



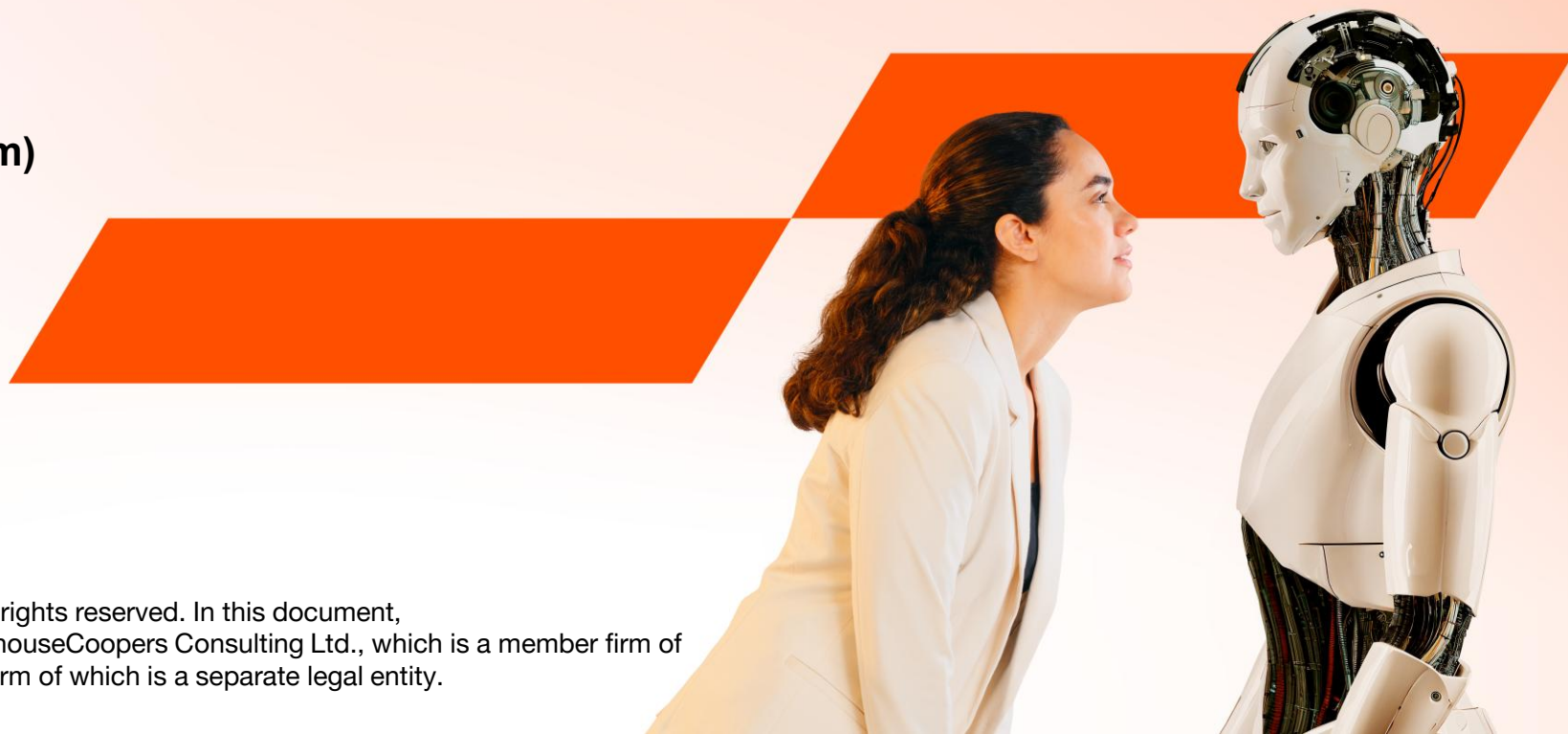
The Workforce Reset: From Traditional to Future-Led HR

By Dr. Pirata Phakdeesattayaphong (Am)

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Agenda

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From HR function to business driver

