

Reskilling for Resilience

Preparing Workers for the Dynamic Demands of Tomorrow's Workplace



Based on the research of
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The Era of “One-and-Done” Career Training is Over

The catalyst is a convergence of AI automation, climate-driven geographic displacement, demographic aging, and the fragmentation of traditional work.

85%

Within this decade, over 85% of workers will need to change jobs or substantially modify their task portfolios to remain employable (Lund et al., 2021).

Takeaway: Organizational training designed solely to close immediate performance gaps is no longer sufficient.

A Necessary Expansion of Industrial-Organizational Psychology

Organization-Centric (The Past)	Worker-Centric (The Future)
<p>Focus: Enhancing immediate firm performance.</p>	<p>Focus: Building individual adaptive capacity across the lifespan.</p>
<p>Intervention: Episodic training to close immediate gaps.</p>	<p>Intervention: Continuous adaptation and lifelong employability.</p>
<p>Scope: Excludes contingent, gig, and informal workers.</p>	<p>Scope: Inclusive of job seekers, displaced talent, and the informal economy.</p>
<p>Dependency: Relies heavily on employer scaffolding and sponsorship.</p>	<p>Dependency: Fosters self-directed, personalized learning pathways.</p>

Four Converging Disruptors Reshaping Work Accessibility



Remote Work: Face-to-face training hours plummeted from **40% to 16%**. The loss of ‘organic learning’—casual mentoring and spontaneous problem-solving—exacerbates inequities for early-career workers.



Demographic Aging: By 2030, **25% of the U.S. workforce will be over 55**. Idiosyncratic skill profiles mean cookie-cutter training programs fail older workers.

