work
in progress

Designing an intentional evolution of work.

Our why:

Launching Work in Progress

Work, as we know it, is being fundamentally transformed. AI is reshaping entire industries, and traditional work structures are changing under the weight of innovation. But what comes next? More importantly, how can we build a future where technology amplifies and empowers human potential at work, rather than diminishes it? How do we push positively forward, leveraging the trends of the past five years to unlock new work modes, employment pathways, and opportunities for businesses to collaborate?

In December 2024, we launched Work in Progress through an inaugural lab, convening 60 entrepreneurs, investors, and thought leaders at Art Basel Miami to explore bold new possibilities for the evolution of work. This hands-on convening aimed to establish a collective framework and success metrics for a new era of work. We wanted to explore what's truly needed to thrive in a post-pandemic and AI-driven world and develop actionable insights that can help businesses and people adapt, evolve, and lead in the years ahead.

We hope that the ideas generated during Work in Progress and this report inspire leaders across functions and sectors to not only explore what is possible but to collaborate and bring this vision to life in the years ahead.

Virginie, Arthur & Pratap

Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.

- Margaret Mead

Contents:

Work in Progress

POWERED BY: **fullcircle**

SPECIAL THANKS TO OUR PARTNERS:

METROPOLITAN   SQUARED AWAY   INNOVATION RESOURCE CENTER for HUMAN RESOURCES   THE HUB   HUG
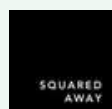
Setting the stage:

Our approach

We identified six pillars for work evolution. (pg. 5)

1

We developed a Vibrancy Score to gauge success. (pg. 6)

2

We hosted our inaugural lab in Dec 2024, engaging 60+ leaders.

3
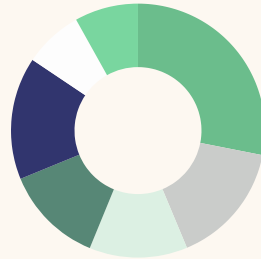
Entrepreneurs – 28%
Nonprofit / Academic Leaders – 23%
Corporate Leaders – 12%
Investors – 13%
Heads of HR – 16%
Employees – 8%

We organized 5 workstreams across the first 3 pillars. (pgs. 13-23)

4

We shared our initial findings, are shaping our next convening and invite you to join our movement to advance this collective work.

5

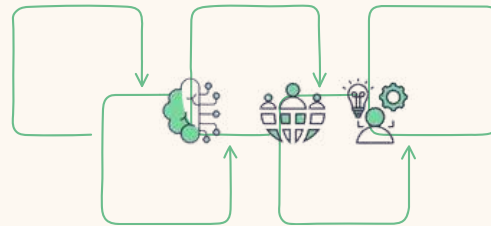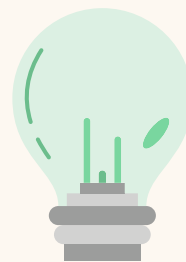Setting the stage:

Pillars of work evolution

We have identified six pillars for work innovation, each presenting significant opportunities and warranting thoughtful consideration in our design. We focused on the first three pillars across our workstreams at the Work in Progress inaugural lab.

Harnessing a uniquely multigenerational workforce

For the first time in history, five generations now share the workplace, offering both unique challenges and opportunities. To thrive, organizations must foster intergenerational collaboration and reimagine strategies to engage and support all age groups, balancing innovation with human-centered skills.

Creating a more dynamic, decentralized workforce

The rise of remote work, gig roles, and AI-driven tools is reshaping the workforce, offering opportunities for greater flexibility, inclusivity, and agility. To succeed, organizations must prioritize structures that foster shared purpose, equitable access, and meaningful collaboration.

Optimizing work with human-centered technology

The integration of AI into workplaces presents both opportunities and challenges. To thrive, organizations must ensure AI enhances human capabilities, enabling creativity, problem-solving, and collaboration while safeguarding empathy and judgment as core elements of work.

Growing worker agency and ownership

Now more than ever people are seeking greater agency and ownership in their work. By embracing flexible models and equipping workers with the tools and freedom to shape their roles, organizations can unlock innovation, drive engagement, and build a workforce that thrives on purpose and self-direction.

Enabling new work modalities and career paths

As AI transforms millions of jobs, the urgency to reimagine upskilling and reskilling has never been greater. This moment calls for unlocking new career pathways, designing personalized learning experiences, and developing bold, creative solutions to bridge the growing skills gap.

