

The upskilling imperative

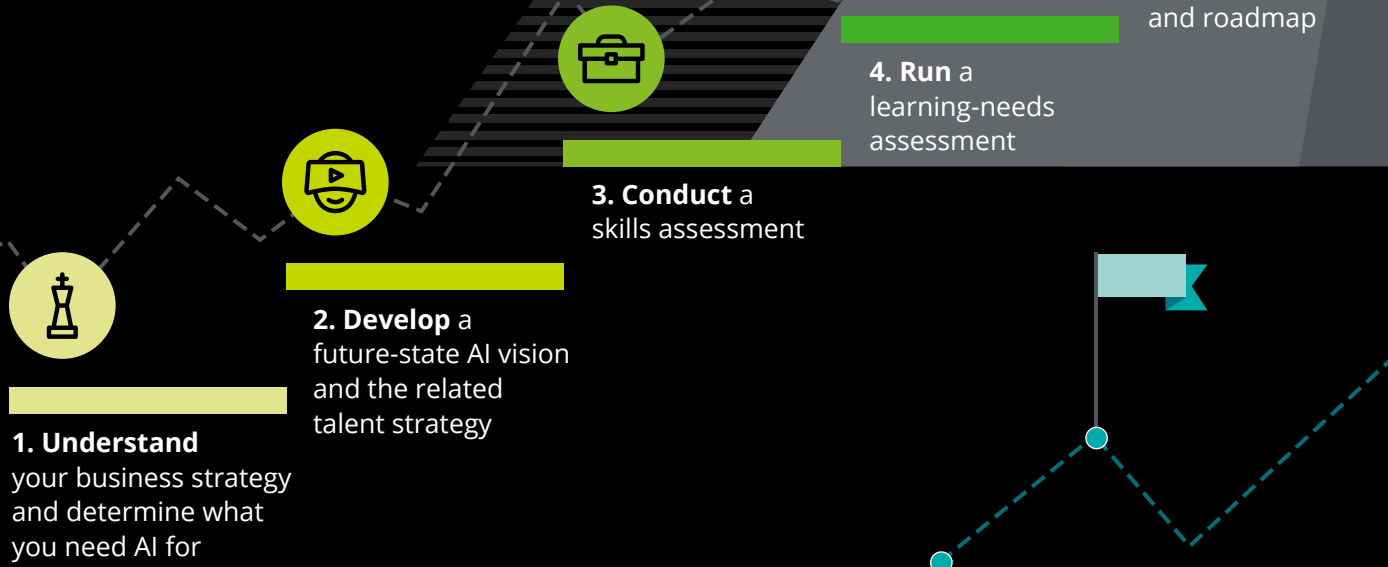
A roadmap to building a future-ready workforce for the AI age

By 2031, the World Economic Forum estimates that 80% of new jobs will require AI-literacy. How can financial institutions get ready to fill these AI roles?

Adopting an upskilling strategy enables financial institutions to build a future-ready workforce by making deliberate, significant investments. This strategy must begin with a clear sense of where the upskilling journey begins and where it ends — or at least the direction of travel. The roadmap below should help you get started.

1

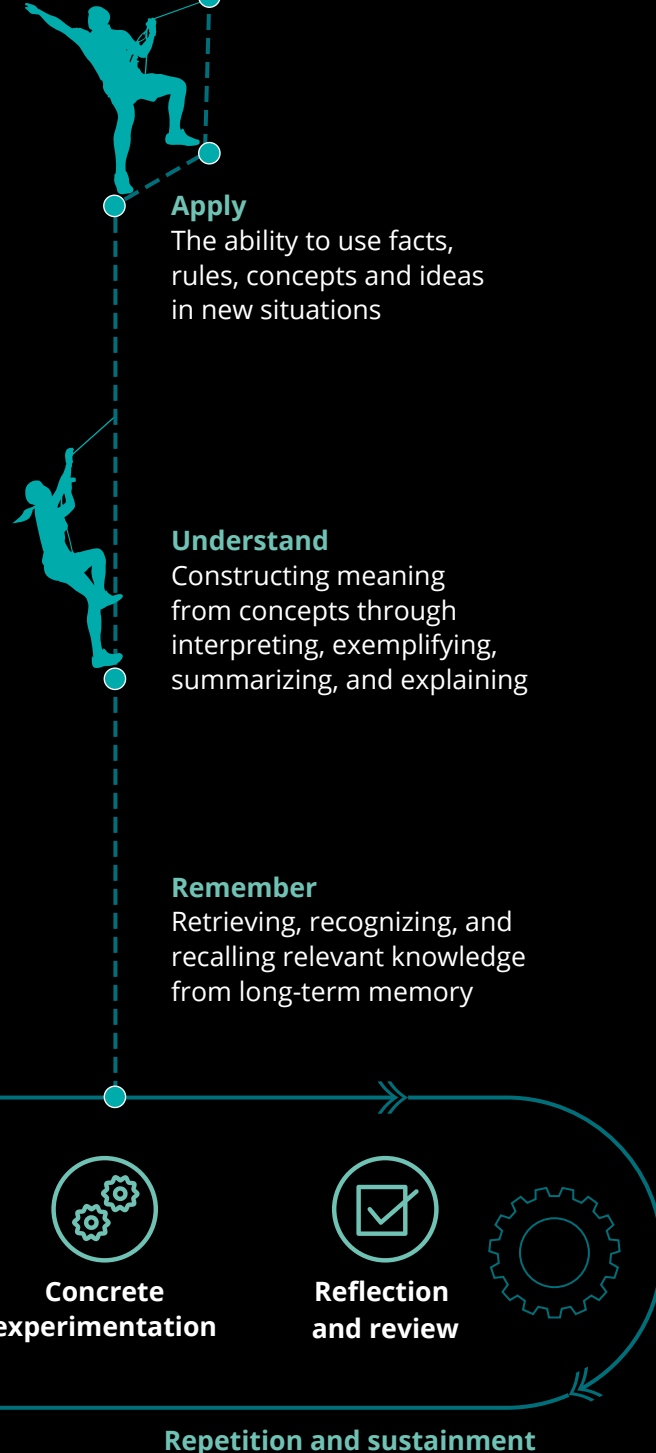
The first step: Assess where you are and decide where you want to go



2

The second step: Design data-driven experiential learning

Whatever learning investments you make have to be anchored in your conceptual and active data. But using your data to build **experiential** learning opportunities, with an emphasis on practice, real-world application, and repetition, will add more value than traditional “classroom” learning.



3

The third step: Make learning stick



<p>People</p> <p>If a financial institution upskills its talent but neglects its culture and mindset, all that investment may go to waste.</p> <ul style="list-style-type: none"> • Build optimism and understanding at all levels • Prepare leaders for data-based decision making • Create interdisciplinary teams • Re-examine HR policies • Foster lifelong learning 	<p>Technology</p> <p>Financial institutions will only meet their full upskilling potential with the right technical and data infrastructure in place.</p>	<p>Process</p> <p>It's time to embrace a new, more agile way of working.</p> <ul style="list-style-type: none"> • Use a “test and learn” mentality • Rethink levels of accountability • Reevaluate KPIs
--	--	---