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"BUILDING A THRIVE MINDSET AND HEARTSET IN THE AGE OF AI"

Research Paper

Lakshmi R Rajagopal, Swiss School of Business Management, Geneva, lakshmi@ssbm.ch

Dr. Anna Provodnikova, Swiss School of Business Management, Geneva, anna@ssbm.ch

"Abstract"

Over the centuries, humans have seen the rise of machines and have exhibited a whole range of emotions and behaviours - right from creating them, to being afraid of them to competing with them to working alongside them, we have done it all. One can say that the rise of machines has also helped in the evolution of human brain and has led us to constantly push the boundaries to explore what we are capable of as a human race. However, what is interesting now is that the pace and intensity of changes on multiple fronts is not only ubiquitous but also unprecedented. Given this background, it needs us to set the direction of wind and not merely try to adjust the sails; In other words, we need to move from a mere 'survival mindset' to a 'thrive approach'. This paper talks about the framework of Thriving in the age of AI which would help prepare us to prepare for the future.

Keywords: Thriving, Future of work, age of AI, Mindset and Heartset.

1 Introduction

1.1 The rise of machines

Human beings have always been fascinated about the idea of creating automatons right from early civilizations. Roots of automatons resembling animals and humans can well be traced to mythologies of many cultures around the world, Engineers and inventors from ancient civilizations attempted to build self-operating machines for various purposes. Talos from myths of Crete, 'The Pigeon' created by Archytas, 'bhuta vahana yanta' of 11th century are few early ones. One cannot do full justice to the list as they are endless and span multiple civilizations, geographies, and dynasties (History of Robots by Wikipedia, 2023).

This fascination over the centuries gave rise to many industrial revolutions - the first happened in mid to late 1700s when innovation led to goods being produced in large quantities. The second industrial revolution focused more on electrification and expansion of transportation and communication networks. In the 1970s, electronics and information technology led to large scale automation of production thereby causing widespread disruption to many industries (Aurik, 2017).

Although it's been a century since the word robot (n.) coined by Karel Capek entered the official dictionary, the most exciting phase of industrial revolution is the one we are currently experiencing (History of Robots by Wikipedia, 2023). Termed as the fourth industrial revolution, this is a melange of several technologies maturing at the same time, including robotics, nanotechnology, virtual reality, 3D printing, the Internet of Things (IoT), artificial intelligence and advanced biology (Aurik, 2017).

All one can say is that the fourth industrial revolution will be the most interesting phenomena ever experienced by humans.

2 Literature Review

2.1 Impact of industrial revolution on society

Industrial revolution, automation have had far reaching impact on lives and livelihoods. This has impacted society over many centuries in a deep way that is not even imaginable.

2.1.1 Jobs made redundant due to industrial revolution

Think of a time when we had a job of manually lighting streetlights with fire. This job was made redundant with the advent of electricity during second industrial revolution. Similarly, manual weaving or switch board operators like fax operator, tele operators in companies have all become redundant. We also may remember nostalgically the pin workers who were responsible for resetting the bowling pins by hand. Automated pin setting machines made this job obsolete. This also was a dangerous job as risk of getting hit by flying bowling balls was high.

An interesting aspect is a study done by Manyika et al (2017) from McKinsey Global Institute state that the assumption hours of work and automation, in the report, they mention that every hour of work that is automated does not result in one hour less of work for a full-time equivalent employee. Companies often choose to redefine occupations or redeploy some workers instead. For instance, after the introduction of the ATM, the number of bank tellers in the United States continued to grow for many years, even as the activities they performed changed (Manyika et al., 2017).

2.1.2 Jobs created in the recent past

The story is not bleak as many newer jobs have been created in the last 50 years. Jobs like pet stylist, therapists, social media influencers, podcast producer, drone operators, driverless car engineers have sprung in the last 10 years. Some companies have even created roles like Chief Happiness Officer or Chief Listening officer (Moran, 2021). According to Moran (2021), a CLO's primary role is to monitor internal and external communication regarding information from customers to devise strategies to increase relationships with clients and employers. CLOs leverage social media and Big Data - two technologies that were still immature a decade ago.

One of the most interesting roles created in the recent past is that of a Budtender whose role is to help novice and veterans with medical and recreational marijuana consumption right from testing products to emphasizing experiences. This has come into existence due to several governments worldwide legalising cannabis realising the vast potential it brings in medical field and with opening of social media (Moran, 2021). Online dating profile writer, e-game coaches, TikTok marketers etc are some other creative jobs that have sprung up in the last decade or so (Moran, 2021). Anyone taking a time machine from past to travel to present time will probably be very confused or very surprised seeing some of these roles.