2

From skill gap to business gap

3

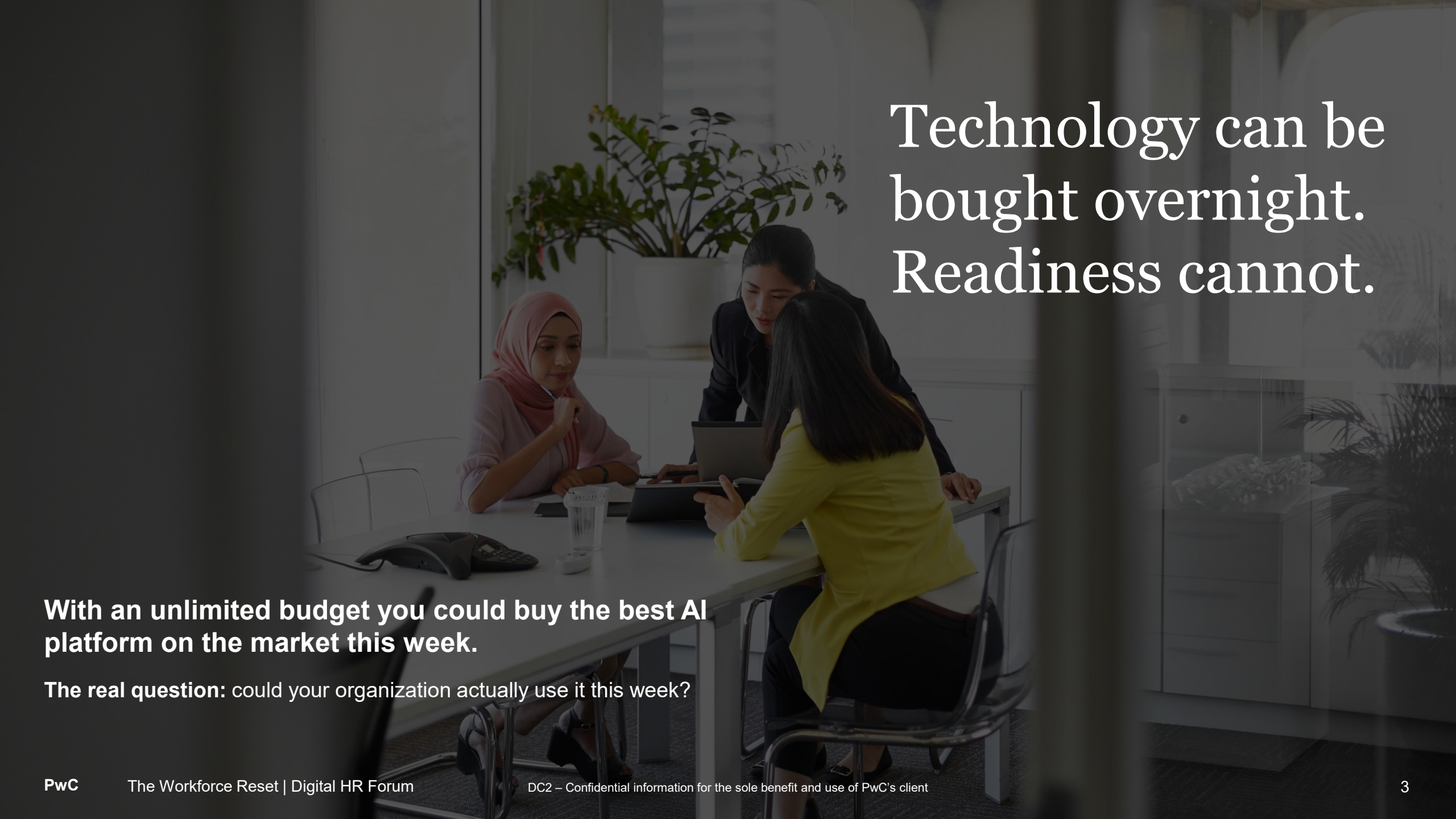
The capabilities that define the winners

With you today



Dr. Pirata Phakdeesattayaphong (Am)
PwC South East Asia Consulting , Partner

With over **20 years** driving organization transformation for large enterprises, multinational companies, and government bodies across **Thailand, Asia, Europe and the USA**, Dr. Am has built a career on leading organizations through disruptive change — reshaping structures, capabilities, and culture so that leadership teams and boards can act decisively on emerging technology, including AI. She combines a Ph.D. in Organization Development with hands-on delivery of large-scale transformation programs, making her a trusted advisor to boards navigating workforce and operating-model change in the age of AI.



