SCHOOL OF BUSINESS MANAGEMENT

SKILLSFUTURE FESTIVAL × NUS 2025

AI X LEADERSHIP: NAVIGATING CHANGE, BUILDING HUMAN-CENTERED FUTURES

12 JULY 2025

Objectives

Understand how AI is re-shaping leadership

Explore emerging AI tools relevant to leaders

Balance human empathy with tech adoption

AI Leadership (as defined by AI)

AI leadership in the current era requires a human-centered approach, focusing on leveraging AI's capabilities while prioritizing human well-being, skills, and ethical considerations. Effective leadership in the age of AI means understanding how AI can augment human capabilities, fostering a culture of continuous learning, and ensuring that AI serves humanity's best interests.

Why this matters now?

78% of organizations now use AI in business processes

But only ~1% consider their AI deployment mature

AI DEPLOYMENT

AI DEPLOYMENT

LOW

HIGH

Leaders struggling to keep pace with AI developments

AI's Impact on Leadership

Emerging AI Tools Leaders Need To Know

AI Copilots

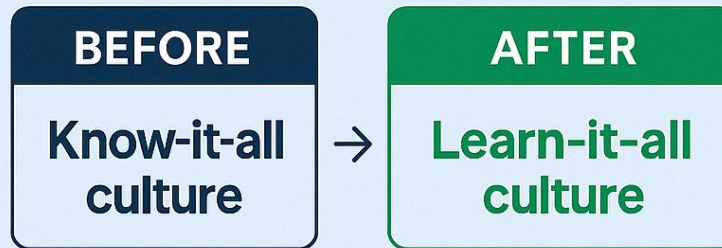(e.g. Microsoft 365 Copilot with agent pricing

Generative Content

- ChatGPT
- DALL-E
- Gemini
- Claude

Workflow Automation

- n8n
- Zapier
- Chatbots (no-code/low-code)

AI Governance Tools

- aws
- IBM
- Google

Adaptive & Agile Leadership for AI Integration

A Prime Example of Adaptive Leadership

BEFORE		AFTER
Know-it-all culture	→	Learn-it-all culture

Satya Nadella becoming CEO at Microsoft in 2014 and shifting the entrenched 'know-it-all' culture to a 'learn-it-all' culture
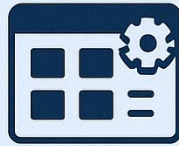
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Agile Leadership

advocates for flatter structures and networked teams that can respond quickly to change.

**Upskill Employees**
to use
AI-driven systems

Encourage Decentralizeed Decision-Making
so those closest to the data can act quickly

Adopt Agile Project Management
methodologies
for AI implementataion

ADAPTIVE LEADERSHIP IN A VUCA WORLD

Combining flexibility with strategic vision, adaptive leaders invest time to increase their digital & AI iteracy to steer their organization through a VUCA world

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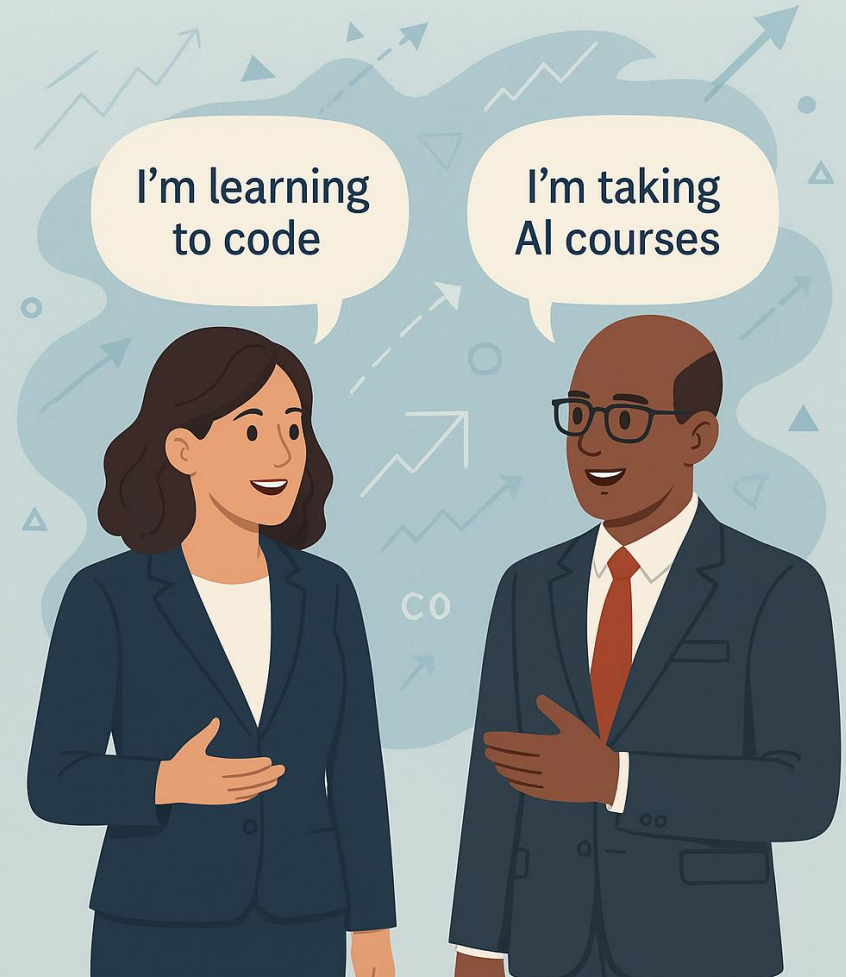
Ethical & Human-Centered Leadership