While some of these roles may not seem like mainstream careers, there are some other new age careers like Cloud Architects, Blockchain Analysts, Chief Sustainability Officer / Chief Diversity Officer, and others which hold premium due to their impact to business.

Technology creates more jobs than it destroys over time. In a study by Manyika et al (2017), conducted through McKinsey Global Institute, mention about a case where advent of personal computers in US destroyed some jobs but created many more jobs in the journey. This side of the argument is usually lost during creation of a narrative.

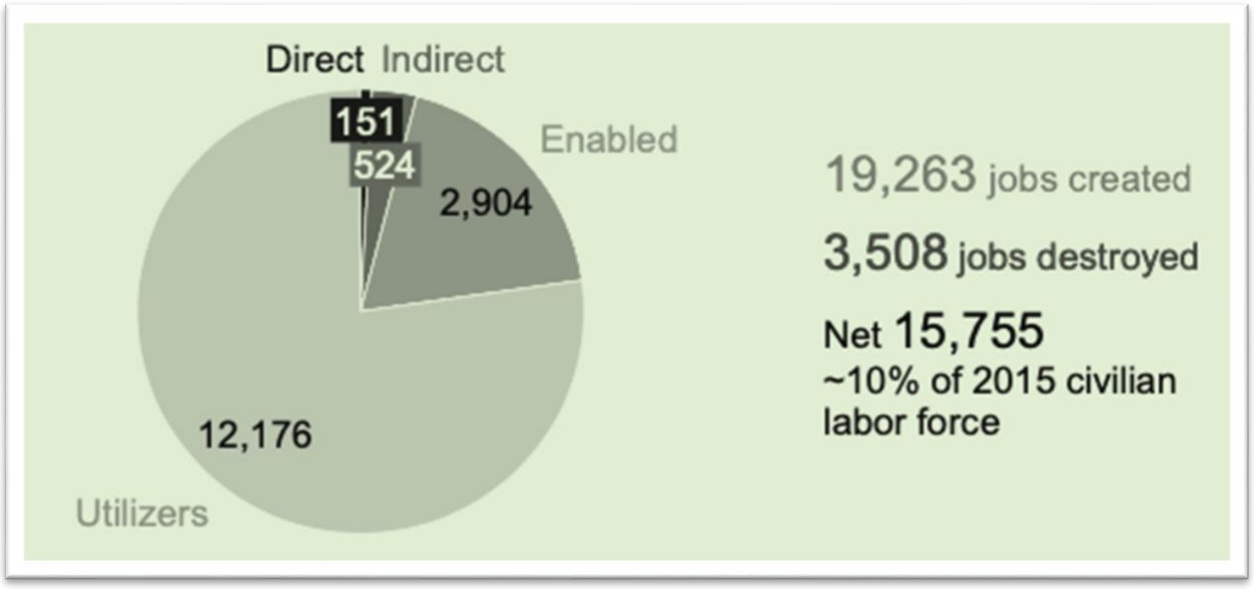

Figure 1. *Technology creates more jobs than it destroys over time, example of personal computers (McKinsey Global Institute, 2017).*

2.1.3 Sectoral shifts

In a study done in US from 1850 to 2015 on the sectoral trends by Manyika et al (2017) conducted through Global McKinsey Institute, it is noticed that some large-scale sectors have seen employment declines, and this has been countered by growth of other sectors who have absorbed workers.

Some of the traditional industries like Agriculture, Manufacturing, Mining have seen a decline Emergence of newer sectors like financial services, telecommunications, healthcare, education, entertainment are evident. The report further says that the potential impact of automation on employment varies by occupation and sector (Manyika et al., 2017).

On an overall, one can say that automation has a lesser effect on jobs that involve managing people, applying expertise and those involving social interactions, where machines are unable to match human performance for now. There are some jobs in unpredictable scenarios that will not see too much automation by 2030, some examples being eldercare or childcare professionals or household work specialists like plumbers (Manyika et al., 2017).