Technology can be
bought overnight.
Readiness cannot.

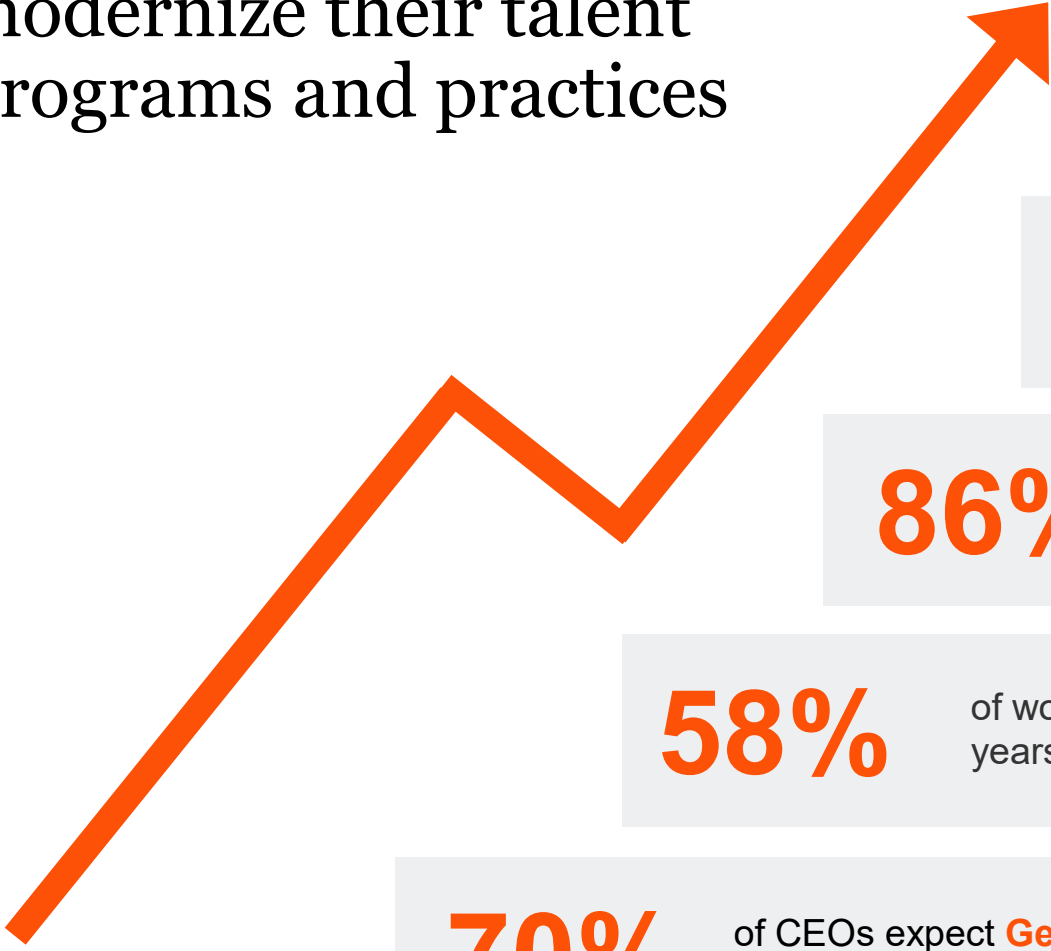
With an unlimited budget you could buy the best AI platform on the market this week.

The real question: could your organization actually use it this week?



From HR function to business driver

Multiple market trends are pushing organizations to modernize their talent programs and practices



52%

of CEOs say **labor and skills shortages** are already **hurting profitability**. Organizations that are unable to access the right talent are losing competitive and financial ground.

23%

of jobs will be **disrupted by 2027**, with a net **loss of 14 million roles**. Organizations need to rethink their workforce strategy now to stay ahead of disruption.

86%

of HR leaders are building **skills-based talent models**. Skills, not job titles, are becoming the foundation of future-ready organizations.

