relevance

What the world is recruiting and training for

Skills, knowledge and character in the United States, China and the European Union, 2026.

Three economies, one shopping list, and almost nobody building what they demand.

7 of 10

of the fastest rising capabilities worldwide are skills and character, not knowledge

74 : 22

US employers requiring AI skills when hiring, against those training their own people in them

2 of 26

capabilities employers expect to actually decline in use by 2030

1 Six findings worth acting on

Job postings, employer surveys, payroll data and training budgets from all three regions point the same way. The technical layer of a role is being priced and automated at speed. The human layer is becoming the constraint, and it is the layer least likely to be developed.

1 Seven of the ten fastest rising capabilities are skills and character

The World Economic Forum ranks capabilities by net increase, the share of employers expecting a skill to grow in use minus the share expecting it to fall. AI and big data leads at 87. Directly behind it sit creative thinking (66), resilience, flexibility and agility (66), and curiosity and lifelong learning (61).

2 Only two capabilities out of twenty six are genuinely in decline

Manual dexterity, endurance and precision at minus 24, and reading, writing and mathematics at minus 4. Everything else employers were asked about is still growing. Redundancy is happening to roles and to routine processing, not to broad human capability.

3 AI raised the price of being human

PwC puts the global wage premium on AI skills at 62%, up from 57% a year earlier. In the same dataset, the most AI exposed entry level jobs are seven times more likely than the least exposed to demand traditionally senior capabilities: leadership, creativity and face to face work.

4 Employers are buying capability they are not building

74% of US employers treat AI skills as a strong advantage or a requirement when hiring, and half expect candidates to arrive already proficient. Only 22% run mandatory AI training for their own workforce and 17% provide none at all. Europe shows the same shape: 42% of workers say they need AI skills, 15% receive any training in them.

5 Leadership is the capability under the most strain

Leadership and social influence is the third most cited core skill worldwide. Meanwhile global manager engagement fell from 31% in 2022 to 22% in 2025 while individual contributor engagement held steady, spans of control widened, and only 20% of HR professionals report a strong leadership bench.

6 One shopping list, three different bottlenecks

83% of German employers report difficulty filling roles, the highest of 41 countries surveyed. The United States sits at 69%, China at 48%. What each market asks for is close to identical. What each market cannot find is not.

4.2%

of US job postings mentioned AI in December 2025, up 134% on 2020. The premium is large. The footprint is still small.

12.7m

Chinese graduates in 2026, an all time high, alongside an AI talent gap above 5 million roles.

10.5m

ICT specialists in the EU against a 20 million target for 2030. Europe is halfway, with four years to go.

What employers are actually buying

Every capability in this paper sits in one of three layers. Which layer a role really rests on decides how it should be hired for, how it should be developed, and how long the answer stays true.

The three layers

Knowledge, skills and character, and how each one is built.

What is fading

The ten capabilities with the least growth ahead of them.

What endures

The ten that employers still call core, and why.

2 Reading a job posting in three layers

Most capability debates collapse into a single word, skills, and then stall. Separating a role into what a person knows, what they can do with it, and how they engage makes the labour market data legible, and makes it obvious which layer your organisation is actually short of.

Knowledge

What a person knows. Domain content, technical understanding, regulatory and product fact. The fastest layer to acquire, the fastest to date, and the layer generative AI compresses hardest.

How it is built

Instruction and reference. Weeks to months, and it needs refreshing as the domain moves.

Skills

What a person can do with what they know. In Fadel's four dimensional framework: creativity, critical thinking, communication and collaboration. Built by practice, transferable between roles and industries.

How it is built

Repeated practice against real problems, with feedback. Months to years.

Character

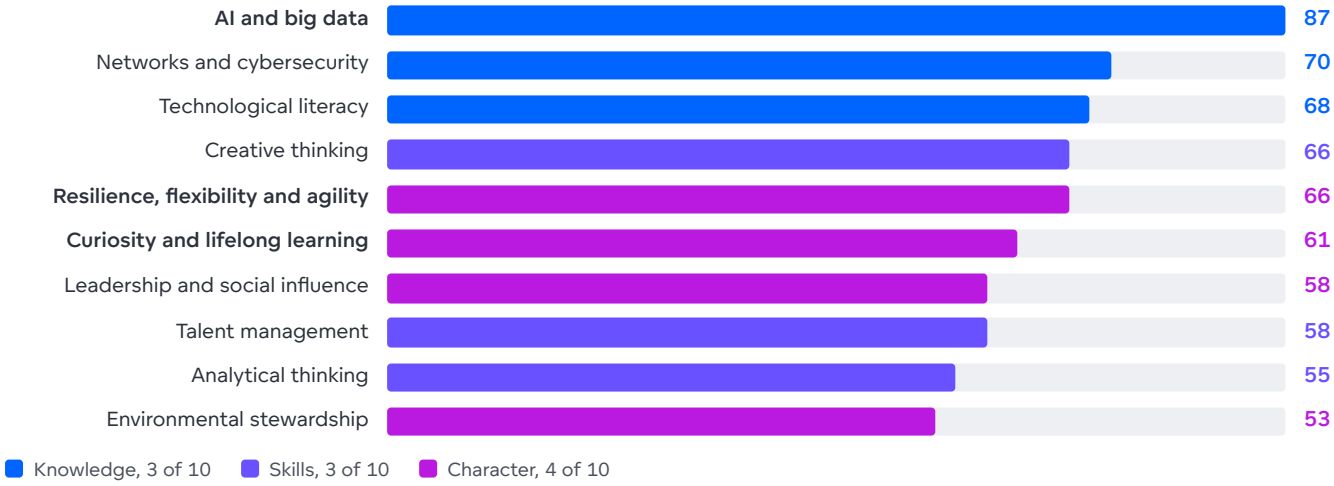
How a person engages. Curiosity, courage, resilience and ethics. The slowest layer to build, the most durable once built, and the one that decides whether the other two get used under pressure.

