



Future Demand Fit Curriculum for Essential Skills of Workforce

Presented by Asst. Prof. Dr. Adisak Chandprapalet

May 28, 2025

Agenda

- 1. WTW Profile and Credentials**
2. The Context for Change
3. WTW's Point of View
4. Q&A

We're a Global Consulting Company with data-driven, insight-led solutions in the areas of people, risk and capital

At WTW, we work shoulder to shoulder with you, bringing diverse points of view and a deep commitment to your success. By challenging one another, we achieve breakthroughs because only the best ideas survive.

The result? Innovative solutions that meet your needs — informed by the global view and the local understanding of our colleagues around the world.

We provide data-driven, insight-led solutions in the areas of people, risk and capital that make your organization more resilient, motivate your workforce and maximize performance.

This is perspective that moves you.

We've been putting
clients first
since **1828**



WTW is **trusted** by
the world's **leading**
organizations

We work with...

450
of the **Fortune Global 500**

900
of the **U.S. Fortune 1000**

92
of the **FTSE 100**



We have
44,000
employees
serving more than
140
countries and markets.



We were the insurance broker for the
Titanic, the **Hindenburg**
and the **Lunar Rover**
used in the Apollo
moon mission.

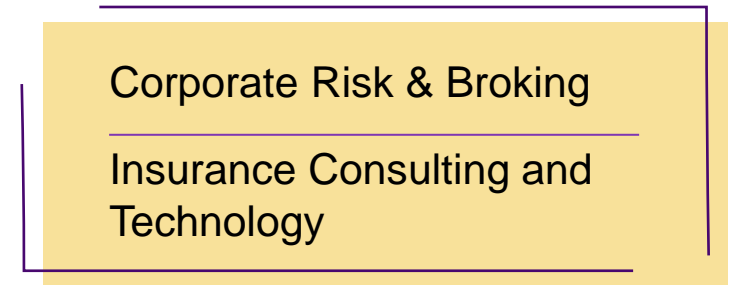
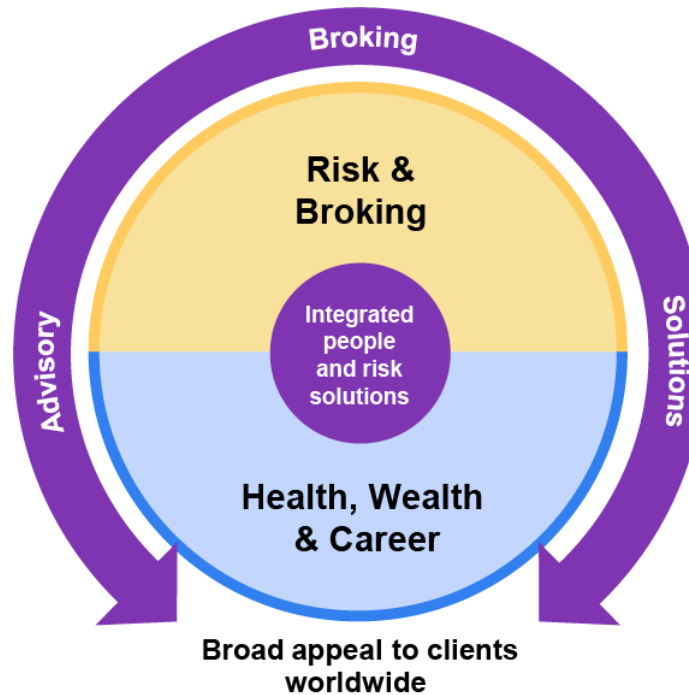
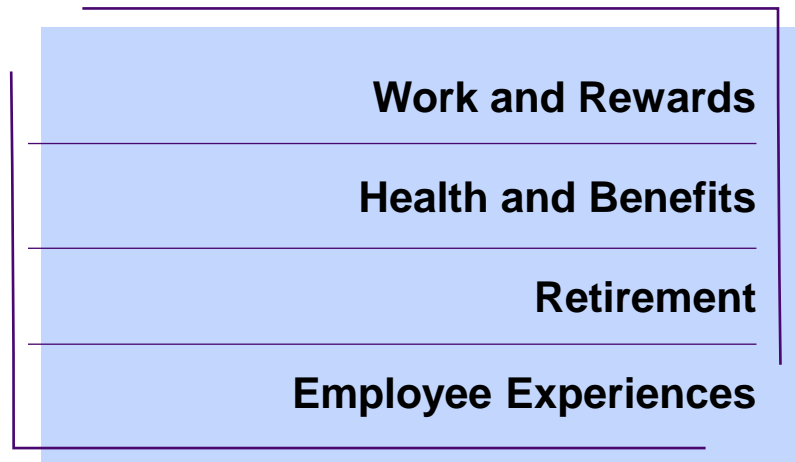


