

Training and Organizational Development
Conference **TOD'25**

"Building Today's Talent, Achieving Tomorrow's Excellence "



Future Jobs & AI Challenges Journey to 2035

“A Live Journey Into the Workforce of 2035”
Who Wins, Who Reinvents, Who Disappears •

Dr. Tarek Elbakly | Chief Human Resources Officer,
AASTMTOD'25 Conference | Alexandria,
Egypt | December 3-4, 2025





WHY WE'RE TRAVELING TO THE FUTURE

WHY 2035? WHY NOW?



40% of today's jobs will transform

23% Net New Task Growth

44% Skills Disruption by 2027
— WEF

Winners = those who reinvent now

THE FUTURE IN ONE PICTURE

THE 3 SHIFTS REBUILDING WORK

**Synthetic
Workers**

**Algorithmic
Managers**

**Hybrid
Human-AI
Teams**



THE NEW HUMAN ROLES CREATED BY AI

Emerging Roles

AI Behavior Supervisor

Oversees AI actions, ensures safe and expected behavior.

Synthetic Workforce Coordinator

Manages digital employees and integrates them into workflows.

Algorithm Compliance Officer

Ensures AI systems meet regulatory, ethical, and governance standards.

Human–AI Experience Designer

Designs seamless, intuitive interactions between people and AI systems.



DARK SIDE

! Ghost Labor

! BhosLollapse

WORLD
ECONOM
FORUM
McKins

! AI Overdependence

! Skill Atrophy

THE DARK SIDE OF 2035

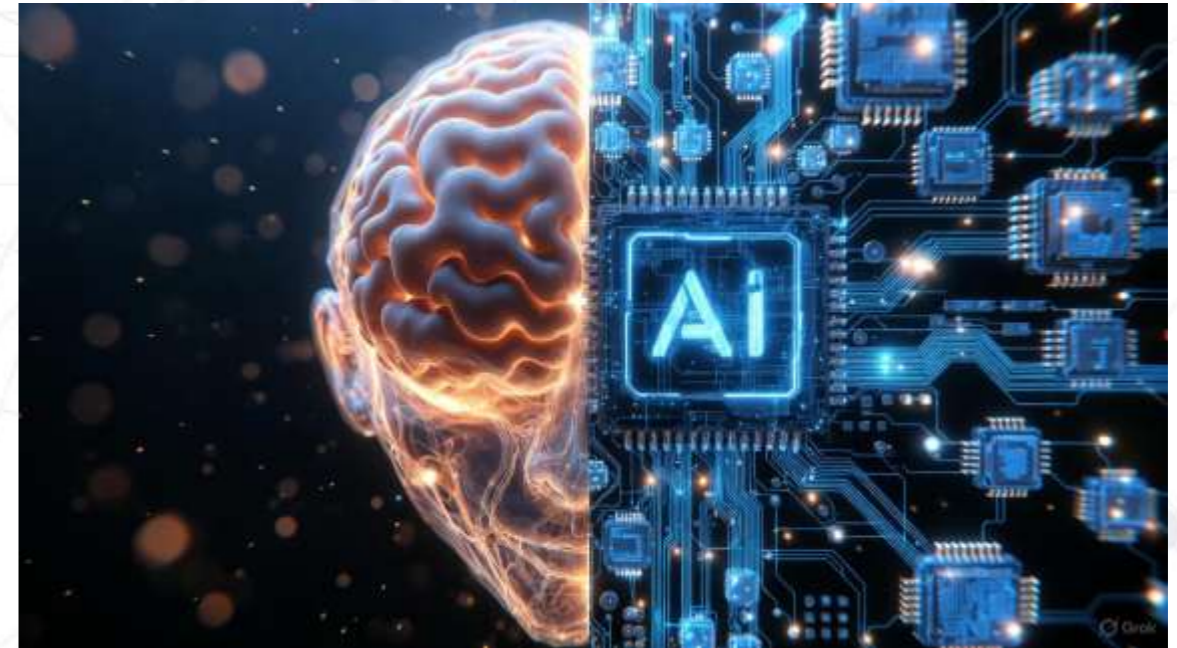
Emerging Risks

- **Ghost Labor**
Hidden AI labor performing tasks without transparency or oversight.
- **Bias Collapse**
Systemic bias amplified across algorithms, leading to unfair outcomes at scale.
- **AI Overdependence**
Organizations become unable to operate when systems fail or behave unpredictably.
- **Skill Atrophy**
Human capabilities weaken as workers rely too heavily on automation.



