# AI and Worklife

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# Agenda

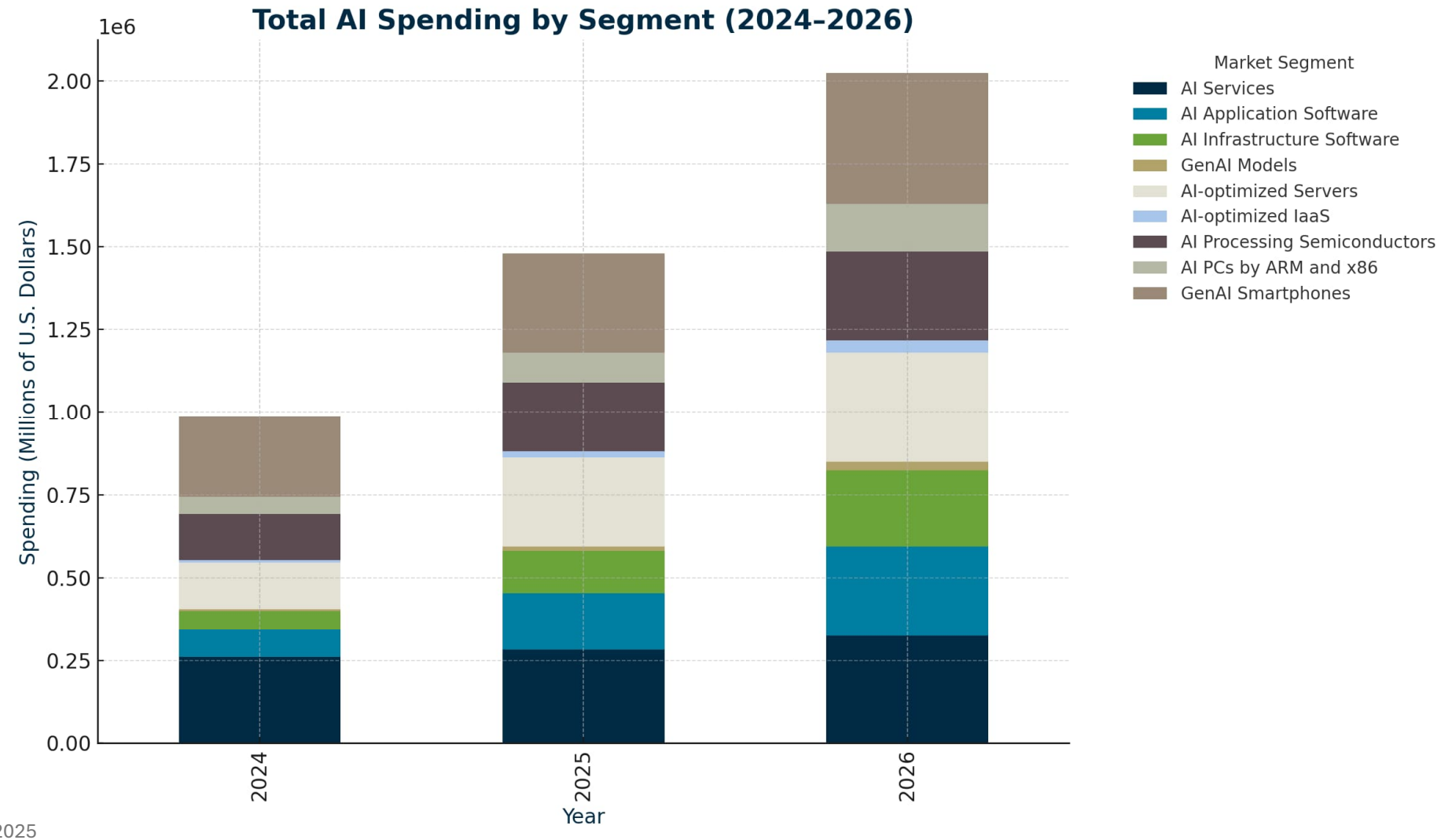
1. AI and the Future of Worklife
2. Factors Limiting AI Adoption in Finland
3. Core Skills for Future Worklife
4. Key Takeaways

# AI and the Future of Worklife

AI functions as a **general-purpose technology** (electricity or the internet) because it

1) applies across many sectors
2) enables widespread innovation,
3) transforms products, processes, and organizations (Aghion & Howitt, 1992).