Fairness, transparency, algorithmic bias—crucial ethical concerns
Example: Reverse-mentoring to build trust & empathy

An example in Consulting
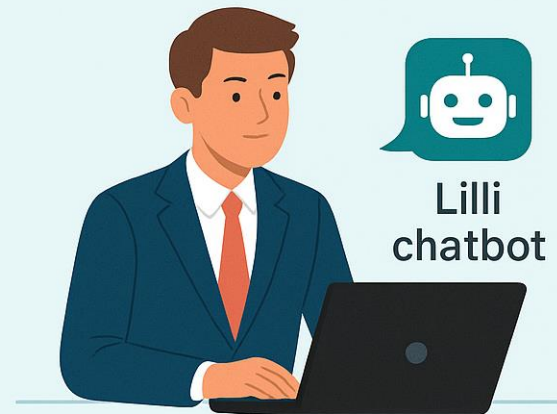
The AI Leadership Prompt Experiment

Use ChatGPT free at chat.openai.com

"You are my leadership coach. I am leading a team that is worried about an AI tool replacing their jobs. Help me draft a clear, empathetic communication plan to address their fears, and suggest three leadership actions I can take to build trust."

The AI Leadership Prompt Experiment

What to Do:
☑️ Read ChatGPT's response
☑️ Reflect:– What worked well?– What would you change?– What did ChatGPT miss that a human leader would add?

How long before a skill becomes obsolete?

a) 1 to 2 years

✓ b) 3 to 5 years

c) 6 to 10 years

The half-life of skills & technology is shrinking

Technological innovation can be leveraged to unleash human potential – Professor Klaus Schwab, Executive Chairman of the World Economic Forum

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Time needed to start building new skills online in jobs of tomorrow

1-2 Months

People and Culture, Content Writing, Sales and Marketing skills

2-3 Months

Product Development and Data and AI skills

4-5 Months

Cloud Computing and Engineering skills

Source: Coursera data produced for the Future of Jobs Report, World Economic Forum

Presents the days of learning needed for the average worker to gain the level of mastery through Coursera learning.

What-If

It used to take 20 years to prepare for 1 job, but what if we need to go through 10 jobs in a lifetime, 4 to 5 years in each job.

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Five key labour-market drivers

Technological change
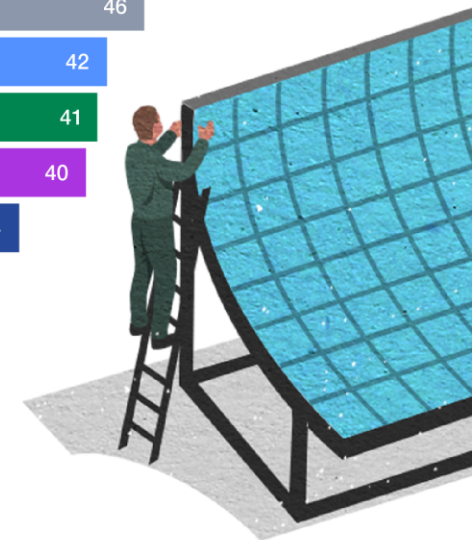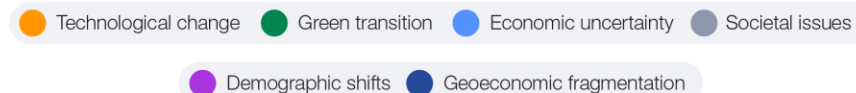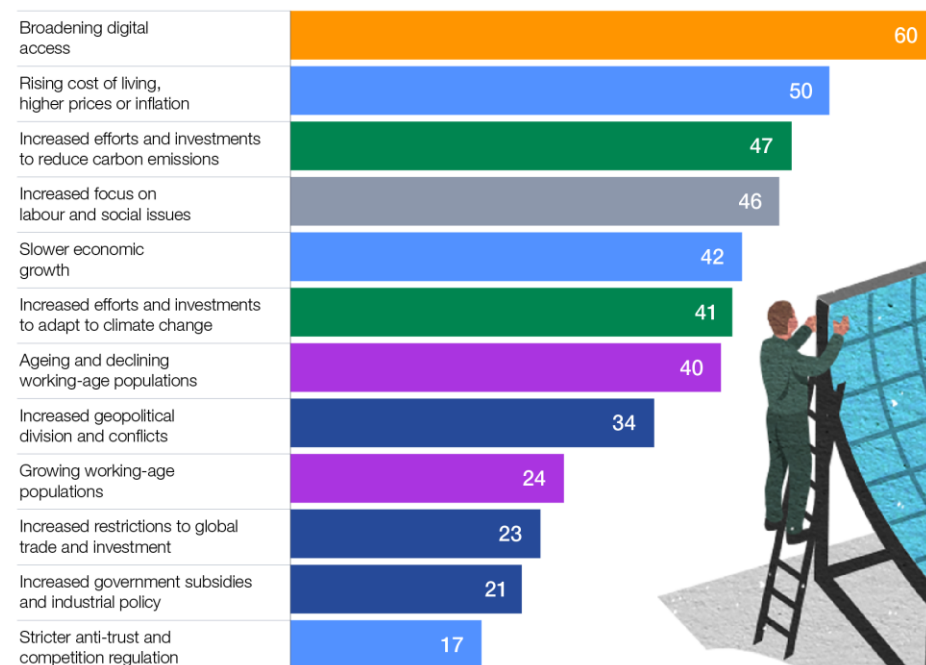
Green transition

