



# The Future of Less Work: Ten Shifts That Redefined Work in 2025

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Work didn't just evolve in 2025, it reorganized itself. Across industries, leaders found themselves navigating a world where technology accelerated faster than the systems built to contain it, where employees expected agency rather than instruction, and where AI forced fundamental questions about purpose, capability, and the human edge.

This document is the product of a full year spent inside those questions. Through a year of weekly conversations on **The Future of Less Work** podcast — with CEOs, CHROs, futurists, technologists, economists, scholars, and practitioners — a new picture emerged of how work is truly changing. Not as headlines or predictions, but as lived reality inside organizations. These conversations revealed patterns: where transformation succeeds or stalls, where employees thrive or disconnect, and where leaders must focus to build organizations ready for what comes next.

I'm **Nirit Cohen**, a global strategist, writer, and keynote speaker on the future of work. For three decades, I led HR, strategy, and organizational transformation at Intel across the U.S., Europe, and Asia. I've sat in the rooms where the hardest decisions about people and change are made. Today, I curate the conversations shaping what work becomes next — through my Forbes column and newsletters, my keynotes, and *The Future of Less Work* platform. My work bridges two worlds leaders rarely get together in one place: the **inside view** of how organizations really operate, and the **outside view** of the trends reshaping work at a systemic level.

This report distills the **10 most important shifts** we learned in 2025 — not as abstract trends, but as actionable insights grounded in real stories, real organizations, and real leadership challenges. Each section offers:

- A clear articulation of the shift
- What it means for HR and organizational strategy in 2026
- Evidence from the conversations
- Practical “Ask” and “Act” steps for leaders ready to move

The world of work is not drifting toward the future, it's accelerating into it. These ten shifts illuminate where it's already happening, and how organizations can lead with clarity, confidence, and humanity as they build the future of less work — and more value.

If these shifts resonate with the challenges inside your organization, I'd love to continue the conversation. I work with leaders and brands shaping the future of work — translating trends into strategy, story, and impact through keynotes, executive sessions, and collaborative research. Share your experiences, tell me what you're seeing on the ground, or reach out to explore how we might work together.

Served with ❤️,  
Nirit Cohen | Curating the Future of Work

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# 1. Make AI Transformation a People Transformation

This year made one reality unmistakable: AI progress stalls the moment people lose clarity or confidence, and it accelerates when human experience is intentionally designed into the transformation. The most successful organizations treated AI as a fundamental shift in how people create value, not as a system implementation. Employees were asked to redefine how they make decisions, how they collaborate, and where their expertise matters most.

For 2026, HR's role is to build the conditions that help people grow into more judgment-driven, insight-driven, and connection-driven work — exactly the work AI cannot replace. To do that, organizations must treat AI transformation as a redesign of roles, behaviors, and expectations. Employees need visibility into how their contribution evolves and strengthens within an AI-shaped workflow. Leaders need new ways to communicate purpose and direction when work shifts week by week. And teams need structures where experimentation is part of operating norms. When people understand how their roles evolve, adoption becomes natural; when they don't, resistance becomes the default.

## What It Looks Like in Practice

At **ServiceNow**, [Jacqui Canney](#) emphasized that every technology rollout must include a redesign of work so people understand what they gain time to do. She described this shift as an evolution in thinking and collaboration, noting that *“AI doesn't just change what people do — it changes how they think, collaborate, and create value.”* At **Thomson Reuters**, [Mary Alice Vuicic](#) built her entire AI operating model on the foundation of *Tone, Training, Trust, and Transparency*, introducing global learning days and a network of 400+ AI champions who help their teams experiment with confidence. [Kelly Jones](#) at **Cisco** highlighted the leader's responsibility to guide people through unfamiliar ground, asking *“How do we take our humans through this wormhole?”* And at **Infosys**, [Anand Adya](#) demonstrated what scaled readiness looks like through a three-tier fluency system — AI Aware, Builders, and Masters — built only after transforming internally first.