# Global AI investments are skyrocketing




Gartner, 2025
BCG, The Widening AI Value Gap, 2025

# (1) Junior jobs are disappearing

## What is happening?

- AI performs tasks that used to be assigned to juniors:
  - drafting reports,
  - summarising data,
  - writing b
  - preparin
  - doing ba
- **Seniors + “super-w**

## What is the outcome?

- Entry-level roles (22-25 year-old) for accounting, software development, and admin fell by 13% *(Stanford, 2025)*

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Is it the beginning of a **lost generation?**

# 2) Old business models do not work anymore

- Law firms
- Strategy consulting
- Digital consulting

- Education

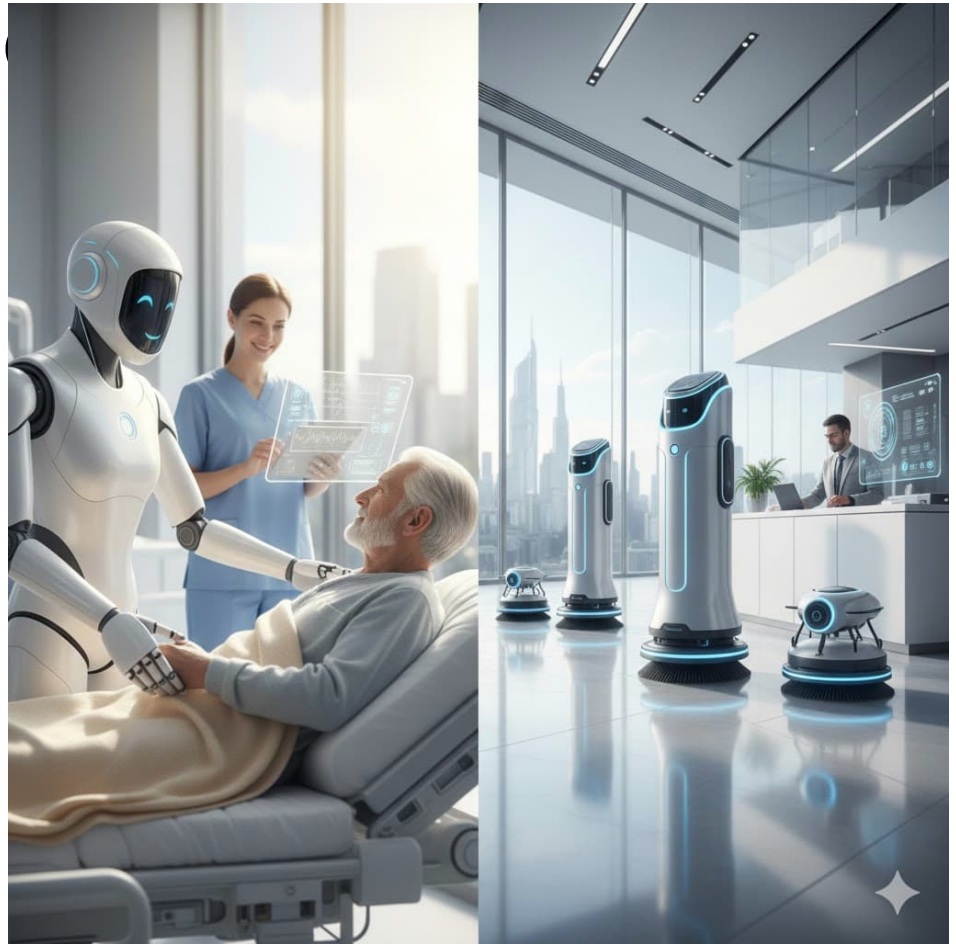
- Selling cheaper
- Not increasing middle managers' salaries
- Not promoting to partners

- Need to restructure programs and the way of learning

# (3) Robots transform care and cleaning

- In care work, robots **transform the nature of tasks**: assist with mobility, monitoring, and heavy lifting, but add **greater intellectual and emotional weight.**

- In clearing, routine cleaning **tasks will decline**.

