FREE · NO SIGN-UP

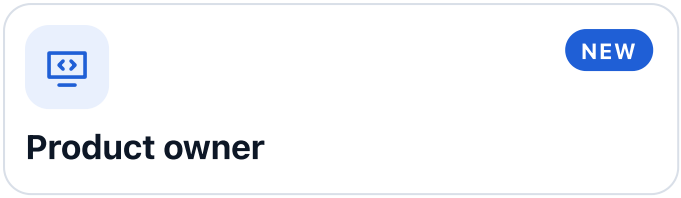
Role change map

See how AI is changing your job, with a real example, and get a free plan to build the skills that matter. A companion to my newsletter, The Adoption Gap: Data & AI.

15	63	9 Nov 2026
roles	free resources	last updated

Read the edition this map comes from: Who's planning for the roles AI will change?

- Operations
- Finance
- Digital
- Customer contact
- Sales
- Field
- Fraud and risk
- Marketing
- Data analyst
- BI developer — UPDATED
- HR and people — NEW
- Platform consultant — NEW
- Software engineer — NEW
- Delivery manager — NEW


NEW
Product owner

Operations

5 skills · 6 free resources

1 How this job is changing

An example task: **resolving a short delivery from a supplier**

TODAY

You compare the purchase order, delivery note and warehouse receipt, work out what is missing, email the supplier, then arrange a replacement or an invoice correction.

WITH AI

An AI assistant compares the three documents, flags the differences and drafts the supplier email. You check its findings against the originals before agreeing what happened.

WHO DOES WELL

You open the original receipt before accepting a suggested shortage, tell a missing delivery from one booked to the wrong order, name the exact items to the supplier, and confirm the fix happened.

THE NEXT FEW YEARS

Forecast Gartner predicted that 40% of enterprise applications will include task-specific AI agents by 2026, up from under 5%. Gartner, via Process Excellence Network, Aug 2025

▼ See the rest of the evidence

Disputed Gartner also predicted that more than 40% of agentic AI projects will be cancelled by the end of 2027. Reuters, citing Gartner, Jun 2025

Forecast General and operations manager jobs in the US are projected to grow 5% from 2025 to 2035. US Bureau of Labor Statistics, Nov 2026

▼ See the numbers

Routine process and back-office work is the most exposed to generative AI, yet most jobs are expected to change rather than vanish.

International Labour Organization

55%

55% of supply chain leaders expect agentic AI to cut entry-level hiring, and 86% say it needs new ways to build future talent.

Gartner

39%

Employers expect 39% of workers' core skills to change by 2030, and 85% plan to prioritise upskilling.

World Economic Forum

2 What do you already do?

- ○ Order and receipt reconciliation
- ○ Workflow automation
- ○ Prompting and checking AI output
- ○ Data-driven decisions
- ○ Exception handling and escalation

A starting list to explore, not a formal framework.

3 Your free path

1

Start

Understand the change

Elements of AI

University of Helsinki and MinnaLearn

Free

General grounding in AI

Introduction to AI concepts

Microsoft Learn

Free to access, free account to track progress

General grounding in AI

2

Build

Use it in your work

Empower your workforce with Microsoft Copilot: Operations

Microsoft Learn

Free to access, some hands-on needs a paid product

Builds: Workflow automation · Prompting and checking AI output · Data-driven decisions

Automate a business process using Power Automate (learning path)

Microsoft Learn

Free to access, some hands-on needs a paid product

Builds: Workflow automation

3

Lead

Help others make the change

Transform your business with AI (learning path)

Microsoft Learn

Free to access, free account to track progress

Builds: Data-driven decisions

Building effective human-agent teams (beta)

Claude Academy (Anthropic)

Free, free account needed

Builds: Prompting and checking AI output

Finance

5 skills · 5 free resources

1 How this job is changing

An example task: **reconciling October's bank statement against the company's cash records**

TODAY

You match each payment and receipt to the company's records, chase every difference, and hand a list of unexplained items to a reviewer before the accounts close.

WITH AI

A tool proposes the matches, groups the unexplained items and drafts the questions. You check each suggestion against the original records and correct its mistakes.

WHO DOES WELL

You check suggested matches against the originals, including similar amounts on different dates, keep open items visible with an owner and a next step, and leave a record someone else can challenge.

THE NEXT FEW YEARS

Forecast Accountant and auditor jobs in the US are projected to grow 5% from 2025 to 2035; automating routine work is not expected to reduce overall demand. US Bureau of Labor Statistics, Nov 2026

▼ See the rest of the evidence

Measured 59% of 183 CFOs and senior finance leaders surveyed in 2025 were using AI in finance, against 58% in 2024. Gartner, via CPA Practice Advisor, Nov 2025

Disputed In a 2026 survey of 1,303 senior leaders across functions, 23% reported lower headcount because of AI and 17% higher. Gartner, via CPA Practice Advisor, Nov 2026

▼ See the numbers

59%

59% of finance leaders say their function uses AI, level with 58% the year before, so the early surge has settled into steady use.

Gartner

Employers name Accountants and Auditors among the roles they expect to decline fastest, with AI and information-processing technologies a main driver.

World Economic Forum

75%

75% of UK financial services firms already use AI; data and analytical insight is the top perceived benefit, and four of the top five risks are about data.

Bank of England

2 What do you already do?

- ○ Prompting for analysis and reporting
- ○ Reviewing AI-prepared reconciliations
- ○ Anomaly and exception review
- ○ Data quality and controls
- ○ Keeping a clear review trail

A starting list to explore, not a formal framework.

3 Your free path

1

Start

Understand the change

Work smarter with Copilot prompts for finance professionals

Microsoft Learn

Free to access, free account to track progress

Builds: Prompting for analysis and reporting

2

Build

Use it in your work

Get started with finance agents

Microsoft Learn

Free to access, assumes some product knowledge

Builds: Prompting for analysis and reporting · Reviewing AI-prepared reconciliations

Empower your workforce with Microsoft Copilot: Finance

Microsoft Learn

Free to access, some hands-on needs a paid product

Builds: Prompting for analysis and reporting · Reviewing AI-prepared reconciliations · Anomaly and exception review · Data quality and controls

3

Lead

Help others make the change

AI monitor series: exploring trends, innovations and AI challenges

ACCA (professional body)

Free to access

General grounding in AI

Transform your business with AI (learning path)

Microsoft Learn

Free to access, free account to track progress

General grounding in AI

Digital

5 skills · 6 free resources

1 How this job is changing

An example task: **adding an AI assistant to a website's returns journey**

TODAY

You map the steps customers take to return an item, find where they drop out or phone instead, design a fix with engineers, then watch the numbers after release.

WITH AI

An AI assistant answers questions and starts the return inside the journey. You set what it may do, write its replies and hand-offs, prototype it, and agree the checks with engineers.

WHO DOES WELL

You decide what success means before launch, test with real customers and awkward requests, make it easy to reach a person, compare it with the old journey, and pull it back when it makes things worse.

THE NEXT FEW YEARS

Forecast Gartner forecast that up to 40% of enterprise applications will include task-specific AI agents by the end of 2026, up from under 5% in 2025. Gartner, Aug 2025

▼ See the rest of the evidence

Measured 78% of organisations reported using AI in 2024, up from 55% the year before. Stanford AI Index, 2025

Disputed Klarna's chief executive said leaning on cost when judging AI customer service lowered quality, and the company began hiring human support staff again. Sebastian Siemiatkowski, via Fortune, May 2025

▼ See the numbers

37.2%

In Anthropic's early sample of Claude conversations, software and digital build work was the largest use, at 37.2%, and 57% of use was augmenting people rather than automating a task. Anthropic says this is not a sample of all AI use.

Anthropic

AI and information-processing technologies are among the top three growth drivers for all ten of the fastest-growing jobs, which include UI and UX Designers and Software and Application Developers.