## How HR Can Lead

### Ask:

- Where does AI change the core judgment, coordination, or decision-making responsibilities of a role?
- Which teams face the greatest ambiguity and therefore need the most support understanding how their work evolves?
- What signals are employees receiving about whether AI expands or diminishes their long-term opportunity?

### Act:

- Redesign roles and responsibilities so employees see exactly how their expertise grows in an AI-shaped workflow.
- Build an internal “AI communications spine” that keeps people updated on what's changing, what's working, and why decisions are being made.
- Create structured participation channels — pilots, feedback loops, peer groups — so employees experience the transformation as something they shape, not something done to them.



## 2. Reorganize Work Around Outcomes, Not Roles

2025 showed that many organizations still operate with structures designed for a world of predictable workflows and fixed roles. Yet the way work moves today — through distributed teams, AI-augmented tasks, and constantly shifting priorities — demands far more fluidity. Teams increasingly form around problems, not positions. Decision rights shift as information accelerates. And employees rely on context, not control, to navigate their responsibilities. For HR, 2026 is the year to move from static organizational charts to operating models that flex with the work itself.

The challenge is not merely structural but operational. Teams need clarity about how decisions are made when work flows across tools, time zones, and knowledge systems. They need explicit agreements about ownership when boundaries move. And they need rituals that keep priorities aligned when everyone is not in the same place, or even the same moment. Organizations that create this clarity are seeing coordination accelerate and silos dissolve; those who don't are experiencing bottlenecks and friction amplified by AI-driven pace.

### What It Looks Like in Practice

[Rishad Tobaccowala](#) highlights how work is becoming a network of people-centered systems where teams form around missions rather than fixed hierarchy. At **Microsoft**, [Colette Stallbaumer](#) demonstrated how distributed environments depend on shared rituals and clarity frameworks that keep teams aligned without relying on physical proximity. From **ZS**, [Pratap Khedkar](#) showed how AI is reshaping workflow boundaries, requiring explicit redesign of interfaces and escalation paths so humans concentrate on higher-value judgment instead of coordination overhead. [Kyle Forrest](#) of **Deloitte** added evidence that this restructuring now begins at the very entry point to work. As AI absorbs routine tasks, organizations are moving toward mixed-experience, outcome-based team models where early-career employees contribute AI fluency and seasoned experts bring context and judgment — a shift that is redefining how work is assembled long before job titles even form.

### How HR Can Lead

#### Ask:

- What work actually needs a team — and which teams need new structures because work has outgrown their existing design?
- Where are decision rights ambiguous, slowing execution or creating duplicate effort?
- Which rituals or coordination practices help teams operate as one unit even when they are distributed?

#### Act:

- Build outcome-based team charters that codify roles, decision rights, escalation paths, and success measures.
- Introduce dynamic staffing models that allow teams to reconfigure quickly around emerging priorities.
- Establish lightweight operating rhythms — priority check-ins, decision logs, interface reviews — that keep distributed work aligned without adding bureaucracy.



### 3. Co-Create Change with the People Who Do the Work

2025 revealed a clear pattern: transformations fail when they are designed *for* people rather than *with* them. The pace and scale of change — especially driven by AI and new ways of working — created anxiety in many workforces. The antidote was participation. When employees are involved early in shaping new workflows, tools, and expectations, they adopt faster, trust more, and surface blind spots leaders didn't even know existed. The organizations that stood out this year treated change as a co-creation effort rather than an executive-driven rollout.

For 2026, HR's responsibility is to formalize this approach. Employees need structured ways to contribute insights drawn from the work they live daily. Teams need opportunities to influence how tools integrate into their flow. And leaders need to understand that ownership grows when people see their fingerprints on the solution. Co-creation is now an operational advantage. Nothing inside an organization moves faster than people who believe they had a hand in building the future.

