Navigating the AI Skills Transition:

Identifying At-Risk Skills and Building Future-Ready Workforces

A White Paper for HR Professionals on Strategic Workforce Planning in the Age of AI

TalentJam

Executive Summary

Artificial intelligence is fundamentally reshaping knowledge work across industries, functions, and roles. Yet most organisations lack a systematic approach to understanding which skills will be replaced by AI, augmented, or remain evergreen. This creates three critical risks: employees cannot plan careers strategically, workforce reductions are handled reactively, and opportunities to redesign roles for maximum value are missed.

Gartner warns that AI adoption alone is insufficient. HR leaders must redesign roles, workflows, and service delivery so people and AI complement each other effectively.

This white paper provides HR leaders with a strategic framework for navigating the AI skills transition, examining how skill-level analysis enables intentional workforce planning, informed recruiting, empowered career development, and strategic decision-making during organisational change.

Because AI capabilities evolve continuously, one-time assessments become obsolete rapidly. Effective tools regularly re-evaluate skills against current AI capabilities, automatically updating displacement risk and ensuring workforce planning reflects today's reality without repeated manual analysis.

Most critically, we introduce AI-powered approaches to identify which skills in your organisation face displacement risk. Modern platforms such as TalentJam use AI agents to analyse position and role information, providing the insight needed to act. This capability transforms how organisations approach:

- **Employee career guidance:** Helping staff identify and pursue evergreen growth opportunities rather than investing in skills with diminishing value.
- **Strategic workforce planning:** Understanding where AI will create efficiency gains, enabling data-driven decisions about capacity, resource allocation, and future capability requirements.
- **Merger and acquisition integration:** Identifying redundancies and synergies with precision during organisational consolidation.
- **Role redesign:** Understanding what work remains after AI augmentation, enabling intentional design of future roles that maximise human value creation.
- **Recruiting strategy:** Focusing hiring investments on skills that remain valuable rather than capabilities AI will soon replicate or augment.

The organisations that thrive through the AI transition will not be those that ignore its impact or react defensively, but those that embrace systematic analysis, transparent communication, and active planning. This white paper provides a framework and tools to lean into that transformation.

The AI Transformation: From Speculation to Reality

Over the past few years discussions about process automation and AI's impact on knowledge work remained largely theoretical. We acknowledged that automation would eventually affect certain roles but treated the timeline as distant and the impact as uncertain. That comfortable ambiguity has evaporated.

The debate over the timescale or ultimate impact of AI displacement is not settled, even among experts, but that it is happening appears to be universally accepted. **Optimists** cite historical automation waves that created more jobs than they eliminated, while **Moderates** expect gradual implementation constrained by regulation, organisational inertia, and the "last mile problem" where humans remain essential. **Accelerationists** counter that AI uniquely targets the creative and analytical work humans retreated into, with capabilities improving exponentially while **retraining takes years**.

Regardless, the impact on knowledge work from the emergence of sophisticated generative AI, automated decision support systems, and intelligent process automation has shifted the horizon from decades to years and, in some cases, months.

Recent research reveals the velocity and breadth of change:

- In 2023, McKinsey estimated that **60-70% of employee time** was spent on activities that could be automated or augmented by then available technology. Anthropic have since suggested that it is more like **57% of US work hours**. (McKinsey, 2023)(Anthropic, 2025)
- Research shows skills for technical roles changed **32%** from 2021-2024, with the most disrupted roles seeing **75%** changed over those three years (Lightcast, 2025).
- Jobs for the Future research shows **exponential growth in AI-related job requirements**: medical assistants saw 8,350% growth in postings mentioning AI (from 2 to 169), while customer service roles saw 7,150% growth (from 12 to 870) from 2018 to 2024. (JFF, 2025)
- The share of HR leaders actively deploying generative AI jumped from **19%** to **61%** in just 18 months (June 2023 to January 2025). (Gartner, 2025)

These statistics underscore that AI transformation is now an operational imperative. Yet most organisations lack structured approaches to understanding how AI will specifically affect their workforce. They know change is coming but cannot answer critical questions: Which of our skills face replacement? Which will be augmented? Which remain valuable? And how should we act on these insights?

