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How AI & the Human Connection are Redefining the Workplace in 2024 and Beyond

7 Essential Tech Trends

What You Will Find In This Report

For more than 10 years, ManpowerGroup has been tracking the key forces impacting the future of work. For 2024, we've identified the following **7 underlying trends** that specifically affect the IT space to provide insights into both employee and employer perspectives.

TREND 1
Putting People at the ♥ of AI

TREND 2
AI Will Create More Jobs Than It Destroys

TREND 3
Navigating Human Potential and Advanced Technology

TREND 4
Bridging the Generation Divide Through Strategic Reskilling and Upskilling

TREND 5
Why the Present — and Future — Workforce will be Female-fueled

TREND 6
Striking the Right Balance on Wages

TREND 7
Shaping the Employee Experience Around Individual Need

SHIFTING DEMOGRAPHICS
Leveraging Untapped Talent Pools

Despite influxes of Gen Z workers, workforces globally continue to age. Developed nations face widening talent shortages as more experienced employees retire.

To fill gaps, organizations must leverage untapped talent pools, including:

- Seasoned Employees: Offer reskilling and flexible schedules to retain and re-engage mature workers
- Returners/Career Changers: Enable transition reskilling through rapid upskilling programs
- Employees With Less Traditional Experience: Consider candidates with high potential and transferable soft skills

Workforce continuity and institutional knowledge can be enhanced by retaining mature workers and reskilling new and existing employees.

## ORGANIZATIONS ARE PRIORITIZING GLOBALIZATION STRATEGIES

Companies are pursuing a more globalized talent management strategy, including hiring from anywhere and leveraging offshore resources. There is significant interest in whether organizations should lower labor costs, open up new markets, achieve more continuous operations, or all of the above. According to research conducted by TechTarget's Enterprise Strategy Group, 83% of companies are actively pursuing greater globalization talent strategies to help overcome IT gaps.

Tech Advancement

As generative AI evolves at a rapid pace, experience tells us that technology has proven to be a powerful ally, augmenting rather than replacing human capabilities. To drive growth and productivity with AI, companies must prioritize people.

In adapting to new work paradigms, workplaces need both digitization and humanization. The aim is to facilitate connections, foster relationships, and promote innovation and ethical practices amid technology-driven work environments.
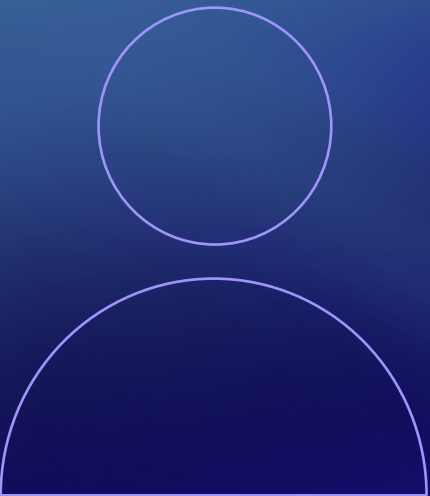
Individual Choice

Centered around the "consumerization of work," a new employer-employee relationship has emerged where people expect to "consume" work much like they do other aspects of life — on their own schedules and in ways tailored to their individual needs.

Employees are increasingly drawn to organizations that support their careers, well-being and personal values. To meet this demand for flexibility and alignment with personal priorities, organizations must evolve to integrate work seamlessly into employees' lives.

Putting People at the ♥ of AI

The rise of AI is already reshaping the workplace. In response, leading companies and governments are at the forefront, pioneering innovative methods that place people at the heart of designing and implementing AI systems – approaches that directly incorporate workers' needs, abilities, skills and well-being.

The pivotal role of people to responsibly shape AI is now clear. And policy frameworks must evolve to support this central tenet: workers themselves can and must help steer the trajectory of AI transformation.

About six-in-ten Americans believe **AI will have a major impact on workers generally,** but only 28% believe it will have a major effect on them personally.

Source: [AI in Hiring and Evaluating Workers: What Americans Think](#) – Pew Research Center

- Businesses anticipate a [23% churn in jobs over the next five years](#) between the creation of new roles and the reduction of others.

AI Will Create More Jobs Than It Destroys

Technological advancements create opportunities for people to do more meaningful work, provided they have the right skills.

As businesses learn to adapt and change along with AI, humans will power the future of work, as they upskill and learn how to work with, not against, modern technologies. People must shift their perspectives to view AI as a chance to augment their technical knowledge and professional capabilities.

Organizations Identify Top Three Challenges When Considering Jobs Requiring AI Skills:

1. Training our staff to leverage AI in their roles

2. Finding qualified workers

3. Defining roles which can take advantage of AI

Source: Q1 2024 ManpowerGroup Employment Outlook Survey

- A majority of employers (58%) believe AI & VR will have a positive impact on their organization's headcount in the next two years.

- In our Skills Gaps, Talent Shortages and Staffing Strategies report, 96% of respondents expect automation to materially decrease the demand for staff focused on high-volume, repetitive tasks. However, a similar percentage (94%) forecast an increased demand for technology staff with the ability to manage and optimize automation technology.

Navigating Human Potential and Advanced Technology

Companies seeking to unlock latent productivity must first focus on finding the right blend of people and technology, enhancing workplace culture and developing leadership. The rise in remote work — and subsequent spike in productivity — seemed to be the answer.