Demographic shifts
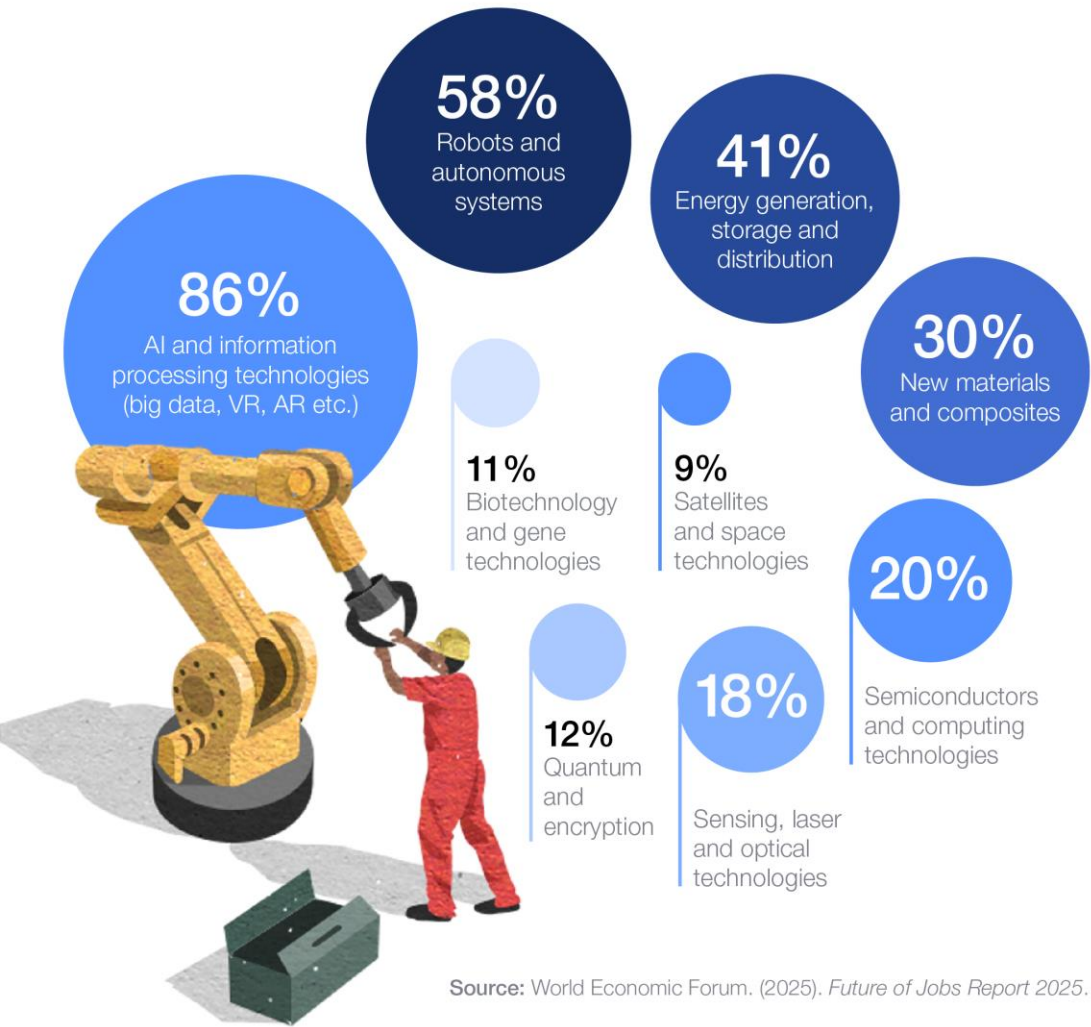
Geoeconomic fragmentation

Economic uncertainty

Digital access, cost of living and green transition trends are driving business transformation

Share of employers surveyed that expect each macrotrend to drive organization transformation by 2030

Macrotrend	Share (%)
Broadening digital access	60
Rising cost of living, higher prices or inflation	50
Increased efforts and investments to reduce carbon emissions	47
Increased focus on labour and social issues	46
Slower economic growth	42
Increased efforts and investments to adapt to climate change	41
Ageing and declining working-age populations	40
Increased geopolitical division and conflicts	34
Growing working-age populations	24
Increased restrictions to global trade and investment	23
Increased government subsidies and industrial policy	21
Stricter anti-trust and competition regulation	17