Improving work-life integration

The rise of flexible and hybrid work models has created a critical opportunity to rethink how work and personal life coexist. By designing systems that prioritize balance, autonomy, and adaptability, organizations can foster healthier, more sustainable ways of working that empower individuals to thrive in all aspects of life.

Setting the stage:

Vibrancy Score

We believe there are five key metrics for employee vibrancy that should be considered as our barometer for success as we design and implement a new era of work. We hope the Vibrancy Score serves as a new framework for holistically measuring success in our endeavors.

Agency

The level of autonomy employees experience in their work , along with clear opportunities to advance their skills and shape their career path within the organization.

Inclusion

The extent to which employees feel included, experience equity, access and safety in their work each day.

Vibrancy Score

Fulfillment

The depth of meaning individuals experience in their roles, reflecting alignment with personal values and professional goals.

Connection

The strength and depth of workplace relationships, measured by cross-functional collaboration rates, peer feedback scores, and participation in team initiatives.

Maximization

The extent to which individuals' full expertise, skills, and knowledge are actively engaged, rewarded and reflected in their contributions and leveraged to unlock productivity and wealth creation.

Preface:

WORKING ASSUMPTIONS

By Virginie Raphael
Founder, FullCircle
Co-Host, Work in Progress

TOGETHER BY NASIMAZ

As technological progress continues to accelerate, it's tempting to believe productivity will reach new heights and we will soon be able to make time for everything. The pressure to always do more, squeeze in more meetings and trips, and grow our network has sadly not resulted in a greater sense of fulfillment or belonging, or a clearer sense of purpose, perhaps quite the contrary. The truth is that many of us struggle to remain discerning about making the best use of our time.

We perceived an unmet need for a pragmatic convening of cross-functional leaders to establish a framework to measure our progress toward the "future of work", a term that has remained just as vague and elusive as when it surfaced during the pandemic. Work in Progress emerged from an ongoing commitment to a better future workforce.

Launching FullCircle during the pandemic was motivated by the same steadfast vision of a more dynamic workforce where work is more accessible, fulfilling and adaptable to the needs of the humans seeking it, wherever they come from and might currently be (both literally and figuratively).

Whether out of privilege or necessity, back then we were all forced to experiment with

game-changing, assumption-shifting, fundamentally different ways to utilize our time and space. The opportunity to unleash human potential around the globe to the benefit of all never seemed more achievable.

Our physical infrastructure, our education, financial and health systems, together with our lived experiences and cultural expectations, often lead us to make seemingly pre-deterministic choices with limited imagination. We feel constrained and bound by our own expectations. Experimentation is hard. Change is daunting.

Yet change has never been more possible. In fact, it is imperative and urgent. The future of a human-centric, prosperous, equitable and sustainable world depends upon us coming together to intentionally design it.

We won't control the outcome. But the journey is worthwhile and the process matters. We must challenge our assumptions to uncover what's possible.

Our wish for the Work in Progress community is to gain deeper appreciation for our finite time together doing the work that truly matters.

THREADS OF CONNECTION BY NITA.N

Inspiration:

THE ART OF WORK

By Arthur Woods
Co-Host, Work in Progress

The relationship between work and art has always been deeply intertwined. If we think back to its origins, work was first rooted in craftsmanship —where one's occupation was a canvas for skill and expression. Work has always reflected not only what we do, but who we are.

At this very moment in history, there is a beauty in regaining a glimpse of work through this lens - as a living form of art - dynamic, evolving, and offering us a unique way to shape the world around us and leave our imprint on it.

The relentless pace of technological change around us can often appear disconnected from a sense of humanity. We are scaling, systematizing, delegating and streamlining more than ever. But improving how we work will only expand our capacity and possible mediums for creative expression.

The more we leverage technology, it is in fact the deeply human elements of work— our creativity, purpose, and connection— that become even more irreplaceable. We were inspired to launch Work in Progress at Art Basel in part to explore this intersection of work and art.

Throughout this report, you'll find contributions from artists around the world, offering their creative interpretations of work and art. By bringing these worlds together, we hope to ground the complex ideas shaping the future of work, and remind us of the human essence at its core.

