

Published, October 2025

Future Workforce 2030

Exploring the people, capabilities, and collaborations redefining the future of work and why we must start building now. Insights from JourneyOne's research into the mindsets and roles shaping 2030.



Introduction



The future of work and human–technology collaboration

The future of work isn't arriving, it's already here.

Every organisation is feeling it: the speed of technological change, the pressure to deliver more with less, and the challenge of keeping people engaged and capable as the landscape shifts beneath them.

The difference now is that technology isn't just a set of tools, it's becoming a collaborator. Artificial intelligence, automation, and connected systems are transforming how we work, decide, and create.

Yet the success of these systems will always depend on the human capability that surrounds and collaborates with them: how we lead, learn, adapt, and design work for people.

The future of work and human–technology collaboration

At JourneyOne, we call this space **human–technology collaboration (HTC)**, the intersection where human ingenuity and technological potential meet. It's not a distant concept, it's the defining challenge and opportunity of the decade ahead.

Through our research and practical work with clients, we've identified repeatable insights that indicate what it truly takes to thrive in this new world, the mindsets, roles, and capabilities that will define the workforce of 2030.

Our Capability Blueprint brings together those insights, represented as five personas that embody the ways people will thrive, and the capabilities that organisations will need to build to support them.

The future isn't about humans or machines, it's about what we can achieve together.

Meet the future personas

Bringing the future workforce to life — through the people already leading it.

Our Future of Work research pod set out to answer one question: **who will thrive in the workplaces of 2030 and why?**

Drawing on two years of research, industry analysis, and lived experience with clients, we explored how human–technology collaboration (HTC) will reshape roles, mindsets, and skills. We analysed patterns emerging across industries and envisioned how people might work, lead, and learn alongside intelligent systems.

To move from theory to action, we needed to understand not just **who** would thrive, but **how** to get there.

By identifying these future-ready profiles, we could begin mapping the strategic pathways and capabilities that enable people and organisations to evolve. This work informs how we at JourneyOne build capability uplift, both within our own teams and across the clients we serve.

The result is **five representative personas** grounded, evidence-based depictions of how success will look and feel in the decade ahead. They're not the only people or roles who will thrive, but rather illustrative archetypes that capture the some of the most distinct patterns emerging in the future of work.

Each persona highlights unique mindsets, skills, and relationships with technology, designed to help leaders and teams reflect on what it means to be truly future-ready.

The five personas

1

The Future Leader - Carrie Thompson

Leads human–technology ecosystems with empathy, vision, and ethics.

2

Sustainability Innovator - Ritu Patel

Integrates sustainability, technology, and business impact.

3

The Strategic Data Futurist - Sarah Kim

Converts complexity into foresight through human–AI collaboration.

4

The Experience Architect - Ana Morales

Blends human empathy and intelligent systems to design meaningful experiences.

5

The Systems Innovator - Amina Okoro

Builds adaptive, ethical AI ecosystems that amplify human capability.

Carrie Thompson

The Future Leader Archetype



Age
51

Chief Transformation
Catalyst (CTC)

Carrie is an Adaptive Leader who thrives in complexity and uncertainty. Her strength lies in balancing human needs with technological potential, ensuring that innovation never loses its ethical core. By 2030, she is adept at orchestrating collaboration between diverse teams and autonomous AI systems, building trust, and aligning decisions with long-term human and social impact.

"Look, I get that change can be scary. But we can't let fear hold us back from building a future that works for everyone - people and tech, hand-in-hand."

What's new in 2030:

Unlike leaders in 2025, Carrie leads not just people but human-technology ecosystems, guiding teams, AI agents, and partners to work together responsibly and effectively.

Traits and skills:

- **Visionary Thinker:** Anticipates industry trends and sees how emerging technologies can transform business and society.
- **Knowledge Worker:** Provides her industry specialist expertise developed across 25 years of work, providing critical thinking and context design input to human-technology ecosystems.
- **Emotional Intelligence:** Leads with empathy, self-awareness, and strong relationship management, building trust even in high-change environments.
- **Ethical Leadership:** Anchors decisions in responsibility, transparency, and long-term impact.
- **Adaptive Resilience:** Thrives in uncertainty, guiding teams through disruption with confidence.
- **Human-Tech Stewardship:** Ensures AI and automation enhance human potential and align with organisational purpose.
- **Strategic Influence:** Inspires alignment across stakeholders in complex, tech-driven landscapes.