- 

# (4) A new class of high-skill jobs emerges

- AI creates new roles:
  - AI risk managers
  - Data governance specialists
  - Human–AI collaboration coordinators
  - AI trainers and organisational change leaders
  - Cyber security

- Does Finland produce enough of such experts?
- Is our education system aligned with the demands of the AI age?

*"Do not use GenAI because it uses too much electricity and water,"* a teacher at Tapiola's school

"*AI kills creative thinking, do not use it!* " a teacher at Tapiola's school

# (5) Startups are disappearing

- In Finland
  - limited data
  - weak integration into enterprise systems
  - pilots and proofs-of-concept with public organizations or large corporations
- AI rewards:
  - data scale
  - deep integration into existing workflows
  - security, compliance, and trust

Outcome: Customers preferred large platforms (Microsoft, Google, SAP) that are faster and more trustworthy

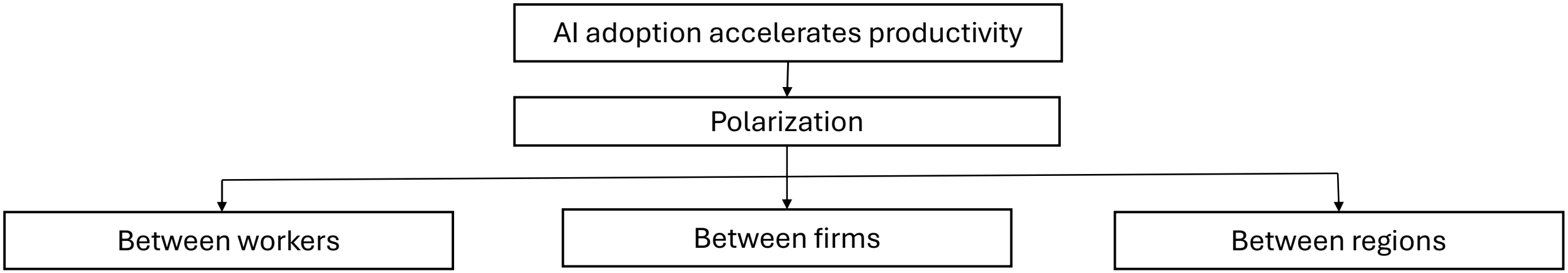
In Finland:

- leaders take accountability seriously
- public sector and regulated industries are cautious
- “doing it right” matters more than “moving fast”

- With AI:
  - uncertainty around GDPR, EU AI Act, and data use
  - fear of unintended consequences
  - lack of internal AI governance

Outcome: Decisions slowed — and startups depending on fast adoption suffered.

# Riski Suomelle: kasvava polarisaatio




**High-skilled workers:**
- ✓ Productivity ↑
- ✓ Wages ↑
- ✓ AI literacy ↑

**Low-skilled workers:**
- ✖ Fewer entry jobs
- ✖ Routine tasks automated
- ✖ Wage stagnation

**AI-mature firms:**
- ✓ Gains concentrate
- ✓ Faster growth
- ✓ Market dominance

**Lagging firms:**
- ✖ Low adoption
- ✖ Low productivity
- ✖ Competitiveness ↓

**Cities:**
- ✓ High adoption
- ✓ Strong talent pool
- ✓ University ties

**Rural areas:**
- ✖ Slow adoption
- ✖ Skill shortages
- ✖ Fewer opportunities

**Inequality increases * Missing career ladders* Talent shortages later***
**Productivity gap widens* Regional imbalance grows**