As work evolves, we hope progress and creativity remain intertwined. Technology will continue to transform how we create, but it is the artistry—the purpose, ingenuity, and connection—that will always define what it means to work.
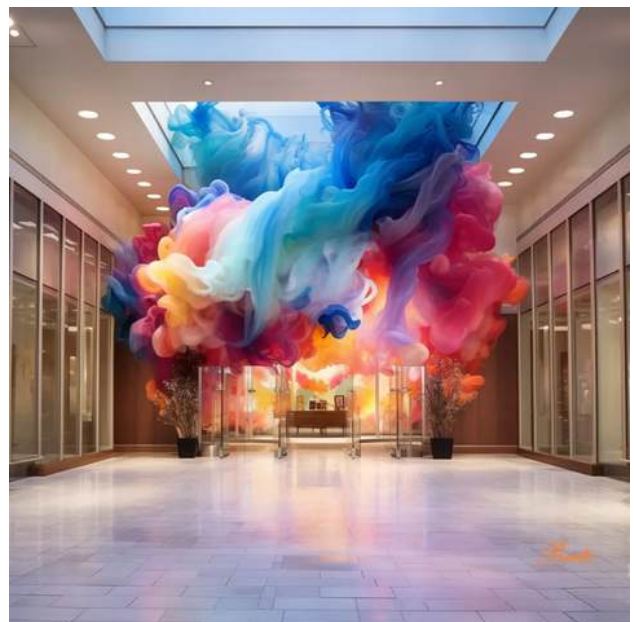
THE FUTURE OF WORK BY LEILA M PINTO

Inspiration:

UNMASKING THE FUTURE: OUR PIVOTAL RELATIONSHIP WITH FEAR

By Amon Woulfe
CEO, 432 HZ

WHERE DESIGNED PROGRESS MEETS TOMORROW. BY FELLA_WINKLE

What we do in the next 20 years, will define the next 200. The technology we build, the policy we write, the organizations we create. We will either create it from love, or from fear. And here lies our greatest challenge… we are in the midst of a fear epidemic. We are living in the safest time in human history, yet the world is drowning in fear. We are fed fear on a daily basis, technology has amplified it, and it's fracturing society. The result - a trust crisis, a meaning crisis, and a mental health crisis. Fear is the mind killer, and unless checked, is steering us in a dangerous direction.

As we also shepherd in the birth of AI and the Fourth Industrial Revolution, the quality of mind we bring to this will either set humanity free, or create our greatest existential threat to date. AI will reflect the mind that creates it. Are we programming AI with love, or with fear?

To meet this challenge, human transformation needs to match the pace of technological transformation. However, we are deeply over-investing in technological transformation and deeply under-investing in human transformation.

The more dangerous the tools that humanity possesses, the more critical the quality of mind we bring to it.

Every human on the planet is running various levels of fear in the mind. Fear limits your potential, slows your ability to evolve to meet the pace of change, and impairs your mind's ability to perform at its best. Fear cannot be avoided or controlled. It cannot be medicated away. A growing mental health crisis, and spiraling rates of anxiety reveal we are not dealing with our fears. Anxiety is the outcome of not facing our fear.

To transcend fear, we must walk towards it.

Our ability to understand fear, profile which fears are impacting us, and learn the skill to transform them is critical if we want to shape a future beyond fear. We must first get beyond our own fears, before we can create a world beyond fear. It begins with you.

Your relationship with fear will make or break our future. Which will you choose?

Inspiration:

FLIPPING THE ORG CHART FOR LONG-TERM SUCCESS

By Dart Lindsley
CEO, 11fold

Consider the words commonly used to refer to employees. Words such as 'assets' or 'human capital' that frame people as things that companies own, and downplay the freedom of individuals to act independently. The word 'employee' means, literally, one who is used. Metaphors are more than figures of speech. They are tools we use to think. The metaphors we use inside organizations are particularly interesting because they create a shared mental model of what the company is and how it functions.

The standard organizational chart is one of the more potent metaphors of control. It positions management at the top with teams below.

In The Metaphors We Live By, cognitive linguists George Lakoff and Mark Johnson point out that in almost every culture, the metaphor of up vs down carries a similar set of meanings:

up nearly always means more, and down means less; up health, down sickness; up virtue, down vice; up consciousness, and down unconsciousness.

Most germane to the topic of organizational dexterity, Lakoff and Johnson point out that up means control, and down means subject to control. "I'm on top of the situation. He is under my control" or "under my thumb". Overlords hire underlings. Top dogs dominate underdogs. People who rise to power have control over others.

The traditional organizational chart gives visible form to existing preconceptions about who controls whom in organizations, and cannot help but reproduce ideas that devalue individual autonomy. Flipping it destabilizes assumptions upon which many previously unquestioned beliefs are based.

For instance, when I imagine myself below, and the team above, I'm more able to see my role as one of support, not top-down control. From the new position, I'm responsible for fundamentals such as making sure the team gets the resources it needs, and articulating the values and purpose of the organization.