Seismic sectoral shifts in US between 1850 and 2015

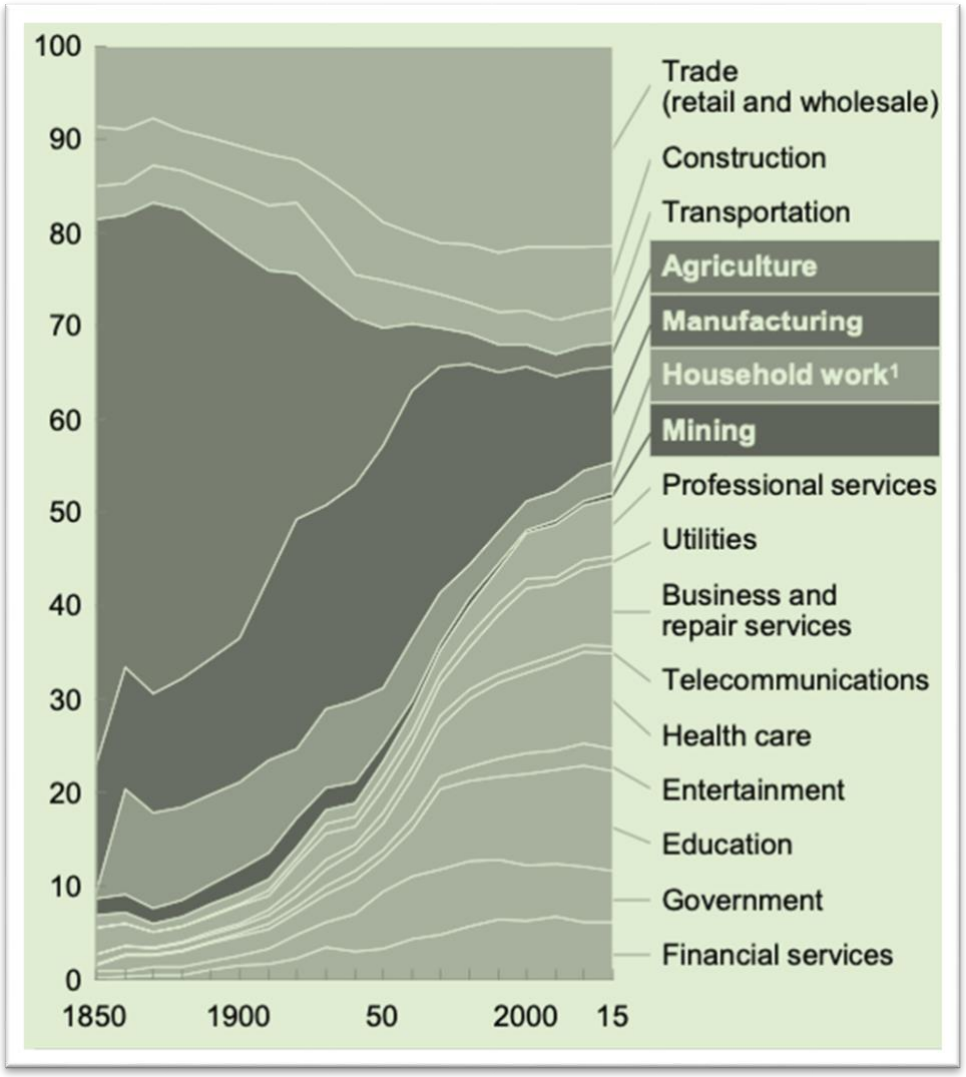

Figure 2. Share of total employment across sectors in US between 1850 and 2015 (McKinsey Global Institute, 2017).

One can argue that change is a constant, however the pace and intensity of change is unprecedented. This is something that has never been predicted. This begs the question, what are the roles that will exist in future and how do we prepare for them by honing our skills. Due to the intensity of change and speed of pace, the best time to start thinking about this is yesterday.

2.2 Vectors that shape the future of work

It is not technology alone that is changing, there are other pivotal factors that are changing also, like the demographics, hyper connectivity of the world leading to more and more globalization, the whole flow of items in world order is also changing with the advance of transportation and connectivity. Earlier only flow of goods used to be considered while considering the trade of a region, now one needs to

consider many more factors like student flow to foreign universities, flow of information, flow of intellectual property among many others.

The main vectors that shape the future of work are as follows (Beno, 2020).

2.2.1 Technological progress

- Much has been spoken on the technological advancements of recent years. The rise of machines, fourth industrial revolution powered by quantum computing coupled with Internet of Things, 3D printing, Generative AI, blockchain, augmented and virtual reality individually and combined provide enormous opportunities. Almost 50% of current activities are technically automatable and 6 out of 10 current occupations have more than 30% of activities that are technically automatable (Manyika et al., 2017).

- Most jobs created by technology are outside the technology-producing sector itself. It is estimated that the introduction of the personal computer, for instance, has enabled the creation of 15.8 million net new jobs in the United States since 1980, even after accounting for jobs displaced. About 90 percent of these are in occupations that use the PC in other industries, such as call centre representatives, financial analysts, and inventory managers (Manyika et al., 2017).

