

State of Human Skills Report

2026

Proprietary data on Human Skills in the AI era

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Executive Summary

State of Human Skills Report

AI is not eliminating jobs, but rather redistributing tasks. Across the organisations we work with, the conversation has shifted from replacement to restructuring: which parts of a role AI absorbs, and which remain distinctly human. Routine, low-value work is increasingly automated, while judgment, trust, relationships and communication, the skills AI cannot replicate, are becoming the key area of competitive advantage, for individuals and organisations alike. Most worryingly, interpersonal relationships across workplaces are in decline.

LEVRA's proprietary Human Skills Framework data, collected across three years and ten industries, reveals several critical insights.

- Organisations perform strongest in **Decision Making** and weakest in **Succinct Communication, Professional Behaviour** and **Performance Management**.
- Our 31 Human Skills cross referenced against AI-era relevance and today's occupational data reveals a critical mismatch: **Flexibility and Adaptability** is the single most AI-era relevant skill yet the least reflected in current job requirements.
- Our post-programme Human Skills Framework results confirm that Human Skills can be developed through active practice, with participants improving by up to 14% in Working in a Team.

Our findings point to four priorities for organisations:

1. Invest in EQ. There is a clear gap between what the future of work demands from employees, managers and leaders, and what is currently rewarded.
2. Communication will remain critical. As AI increasingly handles drafting and analysis, the human role shifts to interpreting and presenting that output to colleagues, clients and stakeholders, to persuade, inspire and motivate.
3. Address the erosion of interpersonal relationships across workplaces, particularly the decline in coaching and mentoring between junior and senior staff. Strong working relationships are fundamental to workplace culture and effective performance.
4. Most urgently, build organisational structures that are as adaptable as the skill they need to reflect. Training individuals to be more flexible only works if the organisation adapts to changes in who, how and where work is done.

Message from LEVRA Co-founders

State of Human Skills Report

“ We developed the first version of our Human Skills Framework (the "HSF") in 2023. We saw the growing importance of Human Skills but realised that you cannot track what you don't measure.

So we set out to build a unique and proprietary way of measuring an individual's strengths and areas for development across 31 Human Skills.

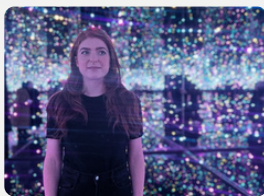
The LEVRA HSF has undergone constant iteration and refinement over the years, with input and feedback from customers, psychometricians and experts in the field. This year, we have been backed by Innovate UK, the UK's innovation agency, to develop an AI-powered version of the HSF, delivering a more dynamic means of assessing skills through an interactive roleplay conversation.

AI is becoming increasingly widespread and tools are homogenising outputs, so we see Human Skills as the key differentiator across workplaces and generations in an AI-augmented world. Human Skills are not only a competitive advantage in their own right, they are also what enables people to use AI critically and effectively.

Our ambition is to measure and develop Human Skills at scale using AI, becoming the global standard for Human Skills development.

”

Bartek Ogonowski and Emily Gill



PART 1

Part 1: The Workforce Landscape

The speed of workforce changes

LEVRA released its inaugural Human Skills Report, the *Human Skills Gap and Insights Report* (the “LEVRA 2025 Report”) in May 2025. At the time, the conversation about work was already being dominated by AI, but most organisations weren’t yet deploying AI tools across organisations, instead cautiously testing and experimenting with AI. Today, AI is increasingly embedded across workflows, automating tasks across a variety of sectors from finance to legal to marketing and engineering. Generative and Agentic AI are front and centre. These tools are no longer side experiments but rather built into the infrastructure of how organisations are run. The scale and pace of this shift has been unpredictable. It is affecting who, what and where jobs are done. Over a year ago, the dominant narrative was about substitution - people were asking what jobs will AI replace. Now the theme seems to be based around restructuring - what are the tasks within a job that AI absorbs, and what should be safeguarded for humans.

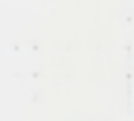
“ The conversation has moved from replacement to **restructuring**. ”



It is worth highlighting what other global research reveals. PwC’s 2026 Global AI Jobs Barometer, published in June 2026, analysed more than one billion job advertisements across 27 countries. Its findings highlight that jobs requiring AI skills are growing roughly 8x faster than the overall job market. Demonstrating that AI isn’t necessarily shrinking the labour market, but shifting the importance of certain skills at speed.

Results from the World Economic Forum Future of Jobs Report 2025 shows employers expect 39% of the core skills that their workforce use today will change by 2030. This is down from the 44% which was reported in the 2023 edition of the report. WEF reports that one element causing this decrease is that organisations have a growing focus on continuous learning, upskilling and reskilling individuals, which in turn allows them to better anticipate and manage future skill requirements. Additionally, of nearly 2,800 individual skills the report assessed for exposure to generative AI, 69% were rated as having low or very low capacity to actually be fully substituted by it (and with 0% being rated as very high). So while AI is changing the tasks of a job, it is not making entire roles redundant.

The reality of jobs cuts



A growing number of organisations have undergone significant redundancies over the past few years, such as Amazon (14,000 corporate roles) and Accenture (11,000 people). Many of these organisations who have announced redundancies are using the rapid implementation of generative and agentic AI as the reason. Challenger, Gray & Christmas, which has tracked US corporate layouts since 1993, recorded AI as the total reason for 4.5% of job cuts in 2025. In the first seven months of 2026, that figure reached 24%, more than five times higher than for the full year before. AI has gone from a small reason for layoffs to nearly one in four.