The effect of flipping the organizational chart is more dramatic for individual contributors; it's as if they have been transformed from nouns – owned things – to verbs. Instead of being the lowest layer beneath a pyramid of stacked blocks, sub-teams seem to stretch up like the branches of a tree, towards light and air. It's an apt metaphor: the tips of the branches are where the most growth takes place. As one team member remarked: "It's like we took the lid off the organization."

Inspiration:

A PROTOPIAN VISION FOR WORK IN THE AI ERA
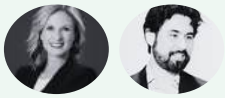
By **Jennifer Brown,** CEO, Jennifer Brown Speaks
and **Micah Kessel,** Founder, Empathable

Humanity stands at the precipice of an extraordinary transformation. As machine intelligence increasingly shapes our world, the possibilities for reimagining work—and unlocking human creativity—are boundless. The question is: How do we rise to this moment? A recent poll of workplace leaders and experts in our working group at Work in Progress offered critical insights into this frontier, revealing both the promise and complexity of integrating AI into our professional lives. Among the findings, 75% expressed enthusiasm for a dynamic leadership model—an "infinity model" where authority flows to those with the most relevant expertise for a given challenge. This vision redefines leadership as a mechanism for amplifying creativity and purpose, replacing control with clarity and collaboration.

Leaders were optimistic about AI's potential to enhance fulfillment and creativity in the workplace. More than two-thirds of respondents predicted that automating routine tasks would allow humans to focus on higher-value, purpose-driven work. Yet, the data also revealed a stark warning: metrics for psychological safety and equity lagged behind other indicators of progress. Without intentional action, technological advancements risk deepening existing inequities. As one leader noted, "Expanding access isn't just ethical—it's essential for unlocking collective potential." This underscores the importance of inclusive design in ensuring AI becomes a force for broad societal benefit.

The poll also illuminated a shift in how we define productivity.
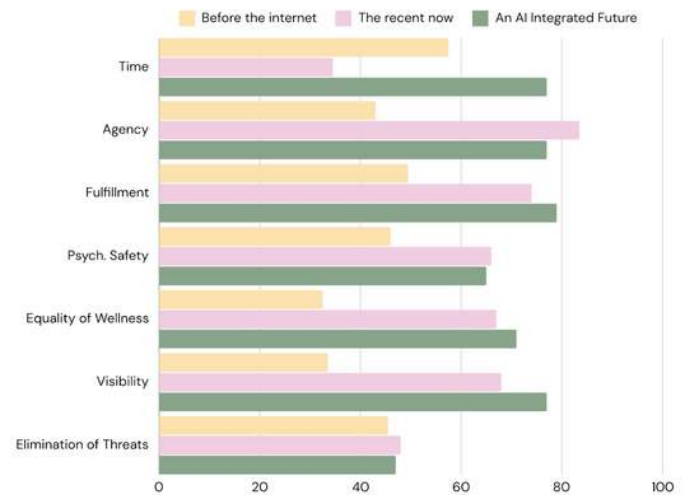
Over 80% of respondents envisioned a future where "more time and less work" reframes professional life. AI could liberate humans to pursue creativity and deeper purpose, fundamentally restructuring the role of labor. Entry-level positions, often defined by repetitive tasks, could transform into opportunities for meaningful, AI-augmented contributions from day one. This shift, however, will require a rethinking of how organizations approach talent development and professional growth.

These insights point to a protopian future—one of incremental but transformative progress, grounded in shared consciousness and reciprocity. Education and personal growth will be reimagined with AI as a "reflective companion," fostering authentic expression and collective wisdom. New roles such as Regeneration Specialists and Chief Potential Officers highlight the potential for work to evolve into a driver of societal flourishing. As we move forward, these findings provide a roadmap for leveraging AI to unlock human potential, fostering a future where creativity, equity, and purpose thrive hand-in-hand. Read more here.

Lightning talks inspiration

We featured three lightning talks at Work in Progress, each of whom shared their vision and perspective around the evolution of work.

AN INTENTIONAL MOMENT

"The decisions we make in the next 20 years will define the next 200."

AMON WOULFE
CEO, 432 HZ

REGENERATIVE RESILIANCE

"As we are facing growing uncertainty and endless change, we are needing 'Regenerative Resilience' as leaders - this depends on clarify, fearlessness, and connection."

ELATIA ABATE
Futurist in Residence, Paylocity

KEEPING UP WITH THE PACE OF TECHNOLOGY

"For the first time in human history, the pace of technological change has outstripped the cognitive ability of humans to learn and adopt technology."