# Syyt tekoälyn vähäiseen käyttöönottoon Suomessa

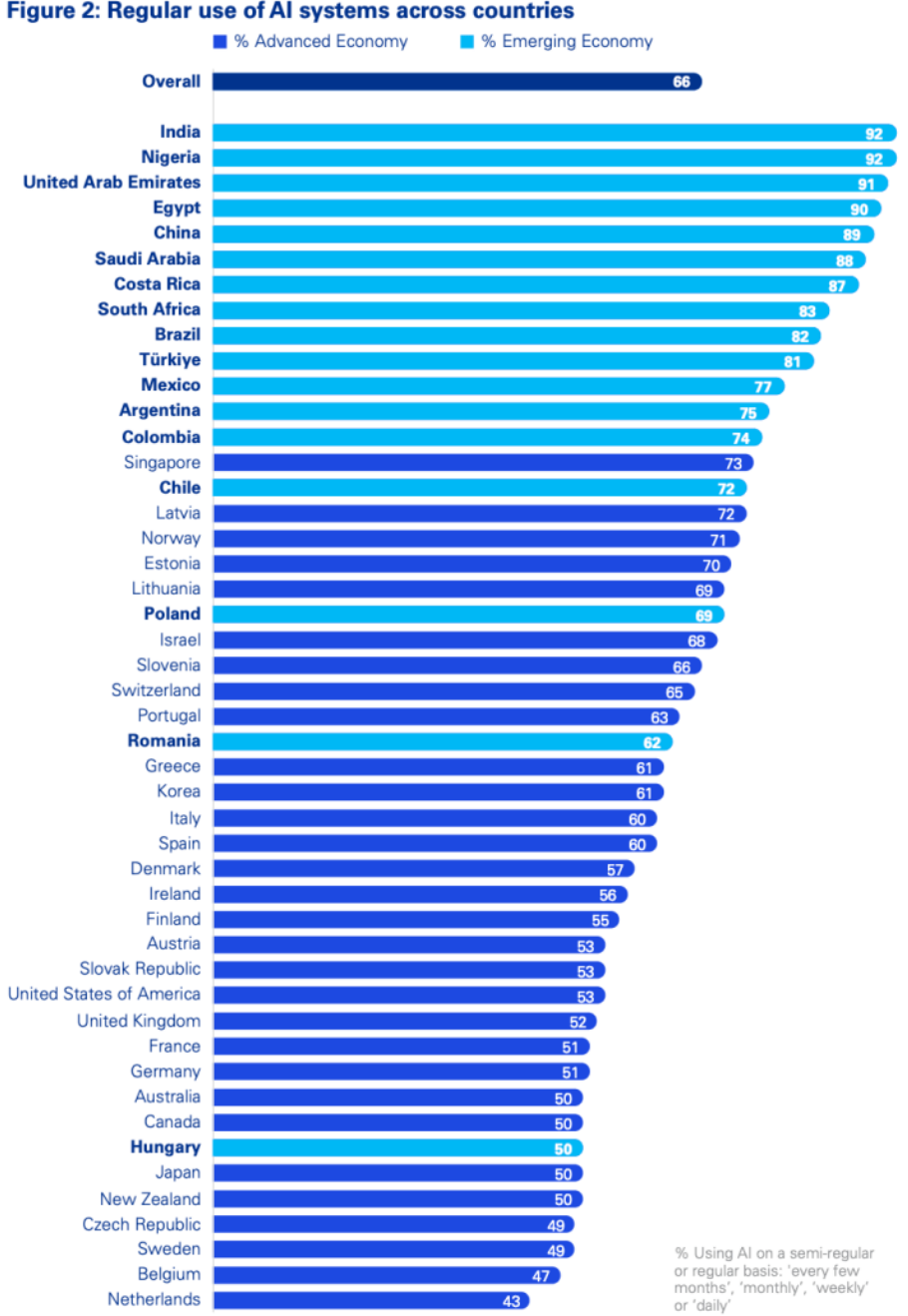
# Finland has a strong potential to thrive with AI