Legend: Technological change · Green transition · Economic uncertainty · Societal issues · Demographic shifts · Geoeconomic fragmentation
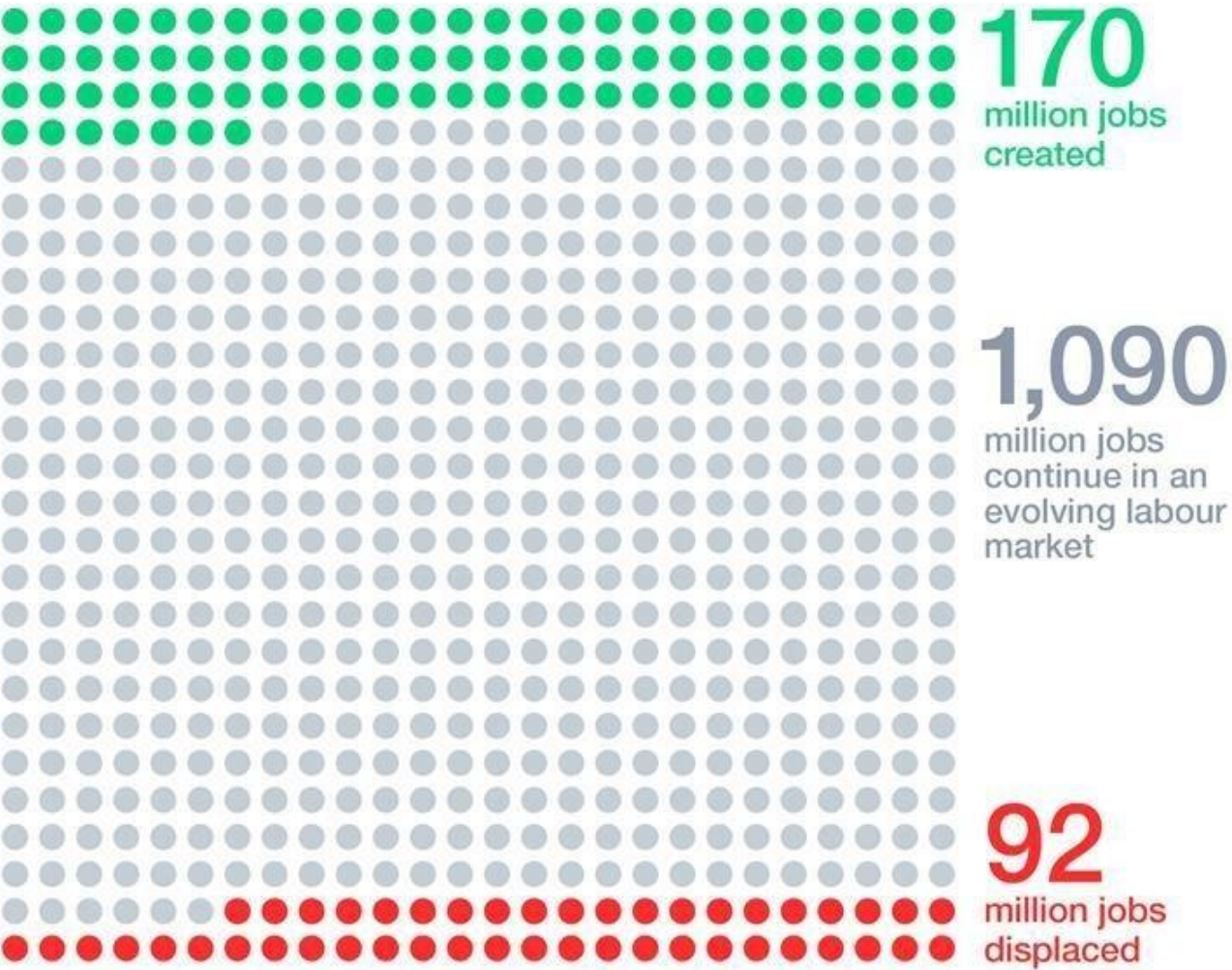
Trends in AI, robotics and energy technologies are most likely to drive business transformation

Share of employers expecting the technology to transform their organization

86%
AI and information processing technologies (big data, VR, AR etc.)

58%
Robots and autonomous systems

41%
Energy generation, storage and distribution

30%
New materials and composites

11%
Biotechnology and gene technologies

9%
Satellites and space technologies

20%
Semiconductors and computing technologies

12%
Quantum and encryption

18%
Sensing, laser and optical technologies

Source: World Economic Forum. (2025). *Future of Jobs Report 2025.*

Total job growth and loss

170 million jobs created

1,090 million jobs continue in an evolving labour market

92 million jobs displaced

Source: World Economic Forum. (2025). *Future of Jobs Report 2025.*

Largest growing and declining jobs by 2030

WORLD ECONOMIC FORUM

↑ Top largest growing jobs

1	Farmworkers, labourers and other agricultural workers
2	Light truck or delivery services drivers
3	Software and applications developers
4	Building framers, finishers and related trades workers
5	Shop salespersons
6	Food processing and related trades workers
7	Car, van and motorcycle drivers
8	Nursing professionals
9	Food and beverage serving workers
10	General and operations managers
11	Social work and counselling professionals
12	Project managers
13	University and higher education teachers
14	Secondary education teachers
15	Personal care aides

↓ Top largest declining jobs

1	Cashiers and ticket clerks
2	Administrative assistants and executive secretaries
3	Building caretakers, cleaners and housekeepers
4	Material-recording and stock-keeping clerks
5	Printing and related trades workers
6	Accounting, bookkeeping and payroll clerks
7	Accountants and auditors
8	Transportation attendants and conductors
9	Security guards
10	Bank tellers and related clerks
11	Data entry clerks
12	Client information and customer service workers
13	Graphic designers
14	Business services and administration managers
15	Claims adjusters, examiners, and investigators

Note: The jobs for which employment figures are expected to increase or decrease the most in real terms by 2030.

Source: World Economic Forum. (2025). *Future of Jobs Report 2025*.