SARAH BALDEO
CEO, ID Quotient

Diving in:

Workstreams

Participants were invited to join one of five workstreams for 90 minutes during which rich exchanges and hands-on activities led to the development of moonshot ideas and surfaced critical areas ripe for innovation and with anticipated impact on our Vibrancy Score.

Optimizing work with human-centered technology

VISION: By embedding human-centered design into AI systems, we will create a workplace where technology empowers employees, enhances job satisfaction, and supports continuous learnings and development, driving a future of work that is both efficient and deeply human.

Workstream A - Harnessing AI without sacrificing human connection or value.

Creating a more dynamic, decentralized workforce

VISION: Through continuous learning, AI-driven support, and flatter organizational structures, we aim to build a workforce that is agile, empowered, and focused on human-centric tasks that require creativity and critical thinking.

Workstream B - The new shape and requirements for people management.

Workstream C - Imagining the self-managed team of the future.

Harnessing a uniquely multigenerational workforce

VISION: Unlocking the full potential of multigenerational teams by embracing flexible career paths, phased retirements, mutually beneficial alumni engagement, and meaningful mentorship that drive continuous learning.

Workstream D - The future of the entry-level job.

Workstream E - New career paths and upskilling in the AI era.

Workstream A:

Harnessing AI without sacrificing human connection or value

While AI is becoming integral to the workplace, it's essential to preserve the uniquely human qualities that drive empathy, ethical judgment, and creativity. Little training typically goes into developing and helping individuals leverage these uniquely human skills.

The group explored how to balance human and AI-driven tasks, defining a strategic approach that ensures technology complements rather than replaces human value.

KEY TRENDS:

77% of organizations plan to use AI to augment rather than replace human roles (Forrester).

91% of HR leaders believe uniquely human skills will become more critical as AI adoption grows (Deloitte).

65% growth in the demand for creativity as a skill is projected in the next decade (World Economic Forum).

40% of employees report declining levels of empathy in the workplace due to remote work and digital communication (SHRM).

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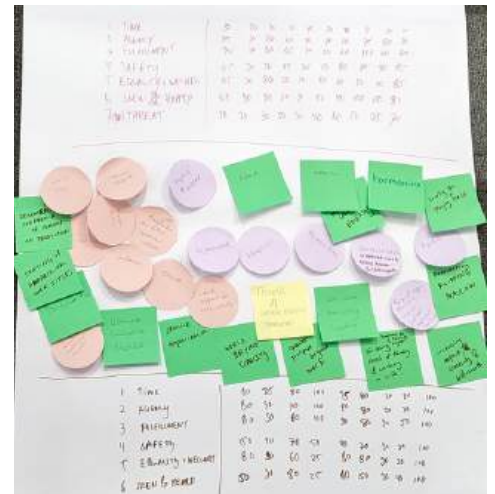
"As trust erodes in the current digital, economic and political environment, we must implement AI not just for efficiency, but as a catalyst to rebuild human connection, strengthen ethics, and amplify the uniquely human values that technology alone cannot replace."

- Stela Lupushor, Chief-Reframer, Reframe.Work Inc.

Harnessing AI without sacrificing human connection or value

MOONSHOT IDEA

A new dedicated role within organizations: the Ethics Officer - focused on protecting human potential alongside growing atomization and technology.

ENVISIONING THE FUTURE

1	AI will augment and not replace, human creativity	AI will excel at processing data and automating tasks, but the future will require human creativity and problem-solving to align innovation with purpose, ensuring that technology amplifies, rather than substitutes, human ingenuity.	↗
2	Empathy and ethical judgment will become core skills	As AI handles routine tasks, uniquely human skills like empathy, ethical decision-making, and emotional intelligence will gain prominence. Training and development programs will focus on cultivating these capabilities to maintain human connection and trust.	=
3	Craftsmanship will resurge as a valued skillset	As automation dominates many fields, there will be a resurgence of appreciation for analog, hands-on craftsmanship. This trend will value uniquely human contributions that resist full automation, blending tradition with modernity.	♥
4	AI will usher in the era of hyper-personalized work	AI systems will enable hyper-personalization of tasks, career paths, and development opportunities, ensuring that individuals' unique strengths and preferences are aligned with their roles. This will lead to increased engagement and productivity.	✓

KEY   ✓ AGENCY   = INCLUSION   🔗 CONNECTION   ♥ FULFILLMENT   ↗ MAXIMIZATION

Workstream B:

The new shape and requirements for people management

The traditional role of people managers is shifting as teams become more decentralized and hybrid, including the increasing use of dual staffing models.