#### What It Looks Like in Practice

[Dan Priest](#) of **PWC** captured this necessity clearly when he observed that “*you cannot redesign those jobs from the top,*” since the people closest to the work are the only ones who fully understand where friction sits and where AI truly enhances performance. At **Logitech**, [Delphine Donné](#) demonstrated how a people-first design philosophy reshapes entire systems of work. Her teams were empowered to determine how and where they work best, supported by a culture that recognizes everyone's needs as valid inputs to the design of work. [Dr. Erin Eatough](#) and [Dr. Shonna Waters](#) of **Fractional Insights**, who specialize in psychological ergonomics, revealed the hidden cost of excluding people from change including pressure, assumptions, silent frustrations that quietly sabotage transformation. Their work shows that involvement is more than a process step; it is a wellbeing imperative. Adding to this, [Rakshit Ghura](#) of **Lenovo's** Work Reborn initiative emphasized that meaningful reinvention requires listening deeply to employees and building solutions *with* them — capturing their real work patterns, friction points, and needs so transformation reflects lived experience rather than top-down assumptions.

#### How HR Can Lead

##### Ask:

- Which groups are closest to the work we are redesigning, and how are their insights shaping the solution?
- Where do people feel that change is happening “to them” rather than “through them”?
- What emotional or psychological barriers might be influencing how teams respond to new systems or expectations?

##### Act:

- Build structured co-design sessions, pilots, and prototype groups that allow employees to shape workflows before full rollout.
- Create listening mechanisms — pulse groups, experience panels, feedback loops — that identify friction early and refine solutions quickly.
- Train leaders to recognize emotional dynamics and address them before they erode adoption.



## 4. Re-Anchor Work Around Human Advantage

2025 made something unmistakably clear: as AI takes on more of the routine and analytical load, the value of human contribution is being reshaped. Organizations that excelled this year intentionally re-centered work around curiosity, connection, creativity, empathy, and critical thinking — the capabilities that thrive precisely because they are human. These organizations didn't race people against the machine; they built environments where people could do the work that machines can't replace.

For HR in 2026 the question is no longer which tasks AI can automate, but rather how to re-architect roles, workflows, and cultures so people spend more of their time in spaces where judgment, imagination, and interpersonal skill make the difference. This shift demands new signals from leadership, new structures for collaboration, and new expectations for what high-value work looks like. When organizations elevate the human edge, performance rises, not through efficiency gains alone, but through enhanced insight, innovation, and relationships.

### What It Looks Like in Practice

At **LinkedIn**, [Aneesh Raman](#) underscored that the future belongs to those who strengthen the “five human C’s”: curiosity, compassion, courage, creativity, and communication. He reminded us to “*pay attention to what you pay attention to,*” a simple but powerful insight about how focus shapes human advantage in an AI world. [Dr. Kirsti Samuels](#) of **KS Insight** highlighted the conditions that unlock innovation, explaining that humans develop stronger ideas when surrounded by people who challenge them. She observed that homogeneity — whether in background, thinking, or experience — suffocates creativity. At **Cisco**, [Jeetu Patel](#) reframed the entire debate around AI by emphasizing human instinct and judgment. He reminded leaders that even in an era of powerful models, people remain exceptional at forming conclusions from incomplete data, noting that “*there’s a special quality to humans that somehow in this dialogue of AI, we seem to have completely forgotten.*” And [Dr. Tatiana Mamut](#) of **Wayfound** reinforced the capabilities that define value when machines handle the mechanics, but only humans can exercise taste, judgment, trust-building, and relational nuance.

### How HR Can Lead

#### Ask:

- Which parts of work require uniquely human skills — and are people actually spending their time there?
- What conditions help teams challenge assumptions, disagree productively, and spark creativity?
- Where are we unintentionally designing environments that prioritize efficiency over imagination?