Fastest growing and declining jobs by 2030

WORLD ECONOMIC FORUM

↑ Top fastest growing jobs

1	Big data specialists
2	FinTech engineers
3	AI and machine learning specialists
4	Software and applications developers
5	Security management specialists
6	Data warehousing specialists
7	Autonomous and electric vehicle specialists
8	UI and UX designers
9	Light truck or delivery services drivers
10	Internet of things specialists
11	Data analysts and scientists
12	Environmental engineers
13	Information security analysts
14	DevOps engineers
15	Renewable energy engineers

↓ Top fastest declining jobs

1	Postal service clerks
2	Bank tellers and related clerks
3	Data entry clerks
4	Cashiers and ticket clerks
5	Administrative assistants and executive secretaries
6	Printing and related trades workers
7	Accounting, bookkeeping and payroll clerks
8	Material-recording and stock-keeping clerks
9	Transportation attendants and conductors
10	Door-to-door sales workers, news and street vendors, and related workers
11	Graphic designers
12	Claims adjusters, examiners and investigators
13	Legal officials
14	Legal secretaries
15	Telemarketers

Note: The jobs that survey respondents report the highest and lowest net growth (%) by 2030.

Source: World Economic Forum. (2025). *Future of Jobs Report 2025*.

Future of Jobs Report 2025

Disruption to skills

WORLD
ECONOMIC
FORUM

39%

of workers' core skills will change by 2030

Source: World Economic Forum. (2025). *Future of Jobs Report 2025*.

Official (Open)

Core skills in 2025

WORLD ECONOMIC FORUM

1. Analytical thinking
2. Resilience, flexibility and agility
3. Leadership and social influence
4. Creative thinking
5. Motivation and self-awareness
6. Technological literacy
7. Empathy and active listening
8. Curiosity and lifelong learning
9. Talent management
10. Service orientation and customer service

● Cognitive skills ● Self-efficacy ● Working with others ● Management skills ● Technology skills ● Engagement skills

Note: The skills selected by surveyed organizations to be of greatest importance to workers at the time of the survey.
Source: World Economic Forum. (2025). *Future of Jobs Report 2025*.

Top 10 fastest growing skills by 2030

WORLD ECONOMIC FORUM

1. AI and big data
2. Networks and cybersecurity
3. Technological literacy
4. Creative thinking
5. Resilience, flexibility and agility
6. Curiosity and lifelong learning
7. Leadership and social influence
8. Talent management
9. Analytical thinking
10. Environmental stewardship

● Cognitive skills ● Self-efficacy ● Working with others ● Management skills ● Technology skills ● Ethics

Note: The skills selected by surveyed organizations to be increasing most rapidly in importance by 2030.
Source: World Economic Forum. (2025). *Future of Jobs Report 2025*.

Future of Jobs Report 2025

If the global workforce were 100 people…
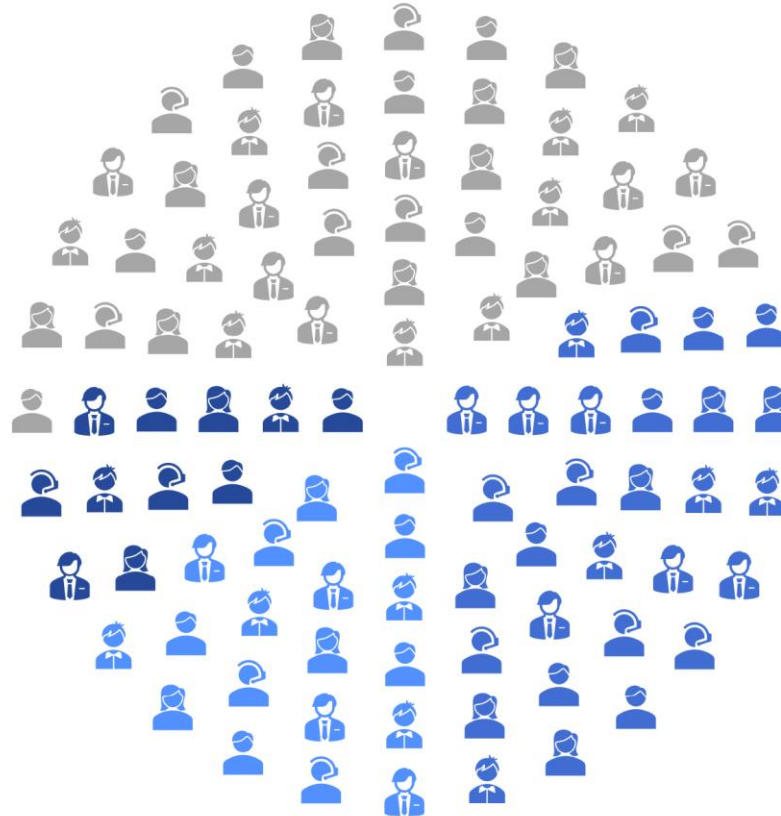
41 Would not **need upskilling by 2030**

29 Would be **upskilled in their current role**

19 Would be **upskilled and re-deployed**

11 Would be **unlikely to receive the necessary upskilling**

Source: World Economic Forum. (2025). *Future of Jobs Report 2025*.