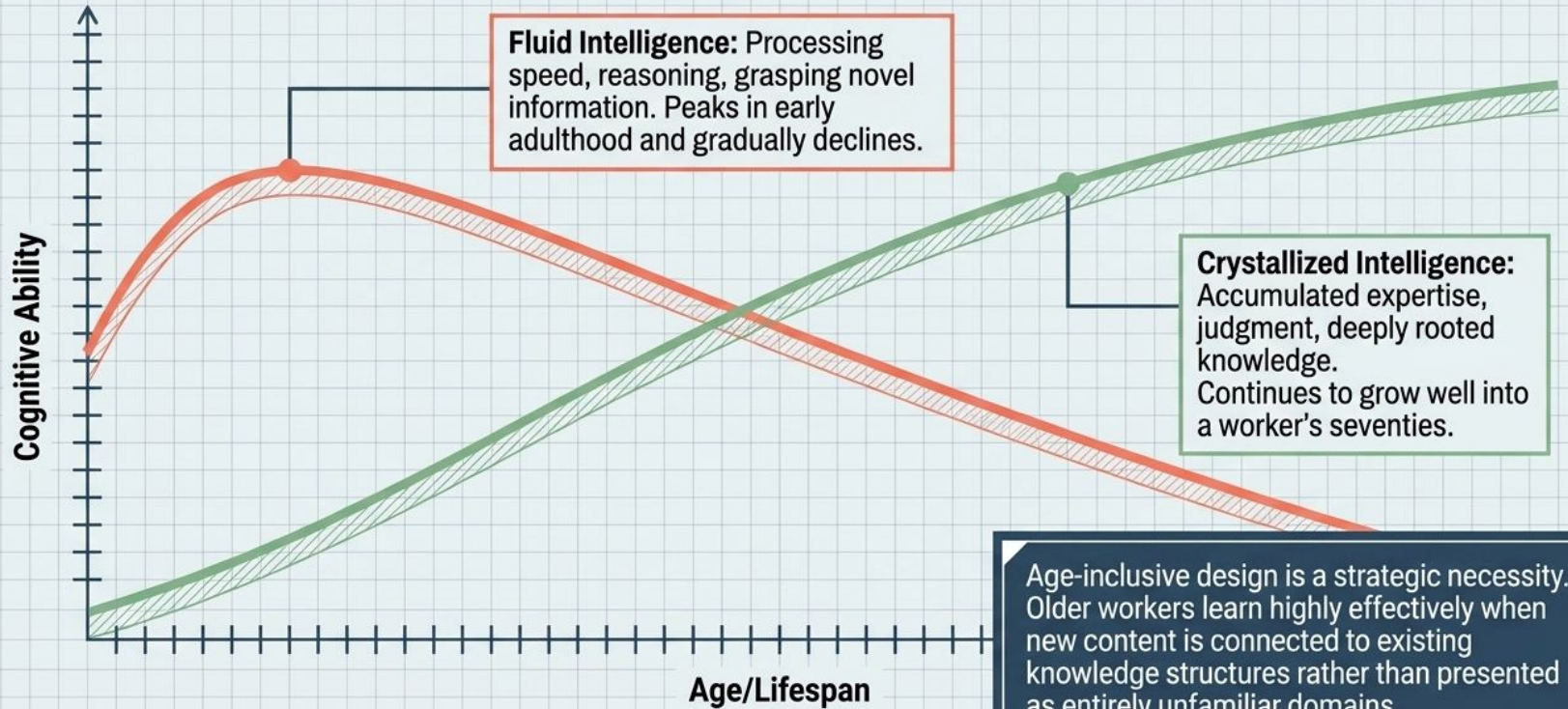


Climate & Migration: Over **20 million displaced** annually. The myth of easy ‘green reskilling’: skills from declining sectors (e.g., coal mining) transfer poorly to new roles without realistic bridging.



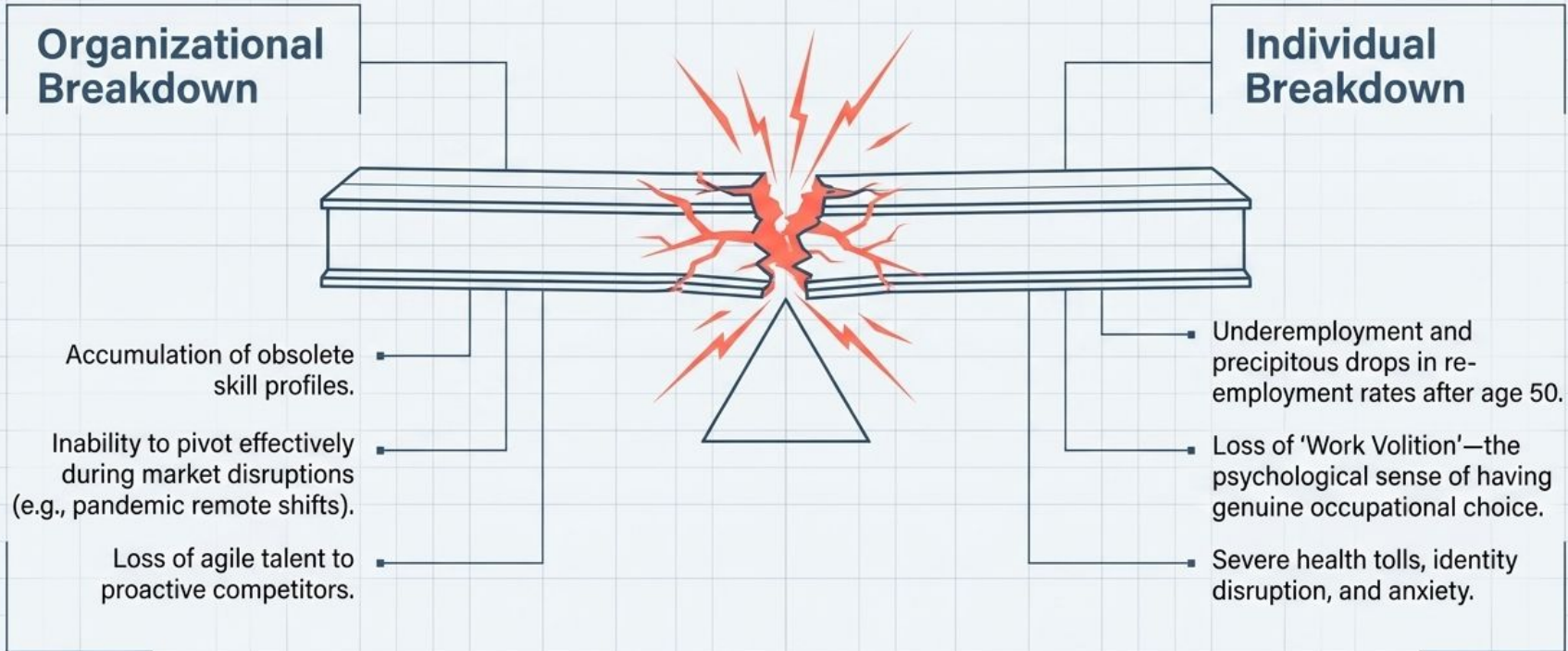
The Informal Economy: **61% of the global workforce** is hidden outside formal regulation. These workers possess sophisticated experiential skills but entirely lack formal credentials.