Named to
Forbes Global
2000 list
2022



WTW Thailand Business Segments

We are an integrated advisory, broking and solutions company organized around two business segments designed to meet your risk, people and capital needs.



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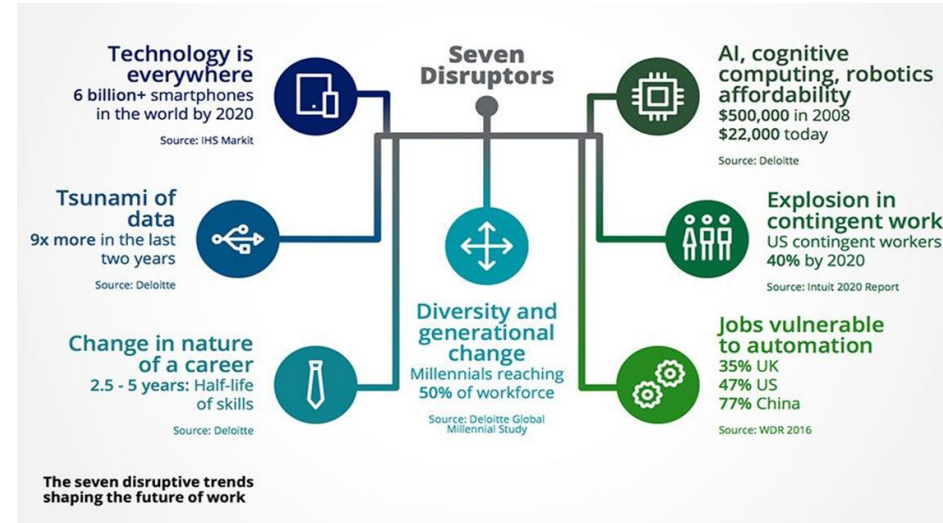
Key Challenges and Opportunities