58%

of workers say their jobs' **required skills will change significantly** in the next five years. Skills are evolving fast, and organizational learning strategies must keep up.

70%

of CEOs expect **GenAI** to **reshape their business and talent needs** within three years. Organizations that delay reskilling risk falling behind.

Key drivers shaping the future workforce

Organizations are under pressure to reduce costs, boost productivity, and respond to disruption. Technology, geopolitics, regulation, and talent challenges are reshaping the workforce.

01

Engagement of employees to drive change

Business models are evolving. Change succeeds when employees understand, support, and drive it.

02

Unlocking AI

AI can boost productivity and performance. To capture value, organizations must adapt workforce strategy and planning.

03

Upskilling

Organizations must quickly reassess roles, tasks, and skills to define the future workforce.

04

Transformative Leadership

Leaders must guide change, build a culture of learning, and seize AI opportunities.

Reimagining your organization and embracing the future of work

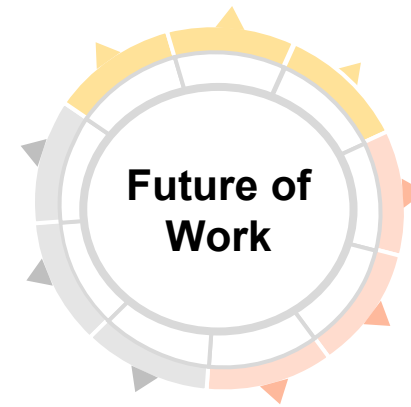
Work defines the structure and processes

Workforce ensures the right people with the right skills are in place

Worker focuses on empowering individuals to thrive in future businesses

Work

- **Enterprise Reinvention:** Streamlining front-to-back operations for agility
- **Modern Workflows:** Redesigning value chains with cloud, automation, and cybersecurity
- **AI Efficiency:** Embedding AI to automate and improve decisions
- **Agile Execution:** Driving continuous improvement through adaptive, data-led workflows



Worker

- **Culture Shift:** Building a transparent, resilient, and growth-focused workplace
- **Upskilling:** Continuously developing digital and soft skills
- **Flexible Work:** Supporting autonomy, well-being, and new work models
- **Skills-First:** Focusing on capabilities to unlock diverse talent and agility

Workforce

- **Talent Ecosystems:** Building diverse, mobile teams with flexible roles
- **Evolving Roles:** Empowering teams through dynamic responsibilities and leadership
- **Human + AI:** Integrating human, augmented, and autonomous work
- **Inclusive Strategy:** Using data to drive diversity, equity, and inclusion

Top trends in the future of work

Key shifts across workforce, talent, and work models in the AI era



- ✓ **Hybrid and flexible work models**
Hybrid work continues to reshape teams and careers.
- ✓ **Human-AI collaboration**
AI handles routine tasks, enables people focus on higher-value tasks.
- ✓ **Empathetic leadership**
Empathy is key to building resilient, high-performing teams.



- ✓ **Shift to skills-based model**
The focus is shifting from jobs to skills and agility.
- ✓ **Unlocking hidden talent pools**
Skills-first hiring expands access to talent.
- ✓ **Continuous learning and adaptability**
Lifelong learning is now essential.



- ✓ **AI-augmented roles**
AI enhances work rather than replaces it.
- ✓ **Integrated AI platforms**
AI is being embedded into everyday workflows.
- ✓ **Trust and adoption challenges**
Trust is critical to successful adoption.

From reactive HR to future-led HR

Traditional HR often enters after strategic decisions have already been made. Future-led HR is involved from day one, helping the business build the workforce, capabilities and agility needed for long-term success.



Traditional HR

- ✓ Designed for a stable world with job descriptions lasting five to ten years
- ✓ Centralized, one service for every business unit
- ✓ Measures headcount, turnover, time-to-hire and training hours
- ✓ Brought in after strategy has already been set



Future-led HR

- ✓ Designed for continuous change as the normal operating state
- ✓ Embedded in the business and fluent in the P&L
- ✓ Measures workforce ROI, productivity per FTE, and speed-to-capability
- ✓ Involved from day one of strategy development

Four shifts that position HR to drive business reinvention



01 Shift the question

Move from asking, “How do we support our people?” to “**What will the business need in three years, and is our workforce prepared to deliver it?**”



02 Shift the operating model

Embed HR within the business, build understanding of the P&L, co-design solutions with business leaders, and stop waiting for requests.



