The International Conference for Training and Organizational Development **TOD'26**

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International Conference for Training and Organizational Development

Driving Skill Shift:

Competency and Innovation

for Sustainable Organizational Development





Organizer: معهد تدريب الموانئ Port Training Institute

Co-Organizer:

IHRIM

University of South-Eastern Norway

The Nautical Institute

Media Partner: ربان السفينة Robban Assafina

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FUTURE-PROOFING HUMAN CAPITAL



Making sure our people have the skills they will need to stay valuable and successful in the future

Dr. Fady Labib

Head of Human Resources NAF Cluster



Media Partner: الـسفينة Robban Assafina

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Will the job of today still exist in exactly the same form in 2030?

Accountants

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Security guard

Lawyer

HR Manager

Salesperson

Teacher

Data Analyst

Will the skills that made you successful today still be enough in 2030?



70%

of the skills used in most jobs are expected to change by 2030.

LinkedIn Work Change Report, 2025





THE REAL RISK

The real risk is not that jobs will disappear

It’s that skills will expire faster than we can replace them.

Who owns your employability?

01

THE COMPANY ?



02

THE MANAGER ?



03

THE HR ?



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Who owns your employability?



39%

of workers’ core skills are expected to change by 2030.

World Economic Forum, Future of Jobs Report 2025





Do you think if 39% of a machine's critical components needed to change…

Would you wait?



So why wait until TODAY'S SKILLS can no longer meet TOMORROW'S NEEDS?

Build new skills today.



Adapt before the change will come

Human, AI... or Human + AI?

Writing proposals
Analysing data
Coaching people
Serving customers
Making decisions







The future is not simply humans Vs. AI

It is humans who use AI versus humans who do not.

2×

Professionals entering the workforce today are on pace to hold twice as many jobs over their careers.

LinkedIn Work Change Report, 2025





We as leaders and HR professionals are no longer preparing people for one job.

We are preparing people to …….

survive the death of their job description



Think of your highest performer.

If that person stopped learning today, how long would they remain your highest performer?



Performance is not enough

01

PAST PERFORMANCE

What someone delivered yesterday.

02

CURRENT CAPABILITY

What someone can deliver today.

03

LEARNING AGILITY

How quickly someone can create value tomorrow.



FOR INTERNAL USE

DISCUSS

Are people learning because organisations inspire them...

or **because** employees fear being left behind?

What makes an organisation agile?

Not only faster decisions.

It is the speed at which skills move to where the business needs them.





The Agility Equation

01

SPEED OF DECISION

See the change and choose a direction.

02

SPEED OF LEARNING

Build capability while work continues.

03

SPEED OF DEPLOYMENT

Move skills quickly to priority work.



FOR INTERNAL USE

THE CONTRADICTION

We say learning is critical.

But when exactly are people supposed to learn?

Not after the work

Not instead of the work

Learning must happen DURING the work.





FOR INTERNAL USE

FOR HR LEADERS

If we removed every job title tomorrow and showed only people’s skills...

Would we still know where to place everyone?

MAYBE THAT'S THE PROBLEM.

We know where our people sit.

We know what their job title is.

But do we really know...

WHAT THEY ARE CAPABLE OF?





YOUR BEST TALENT MAY ALREADY

BE INSIDE YOUR COMPANY.

You just don't know it yet!





The HR operating model must shift

From:

JOB descriptions to ...

→ Skills architecture

CAREER LADDER

to ...

→ Talent marketplace

ANNUAL TRAINING to ...

→ Learning in the flow of work

SUCCESSION to...

Future-ready talent



FOR INTERNAL USE

Reskilling is not an HR initiative.

It is ……..

IT IS THE PRICE OF STAYING RELEVANT.

As AI becomes better at doing...

what must humans become better at being?



HUMAN must be better at being:

To think, not just process.

To create, not just repeat.

To connect, not just communicate.

To adapt, not just survive.








NEW SKILLS
NEW OPPORTUNITIES
NEW ROLES
A BRIGHTER FUTURE
DON'T PREPARE PEOPLE FOR THE FUTURE.
PREPARE PEOPLE FOR CHANGE.



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