In March 2026, Morgan Stanley cut around 2,500 roles, roughly 3% of its global workforce, despite achieving its highest revenue figure (\$70.6B) in the previous year. These job cuts were spread across investment banking, trading wealth management and investment management, however, the bank was explicit that the cuts did not impact any financial advisors, as they are client-facing roles and are highly dependent on relationships and judgment.

IBM CEO Arvind Krishna confirmed that AI has already replaced several hundred of the company's HR staff, automating tasks like drafting emails, running analysis and processing routine requests. Yet, IBM's total head count has grown and the savings from that reduction are being redirected into hiring more software engineers, salespeople, and other roles where critical thinking is a necessity, and further where people need to show up, engage and debate with other humans, rather than simply doing rote process work.

These two cases demonstrate a wider pattern, which is that routine, structured work with small output is the first type of work to be replaced by AI, however, work that depends on judgment, trust and relationships is where firms are choosing to keep (and even adding to) headcount. This pattern is further supported by a Harvard School Business study, which analysed a wider set of US job postings from 2019 to March 2025. The study's results found that job postings for routine, automation, principle roles fell by 13% following the launch of ChatGPT. However, roles requiring analytical, technical and creative skills grew by 20% over the same period.

While there is no UK equivalent of Challenger's granular tracking for UK job cuts, the Bank of England Agent's July 2026 report highlights a similar pattern of realisation of work. It reported that "automation is reducing demand for some entry-level and junior roles that have traditionally provided early-care experience, including tasks such as document preparation, invoice processing and basic analysis's" but "demand is shifting towards that of AI, data and analytical skills, as well as roles requiring judgement, oversight and problem-solving capabilities."

AI adoption is a reality and will disrupt traditional job tasks. The question that arises is who gets hired and what skills are important in the AI era, and why.

Part 1

The “human” premium - who keeps their job, and why”

The research, some of which is highlighted in the previous section, demonstrates that AI isn't making jobs disappear, but instead making organisations think about which skills and roles will become essential in the AI era.

PWC's 2026 Global AI Jobs Barometer states that entry level roles most exposed to AI are now seven times more likely to require “traditionally senior-level” skills, which include leadership, creativity and face-to-face judgment. These same “seniorised” entry level roles have grown 35% since 2019. Showing that as AI automates junior tasks, the expectations are increasing for juniors to have more of the complex human skills.

Deloitte's 2026 Global Human Capital Trends report draws on insights from more than 9,000 business and HR leaders spanning 89 countries. It reports that 85% of leaders say building adaptability in their workforce is critical in the AI era, but only 7% say they're actually doing it. That skills gap is exactly what LEVRA addresses.

Every source referred to above (see *Part 5* for all external references), points to a consistent list of qualities, being judgment, creativity, leadership, adaptability, trust and the ability to work well with others under pressure. LEVRA has been measuring exactly these capabilities through its Human Skills Framework and developing them through our multi-modal immersive platform.

This report will analyse the Human Skills data we have collected across the past 2 years, revealing which skills appear to be the strongest, weakest, most in demand and which skills will be essential for the AI era.

The organisations that will win in the AI era are not the ones that automate the most, but the ones that elevate what only humans can do.

Part 2: LEVRA Human Skills Framework

In this section, we will analyse the data we have collated over the past two years through our proprietary Human Skills Framework (HSF).

The HSF is a psychometric tool designed to assess and measure the development of 31 Human Skills, which have been categorised into 7 Core Skills. Grounded in behavioural science and psychonomic principles, the HSF provides an evidence-based method for assessing skill abilities in areas such as Communication, Emotional Intelligence, and Decision Making. These skills, though often perceived as intangible, are in fact observable, measurable, and developable over time.

Please see *Part 5* for further details on the development of the HSF.



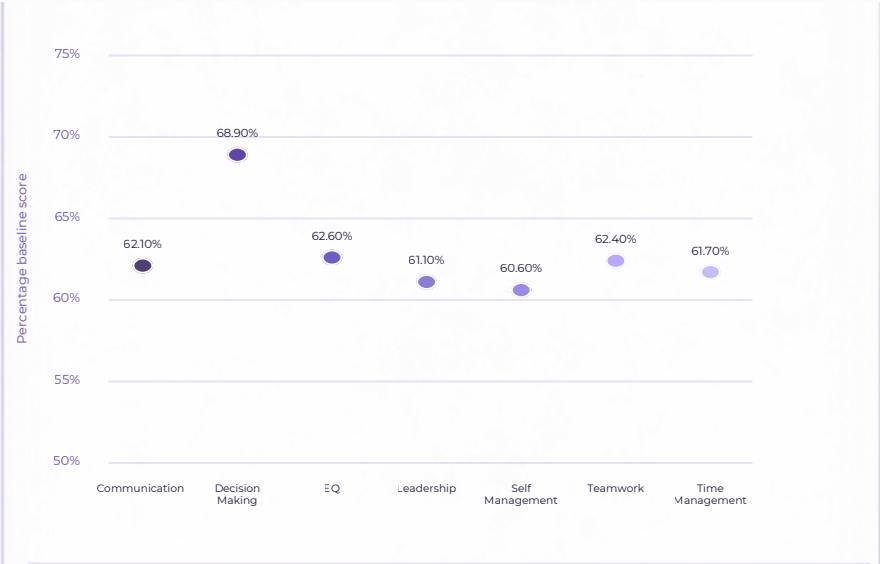
Our LEVRA 2025 Report focused on Gen Z adults who were either entering into or had recently entered into the workforce. This year's dataset is deliberately broader, spanning university students through to leaders of organisations. At this pivotal time of technological transformation, we wanted to understand the specific skills the future of work demands.