03 Shift the measures

Retire activity metrics. Report **workforce ROI, productivity per FTE, and speed-to-capability** in terms that resonate with the CFO.



04 Shift HR itself

Build stronger business acumen and fluency in **people analytics**, and position HR at the table where strategy is defined – not only where it is implemented.

2

From skill gap to business gap

From skill gap to business gap

The skills gap isn't just a people issue – it's a business challenge. As skills evolve faster, the impact reaches transformation, productivity and talent value.



66%

of employers identified **skills gaps** as a major barrier over the 2025-2030 period.

Source: [WEF Future of Jobs Report 2025](#)



39%

of **existing skill sets** will be **transformed** or become outdated over the 2025-2030 period.

Source: [WEF Future of Jobs Report 2025](#)

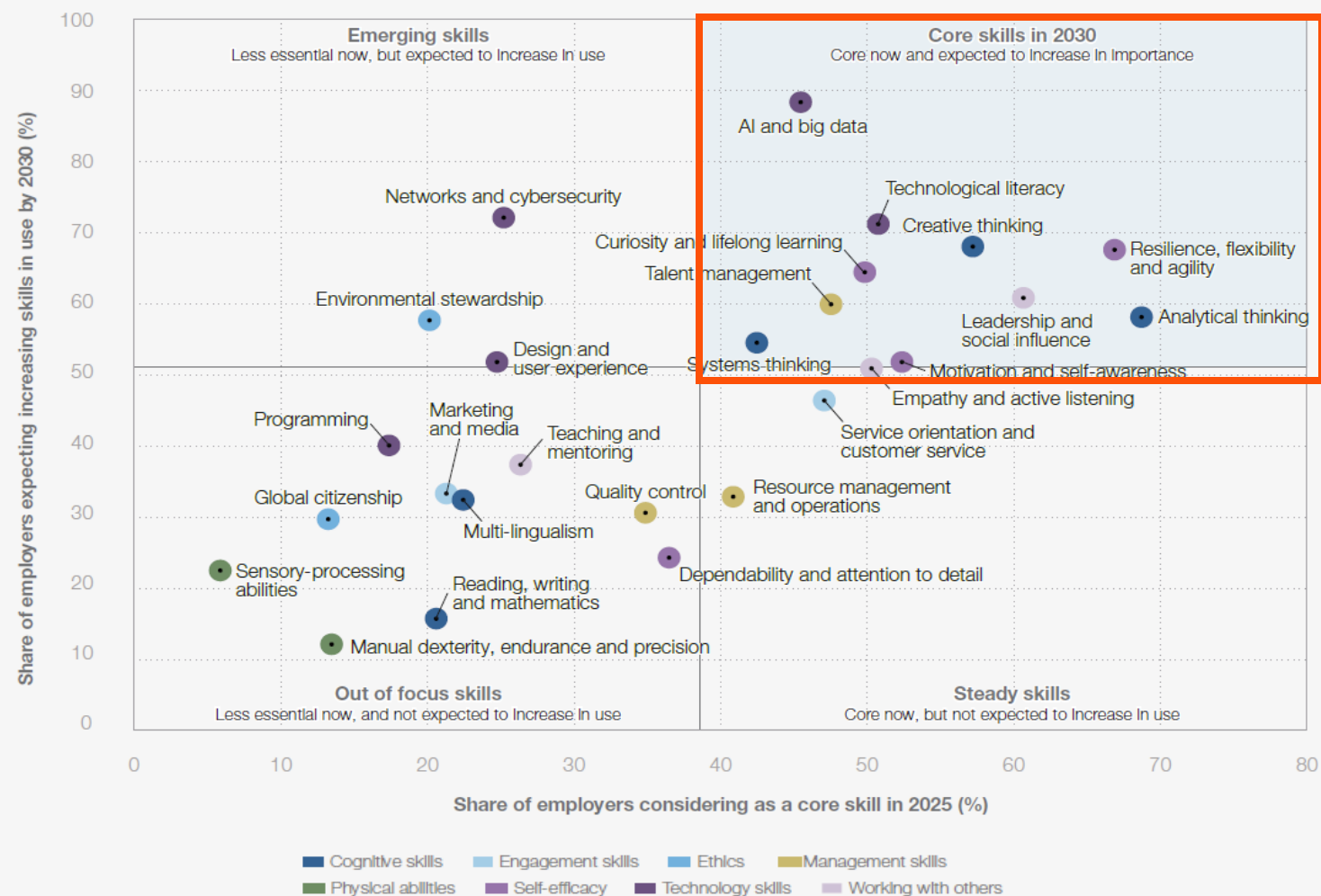


↑ 66%

faster change in the skills employers ask for in AI-exposed jobs.

Source: [PwC 2025 Global AI Jobs Barometer](#)

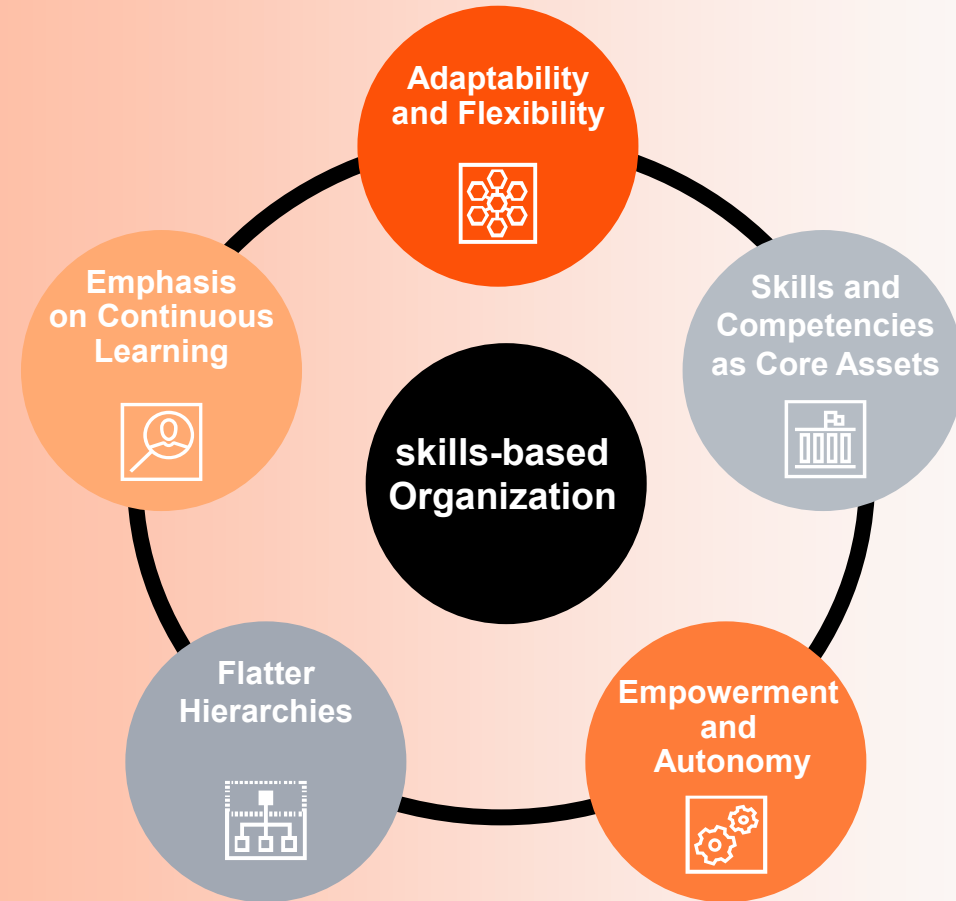
Highlights skills that are already core to organizations today and are expected to continue growing rapidly