The Cost of Uncertainty

The absence of clear AI impact analysis creates multiple organisational vulnerabilities:

Employee Career Confusion

Employees investing in skill development need to know which capabilities will remain valuable. A customer service representative choosing between deepening technical knowledge of current systems versus building coaching and relationship skills needs guidance about which path offers more durable value. Without organisational support, individuals make career bets blind, potentially investing years developing skills AI will soon commoditise.

Reactive Workforce Reduction

When organisations lack advance visibility into AI's capacity impact, workforce adjustments happen reactively, often too late to implement thoughtful transitions. Employees discover their skills are redundant only when positions are eliminated, leaving no time for reskilling or internal mobility. This reactive approach creates unnecessary hardship, damages employer brand, and wastes valuable institutional knowledge.

Missed Role Redesign Opportunities

Perhaps most critically, organisations that cannot systematically analyse AI's skill-level impact struggle to redesign roles intentionally. They know AI will change work but lack the granular insight needed to determine what humans should focus on once routine tasks are automated. This leads to ad hoc role reactive change rather than strategic redesign to maximise value creation.

Inefficient Talent Investment

Recruiting and development budgets represent significant organisational investments. Without understanding which skills face AI displacement, organisations continue hiring for and developing capabilities that will soon diminish in value. Meanwhile, genuinely durable skills face talent shortages because investment priorities lag demand, and that lag is accelerated by recent AI evolution.

The AI Skills Impact Spectrum

Understanding AI's workforce impact requires moving beyond binary thinking of 'automated versus safe.' AI affects different skills in dramatically different ways, creating a spectrum from full replacement through partial augmentation to evergreen capabilities. It is worth noting that this assessment is always as-at-a-date and contingent on a solid understanding of current AI capabilities. As these evolve, the skills in each category will change, sometimes away from automation if capability turns out not to meet expectations. This nuance is essential for accurate workforce planning.

Category 1: Skills Facing Full Replacement

AI can now perform some skills as well as or better than humans, at a fraction of the cost and time. These capabilities face full displacement, not because humans cannot execute them, but because AI offers superior economics and performance.

Characteristics of fully replaceable skills:

- **Highly structured and rule-based:** Tasks with clear inputs, defined processes, and predictable outputs.
- **Repetitive and high-volume:** Activities performed many times with consistent methods.
- **Data-intensive without requiring judgment:** Processing, categorising, or extracting information according to defined parameters.
- **Limited contextual complexity:** Minimal need to interpret ambiguous situations or navigate organisational politics.

Examples across functions:

- Basic data entry and transcription.
- Routine scheduling and calendar management.
- First-level customer inquiry response (FAQs, order status, account lookups).
- Basic document formatting and template population.
- Routine report generation from structured data.
- Simple research aggregation and summarisation.
- Basic code generation for common patterns.

Workforce planning implications:

Roles heavily composed of replaceable skills face the most dramatic transformation. You should not continue recruiting for or developing these capabilities. Instead, workforce plans should account for significant capacity reductions in these areas and transition affected employees toward more durable skills.

Category 2: Skills Facing Partial Augmentation

A much larger category of skills will not disappear but will be significantly augmented by AI. Humans remain essential for judgment, context, relationship, and verification, but AI handles substantial portions of the work, dramatically reducing the time and effort required.

Characteristics of augmentable skills:

- **Blend of routine and judgment:** AI handles structured components while humans provide contextual interpretation.
- **Require domain expertise for validation:** AI generates options or first drafts, but experts must verify, refine, and approve.
- **Benefit from pattern recognition:** AI identifies insights or anomalies, but humans determine significance and action.
- **Time-intensive but not highly complex:** AI compresses time required while humans maintain quality control.

Examples across functions:

- Content creation (first drafts, research synthesis).
- Data analysis and visualisation (pattern identification, report generation).
- Code development (AI writes, humans architect and review).
- Research and competitive intelligence gathering.
- Complex customer support (AI provides context and options, humans navigate sensitive situations).
- Document review and due diligence.
- Meeting notes and action item extraction.

Workforce planning implications:

Augmentation creates efficiency gains without full elimination. A role previously requiring five people might need three people post-augmentation. You should plan for modest capacity reductions (20-40% in heavily augmented roles) while investing in employees' ability to work effectively with AI tools. The skill itself remains valuable, but fewer practitioners are needed.