The group explored how leaders can foster trust, engagement, and psychological safety within flexible, remote environments, defining a new vision of people management, centered on inclusivity, adaptability, and a guiding approach that empowers self-driven teams.

KEY TRENDS:

60% of people managers report being overwhelmed by increasing demands (SHRM).

50% of employees will say their managers lack critical leadership skills by 2035 (Deloitte Insights).

75% of managers are already leading across multiple projects, demanding greater adaptability (McKinsey).

80% of organizations will link manager success to team well-being metrics by 2033 (Gallup).

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"Building teams that effectively share power, in multifaceted ways, is critical for achieving breakout innovation at work. It also matters more broadly: when we share power with skill and care at work, we generate ripple effects that contribute to a society of shared thriving."
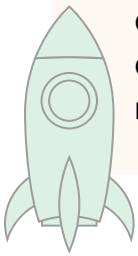
- **Joanna L. Cea & Jess Rimington, Beloved Economies**

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The new shape and requirements for people management

MOONSHOT IDEA

A new Dual Identity Model for managers: they remain hands-on contributors, balancing leadership with active work. Management is a rotating responsibility, not a promotion, ensuring leaders stay connected, reduce bureaucracy, and drive impact through real experience, not just oversight.

ENVISIONING THE FUTURE

1	Managers will shift from commanders to shepherds of outcomes	The role of managers will transform into guiding and nurturing individuals and teams toward shared goals. Success will depend on balancing outcomes, processes, and human needs while fostering trust and adaptability.	🔗
2	Managers will be able to leverage hyper-personalized insights to adapt their management to each person's needs	Managers will harness hyper-personalized insights to tailor their leadership approaches, meeting each team member's unique needs and fostering a more dynamic, supportive, and effective work environment.	↗
3	The hierarchy of teams will flip so managers work for the team	The traditional top-down hierarchy will evolve into a supportive structure where managers act as the roots and trunk of a tree, holding purpose and stability while empowering individual contributors to grow, innovate, and flourish at the forefront.	✓
4	There will be great value placed on managers holding space and slowing down	With a pace of change and sense of urgency only growing, there will be an emphasis for managers learning to slow down, hold space for their teams and sustain a sense of humanity.	=

KEY ✓ AGENCY   = INCLUSION   🔗 CONNECTION   ♥ FULFILLMENT   ↗ MAXIMIZATION

Workstream C:

Imagining the self-managed team of the future

We are not far from a future where teams set their own goals, manage accountability, and drive innovation without the constraints of traditional hierarchy.

The group explored new ways to support self-managed, autonomous teams that thrive on agility and collaboration with a structure that enables teams to operate independently, fostering an environment of trust, adaptability, and creativity within larger organizations.
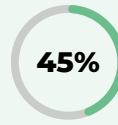
KEY TRENDS:

20% higher productivity and 30% job satisfaction is reported in teams with high autonomy (MIT Sloan).

12% of Fortune 500 companies now use self-managed teams in some capacity (Bain & Company).

35% more breakthrough innovations are reported by self-managed teams (Harvard Business Review).

45% of managers are transitioning to coaching roles to support self-managed teams (LinkedIn).

"Self-managed teams are not new. They have impacted organizational outcomes for over 75 years, across diverse industries, from coal mines to cars."

- Barry Marshall, CEO, P5

Imagining the self-managed team of the future

MOONSHOT IDEA

A new role: the Chief Self Managed Teams (SMT) Officer for organizations to leverage the power of nimble, agile, cross-functional teams and to inform the systems and processes to enable this shift.

ENVISIONING THE FUTURE

1	'Leaning out' will be essential for collective success on self-managed teams	The future of successful self-managed teams will require leaders to "lean out" to create space for others to contribute fully, fostering trust and enabling collaboration and creating space for teams to innovate and take ownership.	✓
2	Agility will be the operating system for self-managed teams	The structure of self-managed teams will evolve to enable quick adaptation and decision-making. By setting their own goals and operating independently, these teams will become the driving force behind innovation in fast-changing environments.	↗
3	Self-managed teams will be motivated by purpose-driven work that shapes team dynamics	Self-managed teams will prioritize work that aligns with a shared purpose, offering individuals opportunities for exploration, creativity, and meaningful impact. Across generations, people will seek roles that fulfill their desire for agency, challenge, and contribution.	♥
4	Collaboration will outpace control as the key to team success	Organizations will shift from controlling teams to empowering collaboration. Self-managed teams will thrive in environments prioritizing connection, trust, and shared problem-solving over rigid oversight.	🔗

KEY   ✓ AGENCY   = INCLUSION   🔗 CONNECTION   ♥ FULFILLMENT   ↗ MAXIMIZATION

Workstream D:

The future of the entry-level job

As AI and automation transform industries, early-career roles must evolve to remain relevant.