Source: World Economic Forum, Future of Jobs Survey 2024

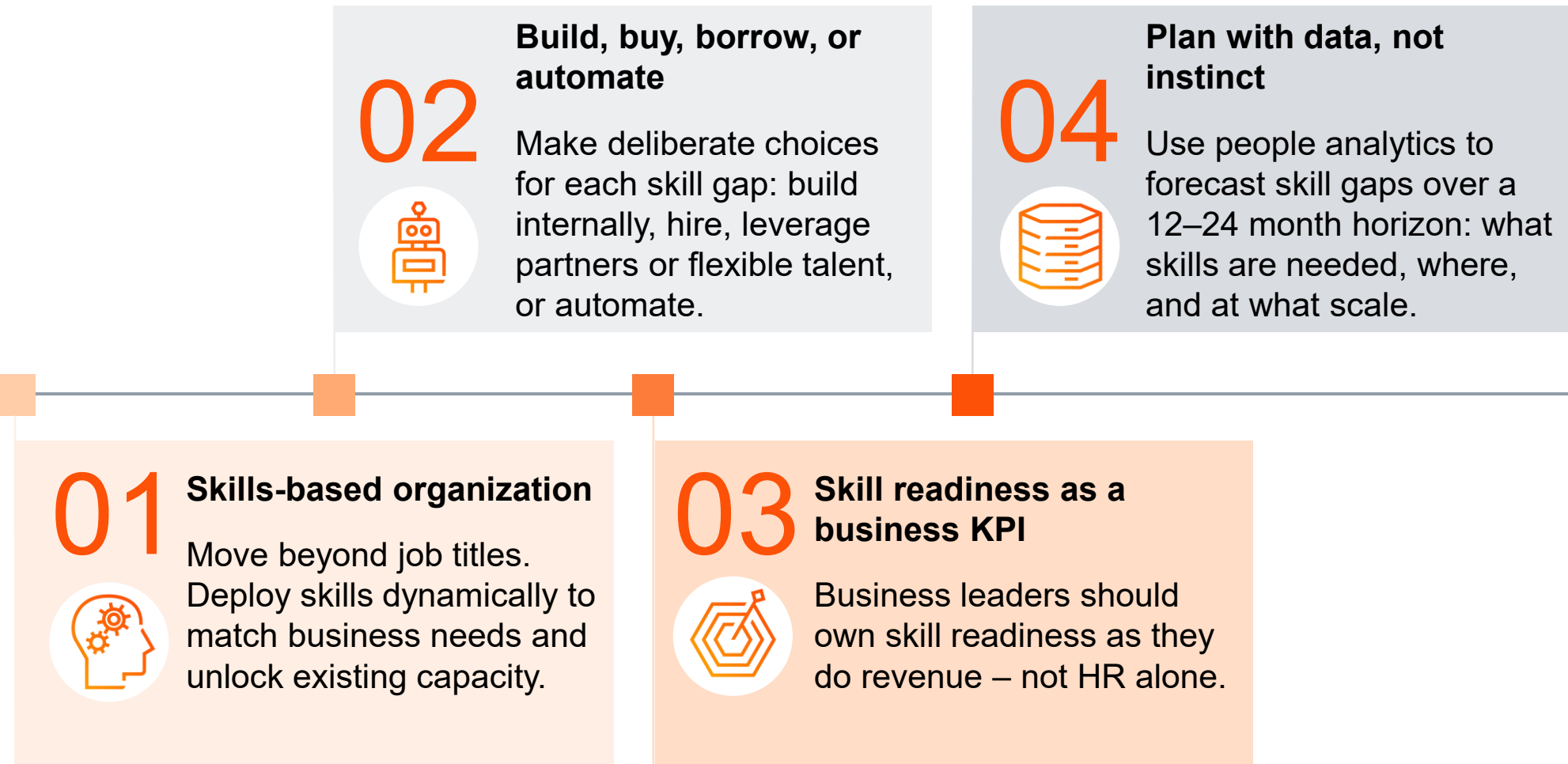
Building a skills-based organization

A skills-based organization prioritizes employee skills, rather than job titles, roles, or tenure, as the foundation for how work is assigned, talent is developed, and decisions are made.



Unlike traditional hierarchical organizations, skills-based organizations prioritize **employee expertise, continuous learning, and adaptability** over rigid structures and siloed departments.