Category 3: Evergreen Skills That Remain Essential

Certain capabilities remain resistant to AI displacement because they require distinctly human qualities: emotional intelligence, creative synthesis, strategic judgment, relationship building, or contextual adaptation. These evergreen skills will remain valuable over at least the medium term and represent the safest areas for career investment.

Characteristics of evergreen skills:

- **Deeply interpersonal:** Require reading emotional cues, building trust, navigating relationships.
- **Strategically ambiguous:** Situations without clear right answers requiring judgment across competing priorities.
- **Creatively generative:** Original thinking that synthesises disparate inputs in novel ways.
- **Contextually sophisticated:** Require understanding organisational culture, stakeholder motivations, political dynamics.
- **Ethically complex:** Decisions with moral dimensions requiring human accountability.

Examples across functions:

- Leadership and people management.
- Strategic planning and business model innovation.
- Stakeholder relationship management and negotiation.
- Change management and organisational development.
- Complex problem-solving in ambiguous situations.
- Creative and artistic direction.
- Ethics and compliance judgment.
- Crisis management and high-stakes decision-making.

Workforce planning implications:

These capabilities should anchor recruiting and development investments. As AI handles more routine work, evergreen skills become increasingly valuable and scarce. You should proactively develop these competencies in your workforce while recruiting externally for capabilities that cannot be easily built internally.

Applying this approach to SFIA 9

By way of illustration, including the generic attributes, SFIA 9 has 147 skills. Passing these skills through the TalentJam agent, 22 are identified as evergreen, 118 could be partially augmented, and only 7 could be replaced today.

The 7 skills identified as replaceable today are: Analytical classification and coding, Content publishing, Emerging technology monitoring, Functional testing, Non-functional testing, Numerical analysis, and Process testing.

If your organisation is implementing AI at scale, any staff member or role that depends heavily on any of those skills should be a focus of attention. Can you redesign or

reconstitute the role(s) to focus more on the evergreen or partially replaceable skills? Can the person shift to a more future-proof role? Is there a clear pathway to support that move?

Likewise, for the 118 partially augmentable skills, the number of positions or people in roles that include those could be reduced where there is duplication. At the same time, those people may have evergreen skills or knowledge that are of great value in other (and potentially new) roles or positions. This is a core responsibility of the HR function, and not yet (if ever) something that can be delegated to an AI agent or system.

The Challenge: How to Systematically Identify At-Risk Skills

Understanding the strategic value of AI skills analysis is straightforward. Performing that analysis at scale proves considerably more difficult. Most organisations lack automated approaches to determining which of their thousands of discrete skills face replacement, augmentation, or remain evergreen.

Why Traditional Approaches Fall Short

Manual Assessment Is Unscalable

Some organisations attempt to manually assess AI displacement risk for each role or skill. While this can work for a handful of positions, it breaks down at scale. A typical mid-sized organisation might have hundreds of distinct roles composed of thousands of skills. Manually evaluating each requires deep AI expertise, role knowledge, and consistent methodology, a combination rarely available.

Moreover, manual assessment is inherently subjective. Different evaluators apply different criteria, leading to inconsistent conclusions. One manager might rate a skill as facing full replacement while another sees augmentation, creating confusion.

Generic Industry Studies Lack Specificity

Consulting reports and research studies offer high-level perspectives on AI's workforce impact, often with percentages of jobs at risk across industries. While valuable for board-level awareness, these studies provide insufficient granularity for operational planning.

Knowing that '40% of customer service jobs face high automation risk' doesn't help HR determine which specific customer service skills in their organisation face displacement. The generic nature of external research makes it difficult to translate into actionable workforce plans.

Skills Taxonomies Don't Include Displacement Risk

Organisations with mature skills management practices have invested in comprehensive skills taxonomies, standardised lists of capabilities mapped to roles, proficiency levels, and development resources. However, these taxonomies typically do not include AI displacement risk assessments.

Adding displacement risk to existing taxonomies requires expertise most HR teams lack: understanding of both the technical capabilities of current and emerging AI tools and how those capabilities apply to specific workplace skills. Hiring external consultants for one-time assessments solves the immediate problem but creates a maintenance challenge as AI capabilities evolve rapidly.

AI Capabilities Evolve Faster Than Manual Analysis

Perhaps most critically, AI's capabilities advance so quickly that manual assessments become outdated within months. A skill rated as 'low displacement risk' in Q1 might face significant augmentation by Q4 as new tools emerge. Keeping analyses current requires continuous monitoring and re-evaluation, which is practically impossible with manual approaches.