How it is built

Exposure to consequence, coaching and reflection over time. Years, and then it holds.

The ten fastest rising capabilities worldwide, 2025 to 2030

Net increase, the share of employers expecting a capability to increase in use minus the share expecting it to decrease. These are net balances, not shares. World Economic Forum, Future of Jobs Report 2025, figure 3.4.



Classification of each capability into knowledge, skills or character is Relevance's, applied to the WEF list. The WEF publishes one combined ranking. The European Union's own ESCO taxonomy makes a similar separation, carrying 96 transversal skills across six categories alongside occupation specific knowledge.

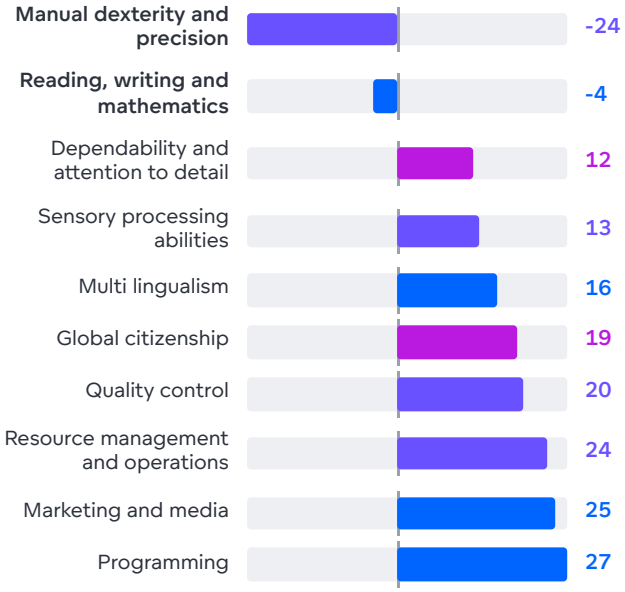
39% of workers' core skills are expected to change by 2030, on the same WEF employer survey. That is down from 44% in 2023 and 57% in 2020. Churn is high and slowing, which argues for building durable capability rather than chasing each new tool.

3 What is fading, and what endures

Both lists come from the same employer survey, so they can be read against each other. The honest headline is that very little is being made redundant. What is changing is which layer of a person carries the value.

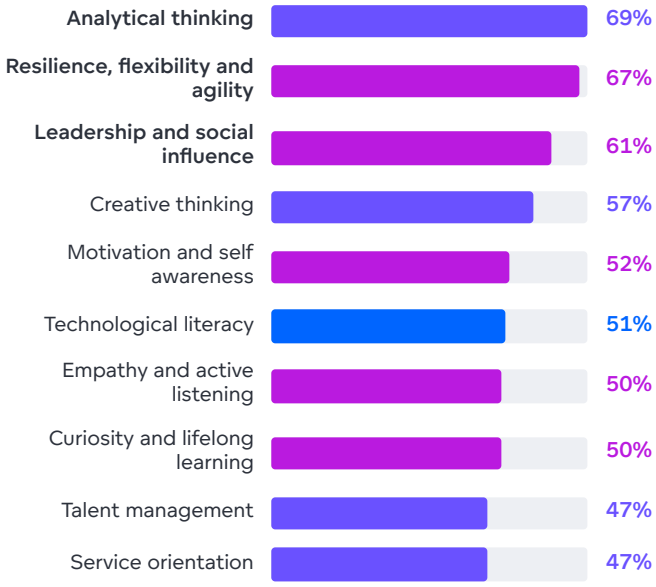
The ten capabilities with the least growth ahead

Bottom ten of 26 by net increase to 2030. Only the top two are in absolute decline. The other eight are still growing, just more slowly than everything else. WEF Future of Jobs Report 2025, figure 3.4.



The ten capabilities employers call core

Share of employers naming the capability a core skill for their workforce in 2025. Every one of these also has a positive net increase to 2030, so each passes a durability test twice within the same survey. WEF figure 3.3.



Fading list, by layer

Knowledge	4
Skills	4
Character	2

Four of the ten are things a person knows.

Enduring list, by layer

Knowledge	1
Skills	4
Character	5

Five of the ten are how a person engages.

