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ADVISORY BOARD ROUNDTABLE

SESSION 3

**RECOMMENDATIONS on How Nations Can Build the Talent
and Skills Required to Sustain AI-Driven Economies**

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SOUNDINGS



“The biggest challenge isn’t producing future AI talent alone, but reskilling today’s workforce across government, healthcare, energy, finance, education, and SMEs for an AI-enabled economy.”

Zainab Al Amin
Vice President of National Digital Transformation
Microsoft, Saudi Arabia

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Make Lifelong Learning a National Imperative

Zainab Al Amin
Vice President, National Digital Transformation
Microsoft Saudi Arabia

Artificial intelligence is evolving faster than any previous technological revolution, making continuous learning an essential capability for every organization. Traditional education and periodic professional training are no longer sufficient to prepare workforces for technologies that transform business models, industries and job roles at unprecedented speed.

Organizations must embed lifelong learning into their operating strategy rather than treating it as an occasional workforce initiative. Employees at every level—from executives to frontline teams—require opportunities to continuously develop AI literacy, digital capability and strategic thinking as new technologies emerge.

Learning should extend beyond technical proficiency. Successful AI adoption depends equally on leadership capability, adaptability, ethical decision-making and the confidence to work alongside intelligent systems. Organizations that cultivate curiosity and continuous development will adapt more quickly as AI reshapes markets and competitive landscapes.

Lifelong learning also creates organizational resilience. As technologies evolve, employees equipped with strong learning capabilities can continuously acquire new skills without requiring wholesale workforce replacement. This approach improves productivity, strengthens innovation and enables organizations to respond more effectively to changing customer and market demands.

In the AI economy, learning is no longer a support function. It is a strategic capability that determines whether organizations can sustain innovation, remain competitive and create long-term economic value. ■



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SOUNDINGS



“Building a sustainable AI economy requires developing three distinct talent layers—world-class researchers, skilled AI practitioners, and millions of professionals equipped to apply AI confidently in their everyday work.”

Joseph Alenchery
SVP & Business Head (Energy Next), Infosys



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Strengthen Public–Private Talent Partnerships

Joseph Alenchery
Senior Vice President & Business Head, EnergyNext, Infosys

The AI economy requires a fundamentally different approach to workforce development. No single organization, university or government can independently produce the volume and diversity of talent needed to sustain rapid technological transformation. Success depends on building collaborative talent ecosystems where education and industry evolve together.

Closer partnerships between universities, governments and private enterprise enable education providers to align curricula with real-world business requirements while giving students practical exposure to emerging technologies. Organizations benefit from graduates who possess immediately applicable skills, while education institutions remain responsive to changing industry demands.

Partnerships should extend beyond curriculum design to include applied research, internships, innovation laboratories, joint development programmes and continuous professional education. This integrated model accelerates knowledge transfer while creating stronger pathways between education and employment.

AI innovation increasingly depends on multidisciplinary collaboration, bringing together expertise from engineering, business, sustainability, cybersecurity and data science. Public-private partnerships provide the environment where these disciplines can converge around practical challenges with measurable commercial and societal impact.

The organizations and economies that invest in collaborative talent ecosystems today will build stronger innovation capacity tomorrow. Sustainable AI leadership depends not only on developing technology but on creating enduring partnerships capable of continuously producing the people who will shape the future economy. ■

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SOUNDINGS

“The true purpose of AI is to enhance human capability, helping people reclaim time, improve decisions, and achieve personal, professional, and national priorities more effectively.”

Kanwal Shahzad
Founder & CEO, AI Policing AI · AISFY · Digidot



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Measure Human Capability, Not Just Technology

Kanwal Shahzad
Founder & CEO, AI Policing AI · AISFY · Digidot

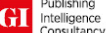
Organizations have become highly effective at measuring technology investment, infrastructure deployment and AI implementation. Far less attention has been given to measuring the people responsible for governing these increasingly intelligent systems. Yet human capability remains the most important determinant of successful AI adoption.