Requirements for Effective AI Skills Analysis

Based on these challenges, effective AI skills displacement analysis requires several capabilities:

- **Automated at scale:** Must rapidly evaluate thousands of skills without manual effort for each.
- **Organisation-specific:** Must account for how skills manifest in your specific roles, not just generic descriptions.
- **Consistently applied:** Must use standardised criteria across all skills to enable meaningful comparison.
- **Continuously updated:** Must refresh assessments as AI capabilities evolve rather than becoming stale.
- **Actionable granularity:** Must provide detail sufficient for workforce planning, not just directional guidance.
- **Transparent methodology:** Must explain why specific skills face displacement risk so stakeholders can validate conclusions.

These requirements point toward a technology-enabled solution, specifically, using AI itself to analyse which skills AI will displace.

TalentJam's AI-Powered Skills Displacement Analysis

TalentJam addresses the challenge of identifying at-risk skills through an AI Agent-powered approach that analyses position and role information at scale, providing you with systematic, continuously updated insights into skills displacement risk.

The automated re-evaluation capability addresses a critical challenge: AI capabilities evolve faster than manual analysis can track. The platform continuously monitors the AI tool landscape and automatically recalculates displacement risk as capabilities change, ensuring skills classifications remain accurate over time. When a new AI tool emerges that can handle tasks previously requiring human expertise, TalentJam identifies affected skills and can update role-level impact assessments without manual intervention. This ongoing recalibration transforms skills analysis from a one-time project into a living intelligence system that keeps pace with technological change.

How It Works

AI Agents Analyse Your Skills and Roles

The analysis works in three stages:

First, AI agents parse role descriptions and skill requirements, mapping them to standardized skill taxonomies (SFIA, DCF, PSF, or custom frameworks).

Second, each skill is evaluated against current AI capabilities using a multi-factor assessment that considers:

- **Task structure:** How routine, rule-based, and predictable the work is
- **Judgment requirements:** Degree of contextual interpretation, ambiguity, and discretion involved
- **Interpersonal complexity:** Extent to which relationship building, emotional intelligence, or stakeholder management is required
- **Creative demands:** Whether work involves novel synthesis, original thinking, or artistic judgment
- **Current AI capabilities:** What AI tools can currently accomplish in this domain

Third, based on this multi-dimensional analysis, the system assigns displacement risk scores (0-100) with confidence intervals, categorising skills into a three-stage spectrum:

- **Full replacement** (AI can perform the skill as well as or better than humans)
- **Partial augmentation** (AI assists but human judgment remains essential), or
- **Evergreen** (skills resistant to AI displacement).

Skills are re-evaluated as AI capabilities evolve, with confidence scores adjusting based on real-world outcomes across our customer base and in the literature.

Organisation-Specific Context

Critically, the analysis considers how skills manifest in your specific organisational context, not just generic definitions. A skill like 'data analysis' might face different displacement risk in a financial services firm (where regulatory requirements necessitate human verification) versus a marketing department (where AI-generated insights may suffice). TalentJam's AI agents account for these contextual factors by analysing your actual role descriptions and position requirements.

Note that this categorisation is only an estimated impact, and other factors may also influence whether a role is evergreen. For example, some individuals may have organisational or domain knowledge which are not explicit in their position description, and this knowledge or understanding may be operationally important. Hence, you should only ever treat any classification as an input to the decision-making process, not as a determination.

Continuous Updates

As AI capabilities evolve, TalentJam's analysis automatically updates. New tools and techniques emerge constantly, shifting which skills face displacement. Rather than requiring manual reassessment, the platform's AI agents continuously monitor developments and adjust displacement risk ratings accordingly. This ensures workforce planning remains based on current rather than outdated analysis.

Organisational Benefit

TalentJam's AI skills displacement analysis provides several layers of actionable insight:

Skill-Level Displacement Risk

Every skill in your organisation's taxonomy receives a clear classification: full replacement, partial augmentation (with estimated efficiency gain), or evergreen. This enables employees and managers to understand which capabilities are most likely to face displacement and which remain valuable.