World Economic Forum

78%

78% of organisations reported using AI in 2024, up from 55% the year before.

Stanford HAI

2 What do you already do?

- ○ Designing human-AI interaction
- ○ Prompt and agent design
- ○ Experimentation and measurement
- ○ Responsible AI and risk judgement
- ○ Working with engineers on AI features

A starting list to explore, not a formal framework.

3 Your free path

1

Start

Understand the change

Introduction to generative AI and agents

Microsoft Learn

Free to access, free account to track progress

Builds: Designing human-AI interaction · Prompt and agent design

AI capabilities and limitations

Claude Academy (Anthropic)

Free, free account needed

Builds: Designing human-AI interaction

2

Build

Use it in your work

People + AI Guidebook

Google PAIR (People + AI Research)

Free to access

Builds: Designing human-AI interaction · Prompt and agent design · Experimentation and measurement · Responsible AI and risk judgement · Working with engineers on AI features

Guidelines for Human-AI Interaction (HAX Toolkit)

Microsoft

Free to access

Builds: Designing human-AI interaction · Responsible AI and risk judgement

3

Lead

Help others make the change

AI Risk Management Framework

NIST (US National Institute of Standards and Technology)

Free to access

Builds: Responsible AI and risk judgement

Design AI agents for business solutions

Microsoft Learn

Free to access, free account to track progress

Builds: Designing human-AI interaction · Prompt and agent design · Responsible AI and risk judgement

Customer contact

5 skills · 5 free resources

1 How this job is changing

An example task: **writing up a call about a delayed delivery and a part refund**

TODAY

After a hard call you type a summary from memory into the ticket, pick the category and note any follow-up. It takes a few minutes and details can slip.

WITH AI

A tool transcribes the call, drafts the summary, fills in the ticket and suggests next steps. You read it, correct what is wrong and approve it.

WHO DOES WELL

You read the pre-filled notes properly rather than clicking through, spot a wrong refund amount or a missed promise, add how the customer actually felt, and spend the saved minutes on the difficult calls.

THE NEXT FEW YEARS

Forecast Forrester predicted AI will cut customer service jobs in half by 2030. Forrester's Max Ball, via HR Dive, Jun 2026

▼ See the rest of the evidence

Measured Support agents using a generative AI assistant resolved 14% more issues per hour on average, and 34% more if less experienced, with little effect on the most skilled. National Bureau of Economic Research, Apr 2023

Disputed Klarna's chief executive said leaning on cost when judging AI customer service lowered quality, and the company began hiring human support staff again. Sebastian Siemiatkowski, via Fortune, May 2025

▼ See the numbers

15%

A study of 5,172 customer support agents found an AI assistant raised issues resolved per hour by 15% on average. Less experienced agents improved in speed and quality; the most experienced saw small gains in speed and small declines in quality.

The Quarterly Journal of Economics (2025)

20%

Only 20% of customer service leaders have cut agent staffing because of AI; 55% report stable staffing with higher volumes.

Gartner

42%

42% of organisations are hiring new AI roles such as AI strategists, conversational AI designers and automation analysts.

Gartner

2 What do you already do?

- ○ Working alongside AI assistants
- ○ Knowledge management
- ○ Handling complex and emotional cases
- ○ Quality review of AI answers
- ○ Reporting AI errors so the system improves

A starting list to explore, not a formal framework.

3 Your free path

1 Start

Understand the change

AI-Driven Customer Service

HubSpot Academy

Free, free account needed

Builds: Working alongside AI assistants

2 Build

Use it in your work

Discover Agentforce Service (trail)

Salesforce Trailhead

Free to access, free account to track progress

Builds: Working alongside AI assistants

Manage cases with Copilot Service workspace

Microsoft Learn

Free to access, assumes some product knowledge

Builds: Working alongside AI assistants

3 Lead

Help others make the change

Design and Implement AI Agents with Agentforce (trail)

Salesforce Trailhead

Free to access, free account to track progress. A step up: for moving into conversation or agent design.

Builds: Quality review of AI answers

Design AI agents for business solutions

Microsoft Learn

Free to access, free account to track progress. A step up: for moving into conversation or agent design.

General grounding in AI

Sales

5 skills · 5 free resources

1 How this job is changing

An example task: **preparing a target account list and first outreach emails**

TODAY

You build a list of companies by hand, research who to contact, and write each opening email yourself. Much of the day goes on finding and drafting, less on talking to buyers.

WITH AI

Bain says AI-generated account insights let sales development reps skip hand-built lists and hand-written cold emails, and spend their time on high-value accounts.

WHO DOES WELL

You read the suggested accounts and drafts against what you know of the customer, correct what is wrong, keep real conversations going, and measure yourself on meetings and pipeline, not emails sent.

THE NEXT FEW YEARS

Forecast US wholesale and manufacturing sales rep jobs are projected to stay about flat from 2025 to 2035; AI tools such as chatbots may limit growth. US Bureau of Labor Statistics, Oct 2026

▼ See the rest of the evidence

Measured 54% of 4,050 sales professionals surveyed had used AI agents, and the average seller spends 40% of their time selling; a vendor survey. Salesforce, Feb 2026

Disputed More than 90% of 1,125 sales and marketing leaders are experimenting with AI, but most are not yet seeing meaningful productivity gains. Bain & Company, Mar 2026

▼ See the numbers

72%

AI saves sellers an average of 4.8 hours a week, but 72% of sales organisations do not put that time back into high-value selling.

Gartner

2.6x

Sales organisations that give sellers AI-enabled next best actions are 2.6x more likely to achieve commercial growth; those prioritising AI upskilling are 2.4x more likely to achieve strong revenue growth.

Gartner

2 What do you already do?

- ○ Account research with AI
- ○ Judgement on AI recommendations
- ○ Personalised outreach at scale
- ○ Reading your own pipeline numbers
- ○ Prospect qualification and follow-up

A starting list to explore, not a formal framework.

3 Your free path

1

Start

Understand the change

Improve Sales with AI-Based CRM Technologies (Get started with Sales AI)

Salesforce Trailhead

Free to access, free account to track progress

Builds: Personalised outreach at scale

Empower your workforce with Microsoft Copilot: Sales

Microsoft Learn

Free to access, some hands-on needs a paid product

Builds: Account research with AI · Judgement on AI recommendations · Personalised outreach at scale · Prospect qualification and follow-up

2

Build

Use it in your work

Agentforce Sales: Drive Pipeline Efficiency (trail)

Salesforce Trailhead

Free to access, free account needed

Builds: Account research with AI · Judgement on AI recommendations · Personalised outreach at scale · Reading your own pipeline numbers · Prospect qualification and follow-up

3

Lead

Help others make the change

Transform Sales Efficiency with the Agentic Sales Cycle

Salesforce Trailhead

Free to access, free account to track progress

Builds: Account research with AI · Judgement on AI recommendations · Personalised outreach at scale · Prospect qualification and follow-up

Your AI Maturity Action Plan (learning path)

HubSpot Academy

Free, free account needed

General grounding in AI

Field

5 skills · 5 free resources

1 How this job is changing

An example task: **working out the likely fault before driving to a repair visit**

TODAY

You get a work order with a short description, drive out and find the problem on arrival. Without the right part or a familiar fix, you may need a second visit. Notes are typed up afterwards.

WITH AI

A tool reads past visits and manuals and suggests the likely fixes before you set off, so you arrive better prepared. It suggests; what you see on site decides.

WHO DOES WELL

You treat the suggestion as a starting point, check it against what you see and measure, and record what really fixed it. Newer staff learn faster; experienced staff catch what it gets wrong.