The Cognitive Realities of an Aging Workforce

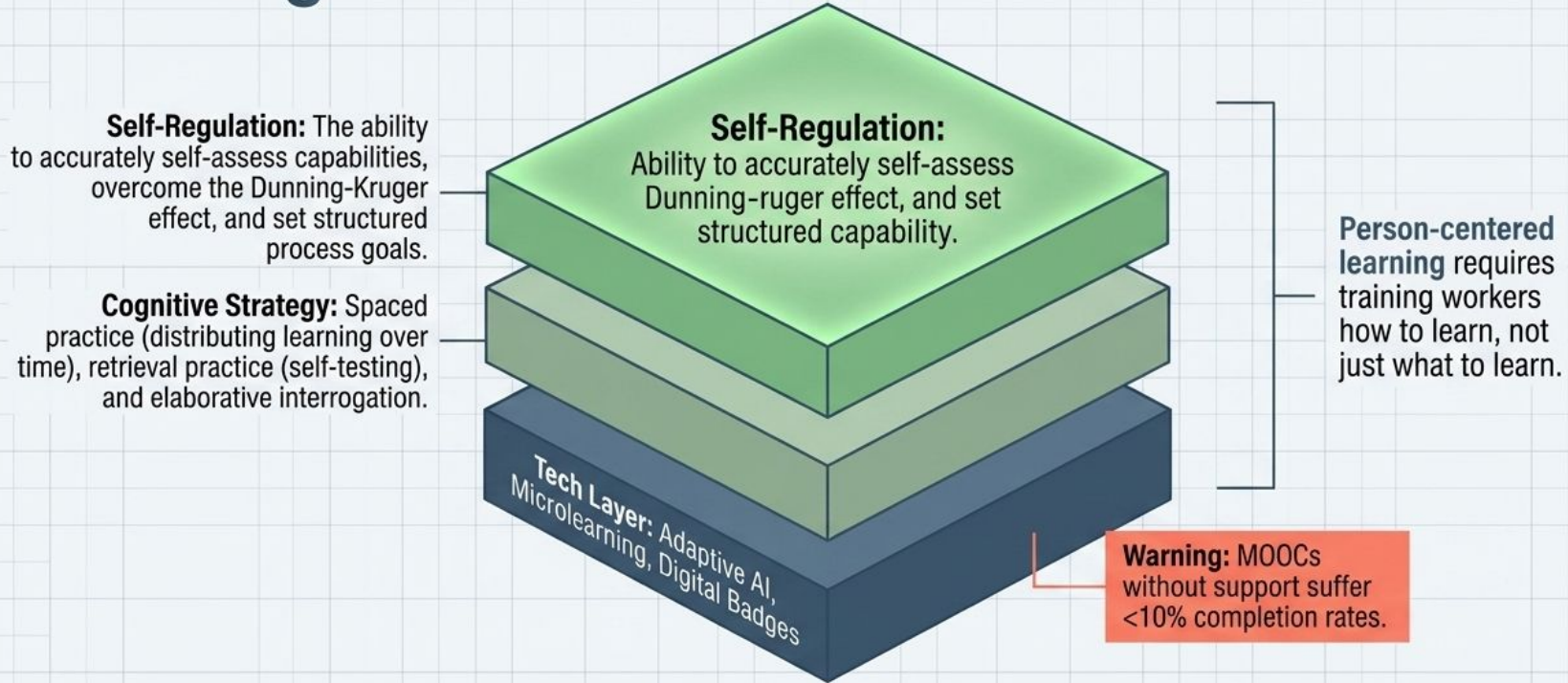


Age-inclusive design is a strategic necessity. Older workers learn highly effectively when new content is connected to existing knowledge structures rather than presented as entirely unfamiliar domains.