- Rising productivity may lead to job cuts, but it should not be seen in isolation (Manyika et al., 2017). This also leads to raising income levels that are spent, creating demand for goods and services across the economy. This gives rise to many new roles and jobs that are not even imagined earlier (Beno, 2020).

2.2.2 Demographic, societal, and environmental changes

- This is the first time in the corporate world we have multiple generations - baby boomers, Gen X, Millennials, Gen Z and with Gen Alpha entering the workforce in a decade or so.

- This has a huge bearing on work development, role creation, spending trends. In fact, even disparate factors like age structure, timing and composition of birthing, family structures, decision on retirement age can play a significant role in definitions of work development dictating future of work (Beno, 2020).

- From an inclusion angle, it is not age alone that will have a part to play in creating newer market spaces. According to Rajagopal and Provodnikova (2022) organizations should formulate a holistic Diversity and Inclusion strategy basis not on univariate dimension of diversity, but on multivariate dimensions - a concept called ‘Intersectionality’ which considers multiple dimensions of diversity rolled into a single person. Intersectionality is a concept that will play a huge factor in defining work development, future of work and sustainability of organizations and even of economies and will have an impact ultimately on GDP of countries.

- In yet another study by multiple research houses, the outlook by generations Gen Z, Alpha seems to be brighter in terms of future of work. So, it would be good not to dampen the spirit and positive outlook by the future generation.

- Impact that environment will have in shift of human power / economy is not fully understood. It is apparent that climate changes are here now and will likely displace and

impact livelihoods of people in future. In an article on sustainability, Soans and Kostadinovic (2022) mention the importance of Environmental Equity in the valuation of organizations among other parameters. According to Beno (2020) natural disasters, severe weather patterns will not only cause large scale destruction but also shift the availability of skill / knowledge and talent due to labour migration.

2.2.3 The glocal play

The term 'Glocalization' which means the simultaneous occurrence of both universalizing and particularizing tendencies in contemporary social, political, and economic systems. According to Blatter (2022), the term, a linguistic hybrid of globalization and localization, was popularized by the sociologist Roland Robertson and coined, according to him, by Japanese economists to explain Japanese global marketing strategies. This was also popularised by Thomas Friedman in his book Lexus and Olive tree. Couple of highlights on the Glocal or Global-Local play are:

- Changing demographics and advent of newer technology gives rise to newer types of workforce. Gone are the days of full time and contract employees. We have gig workers, digital nomads, and many other types of workforce that did not even exist a decade ago.

- In addition to the work flexibility in terms of the ability to work remote and from anywhere, most important other factor is the mindset of organizations to seed roles where capability exists agnostic of geography, and this will lead to emergence of newer roles and skills. Deloitte talks about this as the 'open talent economy' and believe that work will move to areas where capabilities exist (Barry et al., 2013).

These trends have obliterated trade barriers, narrowed income gaps, and bolstered economic ties and collaboration among countries (McKeon, 2017, cited in Beno, 2020). This also gives rise to increased need for cultural acclimatisation of global cultures, understanding the nuances of socio, economic, political, and cultural notes in order to thrive (Beno, 2020). The Global mindset to tap into Local talent marketplace is here to stay making Glocal play an unstoppable force (Beno, 2020).

3 Discussion

From the above review of Literature, one can draw following inferences

- Humans have seen various cycles of industrial revolution and have adapted to the changes over centuries. Generative AI of today is the Robot of the past.

- However, the pace, intensity of technological advancements is unprecedented and not seen earlier. Also, there are many technologies maturing at the same time, not to mention quantum computing power of the future.

- Technology creates more jobs than that it destroys. We have seen many jobs obliterated due to advent of technology and don't exist anymore. In the same note, many more have emerged today that did not exist in the last decade and more importantly not even envisioned in the past.

- The half-life of professional skills has reduced considerably, it used to be 10 to 15 years earlier and is now it has reduced to around 5 years in 2019, meaning a skill learnt in 2019 would be about half as valuable in 2024 or so (LaPrade et al., 2019). It is estimated that the half-life of a skill has reduced even further post pandemic.

- Changing demographics has made the world more complex. For any talent strategy to be successful, it needs to consider 'Intersectionality' or multi-variate diversity dimensions at play. It cannot be viewed as a univariate dimension.

- There is significant positive outlook by future generations on future of work and the endless possibilities it would bring, it is important that this positive outlook is preserved and does not diminish as they enter the workforce.

- Along with technology advancements, changing demographics, the Glocal play are key vectors that shape the future of work.

