agent

Prepare credit memo with offer and credit terms
AI agent

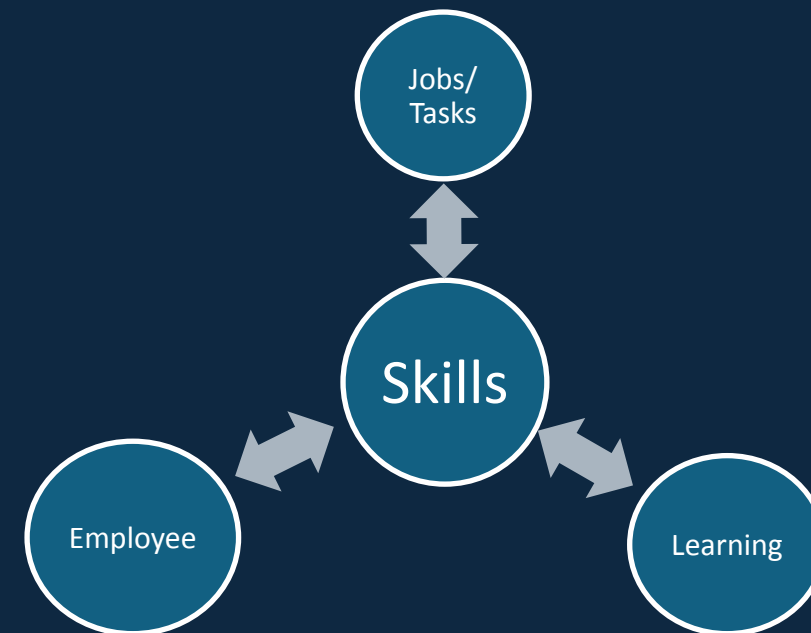
Prepare contracts
AI agent

McKinsey & Company