Redundancy is happening to roles, not to people

The US Bureau of Labor Statistics projects the sharpest occupational declines to 2034 in word processors and typists at minus 36.1%, telephone operators at minus 27.5%, data entry keyers at minus 25.9% and telemarketers at minus 22.1%. The ILO's exposure index puts data entry clerks at the very top of the generative AI exposure ranking. Every one of these is routine processing rather than a broad human capability.

Almost nothing is fully replaceable

Indeed scored 2,884 distinct skills across 53.5 million US job postings for exposure to generative AI. Just 19 of them, seven tenths of one percent, were judged very likely to be fully replaced. Four in ten were judged minimally affected.

Most capability works on both sides of the line

McKinsey finds 72% of the skills employers ask for are used in both automatable and non automatable work, and 11% are exclusively people led. Named among the exclusively human: leadership, coaching, negotiation, design thinking and resolving interpersonal conflict.

Four of the ten fading capabilities are knowledge. One of the ten enduring ones is. The value is migrating out of what people know and into how they think and how they engage.

Three markets, one shopping list

The United States, China and the European Union ask for close to the same capabilities. Each of them is short of a completely different part of its workforce, for completely different reasons.

United States

The market pays for AI and screens for judgement.

China

Record graduate supply, and a shortage anyway.

European Union

The gap sits below degree level, and the law now asks for AI literacy.

4 United States: the market pays for AI and screens for judgement

American employers price AI skills aggressively while ranking critical thinking above them in what they say they need. Both are true at once, and the gap between them is where US hiring practice currently sits.

62%
wage premium on AI skills, up from 57%
PwC, Jun 2026

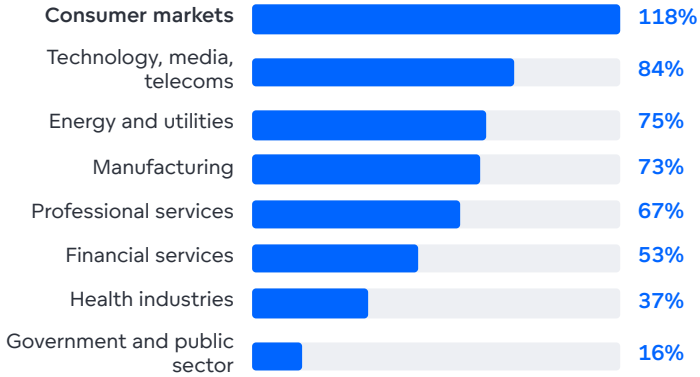
4.2%
of postings mention AI, up 134% on 2020
Indeed Hiring Lab, Dec 2025

76%
of postings request a durable human skill
Lightcast, Aug 2025

73%
rank critical thinking their top need for 2026
Korn Ferry, Oct 2025

What a sector will pay for AI skills

Wage premium on roles requiring AI skills, by sector. PwC Global AI Jobs Barometer 2026, more than one billion job advertisements across 27 countries. Cross sector average 61.9%.



Where US employers cannot fill roles

Share of employers reporting difficulty filling positions, by industry. ManpowerGroup 2026 US Talent Shortage Survey. US average 69%.

Where AI actually appears

Share of US postings mentioning AI, December 2025: data and analytics 45%, marketing 14.9%, human resources 8.8%, accounting 6%. Marketing nearly doubled inside a single year and HR exactly doubled. The spread beyond engineering is the story, not the absolute level.

Eight of the ten most requested skills are durable ones

Across more than 75 million postings, Lightcast finds 76% request at least one durable human skill and 47% request three or more, a rise of 13 points since 2021. Communications is the single most requested skill in America, ahead of customer service and management.

Junior roles now carry senior demands

Within the most AI exposed US occupations, entry level postings that took on traditionally senior skills grew 35% between 2019 and 2025, while those that did not fell 10%. The junior job did not disappear. Its requirements moved up.

The credential screen is loosening

In NACE's 2026 employer survey, 70% report using skills based hiring, up from 65%, and GPA screening has fallen from 73% in 2019 to 42%. The sample is 183 employers, mostly NACE members, so read it as direction rather than national prevalence.

The premium sits on AI and the shortlist decision sits on judgement. Both need budget, and they are not the same programme.

5 China: record supply, and a shortage anyway

China graduates more people in a year than any labour market has ever absorbed, and still cannot staff its priority industries. The mismatch is not one of volume. It is one of readiness.

12.7m

graduates in 2026, up 480,000 year on year

Ministry of Education, Nov 2025

5m+

unfilled AI roles across the industry

Liepin, WAIC, Jul 2026

55.1%

of employers most need technical sensitivity

Zhaopin, Apr 2026

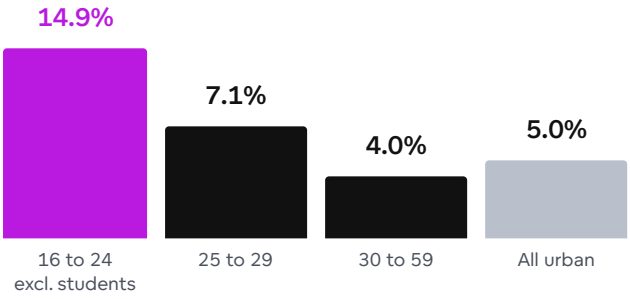
68%

put continuous learning above a specialist degree

Zhaopin, 2026

Unemployment falls sharply with experience

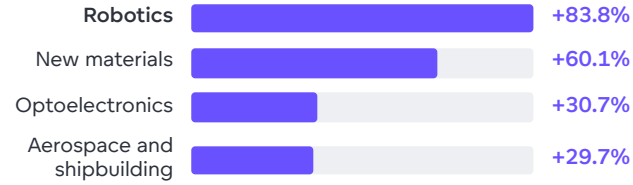
Urban surveyed unemployment rate by age, June 2026. National Bureau of Statistics. The 16 to 24 series excludes students.