THE NEXT FEW YEARS

Forecast US telecoms technician jobs are projected to fall 3% from 2025 to 2035, with about 20,300 openings a year from people leaving. US Bureau of Labor Statistics, Oct 2026

▼ See the rest of the evidence

Measured 51% of organisations in a survey of 2,317 field service professionals use AI to assist mobile workers, and 40% struggle to measure whether it works; a vendor survey. Salesforce, May 2026

Disputed An industry think-tank says 200,000 UK telecoms engineers are expected to leave by 2030, a possible skills shortage rather than a surplus; how many leave because fibre builds are finishing is unclear. Digital Connectivity Forum, via ISPreview, Sep 2026

▼ See the numbers

Jobs that need physical presence and human interaction are likely to be less affected; generative AI mainly changes the administrative parts of those jobs, but not necessarily the core parts.

Indeed Hiring Lab

3.3%

Because most occupations rely on tasks that need human input, transformation of jobs is the most likely impact; only 3.3% of global employment is in the highest exposure category.

International Labour Organization

2 What do you already do?

- ○ Using AI job briefs and diagnostics
- ○ Capturing and sharing repair knowledge
- ○ Digital job reporting
- ○ Remote expert support
- ○ Customer explanation and judgement

A starting list to explore, not a formal framework.

3 Your free path

1 Start

Understand the change

Introduction to service in Dynamics 365 (learning path, includes Field Service)
Microsoft Learn
Free to access, free account to track progress
Builds: Using AI job briefs and diagnostics · Digital job reporting

Introduction to AI concepts
Microsoft Learn
Free to access, free account to track progress
General grounding in AI

2 Build

Use it in your work

Explore Agentforce Field Service for Enhanced Operations
Salesforce Trailhead
Free to access, free account to track progress
Builds: Using AI job briefs and diagnostics · Digital job reporting

Field Service: Optimize Operations on the Road (trail)
Salesforce Trailhead
Free to access, free account to track progress
Builds: Digital job reporting

3 Lead

Help others make the change

Building effective human-agent teams (beta)
Claude Academy (Anthropic)
Free, free account needed
General grounding in AI

Fraud and risk

5 skills · 6 free resources

1 How this job is changing

An example task: **deciding whether to release a card payment flagged as possible fraud**

TODAY

You open the alert, read the account history, check what looks odd, decide whether to allow, challenge or escalate, and write down your reasons.

WITH AI

The UK regulator's review describes the pattern: a model summarises the file and drafts a response, and a person decides what to do with it.

WHO DOES WELL

You check the AI's summary against the underlying records, say what evidence is missing, record why you allowed or stopped the payment, and weigh the cost of blocking a real customer.

THE NEXT FEW YEARS

Forecast Generative AI could enable US fraud losses to reach US$40 billion by 2027. Deloitte Center for Financial Services, May 2024

▼ See the rest of the evidence

Measured 84% of 1,440 bank fraud and risk leaders see AI agents as the industry's greatest exploitable weakness in the next year; a vendor-commissioned survey of opinions. BioCatch, Jun 2026

Disputed The FCA's review expects AI to make fraud faster and cheaper by 2030, and warns a human reviewing AI output is not a simple safeguard, because reviewers can be overloaded or rely too readily on the model. Financial Conduct Authority, Mills Review, Jul 2026

▼ See the numbers

75%

75% of UK financial services firms use AI, and anti-money-laundering and combating fraud is among the highest perceived current benefits.

Bank of England

Four of the top five perceived AI risks are about data: privacy and protection, quality, security, and bias and representativeness.

Bank of England

2 What do you already do?

- ○ Alert triage and escalation
- ○ Evidence checks and case records
- ○ Explaining your decision on an AI-flagged case
- ○ Anomaly and pattern investigation
- ○ Regulatory reading (privacy, financial conduct)

A starting list to explore, not a formal framework.

3 Your free path

1

Start

Understand the change

Elements of AI

University of Helsinki and MinnaLearn

Free

General grounding in AI

AI capabilities and limitations

Claude Academy (Anthropic)

Free, free account needed

General grounding in AI

2

Build

Use it in your work

AI and the FCA: our approach

Financial Conduct Authority

Free to access

Builds: Regulatory reading (privacy, financial conduct)

3

Lead

Help others make the change

Intro to AI Ethics

Kaggle Learn

Free to access, free account needed. A step up: for testing models for bias.

General grounding in AI

AI Risk Management Framework

NIST (US National Institute of Standards and Technology)

Free to access. A step up: for moving into model risk and AI governance.

General grounding in AI

Guidance on AI and data protection

Information Commissioner's Office (ICO)

Free to access. A step up: for moving into AI governance.

Builds: Regulatory reading (privacy, financial conduct)

Marketing

5 skills · 4 free resources

1 How this job is changing

An example task: **building a follow-up campaign for webinar attendees**

TODAY

You agree the objective, pull the attendee list and check consent, write the emails, then set up and test the campaign.

WITH AI

An AI assistant drafts the audience rules, email variants and test cases from your brief. You then correct them.

WHO DOES WELL

You set the objective, check accuracy and tone, and prove the result. Producing content becomes a smaller part of the job; deciding what is worth saying and measuring it becomes a bigger one.

THE NEXT FEW YEARS

Forecast 96% of CMOs surveyed say AI is transforming their whole function, but only about a third have done the work; leaders are designing new roles such as AI product owners. BCG CMO Survey, Jun 2026

▼ See the rest of the evidence

Disputed Gartner predicted more than 40% of agentic AI projects will be cancelled by the end of 2027. Gartner, Jun 2025

▼ See the numbers

65%

65% of CMOs say advances in AI will dramatically transform their role within two years.

Gartner

5%

Only 5% of marketing leaders who use generative AI solely as a tool report significant gains on business outcomes.

Gartner

2 What do you already do?

- ○ Briefing and editing AI content
- ○ Audience selection and campaign checks
- ○ Audience and campaign analytics
- ○ Brand and claims judgement
- ○ Test-and-learn campaign design

A starting list to explore, not a formal framework.

3 Your free path

1

Start

Understand the change

AI Fluency: Framework and foundations

Claude Academy (Anthropic)

Free, free account needed

Builds: Briefing and editing AI content · Brand and claims judgement

2

Build

Use it in your work

Empower your workforce with Microsoft Copilot: Marketing

Microsoft Learn

Free to access, some hands-on needs a paid product

Builds: Briefing and editing AI content · Audience selection and campaign checks · Audience and campaign analytics · Brand and claims judgement · Test-and-learn campaign design

SEO in the Age of AI (learning path)

HubSpot Academy

Free, free account needed. An option if search is part of your job.

General grounding in AI

3

Lead

Help others make the change

Your AI Maturity Action Plan (learning path)

HubSpot Academy

Free, free account needed

General grounding in AI

Data analyst

5 skills · 6 free resources

1 How this job is changing

An example task: **explaining why an online shop's sales fell last week**

TODAY

You pull the orders, check for missing or duplicated records, compare with earlier weeks, split sales by product and channel, then write up an explanation for the trading manager.

WITH AI

An AI assistant drafts the calculations, suggests comparisons and writes a first explanation. You decide whether any of it is right.

WHO DOES WELL

You test each step against the order records, ask what 'sales' means (orders, cash received or after refunds), choose a fair comparison, and say what you don't know.

THE NEXT FEW YEARS

Forecast US data scientist jobs, a neighbouring role, are projected to grow 35% from 2025 to 2035, as firms keep building AI into their work. US Bureau of Labor Statistics, Aug 2026

▼ See the rest of the evidence

Measured Employment of 22 to 25 year olds in AI-exposed jobs is 19% below where it would otherwise be, with no comparable gap for experienced workers; AI-exposed jobs in general, not analysts alone. Stanford Digital Economy Lab, Aug 2026

Disputed Economy-wide pay and headcount have moved little as AI use has spread, and there is little consensus on AI's effect on jobs. Federal Reserve Bank of New York, Oct 2026

▼ See the numbers

Data Analysts and Scientists are among the 15 fastest-growing roles to 2030, and AI and big data top the list of fastest-growing skills.