4. Problem Statement

All this leads us to pivotal question of 'What skills are required to succeed in the future'. To unearth this, one needs to understand what jobs will exist in the future. It seems like a daunting task, but from analysing the past coupled with the technology advancements of today, one can say that one cannot even envision, much less predict what jobs will exist in the future.

In this scenario, how can one upskill or cross skill themselves when we don't even know what job will exist and what role we need to prepare for. We are already talking about 2030 where we foresee supreme action from the likes of quantum computing which would unleash endless computing power that will enable us deliver AI capabilities far beyond what human mind can even envision.

If this indication is anything to go by, it would need us to adopt a very different approach, it would need us to stop being on a 'survival mindset' but take a quantum leap into a 'thrive mindset and a heartset' to successfully lead in the age of changing times.

5. Approach

To future-proof ourselves, we should simply stop going after honing of specific skills - it won't do, as it is not a tenable solution since, we don't even know what skills are required or what jobs will exist in the future. Only way to lead the change is to build 'A Thrive Mindset and Heartset' - this enables us to prepare ourselves to prepare for the future.

5.1 What is a thrive mindset and heartset?

Building a Thrive Mindset and Heartset would need us to move from some of the fundamental beliefs that we have been possessing. One example would be to shift from 'Learning a skill' to learning to learn' - this would mean that we are preparing ourselves to thrive which is more holistic and futuristic rather than learning a specific skill or topic which would be in-the-moment survival technique.

Similarly, focusing on fixing an area of weakness will help us survive but will not lead us to thrive. It calls for a different mindset and heartset to deeply introspect on our strengths and hone to perfection and that leads to 'thriving' in any uncertain, ambiguous world and would help us prepare ourselves for future.

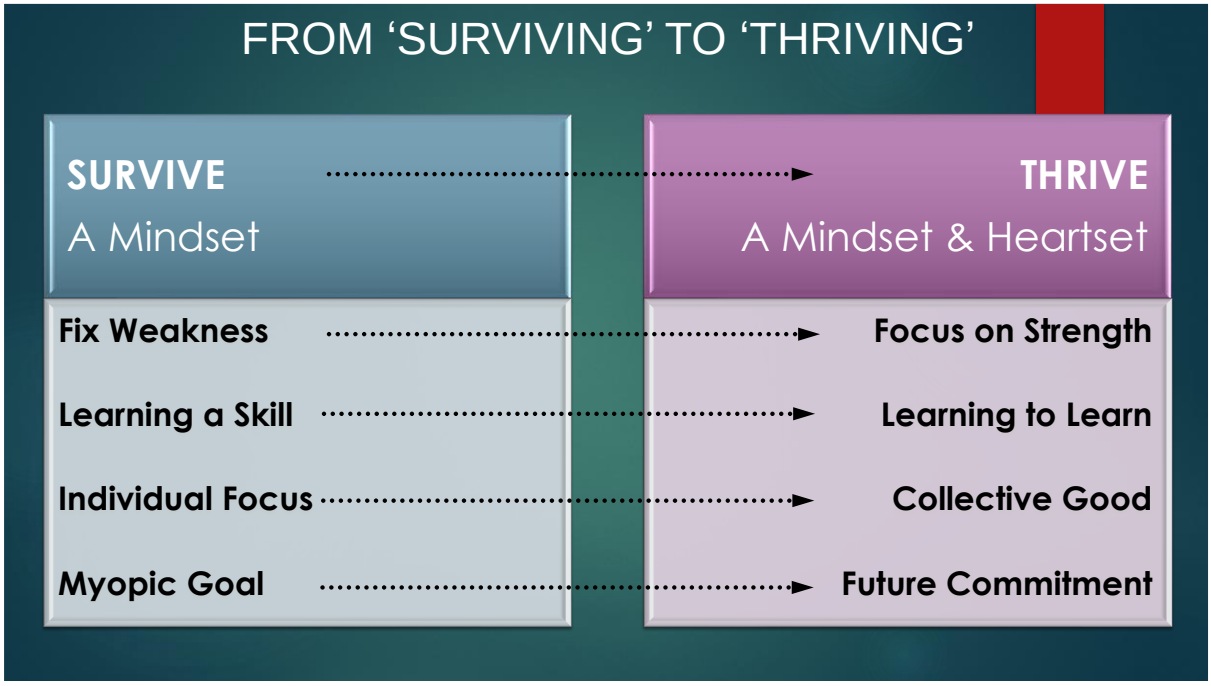

Figure 3. Authors' representation of Thriving.

