



REINVENTING TALENT FOR THE AGE OF ARTIFICIAL INTELLIGENCE

Isabel Arguedas Villalobos
September 2026



REINVENTION IS NO LONGER OPTIONAL

AI will not simply change how we work.

It will redefine the value
every role is expected
to create.

The next 12-24 months could change roles faster than the last decade.

QUESTION: If your role changed significantly in the next 12 months, would you know which skills to develop today?

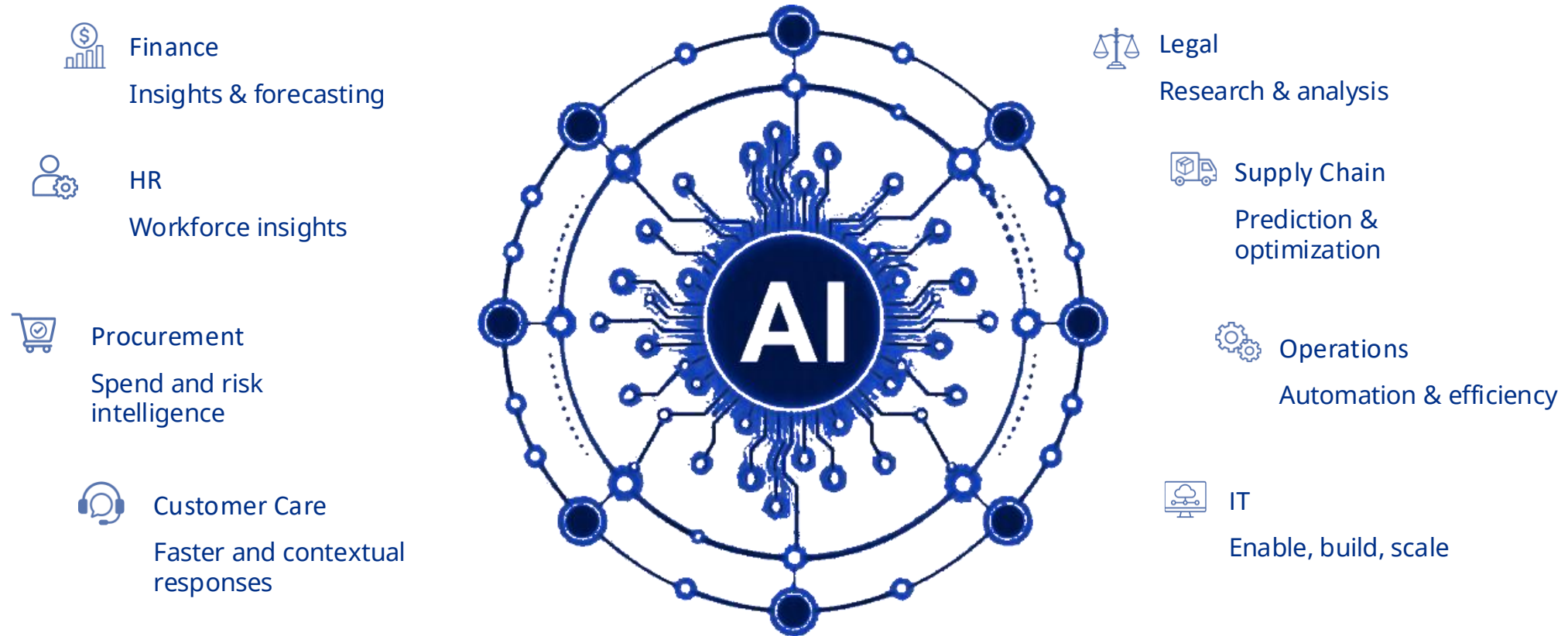
Same People. Different Value.



*We should not confuse the disappearance of tasks
with the disappearance of **human potential**.*