Challenges and opportunities

- Guiding organisations through uncertainty where AI and humans share decisions.
- Providing leadership in the architecture of work, making key decisions around how work gets done within the human-technology ecosystem
- Maintaining focus on people and ethics while adopting powerful emerging technologies.
- Balancing rapid digital adoption with long-term sustainability and social responsibility.
- Building resilient, adaptive cultures in hybrid, distributed workplaces.
- Anticipating industry shifts early and preparing organisations to thrive.

Why Carrie matters in human - technology collaboration/ 2030

Carrie represents the future of leadership: directing and guiding people and AI together with vision, empathy, and ethics to create trust and lasting impact.

Ritu Patel

Sustainability Innovator Archetype



Age
42

**Sustainable
Technology Integration
Specialist**

Ritu is a Sustainable Technology Integration Specialist who bridges environmental goals with business and technology. With a Master's in Environmental Engineering and over a decade of experience, she is trusted for her ability to unite stakeholders around bold sustainability initiatives. By 2030, she leads teams that use AI-powered modelling to evaluate new materials and optimised eco-solutions, while Agentic AI helps navigate shifting regulations. Her real strength lies in turning complex trade-offs into collective action that delivers both ecological and commercial value.

"Sustainability is my passion. I need collaboration to turn our green goals into reality."

What's new in 2030:

Unlike sustainability specialists in 2025, Ritu doesn't just advocate for greener practices. She co-designs solutions with AI and Agentic AI, using them to simulate environmental impacts, optimise resource use, and adapt strategies in real time.

Traits and skills:

- **Visionary Advocate:** Envisions sustainable futures where technology and ecology work hand in hand.
- **Creative Thinker :** Specialises in the identification of opportunities to create new value for organisations, communities and citizens
- **Environmental Expertise:** Deep knowledge of renewable systems, eco-manufacturing, and regulations.
- **Adaptive Collaboration:** Leads diverse teams to co-create sustainable solutions.
- **Innovative Problem-Solving:** Uses AI-driven modelling and human creativity to tackle environmental challenges.
- **Ethical Leadership:** Keeps social responsibility central to business strategy.
- **Data-Driven Decision-Making:** Harnesses analytics and AI insights to optimise sustainability outcomes.

Challenges and opportunities

- Balancing rapid technological advances with long-term sustainability.
- Embedding environmental and social responsibility into AI-enabled operations.
- Overcoming resistance to change from traditional stakeholders.
- Using Agentic AI to navigate regulatory complexity and model future scenarios.
- Educating and inspiring colleagues about the tangible benefits of green innovation.

Why Ritu matters in human - technology collaboration/ 2030

Ritu represents the future of sustainability: harnessing AI to model impact and guide decisions, while ensuring environmental and social responsibility remain at the core of business transformation.

Sarah Kim

Tech Integrator Archetype (evolved Analyst)



Sarah has a background in business analytics and strategic foresight, and by 2030 she has become a trusted voice on how data shapes the future. She partners with advanced AI systems that run predictive models and stress-test scenarios across markets and industries. But her real edge lies in knowing which signals matter, framing them for decision-makers, and ensuring choices are grounded in both ethics and strategy.

"Data isn't just numbers; it's the roadmap to shaping our future."

Age
33

Strategic Data Futurist

What's new in 2030:

Unlike analysts in 2025, Sarah doesn't just analyse past trends, she works with GenAI and Agentic AI agents that surface insights, test scenarios, and propose actions. Her value lies in interpreting, challenging, and applying those insights to guide organisations with vision and responsibility.

Traits and skills:

- **Analytical Visionary:** Uses AI-augmented insights to anticipate industry shifts and guide decisions.
- **Strategic Thinker:** Translates complex data into clear, actionable strategies.
- **Technological Fluency:** Collaborates with GenAI and Agentic AI to uncover opportunities and manage risks.
- **Collaborative Leadership:** Brings data specialists, AI agents, and executives together around shared priorities.
- **Ethical Data Stewardship:** Ensures data use respects privacy, equity, and trust.