This report draws on the full dataset collected since the inception of LEVRA's HSF, and so we are presenting these findings as the 2026 baseline rather than a year on year comparison.

Our Human Skills Framework data was collected between September 2024 and August 2026, across 10 different industries, which has been used in the analysis performed in this section.

Overall HSF baseline

This baseline establishes the starting point for tracking Human Skills performance and improvement across any organisation who we work with.



Deep dive analysis of Human Skills (lowest performing)

- Succinct Communication 54.4%
- Professional Behaviour 55.0%
- Performance Management 55.8%
- Working in a Team 57.2%
- Self Motivation 57.2%

Succinct Communication, collaboration through **Working in a Team** and **Performance Management** (including coaching and mentorship) are three of the most underdeveloped skills, this could be attributed to hybrid ways of working and many different methods and means of communication.

Part 2

Which Skills have the greatest variability

Baseline

We analysed our 31 skills to understand which skills demonstrated the biggest range of skill baseline. **Initiative** has the largest gap between highest and lowest score achieved (seen from the high associated standard deviation). So although it is the 5th Top Performing Skill (as per the previous slide), this skill is actually where individuals have the most variability in their skill set.

On the other end, **Professional Behaviour** has the smallest range of scores achieved, demonstrating that individuals consistently perform low in this skill.

Skill score variability (Baseline)

Range of scores achieved across individuals



METHODOLOGY NOTE:



The above shows some example skills and their variability in the scoring. Variability is measured using the standard deviation of skill scores across all individuals. A higher standard deviation indicates a wider range of scores (greater variability).

Part 2

Which Skills are organisations investing in?

We analysed the skills that organisations were prioritising as part of their LEVRA Human Skills Programmes. This provides an indication of what areas organisations either identify as their biggest skills gaps, or are prioritising as critical to workforce success.



Highest in-demand skills

Rank	Human Skill	% of programmes that include this skill	Baseline Score
1	Succinct Communication	51.7%	54.4%
2	Managing Time and Priorities	44.8%	59.2%
3	First Impressions	41.4%	61.5%
4	Responding to Critical Feedback	37.9%	68.3%
5	Resilience	34.5%	64.3%



Lowest in-demand skills

Rank	Human Skill	% of programmes that include this skill	Baseline Score
1	Collaborative Mindset	3.5%	68.5%
2	Goal Setting	3.5%	70.9%
3	Delegation	3.5%	62.4%
4	Performance Management	3.5%	55.8%
5	Flexibility and Adaptability	3.5%	64.1%



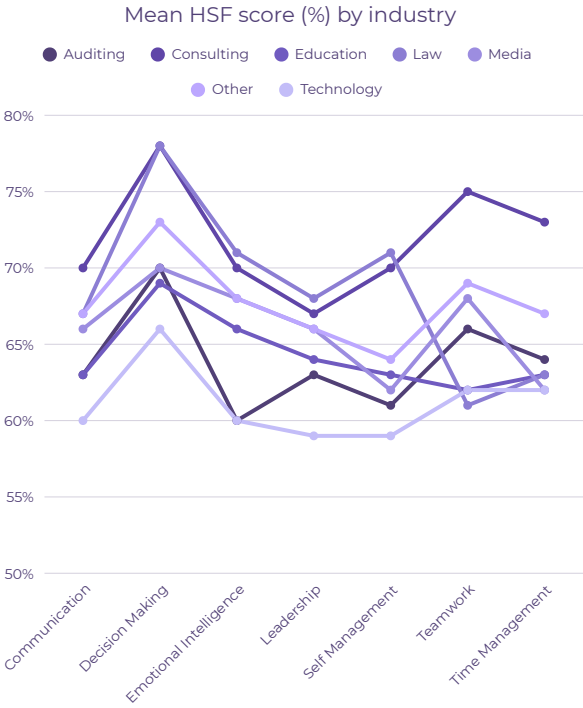
Succinct Communication is both the single most in-demand skill on the LEVRA programmes and the lowest scoring skill (as shown earlier in the report), with a baseline of 54.4%. This demonstrates that organisations are actively investing in an area where it is needed the most.



Performance Management is one of the least selected skills and it has a weak baseline ability of 55.8%, the third lowest scored skill. However, this may be reflective of the fact that LEVRA's current programmes tend to focus towards earlier-career cohorts, rather than those that have people-management responsibilities.

Part 2

How Human Skills vary by Industry



Where industries excel

At LEVRA, we have worked across various industries, including Consulting, Law, Media and Technology. We assessed how industries perform against each other across our 7 Core Human Skills, to show where certain industries are stronger than others.

Decision Making is the strongest Core Skill in the dataset by a clear margin, and it peaks sharply in Consulting and Law. Both of these industries are recognised for having people who are able to structure arguments clearly and advise under uncertainty, so the results correlate with our expectations.

