



Empowering the Superworker: Unlocking Critical Skills in an AI Era

Why the future of AI depends on human behaviors, not technology, plus how you can identify and develop the skills that power productivity and sustainable growth.

Unlocking Superworker skills

In every wave of tech transformation, the companies that succeed are those that unlock more from their people, not just their tools. AI is no different. While the technology itself is powerful, the differentiator lies in how people choose to use it, whether they simply automate routine tasks or they reinvent how work gets done. This is the essence of Josh Bersin's Superworker.

The Rise of the Superworker research highlights a new kind of employee. By integrating AI into their workflows, Superworkers amplify productivity, creativity, collaboration, and decision-making.

These Superworkers will succeed at work, not by creating AI tools, but by applying durable behavioral skills, such as curiosity, learning agility, critical judgment, and resilience to unlock a new level of performance and productivity.

Do you know how to identify Superworkers in your organization? And do you know how to measure and develop Superworker skills in your workforce?

Two-thirds of employees are not yet ready for the demands of AI-enabled workplaces

Organizations need a way to measure Superworker readiness and mobilize potential at scale. That's where SHL comes in.

Powered by decades of people science research, we can help you take the guesswork out of talent decisions with the tools and objective insights you need to identify and develop people who will thrive in an AI-augmented world.

We assess 45 million people each year. According to our recent skills analysis of one million professionals globally, approximately one-third of the workforce today demonstrates the critical skills to thrive as Superworkers. That means two out of three employees aren't yet ready for the demands of AI-powered work, creating both a challenge and an opportunity for HR leaders.

Why Superworkers matter

Superworkers don't just use AI, they partner with it to enhance their ways of working. They use it to redesign workflows, automate routine tasks, develop content, and amplify creativity and judgment.

Organizations need to harness the productivity gains from AI by investing in the people and developing the skills needed to leverage AI for best effect. Those companies that do, the Superworker Organizations, will grow faster, innovate quicker, and sustain advantage.

“AI transformation is really people transformation. It is not just integrating a bunch of technology and buying a bunch of tools, it's about simultaneously skilling, moving, and enabling people to use these tools, and change their jobs and roles.”

Josh Bersin, Founder and CEO, The Josh Bersin Company



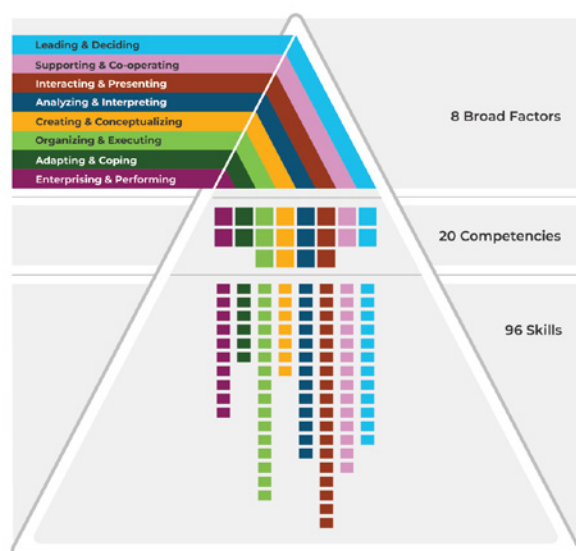
Translating Superworker DNA into measurable skills

The Superworker is no longer just an abstract concept—it's a measurable skills profile. In partnership with the Josh Bersin Company, we have decoded the DNA of the Superworker and translated it into a set of behavioral skills that underpin and differentiate the readiness of a Superworker.

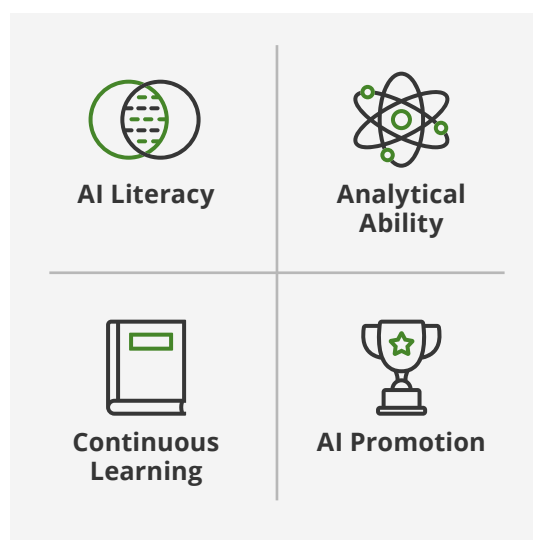
At the heart of this is SHL's Universal Competency Framework (UCF) with Skills Taxonomy, a proven, science-based model for understanding performance at work.