World Economic Forum

75%

Gartner predicts 75% of new analytics content will be contextualised with generative AI by 2027; over half of 403 analytics and AI leaders already use AI for automated insights and natural-language queries.

Gartner

2 What do you already do?

- ○ Questioning and checking AI-generated analysis
- ○ SQL and Python fluency
- ○ Data storytelling
- ○ Metric definitions and data quality
- ○ Responsible AI judgement

A starting list to explore, not a formal framework.

3 Your free path

1

Start

Understand the change

Python

Kaggle Learn

Free to access, free account needed

Builds: SQL and Python fluency

Get started with Microsoft data analytics (learning path)

Microsoft Learn

Free to access, free account to track progress

Builds: Data storytelling · Metric definitions and data quality

2

Build

Use it in your work

Intro to SQL

Kaggle Learn

Free to access, free account needed

Builds: SQL and Python fluency

Get started with Copilot in Power BI

Microsoft Learn

Free to access, some hands-on needs a paid product

General grounding in AI

3

Lead

Help others make the change

Intro to AI Ethics

Kaggle Learn

Free to access, free account needed

Builds: Responsible AI judgement

AI Fluency: Framework and foundations

Claude Academy (Anthropic)

Free, free account needed

Builds: Questioning and checking AI-generated analysis · Responsible AI judgement

BI developer

5 skills · 3 free resources · updated 3 Nov 2026

1 How this job is changing

An example task: **building a rolling 12-month sales measure for a regional Power BI report**

TODAY

You work out what 'sales' includes, write the formula by hand, test it against the source tables, fix the errors, then check each region's total before sharing the report.

WITH AI

Microsoft says Copilot in Power BI can create the formula from a plain-English request, and its own guidance is to review what it generates before applying it.

WHO DOES WELL

You agree the definition of 'sales' with the manager first, trace one region's figure back to source, test awkward cases such as refunds and missing months, and correct a good-looking draft that answers the wrong question.

THE NEXT FEW YEARS

Forecast Gartner forecast that up to 40% of enterprise applications will include task-specific AI agents by the end of 2026, up from under 5% in 2025. Gartner, Aug 2025

▼ See the rest of the evidence

Measured Employment of 22 to 25 year olds in AI-exposed jobs is 19% below where it would otherwise be; the authors call this early, and it covers AI-exposed jobs in general. Stanford Digital Economy Lab, Aug 2026

Disputed Experienced software developers took 19% longer with AI in a 2025 trial, while believing it had sped them up; the researchers now call that result out of date. METR, Jul 2025

▼ See the numbers

20%

Gartner expects augmented analytics to evolve into autonomous analytics platforms by 2027 that fully manage and execute 20% of business processes.

Gartner

Data Warehousing Specialists and Data Analysts and Scientists are both in the 15 fastest-growing roles to 2030; analytical thinking is the most sought-after core skill.

World Economic Forum

Gartner predicts that by 2030 universal semantic layers will be treated as critical infrastructure, on par with data platforms and cybersecurity.

Gartner

2 What do you already do?

- ○ Semantic layer and metric design
- ○ Analytics engineering (dbt, SQL)
- ○ Preparing data models for AI
- ○ Testing and governing AI-generated reports
- ○ Natural-language analytics tools

A starting list to explore, not a formal framework.

3 Your free path

1 Start

Understand the change

Free Training Videos

Tableau

Free

General grounding in AI

2 Build

Use it in your work

Get started with Copilot in Power BI

Microsoft Learn

Free to access, some hands-on needs a paid product

Builds: Natural-language analytics tools

3 Lead

Help others make the change

AI Fluency: Framework and foundations

Claude Academy (Anthropic)

Free, free account needed

General grounding in AI

HR and people

5 skills · 3 free resources · updated 3 Nov 2026

1 How this job is changing

An example task: **planning AI skills for one customer service team**

TODAY

You ask the team manager which tasks are changing, look at what people already do, agree who needs what, then book training and wait to see whether anything changes.

WITH AI

An AI assistant drafts a skills map from the job descriptions and task lists, and suggests training. You check it with the manager against the real work and remove anything that doesn't fit.

WHO DOES WELL

You start from tasks rather than tools, agree what good looks like with the manager, make time for people to practise, check the plan treats everyone fairly, and look later at whether the work actually changed.

THE NEXT FEW YEARS

Forecast 17% of UK employers expect AI to shrink their workforce over the next year, in a survey of 2,019 senior HR professionals and decision-makers. CIPD, Nov 2025

▼ See the rest of the evidence

Measured 88% of 114 HR leaders surveyed say their organisations have not realised significant business value from AI tools. Gartner, Oct 2025

Disputed About 45% of organisations still treat AI as ad hoc or experimental, and CIPD describes it as reshaping work within roles rather than causing immediate large-scale job loss. CIPD, Apr 2026

▼ See the numbers

Over two-thirds of HR professionals rank AI skills as their top development priority, yet only one-third of organisations have given employees AI training (2026).

CIPD (reported by RTÉ)

19%

Only 19% of organisations say their leaders are fully equipped to lead in an AI-driven environment, and fewer than half have clear guidance on AI use at work (2026).

CIPD (reported by RTÉ)

2 What do you already do?

- ○ Planning AI skills for the workforce
- ○ Writing clear rules for AI use at work
- ○ Checking AI for bias in people decisions
- ○ Using people data to answer questions
- ○ Coaching managers to work with AI

A starting list to explore, not a formal framework.

3 Your free path

1

Start

Understand the change

AI Fluency: Framework and foundations

Claude Academy (Anthropic)

Free, free account needed

General grounding in AI

2

Build

Use it in your work

Empower your workforce with Microsoft Copilot: HR

Microsoft Learn

Free to access, some hands-on needs a paid product

Builds: Using people data to answer questions

3

Lead

Help others make the change

AI skills planning: Practical guidance for people professionals

CIPD

Free to access

Builds: Planning AI skills for the workforce · Writing clear rules for AI use at work · Checking AI for bias in people decisions

Platform consultant

5 skills · 5 free resources · updated 7 Nov 2026

1 How this job is changing

An example task: **setting up an alert for urgent support cases left unresolved for four working hours**

TODAY

You ask what 'urgent', 'unresolved' and 'working hours' mean, build the rule in the platform, test it with support staff, and agree who gets the alert and what they should do.

WITH AI

An AI assistant drafts the configuration steps and test cases from the agreed rule. You try it safely, check permissions and exceptions, and fix mistakes before release.

WHO DOES WELL

You ask whether the clock stops overnight or while waiting for the customer, show cases that should and shouldn't trigger the alert, check it reaches someone who can act, and get support staff to confirm.

THE NEXT FEW YEARS

Forecast Gartner forecast that up to 40% of enterprise applications will include task-specific AI agents by the end of 2026, up from under 5% in 2025. Gartner, Aug 2025

▼ See the rest of the evidence

Disputed Gartner also forecast that over 40% of agentic AI projects will be cancelled by the end of 2027, noting most are early experiments. Gartner, Jun 2025

Measured Employment of 22 to 25 year olds in AI-exposed jobs is 19% below where it would otherwise be; the authors call this early, and it covers AI-exposed jobs in general. Stanford Digital Economy Lab, Aug 2026

▼ See the numbers

20%

BCG estimates that generative AI can already cut the effort of an organisation-wide ERP implementation by 20% to 40%, and save 60% to 70% of testing time (2025).

Boston Consulting Group

6%

Three in four tech leaders believe agentic AI will fundamentally reshape ERP systems over the next three years, yet only 6% of those surveyed would recommend their system integrator for an ERP upgrade (2025).

Bain & Company

14%

SAP says early pilots of its Joule for Consultants assistant show delivery cycles up to 14% faster and as much as 1.5 hours saved per consultant per day (2025). This is the vendor's own pilot claim.

