

Emerging Technology Workforce in the US from Untapped Potential.

STRATEGIC INTELLIGENCE BRIEFING

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Executive summary



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online

This map illustrates the potential technology workforce in the United States, focusing on individuals aged 22 to 42 who are currently not considered part of traditional talent pipelines. As the labor market evolves, it is critical to identify new pools of potential employees who can contribute to the tech sector, especially in light of shifting workplace dynamics influenced by remote work and digital transformation. The COVID-19 pandemic has highlighted the need for adaptable work structures, promoting virtual collaboration and inclusivity. This workforce demographic encompasses underrepresented groups, including women and individuals from various ethnic backgrounds, who have historically faced barriers to entry in the tech industry. By mapping this potential workforce, we aim to illuminate opportunities for increasing diversity and inclusion, as well as the necessity for innovative approaches to skill identification and validation. The insights drawn from this map can serve as a strategic tool for organizations seeking to broaden their recruitment efforts, foster entrepreneurship, and enhance participation in technology sectors across the nation.

The key issues shaping and influencing Emerging Technology Workforce in the US from Untapped Potential. are as follows:

Digital Work Design

Organizations have needs for flexibility, speed, and scalability that call for new ways of organizing work

Skills and Lifelong Learning

Better preparation is essential for members of the current and future workforce

Attracting the Next-Generation Workforce

Empowering workers with training and skills can help them adapt to a turbulent labour market

Global Workforce Platforms

Exploring the evolution of knowledge acquisition and dissemination

Youth Development

The global population of young people is growing, and is key to tackling global challenges

Government Role

A smart, well-run public sector can help facilitate social innovation

Public Sector Digital Talent

Building and retaining technology expertise in government

Purposeful Leadership

Fostering authenticity, resilience and inclusion in multi-stakeholder leadership

Below is an excerpt from the transformation map for Emerging Technology Workforce in the US from Untapped Potential., with key issues shown at the centre and related topics around the perimeter. You can find the full map later in this briefing.



In the following sections, we give a comprehensive summary of the latest **Insights and Trends** shaping the topic, a look at potential **Forecasts and Scenarios** based on current and emerging trends, and an overview of the **Strategic Context**.

1

Insights and trends

A synthesis of the most recent expert analysis.

1.1 Current perspectives



GovLab - Living Library

Europe's Innovation Agencies Need Radical Reform To Meet Today's Grand Challenges

03 September 2025

Europe faces multiple crises, from climate change to geopolitical instability, necessitating a shift in how innovation is approached. Innovation has evolved from a focus on productivity to becoming a critical political and economic necessity that requires restructured public institutions to implement systemic change. Innovation agencies, traditionally focused on support and funding, must now act as architects of change to achieve ambitious goals like decarbonizing mobility and enhancing digital sovereignty. However, rigid compliance frameworks at the EU level hinder the scaling of innovative local solutions, creating an imbalance between stability and agility.



Network for Business Sustainability

Table of Contents: July 2025

18 August 2025

NBS's July 2025 compilation highlights recent in-press business sustainability research from top journals, focusing on innovative studies such as the impact of immersive virtual work environments on pro-environmental behavior, labor law spillovers, and social strategies for autistic workers. Additional articles explore the intersections of corporate responsibility with the digital economy, along with diverse topics like eldercare policies, DEI strategies, and the effects of gender diversity on innovation. The compilation serves as a resource for cutting-edge sustainability knowledge in business contexts.



Stanford Social Innovation Review

Beyond the 'Good Enough' Charity (SSIR)

30 June 2025

Global development faces significant challenges, including donor government pullbacks and public fatigue with nonprofits, exposing long-standing complacencies in the sector. Traditional measures of success have centered on outputs rather than impact, leading to inefficient practices. To overcome these issues and avoid "good-enough charity," the development sector must adopt business-like disciplines, emphasizing understanding cost-effectiveness, independent impact audits, and sunset clauses for underperforming programs. A shift towards accountability and continuous reassessment of community needs is crucial for maximizing social returns and ensuring resources are effectively utilized.