This is not just an IT Transformation

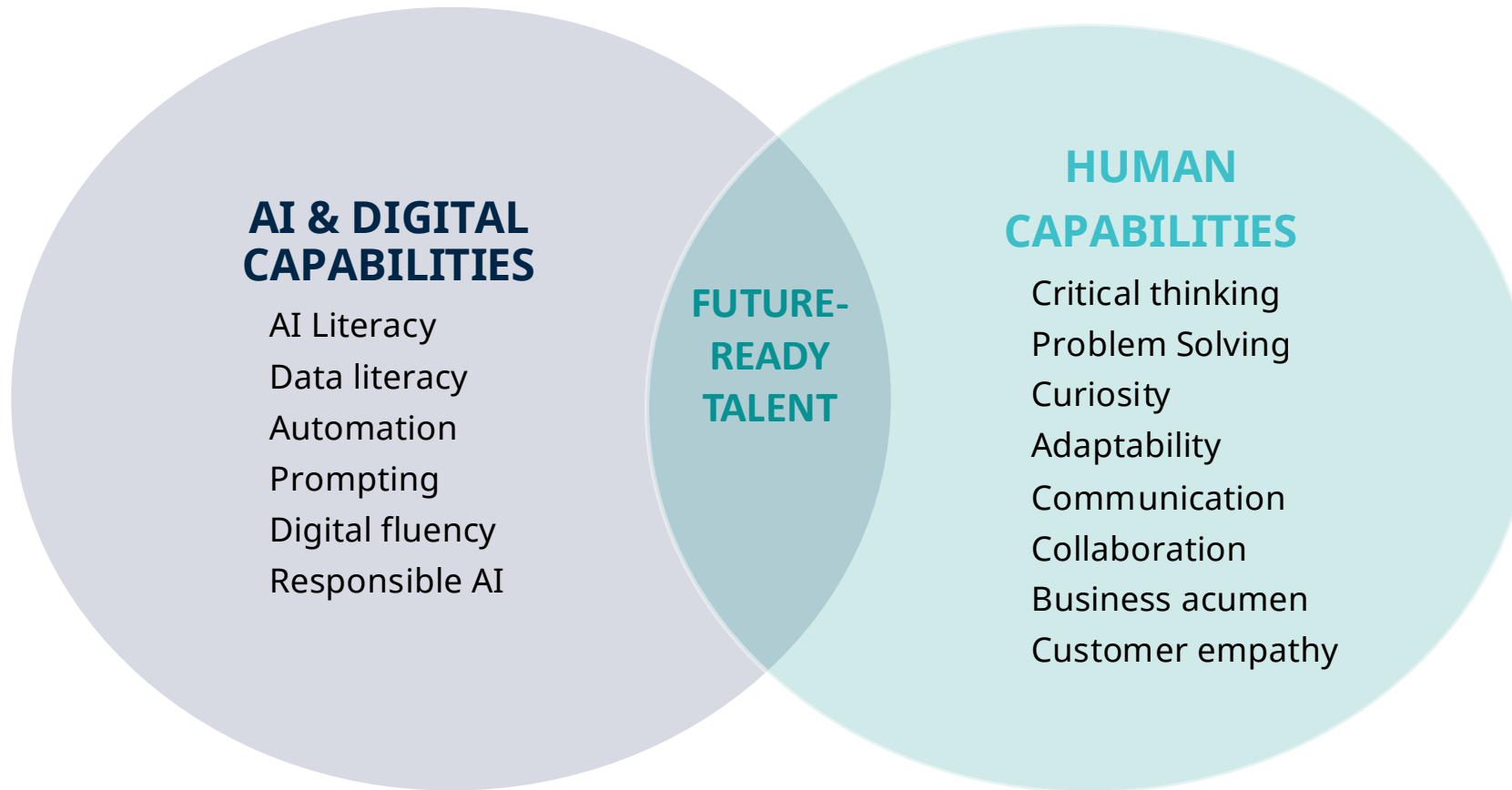
Every function is becoming an AI-enabled function.



AI literacy will be a **core capability** for everyone,
not just IT.

AI Skills are only part of the equation

The future belongs to people who can combine AI capabilities with uniquely human skills.



AI Capability without human judgment creates output
The combination creates value.

The Build vs. Buy Talent Decision

Before replacing talent, we should ask whether we can reinvent it. Internal talent already knows customers, processes and culture.

REPLACE & HIRE

-  Separation costs
-  Loss of institutional knowledge
-  Time to hire
-  Scarcity & competition for talent
-  Ramp-up time
-  Cultural risk

VS.

RESKILL & REDEPLOY

-  Retain knowledge
-  Internal mobility
-  Faster productivity
-  Stronger engagement
-  Higher retention
-  Learning culture



Reskilling is often a **smarter investment** than starting from zero.

We have more learning than ever

The problem is no longer access to learning.
The problem is knowing what to learn, why it matters and where to start.



Too much information can lead to
confusion, not capability.

From a Learning Catalog to a Career GPS

People do not need another catalog. They need a career GPS.



1

Where am I
today?



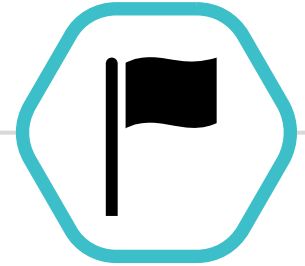
2

Where is my role
going?



3

What skills
do I need?