The group reimagined internships, apprenticeships, and entry-level jobs as dynamic career accelerators that provide purpose-driven learning, mentorship, and flexibility, aiming to create a forward-looking model for these roles, blending hands-on experience with rapid skill development to set the stage for impactful, long-term, non-linear careers.

KEY TRENDS:

47% of current tasks in entry-level jobs are susceptible to automation (Oxford Economics).

72% of Gen Z want purpose-driven work in their first job (Deloitte).

**45%** of Gen Z workers expect to work in four or more industries during their lifetime (EY).

35% of hiring managers report entry-level candidates lack critical thinking skills (ManpowerGroup).
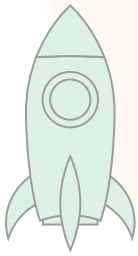

"Entry-level roles can evolve into career accelerators—blending hands-on experience, purpose-driven learning, and AI collaboration—to empower the next generation from day one."

- Carrie Dolan, CEO, CultureCrush
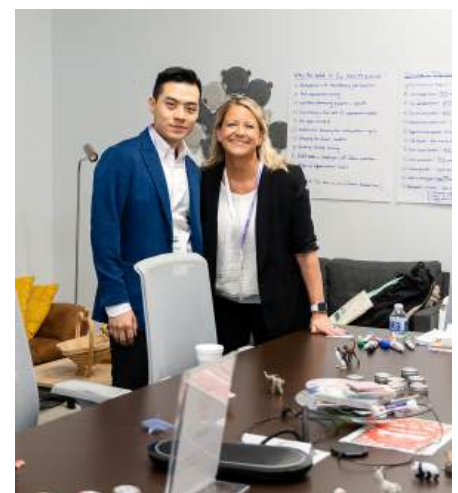
The future of the entry-level job

MOONSHOT IDEA

Early career interns create a "digital twin" of themselves—a virtual counterpart modeled using AI and data analytics—to simulate career paths, test decisions, and optimize personal development.

ENVISIONING THE FUTURE

1	We will see a new suite of roles catering to the next generation of data, AI and purpose-driven work for entry level roles	These roles will range from Sustainable AI Architect, Human-AI Collaboration Designer, Regenerative Business Analyst, to Well-Being Systems Designer.
2	There will be an increase in rotational programs and dynamic role design for entry level positions	This will lead to employees developing more well-rounded skill sets. We will see more customized and dynamic role design enabling individuals to focus on areas of interest while meeting the needs of the organization.
3	We will see an increase in both peer and reverse mentorship to properly support entry-level employees	This will help address the skills gap for early employees and encourage learning across generations and levels, benefiting both mentors and mentees.
4	There will be an increased emphasis on AI fluency in entry-level hiring	Demonstrated AI-fluency during interviews will become the norm, and a key competency for entry-level jobs. The level of AI fluency will likely be a key factor in which candidates rise to the top.

KEY ✓ AGENCY   = INCLUSION   🔗 CONNECTION   ♡ FULFILLMENT   ↗ MAXIMIZATION

Workstream E:

New career paths and upskilling in the AI era

In the coming decade, millions of jobs are expected to be shifted by AI and changes in the workforce. How do we reimagine the upskilling or reskilling needed for every worker to stay innovative, resilient, and ready during their most active years and as they transition out of the workforce?

The group explored how to shape a future-proof approach to lifelong learning and knowledge transfer that's accessible, scalable, and aligned with rapid technological and demographic shifts.

KEY TRENDS:

50% of all employees will need reskilling by 2025 as skills gaps widen (World Economic Forum).

54% 54% of employees say they'll need significant retraining in the next 5 years to stay competitive (PwC).

60% of occupations could see at least 30% of tasks automated (McKinsey Global Institute).

5 M jobs are expected to be displaced by AI by 2025, but 97 million new roles may emerge (World Economic Forum).

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"The future of work lies in human-AI collaboration, amplifying our ability to innovate, create, and connect. But true power is in community. By fostering inclusive networks, we ensure that as technology evolves, so does our capacity to support each other and build meaningful lives."
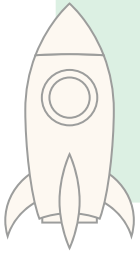
- Cindy Gordon, CEO, Lil Cin

New career paths and upskilling in the AI era

MOONSHOT IDEA

Next-generation vocational school blending technical training with practical life skills—offering personalized learning paths, real-world experience, and continuous upskilling in areas like AI fluency, financial literacy, digital craftsmanship, and ethical decision-making.