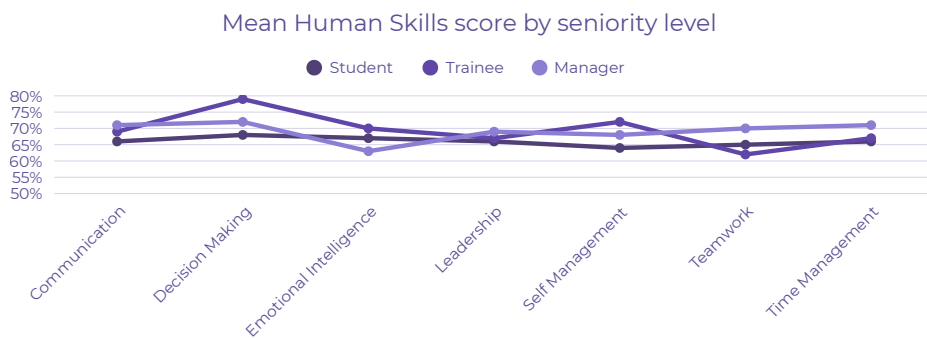
Where do industries struggle?

The Technology industry is observed to have the lowest performing skill set across the seven Core Skills, specifically in **Communication**, **Emotional Intelligence**, **Leadership** and **Self Management**, while **Decision Making** holds up comparatively well by contrast.

The Technology industry may face gaps in these skills as the role tends to be less client-facing on a day-to-day basis, and collaboration tends to happen asynchronously through documentation or code rather than through live conversation with clients or teammates.

Part 2

Does skills development improve with experience?



For **Communication**, **Leadership** and **Time Management** the data displays what we would expect: that Human Skills improve with experience. For each of these skills, the lowest baseline score is at Student level, then improves at a Trainee level, with the highest scores being seen at Manager level.

By contrast, **Decision Making**, **Self Management** and **Emotional Intelligence** show no consistent trend across seniority levels, with scores moving up and down across the seniority levels, rather than following a clear pattern of improvement.

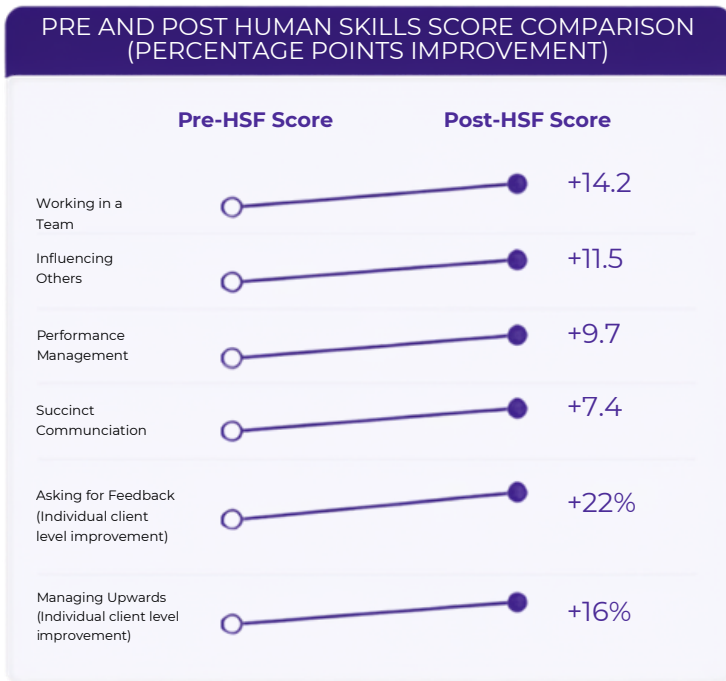
With the data available, there is no clear trend in how Human Skills vary with seniority.

This finding is consistent with our LEVRA 2025 Report, which also found Emotional Intelligence patterns vary across age groups rather than moving in one direction.

This suggests Human Skills depend on the individual, and that not everyone develops them with time or seniority. People at every career stage have room to develop these skills further.

Part 2

Pre and post programme changes in Human Skills



The HSF baseline scores show where the workforce stands today, but what is arguably more important is whether these skills can be developed over time. After our Human Skills Programme are delivered across an organisation, programme participants complete their post-Human Skills Framework, which reflects if and to what extent, their skills have developed over the programme.

We have seen strong overall Human Skill score improvement across programme cohorts, with the biggest gains observed in **Working in a Team** (+14.2 percentage points) and **Influencing Others** (+11.5 percentage points).

Part 2

At an individual client level, we have seen some cohorts of learners improve their **Asking for Feedback** and **Managing Upwards** skill set by 22% and 16%, respectively.

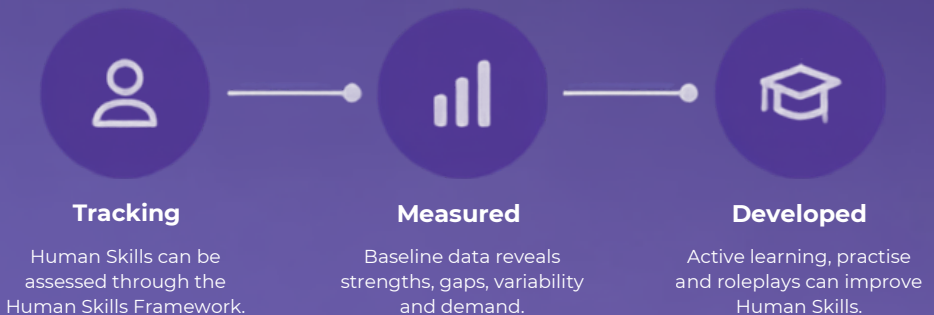
While this data set is less than the baseline HSF data (given more individuals complete the pre-HSF vs post-HSF given the nature of learning programmes), it still reflects a meaningful and interesting insight that these Human Skills can be improved through active practise and roleplays.