Youth unemployment fell for a third consecutive month in June and still sat above its level a year earlier.

Where graduate hiring is growing fastest

Year on year growth in graduate positions by field, 2026 campus recruitment. Zhaopin.



Where the volume sits

Three fields take four fifths of all graduate positions: new generation information technology at 46.4%, biotechnology and life sciences at 18.3%, and high end equipment and intelligent manufacturing at 16.9%.

Employers are screening for maturity, and finding less of it

51job assessed more than eight million records across the 2022 to 2026 graduate cohorts. The share rated as urgently needing maturation rose from 2.04% to 4.10%, while average measured thinking ability rose from 69.80 to 72.44. Cognitive capacity went up. Readiness to work with other people went down. Employers now describe psychological resilience as the screening floor.

The state is buying the training directly

A June 2025 State Council programme commits to more than 30 million person times of subsidised vocational skills training across 2025 to 2027, and requires enterprises to direct at least 60% of their employee education funds to frontline workers. More than 11 million person times were delivered in 2025.

Experience is the real filter

73.3% of postings analysed in spring 2026 asked for three or more years of experience, while entry level postings fell around 20% year on year. A record graduate cohort is meeting a market that mostly wants practitioners.

The graduate pipeline is not the constraint. Time to competence is, and that is designed rather than recruited.

6 Europe: the gap sits below degree level, and the law now asks for AI literacy

Europe has the tightest labour market of the three and the clearest legal frame around capability. Its scarcity is concentrated in vocational and technical depth rather than in graduates.

83%

of German employers cannot fill roles, highest of 41 countries

ManpowerGroup, Feb 2026

2,617

reported occupational shortages across Europe

European Labour Authority, Jun 2026

10.5m

ICT specialists, against a 20 million target for 2030

Digital Decade, Jun 2026

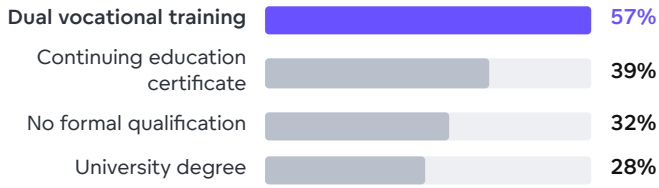
28.4%

of adults trained in the past year, against a 60% target

Eurostat, 2024 data

Germany's shortage is worst at vocational level

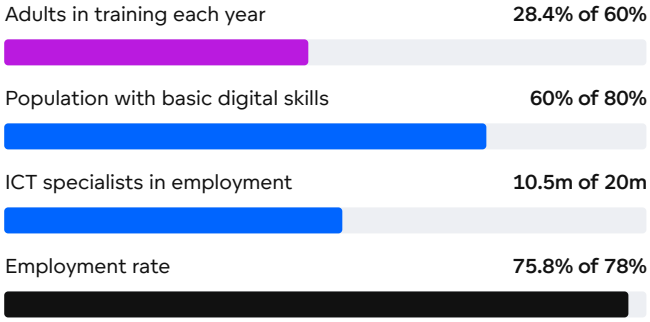
Among German firms that cannot fill open positions, share unable to find suitable candidates by qualification sought. DIHK Fachkräftereport 2025/2026, almost 22,000 companies.



36% of all responding firms cannot fully staff open positions, down seven points on the prior year. Health and social services sit at 61%, finishing trades at 62%.

Europe's own targets are the clearest measure of the gap

Current position against the European Union's 2030 commitments.



On the present trajectory the digital skills target is reached in 2037, seven years late. The Netherlands already runs the European Union's highest job vacancy rate at 4.0%.

What changed in European law this summer

The AI literacy duty on employers was softened in July, weeks before it became supervisable. The commercial case for AI literacy did not move with it.

2 Feb 2025

AI Act Article 4 begins to apply. Providers and deployers must ensure a sufficient level of AI literacy among staff.

7 Jun 2026

Pay Transparency Directive transposition falls due. Most member states miss it. Skills based job architecture becomes the practical route to compliance.

27 Jul 2026

Regulation (EU) 2026/1744 enters into force. Article 4 becomes a duty to support the development of AI literacy, with no guaranteed level for any individual.

2 Aug 2026

National market surveillance authorities gain supervisory power over Article 4.

2 Dec 2027

Annex III high risk obligations apply, including AI used in recruitment and employment decisions. Moved back from August 2026.

The legal floor for AI literacy fell in July. The commercial one did not, and the scarce hire is still vocational.