Role-Level Impact Analysis

For each role, TalentJam aggregates skill-level displacement risk to show overall AI impact. This reveals which positions face the most significant transformation and enables capacity planning based on the mix of skills within roles. A role with 60% at-risk skills clearly requires different workforce planning than one with 20% at-risk skills.

Career Pathway Recommendations

Building on role-level analysis, TalentJam identifies career pathways from at-risk positions toward roles with higher concentrations of evergreen skills. This enables intentional employee development and internal mobility rather than reactive displacement.

Organisation-Wide Capability Mapping

At the aggregate level, you can see your overall exposure to AI displacement, what percentage of your workforce's skills face replacement versus augmentation versus remain evergreen. This strategic view informs long-term capability planning and risk assessment.

Integration with Broader Talent Management

Because TalentJam provides a unified platform for skills management, performance tracking, and development, AI displacement analysis integrates seamlessly with other talent processes:

- **Skills profiles:** Employees can see which of their current skills face displacement and should be deprioritised in development planning.
- **Career pathways:** The Pathways feature highlights opportunities that emphasise evergreen skills, helping employees make strategic career choices.
- **Personal Development Plans:** PDPs can prioritise development of durable capabilities based on displacement risk analysis.
- **Capability identification:** You can identify which teams or units have high concentrations of at-risk and evergreen skills, informing workforce planning.
- **Performance management:** Goals and objectives can align with developing evergreen capabilities rather than deepening at-risk expertise.

Transparency and Explainability

TalentJam's AI agents provide rationale for displacement risk classifications rather than simply rendering verdicts. Stakeholders can understand why a particular skill faces replacement (e.g., 'highly routine with minimal judgment required, and current AI tools can perform this task with 98% accuracy') or remains evergreen (e.g., 'requires strategic thinking, stakeholder relationship management, and contextual adaptation, capabilities AI currently cannot replicate').

This transparency enables validation and refinement. If the AI agent's classification seems wrong for your specific context, you can understand the reasoning and provide feedback that improves future analysis.

Implementation Framework: Using AI Skills Analysis Strategically

Having access to AI skills displacement analysis creates opportunity, but realising value requires thoughtful implementation. The following framework guides your organisation through strategic deployment of these insights.

Phase 1: Establish Baseline Understanding

Objectives:

- Gain organisation-wide view of AI displacement exposure.
- Identify roles and functions facing highest impact.
- Validate AI analysis against internal expertise.

Key activities:

1. Run initial AI skills displacement analysis across all roles (using TalentJam).
2. Review aggregate results with executive leadership to establish shared understanding.
3. Conduct focused reviews with subject matter experts for roles facing highest displacement risk.
4. Refine classifications where internal context suggests adjustments.
5. Create executive dashboard showing organisation's overall AI exposure profile.

Phase 2: Prioritise Strategic Actions

Objectives:

- Determine which use cases offer greatest value for your organisation.
- Sequence implementation based on urgency and impact.
- Allocate resources and assign ownership.

Key activities:

6. Evaluate each use case (employee guidance, workforce planning, M&A, role redesign, recruiting) against organisational priorities.
7. Identify quick wins that demonstrate value and build momentum.
8. Create implementation roadmap with clear milestones.
9. Assign executive sponsors and implementation leads for priority initiatives.
10. Establish governance structure for ongoing decision-making.

Phase 3: Enable Employee Career Planning

Objectives:

- Help employees understand AI's impact on their roles
- Provide clear pathways toward evergreen opportunities
- Build trust through transparency and support

Key activities:

11. Communicate AI displacement analysis transparently, framing as opportunity to guide development rather than threat.
12. Make displacement risk visible in TalentJam's skills profiles and Pathways feature.
13. Provide one-on-one career counselling for employees in high-displacement-risk roles.
14. Create learning pathways focused on developing evergreen capabilities.
15. Highlight internal opportunities emphasising durable skills.
16. Track and showcase success stories of employees successfully transitioning toward evergreen roles.

Phase 4: Integrate into Workforce Planning

Objectives:

- Incorporate AI impact into capacity planning models.
- Plan proactive workforce transitions rather than reactive reductions.
- Align business strategy with AI-informed talent strategy.

Key activities:

17. Calculate net capacity impact for each major function based on skills displacement analysis.
18. Model multiple scenarios (conservative, moderate, aggressive AI adoption) to understand planning ranges.
19. Develop transition plans for roles facing significant displacement, prioritising internal mobility where possible.
20. Adjust hiring plans to account for AI-driven efficiency gains.
21. Update financial forecasts reflecting changed labour requirements.