Challenges and opportunities

- Navigating data privacy and ethical use in an AI-saturated world.
- Turning AI-driven insights into strategies leaders can act on.
- Overcoming resistance to AI-assisted decision-making and building trust in hybrid (human + AI) recommendations.
- Harnessing predictive models to adapt quickly to uncertainty and disruption.
- Using data storytelling to make complex insights resonate across the organisation.

Why Sarah matters in human - technology collaboration/ 2030

Sarah represents the future of data: humans and AI agents working side by side to turn complex information into foresight, strategy, and ethical action.

Ana Morales

Customer Experience Innovation Archetype



Age
38

Customer Experience
Innovation Specialist

Ana blends deep cultural insight with a passion for innovation, specialising in creating seamless and personalised customer and employee experiences. In 2030, she collaborates with GenAI and Agentic AI systems that analyse real-time data and suggest tailored actions. However, it's her empathy and judgement that ensure those interactions feel human, trustworthy, and unforgettable.

"Technology is the tool, but empathy is the heart of creating unforgettable customer experiences."

What's new in 2030:

Unlike her 2025 counterparts, Ana doesn't just use digital tools, she directs technology to complete research and analyse at pace. This provides her space to co-create with GenAI and Agentic AI, blending machine intelligence with empathy to deliver hyper-personalised experiences at scale.

Traits and skills:

- **Cultural Insight:** Uses her cultural background to ensure customer experiences are inclusive and relevant.
- **Empathetic Leadership:** Inspires teams to build trust and deliver exceptional service.
- **Tech-Savvy Collaborator:** Leverages GenAI to anticipate needs, personalise interactions, and support frontline teams.
- **Innovative Problem-Solver:** Blends human creativity with AI-driven insights to continuously improve service.
- **Agentic AI Integration:** Partners with AI agents that analyse customer data in real time, offering suggestions while Ana ensures empathy and judgement guide the final experience.

Challenges and opportunities

- Balancing hyper-personalisation from AI with the human touch.
- Adapting to cultural nuances in a global customer base.
- Embedding GenAI and Agentic AI into customer service workflows while maintaining trust.
- Using AI-driven insights to proactively solve customer problems and strengthen loyalty.

Why Ana matters in human - technology collaboration/ 2030

Ana represents the future of customer and employee experience: a world where GenAI and humans co-create personalised interactions, combining empathy with intelligence at scale.

Amina Okoro

Human-AI Systems Engineer archetype



Age
28

Autonomous Systems
Architect

Amina represents the new generation of deeply technical builders. With a background in software engineering and systems design, she thrives on creating solutions that merge human ingenuity with machine capability. By 2030, she partners with Agentic AI to prototype and refine systems in real time, from autonomous logistics to adaptive digital platforms. Her value lies in translating cutting-edge technologies into scalable tools that empower organisations and their people.

"I don't write code for machines anymore. I build machines that write, negotiate, and evolve code with me."

What's new in 2030:

Unlike technical specialists in 2025 who optimised systems for efficiency, Amina builds adaptive ecosystems where AI agents collaborate, self-correct, and grow. Her distinct strength is "trust design" aligning autonomy with human intent in fluid, dynamic environments.

Traits and skills:

- **Systemic Thinker:** Anticipates how complex agent systems will behave, evolve, and interact.
- **Human-Agent Orchestrator:** Designs workflows where AI agents and people collaborate dynamically.
- **Resilient Technologist:** Rapidly adapts to shifting tools, languages, and architectures.
- **Trust Architect:** Embeds safety, explainability, and alignment into autonomous systems from the ground up.
- **Ethical Technologist:** Navigates the moral dimensions of delegation, autonomy, and machine behaviour.

Challenges and opportunities

- Designing AI-agent systems that behave reliably, even as they adapt and evolve in unpredictable ways.
- Replacing traditional teams with hybrid (human + AI) collaboration models that require new rules of coordination.
- Embedding transparency and explainability to build trust in autonomous systems making high-stakes decisions.
- Staying ahead of fast-changing tools, frameworks, and architectures while guiding others through transitions.
- Balancing agent autonomy with human alignment to prevent value drift or unintended outcomes.

Why Amina matters in human - technology collaboration/2030

Amina represents the next evolution of the builder, equally fluent in code, context, and conscience. Her systems don't just work they work well with us. By embedding ethics, resilience, and humanity into autonomous tech, Amina helps define what trustworthy AI looks like in a multipolar, interconnected world.