SAP (vendor announcement)

2 What do you already do?

- ○ Agent design and set-up on the platform
- ○ Data readiness for AI
- ○ AI-assisted testing and checks
- ○ Process redesign with AI
- ○ Explaining AI outcomes to clients

A starting list to explore, not a formal framework.

3 Your free path

1 Start

Understand the change

AI Fluency: Framework and foundations
Claude Academy (Anthropic)
Free, free account needed
General grounding in AI

Experiencing SAP Business AI (learning journey)
SAP Learning
Free to access. If your platform is SAP.
General grounding in AI

2 Build

Use it in your work

Quick Start: Assemble a Service Agent with Agentforce Builder
Salesforce Trailhead
Free to access, free account needed. If your platform is Salesforce.
Builds: Agent design and set-up on the platform

Design AI agents for business solutions
Microsoft Learn
Free to access. If your platform is Microsoft.
Builds: Agent design and set-up on the platform · Data readiness for AI

3 Lead

Help others make the change

Boosting AI-driven Business Transformation with Joule Agents
SAP Learning
Free to access. If your platform is SAP.
Builds: Agent design and set-up on the platform · Process redesign with AI

Software engineer

5 skills · 4 free resources · updated 9 Nov 2026

1 How this job is changing

An example task: **fixing a wrong basket total after a customer removes a discounted item**

TODAY

You reproduce the bug, trace the calculation through the code, write the fix and its tests by hand, then open it for review.

WITH AI

You describe the bug and the pricing rule. A coding agent searches the code, proposes the fix and tests across several files, and opens it for review.

WHO DOES WELL

You decide what correct means, break work into pieces an agent can do, check the fix against real cases the agent missed, and answer for what ships. Typing code becomes a smaller part of the job; judging it becomes a bigger one.

THE NEXT FEW YEARS

Forecast Software developer jobs in the US are projected to grow 10% from 2025 to 2035. US Bureau of Labor Statistics, Aug 2026

▼ See the rest of the evidence

Measured More than a quarter of all new code at Google was already generated by AI in 2024, then reviewed and accepted by engineers. Sundar Pichai, Alphabet, Oct 2024

Forecast Anthropic's chief executive said models might be 6 to 12 months from doing most, maybe all, of what software engineers do end to end. His company sells these models. Dario Amodei, Davos, as reported by The Neuron, Jan 2026

Forecast Job-postings analysis concludes AI won't wipe out software engineering, but it is transforming the role. Lightcast, Jun 2026

Disputed Experienced developers took 19% longer with AI in an early-2025 trial; the same researchers now call that result out of date, and say their newer data is an unreliable signal. METR, Feb 2026

▼ See the numbers

84%

In 2025, 84% of developers surveyed said they use or plan to use AI tools, and 51% of professional developers use them every day.

Stack Overflow

46%

In 2025, more developers distrusted the accuracy of AI tools (46%) than trusted it (33%).

Stack Overflow

90%

In 2025, 90% of technology professionals surveyed reported using AI at work; more adoption went with faster delivery but less stable releases.

Google Cloud (DORA)

2 What do you already do?

- Writing clear specifications for agents
- Reviewing AI-written code
- System design
- Test design and evaluation
- Security judgement

A starting list to explore, not a formal framework.

3 Your free path

1 Start

Understand the change

Building applications with GitHub Copilot agent mode
Microsoft Learn (with GitHub)
Free to access
Builds: Writing clear specifications for agents · Reviewing AI-written code

Claude Code: A Highly Agentic Coding Assistant
DeepLearning.AI (with Anthropic)
Free
Builds: Writing clear specifications for agents · Reviewing AI-written code

2 Build

Use it in your work

Claude Code in action
Anthropic (Claude Academy)
Free
Builds: Writing clear specifications for agents · Reviewing AI-written code · Test design and evaluation

3 Lead

Help others make the change

Building effective human-agent teams (beta)
Anthropic (Claude Academy)
Free
Builds: Writing clear specifications for agents

Software delivery manager

8 skills · 6 free resources · updated 9 Nov 2026

1 Your job, and how it is changing

You're accountable for a software team delivering predictably: what's blocked, what's dependent on whom, and when it will really ship. You don't decide what gets built or how. As AI speeds up writing code, your job moves to wherever the work now piles up.

WHAT YOU OWN

- How the team plans and tracks its work
- Blockers and dependencies on other teams
- Release forecasts and delivery risks
- Telling stakeholders early when a date moves

WHAT OTHERS OWN

- Developers and tech lead: how it's built
- Product owner or manager: what gets built and in what order
- Stakeholders: what the date is worth to the business

WHO HIRES YOU CHANGES THE JOB

THROUGH A CONSULTANCY OR PARTNER

A client's team and a client's deadline, often inside a statement of work. You hand over at the end.

HIRED DIRECTLY BY A COMPANY

One or more long-running product teams. You live with the team's habits and what its releases do in live use.

Delivering IT services, or data and AI work, is different work: see the other versions of this job. Moving physical goods sits with operations.

An example task: **a sprint where AI coding tools have filled the review queue**

TODAY

You read the board, chase the blocker on another team's API, run planning and the retro, and update the release forecast. You tell stakeholders what's at risk before they ask.

WITH AI

An assistant can draft your sprint summary, spot stalled tickets and flag stories with no clear criteria. The bigger change is that developers' AI tools may write code faster than the team can review and test it, so tickets closed can rise while the release gets no closer.

WHO DOES WELL

You watch pull requests waiting and changes that fail, not only tickets closed. You move review time before the queue grows, check the AI's summary against the real board, and tell stakeholders a date has moved while there's still time to act.

THE NEXT FEW YEARS

Forecast Gartner predicted that 80% of project management tasks, such as data collection, tracking and reporting, would run autonomously by 2030. Gartner, via ITPro, Mar 2019

We found no study that measures this job itself, so these are about project work and software developers in general.

▼ See the rest of the evidence

Disputed Experienced software developers took 19% longer with AI in a 2025 trial, while believing it had sped them up; the researchers now call that result out of date. METR, Jul 2025

▼ See the numbers

80%

Gartner predicted that 80% of project management tasks, such as data collection, tracking and reporting, would run autonomously by 2030.

ITPro

19%

Experienced software developers took 19% longer with AI in a 2025 trial, while believing it had sped them up; the researchers now call that result out of date.

METR

2 What do you already do?

IN THE JOB

- O Flow, cycle time and bottlenecks
- O Dependencies and release risk across teams
- O Delivery measures beyond velocity

WITH AI

- O Checking AI-drafted reports against the board
- O Planning for more code and more review
- O Team rules for using AI coding tools

WITH PEOPLE

- O Clearing blockers across teams
- O Giving stakeholders honest dates

A starting list to explore, not a formal framework.

3 Your free path

1

Start

Understand the change

AI Fluency: Framework and foundations

Claude Academy (Anthropic)

Free, free account needed

Builds: Checking AI-drafted reports against the board

2

Build

Use it in your work

AI capabilities and limitations

Claude Academy (Anthropic)

Free, free account needed

Builds: Checking AI-drafted reports against the board · Team rules for using AI coding tools

Building applications with GitHub Copilot agent mode

Microsoft Learn (with GitHub)

Written for developers. Worth doing so you've seen what your team's tools produce.

Builds: Planning for more code and more review

Building effective human-agent teams (beta)

Claude Academy (Anthropic)

Free, free account needed

Builds: Team rules for using AI coding tools

DORA guides and Quick Check

DORA

Free to access

Builds: Flow, cycle time and bottlenecks · Delivery measures beyond velocity

3

Lead

Help others make the change

Transform your business with AI (learning path)

Microsoft Learn

A step up: for leading AI adoption beyond one team.

Builds: Team rules for using AI coding tools

IT service delivery manager

8 skills · 5 free resources · updated 9 Nov 2026

1 Your job, and how it is changing

You're accountable for an IT service running as agreed: SLAs, incidents, changes and suppliers. Nothing finishes. You're judged on the service month after month, usually in a review with the customer who pays for it.