More recently, the growth of AI is touted as the new top driver of productivity. However, its impact will largely depend on society's reaction to and adoption of new AI technology. As it stands, the more technologically advanced we've become as a society, the more productivity has declined.

87% of workers said they are productive at work, but only 12% of managers agreed

Source: Hybrid Work Is Just Work. Are We Doing It Wrong? - Microsoft

Bridging the Generation Divide Through Strategic Reskilling and Upskilling

Globally, organizations face a growing imbalance between rapidly rising Gen Z workers entering the workforce and more experienced employees leaving. By 2030, Gen Z will compose 58% of the labor pool; at the same time, broader demographic trends reveal rapidly aging workforces in developed markets.

This widening demographic gap produces multifaceted talent challenges: generational knowledge loss from retiring baby boomers, Gen Z seeking updated skills blending technical and interpersonal, and mid-career workers needing to reskill for new roles.

Targeted reskilling and mentorship help bridge talent gaps across generations. Cross-training programs can enable Gen Z and seasoned employees to share institutional knowledge. Offering mentorships, stretch assignments, and new learning opportunities helps retain mature workers, while enabling mid-career talent to reskill for adjacent roles sustains organizational productivity.

- 56% of IT employers report that they have difficulty filling roles due to a lack of "IT & data" skill set.

Source: ManpowerGroup Talent Shortage Survey (fielded Oct. 2023).

- **43% of managers plan to utilize upskilling or reskilling to build talent from within.**

Source: Skills Gaps, Talent Shortages and Staffing Strategies

Why the Present — and Future — Workforce will be Female-fueled

When the pandemic hit, millions of women left the workforce, which many feared would take decades to recover from. However, in just three years, employment levels for women are back to where they were pre-pandemic. Women are leading the post-pandemic recovery. Globally, the workforce participation rate for women is just over 50%.

Specifically, among 25-54-year-old women, the labor force participation rate has hit record highs. This age bracket has jumpstarted brand new careers, advocated for better pay and benefits, and taken advantage of remote opportunities. Despite these gains, there is an urgency to ensure women are thoroughly represented in candidate pools for growth jobs.

- Women are half of the world's total working population, yet hold less than one third of managerial and leadership positions.

Striking the Right Balance on Wages

Today, economic uncertainty is preventing almost a quarter of workers (23%) from getting the job they want. People are changing jobs less frequently — forcing employers to figure out how to best strike the right balance between wages attractive enough to bring talent in while sustaining profitable growth.

With fair pay for fair work as the top productivity driver, it's no surprise that a third of all workers (31%) wish leadership would better understand the financial challenges that impact their work. In addition to increased wages, businesses must also find other ways to stay competitive and retain skilled talent by providing autonomy, flexibility and purpose-driven work.

Wages are 15% higher for new workers than existing workers.

ManpowerGroup Real-Time Data, U.S.
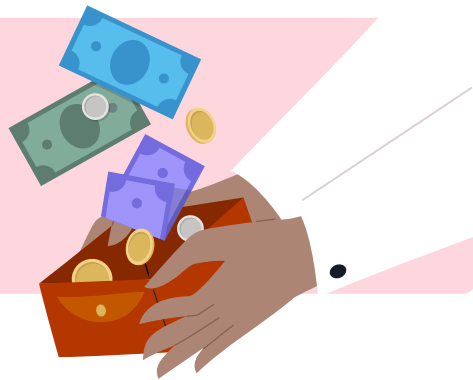
Shaping the Employee Experience Around Individual Need

Today's workers, influenced by the "Me Economy," seek flexibility and autonomy to prioritize work-life balance. Desired workplace benefits include a four-day work week (64%), flexible start and end times (45%), and the option to work from home as needed (35%).

- Eight in 10 chief human resources officers (CHROs) from Fortune 500 companies have no plans of decreasing remote work flexibility in the next 12 months.

- Nearly 1 in 5 (18%) would consider less pay in exchange for more work-life balance.
  Source: What Workers Want: From Surviving to Thriving at Work

- 60% of Gen Z employees expect their employers to provide personalized career development paths with regular guidance, trained mentors, and transparent progression plans tailored to personal goals.

In line with consumer-grade personalization, employees now expect personalized benefits, AI-driven skills training and tailored career development aligned with their strengths and interests.

Personalized learning programs tailored to narrow existing skills gaps could boost global GDP by $6.5 trillion by 2030.

Source: Generative AI and the future of work in America - McKinsey

Forward-thinking companies leverage advanced analytics to hyper-personalize the employee experience, including personalized onboarding, tailored skills training and benefit selection algorithms that offer personalized recommendations.

AI platforms can now identify employees' unique skillsets and interests, to propose individualized career plans that align personal strengths with business objectives. Work tasks are dynamically adjusted based on individual working styles and productivity patterns, reshaping the future of work in real-time.

Regardless of size, all companies must be attuned to workforce trends and adapt to remain competitive in an ever-evolving technological landscape. If you're struggling with talent shortages, let us help you identify and engage skilled talent. We have the tools to create your best workforce. Learn more: **Experis.com**.

About Experis

Experis is the global leader in professional resourcing and project-based services. Experis accelerates organizations' growth by attracting, assessing, and placing specialized expertise in IT to deliver in-demand talent for mission-critical positions and projects, enhancing the competitiveness of the organizations and people we serve. Experis is part of the ManpowerGroup family of companies, which also includes Manpower and Talent Solutions.

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