5.2 The characteristics of Thrive - Mindset and Heartset are as follows:

5.2.1 Focus on strength: Cognition

The first step in building a thrive mindset and heartset is Cognition. Being aware of our 'Strengths' is fundamental. Strengths are the natural patters of thinking, feeling, and behaving styles that are called 'Talent'. Research says that significant amount of investment on these natural talents is required for it to emerge as a Strength - A Strength can be defined as a consistent near-perfect performance in any activity (Buckingham and Clifton, 2001).

According to McKinsey research, our ability to understand our strengths is one of the most important attributes we need to build. It can be said that 'Ability of self to understand one's strengths' is the base of a pyramid that would help us to improve our self-confidence, self-motivation and enables us to become more resilient, bring in higher order energy, passion and optimism while dealing with uncertainty in a VUCA++ world (Dondi et al., 2021).

Strengths would also be the defining factor that helps us understand our own trigger and emotions, this helps us in bring the authentic selves that we are comfortable sharing along with the vulnerabilities we possess. Understanding our non-Strengths or vulnerabilities will help us be aware of not only what we can do, but also what we cannot do as we continue to face intense and unprecedented changes, technology or otherwise (Dondi et al., 2021).

Cognition needs to be enhanced to Thrive and it can be done as follows

- Building awareness: There are many psychometric assessments that help us understand ourselves. One such is the Strengths assessment proposed by Don Clifton who is considered as father of strengths psychology. Taking this assessment gives us a picture of our 'Strengths' and non-

Strengths. As per Strengths psychology, it takes a lifetime to hone the top Strengths and therefore one should prioritise to hone the top ones and not go after the non-strengths (Buckingham and Clifton, 2001). This will prepare us to be intentional about our approach and understand what we bring to the fore.

- Crafting an action plan: Merely understanding one's strengths alone will not help. It is important to build sufficient tools and techniques to leverage the Strengths. This also helps overcome cognitive biases in a team construct. In the absence of a concrete action plan, our Strengths will only be on paper and not of actual use.

5.2.2 Learning to learn - Capability (N.0) through metalearning

In our current environment, our learning styles can be seen mostly as being 'reactive'. If we come across a skill we need to hone, then we go after it. 'Learner' is one of the top strengths across the world. Our appetite for learning has always been high and is ingrained in us from our childhood.

However, traditional learning styles are largely prevalent and smart learning as a concept has only recently emerged. According to Cheung et al (2021), most research published in 'smart learning environment' have been done in the last five years and all refer to tertiary education settings including higher education, further education, and open education.

Couple of considerations

- Some geographies still predominantly focus on fixed curriculum in an instructor led- classroom setting kind of learning - right from primary to tertiary education. Holistic integration of smart learning eco-systems may not be fully available, this could be due to unavailability of resources or lack of awareness, thereby making technology an outsider in the learning process.

- The entire cycle of 'learning-unlearning-relearning and repeat' is not disseminated as a concept. Most times it stops with learning alone.

- Cultural nuances play a key part in the approach to learning. For instances, in many cultures, the mindset of learning from a figure of authority alone is prevalent, thereby limiting our ability to assimilate input from multiple sources.

As we prepare ourselves for the future, our traditional approach to learning will not prepare us for future. We need to think about new age learning mechanisms, currently the focus is much more pivoted on learning the actual skill or domain and this is a myopic approach.

Ways to build Capability (N.0) through metalearning

Building a Thrive Leadership Mindset focuses on Metalearning, Metalearning is the learning about learning. The aperture needs to widen from 'what' to learn to 'how' to learn. Given below are some of the ideas one can implement around 'metalearning'.

- 'Learning is lifelong' is an important epiphany and this needs to be imparted to across age groups and across life stages. Often, we come across associates in organizations who feel they need to stop learning once they cross their tertiary education and get a secure job. Organisations then resort to a carrot approach to incentivise learning. This should not be the case. Learning and more importantly application of learning should be life long and systemically embedded into the DNA.

- The maturity of learner needs to improve and cannot be from a single source alone. There should be ability to assimilate learning from across multiple and even unlikely sources. One should be open to receiving inputs or information flow from across levels, across cognitively diverse team members as well. For example, many organizations have reverse mentoring programs which ensure senior members of the organization are paired with juniors who act as mentors for the senior management.

- Byte sized learning, micro-certifications are gaining popularity and will be the new age learning methodologies. Organizations which used to mandate multiyear degrees are now pivoting to micro-certifications to bridge requirement-knowledge gap in the market. However, one should be aware of half-knowledge being dangerous as this may give rise to charlatans who falsely claim to have a special knowledge or skill.