Insights



The future workforce capability framework + radar

Mapping what it takes to thrive in human–technology collaboration.

As the nature of work continues to evolve, technology is only one part of the story. The real transformation lies in the skills, mindsets, and capabilities that enable people to adapt, innovate, and thrive alongside intelligent systems. JourneyOne's Future Workforce Capability Blueprint captures the capabilities defining this shift and presents them as a future state capability map.

Grounded in research and practical experience, the Blueprint helps organisations build consensus on their future, identify where to focus investment, and serve as an anchor for employees to understand how their roles are evolving to enable the future workplace, turning uncertainty into a pathway for growth.

Insights

The future workforce capability framework + radar

Mapping what it takes to thrive in human–technology collaboration.

What it covers

- The core human and technical capabilities shaping the future workforce.
- A shared language and vision for capability uplift across teams and industries.
- A foundation for understanding what it takes to thrive in human–technology collaboration.
- A capability map to prioritise and navigate against.

What comes next

- To bring this to life, we visualised how capabilities evolve over time, introducing our Future Workforce Capability Radar.

“

The future of work isn't waiting for us, it's being built by us.

Not by the code we write or the tools we choose, but by the courage to stay curious, keep learning, and collaborate with intelligence — human and artificial alike.

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**The J1 Future
of work research pod**

Insights

The capability blueprint



The human roadmap for thriving in 2030 and beyond.

As we mapped the future workforce, patterns emerged. The people who thrive in human–technology collaboration don't simply learn faster or master new tools, they integrate technology into how they think, lead, and create value.

The **Future Workforce Blueprint** captures these patterns. It defines the core capabilities, mindsets, and behaviours that enable individuals and organisations to flourish in a world shaped by automation, intelligence, and continuous transformation.

These aren't abstract ideas, they're the lived traits of future-ready people like Ana, Carrie, Ritu, and Amara. Together, they form a structured framework that lays out what the human workforce needs to do, to thrive in future workplaces for adaptability, innovation, and ethical progress.

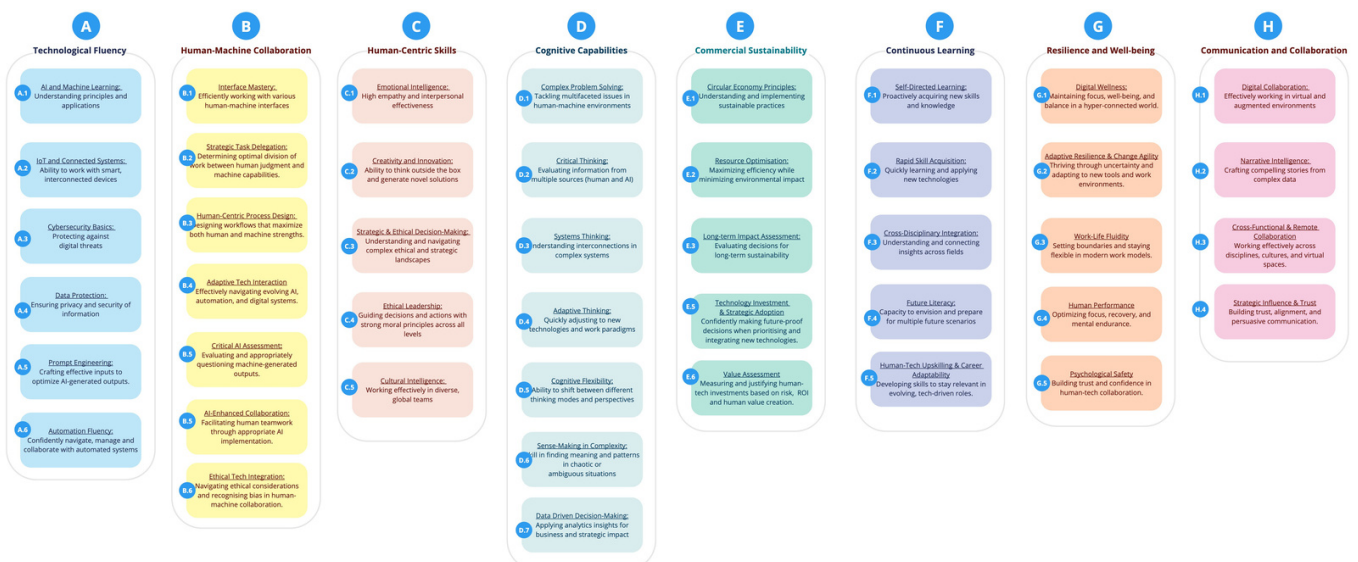
The 10 capabilities that shape the future workforce