Official (Open)

Skills gaps prevent business transformation

Share of employers rating this as a main transformation barrier

Skills gaps in the labour market	63%
Organization culture and resistance to change	46%
Outdated or inflexible regulatory framework	39%
Inability to attract talent to the industry	37%
Lack of adequate data and technical infrastructure	32%
Inability to attract talent to my firm	27%
Shortage of investment capital	26%
Insufficient understanding of opportunities	25%
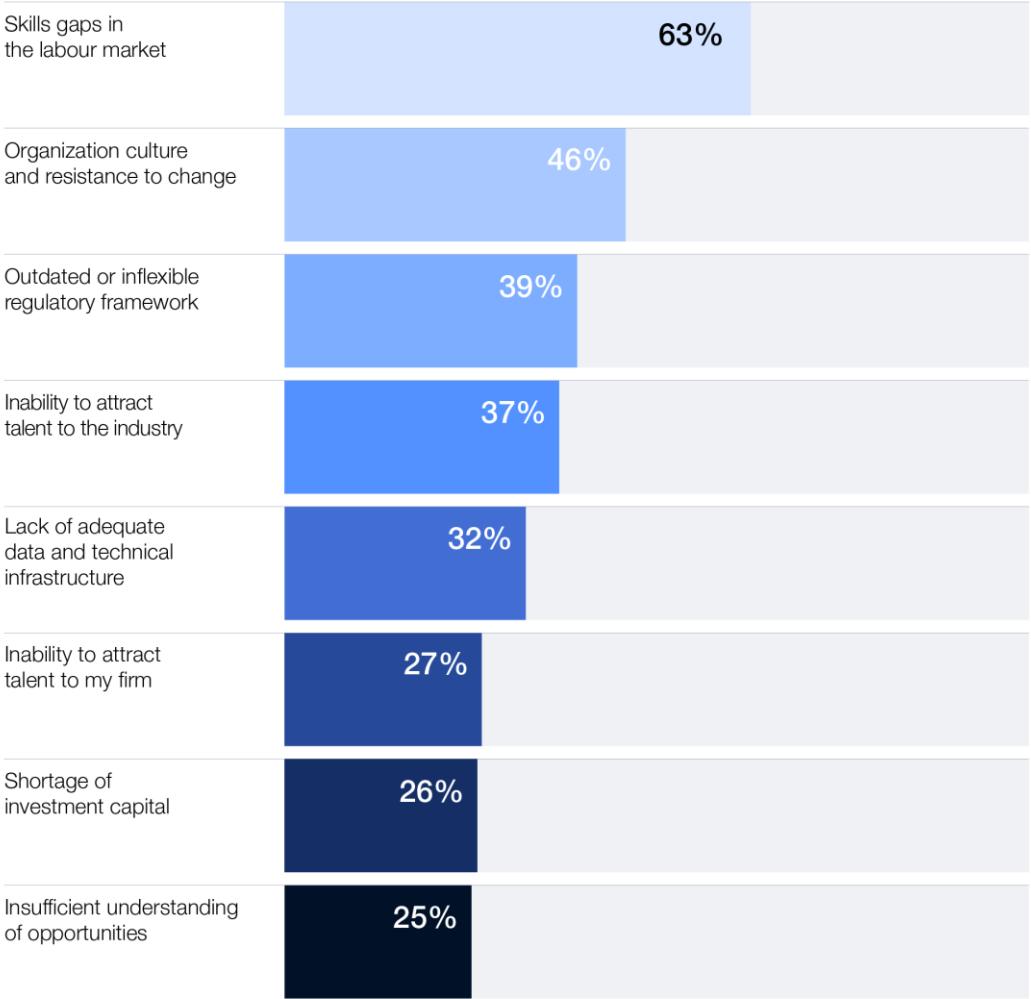
Source: World Economic Forum. (2025). *Future of Jobs Report 2025*.

Upskilling is the top workforce strategy for employers by 2030

Share of employers planning to adopt these workforce strategies

Upskill your workforce	85%
Accelerate the automation of processes and tasks	73%
Hire staff with new skills to meet emerging business needs	70%
Complement and augment your workforce with new technologies	63%
Transition existing staff from declining to growing roles	51%
Reduce staff whose skills are becoming less relevant or where roles are no longer needed	41%
Move operations within closer control through re-shoring, near-shoring or friend-shoring	10%
Off-shore significant parts of your workforce	8%

Source: World Economic Forum. (2025). *Future of Jobs Report 2025*.

Employee well-being is top of mind for talent attraction

Share of employers surveyed that identify these **business practices** as promising ways to increase talent availability by 2030