- New age learning methodologies integrated with technology to have a wider reach needs to be thought through (Cheung et al., 2021). While this may be easier implementable in some geographies over others due to availability and affordability of the same.

5.2.3 Collective good - Collaboration

In the new age of AI and beyond, humans are going to work side by side with machines. In addition to that humans will work very closely with other humans like we have not seen earlier. To stretch our imagination further, we could even see a machine-to-machine collaboration without the intervention of human which would make it a scene straight from a sci-fi movie. While it may sound scary or daunting or even fictional, the possibility of it becoming a reality is very close. In addition, we must also analyse the power of collaboration of various actors across geographies who can make a significant positive difference in future.

The permutation and combination are many and cannot even be envisioned fully. Humans are always social butterflies and love to connect with new people. So why does it take a lot to forge human-human collaboration or human-machine collaboration?

We need to consider the following points

- The raging debates peg humans against the machines all the time. It is always projected that the machines will one day swallow all humans. Machines will only do so if humans allow it, not otherwise. Because of the constant fear created, we always see ourselves being pegged against the formidable and invincible machines. We conveniently forget that humans and machines have always collaborated and co-existed since time immemorial.

- Even more fundamental is our ability to connect and collaborate with diverse humans. Cognitive biases sometimes unconscious and sometimes conscious come in the way of our working with diverse people. We do have our own bias and block of whom we want to connect and collaborate with. More often than not, we go to people who think like us and behave like us creating mini-me in the organization or leaving a trail of in-group and out-group.

- Neuroscience also has a reason for this, according to Center for Collaborative awareness, we tend to use more of the safety brain rather than the connected brain. Safety brain keeps us safe by alerting us to even simplest of triggers like micro aggression. Whereas the connected brain's main job is to do everything to thrive as we meet our needs for energy, emotional connection, and growth (*We Are Wired to Connect: The Neuroscience of Collaboration*, n.d.).

Ways to augment collaboration

- Multiple Research shows that resistance to embrace change or being unsure of the future are most important barriers to integration of future technologies. It is essential to remember that AI and Humans are collaborators and not competitors. It is said humans will play a pivotal role through their cognitive skills in leveraging AI's capabilities (Laouchez and Misiaszek, 2023).

- Creating niche spaces: While we may create robots that can emote and love sometime in future, we can continue to hone some of the interpersonal skills that are still unique for humans.

- A thrive mindset would require us to 'Create empathetic response systems, inspiring trust, exhibiting humility and sociability' - these are core interpersonal skills that need to be honed to perfection for the future. We are built with a heart that can show true emotions that probably is still not mastered or never be in the world of machines.

- McKinsey report also states that humans' ability to resolve conflicts, ability to motivate and thrive working with different personalities will be key differentiators and have a huge bearing on employability in future (Dondi et al., 2021).

- Many organizations are intentionally building cognitively diverse teams. Research says that cognitively and demographically diverse teams are very valuable and can contribute significantly to innovation and reducing risks (Juliet Bourke and Dillon, 2018, cited in Rajagopal and Provodnikova, 2022).

5.2.4 Myopic goals to long term commitment

Advancement in technology is here to stay, today it could be AI, tomorrow it could be Quantum computing mentioned earlier in this paper, the world will never continue to remain as is.

It is important that we always keep the focus on future and build a long-term game plan. Merely focusing on short term or even medium-term goals may help us to survive, but it is our ability to think about the future and have a concrete game plan to tackle the future in toto that will help us get to Thrive Mindset and Heartset.

Improving long term commitment

- Individual commitment: While SMART goals are needed and recommended, the point is one should not stay with just creating a short term or medium-term goal. One needs to keep a watch to see what's coming in the horizon. There needs to be unwavering self-commitment to thrive in the uncertain world using the characteristics mentioned above, it is not a one-time activity, there needs to be a repeat of these characteristics to create the differentiation. That would determine who can thrive and differentiate from those who can merely survive.

- Organizations: Breaking business orthodoxies is one of the skills required by organizations to future proof themselves (Dondi et al., 2021). Business orthodoxies are pervasive beliefs that go unstated and unchallenged and can potentially cause bias and blind spots. Time and again organizations need to break the orthodoxies and deeply introspect on their north star. They should persuasively communicate the same to associates as well. This would ensure there is common purpose and commitment transmitted across to all associates.

- Commitment of different actors - Government, corporate houses, start-ups, educational institutions, non-profit organizations, civil society leaders, healthcare systems of various countries - developed or developing have a huge part to play individually and together. These actors and many others must commit towards their purpose of existence and their ability to communicate their north star. Doing so consciously in isolation and in conjunction, will create a sustainable and equitable future.