ENVISIONING THE FUTURE

#			
1	AI will be increasingly embedded in existing tools and experiences to enable ongoing learning	Learning and upskilling will occur across a broader range of products and experiences, enabling us to gain insights and learn more continuously.	↗
2	Reskilling will largely focus on human-AI collaboration skills	The most in-demand skills will involve the ability to partner effectively with AI. This includes leveraging AI for tasks, making ethical decisions alongside it, and amplifying uniquely human capabilities like creativity, problem-solving, and emotional intelligence.	=
3	Education will be more moment-to-moment and ongoing vs. episodic: traditional education will need to adapt	Education will evolve from periodic milestones to seamless, continuous learning woven into daily life. Traditional models will need to adapt to meet the demands of a fast-changing world, where skills are built in the moment.	✓
4	We will see an increased focus on work/life integration and community in our work	Work will prioritize seamless work/life integration and community, fostering balance, connection, and fulfillment. Organizations will embrace adaptability and shared purpose to drive well-being and lasting success.	♥

KEY   ✓ AGENCY   = INCLUSION   🔗 CONNECTION   ♥ FULFILLMENT   ↗ MAXIMIZATION

Call to Action

Work in Progress is continuing to grow a vibrant community of cross-functional and cross-sector leaders committed to designing an intentional evolution of work in the years ahead. Join us!

Subscribe to stay informed on Work in Progress and our continued developments:

Follow Work in Progress   Closing the Loop by FullCircle

Share your ideas, people you would like to connect with or ways you can advance this work:

Submit here

Share this report with your network and community on LinkedIn (copy text below and share):

Work in Progress just launched as a new community and movement to design an intentional evolution of work. Check out their full report here:

Share here

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432 HZ

Benjamin Zenou
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Works of Art

The following pieces were contributed by artists around the world as a creative expression and interpretation of work.
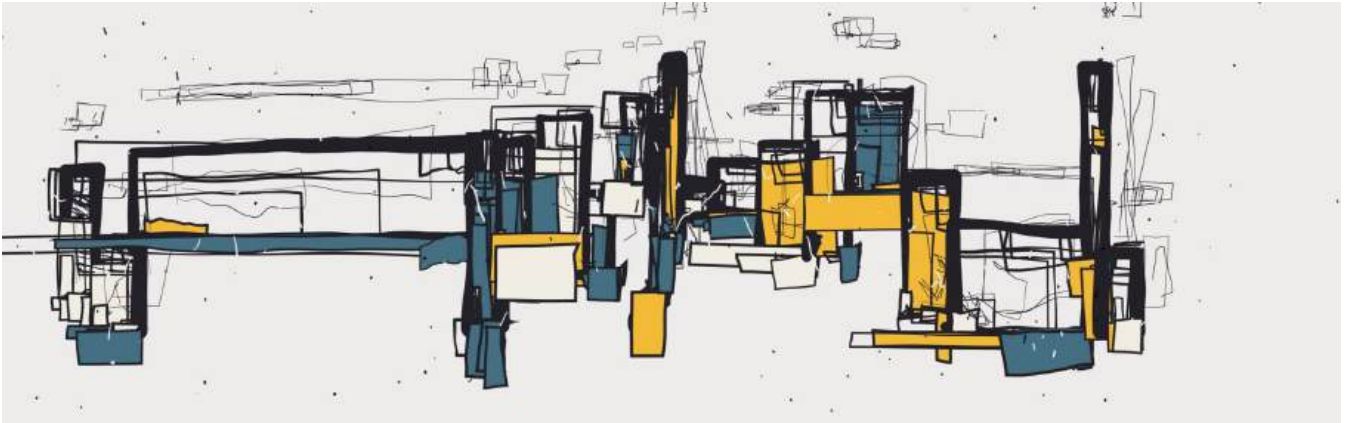
CODE IN MOTION: POST-CALLIGRAPHIC SYNTAX BY MAX MEIR

A MEASURE OF TIME BY LIPSUM

THREADS OF TOMORROW BY FERNANDA BOCCARD

HOW TO BUILD A SOFTER WORLD BY KELLY LLANOS

COMPUTATIONAL THEORY OF MIND BY CLAUDIA TONG

HUMANITY - A WORK IN PROGRESS BY FAIZED

SYMPHONY OF JOY BY LOULANWEU

I Went to Art Basel and Talked About Work