- 1 Technological fluency** – Confidence to use, adapt, and co-create with intelligent systems.
- 2 Human-machine collaboration** – Working seamlessly with digital agents and AI teammates.
- 3 Empathic communication** – Bringing emotional intelligence and clarity to hybrid interactions.
- 4 Creative and adaptive thinking** – Reframing problems and generating original solutions under change.
- 5 Systems and strategic foresight** – Seeing connections, anticipating impact, and guiding long-term decisions.
- 6 Sustainability mindset** – Balancing economic, social, and environmental value in every action.
- 7 Data literacy and ethical awareness** – Understanding and questioning data to drive responsible outcomes.
- 8 Continuous learning agility** – Turning curiosity into momentum through lifelong upskilling.
- 9 Resilience and wellbeing** – Maintaining mental, emotional, and physical balance amid uncertainty.
- 10 Collaboration and influence** – Building trust, alignment, and momentum across complex ecosystems.

Future Workforce Capability Framework

Key capabilities for individuals to excel in human-technology collaboration and the future of work.

These capabilities define the essential skills individuals need to thrive in an era of human-technology collaboration. They apply across diverse roles and industries, enabling adaptability, innovation, and resilience in the evolving workforce.



The capability blueprint

What the blueprint enables

A shared language for future-ready capability development.



A foundation for workforce strategy, leadership pathways, and talent design.



A compass for where to invest, in people, not just technology.



Insights

The Capability Radar

Prioritising the skills that matter now, next, and for the future.



The **Future Workforce Capability Radar** translates the Blueprint into action. It helps organisations and individuals prioritise their capability development focus by visualising which capabilities are most critical now, emerging next, and essential for the future.

The Radar recognises that priorities differ, by industry, organisational maturity, and individual role.

A startup and a mining operation, or a data scientist and a people leader, will occupy different points on the radar, yet all share a common trajectory of growth across human–technology collaboration.