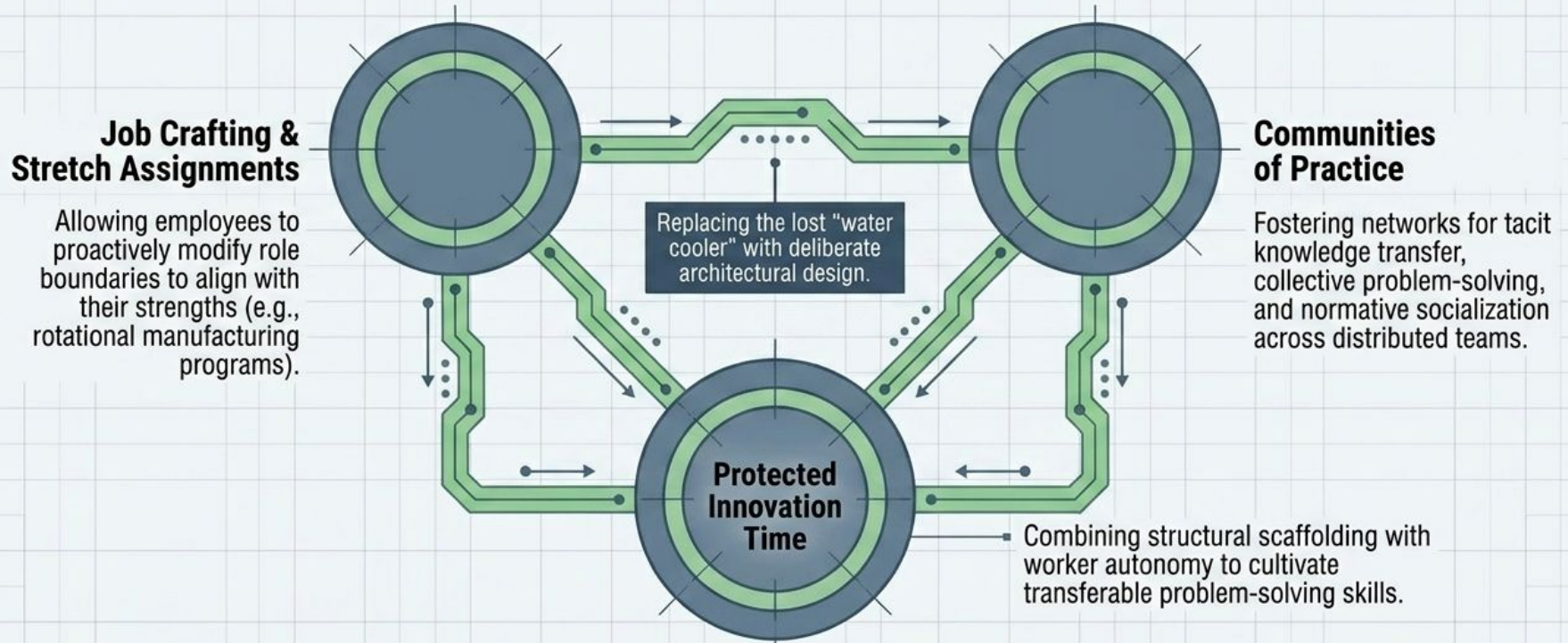
The High Stakes of Skill Stagnation



Intervention I: The Tech-Enabled Metacognition Stack

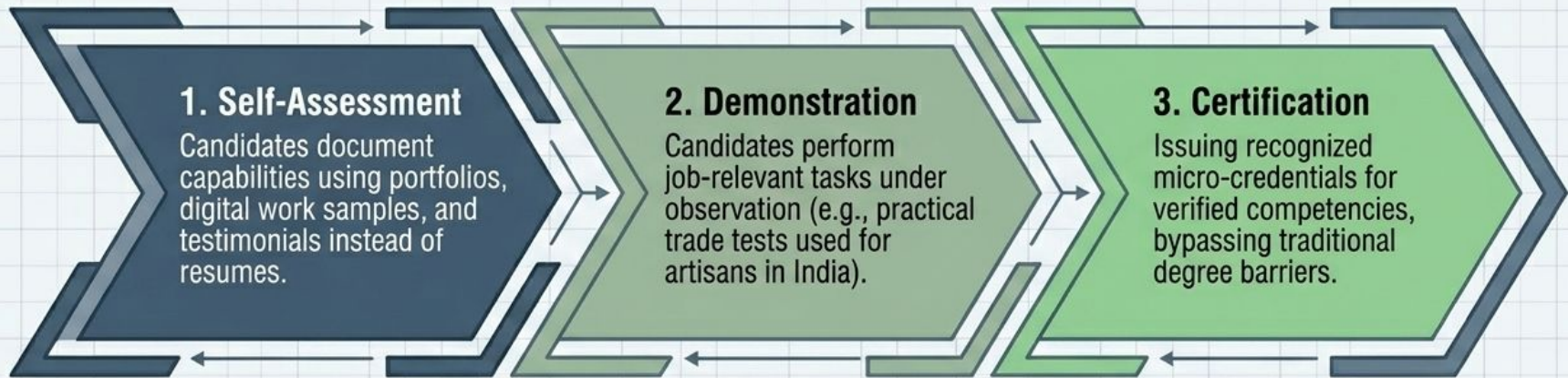


Intervention II: Architecting