African Center for Economic Transformation

Harnessing Africa's Demographic Dividend: Opportunities and Emerging Challenges for Economic Transformation

02 September 2025

Africa is experiencing a significant demographic shift, with its population expected to increase from 1.5 billion in 2025 to 2.5 billion by 2050, leading to a potential demographic dividend. This could drive economic growth through a larger working-age population and increased innovation. However, challenges such as high youth unemployment and an aging population threaten to undermine this opportunity. Economic growth remains uneven and primarily focused on low-productivity sectors. To harness its demographic potential, Africa must

invest in job creation, education, and regional integration, while aligning labor market needs with population dynamics.



World Economic Forum

What isn't getting enough attention? These under-the-radar trends, according to chief economists

23 September 2025

The global economy faces challenges such as inflation and lower growth in specific regions, while other areas show resilience. Chief economists highlight underappreciated trends affecting innovation, labor markets, and finance. AI is viewed as a potential breakthrough technology, enhancing research productivity and economic growth, although its benefits may unevenly impact industries. Labor markets are influenced by an aging population and declining participation rates, exacerbating labor shortages in critical sectors. Additionally, the rise of cross-country multi-issuance stablecoins poses emerging risks to financial stability.



IESE

These are the competencies for geostrategic advantage. Does your team have what it takes?

01 September 2025

Geopolitical rivalry is intensifying the competition for talent in the labor market. Companies need a workforce equipped with key competencies including resilience, curiosity, creativity, teamwork, leadership, critical thinking, ethical values, and a focus on the common good. Amid megatrends such as digital transformation and AI, organizations face difficulties in sourcing skilled labor necessary for innovation and strategic advantage. Education must adapt to integrate STEM subjects and prepare future leaders to align technology with global trade dynamics, ensuring long-term growth and competitiveness in a volatile landscape.



Institute for Security Studies Africa (ISS Africa)

State Futures in the Global South

30 June 2025

Emerging global trends such as demographic shifts, climate change, digital disruption, and geopolitical realignment are reshaping state roles, capacity, and legitimacy in the Global South. The analysis incorporates governance indicators and regional consultations to identify challenges and opportunities across various domains. Four future governance scenarios—Growth World, Sustainable World, Divided World, and World at War—are proposed, illustrating different state evolution pathways. Key recommendations include rethinking

governance approaches, enhancing participatory mechanisms, and embedding foresight into policy planning to navigate increasing complexity.



World Economic Forum

Empowering Frontlines: Retaining, Training and Upskilling Industrial Workforce

23 September 2025

The manufacturing sector is facing significant challenges, necessitating innovative talent strategies for retention and upskilling to maintain competitiveness and productivity. With over 40% of Gen Z employees contemplating job changes within 3-6 months, effective talent management is urgent. Successful strategies from leading organizations include leveraging AI for workforce enhancement, immersive onboarding, personalized career planning, and frontline well-being initiatives. These approaches have resulted in reduced mean-time to repair, fewer on-the-job errors, decreased attrition, quicker onboarding, a multiskilled workforce, and improved operational efficiency.



The Conversation

Welcome to post-growth Europe – can anyone accept this new political reality?

07 July 2025

Europe is facing persistent economic stagnation, with the IMF downgrading growth forecasts and the World Bank predicting this decade will be the weakest for growth since the 1960s. The UK economy contracted by 0.3% in April 2025, highlighting ongoing challenges. A long-term forecast suggests an annual growth of only 0.9% through 2040, hindered by declining competitiveness, poor productivity, and an ageing population. Experts warn that Europe may need to consider a "post-growth" reality due to these structural issues and the pressures of climate change, prompting questions about political viability in embracing this new economic landscape.



World Economic Forum

Trust, technology and leadership key to winning the STEM talent race

23 September 2025

The global competition for STEM talent has intensified, with nations like Switzerland, Singapore, and South Korea making significant investments to attract skilled professionals. Systemic gaps in leadership, infrastructure, and trust are hindering the performance of nations like Germany and the US, leading to inefficiencies and burnout among talent. Effective leadership that values emotional intelligence and innovation is crucial, as is fostering a trusted work environment. Organizations must prioritize embedding technology in their culture and respond to the needs of STEM professionals to

prevent talent attrition and ensure national competitiveness.



African Center for Economic
Transformation

Macroeconomic Policies Supporting Start-ups in Africa

29 July 2025

Africa's economic future relies on leveraging its youthful population's entrepreneurial potential, particularly through innovative and tech-driven start-ups that tackle youth unemployment and promote economic diversification. The tech start-up ecosystem has grown significantly, with over 1,000

active tech hubs and substantial funding in recent years, despite being underfunded compared to other regions. Policymakers are encouraged to analyze macroeconomic policies that support start-ups, share successful practices, and create a conducive environment for entrepreneurship to enhance economic transformation across the continent.

