Rethink skills, redefine careers.

Preparing Your Workforce for 2030:
Why HR is the Key to Business Success
Key Insights from SHL Virtual Summit Part 3

Discover why HR is the key to business success by driving agility, trust, and value with skills-first approaches, AI transformation, and people-focused strategies. Here are six takeaways based on our recent Virtual Summit event.

1. Skills drive agility and growth

- Only 25% of roles are currently filled internally,[1] signalling a massive opportunity for skills-based internal mobility.

- Traditional job descriptions and static roles are no longer fit for purpose. Understanding the skills leading to role success can drive flexibility and future-proof your workforce.

Action
Define priority skills and audit roles for recurring vacancies
Define priority skills at a functional level focusing on business-critical and behavioral skills to clarify what leads to success, and what existing employees could be reskilled to fill them.

Did you know?
Skills-based organizations are 107% more likely to place talent effectively and 98% more likely to retain high performers.[2]

2. AI transformation is people transformation

- Josh Bersin emphasized "The barrier to AI isn't tech—it's capability, trust, and culture."

- Companies like Moderna, Chipotle, and Nestlé are already using AI to reshape HR, reduce time-to-hire, and streamline L&D.

- AI will shift from cost-saving to value-generating use cases – enhancing customer service, accelerating innovation, and creating integrated workflows.

Action
Upskill managers in AI literacy and its potential to improve HR processes
Encourage hands-on experimentation with AI tools and tech to advance hiring processes, development initiatives, and workforce planning.

[1] JoshBersin.com

[2] Deloitte, 2022

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3. Superworker companies will win

- Future success depends on blending human capability with AI and machine collaboration, driven by adaptable, empowered people—Superworkers.

- Superworker organizations will reinvent work continuously, build AI fluency across functions and invest in development and leadership alignment.

Action
Identify and embed the capabilities that matter most
Use objective assessment insights to identify strengths and skills gaps in creativity, critical thinking, adaptability, and tech fluency. Target development in areas that will deliver maximum impact for the HR team and the wider business.

> *"One of the mandates for leaders is to get familiar with whatever AI is appropriate in your company, whatever tools or systems your company is evaluating, and become as fluent in AI as you are in Microsoft Excel."*
>
> **Josh Bersin, CEO & Founder, The Josh Bersin Company**

4. HR must "walk the talk" on skills

- Chief Science Officer at SHL, Sara Gutierrez introduced [new HR skills research](#) and explained that: "HR is rolling out skills-first strategies for other functions, but often not applying them internally within their own team."

- The research showed HR teams are strong in relational and compliance skills, but underpowered in creativity, critical thinking, and innovation—capabilities critical to lead in an AI-enabled future.

Action
Assess your own HR team's skills
Use SHL's research to define and benchmark the skills you need in your HR team against what's needed now, and in the future.

Model skills-first practices
Apply targeted development, and your own recommendations, within HR to support the scaling of skills strategies across the business.

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5. Define, measure, and act on skills intentionally

- Skills work must solve real business problems—not just create frameworks.
- Panellists Kelly Brown (Hyster-Yale) and Sophie Motisi (JLL) emphasized:
  - Skills work must have actionable outcomes, not just a language or framework.
  - Skills should be embedded into existing processes like workforce planning, talent reviews, and development.
  - Cultural mindset shifts and enabling technologies like AI tools or internal GPTs are essential for success.

Action

Start with one business challenge

Partner with a business unit (e.g., manufacturing or sales) and use skills to address a concrete need, like a digital transformation, turnover hotspot, or succession gap.

Tip	Speed up the process and avoid language battles by using tech to match skills, and recognized frameworks like SHL's Universal Competency Framework.

6. Trust is the make-or-break factor

- Josh Bersin noted that employee trust in leadership is low, and many fear job loss due to AI. HR must be transparent, communicative, and inclusive, especially when introducing automation or skills-based change.
- Early career talent needs reimagined pathways in the age of AI, not fewer opportunities.

Action

Communicate transparently

Be clear about where AI is being introduced, how it's being used, and what it means for employees.

Rebuild early career pathways

As automation removes repetitive work, rethink how you onboard, grow, and mentor junior talent.

SHL Virtual Summit

Watch the full event replay of Virtual Summit Part 3. Register now for Part 4 on Tuesday September 23 to uncover how AI is transforming the future of work, and how HR can lead the skills revolution.

Watch part 3 On-Demand ⟫⟫   **Register for part 4** ⟫⟫

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