64 Supporting employee health and well-being
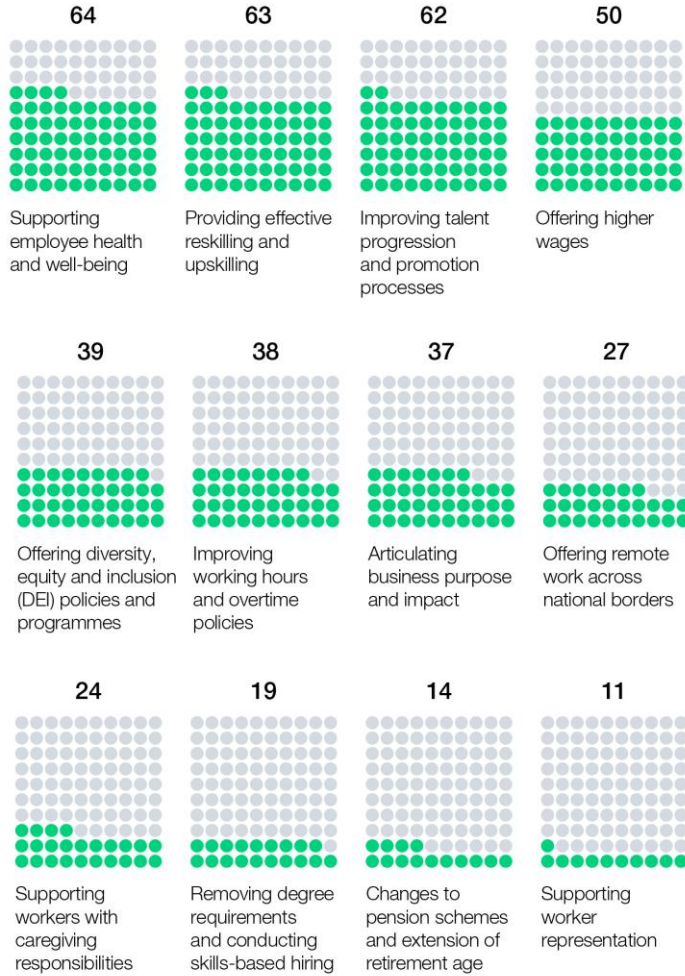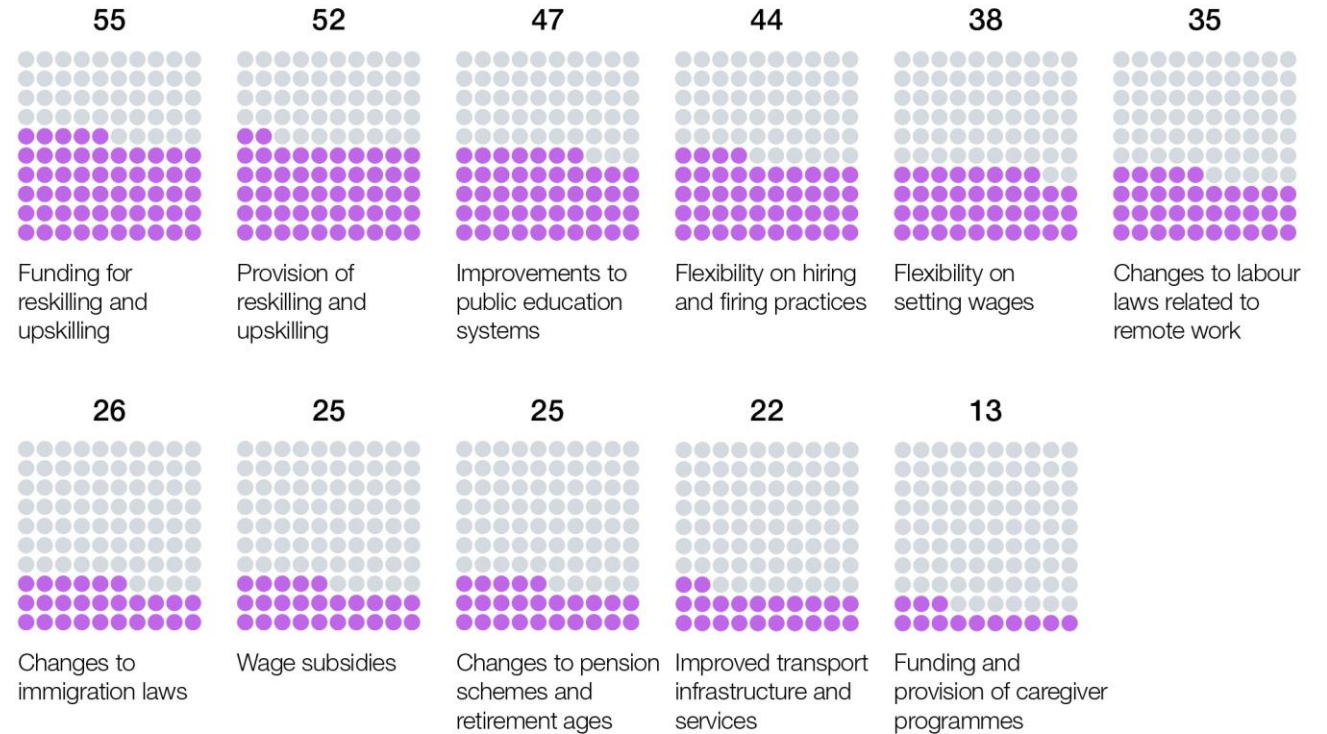
63 Providing effective reskilling and upskilling

62 Improving talent progression and promotion processes

50 Offering higher wages

47 Tapping into diverse talent pools

43 Offering remote and hybrid work opportunities within countries

39 Offering diversity, equity and inclusion (DEI) policies and programmes

38 Improving working hours and overtime policies

37 Articulating business purpose and impact

27 Offering remote work across national borders

26 Supplementing childcare for working parents

25 Improving safety in the workplace

24 Supporting workers with caregiving responsibilities

19 Removing degree requirements and conducting skills-based hiring

14 Changes to pension schemes and extension of retirement age

11 Supporting worker representation

To improve talent availability, employers want governments to develop the talent pipeline

Share of employers surveyed that identify these **public policy practices** as promising ways to increase talent availability by 2030