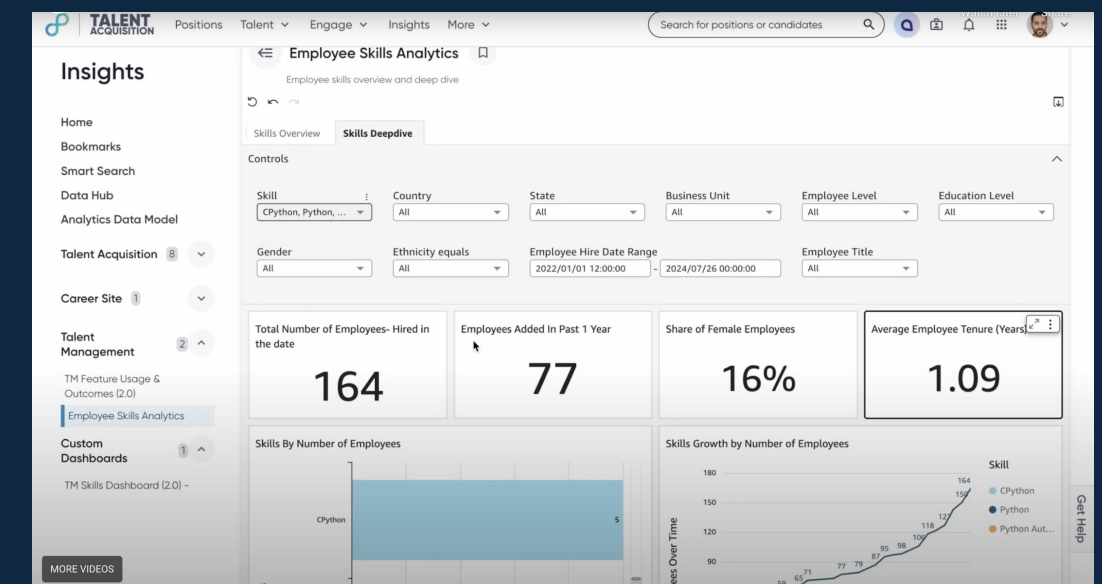
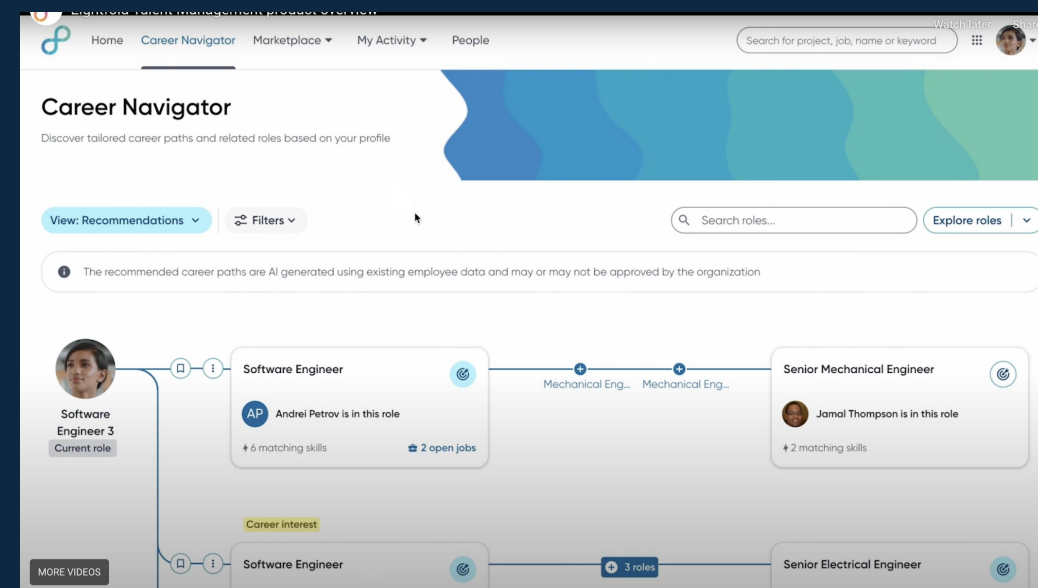
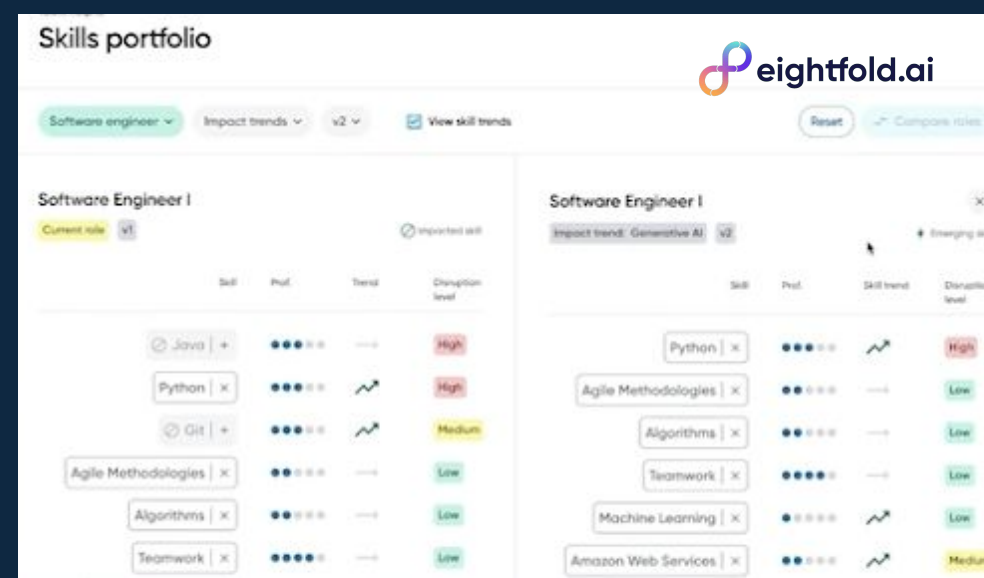
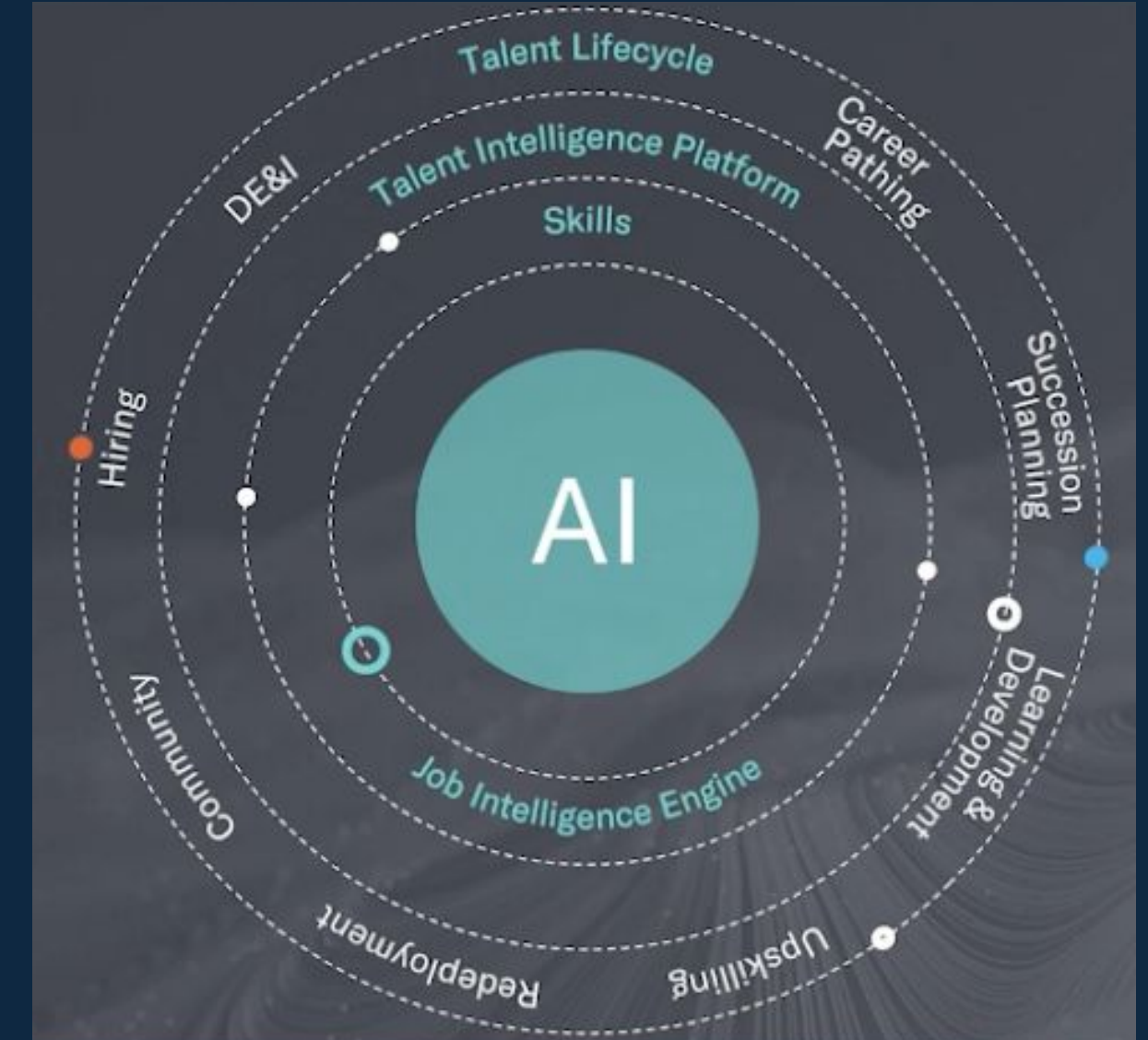
Source: <https://www.mckinsey.com/industries/financial-services/our-insights/extracting-value-from-ai-in-banking-rewiring-the-enterprise>