For the bottom performing 5 Human Skills discussed earlier, **Working in a Team**, **Succinct Communication** and **Performance Management**, all show strong positive improvements post active learning and practise.

Part 2 Summary

Proof that Human Skills can be tracked, measured and developed

One thing clear from this section of the report is that Human Skills are not only measurable, but can also be developed and improved through active learning and dedicated practise.



Part 3

Part 3: Human Skills in the AI era

This section of the report explores which of the 31 Human Skills we track, measure and develop at LEVRA matter most in the AI era. To do this, we compared our 31 Human Skills against two key benchmarks and the research reports that formed *Part 1* of this report.



Benchmark used in HSF Comparison

Each of LEVRA's 31 Human Skills was scored against two independent benchmarks, explained below.



1. AI RELEVANCE INDEX

The AI Relevance Index was built from a structured review of the AI-era Research including WEF, PwC, Deloitte, LinkedIn and UK government publications.

Each of our 31 Human Skills was rated on a five point scale (from Limited to Very High relevance) based on how prominently it features across the literature as a capability the AI era is making more important.

This score was then normalised to a 0 to 100 index.



2. O*NET OCCUPATIONAL INDEX

Each 31 Human Skill was cross referenced against the U.S. Department of Labor's national occupational database, referred to as O*NET Occupational Index. This is the standard reference for what skills, work activities and work styles are formally recognised across the US labour market today.

We mapped each of our 31 Human Skills to at least one recognised O*NET concept which in itself validates that the HSF is composed of capabilities that occupational data already treats measurable work expectations.

This score was then normalised to the same 0-100 scale as the AI Relevance Index, making the two indices directly comparable.

Reading the Two Scores Correctly



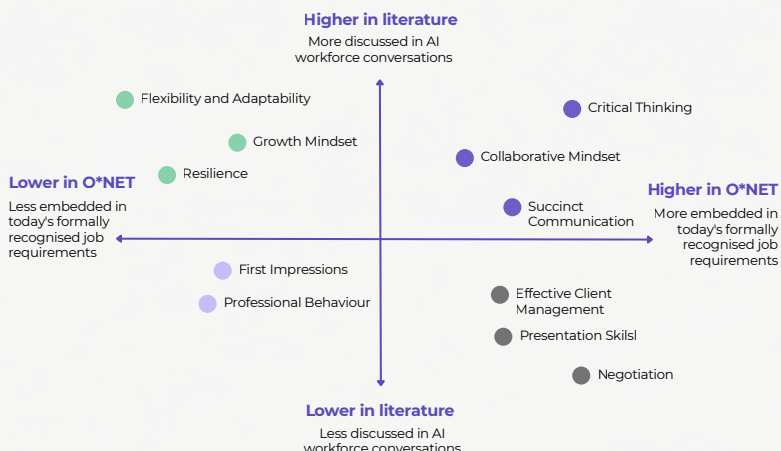
Reader note

These two scores measure how important a skill is, in two different ways.

The AI Relevance Index measures how much a skill comes up in the current literature about AI and the future of work. The score reflects how much people are writing and talking about a skill and is built from our judgement of what weight each piece of literature holds. It is best read as a signal of where the conversation is concentrated, and not a precise measure of how essential a skill actually is for any one person or role.

O*NET relevance measures something different and that is how much a skill currently shows up in official job descriptions and requirements.

These two measures aren't meant to correlate. If a skill scores high on the AI Relevance Index but low on formal job requirements, that's a signal it's an emerging expectation. If it's the reverse, that skill is already embedded in job requirements but isn't generating much conversation about AI and the future of work.



How do LEVRA's Human Skills rate against these two indices?

Interestingly, there is a very low correlation between the AI-era relevance and O*NET occupational relevance indices (as low as a $r = -0.13$, which is statistically low to 0 correlation).

This reveals that there is little to no correlation between how embedded a skill is in today's job descriptions and whether recent AI-era Research is highlighting the skill as newly critical.

We categorised the skills into different brackets, based on their AI-era and O*NET occupational relevance ratings, which include: Established and Rising, Future-Facing, and Historically Demanded.