1. Challenges

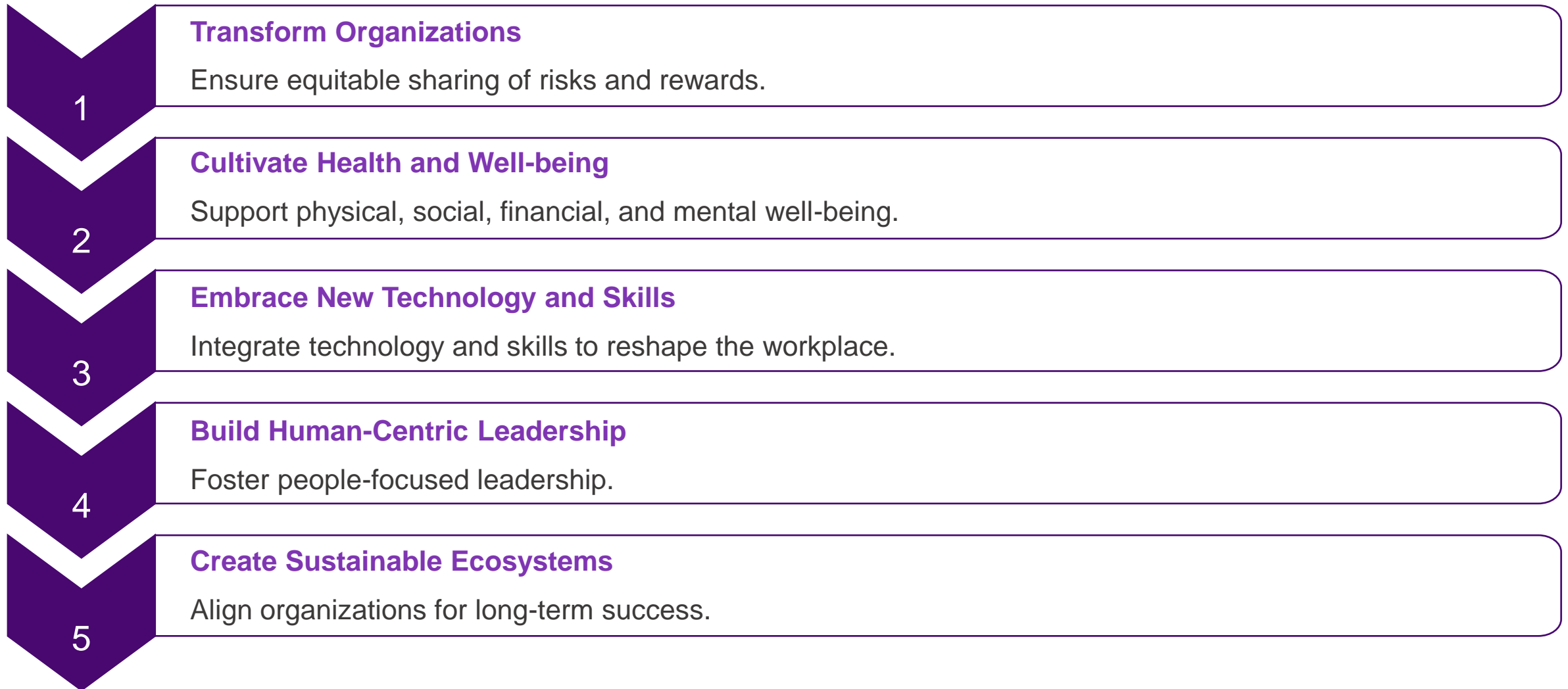
- Rapid pace of **technological change**
- **Skills gaps** in the labor market
- Ensuring inclusive **economic growth**
- **Adapting education systems** to new realities

2. Opportunities

- Creation of **new, high-quality jobs**
- Increased productivity through **human-machine collaboration**
- Development of more **flexible and resilient workforces**
- Potential for more **inclusive and sustainable economic models**