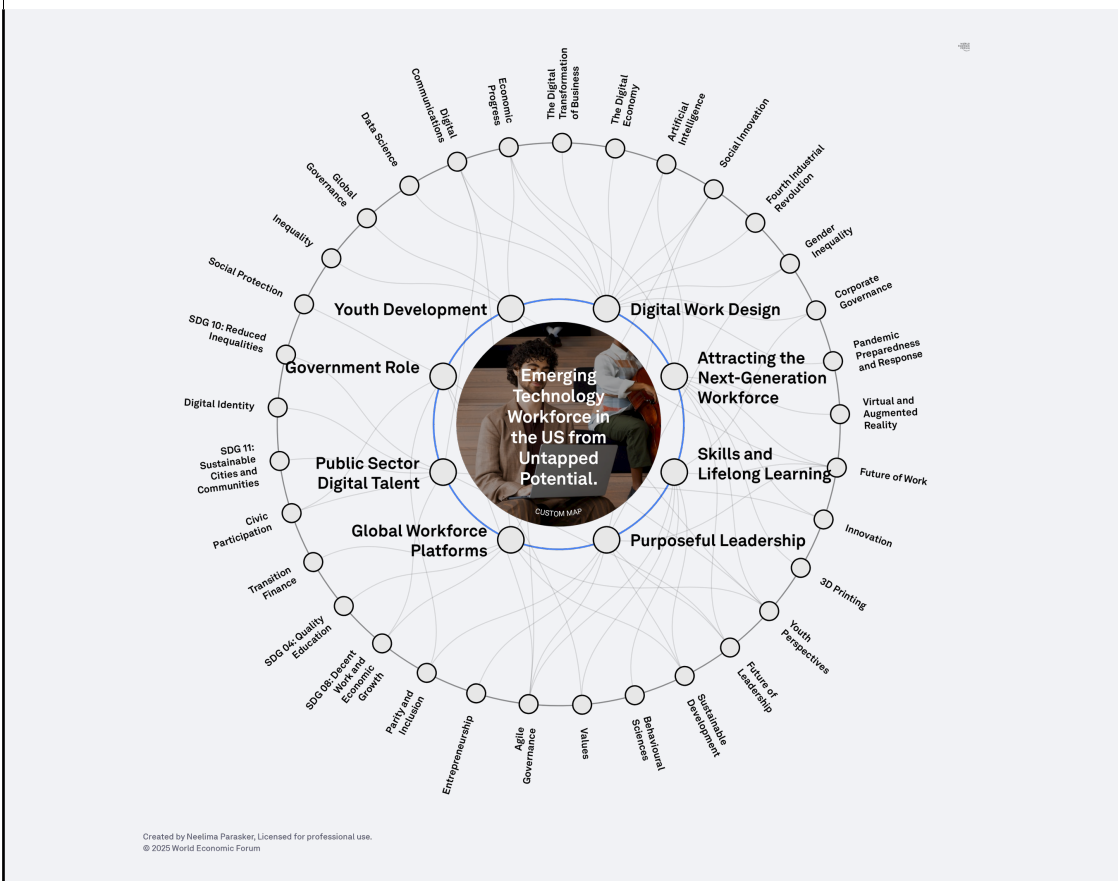
2

Strategic context

The key issues shaping Emerging Technology Workforce in the US from Untapped Potential..

The following key issues represent the most strategic trends shaping the topic of Emerging Technology Workforce in the US from Untapped Potential.. These key issues are also influenced by the other topics depicted on the outer ring of the transformation map.

FIGURE 1 Transformation map for Emerging Technology Workforce in the US from Untapped Potential.



2.1 Digital Work Design

Organizations have needs for flexibility, speed, and scalability that call for new ways of organizing work

Finding new ways to organize work - both within firms and at their fringes - has become a central factor in economic success or failure. As the focal point of organizations shifts alongside the global economy from an

emphasis on products to information, a shift is also occurring from linear to exponential organizations. Organizations now need to be ambidextrous, in the sense of providing structure, culture, and processes for older, established work and products, while at the same time they provide new and different work designs for the technology-product-market combinations of tomorrow. One related trend that has only been accelerated by the advent of the COVID-19 crisis is the importance of being able to work globally in virtual teams. As more companies (such as Twitter and Microsoft) announce that employees can now work from home at least part of the week indefinitely, a new work reality will take hold that is more bottom-up than top-down, and shifting from concentrated, large structures to distributed smaller structures, and from hierarchical organization to team-and-work-group-based structures across departments and even whole entities.

