



ANSR Leadership Forum Re-Architecting Talent and Roles for the AI-First GCC

As organizations globally adapt to the AI era, the focus has decisively shifted from whether to adopt AI to how to embed it at scale across workflows. The momentum around AI is at an all-time high. Conversations about AI on LinkedIn are up 70%, AI job postings have grown 21x, and members adding AI skills have surged 140x. This shift is reshaping work at scale, impacting 100% of jobs and teams while driving the creation of 1.3M new AI-related roles globally.

Our recent ANSR Leadership Forum in partnership with LinkedIn delved into a more specific question- how is AI-adoption reshaping the way GCCs work? From changing roles and job requirements to an entire revamp in how talent is acquired and upskilled for an AI-first GCC – our industry leaders share their perspectives.

AI is Restructuring the way we Work

From AI-powered tools to AI-agents with decision-making capabilities, the way we work is changing at an unprecedented pace. Here's how:

- AI is not inherently a job eliminator, but it is definitely a differentiator. Professionals who fail to adopt AI risk falling behind in relevance and competitiveness. 70% of skills required within most jobs will change in the next 4 years.
- Globally, the way organizations work is shifting from role-based structures to skill- and outcome-driven models, where value is defined by impact rather than job titles. The ability to upskill is non-negotiable.
- The workplace is rapidly evolving into a human-AI collaboration model, where productivity is exponentially amplified through partnership, not replacement.



Success is increasingly determined not by what you do, but by how effectively you leverage AI, combine it with your skills, and drive outcomes.

~ Santosh Dsouza,
Senior Director & Head of Talent Solutions- India + SAARC, LinkedIn



Redesigning Work in the Age of AI

AI-driven redesign is inevitable; organizations must proactively rethink their operating models instead of being forced into reactive change. The organizations that successfully manage this transition understand a fundamental fact: AI cannot be added as an additional layer on top of existing workflows; how work is structured and executed must be changed.

How Work Is Changing Across Functions

- Knowledge-based work is gradually shifting toward robust knowledge architecture and structured repositories, as AI effectiveness depends on access to high-quality organizational knowledge.
- Complex workflows are being restructured to eliminate redundancies, effectively reducing silos, handoffs, and unnecessary human touchpoints.
- Engineering and product development are evolving from coding-centric roles to solution-oriented collaboration, with a shift toward context- and spec-based development.
- The quality of AI outcomes is directly tied to the strength of data pipelines and information systems.
- Foundational capabilities are the differentiating factor between success and failure. Data engineering, knowledge architecture, and infrastructure are moving from backend support to frontline enablers of AI-driven operations.

Evolving Roles and Leadership

- Leading organizations are not just using AI for efficiency gains, they are redesigning work to optimize human–AI collaboration, maximizing the strengths of both.
- Leadership is transitioning from control and oversight to enablement and system-orchestration. There is rising demand for AI leadership roles like AI managers, directors, and strategists, clearly reflecting the rising importance of AI.

- Managers are no longer expected to “know everything,” but to create environments where human–AI collaboration thrives.
- Role architectures are being redefined, reflecting the shift toward AI-augmented work.
 - AI-native roles are among the fastest growing, including AI engineers, ML engineers, and prompt engineers.
 - Responsible AI and AI governance roles are also gaining prominence, driven by concerns around data security, ethics, and compliance.
 - AI-adjacent roles are expanding across all functions, not limited to engineering but extending into all business areas.



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~ Nirguna Tilwankar,
Director and Head of Human Resources, Catalyst Brands India



Upskilling and Organizational

When it comes to AI-adoption, enablement comes through upskilling. Our leaders recommend adopting a structured framework spanning literacy, education, expertise, enablement, engagement, and encouragement.

- **Literacy:** Democratizing AI begins with strong governance and ensuring baseline AI access and usage across the organization.
- **Education:** As the next step, literacy should be followed by targeted education that aligns external industry trends with internal strategic priorities.
- **Expertise building:** Focused capability building occurs when advanced expertise is developed within select teams responsible for deeper AI implementation and scaling.
- **Enablement:** Ensuring access to the right tools, platforms, and techniques is critical to translating AI knowledge into practical execution.
- **Engagement:** Leveraging hands-on initiatives like hackathons and real-world experimentation to reinforce adoption.
- **Encouragement:** Rewards and performance programs work brilliantly in reinforcing desired behaviors and accelerating value creation.

An impact-driven approach to AI requires continuous measurement of business outcomes while simultaneously maintaining a clear strategic focus on where AI should be applied and how to maximize its impact.

Emerging, Evolving, Eliminating: The AI-Effect on Various Roles

AI is not only creating new roles and rendering others obsolete; it is fundamentally redefining existing roles, shifting human effort toward higher-value, strategic, and relationship-driven work.

- AI fluency is rapidly becoming a baseline requirement across roles rather than a specialized capability.
- Human and cognitive skills are emerging as critical differentiators in an AI-enabled workplace.
- The ability to seamlessly integrate AI into daily workflows is now an essential skill for driving productivity and impact.
- When hiring, organizations must prioritize judgment and learning velocity, not just current skill sets. Future potential and adaptability should be valued more highly than past experience.
- Sustained success will depend on a balanced focus on AI proficiency, human capabilities, and continuous learning.

On Hiring New Talent vs Upskilling Current Workforce

- Internal upskilling and capability building are no longer optional – they are business-critical imperatives.
- Organizations must move beyond static hiring models and focus on building future-ready capabilities from within.
- Talent strategy must be firmly anchored in, and aligned with, overarching business objectives.
- External hiring should be selectively leveraged for specialized, hard-to-build skills that cannot be developed quickly in-house.

A balanced talent strategy that integrates buy (hire), build (upskill), and borrow (contingent talent) is critical to driving long-term sustainability and building a resilient, future-ready workforce.