Five Imperatives for Resetting the Future of Work Agenda



Transforming Organization Design and Work Design

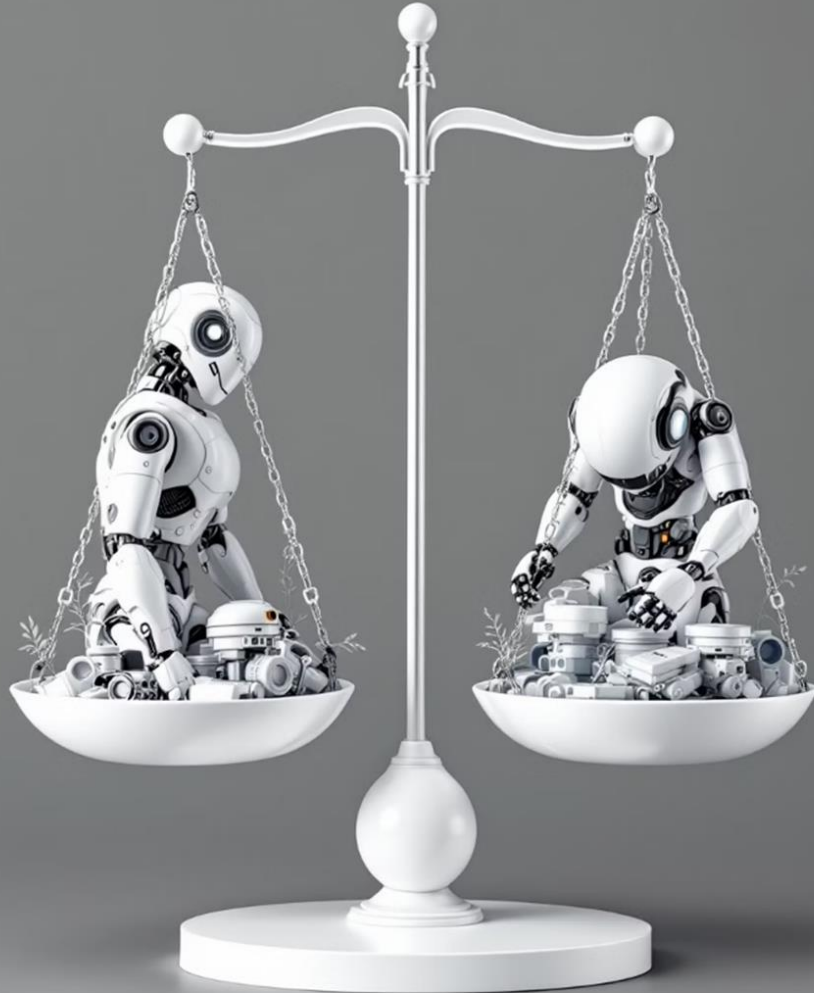
Empower an Agile and Distributed Workforce

Organizations are shifting from multilayered matrix structures to nimbler **networks**, bringing together employees from different functions with varying skillsets and experience. This vertical restructuring aims to streamline decision-making and empower teams to collaborate across functions and geographies.

Key Insights

- Focus on **employee skills** profiles rather than job titles
- Implement **talent** marketplaces for flexible deployment
- Foster an **agile, transparent, and supportive culture**

Job Displacement and Creation



85M

Jobs Displaced

Estimated number of jobs that may be displaced by a shift in the division of labor between humans and machines by 2030

97M

New Roles Created

Projected number of new roles that may emerge, more adapted to the new division of labor between humans, machines and algorithms by 2030

Emerging and Declining Job Roles

Emerging Roles

- **Data Analysts and Scientists**
- **AI and Machine Learning Specialists**
- **Big Data Specialists**
- **Digital Marketing and Strategy Specialists**
- **Process Automation Specialists**

Declining Roles

- Data Entry Clerks
- Administrative and Executive Secretaries
- Accounting, Bookkeeping and Payroll Clerks
- Accountants and Auditors
- Assembly and Factory Workers

Five Burning Issues in Skills and Employment

1

Delivering New Skills for New Jobs

- Digital-savvy employees with creative, numeracy and problem-solving skills are valued highly across all sectors today

2

Resolving Structural Challenges in the Workforce

- An ageing workforce and the growth of untraditional "gig economy" jobs exacerbate the skills challenge

3

Reducing the Worldwide Decline in Training

- Investment in training has been on the decline in OECD countries since 2014.

4

Recouping the Costs of Severance

- As more skills and jobs become obsolete, the total cost of severance inevitably becomes higher.

5

Improving Transparency Around Long-Term Value

- Traditional financial reporting is inadequate at capturing long-term value, particularly for intangible assets like human capital



The Need for Reskilling and Upskilling



Innovation

New technologies are creating new jobs and repurposing traditional roles, requiring a different mix of competencies.



Productivity

Businesses need a steady supply of trained, productive, and multi-skilled workers to thrive in an uncertain economy.



Adaptability

Workers must continuously develop their capabilities to stay relevant in a labor market disrupted by technology.