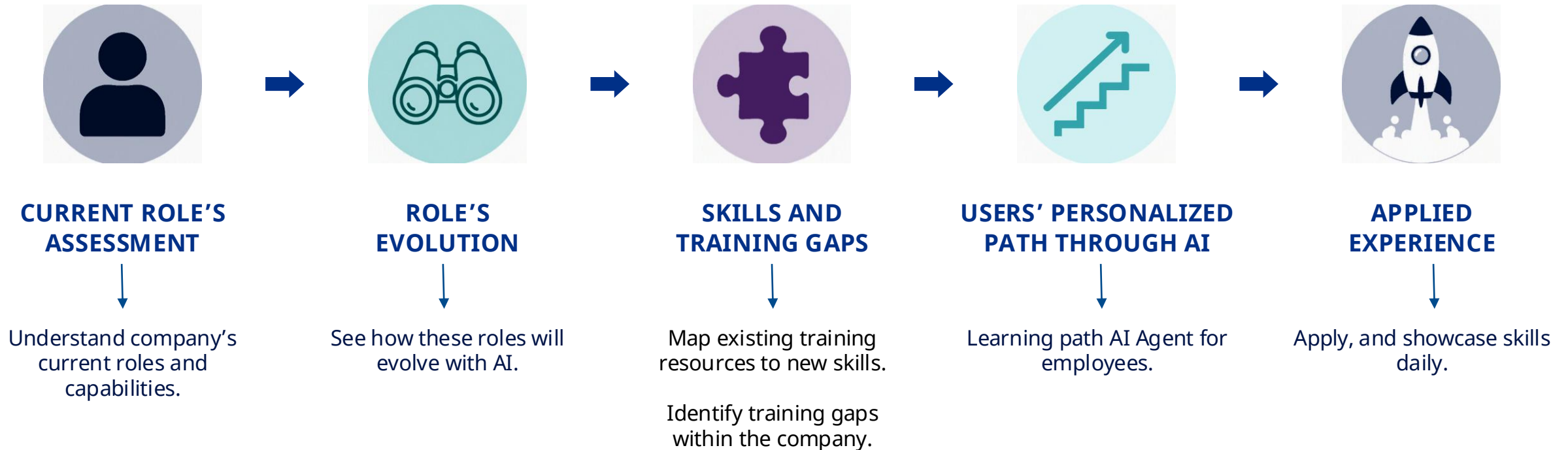
4

What is my best
next step?

Start with the **future of the role**, not with the list of trainings.

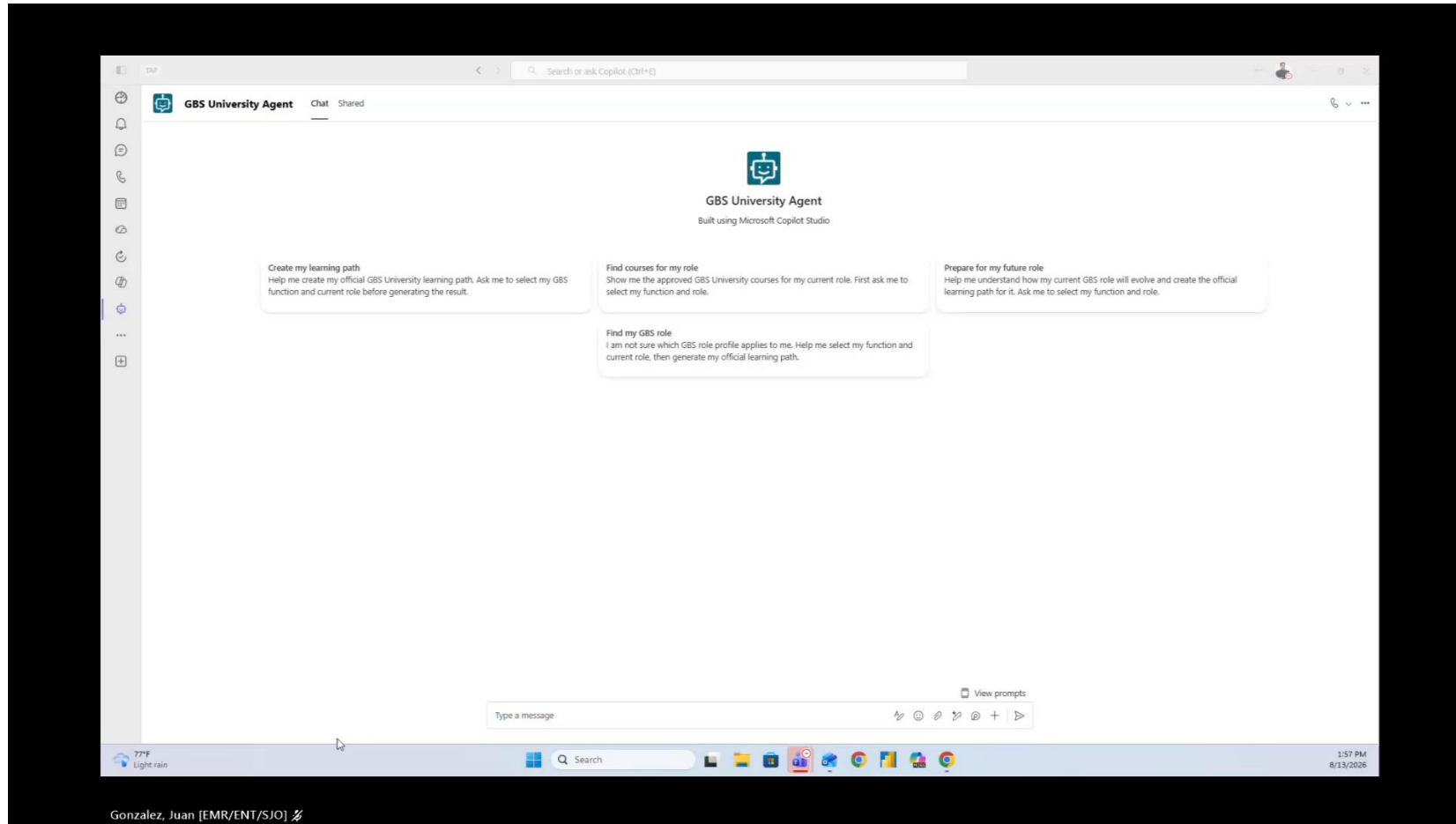
GBS University: Making Reinvention Actionable

