How companies prepare their workforces for the inevitable rise in automation will determine its effect on the labour market, on competition and the wider business landscape.

**Automation and Artificial Intelligence Will Accelerate the Shift in Skills That the Workforce Needs**

Estimated change in total hours worked in Europe and the United States using the following skills, as a result of automation and AI (billion hours). Source: McKinsey 2018

<table>
<thead>
<tr>
<th>Skill Type</th>
<th>Change in Hours from 2016 to 2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical/ Manual skills</td>
<td>-14%</td>
</tr>
<tr>
<td>Higher cognitive skills</td>
<td>8%</td>
</tr>
<tr>
<td>Social/ emotional skills</td>
<td>24%</td>
</tr>
<tr>
<td>Basic cognitive skills</td>
<td>-15%</td>
</tr>
<tr>
<td>Technological skills</td>
<td>55%</td>
</tr>
</tbody>
</table>

**Priority for Talent Development is Training for Soft Skills to Soften the Impact of Automation, According to Business Leaders**

Linkedin 2018

- Physical/moral skills: -14%
- Higher cognitive skills: 8%
- Social/emotional skills: 24%
- Basic cognitive skills: -15%
- Technological skills: 55%

**Key**

- Hours worked in 2016
- Hours worked in 2030

**Strategies to Change Organisational Structure**

How companies plan to adapt structures as a result of adopting automation and AI technologies. Source: McKinsey 2018

- More learning and working: 27%
- More team-based work: 24%
- More agile ways of working: 23%
- More cross-functional collaboration: 21%
- More continuous learning: 19%
- Create new business units: 18%

**Big Companies Largely Not Prioritising the Impact on Employees**

Private-sector organisations with more than $100 million annual revenues rated the importance of addressing the potential skills gaps related to automation and digitisation. Source: World Economic Forum 2018

- Not a top priority: 40%
- Not a priority: 30%
- Top priority: 20%
- Top five priority: 10%
- Top ten priority: 10%

**Who Will Manage the Workforce Transition?**

Business leaders were asked which partners in managing the integration of new technologies and workforce transition they believe will be most in demand in 2022. Source: World Economic Forum 2018

- Specialised departments in my firm: 41%
- Professional services firms: 23%
- Industry associations: 18%
- Academic experts: 16%
- International educational institutions: 16%
- Local educational institutions: 14%
- Government programs: 13%
- Labour unions: 7%

**Who Will Manage the Workforce Transition?**

Business leaders were asked which partners in managing the integration of new technologies and workforce transition they believe will be most in demand in 2022.

- Analytical thinking and innovation: 85%
- Active learning and relearning: 75%
- Creativity, originality and initiative: 66%
- Technology design and programming: 63%
- Critical thinking and analysis: 52%
- Complex problem-solving: 50%
- Leadership and social influence: 47%
- Emotional intelligence: 23%
- Research, production and evaluation: 19%