Become a skills-based organization (SBO)

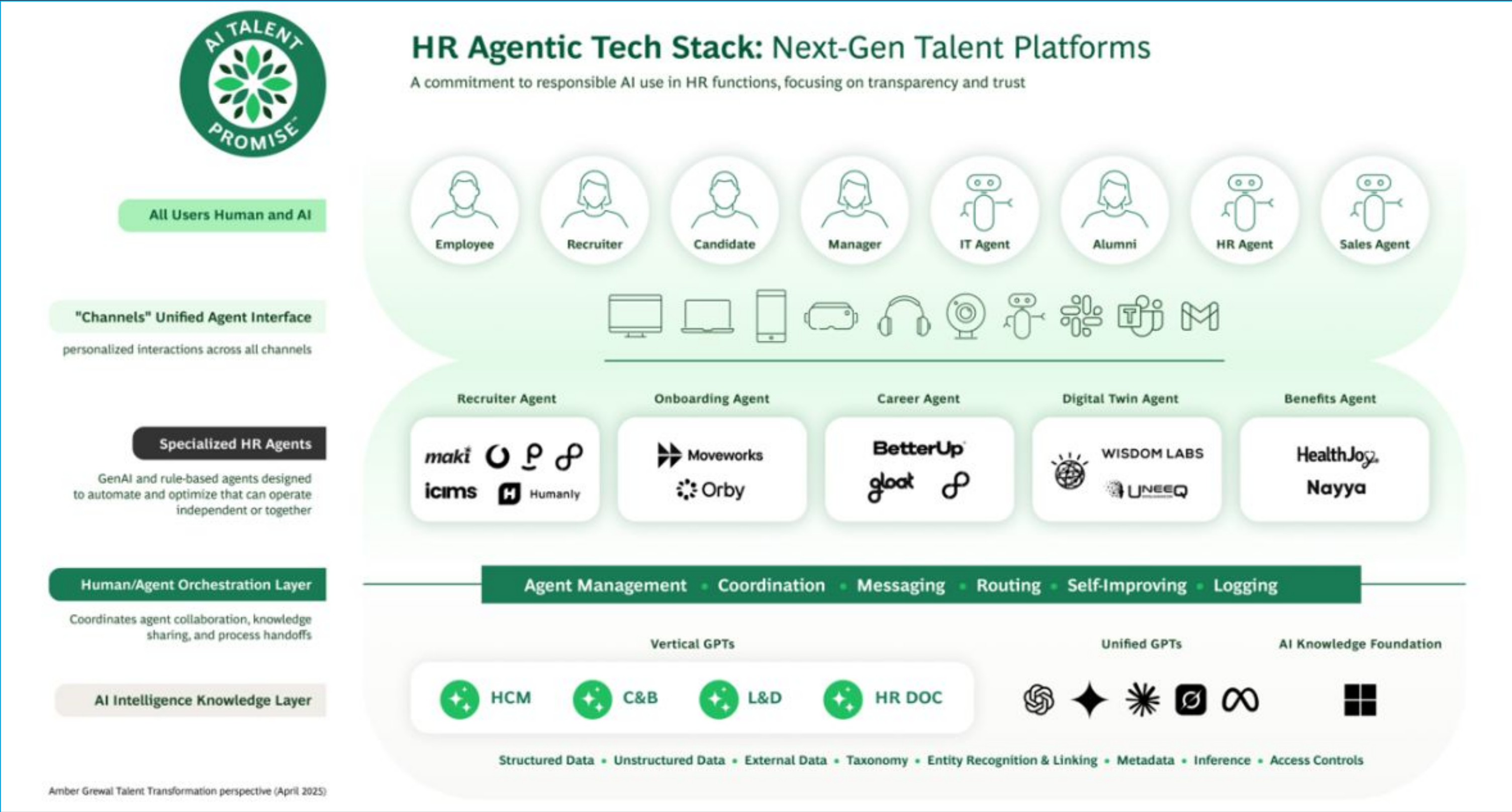
- Select a talent intelligence platform
 1. Use AI to map skills to jobs and tasks
 2. Use AI to create a skills profile for every employee
 3. Use AI to map skills to learning content
- Match learning to employee
- Match employee to jobs