| | Overall | Talent | Infrastructure | Operating Environment | Research | Development | Government Strategy | Commercial | Scale | Intensity |
|---|---|---|---|---|---|---|---|---|---|---|
| United States | 1 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 1 | 3 |
| China | 2 | 9 | 2 | 21 | 2 | 2 | 5 | 2 | 2 | 21 |
| Singapore | 3 | 6 | 3 | 48 | 3 | 5 | 10 | 4 | 11 | 1 |
| United Kingdom | 4 | 4 | 17 | 4 | 4 | 16 | 7 | 5 | 3 | 9 |
| France | 5 | 10 | 14 | 19 | 6 | 4 | 9 | 8 | 6 | 10 |
| South Korea | 6 | 13 | 6 | 35 | 13 | 3 | 4 | 12 | 7 | 11 |
| Germany | 7 | 3 | 13 | 8 | 8 | 11 | 8 | 9 | 5 | 15 |
| Canada | 8 | 8 | 18 | 16 | 9 | 10 | 3 | 6 | 8 | 8 |
| Israel | 9 | 7 | 26 | 65 | 7 | 6 | 32 | 3 | 14 | 2 |
| India | 10 | 2 | 68 | 3 | 14 | 13 | 11 | 13 | 4 | 36 |
| Japan | 11 | 23 | 5 | 53 | 20 | 14 | 12 | 14 | 9 | 31 |
| Switzerland | 12 | 5 | 11 | 58 | 5 | 19 | 64 | 20 | 29 | 4 |
| The Netherlands | 13 | 11 | 7 | 29 | 15 | 17 | 19 | 23 | 13 | 12 |
| Saudi Arabia | 14 | 60 | 29 | 41 | 42 | 26 | 1 | 7 | 10 | 24 |
| Finland | 15 | 14 | 12 | 9 | 18 | 12 | 25 | 15 | 18 | 6 |

What does AI need to thrive in Europe? | World Economic Forum

# The level of AI adoption is low

- **Everyday use of AI among Finnish workers is minimal**. Only about **10–18%** of employees use AI regularly in their work
- **Most organisations remain stuck in pilots**. Over half of Finnish companies report having “experimented” with AI, but only **around 19–25%** use AI consistently in their core processes.
- **Among SMEs,** a recent survey shows that roughly **60%** companies do not use AI at all