This calls for new ways to ensure entrepreneurship, and for the identification of ways colleagues can function even while having never met face to face. One key for organizing this new work paradigm will be setting the correct defaults - as they are the most effective and efficient way to influence behaviour. In some parts of an organization, control may be the best default, whereas in others it may be trust. Some parts of a company may flourish through bureaucracy and perfection, whereas others produce the most value possible through iteration and experimentation. Digital work design will be influenced by some developments that will continue indefinitely. Greater openness, for example, means companies will have more permeable boundaries, allowing permanent employees to work together with "free permanent" employees handling project based work on a temporary contract - in turn giving both companies and workers the benefits of "flexicurity" (flexibility and security). In addition, democratization and de-hierarchization will increase participation in decision-making at multiple levels, and will involve everything from choosing team members and leaders to direct ownership through equity stakes.

Related topics: [Data Science](#), [Digital Communications](#), [Economic Progress](#), [The Digital Transformation of Business](#), [The Digital Economy](#), [Artificial Intelligence](#), [Social Innovation](#), [Fourth Industrial Revolution](#), [Gender Inequality](#), [Corporate Governance](#), [Pandemic Preparedness and Response](#)

2.2 Skills and Lifelong Learning

Better preparation is essential for members of the current and future workforce

The green transition to greater sustainability, increased adoption of remote work, and the rise of emerging technologies like generative artificial intelligence are driving the creation of new types of jobs. Something that is also slowly changing: the way in which organizations attempt to unlock the full potential of the workforce. In any country, it is crucial that decision-makers in the public- and private sectors develop an upskilling strategy - one that helps people gain both the mindset and tools to empower themselves through continuous learning. However, research suggests that too few employers are offering the necessary resources to effectively upskill, like educational incentives, in-house training options, or simply the time required to acquire new skills. The ADP Research Institute analysed the job histories of more than 51 million US workers, collectively employed by more than 93,000 employers, between January 2019 and October 2023. The analysis found that only 3.6% of them had been upskilled by their employers within two years of being hired - across industries and geographies, and even among sectors that have consistently struggled to attract qualified talent.

The development and updating of talent - through upskilling to improve performance in an existing role, reskilling for a new role, or regularly engaging in lifelong learning - is essential for maintaining optimal employment levels, promoting sustainable development, and helping informal economy workers transition to a formal economy (where they will enjoy better security and benefits). Targeted skills development efforts can spur job creation by equipping people with the specific expertise required by a particular industry. For example, Germany's focus on apprenticeships and technical education has created a highly skilled workforce better able to fill roles in the automotive and engineering industries. Meanwhile training programmes in Brazil have helped farmers adopt more innovative methods, leading to increased productivity and greater job creation in agricultural production, food processing, and agribusiness generally. Limited access to quality skills training is a common barrier to professional growth, particularly for traditionally marginalized groups and regions. In addition, disparities in technology access and literacy have also impeded learning - removing them will be necessary to foster a more skilled, inclusive, and empowered global workforce.

Related topics: [Sustainable Development](#), [Corporate Governance](#), [Behavioural Sciences](#), [Values](#), [Future of Work](#), [Agile Governance](#)

2.3 Attracting the Next-Generation Workforce

Empowering workers with training and skills can help them adapt to a turbulent labour market

In a report published in 2016, the World Economic Forum cited an estimate that more than half, or some 65%, of children entering primary school at that time would eventually have a job type that did not yet exist. The ongoing disruption of business models will have profound, far-reaching impacts on employment. One of the key factors driving this is the advancement of manufacturing technologies. With the increasing integration of technology into factories, the role of humans actually becomes even more critical; though, at the same time, the sector is inevitably going to be transformed into a more technically sophisticated version of itself in need of fewer workers and more skilled engineers. The need to prepare workers for the difficulty of a transitioning labour market poses a severe challenge to both governments and companies - and is likely to require an inclusive, multi-stakeholder effort to foster a "just transition" by ensuring new skills can be obtained.