- Business has intelligence on skill gaps
- Employee has clarity and career mobility



Integrate AI into your HR tech stack



Use AI to make systems invisible

Discover more about your organization

Open report

Kathy Lee's organization has twice as many uninterrupted hours compared to your organization average. In contrast, 76% of your organization spends less than 8 hours per week in uninterrupted hours, which may indicate a lack of dedicated time for focused work.

Ask Copilot about your organization

Organization composition

How many employees are in my organization?

Hybrid workplace

How many managers are working hybrid?

Organization composition

How many individual contributors are in my organization grouped by function type?

Hybrid workplace

What are the main opportunities by work mode?

Hybrid workplace

How are mostly remote employees doing in my organization?

Team collaboration

What is the average for collaboration hours for employees in my organization?


More insights

Your organization

Organizational behavior reports

For you

Personal Insights



Hi Bruno,
what can I help with?

Create a survey

Send a pulse survey about hybrid workplace

How

Show me the hybrid workplace report

Ask a specific question

How many managers and ICs in my organization ?

Make learning easy to access

The screenshot displays the Microsoft Viva Learning interface. On the left is a navigation sidebar with icons for Chat, Teams, Calendar, Calls, Learning (highlighted), and Apps. The main content area is titled "Welcome back" and features a search bar labeled "Search Viva Learning". Below the search bar, a user profile for Cameron, a Senior Project Manager, is shown. To the left of the main content, a list of course counts is displayed: 04 Assigned to you (1 overdue), 08 Recommended to you (From your network), and 13 Bookmarked (From 10,000+ courses). The main content area features a "Copilot in Viva" section with a "Featured" badge, highlighting a course titled "Introduction to Generative AI: from Basics to Applications" by Paula Rizzo, a 26-minute course. Below this, a section titled "Based on your saved skills" shows four saved skills: Problem Solving, Change Management, Leadership, and Artificial Intelligence, with an "Edit" button. Two course cards are displayed: "The Future of AI in the Workplace" (5 stars, 148 views) and "Change Management Foundations" (4 stars, 138.7k views). On the right side, a "Copilot Preview" section lists three topics: "Explore fundamental machine learning concepts, algorithms, and techniques for data-driven problem solving," "Dive into deep learning, neural networks, and their applications, including image and text analysis," and "Learn about the ethical considerations in AI, addressing bias and fairness, and explore real-world AI applications across industries." Below this, a section titled "Here are the recommended learning path on Artificial Intelligence from your organization:" features a card for "AI for Business Strategy" by SuccessFactors, which includes a "Learning path" and a "See details" link. At the bottom right, there is a "Stop generating" button and a text input field for asking work questions or typing "/" for suggestions.

Chat
Teams
Calendar
Calls
Learning
...

Apps

Welcome back

Search Viva Learning

Cameron
Senior Project Manager

04 Assigned to you
1 overdue

08 Recommended to you
From your network

13 Bookmarked
From 10,000+ courses

Copilot in Viva

Featured

Introduction to Generative AI: from Basics to Applications

Paula Rizzo | Course | 26m

Based on your saved skills

Your saved skills (4)

Problem Solving Change Management Leadership Artificial Intelligence

Edit

The Future of AI in the Workplace
★ 5 👁 148

Change Management Foundations
★ 4 👁 138.7k

Copilot Preview

- Explore fundamental machine learning concepts, algorithms, and techniques for data-driven problem solving.
- Dive into deep learning, neural networks, and their applications, including image and text analysis.
- Learn about the ethical considerations in AI, addressing bias and fairness, and explore real-world AI applications across industries.

Here are the recommended learning path on Artificial Intelligence from your organization:

AI for Business Strategy

SuccessFactors | Learning path


Gain a strategic edge by understanding how AI can drive innovation, optimize business operations, and enable data-driv...