THE HUMAN SKILLS THAT CANNOT BE AUTOMATED

- **Judgment & Ethical Reasoning**
Nuanced decisions • complex trade-offs
- **Creativity & Original Thinking**
Novel ideas • new concepts • breakthrough innovation
- **Interpersonal Intelligence**
Empathy • negotiation • cultural sensitivity
- **Leadership Under Uncertainty**
Sense-making • crisis leadership • inspiration
- **Systems Thinking**
Understanding complex interactions beyond data
- **Purpose, Vision & Values**
Human meaning • mission-driven alignment



Insight

As AI expands, uniquely human abilities rise in value — especially judgment, creativity, and cross-domain thinking.

LEADERSHIP COMPETENCIES 2035

- **AI-Augmented Decision Making**
Using data + intuition together
- **Digital Fluency**
Understanding AI systems, automation, analytics
- **Ethical & Responsible Leadership**
Bias control • transparency • digital integrity
- **Adaptive & Crisis Leadership**
Sense-making in volatile environments
- **Talent Orchestration**
Managing hybrid teams (human + AI)
- **Continuous Learning Mindset**
Rapid reskilling • unlearning • reinvention

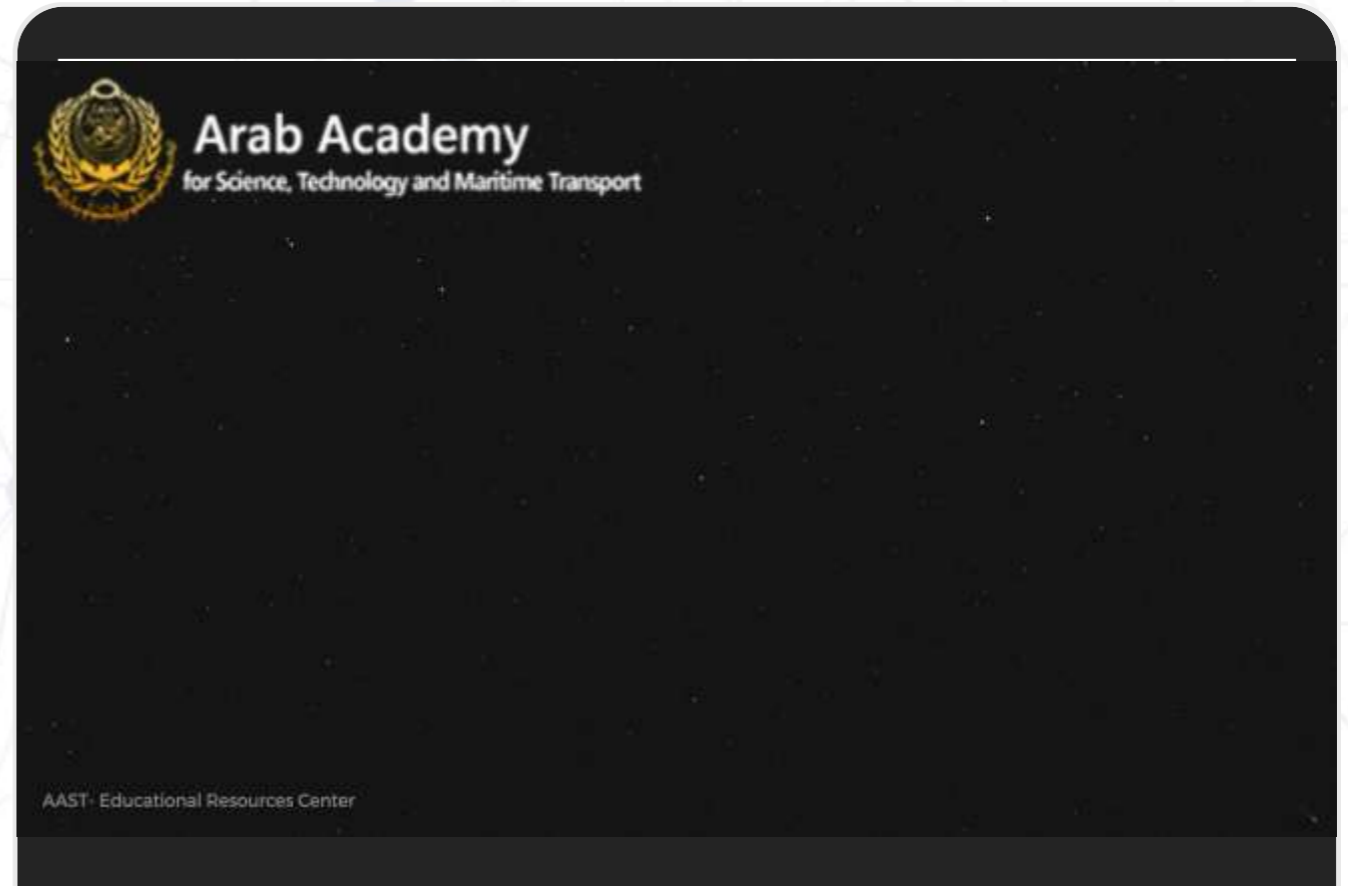


AASTMT REAL AI PROJECTS

1) Multilingual AI Digital Twin for Academic Staff

- Each faculty member has a personal Digital Twin
- The AI version delivers the full lecture content.
- Supports multiple languages: Arabic, English, French, Chinese.
- Designed for education scalability and accessibility
- Includes a built-in AI Teaching Assistant (Chatbot)
 - Answers student questions
 - Explains concepts
 - Provides examples & summaries

Available 24/7 Drastically improves learning consistency, student engagement, and reach



2) AI Behavioral Assessor for CBI Interviews

(Advanced HR innovation)

- AI listens to the interview, analyzes speech patterns
- Scores competencies objectively
- **Detects hidden behavioral signals**
 - Confidence
 - Structure
 - Hesitation
 - Behavioral markers
- **Generates development recommendations**
- Reduces human bias by 60–70%
- Supports fair, data-driven hiring & promotion decisions



RESKILLING ROADMAP (12–24 MONTHS)

- Skills gap diagnosis
- Role decomposition → skill clusters
- Leadership digital literacy