How it works

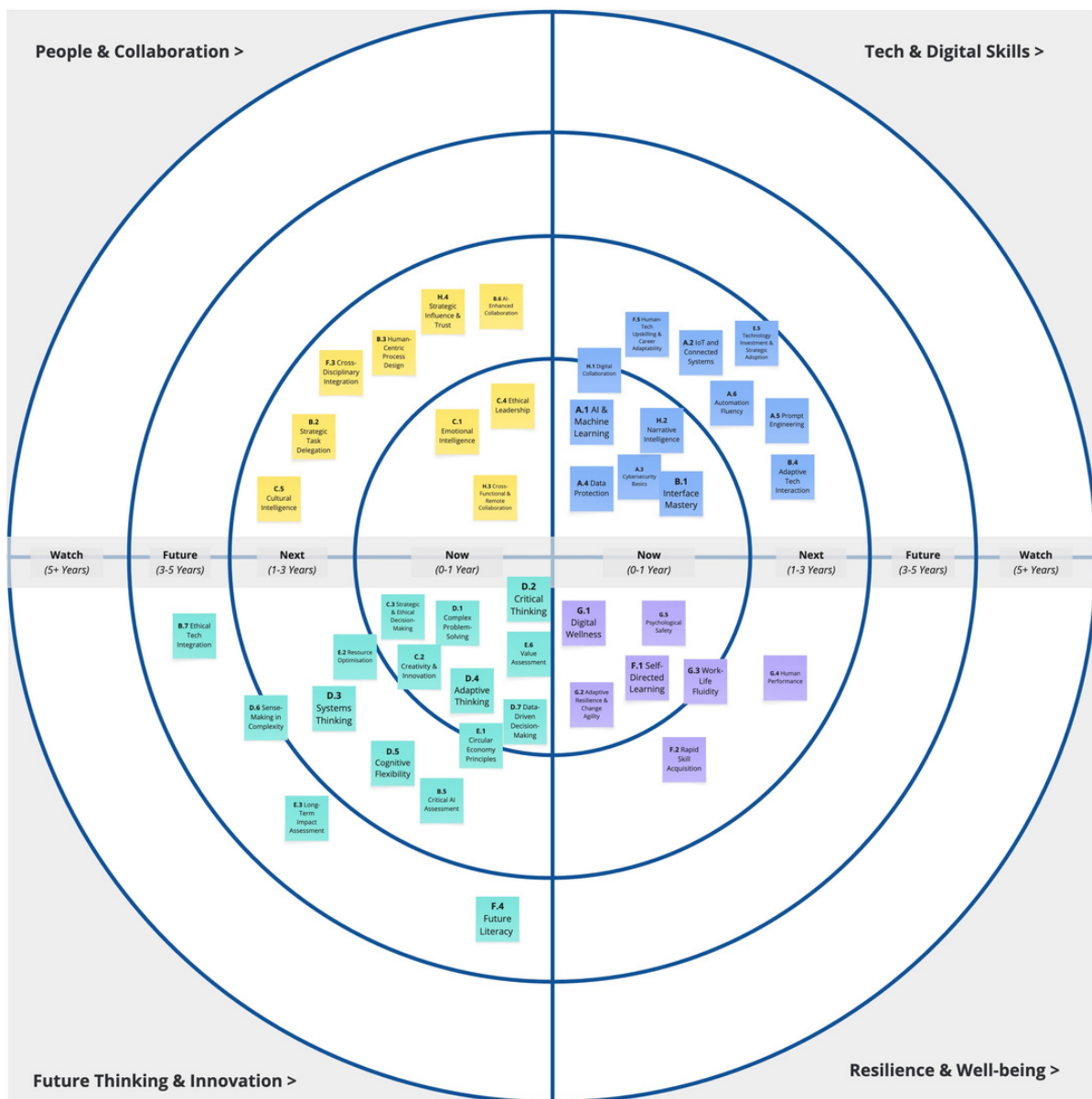
- **Now** (0–1 year): Immediate priorities, foundational capabilities needed today.
- **Next** (1–3 years): Emerging capabilities, where to invest soon to stay ahead.
- **Future** (3–5 years): Long-term development, nurturing strategic and leadership depth.
- **Watch** (5+ years): Experimental capabilities to explore and assess for future relevance.

These time horizons are fluid. They flex depending on the context, what's future for one organisation may already be now for another.

Future Workforce Capability Radar

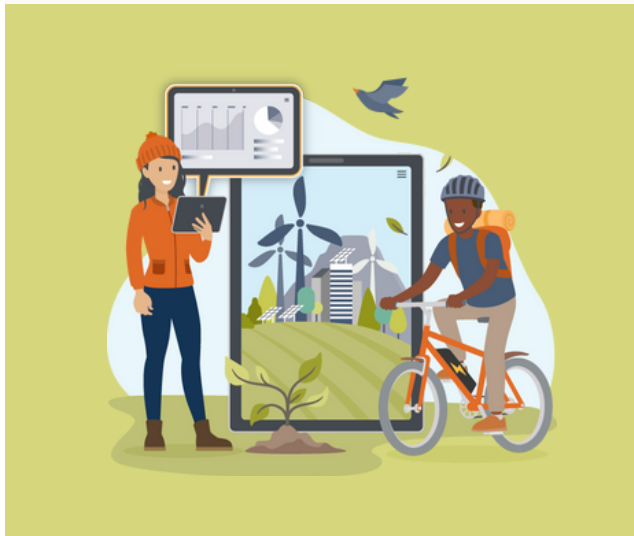
The **Future Workforce Capability Radar** visualises the essential skills needed to **thrive in human-technology collaboration**. It provides a **clear roadmap for prioritising capability development**, helping individuals and organisations focus on what matters now and prepare for the future.

Adaptable across industries and roles, this radar guides workforce readiness by highlighting **key skills for adaptability, innovation, and resilience** in an evolving world.