Established and Rising

High in both AI relevance and O*NET relevance



Future-Facing

High AI relevance, low O*NET relevance

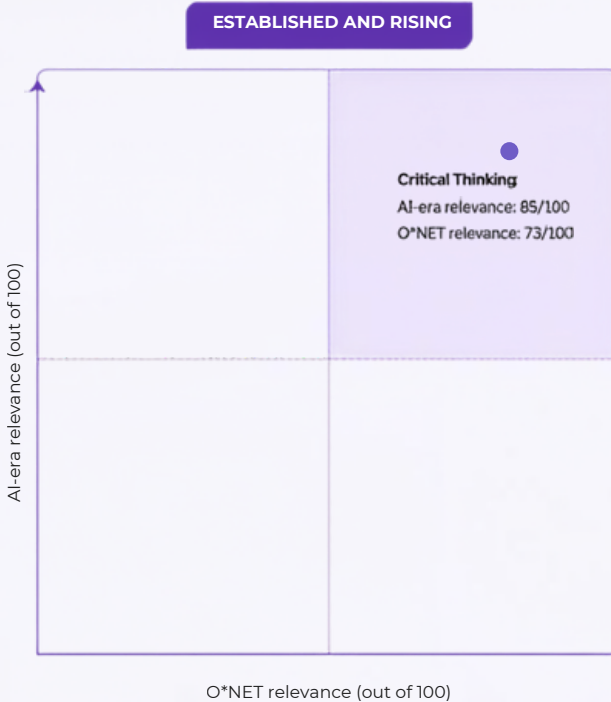


Historically Demanded

High O*NET relevance, low AI relevance

Part 3

Established and Rising



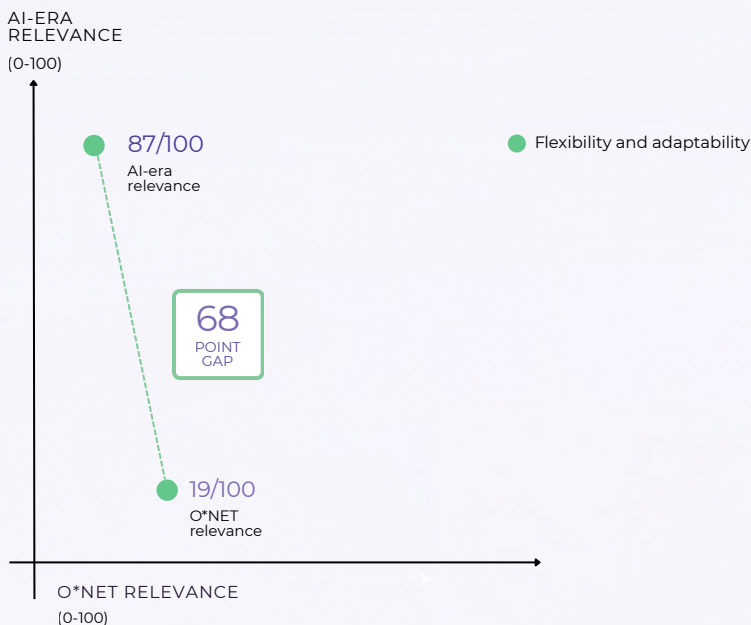
A group of subskills score above the median on both measures, and are thus already well embedded in today's work, and independently flagged by AI-era Research as increasingly important.

Critical Thinking is the clearest example with 85/100 on AI-era relevance (the second highest score of all 31 subskills) and 73/100 on O*NET (third highest).

As AI tools are increasingly responsible for generating information, analysing data and producing first drafts, the human role shifts to evaluating that output, spotting poor assumptions or hallucinations, and judging when to trust the outputs.

Part 3

Future Facing



The skills in the 'Future-Facing' category have a high AI-era relevance, but low references in job descriptions today.

Flexibility and Adaptability tops the entire dataset on AI-era relevance (87/100, which is the single highest score of all 31 subskills) while sitting at the lowest O*NET score of any subskill (19/100). This is the widest gap anywhere in the data with a 68-point gap.

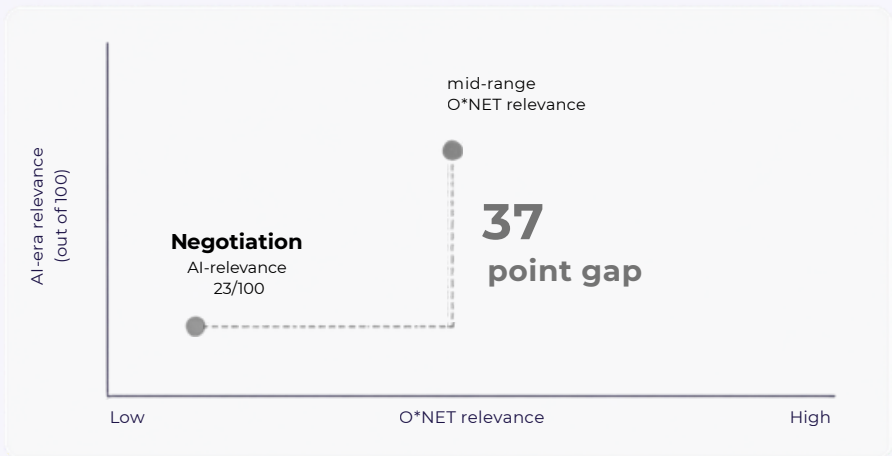
This shows that organisations will need more of this skill in the future, but today's job requirements have not yet caught up with this potential demand.

This current lack of investment in **Flexibility and Adaptability** is also demonstrated in LEVRA's skill demand insights, presented in *Part 2* of this report, where only 3.5% of programmes launched with organisations have **Flexibility and Adaptability** as a module included in the programme.

Part 3

Historically demanded

The 'Historically Demanded' segment highlights skills that have been traditionally required in job descriptions but have less immediate relevance in the AI era.