[See details](#)

Stop generating


Ask a work question or type / for suggestions

Use AI to dynamically personalize learning



Search for anything

My learning




Udemy Learning Assistant

U

want to focus on first?


Machine learning



U

Got it! Which framework?


PyTorch



U


Who is the learning path intended for?

Entry-level data scientists looking to grow.



U

Your learning path is ready!



Learning Path: Upskill in Machine Learning

4 items

Time: 10 hrs

Save for later

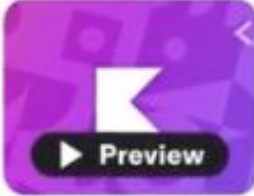
Share

1

Section 1: Foundations and Machine Learning Concepts

This section introduces the Python programming language as the primary language for data science development.

×



Preview

Python for Data Science

Learn how to use NumPy, Pandas, Seaborn, Matplotlib, Plotly, Scikit-Learn and more.


Data Science

2

Section 2: Deep Learning

This section focuses on the foundations of machine learning in PyTorch and Python.

×




Preview

PyTorch for Deep Learning

Learn how to create state of the art neural networks for deep learning...

PyTorch

×



Preview

Generative AI, from GANs to CLIP

Learn to code with the most creative and exciting AI architectures, generative AI networks, from basic

Skill tree

Add skill section

Foundations

×

Variables

×

Data types

×

Basic operators

Add skill

Remove

Machine Learning Concepts

×

Machine Learning Basics

×

Linear Regression

×

Logistic Regression

Add skill

Remove

Deep Learning

×

PyTorch Neural Network Modules

×

Convolutional Neural Networks

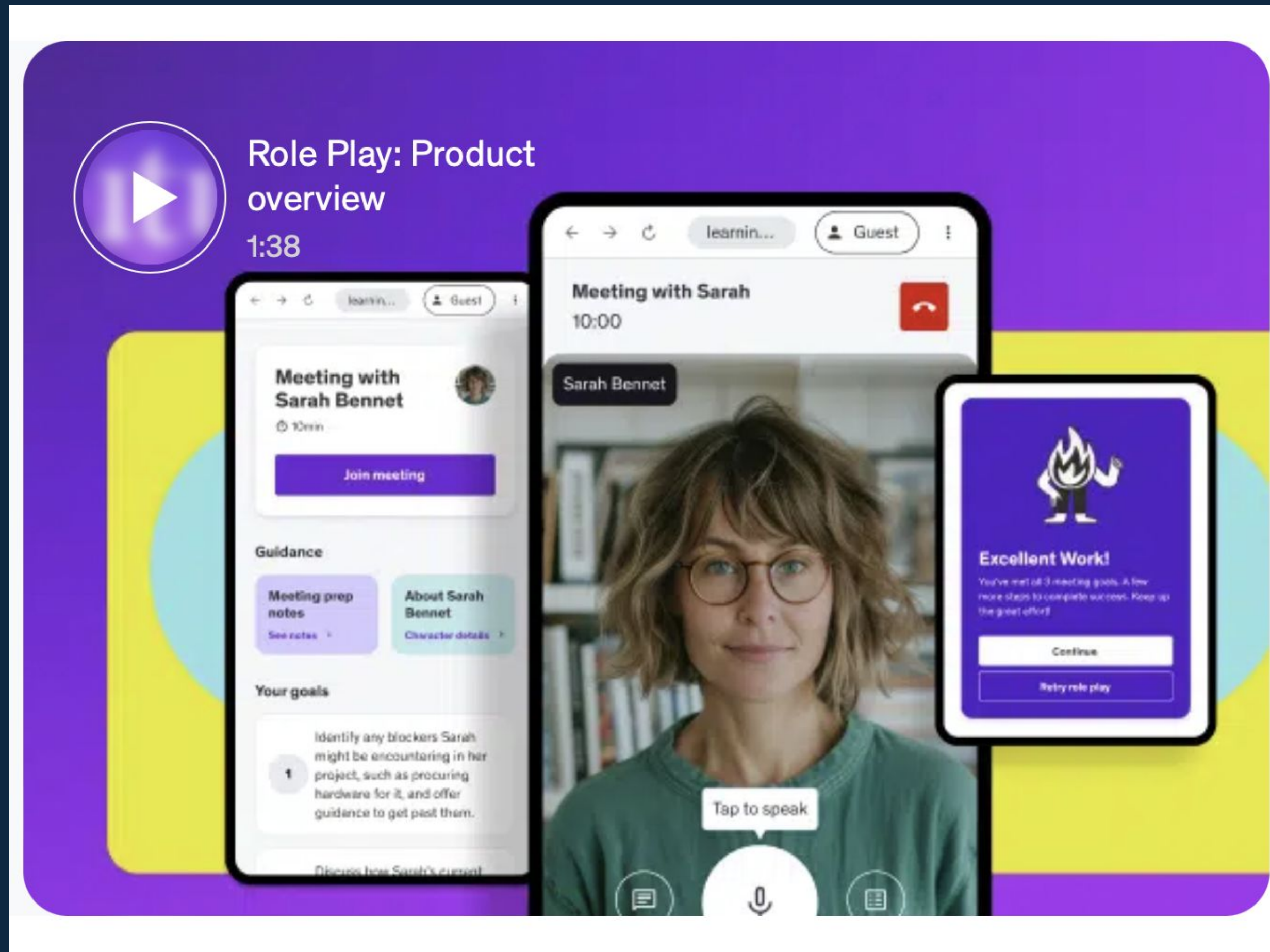
×

Recurrent Neural Networks

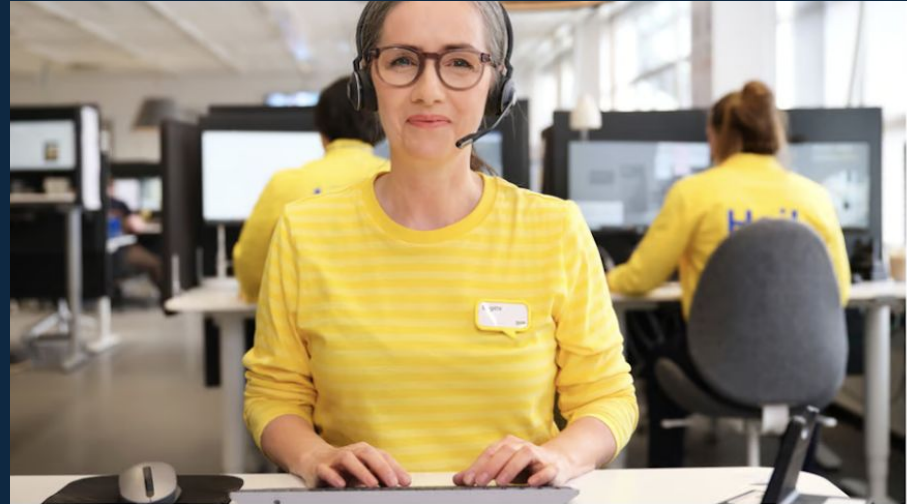
Add skill

Remove

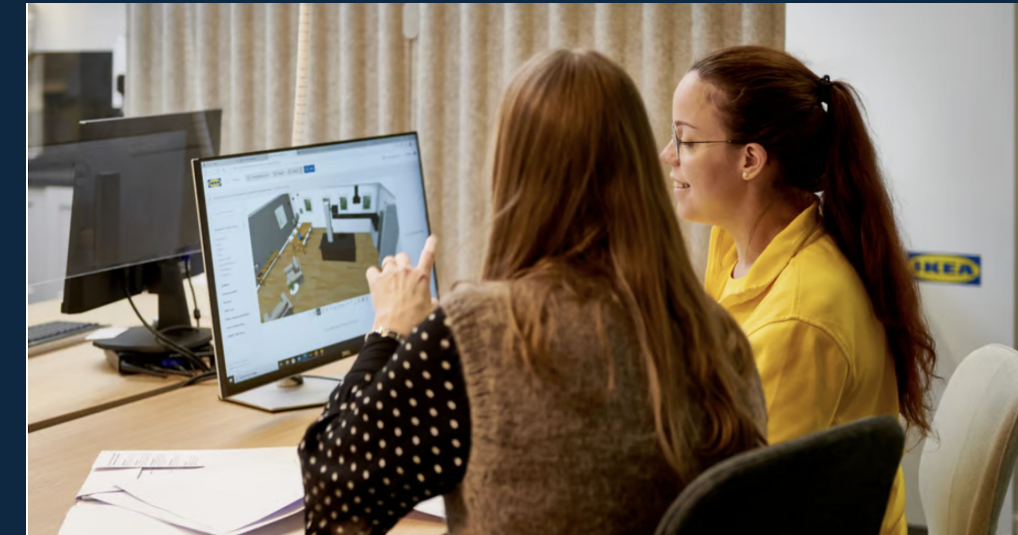
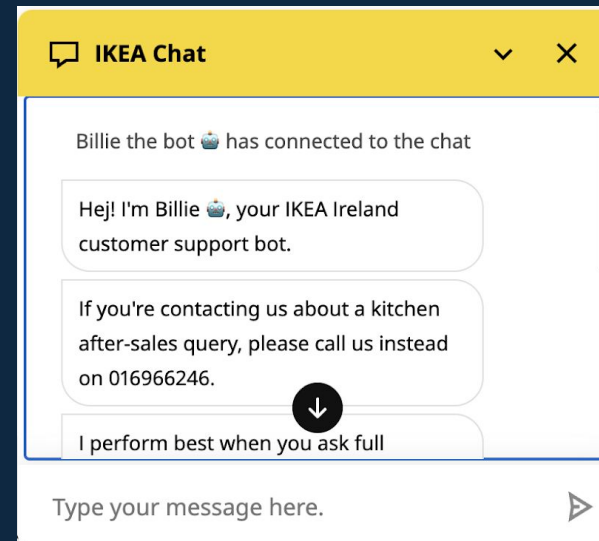
Use AI-driven practice to build expertise



Reskill and redeploy



8,500 call center representatives



8,500 interior design consultants



This reskilling initiative provided IKEA with a scalable workforce of interior designers, generating €1.3 billion, representing 3.3% of its total revenue in 2022.

The company hopes to increase this by 10% by 2028 as part of its efforts to attract more Gen Z customers. The success of this strategy has enabled IKEA to align with AI-driven market shifts without reducing headcount.



William E. Boeing,
1881-1956

"I've tried to make the people around me feel as I do, that we are embarked as pioneers upon a new science and industry in which our problems are so new and unusual that it behooves no one to dismiss any novel idea with the statement, 'It can't be done.'"



Thank you

Types of AI

	Description	Human Role	Example
1. Assisted AI	AI performs tasks only when prompted by a human. No initiative or persistent state	Human initiates and directs every action	ChatGPT
2. RPA (Robotic Process Automation)	Automates repetitive, rule-based actions with scripts	Human defines rules and monitors	Data entry in forms
3. Intelligent Automation (IA)	Combines RPA with AI for semi-structured or cognitive tasks	Human defines workflows	AI extracts text from scanned invoices, RPA enters it in system
4. Agentic AI	Acts autonomously toward goals, perceiving, reasoning, and executing across systems	Human defines goals and guardrails	Trading algorithms, review resumes and schedule interviews
5. Orchestrated Automation	AI coordinates multiple AIs and bots to execute multi-step workflows	Human monitors system	IT service orchestration
6. Mixed human/AI workflow	Tasks are passed between humans and AI	Human completes more complex tasks	AI radiology tools highlight suspicious images for doctors to review
7. Workflow manager	Coordinates and monitors humans and agents in workflow	Human oversees teams	Call center manager