New technologies must be leveraged to facilitate this acquisition of skills. In addition, schools and universities need to better anticipate the changes wrought by disruptive innovation and adapt accordingly - while outside of school, lifelong learning must become more commonly available to workers in need. Educational institutions need to collaborate more closely with governments and companies, in order to identify the skills and attributes essential for the future - particularly science, technology, engineering and mathematics (STEM) skills, critical thinking, and organizational science (for example, there has been a persistent shortage of data scientists). Most business leaders will have to reorient their strategies to close the gap between employee supply and demand, and to make better use of continuously evolving technologies. Increasing peoples' well-being by reducing their need to perform physically demanding tasks could extend working lives - new ways of upgrading existing skills must therefore be integrated into daily routines.

Related topics: [Virtual and Augmented Reality](#), [Future of Work](#), [Innovation](#), [3D Printing](#), [Artificial Intelligence](#), [Economic Progress](#), [Youth Perspectives](#), [Future of Leadership](#)

2.4 Global Workforce Platforms

Exploring the evolution of knowledge acquisition and dissemination

Executive Summary: An analysis of 319 startups founded in the past five years reveals strong momentum the development of workforce and skills-acquisition platforms within the Education industry. Collectively, these ventures have raised \$844.6 million.

Innovation Overview: Global workforce platforms were identified by 67% of respondents to the World Economic Forum's Chief Strategy Officers Survey as likely to have a significant impact in the industry. Leading this trend are OurRitual (United States), Qureos (United Arab Emirates) and StatusPro (United States), according to Crunchbase and CB Insights data retrieved in 2025. Among these startups, the average company size is 49 employees, reflecting an agile structure.

Future Outlook: Employers have long been warning of widening gaps between the skills in demand and those that workers actually have - while governments have touted a need to foster more technical talent if countries want to be globally competitive. One report published by Deloitte estimated that 2.4 million positions in the manufacturing sector alone could remain unfilled between 2018 and 2028, with a potential economic impact of \$2.5 trillion. Without adequate modifications to education and training systems, this gap will only worsen.

Related topics: [Digital Communications](#), [Sustainable Development](#), [Social Innovation](#), [SDG 08: Decent Work and Economic Growth](#), [Youth Perspectives](#), [SDG 04: Quality Education](#), [Transition Finance](#)

2.5 Youth Development

The global population of young people is growing, and is key to tackling global challenges

There are 1.2 billion young people currently aged between 15 and 24, accounting for 16% of the global population. By 2030 - the target date for the United Nations' Sustainable Development Goals (SDGs) that make up the 2030 Agenda - that number is projected to have grown by 7%, to nearly 1.3 billion. We've seen global initiatives focus more on youth empowerment, through greater digital literacy, skills training, and civic engagement, supported by the UN's Youth 2030 strategy. The world's young people represent a crucial

demographic for future development, as they are increasingly demanding more just, equitable, and progressive opportunities and solutions. The need to address the multifaceted challenges faced by young people (such as access to education, health, and employment amid inequality) has become more pressing than ever. Ensuring that young people are skilled and engaged is key for tackling global challenges. Investing in youth development will lead to a more innovative and responsible workforce, reduce inequalities, and foster social stability. Engagement in politics, job markets, economic production, and community service enables young people to become a positive force for development in an inclusive and sustainable way.

Related topics: [Inequality](#), [Economic Progress](#), [Future of Work](#), [Global Governance](#), [Agile Governance](#), [Youth Perspectives](#)

2.6 Government Role

A smart, well-run public sector can help facilitate social innovation

Due to government spending cuts, growing investor interest, and a new generation of social entrepreneurs, more governments are experimenting with ways to harness private enterprise for the public good. This is increasingly seen as essential for achieving large-scale, systemic change while reforming public services. However, as neither a conventional business nor a traditional charity, social enterprises blur policy boundaries. Traditional corporate legal structures do not support the dual-purpose business models of social enterprises, and tax systems rarely distinguish between companies that benefit society and the environment and those that harm them. And, while traditional regulation is designed to protect investors from excessive financial risk, it does not recognize that risk can also stem from a desire to create a positive impact. A more innovative public sector could better enable social innovation, by supplying well-designed policy and incentives; governments can also invest directly in social enterprises, act as intermediaries for private investors backing social enterprises, and provide resources and technical assistance (in some countries, issues such as political upheaval and a lack of budgetary support create related obstacles).