#### Act:

- Redesign roles and workflows to shift human time toward judgment, creativity, and problem-solving rather than task management.
- Build cross-functional environments where diverse perspectives collide in constructive ways, strengthening critical thinking.
- Update performance systems to reward curiosity, collaboration, and experimentation as core contributions — not “nice-to-have” behaviors.



## 5. Move from Learning Programs to Learning Cultures

In 2025, the half-life of skills narrowed to a point where traditional learning models could no longer keep up. Workshops, annual plans, and catalog-based training created the illusion of development while the actual learning happened elsewhere — inside projects, teams, and daily problem-solving. The organizations that pulled ahead treated learning not as an event but as an operating principle. Employees were expected to grow continuously, and leaders were equipped to make skill development part of everyday work, not a separate activity competing for time.

For HR, 2026 demands a decisive shift towards a learning organization — from delivering programs to shaping cultures where learning fuels performance. Growth has to be embedded in workflows, guided by team routines, reinforced by leaders, and supported by systems that surface what people need before they fall behind. A true learning culture isn't built through more content; it's built through collective habits. The organizations that thrive this year will be those where learning is simply how work gets done.

### What It Looks Like in Practice

At **Absorb Software**, [Leslie Kelley](#) reframed skills as the primary currency of the workforce. She emphasized that learning must be integrated directly into execution, noting that employees now choose employers based on “*what is their learning strategy?*” From **Emergn**, [Alex Adamopoulos](#) offered a practical blueprint through work-based learning models where 70 percent of development happens on the job. His teams get people productive within the first week by embedding learning into real work rather than separating it into classrooms. At **Rising Team**, [Jennifer Dulski](#) showed that learning accelerates when it becomes a shared team ritual, not an individual task. She found that just *two to three hours a quarter* of guided team learning strengthens psychological safety, improves clarity, and builds the behaviors managers need to help teams adapt in a fast-changing environment.

### How HR Can Lead

#### Ask:

- Where does learning actually happen today — and does our system support or hinder those moments?
- Which skills are becoming critical faster than our current programs can respond?
- How well do leaders help teams reflect, adapt, and grow through real work rather than formal training?

#### Act:

- Embed learning into daily workflows by pairing development with real tasks, projects, and problem-solving moments.
- Build a skills intelligence system that continuously identifies emerging needs and updates pathways automatically.
- Equip leaders with rituals — retrospectives, micro-coaching, reflection loops — that make growth a visible, recurring part of team routines.



## 6. Redefine Skills as the New Currency of Work

Throughout 2025, organizations confronted a structural truth: job titles no longer describe capability, and experience alone no longer predicts readiness. AI accelerated this shift by making skills far more visible — and far more essential — for both workers and employers. The companies that advanced fastest built systems where skills replaced roles as the fundamental unit of workforce planning. Employees gained more agency over their careers, and organizations gained a clearer, more dynamic view of the capabilities they truly had.

For HR, 2026 is the year to operationalize a skills-first architecture. This requires new taxonomies, new ways to validate skills, and new systems that match people to opportunities with far greater precision. It also requires helping employees understand their own portfolios — what they can do, what they want to grow, and where their strengths create the most value. When organizations treat skills as currency the workforce becomes more adaptable because people finally see the truth of their potential.

### What It Looks Like in Practice

[Michael Kienle](#) from **L'Oréal** highlighted how the erosion of traditional entry-level tasks is forcing companies to redefine what counts as “experience” and build new mechanisms to evaluate potential and real capability rather than tenure or credentials. [Dr. Marc-Oliver Gewaltig](#) of **Thesify.ai** reframed skills as ways of thinking rather than tasks. [Doug Dennerline](#) of **BetterWorks** showed how AI-driven skill validation — built from real feedback, interactions, and work samples — is replacing outdated, self-reported proficiency with “*more fair, more frequent, more helpful*” assessments. At **Schneider Electric**, [Gregory Tink](#) demonstrated how frontline roles are being redesigned so skill-building happens in the flow of work, with technicians developing new capabilities through continuous improvement embedded directly into daily operations.