GBS University connects business transformation with individual career transformation.



GBS University is an architecture **for workforce transformation.**

GBS University Demo



GBS University Learning Path

Official role-based development plan

PREPARED FOR

Gonzalez, Juan [EMR/ENT/SJO]

Role Evolution

Current Role: Procurement / Sourcing Manager

Future Role: Intelligent Sourcing Strategist

Future Shift: AI spend analytics, supplier risk prediction, contract intelligence

Description: Uses AI insights to optimize sourcing strategies and manage supplier risk proactively

Required Skills

- AI Use Case Identification | Required Level: Advanced | Priority: High

Recommended Courses by Priority

High Priority

- [Implementing AI Solutions in Business](https://app.datacamp.com/learn/courses/implementing-ai-solutions-in-business) | Skill: SK_003 | Platform: DataCamp | Level: Intermediate | Hours: N/A
- [Generative AI for Continuous Improvement](https://learning.cloud.microsoft/detail/428f22e8-8726-4f1b-a406-39b3bdcf3ee6) | Skill: SK_003 | Platform: Oracle Learning | Level: Advanced | Hours: N/A
- [AI for Finance](https://app.datacamp.com/learn/courses/ai-for-finance) | Skill: SK_003 | Platform: DataCamp | Level: Advanced | Hours: N/A

Weekly Learning Plan

- Week 1 | Sequence: 1 | Course: Introduction to Excel / Data Literacy | Hours: 2 | Link: <https://www.datacamp.com/courses-all>

Generated by GBS University

What reinvention could look like

Procurement/ Sourcing Manager: From Managing transactions, suppliers, and sourcing projects to Orchestrating AI-powered procurement ecosystems.

TODAY

- Category & Sourcing Management
- Supplier Relationship Management
- Spend Analysis
- Contract Management
- Risk & Compliance
- Stakeholder Management



TOMORROW

- AI-Powered Market Intelligence Leader
- Strategic Negotiation Orchestrator
- Supplier Insights & Performance Architect
- Procurement Data Storyteller
- Contract Intelligence Manager
- Autonomous Sourcing Manager
- Supply Chain Risk Strategist
- Internal Procurement Consultant

Transformation Path



AI & Data Literacy



Digital Procurement Tools



Strategic Skills



Process Automation

Reinvention Is a Shared Responsibility



The organization Must:

- Show the evolution of roles
- Prioritize critical capabilities
- Create clear paths
- Enable tools and opportunities



The Leader Must

- Have career conversations
- Give time & Space to learn
- Assign stretch projects
- Recognize talent



Each person must

- Stay curious
- Keep learning
- Assess gaps honestly
- Take ownership of their reinvention

AI may
redefine our
jobs, but it
does not
have to
define our
future for
us.

If we give
people **clarity,**
direction and
opportunity,
they can
become the
talent our
future needs.

Reinvention does not begin when a role disappears.

It begins when we recognize that the value expected from us is changing.