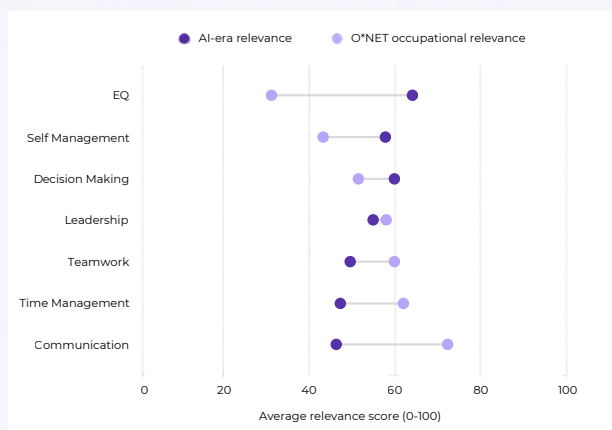


Negotiation scores only 23/100 on AI-era relevance, near the bottom of all 31 subskills, despite sitting mid-range of all the skills on O*NET relevance, demonstrating a 37-point gap.

It is important to note, this in itself isn't evidence that **Negotiation** matters less in an AI-era working world, but instead provides evidence that it is already an established part of how good performance is defined. The priority around the skills in this category isn't increasing according to AI-era Research.

Part 3

What patterns can we at Core Skill level?



EQ shows the widest gap of any core skill, by a clear margin, it is increasing in demand according to the AI-era literature, however according to O*NET data, current job descriptions are not reflecting that demand.

Communication sits at the other end of the spectrum, with a lower average AI-era relevance and a high O*NET relevance, meaning that it is no a newly developing and demand skills, but something that is still frequently referred to in O*NET data.

Reading this alongside the *Historically Demanded* pattern discussed earlier, this should not be interpreted as **Communication** mattering less in AI-augmented workplaces, but instead that **Communication** is already fundamental in how good performance is described today and AI-era Research isn't flagging it as a "new" priority.

Grouping the 31 Human Skills into 7 Core Skills can hide real differences between them. Leadership is a good example. Its core average looks flat in the graph above, but the skills underneath it pull in different directions. **Team Leadership** has a +32 point future-facing gap, while **Effective Client Management** and **Managing Upwards** show some of the widest historically demanded gaps in the dataset.

So while the headline numbers might suggest organisations should prioritise **EQ** over **Leadership**, that comparison hides what is happening inside each Core Skill.

Part 3

The AI-era relevance and O'NET Occupational Relevance Indices have geographic and industry limitations. O'NET is a US occupational database, although it remains the largest available source of current job descriptions and requirements.

Whilst the external research behind our AI-era Relevance Index, including WEF, PwC, Deloitte, LinkedIn and UK DSIT, is drawn predominantly from large multinational employers and advanced economy labour markets.

These indices highlight what the AI era demands in terms of skills. It does not accurately illustrate whether that demand looks differ in a lower-income economy versus a high-income one.

According to the ILO and World Bank's most recent joint working paper (2026), generative AI exposure sits at approximately 30-32% of jobs in high income economies, a bracket that both the US and UK fall into, compared with 10-15% in low income economies.

This represents a 2-3 times difference in how much of the workforce is currently exposed to the restructuring described throughout this report.

Please note, this does not suggest that these skills matter less in lower-income economies, as good Human Skills support strong team performance regardless of how exposed a market is to AI.

What differs by geography is how urgently AI is forcing organisations to work out which tasks can now be done by a machine and which still need a person doing them.

Generative AI exposure



HIGH-INCOME
ECONOMIES

30–32%



LOW-INCOME
ECONOMIES

10–15%

The urgency varies by geography - the value of Human Skills does not.

Part 4: Recommendations for Organisations

1.

Invest in EQ, to move your organisations ahead.

Emotional Intelligence shows the widest gap between what AI-era Research is flagging as increasingly critical and what today's job requirements currently reward. Waiting for job descriptions to catch up with the research is a lag that organisations focused on the future should not overlook. As AI takes on more analytical and technical tasks, the skills that remain distinctly human, such as reading emotion, building trust and managing relationships, become our competitive advantage.

2.

Effective communication should be protected, especially in leadership

Even though **Communication** shows the widest gap in our dataset between how recognised a skill it already is and how much emphasis AI-era Research places on it. This does not mean communication matters less, but rather that it is already so deeply embedded in how organisations define effective performance that AI-era Research is not naming it as a "new" priority, because it continues to be one.

As AI takes on more of the drafting and analytical work, the human role increasingly shifts to interpreting, contextualising and presenting that output clearly to colleagues, clients and stakeholders. Leaders, in particular, will need to communicate their vision in a world of uncertainty to keep employers, investors and stakeholders on-board with the direction of travel.

3.

Team Leadership and interpersonal relationships are at real risk.

One of the most critical skills affected by AI, hybrid ways of working and digital communication is the relationship between junior and senior staff. There is a decline in coaching/mentoring and interpersonal relationships are weaker, research reveals that the relationships contributing to good teamwork and strong cultures are being eroded. This may contribute to why some people don't feel loyalty to an organisation. Now more than ever organisations need to prioritise human connection.

Part 4: Recommendations for Organisations

4. Ensure organisational structures are as adaptable as people

Flexibility and Adaptability is the skill our data says matters most for the AI era, but it's rarely referred to in how jobs are structured today. That's not just a skill individuals need to work on, organisations need to contemplate how they need to change and adapt their structure and how they are run.