### How HR Can Lead

#### Ask:

- Which skills directly influence our ability to execute our strategy — and do we know where those skills live today?
- How reliable is our current view of employee capability, and where do we still rely on self-reporting or outdated assumptions?
- How easily can employees discover opportunities that match their skills, not just their job titles?

#### Act:

- Build a skills intelligence layer that maps, measures, and updates capability profiles continuously across the workforce.
- Introduce validated skills assessments that use behavioral and performance signals to create a more objective view of proficiency.
- Create internal marketplaces that match people to projects, roles, and learning pathways based on real skills — enabling mobility and reducing dependence on titles.



## 7. Rethink Leadership for a Human-AI World

2025 exposed a widening gap between yesterday's model of leadership and today's reality of work. Leaders once relied on control, proximity, and experience to guide decisions. But AI, distributed work, and accelerated change have shifted what teams need most: context, trust, and psychological safety. Employees now expect leaders who can orchestrate clarity, integrate human and machine capabilities, and create environments where people feel confident contributing at their fullest. Leadership has become less about directing and more about enabling, less about having answers and more about asking questions and helping teams navigate ambiguity.

For HR, 2026 is a year to redefine leadership expectations and rebuild the systems that shape behavior. Organizations need leaders who can help teams make sense of rapid change, who start with trust understand that emotional intelligence is a strategic asset in an AI-powered workplace. When leaders anchor people in purpose, protect space for experimentation, and show humility in the face of uncertainty, teams gain resilience, cohesion, and the confidence to navigate new forms of work.

### What It Looks Like in Practice

From **Predictive Index**, [Dr. Matt Poepfel](#) emphasized that leaders today must act as connectors, noting that *fear is the fastest way to shut down performance* and that modern work hinges on relational trust. [Sabina Nawaz](#) cautioned that many leaders fall into the “sole provider” pattern, stepping in with answers when teams actually need space to think, learn, and stretch. At **Atlassian**, [Sanchan Saxena](#) shared their TeamAnywhere model where leaders start from the premise that people can be trusted to do their best work. [Margaret C. Andrews](#) underscored that effective leadership begins with self-awareness, reminding us that understanding our own patterns and stories is essential to understanding others. [Ian Sandler](#) of **Riley's Way** articulated kind leadership accountability through a simple principle: “*I've got you. Anything that goes wrong is on me; anything that goes right includes you.*” [Wes Adams and Tamara Myles](#) reinforced that meaning is built locally by leaders, not by corporate policy. And [Dr. Paul Achleitner](#) captured the mindset shift leaders need, emphasizing intellectual humility and curiosity as essential to navigating a world where no one can claim certainty.

### How HR Can Lead

#### Ask:

- What behaviors do teams need from leaders to feel safe, connected, and trusted in an AI-shaped workplace?
- Where do leaders struggle to provide context, clarity, or transparency during change?
- Which leadership habits reinforce control rather than enabling autonomy, and collaboration?

#### Act:

- Redefine leadership expectations around trust, psychological safety, and enabling team autonomy and embed these into performance and promotion systems.
- Create shared learning experiences where leaders and teams develop new practices together.
- Equip leaders with simple routines — clarity-setting, check-ins, reflection circles — that help teams navigate ambiguity with confidence.



## 8. Move Culture from the Office to the Ecosystem

In 2025, companies finally confronted a reality long in the making: culture no longer lives in a building. As teams spread across cities, countries, and time zones, the office lost its monopoly on connection, collaboration, and belonging. The organizations that thrived didn't try to recreate the old workplace online or force everyone back to their desks. Instead, they treated culture as an ecosystem — a network of physical, digital, and social spaces where people come together with purpose. The question shifted from “How many days in the office?” to “What moments matter, and how do we design for them?”