WHAT YOU OWN

- SLA performance and the monthly service review
- Communication during major incidents
- Getting repeat problems owned and fixed
- Suppliers, against what they signed up to

WHAT OTHERS OWN

- Service desk: first-line tickets
- Engineers and support teams: the diagnosis and the fix
- Customer or business owner: what service they're paying for

WHO HIRES YOU CHANGES THE JOB

THROUGH A MANAGED SERVICE PROVIDER OR OUTSOURCER

A client's contract. You answer to them for the service levels, and you're often the face of the account at renewal.

HIRED DIRECTLY BY A COMPANY

Internal IT. Your customers are colleagues, and most of your service levels depend on suppliers you have to hold to account.

Delivering new software, data or AI work is different work: see the other versions of this job. Moving physical goods sits with operations.

An example task: **the monthly service review for a client whose priority 1 incidents keep coming back**

TODAY

You read the incident records, work out SLA performance and MTTR, get the root cause from the problem owner, press the supplier for a date, and agree actions with the client.

WITH AI

Salesforce says you can ask an AI agent to break MTTR down by incident priority without building a report, and ServiceNow documents an AI agent team that recommends how to resolve an incident. So the numbers come quickly. What changes is that some tickets get closed by AI, and you answer for those too.

WHO DOES WELL

You check the AI's themes against the incident records before the client sees them. You look behind a good deflection number for users who gave up or came back, set which tickets an agent may close alone, and take repeat incidents to a named owner.

THE NEXT FEW YEARS

Forecast Gartner forecast that up to 40% of enterprise applications will include task-specific AI agents by the end of 2026, up from under 5% in 2025. Gartner, Aug 2025

We found no study that measures this job itself, so these are about business software and customer service, the nearest measured work.

▼ See the rest of the evidence

Disputed Gartner also predicted that over 40% of agentic AI projects will be cancelled by the end of 2027, because of costs, unclear value or weak risk controls. Gartner, Jun 2025

Measured Only 20% of customer service leaders have cut agent staffing because of AI; 55% report stable staffing with higher volumes. Gartner, Dec 2025

▼ See the numbers

40%

Gartner forecast that up to 40% of enterprise applications will include task-specific AI agents by the end of 2026, up from under 5% in 2025.

Gartner

40%

Gartner also predicted that over 40% of agentic AI projects will be cancelled by the end of 2027, because of costs, unclear value or weak risk controls.

Gartner

20%

Only 20% of customer service leaders have cut agent staffing because of AI; 55% report stable staffing with higher volumes.

Gartner

2 What do you already do?

IN THE JOB

- O SLAs and service reviews
- O Incident and problem management
- O Supplier and contract management

WITH AI

- O Checking AI triage and summaries against the records
- O Deciding what an AI agent may close alone
- O Reading deflection numbers honestly

WITH PEOPLE

- O Communicating during a major incident
- O Holding suppliers and engineers to a date

A starting list to explore, not a formal framework.

3 Your free path

1

Start

Understand the change

AI Fluency: Framework and foundations

Claude Academy (Anthropic)

Free, free account needed

Builds: Checking AI triage and summaries against the records

2

Build

Use it in your work

Get Started With AI Solutions (about 2.5 hours)

ServiceNow University (Now Learning)

Free

Builds: Checking AI triage and summaries against the records · Deciding what an AI agent may close alone

Introduction to Agentic AI (about 10 minutes)

ServiceNow University (Now Learning)

Free

Builds: Deciding what an AI agent may close alone

AI capabilities and limitations

Claude Academy (Anthropic)

Free, free account needed

Builds: Checking AI triage and summaries against the records · Reading deflection numbers honestly

3

Lead

Help others make the change

Automate a business process using Power Automate (learning path)

Microsoft Learn

A step up: for moving into service automation.

Builds: Deciding what an AI agent may close alone

Data and AI delivery manager

8 skills · 5 free resources · updated 9 Nov 2026

1 Your job, and how it is changing

You're accountable for getting data and AI work delivered: pipelines, platforms and AI programmes. The plan, the people and the blockers are familiar. What's different is that the result depends on data you don't control, and AI can't simply pass or fail a test.

WHAT YOU OWN

- The plan, sequence and dependencies across the data team
- Getting source owners to fix or supply the data
- Governance, risk and reporting on the programme
- Agreeing with the business what 'good enough' means

WHAT OTHERS OWN

- Data engineers and scientists: how it's built
- Data owners: who may use what
- Product or business owner: what's worth doing, and the sign-off

WHO HIRES YOU CHANGES THE JOB

THROUGH A CONSULTANCY OR PARTNER

A client's programme, with an agreed scope, budget and deadline. You hand over at the end.

HIRED DIRECTLY BY A COMPANY

One data team's work for the long term. You live with the data problems and with the AI after it goes live.

Delivering software or IT services is different work: see the other versions of this job.

An example task: **taking an AI assistant for customer emails from pilot to live**

TODAY

You plan the data work, chase the source owner for missing history, agree the checks with risk, and run the decision to go live. The plan has to allow for finding out, not only building.

WITH AI

An assistant can draft your status report, risks and actions from meetings. The bigger change is that what you deliver is itself AI: its accuracy moves when the data changes, so 'done' needs an agreed test and someone watching it after launch.

WHO DOES WELL

You agree what accuracy is good enough before the build starts, plan in stages you can stop at, show data gaps early, check the AI's status report against the real board, and name who owns the model after go-live.

THE NEXT FEW YEARS

Forecast Gartner predicted that 80% of project management tasks, such as data collection, tracking and reporting, would run autonomously by 2030. Gartner, via ITPro, Mar 2019

We found no study that measures this job itself, so these are about project work and AI projects in general.

▼ See the rest of the evidence

Disputed Gartner also predicted that over 40% of agentic AI projects will be cancelled by the end of 2027, because of costs, unclear value or weak risk controls. Gartner, Jun 2025

▼ See the numbers

40%

Gartner predicts over 40% of agentic AI projects will be cancelled by the end of 2027.

Gartner

80%

Gartner predicted that 80% of project management tasks would run autonomously by 2030.

ITPro

2 What do you already do?

IN THE JOB

- O Planning around uncertain data and results
- O Data dependencies and source owners
- O Governance and risk on data programmes

WITH AI

- O Understanding AI evaluation results
- O Checking AI-drafted reports and plans
- O Change and adoption of AI in the business

WITH PEOPLE

- O Agreeing what 'good enough' means
- O Translating technical work for the business

A starting list to explore, not a formal framework.

3 Your free path

1

Start

Understand the change

AI Fluency: Framework and foundations

Claude Academy (Anthropic)

Free, free account needed

Builds: Checking AI-drafted reports and plans

2

Build

Use it in your work

AI capabilities and limitations

Claude Academy (Anthropic)

Free, free account needed

Builds: Understanding AI evaluation results · Checking AI-drafted reports and plans

Intro to AI Ethics

Kaggle Learn

Free to access, free account needed. A step up: for testing models for bias.

Builds: Understanding AI evaluation results

Building effective human-agent teams (beta)

Claude Academy (Anthropic)

Free, free account needed

Builds: Change and adoption of AI in the business

3

Lead

Help others make the change

AI Risk Management Framework

NIST (US National Institute of Standards and Technology)

Free to access. A step up: for moving into AI governance.

Builds: Governance and risk on data programmes

Software or digital product owner

8 skills · 5 free resources · updated 9 Nov 2026

1 Your job, and how it is changing

You own what the team builds next on an app, site or system people use: the backlog, the order, and whether finished work is accepted. A job that is only the backlog is the most exposed part, because AI now drafts stories and criteria. Knowing users and deciding what's worth building is what lasts.