7 The same shopping list, three different bottlenecks

Put the three markets on one axis and the convergence is striking. Every region names AI fluency alongside adaptability, communication and learning capacity. What separates them is which part of the workforce they cannot reach.

Employers reporting difficulty filling roles, 2026

ManpowerGroup 2026 Talent Shortage Survey. 39,063 employers across 41 countries, fielded October 2025. Global average 72%, down from 74% a year earlier.

	United States	China	European Union
What employers ask for	AI fluency priced at a premium, with critical thinking and problem solving ranked first in stated need.	Technical sensitivity over hands on coding, plus learning capacity ahead of the specialist degree.	AI literacy as a legal and commercial baseline, plus vocational and engineering depth.
Where it is scarce	Manufacturing at 75%, information and professional services both at 72%.	Experienced practitioners. 73.3% of postings want three or more years while entry level postings fall.	Below degree level. 57% of German firms cannot find vocationally trained candidates, against 28% for graduates.
What is shaping it	Price signals. A 62% wage premium on AI skills, ranging from 118% to 16% by sector.	State direction. The AI+ initiative, the 15th Five Year Plan and national craftsman targets.	Regulation and demography. The AI Act, pay transparency, and a shrinking core age workforce.
How training is measured	By what employers choose to fund. $102.8bn spent in 2025, 22% mandating AI training.	By what the state directs. 30 million subsidised person times committed for 2025 to 2027.	By what workers report receiving. 15% get AI training, about half get none at all.
Workforce skill ranking	27th of 109 countries on measured proficiency, and 4th on AI maturity.	39th of 109 on proficiency, 33rd on AI maturity.	Netherlands 2nd and Germany 9th on proficiency, 7th and 14th on AI maturity.

Proficiency and AI maturity ranks from the Coursera Global Skills Report 2025, based on learner assessment data across 109 countries. Read as an indicative comparison rather than a census.

Three economies with different politics, different demographics and different levels of AI adoption are converging on the same answer about what makes a person employable.

Bought at the door, not built inside

The widest number in this paper is the distance between the capability organisations require when they hire and the capability they build in the people they already have.

Training
74% require AI skills when hiring. 22% train their own people in them.

Leadership
The layer carrying the load, and the one thinning fastest.

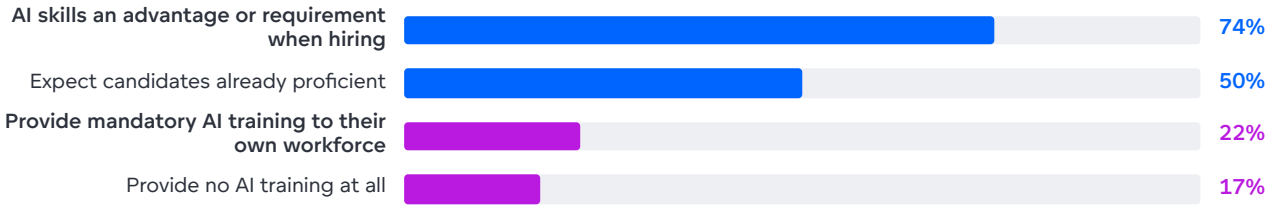
The character premium
Why the human layer is the one appreciating.

8 Employers are buying capability they are not building

The gap between what organisations demand at the door and what they develop inside is the single widest number in this paper. It appears in every region measured, and it appears inside individual surveys of the same respondents, so it cannot be explained away as a difference in method.

Demanded at the door, against built inside

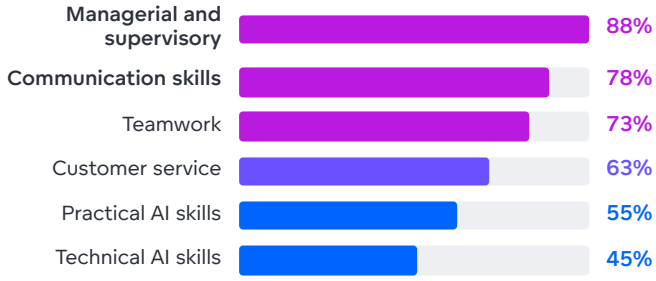
Same survey, same respondents. ZipRecruiter 2026 AI Employer Report, published 29 July 2026, more than 1,000 US talent acquisition professionals and hiring managers.



A 52 point gap between requiring a capability and building it. In Europe the same shape appears from the opposite direction: 42% of workers say they need AI skills, 15% report receiving any AI training, and around half receive no employer organised training at all.

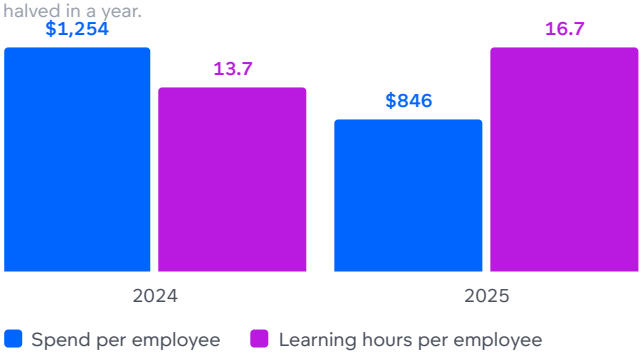
What organisations actually train on

Share of US organisations providing each type of training. ATD 2026 State of the Industry Report, 340 organisations. The four most delivered categories are all managerial or human.



