Leadership

Development in the

Tessa Farina Zauner

Director Tech4People, Mercedes-Benz Group AG

2025 Global Summit of Women

Al has become an integral part of our daily work life

44%

of workers' core skills are expected to change in the next 5 years

On average,

57%

of people globally expect AI to change the way they do their current job

By 2028, at least

15%

of day-to-day work decisions will be made autonomously through agentic AI, up from 0% in 2024

(Source: WEF The Future of Jobs Report 2023)

(Source: humanresources, 2023)

(Source: Gartner, 2025)

How long it took apps to reach 100M users



(Source: Visual Capitalist, 2023)

How long did it take for ChatGPT?

2 MONTHS



The race is on and comes along with a new reality (of leadership)



Remote, hybrid, global



Data-based



Network-oriented



Agile roles and upskilling

Leaders must bridge skills gaps and ensure workforce readiness in the AI era

63%

of employers cite skill gaps as top transformation barrier

+87%

increase in demand for AI & big data skills expected

47%

of executive believe their workforce is unprepared for the future

(Source: <u>WEF</u>, 2025) (Source: <u>Control</u> (Source: <u></u>

New paradigms for leaders

"Al will not replace leaders. But leaders who understand Al will replace those who don't."

(adapted from *Tom Davenport*)



What leadership skills do we need going forward?

The leadership playbook has fundamentally changed



Adaptability & continuous learning



Inclusive leadership



Innovation & tech savvy

Only 22 % of tech roles in Europe are held by women, McKinsey reported in 2023.

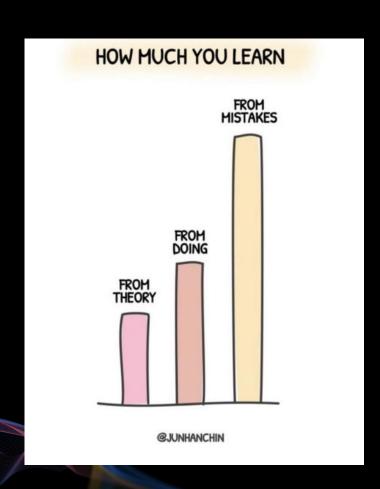
(Source: McKinsey, 2023)

True leadership today isn't about command and control. It's about unleashing potential by empowering more women to lead, code, and innovate in tech roles.

Be bold - (y)our time has come!



Bottom line



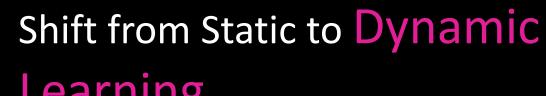
Leaders must actively reskill to become future-ready and serve as role models for continuous learning and transformation within their teams.

Learn. Unlearn. Relearn.

"The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn."

(Alvin Toffler)

... and now?



Learning

Use Al to Enhance Leadership **Decisions**

Embed Digital and Human Skills











START NOW and make it day

Mercedes-Benz