Mutual Benefit

Re-/upskilling benefits both employers and employees, reducing obsolescence and ensuring access to needed skills.



Aligning New Technology and Skills



Digitization of Work Processes

Over 80% of global employers have accelerated the digitization of work processes in response to the COVID-19 crisis.



Business Transformation

Technology is a key enabler for businesses to enhance new offerings or simplify existing procedures.



Job Redesign

Current tasks and job designs are being reorganized or automated, causing some job profiles to cease to exist and new ones to emerge.



Reskilling and Upskilling

Companies are increasingly responsible for reskilling and upskilling their workforce to adapt to the newly digitized environment.

Building Human-Centric Leadership Culture

1

Empower Local Leaders

Redefine ways to manage business, teams, and morale virtually

2

Improve Communication

Prioritize transparency and authenticity in leader communications

3

Enhance Employee Listening

Utilize surveys, virtual focus groups, and internal crowdsourcing

4

Enable Human Connection

Foster collaboration and build a healthy virtual social workplace

Where to Find Rising Skills

Understanding what regions are home to rising skills can provide insight into the trends driving certain skills to surface. Several global HR consulting firms have broken down **country-by-country** which **top three rising skills** categories are more prevalent compared to the APAC average.

This geographical mapping of skills can help organizations make strategic decisions about talent acquisition, development, and even business expansion based on the concentration of specific skills in different regions.

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Top 5 Power Skills for 2030

Our survey identified these power skills as showing the highest increase in demand:



Interpersonal Skills

(Effective Communication,
Networking, &
Team Collaboration)



Cognitive Skills

(Critical Thinking,
Analytical, Problem-Solving,
& Creativity)



Self Leadership

(Self Awareness, Self Management, &
Entrepreneurship,
and Goal Achievement)



Digital Skills



Adaptability & Continuous Learning

Skills of the Future

1

Top Skills for 2030

1. **Analytical thinking and innovation**
2. Active **learning** and learning strategies
3. Complex **problem-solving**
4. **Critical thinking** and **analysis**
5. **Creativity**, originality and initiative

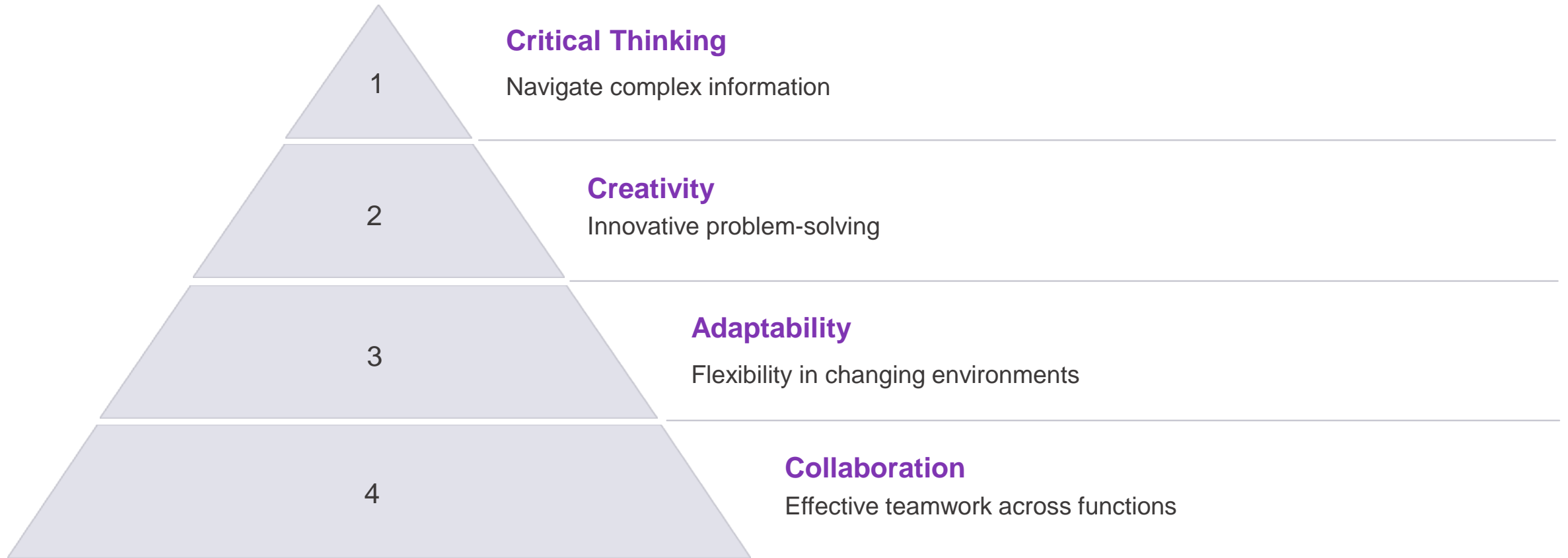
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Emerging Skill Groups