More hours, less money

US direct learning expenditure and formal learning hours per employee. ATD State of the Industry. The implied price of a learning hour roughly halved in a year.



Each pair is scaled within its own measure, so the two colours are not comparable to each other. Total US training spend still rose to $102.8bn in 2025 on a separate industry series.

The training that does exist mostly is not landing

85% of employees say the training they receive does not help them use AI in their role, and fewer than a quarter of organisations measure whether training met its goals at all.

Human judgement is being pulled along by AI, not displaced by it

Critical thinking was the fastest growing skill inside enterprise generative AI learning itself, up 185% year on year, and rose from seventh to first overall. Decision making grew 38% and critical thinking 37% on a second platform.

Intent is not the constraint

85% of employers worldwide say they plan to prioritise upskilling. Of every 100 workers, 59 will need training by 2030 and 11 are unlikely to receive it.

An organisation that requires a capability at the door and does not build it inside has not made a training decision. It has made a hiring bet, and it is competing for the same scarce people as everyone else.

9 Leadership: the layer being asked to absorb everything

Leadership is the third most cited core capability in the world and the one showing the clearest signs of strain. Organisations are removing management layers, widening spans, and asking the managers who remain to carry the human work that AI cannot.

61%

of employers call leadership a core skill, third of all capabilities

WEF, 2025

22%

manager engagement worldwide, down from 31% in 2022

Gallup, Apr 2026

20%

of HR professionals report a strong leadership bench

DDI, Jan 2025

51%

were promoted into people management with no leadership training

AMA, Jul 2026

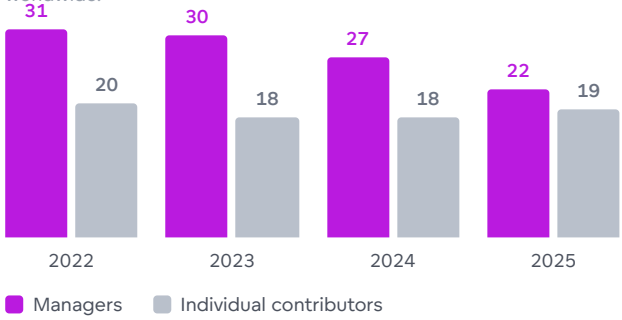
What HR says leaders most need to develop

Share of HR professionals naming each capability critical to develop in their leaders. DDI Global Leadership Forecast 2025, 2,185 HR professionals across more than 50 countries.

Six of the ten sit in the character layer. The two ranked highest are also the two least delivered: 64% call strategy setting essential against 37% trained in it, and 61% call change management critical against 36%.

Managers are disengaging, their teams are not

Share engaged at work, managers against individual contributors. Gallup State of the Global Workplace 2026, 263,810 respondents worldwide.



A nine point fall in three years for managers, with the steepest drop in the most recent year, while individual contributor engagement held roughly flat.

Fewer managers, carrying more

Across 8,500 smaller US firms, 14% of managerial roles were cut after 2022 and individual contributors per manager doubled between 2022 and 2024, from about three direct reports in 2019 to six in 2024. 47% of managers say more is expected of them than a year ago, and they spend around nine hours a week on their people's personal and emotional concerns.

Europe asks less of leaders, and gets less from them

Leadership and social influence is the third most cited core skill in the United States at 66% and in China at 63%, fourth in France at 56%, and does not appear in Germany's top five at all. Gallup measures European employee engagement at 12%, the lowest of any region, against 31% in the United States and Canada.

Almost nobody is ready to lead the AI transition

99% of leaders believe AI will disrupt their industry. 11% of talent leaders say their own leadership is well prepared, and 22% believe their leaders can run teams combining people and AI agents. Under the EU AI Act, oversight of high risk HR systems must sit with someone competent and authorised to override them, which turns AI literacy into a qualification for the job.

The manager is now the load bearing wall of the organisation and the least maintained part of it. Widening spans without building the people carrying them is the most expensive saving on the table.

10 Why the human layer is the one appreciating

Generative AI reproduces what is already known faster and more cheaply than any person can. It does not supply judgement under uncertainty, the willingness to keep learning, or the credibility to carry other people through a change. So the scarce factor moves up the stack.

Knowledge
compressed

The cost of knowing something has collapsed, so knowing it is worth less

Employers still pay for domain knowledge, sharply so where it is genuinely rare. But it is the layer AI reaches first, and the layer that dates fastest. Four of the ten capabilities with the least growth ahead of them are knowledge. Only one of the ten that employers call core is.

World Economic Forum, Future of Jobs Report 2025, figures 3.3 and 3.4.

Skills
reshaped

The work that remains is the harder half of the job

Where AI took the routine out of a role, what is left is the judgement. The most AI exposed entry level jobs are seven times more likely than the least exposed to demand traditionally senior capabilities: leadership, creativity and face to face interaction. Korn Ferry finds 73% of talent leaders naming critical thinking and problem solving as the skill they most need in 2026, with AI skills fifth.