For HR, 2026 is a year to architect that ecosystem with intention. Employees need clarity about when connection happens in person, how collaboration flows across platforms, and what rituals hold a distributed workforce together. They need environments that balance flexibility with shared meaning. And leaders need guidance on how to create cultural coherence when teams rarely occupy the same room. Culture is no longer shaped by proximity; it is shaped by deliberate design. The organizations that succeed will treat connection as infrastructure.

### What It Looks Like in Practice

At **SandboxAQ**, [Jack Hiday](#) reframed workplace culture through the lens of the “Three C’s” — Collaboration, Customer, and Community — reallocating resources from traditional offices to thoughtfully designed off-sites and shared experiences across time zones. **JLL** [Peter J. Miscovich](#) highlighted that workplaces everywhere are experiencing a form of “speed dating,” with employees seeking meaningful interactions that strengthen purpose and belonging. At **ThinkLab**, [Amanda Schneider](#) showed how space and technology evolve when organizations design around how people work best rather than where they sit. Her research underscored the need to rebuild the structures the office once provided — focus, flow, and social cohesion — in hybrid and “phygital” environments. [Mark Dixon](#) of **IWG** demonstrated how distributed models flourish when organizations embrace office-on-demand ecosystems that give people access to spaces aligned with the task, not a mandated location.

### How HR Can Lead

#### Ask:

- Which moments genuinely require in-person connection, and how consistently are those moments designed into the employee experience?
- Do teams have shared rituals that create cohesion regardless of where they are located?
- Where does our current workplace ecosystem support deep work, collaboration, and belonging and where are the gaps?

#### Act:

- Define a clear “purpose of place” strategy that guides when teams gather, how they collaborate, and what belongs in person versus online.
- Build intentional rituals — onboarding journeys, cross-team forums, community touchpoints — that sustain connection across locations.
- Partner with real estate, IT, and business leaders to create a flexible ecosystem: offices for collaboration, digital spaces for flow, and distributed sites for proximity.



## 9. Rethink Motivation and Employee Value

2025 challenged long-held beliefs about what keeps people committed. With careers stretching, expectations shifting, and AI absorbing more routine work, employees evaluated their relationship with work through a far more personal lens. They prioritized autonomy, meaning, growth, relationships, and wellbeing — not as soft preferences, but as conditions for performance. Organizations that understood this saw engagement rise even amid uncertainty. Those who relied on traditional levers like compensation, perks, and “one-size-fits-all” recognition found those tools losing their impact.

For HR, 2026 requires redesigning value beyond rewards. Employees are making career decisions based on how work fits their life, what they can learn, who they get to become, and whether the culture supports real connection. Motivation now emerges from agency, mastery, purpose, and fairness. The challenge — and opportunity — is to build value propositions that reflect how people actually experience work, not how employers historically defined it.

### What It Looks Like in Practice

[Hannah Pryor](#) of **Priority Group** highlighted the emotional dimension of motivation, noting that 44 percent of Americans describe workplace relationships as superficial. [Justin Jones-Fosu](#) of **Work Meaningful** showed how “disagreement intelligence” strengthens belonging by giving teams the skills to work through tension instead of avoiding it. [Andrew Deutscher](#) from **Regenerate** reframed motivation through energy management, demonstrating how performance rises when organizations help people manage cognitive load, recovery, and focus. [Siri Chilazi](#) from **Harvard Kennedy School** emphasized fairness as a core driver of motivation, showing how clarity, transparency, and equitable systems shape both trust and retention. **Overalls** [Jon Cooper](#) underscored how benefits must evolve to support real life, not just compliance. And [Dr. Flannery Stevens](#) from **Villanova U** reexamined DEI structures as employees expect them to be woven into daily behaviors, not treated as a separate initiative.

### How HR Can Lead

#### Ask:

- What signals show employees that their contribution is valued beyond output or hours worked?
- Where does our employee experience rely on perks instead of genuine connection, purpose, and fairness?
- Which workforce segments have distinct motivations, and are we designing for those differences?