1. **Data and AI**
2. Care Economy
3. **Green** Economy Jobs
4. **Cloud Computing**
5. Product Development



Soft Skills: Increasing in Value with AI & Automation



89% of executives say that it is difficult to find people with soft skills. As AI and automation rise, soft skills like creativity, adaptability, collaboration, and time management allow talent to navigate new information and make decisions effectively.

Critical Thinking Emerges as Top Skill Across Markets

India	Japan	Singapore	Australia
Adaptability & flexibility (61%)	Innovation & creativity (77%)	Communication (42%)	Critical thinking, problem solving (76%)
Critical thinking, problem solving (57%)	Critical thinking, problem solving (60%)	Critical thinking, problem solving (42%)	Adaptability & flexibility (73%)
Industry specific knowledge (58%)	Adaptability & flexibility (53%)	Adaptability & flexibility (37%)	Communication (73%)

L&D programmes should prioritize (and ideally personalize) the skills focus to the wants of local employees, as desired soft skills vary by market.





Impact of Soft Skills on Business

Organizations reported significant impacts from the limited availability of soft skills:

Quality and Customer Experience

69% said their quality standards and/or customer experience is impacted

Innovation

66% reported they are not able to innovate effectively

People Costs

42% said the cost of managing people is increasing above estimates

Foresight to Action: HR as a Strategic Partner

1

Data-Driven Strategy

Leverage data to position HR as strategic partners in organizational strategy

2

Workforce Planning

Collaborate with business leaders to build plans reflecting current and future needs

3

Skills Insights

Use tools like LinkedIn Talent Insights to gain foresight on skills and L&D requirements

4

Learning Culture

Break learning barriers to build the workforce of the future

HR professionals should look at their existing talent as another talent market. Who can be tapped to **learn rising skills** now? What might their current role look like in five years? **Continuous learning** is now the mainstay of all good workforce planning.

Key Features of Learning Tools

When investing in learning tools, organizations prioritize these features:

Proven Content

Content that is proven to help develop desired skills

Skill Application

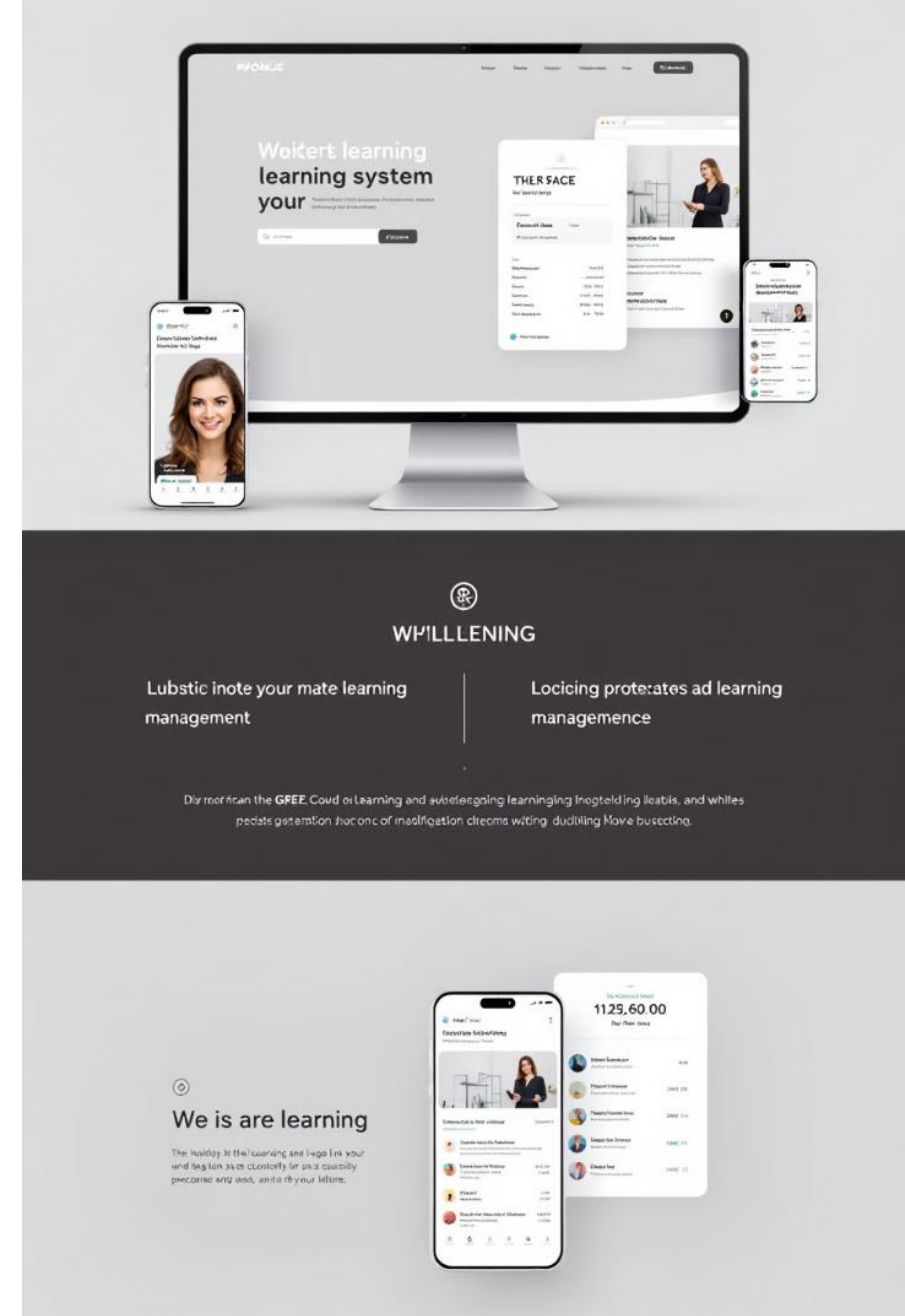
Employees can demonstrate and apply skills learned to their job

Integrated System

Integration of assessment, learning content, and tracking of outputs all in one system

Scalability

Program is scalable across the organization



Key Takeaways: Navigating the Future of Skills

1. Monitor Rising Skills

Use rising skills data as indicators of industry transformation and to inform talent strategy

2. Invest in Learning

Create a culture of continuous learning to retain talent and future-proof your workforce

3. Balance Tech and Soft Skills

Recognize the increasing value of soft skills alongside technical abilities in the age of AI

4. Strategic HR Partnership

Position HR as a key strategic partner using data-driven insights on talent and skills

5. Personalize Development

Tailor learning and development programs to local market needs and individual career aspirations

By leveraging these insights and taking proactive steps, organizations can navigate the changing landscape of skills, address the talent crunch, and position themselves for success in the future of work.

End