WHAT YOU OWN

- The order of the backlog, and why
- Stories and acceptance criteria
- Accepting or rejecting finished work
- Staying close to users, support and the data

WHAT OTHERS OWN

- Product manager: market, pricing and long-term direction
- Developers: how it's built, and the estimates
- Scrum master or delivery manager: how the team works

WHO HIRES YOU CHANGES THE JOB

THROUGH A CONSULTANCY OR PARTNER

A client's product, usually for a fixed period. You hand over at the end, so you rarely see the long-term result.

HIRED DIRECTLY BY A COMPANY

One product for the long term. In some firms you and the product manager are one person; in others you get the direction handed to you.

Platform, data and AI products are different work: see the other versions of this job.

An example task: **letting customers change their delivery address before dispatch**

TODAY

You read support cases, agree the dispatch cut-off with the warehouse and the identity checks with fraud, write the stories and acceptance criteria, then refine them with developers and order them against everything else.

WITH AI

An assistant can group the support cases and draft the stories, criteria and edge cases from a meeting transcript in minutes. So writing them stops being the job. Without someone checking, it can also produce a tidy story that assumes a warehouse system you don't have.

WHO DOES WELL

You can say why this comes before the next item. You check the draft against the real policies, ask the warehouse what actually happens after the cut-off, and look at support contacts after launch to decide whether to expand, change or stop.

THE NEXT FEW YEARS

Forecast Marty Cagan of SVPG says that, with AI automating delivery work, the agile product owner role is already being phased out, and the real question becomes what to build. Marty Cagan, SVPG, Nov 2026

We found no study that measures this job itself. The first line is one well-known product voice's view; the second is about developers, and questions how fast delivery is really changing.

▼ See the rest of the evidence

Disputed Experienced software developers took 19% longer with AI in a 2025 trial, while believing it had sped them up; the researchers now call that result out of date. METR, Jul 2025

▼ See the numbers

Marty Cagan of SVPG says that, with AI automating delivery work, the agile product owner role is already being phased out, and the real question becomes what to build.

SVPG

19%

Experienced software developers took 19% longer with AI in a 2025 trial, while believing it had sped them up; the researchers now call that result out of date.

METR

2 What do you already do?

IN THE JOB

- ○ Prioritising by value and risk
- ○ Finding out what users need
- ○ Measuring whether a release worked

WITH AI

- ○ Checking AI-drafted stories against real rules
- ○ Using AI to group feedback, with sources
- ○ Prototyping an idea with AI before the team builds it

WITH PEOPLE

- ○ Saying no and keeping the relationship
- ○ Getting operations, risk and engineering to agree

A starting list to explore, not a formal framework.

3 Your free path

1

Start

Understand the change

AI Fluency: Framework and foundations

Claude Academy (Anthropic)

Free, free account needed

Builds: Checking AI-drafted stories against real rules

2

Build

Use it in your work

AI capabilities and limitations

Claude Academy (Anthropic)

Free, free account needed

Builds: Checking AI-drafted stories against real rules · Using AI to group feedback, with sources

People + AI Guidebook

Google PAIR (People + AI Research)

Written for teams designing AI into a product. Useful once your product starts to use it.

Builds: Prototyping an idea with AI before the team builds it

Building effective human-agent teams (beta)

Claude Academy (Anthropic)

Free, free account needed

Builds: Using AI to group feedback, with sources

3

Lead

Help others make the change

Python

Kaggle Learn

Free. A first step if you want to build, not a route into engineering on its own.

Builds: Prototyping an idea with AI before the team builds it

Platform or API product owner

8 skills · 5 free resources · updated 9 Nov 2026

1 Your job, and how it is changing

You own a service other engineers build on: an API, an internal platform or shared components. Your users are developers. They judge you on reliability, documentation and not breaking what they've built, and more of what calls your API may now be AI agents.

WHAT YOU OWN

- The roadmap and backlog for the platform or API
- The contract other teams rely on, with the engineers
- How and when old versions are retired
- Knowing who uses it and what they're stuck on

WHAT OTHERS OWN

- Engineers and architects: the design and how it runs
- Security: who may call what
- Consuming teams: what they build on top

WHO HIRES YOU CHANGES THE JOB

THROUGH A CONSULTANCY OR PARTNER

A client's platform or API programme, usually for a fixed period. You hand over at the end, so you rarely see the long-term result.

HIRED DIRECTLY BY A COMPANY

An internal platform or a public API for the long term. You live with every promise you make to other teams.

An app or site for ordinary users is different work: see the other versions of this job.

An example task: **retiring an old version of a payments API that other teams still call**

TODAY

You find out who still calls it, read the support tickets and integration failures, agree a deprecation date and migration path with those teams, and get the OpenAPI spec, docs and examples updated with the engineers.

WITH AI

An assistant can group the support issues and draft the spec changes, examples and migration guide. The new part is that AI agents may become callers too: they don't read your release notes, and they can call it in patterns you didn't plan for, so errors, limits and descriptions matter more.

WHO DOES WELL

You can name who calls what from the logs, not from memory. You have engineers check every AI-drafted contract change for what it would break, give teams a date they believe, and treat agents as a kind of user you've actually tested.

THE NEXT FEW YEARS

Forecast Gartner forecast that up to 40% of enterprise applications will include task-specific AI agents by the end of 2026, up from under 5% in 2025. Gartner, Aug 2025

We found no study that measures this job itself, so these are about AI agents in business software in general.

▼ See the rest of the evidence

Disputed Gartner also predicted that over 40% of agentic AI projects will be cancelled by the end of 2027, because of costs, unclear value or weak risk controls. Gartner, Jun 2025

▼ See the numbers

40%

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Gartner

40%

Gartner also predicted that over 40% of agentic AI projects will be cancelled by the end of 2027, because of costs, unclear value or weak risk controls.

Gartner

2 What do you already do?

IN THE JOB

- ○ API contracts, versions and deprecation
- ○ Reliability and rate limits
- ○ Treating developers as your users

WITH AI

- ○ Checking AI-drafted specs and docs
- ○ Designing for AI agents as callers
- ○ Using AI to group support issues

WITH PEOPLE

- ○ Negotiating dates with consuming teams
- ○ Explaining technical trade-offs to the business

A starting list to explore, not a formal framework.

3 Your free path

1

Start

Understand the change

AI Fluency: Framework and foundations

Claude Academy (Anthropic)

Free, free account needed

Builds: Checking AI-drafted specs and docs

2

Build

Use it in your work

AI capabilities and limitations

Claude Academy (Anthropic)

Free, free account needed

Builds: Checking AI-drafted specs and docs · Using AI to group support issues

Design AI agents for business solutions

Microsoft Learn

Free to access, free account to track progress

Builds: Designing for AI agents as callers

Building applications with GitHub Copilot agent mode

Microsoft Learn (with GitHub)

Written for developers. Useful for seeing how a coding agent works with your docs and specs.

Builds: Checking AI-drafted specs and docs

3

Lead

Help others make the change

Claude Code in action

Anthropic (Claude Academy)

A step up: if you're technical and want to close the code gap.

Builds: Designing for AI agents as callers

Data product owner

8 skills · 6 free resources · updated 9 Nov 2026

1 Your job, and how it is changing

You own a dataset, data service or analytics product others rely on: what it means, who it's for and what's next. The hard part isn't the pipeline, it's agreeing what the numbers mean. AI can now put those numbers in front of far more people, right or wrong.

WHAT YOU OWN

- The backlog and the order of work
- Agreed definitions of what the data means
- What users can expect: freshness and quality
- Whether people actually use it

WHAT OTHERS OWN

- Data engineers: the pipelines and models
- Data owners and governance: who may use what
- Delivery manager: the plan and the dependencies

WHO HIRES YOU CHANGES THE JOB

THROUGH A CONSULTANCY OR PARTNER

A client's data product, usually for a fixed period. You hand over at the end, so you rarely see the long-term result.