One example of positive government support for social innovation is the social impact bond, a financing tool where creditors fund improved social outcomes for underserved communities - which in turn can result in public sector savings. These bonds are contracts signed by local governments, banks, and foundations to do things like help the homeless find shelters, or rehabilitate young criminal offenders. The repayment of related financing depends on how successful a program has been in achieving defined targets, and backers often recycle that repayment back into other projects. The bonds enable governments to partner with innovative service providers and private investors that are willing to assume the upfront costs and risk. Other policy instruments benefitting social innovation include Benefit Corporation and "B Corp" legal statuses, which help for-profit corporations create a public benefit, generate sustainable value, and more carefully measure their impact on society and the environment. Companies operating under these statuses must report to shareholders on how they are balancing interests. Benefit corporation legislation has been passed in more than 30 jurisdictions in the US, while Italy has also adopted related provisions; examples of the thousands of registered benefit corporations include Patagonia and Kickstarter.

Related topics: [Civic Participation](#), [Agile Governance](#), [Youth Perspectives](#), [Values](#), [Social Protection](#), [Parity and Inclusion](#)

2.7 Public Sector Digital Talent

Building and retaining technology expertise in government

The public sector is faced with a growing digital-talent shortage; it struggles to compete with private sector salaries that are 30% to 50% higher for technical roles. Recruitment cycles averaging six to nine months further hinder the ability to attract top talent. Outdated job classifications fail to match modern digital roles, with 68% of agencies reporting difficulties in creating relevant job descriptions. Retention is equally challenging, as the average tenure for technical roles in government is 3.2 years, compared to 4.5 years in the private sector. Key skills gaps persist, particularly in cloud architecture, data science, and cybersecurity - where 76% of agencies report significant shortages. Ukraine's CDTO Campus is addressing these challenges by offering free, structured education programmes for over 400 digital leaders annually. The UK's Digital, Data, and Technology Profession Framework has standardized 38 digital roles, supporting a workforce of 17,000 professionals. Singapore's Smart Nation Fellowship Program recruits top-tier talent from major tech companies for short-term, high-impact projects. Australia's digital apprenticeship program boasts

an 87% retention rate, highlighting the potential of hands-on training and career development opportunities.

Strategies for addressing talent shortages include direct recruitment programs, partnerships with universities to create talent pipelines, and rotation programmes that expose employees to diverse roles across agencies. Skills development integrates formal training with project-based learning, ensuring employees stay current in rapidly evolving fields. Flexible work arrangements, including remote and part-time options, help attract diverse candidates and accommodate a healthy work-life balance. Emerging trends include micro-credentials tailored to specific technical roles, AI-powered tools for matching skills to projects, and hybrid work models that expand access to broader talent pools. Digital leadership development is gaining importance, as agencies recognize the need for senior officials who understand technology's strategic value. Gig-economy models are also being adapted, enabling governments to flexibly scale digital expertise for specific projects. To succeed, governments must offer competitive compensation, clear career pathways, and a culture that supports innovation. Investing in training, mentorship, and leadership development ensures long-term capability, enabling governments to build and retain the digital talent needed for transformation.

Related topics: [Civic Participation](#), [Future of Leadership](#), [SDG 08: Decent Work and Economic Growth](#), [SDG 11: Sustainable Cities and Communities](#), [Digital Communications](#), [Digital Identity](#), [Innovation](#), [SDG 10: Reduced Inequalities](#)

2.8 Purposeful Leadership

Fostering authenticity, resilience and inclusion in multi-stakeholder leadership

Purposeful leadership, as envisioned by youth in the Global Shapers community, moves beyond organizational efficiency to embrace human-centred values of empathy, authenticity and emotional intelligence. Recognizing that structural barriers often limit youth participation in governance, Shapers emphasize role clarification and expertise identification to ensure meaningful inclusion at all levels. They advocate clear workstreams based on expertise in conflict resolution, project management and community-building—ensuring hubs are empowered with practical tools like AI-assisted summaries, to avoid overwhelming users with excess information. In this approach, leadership is about creating safe spaces where diverse voices can engage in genuine dialogue, preventing conflicts early and fostering intergenerational collaboration. By developing conflict resolution roadmaps, refining recruitment criteria and strengthening mentorship, Global Shapers aim to cultivate resilient hubs that address local and global challenges—from urban migration and demographic shifts to the lack of youth representation in policy and business.