As organizations automate more decisions, uniquely human capabilities become increasingly valuable. Critical thinking, judgment, oversight, ethical reasoning and responsible governance determine whether AI enhances organizational performance or introduces new forms of risk. These capabilities should therefore become measurable business assets.

Organizations should evaluate workforce readiness through indicators such as AI literacy, governance maturity, decision quality, human oversight, critical thinking and leadership capability. Measuring these factors provides a clearer understanding of organizational preparedness while guiding future investment in workforce development.

Artificial intelligence should strengthen human intelligence rather than gradually replacing it. Employees must remain active decision-makers capable of questioning AI recommendations, identifying unintended consequences and maintaining accountability for business outcomes. This requires continuous investment in human capability alongside technological advancement. The organizations that achieve sustainable AI leadership will not simply possess the most advanced technology. They will develop the strongest human capability to govern, challenge and continuously improve intelligent systems. Measuring people with the same discipline applied to technology investment creates the foundation for long-term competitive advantage. ■

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SOUNDINGS

“AI incentives should prioritize human outcomes instead of only GDP growth, because changing what we reward fundamentally changes how governments, businesses, and society adopt artificial intelligence.”

Rujuta Singh
AI Transformation & Innovation Partner, Solved Together



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Modernize Education for the AI Economy
Rujuta Singh
AI Transformation & Innovation Partner, Solved Together

Preparing future generations for the AI economy requires more than introducing artificial intelligence into existing curricula. Education itself must evolve to reflect the changing nature of work, innovation and problem solving in an increasingly intelligent world.

Future learning should combine technical capability with creativity, collaboration, critical thinking and practical business application. Students must develop the confidence to work alongside intelligent systems while understanding how AI can solve complex societal and commercial challenges.

Experiential learning should become a defining feature of modern education. Industry partnerships, project-based learning, entrepreneurship programmes and multidisciplinary collaboration provide students with practical experience that cannot be replicated through traditional classroom instruction alone. This approach produces graduates capable of contributing immediately to AI-enabled organizations.

Modern education must also prepare learners for careers that will evolve continuously throughout their working lives. Adaptability, curiosity and lifelong learning become core competencies rather than supplementary skills. Education should therefore equip individuals with the capability to learn continuously rather than preparing them for a single profession. The AI economy will reward organizations and nations that cultivate adaptable, innovative and multidisciplinary talent. Education is no longer simply about preparing students for employment—it is about preparing society for continuous technological transformation. ■

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SOUNDINGS

“Artificial intelligence is not a destination but an ongoing journey, evolving from predictive models to generative AI, agentic AI, and eventually technologies we have yet to imagine.”

Dr. Chris Cooper
Board Director & Advisor, AI & Technology Companies



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Balance Global Talent Attraction with Local Capability Building

Dr. Chris Cooper
Board Director & Advisor, AI & Technology Companies

Global competition for AI talent continues to intensify as organizations seek experienced leaders, researchers and technical specialists capable of accelerating digital transformation. While attracting international expertise remains essential, sustainable AI leadership ultimately depends on building strong domestic capability.

Organizations should adopt a balanced talent strategy that combines access to world-class expertise with long-term investment in developing local professionals, graduates and emerging leaders. Imported capability accelerates transformation in the short term, while domestic capability creates resilience, continuity and sustainable competitive advantage.

Knowledge transfer should become a strategic objective of every talent acquisition programme. International experts should contribute not only through technical delivery but through mentoring, capability development and organizational learning that strengthens local expertise over time.

This balanced approach also reduces dependence on increasingly competitive global labour markets while fostering innovation ecosystems rooted in local knowledge, cultural understanding and national priorities. Organizations capable of continuously developing internal talent will adapt more effectively as technologies evolve and workforce requirements change.

Long-term AI success will not be determined solely by the ability to recruit exceptional people. It will depend on creating organizations where global expertise and local capability reinforce one another to build enduring innovation capacity, organizational resilience and sustainable economic growth. ■

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Session 3 Podcast

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