55 Funding for reskilling and upskilling

52 Provision of reskilling and upskilling

47 Improvements to public education systems

44 Flexibility on hiring and firing practices

38 Flexibility on setting wages

35 Changes to labour laws related to remote work

26 Changes to immigration laws

25 Wage subsidies

25 Changes to pension schemes and retirement ages

22 Improved transport infrastructure and services

13 Funding and provision of caregiver programmes

Diversity, equity and inclusion (DEI) adoption is on the rise

83% of employers have DEI priorities

Share of employers identifying each group as a DEI programme priority

- 76 — Women
- 56 — Those with disabilities
- 52 — Youth from Gen Z (under 25)
- 42 — Older workers (over 55)
- 32 — Those who identify as LGBTQI+
- 27 — Those from a disadvantaged religious, ethnic or racial background
- 24 — Those from a low-income background
- 21 — Migrants, refugees and displaced workers

Organizations' diversity, equity and inclusion (DEI) programmes focus on…

Run comprehensive DEI training for managers and staff	51%
Targeted recruitment, retention and progression initiatives	48%
Set DEI goals, targets or quotas	42%
Pay equity reviews and salary audits	39%
Anti-harrasment protocols	33%
Embed DEI goals and solutions across the supply chain	27%
Support workers with caregiving responsibilities	26%
Set up employee representation groups	22%
Employ a DEI officer	15%

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Human-machine frontier

Proportion of tasks completed predominantly by technologies (machines, algorithms etc.), predominantly by people, or by a combination of the two
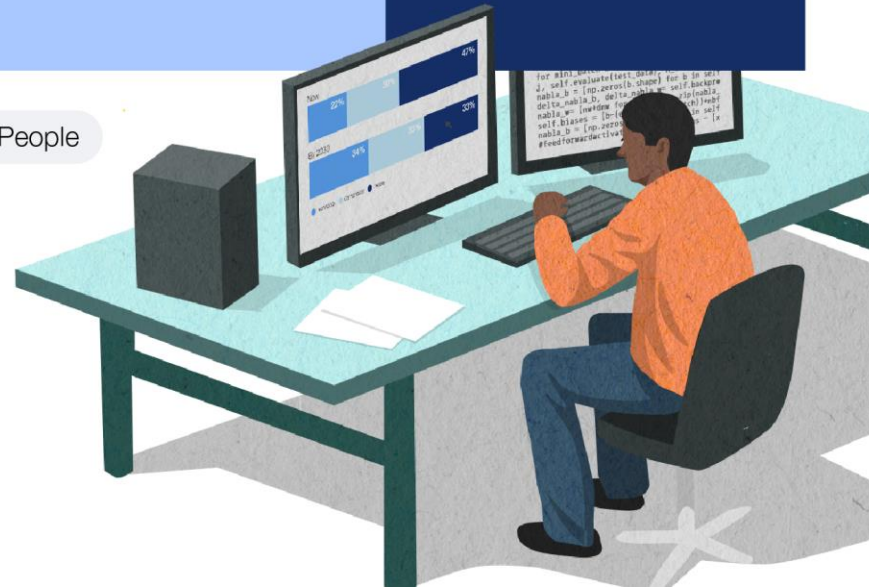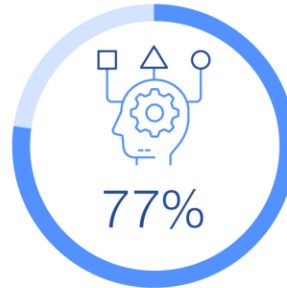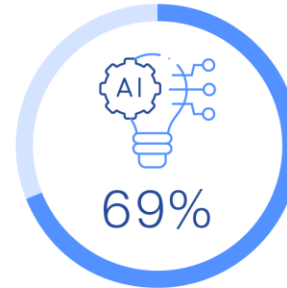
Now

22%	30%	47%

By 2030

34%	33%	33%

● Technology ● Combination ● People

Source: World Economic Forum. (2025). *Future of Jobs Report 2025*.

29

Future of Jobs Report 2025
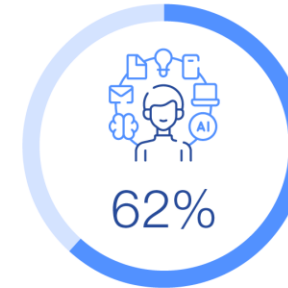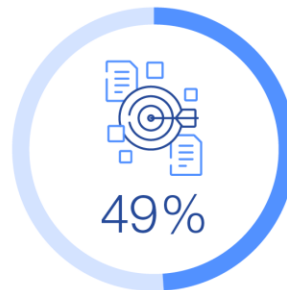
Over half of employers expect to increase the share of revenue allocated to wages

A growing share compared to today	52%
A similar share as today	41%
A declining share compared to today	7%

Source: World Economic Forum. (2025). *Future of Jobs Report 2025*.

CHAT

[NYP-CB1579] AI for Business Communication

Certifiable Courses

Hello. How can I help you today?

Register interest

SCAN ME

Jonathan Leong
6550 1054
jonathan_leong@nyp.edu.sg

[NYP-CB251003] **Business Applications of Generative AI**

Certifiable Courses

Generative AI

Register interest

SCAN ME

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jonathan_leong@nyp.edu.sg

Building your AI Leadership Roadmap

Try each of these reflection prompts in any LLM (ChatGPT, Co-pilot, Google Gemini, DeepSeek)

1. Which AI tool(s) can I pilot?

2. Which leadership skills to develop?

3. How can I embed ethics and empathy?

Jot down 3 specific next steps

THANK YOU

Q & A