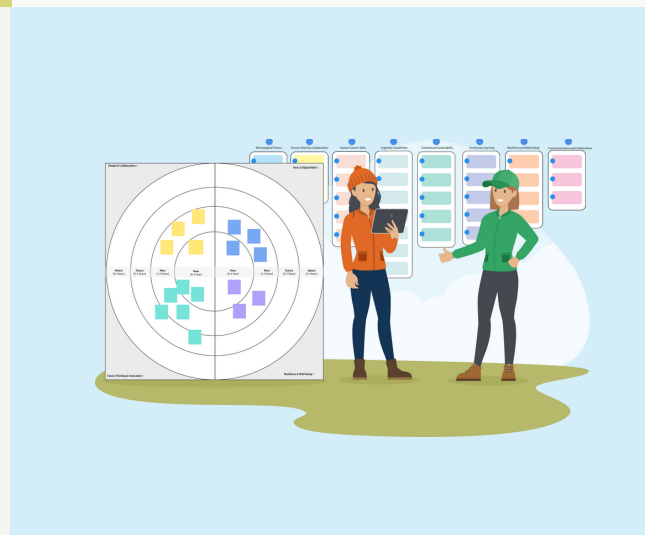
What the radar enables

A practical lens to prioritise capability investment and track progress over time.



A shared framework for conversations between leaders, teams, and strategists about where to focus.

A dynamic tool for balancing immediate business needs with long-term workforce adaptability.



What this means for you

Bringing the insights together.

The future workforce isn't defined by technology alone, it's defined by how people grow alongside it.

Across our personas, blueprint, and radar, a consistent truth emerges: success in 2030 and beyond depends on human adaptability, strategic capability uplift, and ethical collaboration with technology.

The personas show who is thriving, individuals who combine empathy, systems thinking, creativity, and fluency with intelligent tools.

The blueprint maps what they're mastering, the human capabilities that drive innovation, resilience, and relevance.

And the radar helps you see when and where to invest, aligning today's priorities with tomorrow's possibilities.

Together, they form a roadmap for building capability, not just within teams, but across entire organisations.

A roadmap to lead, collaborate, and create value in the era of human-technology collaboration.



Looking ahead

Building the Future Workforce together

The future of work isn't waiting. It's unfolding every day, in how we lead, how we collaborate, and how we adapt to work alongside intelligent systems.

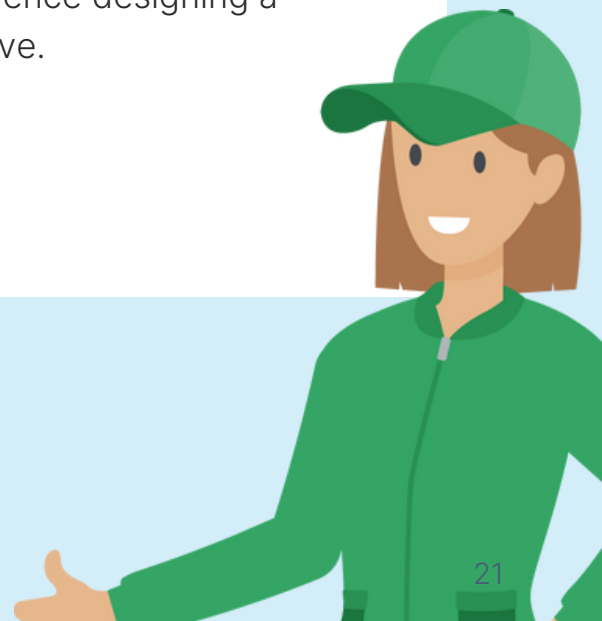
The challenge now is to turn insight into capability; to build teams who can lead with confidence, experiment responsibly, and thrive amid complexity.

At JourneyOne, we help organisations do just that. Our human–technology collaboration approach combines research, design, and delivery to help clients build the mindsets, skills, and operating models that define the next decade of work.

The Future Workforce Capability Framework outlined in this Blueprint is just the beginning. The real opportunity lies in applying it, designing capability uplift pathways that prepare your people for what's next.

As leaders we cannot wait, we must put a stake in the ground that represents a position on our future and commence designing a path to building the capability we need to thrive.

-The J1 Future of work research pod



“ The future belongs to organisations that grow their people as fast as their technology. ”

Where to from here?

Start the conversation:

Explore how your organisation can build future-ready capabilities.

Learn more:

Visit our [Human–Technology Collaboration hub](#).

Connect with us:

Let's co-design your capability journey — from awareness to action.