By grounding Superworker measurement in our UCF, we capture the core workplace behaviors and capabilities that predict success in human-AI collaboration, even for individuals who have not yet worked in a formal, AI-enabled role.

SHL's Universal Competency Framework (UCF) with Skills Taxonomy



DNA of a Superworker from Josh Bersin Company's The Rise of a Superworker







Behavioral skills, sometimes referred to as soft skills, influence how someone interacts with their work environment and colleagues. SHL identified 96 skills that are durable, transferrable across roles, and key differentiators of performance.

They develop through experience and practice, and remain relevant regardless of industry or job function.

Superworker AI-Readiness Model

Josh Bersin's Superworker research provides the framework; SHL translates the Superworker DNA into measurable behavioural skills.

Superworker DNA		Behavioral skill definition
 AI Literacy	Understands AI Skills	Shows an understanding of AI concepts and methods, as well as AI's potential to save time, structure workload, and advance the organization's long-term goals.
	Applies AI Skills	Takes accountability for responsible use of AI by actively seeking to understand written system outputs and adhering to ethical and operational guardrails.
 Analytical Ability	Thinks Critically	Applies critical thinking skills to review, categorize, and synthesize a broad scope of complex information, including AI-generated output, to draw thoughtful and informed conclusions.
	Reimagines Solutions	Analyzes available information to drive meaningful improvement by identifying high-impact opportunities and planning forward-thinking solutions to work-related challenges.
 Continuous Learning	Embraces New Technology	Actively seeks information to learn about and embrace new concepts, efficiently adapting to AI-driven technologies and processes to reshape ways of working and confidently navigate the evolving digital landscape.
	Exhibits a Trailblazer Mindset	Proactively sets clear, ambitious learning goals and stays motivated to achieve them, maintaining curiosity and resilience in the face of setbacks, uncertainty, and feedback.
 AI Promotion	Champions AI	Earns others' trust as a champion of AI by developing compelling arguments that inspire enthusiasm for AI adoption.
	Shares AI Knowledge	Offers assistance, informal feedback, and practical solutions by clearly explaining AI concepts, processes, and outputs, ultimately building confidence and supporting shared capability.

Superworker skills are measured through [SHL's Global Skills Assessment](#), giving organizations objective insights to identify readiness, enable talent mobility, and build a future-ready workforce.

Skills measurement: The key to unlocking AI's value

Skills have become the great equalizer; breaking down traditional barriers to success and unlocking a diverse, high-performing workforce that drives business growth.

But AI only creates value when people know how to use it. For leaders, the challenge is identifying who is ready and where to focus investment.

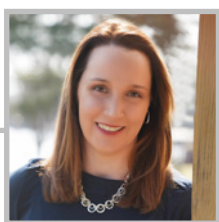
Objective measurement of Superworker skills gives organizations three essential advantages:

1. **De-risk transformation:** By measuring durable behaviors, leaders can ensure their people have the skills to thrive in reshaped roles, reducing false starts and costly missteps.
2. **Fairness and transparency:** Providing employees with transparent feedback on their skills builds trust. Instead of fearing AI, individuals see opportunities, unlocking clear pathways to develop, demonstrate readiness, and grow in their careers.
3. **Fuel for growth:** Linking AI adoption to behavioral skills creates a multiplier effect: when people are confident in using AI and skilled in critical reasoning, strategic thinking, and embracing new ideas, productivity and innovation rise significantly.

Josh Bersin's research shows that Superworkers dramatically outperform peers. So, leaders need a reliable way to identify, assess, and develop the critical skills in people so they thrive in an AI-augmented world.

Measuring Superworker skills allows organizations to move beyond hype and turn AI powered people into a measurable, sustainable source of competitive advantage.

"You can't manage what you can't measure. We've defined the critical skills and behaviors that set Superworkers and their performance apart. These skills can be measured with great accuracy, and our research shows they can be developed."



Sara Gutierrez, Chief Science Officer, SHL

SHL.

Reshaping roles through skills

Human skills are not static; they evolve over time and with experience. AI is going to continue to reshape jobs by automating tasks and creating new workflows, which demand new skill profiles.