Businesses that can change direction quickly, and reshuffling priorities, teams and decisions as the environment around them shifts will be able to better future-proof themselves. Businesses stuck with slow, hierarchical decision-making will struggle, no matter how adaptable their individual employees are. Training people to be more flexible only helps if the organisation themselves can move at the same speed.

Organisations need to prioritise human connection and build more adaptable organisational structures.

Methodology summary

The Human Skills Framework (HSF) was developed to address the fact that organisations lacked a rigorous, evidence-based way to measure Human Skills.

The framework began as primary research conducted by LEVRA's co-founders during their MBA at Saïd Business School, University of Oxford. Following desktop research, conversations were held with more than 200 organisations across professional services, legal, financial services and corporate sectors revealing that employers were seeing real, persisting gaps in Human Skills, especially among early-career hires.

The first version of the LEVRA HSF was a self-assessment tool asking individuals to rate their own confidence and competence across five core characteristics. It added an understanding of Human Skills strengths and areas for development but self-reported confidence carries a well-documented bias: people are poor judges of their own competence, particularly in the skills they lack most.

LEVRA engaged with OccPsyence, a specialist team of occupational psychologists and psychometricians, to rebuild the assessment on rigorous psychometric foundations. Self-reported ratings were replaced with a scenario-based assessment built using Situational Judgement Test (SJT) methodology. SJTs are a well-established psychometric methodology that present respondents with realistic, context-rich work scenarios. Respondents are then asked to choose the most appropriate response from a set of plausible options, providing insight into how they typically approach and resolve challenging situations. This methodology captures the practical application of skills, revealing the typical choices people make and how they are likely to respond in real life, rather than merely assessing technical abilities or knowledge.

LEVRA is now backed by Innovate UK, the UK's innovation agency, to develop the HSF further. Instead of choosing between written scenarios, learners will have conversations with an AI-driven avatar that responds in real time, measuring and tracking Human Skills more dynamically and accurately.

The data presented in *Part 2* of this Report comes from the HSF data, collected from our customers on an anonymised and aggregated basis and covers all 31 Human Skills. The initial dataset was ~3,400 score observations. It reflects global data, collected across 10 industries and various levels of seniority and experience (from Student through to Leadership), over a 2 year period.

The dataset was cleaned and converted to a common percentage scale, so results could be compared fairly across clients and cohorts even where different programmes assess different subsets of the 31 skills. From there, we only kept the data from learners where there was a pre and a post-assessment in relation to the same skill. This reduced the dataset and is the data on which the report is built on.

This analysis is part of a growing dataset. As more individuals complete the HSF, and more programmes generate pre and post data, the evidence base will deepen and the conclusions will strengthen accordingly.

Human Skills Framework

31 Human Skills

LEVRA's 31 Human Skills (listed below) were identified by drawing on insights from employers and research highlighting the most frequently cited skill gaps. These were then thematically grouped into seven core skills.

7 Core Skill	31 Human Skill
Communication	Active Listening Asking for Feedback Asking Questions Presentation Skills Succinct Communication
Decision Making	Conflict Resolution Critical Thinking Initiative Negotiation
EQ	Emotional Intelligence Readiness for Change Resilience Self Motivation
Leadership	Effective Client Management Influencing Others Managing Upwards Performance Management Team Leadership
Self Management	Dealing with Senior Staff First Impressions Flexibility and Adaptability Growth Mindset Responding to Critical Feedback
Teamwork	Accountability Collaborative Mindset Networking Working in a Team
Time Management	Delegation Goal Setting Managing Time and Priorities Professional Behaviour

Part 5

Methodology

Human Skills Framework Instructions

Welcome to the LEVRA Human Skills Framework.

This psychometric tool is designed to determine your baseline Human Skills.

You'll be presented with various Situational Judgement Tests. There is no time limit, but try to work through the scenarios at a reasonable pace and avoid pondering over your answers for too long.

For each scenario, you will be presented with four different ways to respond. Imagine being in that scenario and indicate:

1. The response that is **MOST LIKE YOU** and
2. The response that is **LEAST LIKE YOU**

[Continue](#)

Examples of Situational Judgement Tests from LEVRA HSF

Human Skills Framework. About 13 minutes left

A manager, Stephanie, has severely criticised your latest written report as 'too rambling'. You are upset because it sounds as though her criticism is 'just because' she does not like your personal writing style. You need to get more targeted insights.

Choose the answers that are **MOST** and **LEAST** like you

Accept the feedback as helpful and aim for a higher standard next time.	Embrace this challenge and commit to a perfect version.	Follow-up by suggesting your manager reviews a revised version tomorrow.	Ask for more specific feedback about how to word it more appropriately.
Most Least	Most Least	Most Least	Most Least

[Next](#)

Human Skills Framework. About 11 minutes left

You are managing a small team of highly performing individuals. You receive a complaint from a senior member of staff that one of your team members is inappropriately dressed.

Choose the answers that are **MOST** and **LEAST** like you

Assign the team member independent tasks only, requiring minimal interaction with senior staff.	Meet with the team member to run through all their responsibilities and mention professional attire.	Have the team attend a cultural sensitivity day to improve team relationships.	Remind the team member the importance of always adhering to high professional standards.
Most Least	Most Least	Most Least	Most Least

[Next](#)

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