#### Act:

- Rebuild the employee value proposition around agency, growth, wellbeing, and meaningful contribution.
- Equip leaders with practices that deepen relationships — structured check-ins, feedback rituals, and team norms that support psychological safety.
- Redesign benefits, recognition, and career pathways to reflect real needs across life stages, not a single definition of success.



## 10. Re-Evaluate Processes for a Changing World of Work

2025 exposed an uncomfortable truth: many organizational processes were designed for constraints that no longer exist. Hiring pipelines assumed clear job boundaries. Workforce planning assumed predictable roles. Shift structures assumed fixed hours and physical presence. AI, automation, and new workforce expectations disrupted every one of those assumptions. Processes built for stability are now colliding with work that moves in real time.

For HR, 2026 is a reset year. The opportunity is to rebuild systems around flexibility, capability, and transparency. Hiring must shift from screening for credentials to understanding real skills. Workforce models must blend full-time, part-time, project-based, and on-demand talent with far more fluidity. And policies must evolve from risk avoidance to responsible enablement so that the organization can move faster, people feel respected, and decision-making becomes clearer and more equitable.

### What It Looks Like in Practice

Deputy's [Silvija Martincevic](#) highlighted the rise of micro-shifts and new work patterns that allow people to contribute in ways that align with their lives, not just traditional schedules. [Krishna Vardhan Reddy](#) of **AiDOOS** pointed to the emergence of on-demand teams — fluid groups assembled around specific outcomes — which require new approaches to staffing, governance, and performance. At **Goodwill**, [Steve Preston](#) emphasized the widening path into well-paid roles that do not require a four-year degree. His work underscored how many organizations unintentionally shut out capable talent by over-indexing on credentials instead of capability. [Giorgio Benassi](#) from **Sephora** described how careers increasingly extend *beyond* the organization and require HR systems capable of seeing skills, not just job titles. **Recruitics** [Adam Stafford](#) revealed a hiring marketplace where candidates now use AI agents to represent themselves, prompting recruiters to rethink how they assess authenticity, skills, and fit in a world of automated applications. And [Rich Veldran](#) from **Goto** emphasized the need for clear AI policies that define how data is used, how decisions are made, and how fairness is protected.

### How HR Can Lead

#### Ask:

- Which processes still assume a world of fixed roles, fixed hours, or fixed career paths — and where are those assumptions limiting us?
- How well do our hiring systems surface real skills rather than credentials or keywords?
- What rules, policies, and guidelines give employees confidence that AI-enabled processes are fair, transparent, and well-governed?

#### Act:

- Redesign hiring around skills evidence — validated assessments, work samples, portfolio signals, and capability matching.
- Build flexible workforce models that integrate full-time roles with project-based, part-time, and on-demand talent.
- Establish clear, transparent AI policies and decision-making frameworks that define how data is used, how bias is mitigated, and how employees stay informed.

**You now have the ten shifts. The next step is yours.**

## Turning Insight into Action

You've just explored the ten shifts that redefined work in 2025. The patterns are clear. Work is reorganizing itself faster than most organizations are prepared for. AI is reshaping roles, expectations, and workflows. Employees are seeking meaning, autonomy, and growth. Leadership is being rewritten in real time.

But insight is only the first step.

The real work begins with translating these shifts into **strategy, systems, and behaviors** that help your people thrive in a world built around human judgment, creativity, and connection.

If you're ready to move from understanding to action, I'd love to help you shape what comes next.

## Ready to turn trends into impact? Let's talk.

### What you get from 30 minutes with me

Clarity on where the world of work is going — and how your story fits in it.

In one focused conversation, we'll map how the biggest shifts shaping work intersect with your goals. You'll walk away with:

- A clear view of which trends actually matter for your business, people, or product.
- Two or three specific opportunities to reposition your message, your people strategy, or your offering for the future of work.
- A sense of what “doing things differently” could look like for you — from transforming internal processes to reframing how you speak to talent and HR leaders.

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