Phase 5: Redesign Roles for the AI Era

Objectives:

- Define what work remains after AI handles routine tasks.
- Elevate human contribution rather than simply reducing scope.
- Ensure roles maximise value creation.

Key activities:

22. For high-impact roles, map exactly which skills face replacement, augmentation, or remain evergreen.
23. Identify highest-value activities currently squeezed out by routine work.
24. Redesign roles to emphasise evergreen, high-value skills.
25. Update job descriptions, expectations, and assessment criteria.
26. Provide training on working effectively with AI augmentation.
27. Monitor outcomes and iterate based on what works.

Phase 6: Embed in Ongoing Operations

Objectives:

- Make AI skills analysis routine rather than one-time initiative.
- Continuously refine as AI capabilities evolve.
- Maintain organisational agility.

Key activities:

28. Incorporate displacement risk analysis into quarterly workforce planning cycles.
29. Review AI skills classifications regularly as technology evolves (TalentJam handles this automatically).
30. Include displacement risk in all role design and recruiting decisions.
31. Track leading indicators: percentage of workforce in evergreen roles, successful transitions, internal mobility into durable positions.
32. Communicate progress and adjustments regularly to maintain transparency and trust.

Strategic Use Cases for AI Skills Analysis

Understanding which skills face AI displacement creates strategic value across multiple organisational contexts. The following use cases illustrate how AI skills analysis transforms decision-making and planning.

Use Case 1: Employee Career Guidance and Development

The Challenge

Employees face unprecedented uncertainty about career planning. Skills that seemed foundational to a career suddenly face potential obsolescence, while new opportunities emerge in unexpected places. Without guidance, individuals make development investments that may not serve them long-term, or worse, become paralysed by uncertainty and make no investments at all.

How AI Skills Analysis Helps

By identifying which skills in employees' current roles face displacement versus which remain evergreen, you can provide personalised career guidance. An administrative professional might learn that their scheduling and document formatting skills face full replacement, their communication and process improvement skills face augmentation, but their stakeholder relationship management and project coordination skills remain evergreen.

This analysis enables focused development planning. Rather than attempting to defend against AI by deepening technical expertise in areas facing replacement, individuals can strategically pivot toward evergreen capabilities. The organisation benefits from a workforce intentionally developing durable skills while employees gain confidence in their career direction.

Implementation Approach

- Provide employees with skills displacement analysis showing which of their current capabilities face replacement, augmentation, or remain evergreen.
- Identify internal pathways toward roles with high concentrations of evergreen skills.
- Connect employees with development resources focused on durable capabilities.
- Create career pathways showing transitions from at-risk roles to sustainable positions.

Use Case 2: Strategic Workforce Planning and Capacity Optimisation

The Challenge

You struggle to forecast future capacity requirements when you lack visibility into how AI will affect productivity. How many customer service representatives will be needed when AI handles 70% of inquiries? How does this change the profile of who should be hired? What new roles emerge as routine work is automated?

How AI Skills Analysis Helps

Robust analysis of which skills face full replacement versus partial augmentation enables data-driven capacity planning. If 20% of a role's skills face full replacement and another 30% face augmentation with 50% efficiency gains, you can calculate the net headcount impact with reasonable accuracy. In this example, with some redesign of roles, a current team of 10 could potentially be reduced by 3 FTE (2 from the replacement of skills, plus an additional FTE from the partial augmentation).

Critically, this analysis surfaces what work remains after automation, enabling intentional redesign of roles rather than simply reducing headcount. You can identify new value-creation opportunities that emerge when routine tasks no longer consume capacity.

Implementation Approach

- Analyse each role's skill composition to calculate net AI impact on capacity requirements.
- Model multiple scenarios (conservative, moderate, aggressive AI adoption) to understand ranges.
- Identify roles facing the largest capacity reductions to prioritise for transition planning.
- Plan proactive workforce transitions rather than reactive reductions, providing affected employees with reskilling pathways and internal mobility opportunities wherever possible.
- Redesign roles intentionally based on what work remains valuable after AI augmentation.