How skills drive role evolution:

Task-Based Roles (Today)	AI-Enhanced Roles (Transition)	Skill-Enhanced Superworkers (Future)
Narrow, manual execution; high exposure to automation	People deploy AI to automate tasks and accelerate workflows	AI is embedded in workflows and jobs redesigned around human skills

Measuring these human skills helps organizations not only prove AI's impact but provides a blueprint for:

- Reskilling and upskilling employees into AI-enhanced roles
- Redesigning jobs around the human skills machines can't replicate
- Creating career mobility, so talent moves to where their skills, and Superworker readiness, add most value

With SHL's objective skills insights, leaders see not only if AI is working, but also how to enhance the employee skills that make it work, transforming AI adoption into sustainable workforce advantage.

“Whatever your company’s infrastructure looks like, if you learn how to use AI, you’re going to be a Superworker, and you’re going to be more valuable and more important to your organization.”

Josh Bersin, Founder and CEO, The Josh Bersin Company

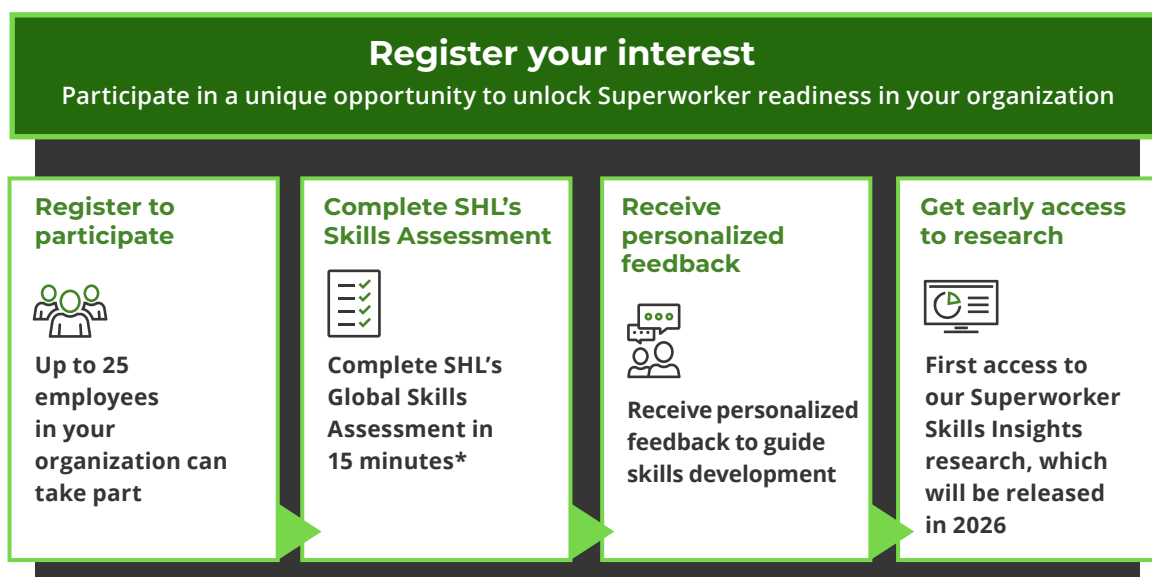
Empowering Superworkers in your organization

Be part of the Superworker Skills Research Program

The real transformation comes when organizations understand which skills enable people to thrive in AI-enhanced roles.

Josh Bersin's powerful Superworker research provides the framework; SHL makes the skills measurable. And now you can identify and develop Superworkers in your workforce.

With our science-backed approach, your AI and people transformation can become faster, fairer, and directly tied to business outcomes.



Register your organization >>>

We're offering you the unique opportunity to access Superworker development insights for yourself or your organization, free of charge. Simply [register your details](#) to participate in our Superworker Skills Research Program.

"AI gives your people leverage. In partnership with The Josh Bersin Company, we can show you who's ready to use it, and how to get the rest of your team ready to succeed."

Sara Gutierrez, Chief Science Officer, SHL

*This does not measure technical skills or whether someone is currently using AI in their job. It assesses the underlying behaviors that suggest readiness to excel in AI-integrated environments.



SHL brings powerful and transparent AI technology, data science, and objectivity to help companies attract, develop, and grow the workforce they need to succeed in the digital era.

We empower talent strategies to unlock the full potential of your greatest asset—people.

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