Experiential & Community Learning



Intervention III: Formalizing the Informal Workforce

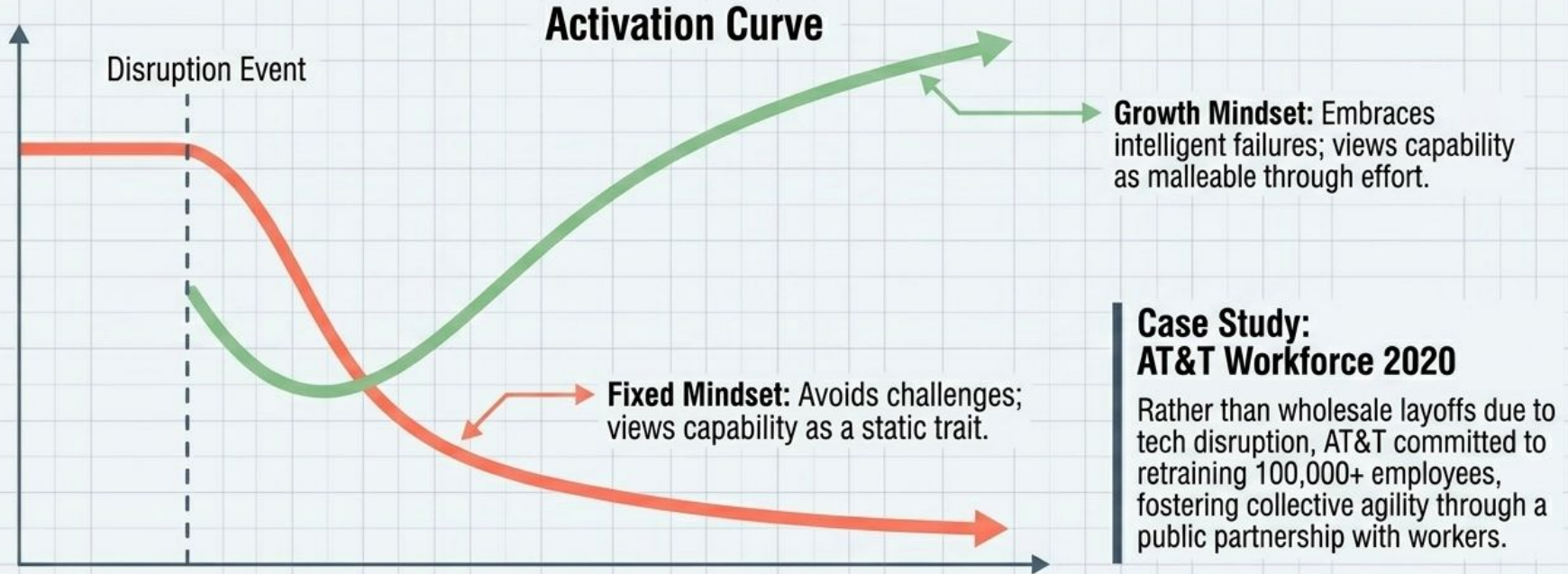
Unlocking hidden human capital through the Recognition of Prior Learning (RPL).