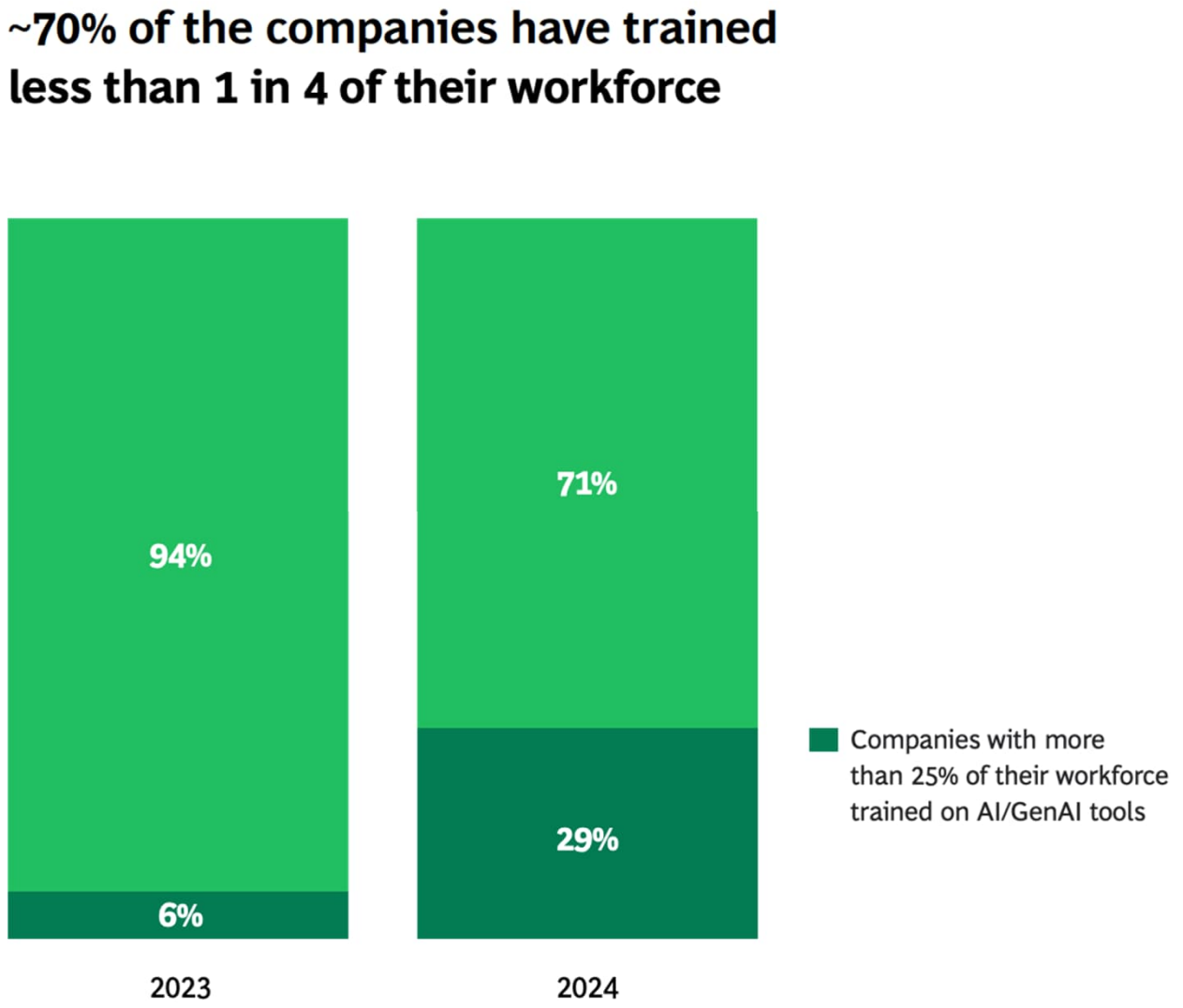

Tieturi’s 2024 survey *“Tekoälyn hyödyntäminen omassa työssä*
AI Finland & Business Finland, *Tekoälyn tila Suomessa 2025*

# Reason 1: Low AI maturity

It’s not about having a PhD in machine learning — it’s defined by **how effectively employees use AI in their daily work** to create real value.

# AI maturity is rising

But not fast enough to matter




BCG AI Radar 2025 Survey (n=1,803)

# The number of AI training sessions doesn't count — the impact does

"I don't need **endless AI workshops.** I need the right ones — **relevant, practical, and tailored to what I actually do.**"

*- Middle Manager in the interview*

"I'd love to learn AI, but I'm **too busy dealing with today's fires.**"

*- Senior Manager in the interview*

# Lack of understanding on how we use the freed time

"If you asked me how much I work, I'd say 360 hours a month. That's right — 360. **I now work for six different companies**. AI didn't just make me faster; **it made it possible to multiply myself**."