Equally important is the Global Shapers' recognition of the human limits of high-performance cultures. Youth leaders openly address risks of burnout, people-pleasing and overachievement pressure that can undermine team cohesion and authenticity. They stress the importance of cycles of high performance and intentional renewal—embedding informal hangouts, relaxed interactions and open discussions about well-being into their governance models. This commitment to emotional safety and psychological resilience is not an afterthought but central to sustainable leadership. By equipping hubs with conflict prevention mechanisms, accessible expert networks and practical resources for recruitment and funding, Global Shapers ensure that youth leadership is both impactful and sustainable. Their approach demonstrates that effective governance demands not only clear structures and accountability but also a deep investment in human connection, learning and support. In doing so, they offer a model of purposeful leadership fit for a complex, interdependent and rapidly changing world.

Related topics: [Agile Governance](#), [Gender Inequality](#), [Future of Work](#), [Future of Leadership](#), [Entrepreneurship](#), [Social Innovation](#), [Sustainable Development](#), [Parity and Inclusion](#)

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About Strategic Intelligence

Our approach

In today's world, it can be difficult to keep up with the latest trends or to make sense of the countless transformations taking place. How can you decipher the potential impact of rapidly unfolding changes when you're flooded with information - some of it misleading or unreliable? How do you continuously adapt your vision and strategy within a fast-evolving global context? We need new tools to help us make better strategic decisions in an increasingly complex and uncertain environment.

This live briefing on Emerging Technology Workforce in the US from Untapped Potential., harnesses the World Economic Forum's [Strategic Intelligence](#) platform to bring you the very latest knowledge, data and context from our 300+ high quality knowledge sources. Its aim is to help you understand the global forces at play in relation to Emerging Technology Workforce in the US from Untapped Potential. and make more informed decisions in the future.

Each day, our Strategic Intelligence platform aggregates, distills and synthesizes thousands of articles from around the world. We blend the best of human curation with the power of machine learning to surface high-quality content on over [two hundred global issues](#) to our one million users globally. Our hand-picked network of [content partners](#) from around the world means that we automatically exclude much of the noisy clickbait, fake news, and poor quality content that plague the Internet at large. We work with hundreds of think tanks, universities, research institutions and independent publishers in all major regions of the world to provide a truly global perspective and we are confident that our data are well positioned when it comes to the intrinsic biases inherent to open text analysis on uncuration content from the Internet. For further context on our approach, you may be interested to read [Strategic trend forecasting: anticipating the future with artificial intelligence](#) and [These Are The 3 Ways Knowledge Can Provide Strategic Advantage](#).

↓ A leading expert presenting a transformation map at our Davos Annual Meeting



Overview of methodology

Our [Transformation Maps](#) are dynamic knowledge visualisations. They help users to explore and make sense of the complex and interlinked forces that are transforming economies, industries and global issues. The maps present insights written by experts along with machine-curated content. Together, this allows users to visualise and understand more than 250 topics and the connections and inter-dependencies between them, helping in turn to support more informed decision-making by leaders.

The maps harness the Forum network's collective intelligence as well as the knowledge and insights generated through our activities, communities and events. And because the Transformation Maps are interlinked, they provide a single place for users to understand each topic from multiple perspectives. Each of the maps has a feed with the latest research and analysis drawn from leading research institutions and media outlets around the world.

At the centre of each map is the topic itself. This is surrounded by its "key issues", the forces which are driving transformation in relation to the topic. Surrounding the key issues are the related topics which are also affected by them. By surfacing these connections, the map facilitates exploration of the topic and the landscape within which it sits.

The framework extends beyond mapping current trends by incorporating forecasts and scenarios to project potential future states of the system. Forecasts are based on observable patterns, while scenarios explore broader possibilities, including low-probability but high-impact events. These elements contextualize key issues and related topics within potential future trajectories, enhancing strategic thinking and decision-making.

Harnessing collective intelligence from the Forum network and leading research institutions, the maps synthesize diverse insights into a cohesive view. By integrating these insights with the latest research and analysis, the framework provides a comprehensive understanding of how transformations unfold and interrelate, empowering users to navigate the evolving landscape effectively.

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