



AmChamSG



**2024 AmChamSG Human Capital
Conference: Skilling Up to Scale Up –
Productivity in the Face of Disruption**

**TABLETOP DISCUSSION
INSIGHTS**

INTRODUCTION

AmCham Singapore (AmChamSG) hosted its annual Human Capital Conference on “Skilling Up to Scale Up – Productivity in the Face of Disruption” on November 22, 2024, featuring Guest of Honor Dr. Tan See Leng, Minister for Manpower of Singapore. AmChamSG hosted over 100 attendees from 52 different organizations with senior leaders making up over half of the participants.

The conference focused on how government and business can collectively drive productivity-led growth. Speakers shared their insights and perspectives on the evolving landscape of productivity, highlighting what is truly changing and what remains constant in driving productivity across the workforce. They also discussed how organizations can empower their teams to work smarter, not harder, in a rapidly shifting environment.

The event concluded with tabletop discussions among the attendees, covering three key themes: (i) the role of organizations in approaching a hybrid work model, (ii) the role of organizations in an era of emerging technology and artificial intelligence, (iii) and the role of organizations in upskilling, reskilling, and future skilling their workforce. Attendees identified and proposed key strategies and best practices for each theme.

1

The role of organizations in approaching a hybrid work model

Discussion Questions:

1. Given that hybrid work policies should reflect a company's unique needs, culture, and industry dynamics, what are the most critical factors organizations should consider when designing an effective and sustainable hybrid work policy?
 - a. And how can companies ensure that these policies are adaptable to evolving workforce expectations and business requirements?
2. How should organizations measure productivity and employee engagement in a hybrid setting? What metrics or feedback mechanisms are most effective?

Tabletop Discussion Summary

Organizations play a critical role in shaping an effective and sustainable hybrid work model that balances business needs with employee expectations. Key considerations include:

1. fostering inclusive leadership that engages and trusts employees
2. ensuring clear communication, and designing
3. adapting policies that align with the company's unique culture, workforce needs, and industry dynamics.

A successful hybrid strategy requires a flexible approach to meetings, incentives to encourage in-office engagement, and a supportive environment equipped with the right tools, technology, and resources that ensure a more seamless and effective hybrid work experience for employees. Measuring productivity and engagement in a hybrid setting involves a mix of quantitative and qualitative approaches. This could include:

1. evaluations of where and how employees spend their time,
2. SMART (Specific, Measurable, Achievable, Relevant, and Time-based) goals,
3. leveraging new tools,
4. pulse surveys,
5. small focus groups and 1-on-1 discussions,
6. clearer role and performance expectations,
7. performance tracking, and
8. continuous feedback loops.

2

Continuous evaluation and adaptation will be key to maintaining productivity, engagement, and employee satisfaction in this evolving work landscape. Organizations should foster a culture that promotes collaboration, continuous learning, learning agility, and employee well-being, ensuring hybrid work continues to drive engagement, inclusivity, innovation, and retention. Ultimately, hybrid work is here to stay, and companies must remain adaptable, leveraging data-driven insights and leadership-driven initiatives to refine their approach over time.

The role of organizations in an era of emerging technology and artificial intelligence (AI)

Discussion Questions:

1. As technology evolves, so must workforce skills. How can organizations ensure their teams are continuously upskilled to meet the demands of AI and automation?
2. What are the biggest obstacles to integrating AI in the workplace and how can organizations address them proactively?

Tabletop Discussion Summary

In an era of rapid technological advancement, organizations should proactively upskill their workforce and ensure the smooth integration of AI and automation, positioning themselves for long-term success in an increasingly automated world. A key starting point is fostering employee awareness and communication—helping teams understand AI’s role as a supporting tool rather than a job replacement.

To drive AI adoption, organizations should clearly communicate its benefits, establish a shared vision, and address job security concerns. Successful upskilling efforts require a strategic approach that includes:

1. understanding the challenges that AI is trying to solve,
2. identifying AI’s business impact,
3. measuring ROI, and
4. implementing structured learning programs.

Collaboration between HR and business units is crucial, with quarterly reviews ensuring that training remains relevant and effective. By prioritizing continuous learning, aligning AI initiatives with workforce needs, and fostering a culture of adaptability and innovation, organizations can turn AI into a driver of productivity and growth.

3

The role of organizations in upskilling, reskilling and future skilling their workforce

Discussion Questions:

1. How can organizations be agile in identifying, developing and sourcing the skills needed and creating targeted reskilling and upskilling programs that align with both business objectives and employees' career goals?
2. What strategies can organizations employ to actively support and develop the talent they already have?

Tabletop Discussion Summary

Organizations should take a strategic and agile approach to upskilling, reskilling, and future-skilling their workforce to stay competitive in an evolving landscape. A key first step is identifying skills gaps by identifying priority business objectives and leveraging bottom-up feedback, top-down assessments, and industry trend analysis.

Beyond technical skills, organizations should emphasize interpersonal skills and relationship management as the future workforce will be defined by how "human" individuals can be in an AI-driven world. Offering formal programs that instill relationship management skills, mentorship programs with defined metrics, leadership training, overseas exposure, and rotational on-the-job learning can further develop internal talent by providing them a clearer pathway to senior leadership roles.

Organizations should also foster a strong narrative around the value of continuous learning, emphasizing the importance of adopting new technologies like AI to stay competitive. Clear career development pathways — including career planning, trial-and-error learning, on-the-job training, and structured development programs — empower employees to grow and adapt. Training should be seen as a strategic investment in productivity, not a cost to be minimized. Even during periods of economic uncertainty, sustaining or expanding training budgets is essential to building a resilient and sustainable talent pipeline.

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Tabletop Discussion Facilitators

Attendees of the 2024 Human Capital Conference

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