*- Software developer in an interview*

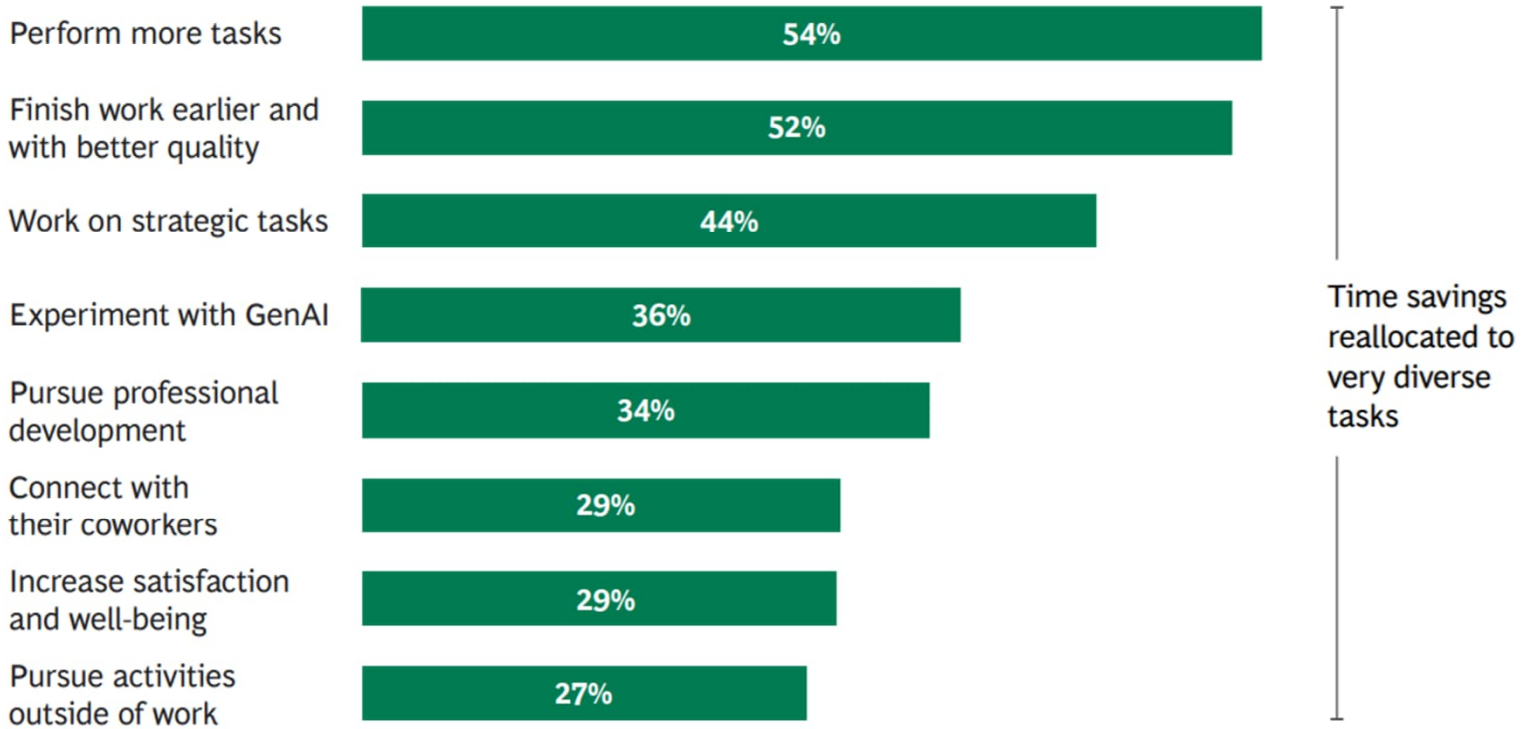
# 47%

**of respondents say they save more than an hour a day with AI[1]**

**Sources:** AI at Work, 2025 (n=7,492 people using GenAI for work); BCG analysis.
[1]Share of respondents who report saving at least six hours a week with AI.

## Only one-third receives guidance on how to reallocate this time, muting the impact

**Share of respondents who report doing these activities with the time saved by GenAI**




BCG AI at Work 2025 Survey (n=7,492)

# Reason (2): Fear of breaking rules

- A legacy of building society through order, stability, and predictability
- Workplace culture: avoiding visibility, avoiding blame

*“If you are not sure, it is safer to do nothing.” – Manager, (interview)*

# Reason (3): Resistance from the top

In most transformations, resistance starts at the bottom. **In AI, it often starts at the top.**

# KPIs and limited time

**Short-term focus**: Most executives are bound by quarterly targets and shareholder returns.

**No immediate ROI**: AI investments often take longer to show results.

**Perceived distraction:** Leaders see AI as “important but not urgent.”

# Collective bluffing

"Everyone's pretending to lead in AI — waiting for someone else to succeed first."

*- CEO in an interview*

**Why:**

- No one wants to look like they're falling behind
- No clear success story yet — so they all wait for one

**Outcome**: the bluff becomes collective safety


Vuori, N. (2025); GenAI in Strategy Work and Firm Performance.

# Reason 4: Lack of AI leadership skills

Establishing **social conditions** that **enable people to utilize AI** and generate real value for the company.