Use Case 3: Merger, Acquisition, and Organisational Change

The Challenge

During mergers and acquisitions, you must rapidly identify redundancies, synergies, and optimal integration structures. Traditional approaches focus on eliminating duplicate roles, but this often means making judgments about which individuals to retain with imperfect information. Meanwhile, AI transformation adds another layer of complexity, some duplicate roles may be completely unnecessary if AI can handle the underlying work, and others may both be critical, even though appearing on the surface to be duplicates.

An example of this uncertainty: the payroll function when the merging organisations have different payroll systems, and the timeline for integrating them is not clear. You will

need to keep at least some members of each team, because they are familiar with their respective payroll platforms.

Alternatively, consider two companies each with 15-person IT operations teams. Traditional M&A might eliminate 5-7 positions. AI skills analysis reveals that 60% of their work faces full or partial AI replacement, suggesting a merged team of 10-12 could handle the workload while emphasising retention of staff with infrastructure design and security expertise (evergreen skills) over routine system maintenance (replaceable).

How AI Skills Analysis Helps

Understanding which skills face AI displacement transforms M&A integration planning. Rather than simply eliminating duplicate positions, organisations can prioritise retaining employees with evergreen skills and knowledge while transitioning those with at-risk capabilities. This creates more strategic, defensible integration decisions.

Additionally, AI skills analysis reveals opportunities for more aggressive consolidation than traditional approaches suggest. If both organisations have teams performing work AI will soon handle, neither should be fully retained, enabling greater benefit capture.

Implementation Approach

- Analyse skill profiles across both organisations to identify overlaps and displacement risk.
- Prioritise retention of employees with high concentrations of evergreen skills.
- Identify opportunities for greater synergy by consolidating functions with high AI displacement risk.
- Design integrated organisational structures based on post-AI work rather than current state.
- Communicate integration rationale transparently, helping employees understand decisions are based on future capability needs rather than arbitrary preferences.

Use Case 4: Role Redesign and Future of Work Planning

The Challenge

As AI handles more routine work, we must intentionally redesign roles rather than simply reducing scope. What should a financial analyst focus on when AI generates reports? What does a content marketer do when AI writes first drafts? Without repeatable analysis, role evolution happens haphazardly, missing opportunities to maximise human value creation.

How AI Skills Analysis Helps

Understanding which specific skills within a role face replacement versus augmentation versus remaining unchanged reveals exactly what work will remain. This creates the foundation for intentional role redesign that elevates human contribution rather than simply removing tasks.

For example, if analysis shows that a customer service role's routine inquiry handling (50% of time) faces full replacement and documentation tasks (20% of time) face augmentation, the redesigned role can focus on relationship building, complex problem-solving, and process improvement, higher-value activities previously squeezed out by routine demands.

So perhaps:

- **Before AI:** 50% inquiry handling, 20% documentation, 15% relationship building, 15% problem-solving.
- **After role redesign:** 10% inquiry handling (complex only), 10% documentation review, 40% relationship building, 40% complex problem-solving and process improvement.

Implementation Approach

- Map current role compositions showing which skills face replacement, augmentation, or remain evergreen.
- Identify capacity freed by automation and augmentation.
- Determine highest-value activities that could expand with additional capacity.
- Redesign roles to maximise focus on evergreen, high-value skills.
- Assess whether redesigned roles require different capabilities, informing recruiting and development priorities.

Use Case 5: Recruiting Strategy and Talent Acquisition

The Challenge

Recruiting investments represent significant cost and effort. Yet many organisations continue hiring for skills that AI will soon replicate or augment, wasting resources while struggling to find candidates with genuinely durable capabilities. Job descriptions reflect current work rather than future needs, attracting candidates with the wrong skill mix.

How AI Skills Analysis Helps

Understanding which skills face displacement enables you to reorient recruiting toward evergreen capabilities. Rather than hiring experts in current technical processes that AI will soon handle, you could choose to focus on candidates with strong judgment, relationship skills, and strategic thinking who can work effectively with AI augmentation.

This analysis also surfaces when not to recruit. If a role's core skills face imminent replacement, filling vacancies may not align with future needs. It may be better to redesign the role first or plan capacity differently.

Implementation Approach

- Analyse open requisitions to identify positions with high concentrations of at-risk skills.

- Pause or eliminate requisitions for roles that should be redesigned first.
- Rewrite job descriptions to emphasise evergreen skills over at-risk technical capabilities.
- Adjust assessment criteria to prioritise candidates with durable competencies.
- Focus hiring investments on roles where evergreen skills dominate.