PwC Global AI Jobs Barometer 2026. Korn Ferry Talent Acquisition Trends 2026, 1,674 talent leaders.

Character
revalued

Adaptability is now a hiring criterion in every market measured

Globally, the human capabilities employers value most are communication, collaboration and teamwork at 39%, professionalism and work ethic at 36%, and adaptability and willingness to learn at 34%. In the United States 47% of postings ask for three or more durable skills. In China 68% of employers put continuous learning ahead of a specialist degree. Five of the ten capabilities employers call core sit in this layer.

ManpowerGroup 2026 Talent Shortage Survey. Lightcast, August 2025. Zhaopin, 2026. World Economic Forum, 2025.

The layer that is hardest to fake

A candidate can present knowledge they do not hold and, increasingly, produce work they did not do. Character shows up in how someone handles being wrong, how they treat a colleague under pressure, and whether they keep learning when nobody is measuring. That is why the screen is moving toward demonstrated behaviour.

The layer that responds to development

Character is often treated as fixed at the point of hire. The evidence says otherwise. Curiosity, resilience and adaptability respond to deliberate practice, honest feedback and time, which is precisely the shape of good development work. DDI finds leaders three point seven times more likely to succeed after promotion when they came through a cohort programme, and two point six times when they were coached frequently by their own manager.

A caution worth carrying. Stated preference and revealed practice still diverge. Employers say they hire for capability, and the credential screen has genuinely loosened, but research on firms that publicly dropped degree requirements found many changed the posting without changing the hire. The training data in this paper says the same thing from the other side. Treat the direction as reliable and the pace as contested.

What to do on Monday

Six moves that follow from the evidence. None of them needs a new budget line. All of them need one decision: which layer of capability the organisation is actually buying.

Hire in layers

Name knowledge, skills and character separately in the posting.

Close the gap

Between the capability you require and the capability you build.

Protect the middle

The entry level and the manager layer are thinning together.

11 Six moves that follow from the data

None of these require a new budget line. They require deciding which layer of capability the organisation is actually buying, and then being consistent about it from the posting through to the development plan.

1 **Write the posting in three layers**

Name the knowledge, the skills and the character separately, and say which of the three is genuinely non negotiable. Most postings blur all three into a list of nouns, which is why shortlists are hard to compare.

2 **Close the distance between what you hire for and what you build**

Take the capability at the top of your job adverts and ask what proportion of your existing workforce has been developed in it this year. If the answer resembles the 74 against 22 in this paper, the recruitment budget is subsidising a training decision nobody made.

3 **Move the screen from credential to demonstrated capability**

GPA screening halved in seven years among NACE's employers, and Germany's shortage is mildest at degree level. Both point the same way. A practical replacement is to assess what a candidate could do independently after three months, using work sample tasks rather than a transcript.

4 **Buy AI literacy broadly before AI engineering narrowly**

AI literacy is the second hardest capability category to find worldwide at 19%, and the fastest growth in AI mentions is in marketing and HR postings rather than engineering. Chinese employers name the same thing as technical sensitivity, and 55.1% rank it above hands on coding. For most organisations that is a broad, shallow programme rather than a deep technical one.

5 **Rebuild the entry level and the manager layer on purpose**

Both are being thinned at the same time, and they are the two places capability is normally transmitted. Where AI absorbed the routine work, the junior roles that survived carry senior demands, and the managers who would have coached them are running wider spans with less support. Structured practice, real decisions with a safety net, and feedback from someone accountable for the person's growth all have to be designed now, because they will not happen by osmosis.

6 **Measure the character layer, then develop it**

Curiosity, resilience and adaptability appear in the global top ten and in every regional survey in this paper, yet they rarely sit on a development plan with a named owner and a date. Assess them at intake, revisit them at review, and treat them as trainable.