- AI governance baseline
- Pilot training programs

- Digital twin training modules
- Adaptive AI-driven learning paths
- Upskilling in data, AI tools, automation
- Certification & micro-credential rollout
- AI-enabled performance metrics

- AI-human hybrid operating model
- New role design (AI supervisors, digital analysts...)
- Workforce redeployment
- Skill-based compensation model
- Continuous learning ecosystem

Phase 1 — Foundations (0–6 Months)

Phase 2 — Acceleration (6–12 Months)

Phase 3 — Transformation (12–24 Months)

OPERATING MODEL 2035 (HYBRID WORKFORCE)

Human Roles

- Leadership & judgment
- Complex problem-solving
- Relationship management
- Ethical oversight

AI Roles

- Automation of repetitive tasks
- Predictive analytics & optimization
- Real-time monitoring & decision support
- Autonomous execution

Joint Human–AI Tasks

- Dynamic scheduling & resource allocation
- Digital twin operations
- Crisis response & scenario planning
- Continuous learning & performance feedback

**1) Learn Faster Than
AI Evolves**

2) Build Skills, Not Job Titles

3) Master Human Judgment

**4) Collaborate With Machines,
Not Compete**

**5) Protect Data Like a Strategic
Asset**

**6) Design Ethical,
Transparent AI**

7) Stay Interdisciplinary

**8) Prioritize Outcomes, Not
Effort**

**9) Adapt Continuously —
Never Settle**

10) Lead With Purpose in a Hybrid Human–AI World

Call to Action - CEOs & Boards

Executive Commitments Required:

Strategic:

- Approve 3-year AI workforce transformation budget
- Include AI readiness in enterprise risk framework
- Link executive compensation to transformation milestones

Operational:

- Dedicate 15% of leadership time to AI upskilling
- Authorize HR to lead cross-functional AI ethics governance
- Mandate bias audits for all people-analytics AI

Cultural:

- Model continuous learning (public executive AI training)
- Create psychological safety for AI experimentation failures
- Celebrate human-AI collaboration exemplars

Investment Guidance: 8-12% of annual revenue for digital transformation (Gartner 2025 benchmark for leaders).

Training and Organizational Development
Conference **TOD'25**



THANK YOU!