HIRED DIRECTLY BY A COMPANY

One data domain for the long term. You live with every definition you agreed, and every report built on it.

If you're accountable for delivering the data work rather than deciding what it should be, see the Data and AI delivery manager page.

An example task: **a customer retention figure that finance and marketing calculate differently**

TODAY

You get finance and marketing to agree what counts as retained, check the source fields with data engineers, write the definition and quality checks, and tell the teams whose reports will change.

WITH AI

An assistant can draft the mappings, SQL and documentation. The bigger change is that people can now ask a chat tool for the number directly. If your definition is vague or missing, the tool can still give a confident answer, and no analyst sees it first.

WHO DOES WELL

You get one definition signed off before anyone builds on it. You have a data engineer check the AI's joins and grain, test the chat tool with questions you know the answer to, and find out who's using the number and for what.

THE NEXT FEW YEARS

Forecast Employers put Data Warehousing Specialists and Data Analysts and Scientists in the 15 fastest-growing roles to 2030. World Economic Forum, Future of Jobs Report, 2025

We found no study that measures this job itself, so these are about data roles and AI projects in general.

▼ See the rest of the evidence

Disputed Gartner also predicted that over 40% of agentic AI projects will be cancelled by the end of 2027, because of costs, unclear value or weak risk controls. Gartner, Jun 2025

▼ See the numbers

Employers put Data Warehousing Specialists and Data Analysts and Scientists in the 15 fastest-growing roles to 2030.

World Economic Forum

40%

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Gartner

2 What do you already do?

IN THE JOB

- O Metric definitions and data contracts
- O Data quality, lineage and freshness
- O Basic SQL, enough to check

WITH AI

- O Checking AI-drafted SQL and mappings
- O Testing plain-English question tools
- O AI use and data protection rules

WITH PEOPLE

- O Getting teams to agree one definition
- O Finding out who uses the data and why

A starting list to explore, not a formal framework.

3 Your free path

1

Start

Understand the change

AI Fluency: Framework and foundations

Claude Academy (Anthropic)

Free, free account needed

Builds: Checking AI-drafted SQL and mappings

2

Build

Use it in your work

Intro to SQL

Kaggle Learn

Free to access, free account needed

Builds: Basic SQL, enough to check · Checking AI-drafted SQL and mappings

Get started with Copilot in Power BI

Microsoft Learn

Free to access, some hands-on needs a paid product

Builds: Testing plain-English question tools

AI capabilities and limitations

Claude Academy (Anthropic)

Free, free account needed

Builds: Checking AI-drafted SQL and mappings · Testing plain-English question tools

Guidance on AI and data protection

Information Commissioner's Office (ICO)

Free to access

Builds: AI use and data protection rules

3

Lead

Help others make the change

AI Risk Management Framework

NIST (US National Institute of Standards and Technology)

Free to access. A step up: for moving into AI governance.

Builds: AI use and data protection rules

AI product owner

8 skills · 7 free resources · updated 9 Nov 2026

1 Your job, and how it is changing

You own a product or workflow whose behaviour depends on a model. It won't give the same answer twice, so you can't only write what it should do. You define how it's judged, how good is good enough and where a person steps in. Often your users are colleagues in HR, finance or operations.

WHAT YOU OWN

- Which uses are worth doing, and in what order
- The evaluation criteria and the release decision
- Where a person must check or take over
- Tracking quality and cost after launch

WHAT OTHERS OWN

- AI engineers: the model, prompts and how it's built
- Risk, legal and data protection: what's allowed
- Business owner: the process it changes

WHO HIRES YOU CHANGES THE JOB

THROUGH A CONSULTANCY OR PARTNER

A client's pilot or rollout, usually for a fixed period. You hand over at the end, so agree who'll watch it after you've gone.

HIRED DIRECTLY BY A COMPANY

One AI product or workflow for the long term. You live with it when the model changes underneath you.

Delivering an AI programme is different from owning what it should do: see the Data and AI delivery manager page.

An example task: **deciding whether an assistant answering staff questions on HR policy is ready to release**

TODAY

You collect real questions with HR, build a test set with the right answers, agree what score is good enough and which topics always go to a person, then make the release call with risk.

WITH AI

AI can suggest more test questions and give each answer a first score, for you to check. The bigger change is that AI is the product. A model update or a new policy document can change its answers with no release on your side, so testing never ends.

WHO DOES WELL

You won't release on an average score: you read the failures and ask how bad each one is. You re-run the test set when the model or policy changes, know the cost per answer, and keep a clear route to a person.

THE NEXT FEW YEARS

Forecast Gartner forecast that up to 40% of enterprise applications will include task-specific AI agents by the end of 2026, up from under 5% in 2025. Gartner, Aug 2025

We found no study that measures this job itself, so these are about AI agents and AI projects in general.

▼ See the rest of the evidence

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▼ See the numbers

40%

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Gartner

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Gartner

2 What do you already do?

IN THE JOB

- ○ Deciding which uses are worth doing
- ○ Release criteria for AI products
- ○ Tracking quality and cost after launch

WITH AI

- ○ Building and reading evaluation test sets
- ○ Model limits and failure modes
- ○ Designing where a person steps in

WITH PEOPLE

- ○ Agreeing acceptable risk with legal and HR
- ○ Explaining why it isn't ready yet

A starting list to explore, not a formal framework.

3 Your free path

1

Start

Understand the change

AI Fluency: Framework and foundations

Claude Academy (Anthropic)

Free, free account needed

Builds: Model limits and failure modes

2

Build

Use it in your work

AI capabilities and limitations

Claude Academy (Anthropic)

Free, free account needed

Builds: Model limits and failure modes

People + AI Guidebook

Google PAIR (People + AI Research)

Free to access

Builds: Designing where a person steps in

Guidelines for Human-AI Interaction (HAX Toolkit)

Microsoft

Free to access

Builds: Designing where a person steps in

Intro to AI Ethics

Kaggle Learn

Free to access, free account needed. Covers testing models for bias.

Builds: Building and reading evaluation test sets

Rules of Machine Learning

Google for Developers

Free

Builds: Model limits and failure modes

3

Lead

Help others make the change

AI Risk Management Framework

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Free to access. A step up: for moving into AI governance.

Builds: Release criteria for AI products

For leaders: plan the roles before the work changes

What I've learned from creating and changing roles at every stop of my career.

1. **Map the roles early, business roles too.**
   The change isn't only happening to technical roles. It's happening to the people between the data and the decision.

2. **Bring the people team into the plan.**
   Work with them on strategic workforce planning, and argue that business roles will change too, not only technical ones.

3. **Retire titles that could mean anything.**
   Define each role by the outcome you need, then move people into the roles they can grow into.

4. **Measure the role on value.**
   A role changes when what it's measured on changes.

5. **Give people time and support.**
   A move like this can take about a year of support into the new responsibilities.

6. **Plan the process early.**
   In the UK and Europe, changing roles follows a regulated process. If the roles aren't mapped early, the options narrow to redundancies or long change windows.

7. **Find your white belts.**
   The lesson can come from a new joiner, a new generation, or another role inside or outside your organisation.

FREE READING FOR LEADERS

AI skills planning: Practical guidance for people professionals
CIPD
Free to access

Workforce planning (factsheet)
CIPD
Free to access

AI skills tools package (AI Skills Framework, adoption pathway, Employer AI Adoption Checklist)
Skills England (UK government)
Free to access

Skills for AI: What works for AI upskilling in the UK
UK government (DWP and Skills England)

Free to access

Future of Jobs Report 2025 (full report)
World Economic Forum
Free to access

How companies can use AI to find and close skills gaps
MIT Sloan
Free to access

AI Skills Boost: free AI training for all (benchmark and courses)
Skills England blog (UK government)
Free to access

Free to use and share. Resources belong to their providers and are listed because they are free and useful. Links checked 2026-11-09. Who's planning for the roles AI will change? · Mauro Flores