Conclusion: Shifting from Uncertainty to Strategic Confidence

AI's impact on work is no longer speculative, it is happening now, accelerating rapidly, and affecting virtually every role and industry. Yet most organisations navigate this transformation without a robust understanding of which specific skills face displacement, which will be augmented, and which remain evergreen. This knowledge gap creates employee anxiety, reactive workforce reductions, missed opportunities for role redesign, and inefficient talent investments.

The solution lies not in resisting AI transformation and hoping for the best, but in embracing analysis that provides strategic confidence. Understanding displacement risk at the skill level, not just broad role categories, enables organisations to:

- Guide employees toward evergreen career opportunities rather than leaving them to navigate blindly.
- Plan workforce capacity proactively based on AI's actual impact rather than reacting to crisis.
- Make strategic M&A and organisational change decisions with increased confidence.
- Redesign roles intentionally to maximise human value creation.
- Focus recruiting and development investments on capabilities that remain valuable.

TalentJam's AI-powered skills displacement analysis makes this understanding achievable at scale. Rather than relying on manual assessment, generic research, or guesswork, organisations can leverage AI agents that analyse position and role information to provide organisation-specific, continuously updated insights into skills displacement risk.

The framework outlined in this white paper provides a roadmap for translating analysis into action, establishing baseline understanding, prioritising strategic initiatives, enabling employee career planning, integrating into workforce planning, redesigning roles, and embedding insights into ongoing operations.

To thrive through the AI transition, embrace transparency, adapt proactively, and treat workforce transformation as a strategic imperative rather than an HR project. This will enable you to help employees build durable capabilities, redesign work to maximise human contribution, and make talent decisions based on rigorous analysis rather than reactive necessity.

The question is not whether AI will transform your knowledge-based workforce, it already is. The question is whether you will navigate that transformation with strategic intent or continue operating under high uncertainty. The tools and frameworks exist. The time to act is now.

Next Steps

If your organisation is ready to move from uncertainty to strategic confidence about AI's workforce impact, consider these actions:

1. **Request a demonstration:** See TalentJam's AI skills displacement analysis in action with a personalised demonstration using sample roles from your organisation. Understand exactly what insights you would receive and how they translate into strategic decisions.
2. **Assess your readiness:** Evaluate your current understanding of AI's impact on your workforce. Can you answer which specific skills in your organisation face displacement? Which roles face the most significant transformation? Where should you guide employee development? If the answers are unclear, systematic analysis can help.
3. **Identify your priority use case:** Determine which application of AI skills analysis would deliver the most immediate value for your organisation. Is it employee career guidance? Workforce planning? An upcoming merger? Role redesign? Focusing initial efforts creates quick wins and builds momentum.
4. **Pilot with a focused population:** Rather than attempting organisation-wide rollout immediately, start with a specific department, function, or role family where AI impact is particularly significant. Demonstrate value in a bounded context before expanding.
5. **Build your executive coalition:** Successful implementation requires sustained leadership commitment. Share this white paper with key stakeholders, facilitate discussion about AI's strategic workforce implications, and secure sponsorship for intentional analysis and planning.

The AI transformation represents one of the most significant workforce shifts in decades. Organisations that adapt proactively, with systematic analysis and transparent communication, will not only navigate the transition successfully but emerge stronger, with empowered employees, optimised capacity, and roles designed to maximise human value creation.

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About TalentJam

TalentJam is a unified talent management platform that seamlessly integrates skills management, performance tracking and management, and staff development into a continuous improvement cycle. Using proven frameworks like SFIA, DCF, and PSF, along with support for custom competencies, TalentJam helps you to identify, develop, and elevate talent with real-time, actionable insights.

TalentJam's AI-powered skills displacement analysis uses AI agents to evaluate position and role information, providing you with a robust understanding of which skills face replacement, augmentation, or remain evergreen. This capability integrates seamlessly with the platform's broader talent management features, skills profiles, career pathways, personal development plans, performance reviews, and capability identification, enabling you to act strategically on AI workforce insights.

To learn more about how TalentJam can help your organisation navigate the AI skills transition with strategic confidence, visit www.talentjam.io or contact our team on info@talentjam.io for a personalised demonstration.