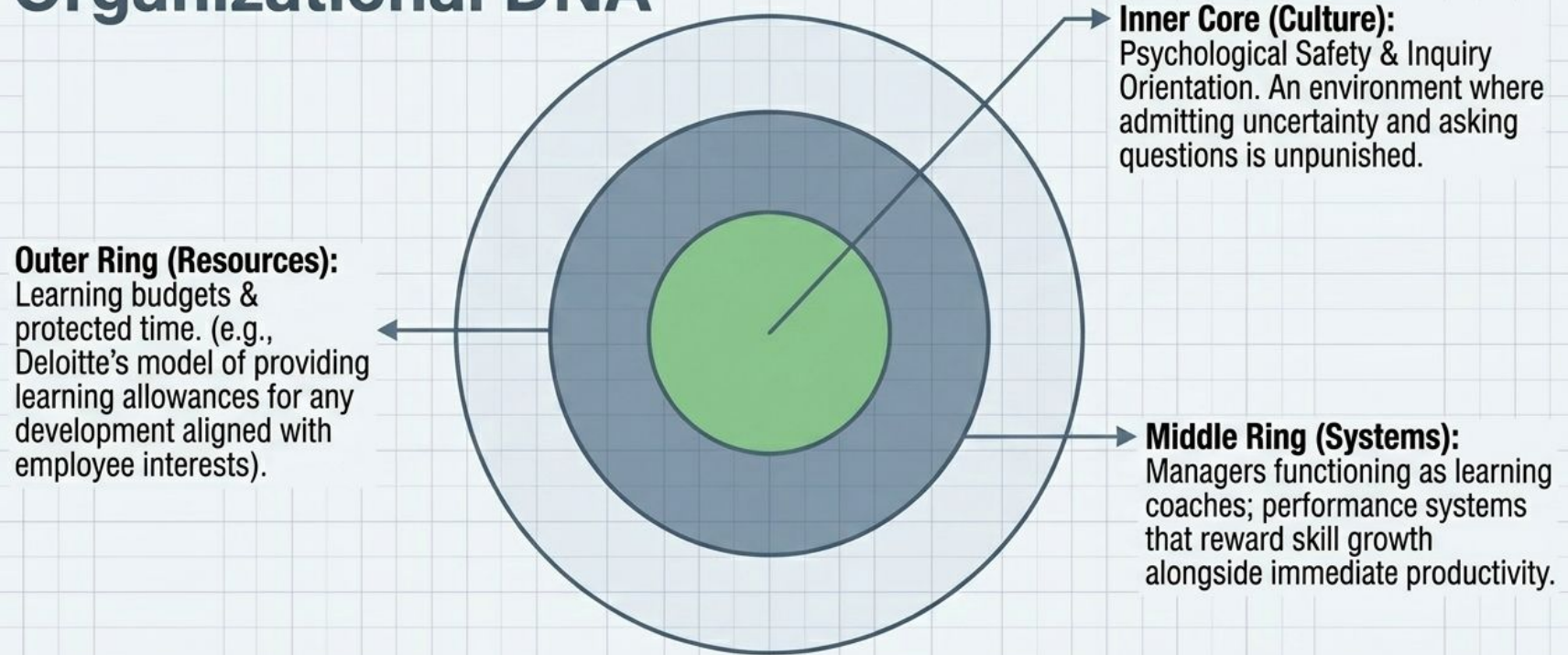
Directly addressing the 61% of the global workforce operating in the hidden, informal economy.

The Ultimate Competency is Learning Agility

Definition: The willingness to learn from experience and apply that learning to novel, ambiguous situations.



Embedding Learning in Organizational DNA



The Public Infrastructure Required for Equitable Access

Societal-level challenges require public investment.

Community Learning Centers:

Free technology access and coaching for marginalized and informal workers.

Transition Income Support:

Benefits contingent on reskilling, preventing immediate financial precarity during transitions.

The Resilient Worker

Portable Credential Systems:

Stackable micro-credentials recognized across industries (e.g., Singapore's SkillsFuture initiative).

Transparent Labor Market Info:

Accessible data mapping realistic reskilling pathways from declining to growth sectors.

Blueprint for a Learning Ecosystem: Stakeholder Directives



Organizations

- Implement transparent skill frameworks.
- Provide autonomous learning budgets.
- Design age-inclusive training models.



Individual Workers

- Audit capabilities against market realities.
- Invest heavily in 'learning-to-learn' metacognition.
- Prioritize highly transferable skills over hyper-specialization.



Policymakers

- Fund Recognition of Prior Learning (RPL) assessment centers.
- Provide transition income support.
- Deploy mobile training for the informal economy.



Researchers

- Study informal and gig workers, not just corporate samples.
- Investigate self-assessment accuracy in high-stakes transitions.

An Ethical and Economic Imperative



Universal learning access is no longer just an efficiency concern for sophisticated corporations. It is a critical occupational health, social justice, and global economic imperative.

The future of workers depends entirely on choices we make today about whose learning matters. Everyone deserves support in developing the skills for tomorrow's opportunities.