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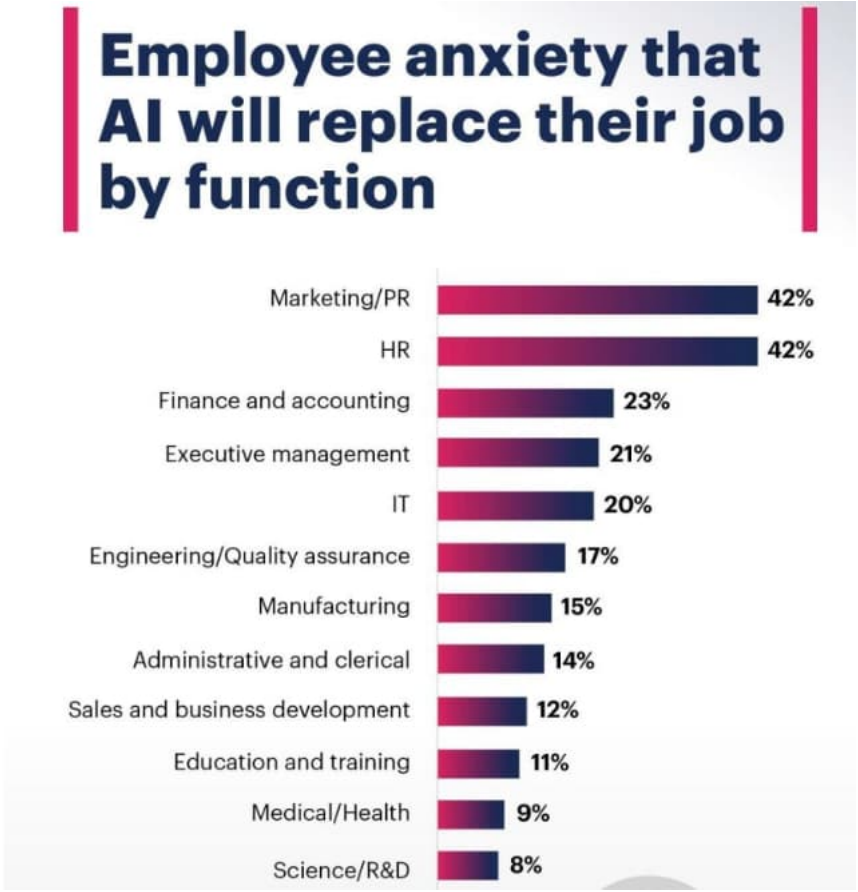
# AI triggers fears





Garter (2025),
Vuori, N. (2025); GenAI in Strategy Work and Firm Performance.

# AI threatens professionals by

## Leading to competence discrimination


## Leading  to competence equalization

The real differentiator is not technology, but **leadership that ensures AI maturity, full trust, and an AI-ready culture**

# Keskeiset tulevaisuuden työelämätaidot

# Keskeiset tulevaisuuden työelämätaidot

- High-level cognitive skills and problem-solving ability
- Digital competence, data literacy, and AI literacy
- Creativity and culture of experimentation
- Social and emotional intelligence skills ("people skills")
- Self-direction, learning ability, and readiness for continuous learning
- Ethical competence and responsible AI use
- Sector-specific expertise combined with technological understanding

# Johtopäätökset.

# We are all at a crossroads

**One path leads to:**

- Shrinking junior roles,
- Deep labour market polarisation
- Lost competitiveness
- An uncertain future for our young people

**The other path leads to:**

- Empowered workers
- World-leading public services
- A productive private sector
- A fair transition into the AI era

# We need

1. **Shift the national mindset** from fearing rule-breaking to enabling safe and purposeful AI experimentation.
2. Develop **role-specific, targeted training programs** that directly support AI adoption in everyday work.
3. **Build AI-era leaders** who combine technological insight with emotional intelligence and empathy.
4. Make **deep, long-term investments in AI** capabilities and infrastructure.
5. Build an **education system** that equips every generation with technical, ethical, and critical AI skills.

# Questions?
# Comments?

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