- World Economic Forum report states that Governments of different countries will have a crucial role to play, in driving the appropriate levels of collaboration, regulation and standards that will be needed to ensure that the fourth industrial revolution translates into economic growth and creates benefits for all (Aurik, 2017).

In addition, there needs to be a commitment from all actors - Individuals, Organizations, other bodies like education institutions, governments, start-ups etc to use the advancements in a responsible manner. This would be a key to sustenance of human race.

In a nutshell, how we approach the future calls for a tectonic shift, and it involves moving from mere survival mindset to a Thriving Mindset and Heartset. The four pivotal elements in the Thriving model are Cognition, Capability Building (N.0), Collaboration and Commitment.

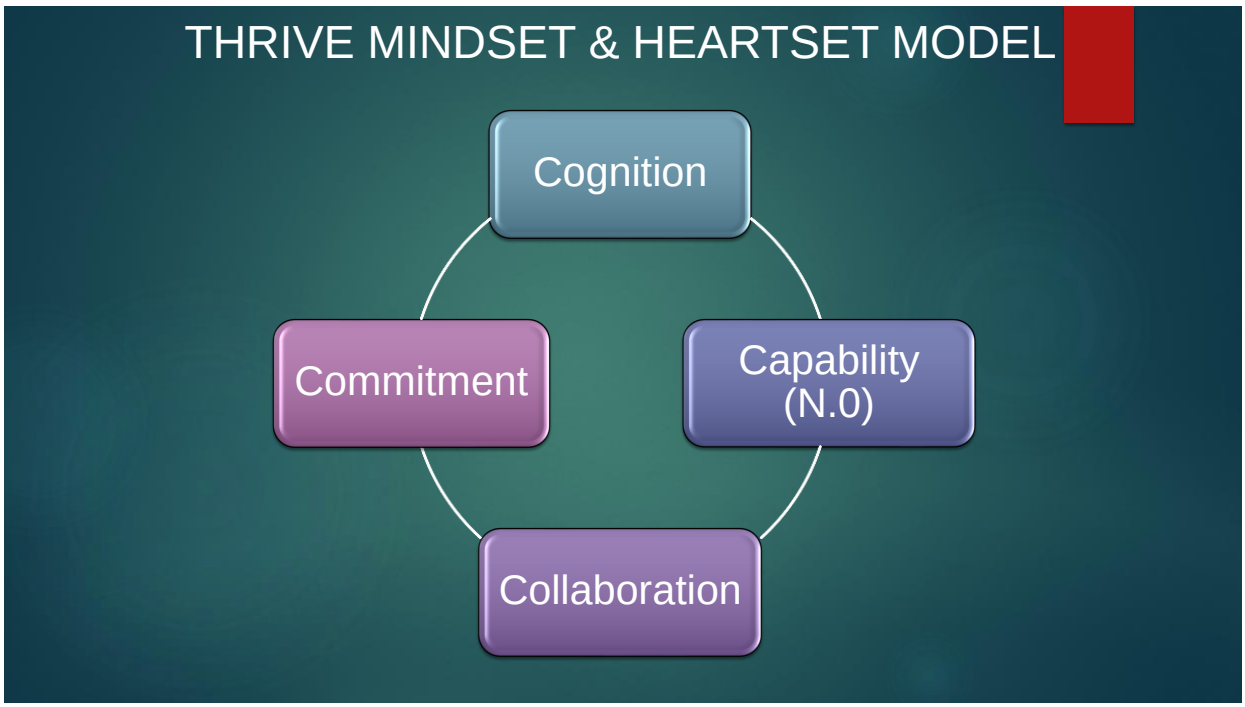

Figure 4. Authors' representation of Thrive Mindset and Heartset.

6 Conclusion

The rise of machine is not a new phenomenon, humans and machines have co-existed across civilization. Advent of new technology also has ensured humans race's evolution to become sharper and smarter, this is perhaps nature's way of ensuring humans push our boundaries on a continuous basis and to raise to newer challenges.

While we cannot slow down or stop the advancement on technology side, what is in our hands is to adopt a Thriving Mindset and Heartset where we consciously work on our own Cognition, Collaboration, Capability and Commitment. It also calls for humans to differentiate as the superior race and be responsible in the way we adopt it.

Whether we humans, consciously use our natural intelligence to continue to evolve as smarter beings or allow artificial intelligence to rule over us is entirely our choice and doing.

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