39%

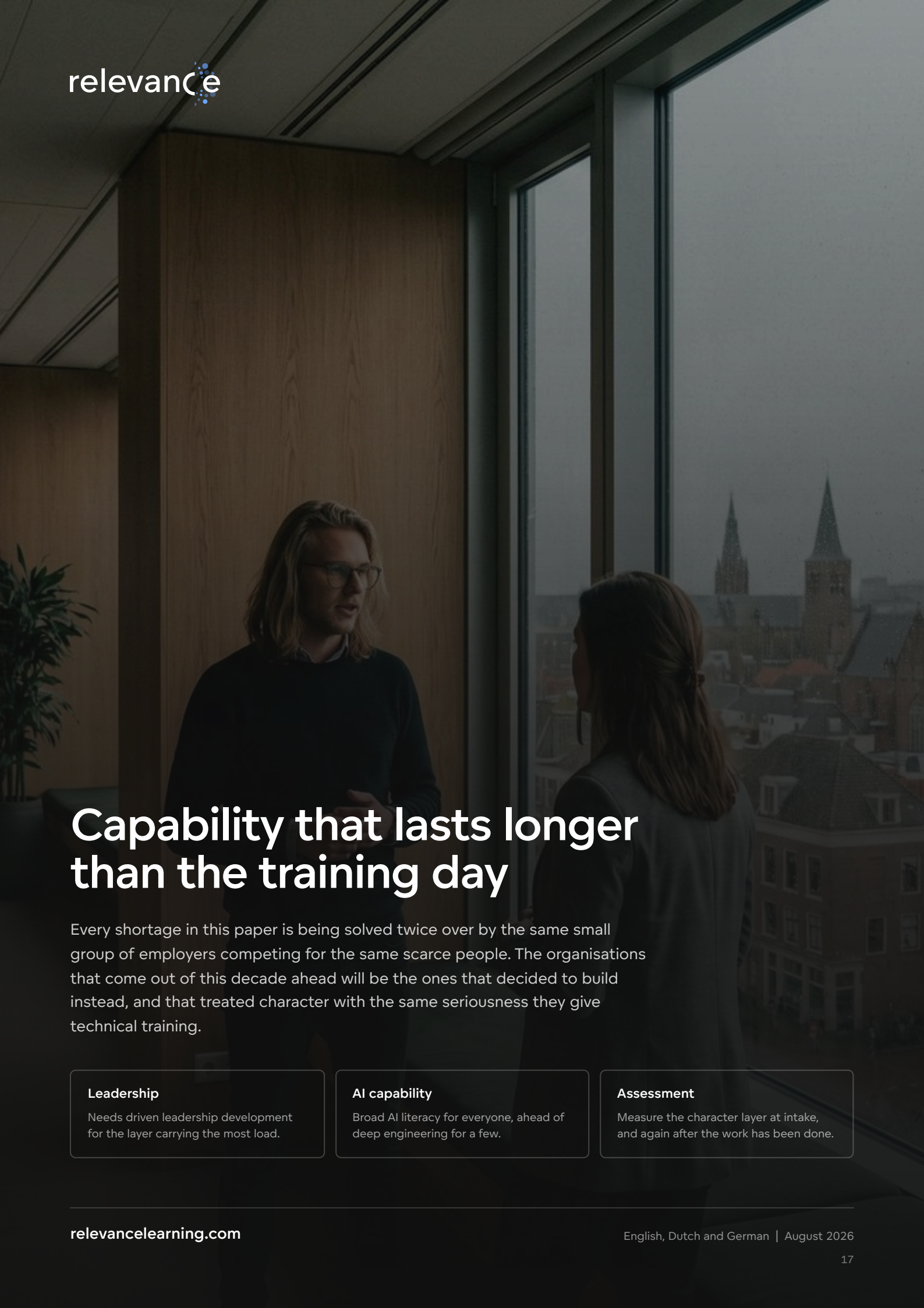
of core skills change by 2030, down from 44% in 2023. Churn is slowing, which favours durable capability over tool chasing.

85%

of employers globally plan to prioritise upskilling their existing workforce. Intent is not the constraint. Follow through is.

63%

name skills gaps as the single biggest barrier to transforming their business, ahead of culture, regulation and capital.



Capability that lasts longer than the training day

Every shortage in this paper is being solved twice over by the same small group of employers competing for the same scarce people. The organisations that come out of this decade ahead will be the ones that decided to build instead, and that treated character with the same seriousness they give technical training.

Leadership

Needs driven leadership development for the layer carrying the most load.

AI capability

Broad AI literacy for everyone, ahead of deep engineering for a few.

Assessment

Measure the character layer at intake, and again after the work has been done.

12 Method, sources and what this paper does not claim

How it was built

Every figure comes from a named primary or near primary source published between January 2025 and July 2026, then independently re checked against the original document. Figures that could not be confirmed were removed rather than estimated. Where a survey base is small or self selecting, the text says so.

Comparability

No single dataset measures all three regions on identical terms. The ManpowerGroup survey comes closest and carries the head to head comparison. Chinese platform data from Zhaopin, Liepin and 51job is commercial rather than official. PwC and Lightcast wage figures use different methods and are not additive. The two WEF rankings use different metrics, stated in each caption.

What it does not claim

That character can be measured as precisely as a technical skill. That stated preference equals hiring behaviour. That the three regions are converging politically. That any broad human capability is becoming redundant, which the data does not support. The claim is narrower: across very different systems, the capabilities employers say they are short of look increasingly alike.

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How each capability was classified

All 26 capabilities in the WEF ranking with their net increase to 2030, assigned to a layer using Fadel's four dimensional framework. The assignment is Relevance's, published here so it can be argued with.

Knowledge 7 of 26	
AI and big data	87
Networks and cybersecurity	70
Technological literacy	68
Programming	27
Marketing and media	25
Multi lingualism	16
Reading, writing and mathematics	-4

Skills 11 of 26	
Creative thinking	66
Talent management	58
Analytical thinking	55
Systems thinking	51
Design and user experience	45
Service orientation	41
Teaching and mentoring	30
Resource management and operations	24
Quality control	20
Sensory processing abilities	13
Manual dexterity and precision	-24

Character 8 of 26	
Resilience, flexibility and agility	66
Curiosity and lifelong learning	61
Leadership and social influence	58
Environmental stewardship	53
Motivation and self awareness	47
Empathy and active listening	46
Global citizenship	19
Dependability and attention to detail	12