Four moves to close the skill gap



Core capabilities for future-ready HR

HR & Business Leadership



- Lead people in hybrid/remote environments
- Drive engagement and performance across the workforce
- Understand business strategy, workforce, and market trends

Strategic Workforce Enablement



- Manage people in hybrid/remote models
- Shape and improve the employee experience
- Drive employee engagement and relationship management

People Experience & Change



- Support change and project Management
- Work across functions with agility

HR Digital & UX



- Apply user-centered design in digital HR tools
- Enable adoption of new tools and processes

Data Analytics & Intelligence



- Use data and technology effectively
- Turn people data into clear, actionable insights
- Use AI and analytics to improve workforce decisions

Global Service Delivery



- Deliver services through digital platforms
- Adapt sourcing approaches with agility
- Navigate local language and legal requirements

Organizational Enablement



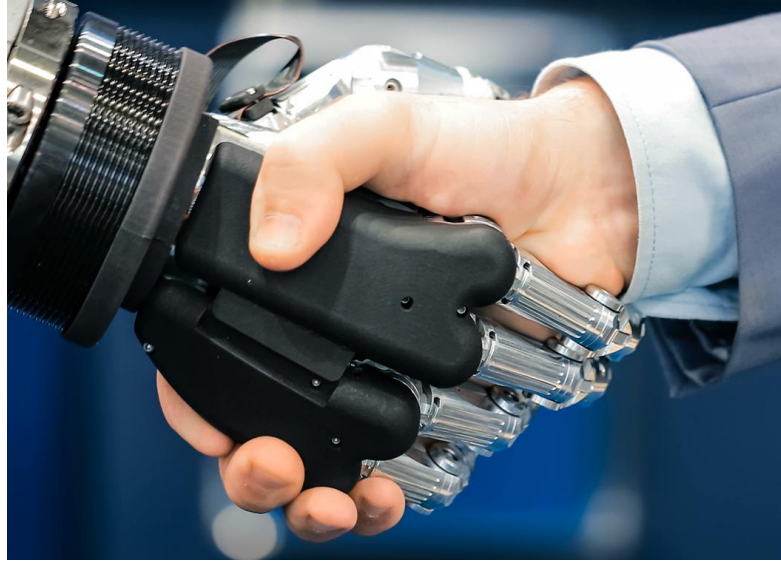
- Advance well-being, DE&L, and ESG priorities
- Lead proactive L&D initiatives
- Support adoption of new tools and ways of working

DE&L: Diversity, Equity, and Inclusion
ESG: Environmental, Social, and Governance
L&D: Learning & Development

3

The capabilities that
define the winners

Three capabilities that decide the winners



01 Human Judgment

AI delivers speed and scale.

Judgment, empathy, creativity, and ethical reasoning remain core human strengths.

02 Human-AI Collaboration Fluency

The advantage will go to people who can work effectively with AI – **prompting, verifying, and orchestrating** its use.

03 Learning Agility

Skills age quickly. The lasting advantage is the ability to **learn, unlearn, and relearn** continuously.

And what does this mean for HR



1

Collaborate across the C-suite – workforce is not just HR's remit.



2

Champion skills-based transformation and redesign of how work gets done to enable agility.



3

Prioritize workforce trust and transparency – from **AI usage to upskilling**.



4

Create a culture which fuels innovation through experimentation.



5

Design work that **offers purpose and supports wellbeing**.

Future-ready HR enables effective AI adoption through planning and change management



What good looks like

Align: Bring people together around shared creativity, problem-solving, and a common goal.	Engage: Mobilize people around a common goal while creating a positive cultural experience.	Enable: Use momentum to build the skills, tools, and habits needed for new ways of working.	Evolve: Continuously improve the technology and gather user feedback on enhancement opportunities and pain points.	Sustain: Establish mechanisms that keep AI relevant, scalable, and effective over the long term.
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How You Can Get There



Change Networks:
Share AI updates, highlight new developments, gather feedback, and support rollout.

Guiding Principles Alignment:

- Align
- Engage



Training:
Conduct interactive training tailored to each user group to support smooth adoption.

Guiding Principles Alignment:

- Align
- Enable



Change Documentation:
Create practical documentation, standards, and usage guidance to support long-term sustainability.

Guiding Principles Alignment:

- Evolve
- Sustain



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Thank you!

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