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# **TRANSFORM: The Future of Human Workforce: Embracing Change, Challenges, and Opportunities**

**WP 7: Workforce 2050 Preparatory Summit: Designing the Blueprint**

Project 101146985

REPORT



### On-site Event Key Information:

**Location:** Iscte – Instituto Universitário de Lisboa, Lisbon, Portugal

**Date:** June 5<sup>th</sup>, 2025

**Host Partner:** ISCTE

**Facilitation:** Anita Vicenzi – Project Manager, Designer, and Facilitator at Comparative Research Network (CRN), specialist in Design Thinking methodology

### Agenda:

Hour		June 5 <sup>th</sup>
08:45	Workforce 2050 Preparatory Summit	<b>Registration</b>
09:00		<b>Welcome (Iscte &amp; CRN) &amp; warm up (CRN)</b> <ul style="list-style-type: none"><li>Brief introduction to TRANSFORM</li><li>Workshop agenda &amp; objectives</li><li><i>Warm up Activity:</i> get to know the team!</li></ul>
09:30		<b>Workforce 2050 Preparatory Summit: Topics for the Blueprint of Tomorrow (CRN)</b> <ul style="list-style-type: none"><li>Guided Brainstorming Session: which scenarios for the workspaces of the future?</li><li>Division in groups and Open Discussion Tables</li></ul>
10:45		Coffee-break & networking
11:00		<b>User Personas Activity</b> <ul style="list-style-type: none"><li>Input &amp; instructions session</li><li>User Personas Canvas</li></ul>
11:45		<b>Restitution &amp; Feedback (CRN)</b> <ul style="list-style-type: none"><li>Group presentation of User Personas Canvas</li><li>Feedback session: <i>I like, I wish</i></li><li>Closing of the day</li></ul>
12:15		<b>Conclusion and TRANSFORM next activities (Iscte &amp; UCLL)</b>

### Participant Demographics:

**Total Participants:** 25 participants

**Gender Distribution:** 68% Female, 28% Male, 4% Non-Binary

**Age Range:** 25 to 55 years old

**Country Distribution:** 8 different countries

**Sector Representation:** Academia (researchers, teachers & project managers from the field of labour market); Health (employer in a health tech start up and HR manager in a pharmaceutical company); Consulting (HR manager); Education and Training (employers and trainers); Social economy (employers and HR manager)



### **Brief overview of the activities:**

The session began with a concise, yet informative presentation delivered by the ISCTE team. This opening segment introduced the Transform project, outlining its overarching goals, strategic objectives, and the main areas of intervention. The presentation also provided an overview of the work developed so far, highlighting key milestones, methodologies applied, and the collaborative efforts that have characterized the project's implementation phase to date.

Following this initial introduction, a round of participant presentations took place. Each attendee was invited to briefly introduce themselves and to share two elements: their name and occupation (job responsibilities) and a light-hearted personal reflection on what their younger self aspired to become when growing up. This dual prompt served not only to set individual intentions for the work ahead but also as an effective icebreaker, fostering a relaxed and inclusive environment conducive to collaboration and mutual trust among participants from diverse professional and cultural backgrounds.

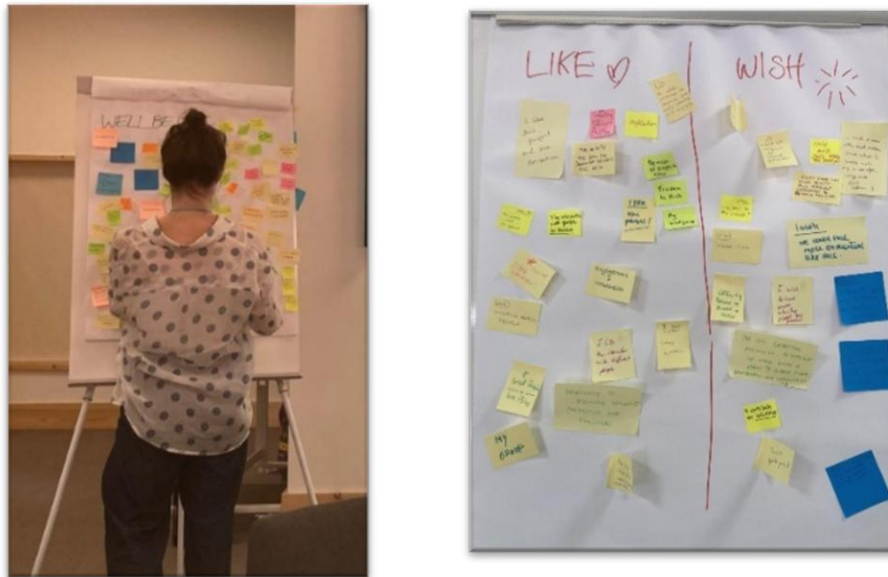
With the groundwork laid, the session moved into its main activity, guided by a Design Thinking methodology. A dynamic brainstorming exercise was launched with the aim of envisioning possible scenarios for the workspaces of the future. The process was designed to stimulate both individual reflection and collective creativity, encouraging participants to think critically about current trends and future challenges.

The exercise began with a short presentation of key thematic areas considered central to the future of work. The areas that emerged included:

- **Digitalization and Automatization**
- **Skills**
- **Education**
- **Wellbeing**
- **Human Resources – People & Population**

(Note: Some other themes may have been identified, though it is not recorded in the available notes.)

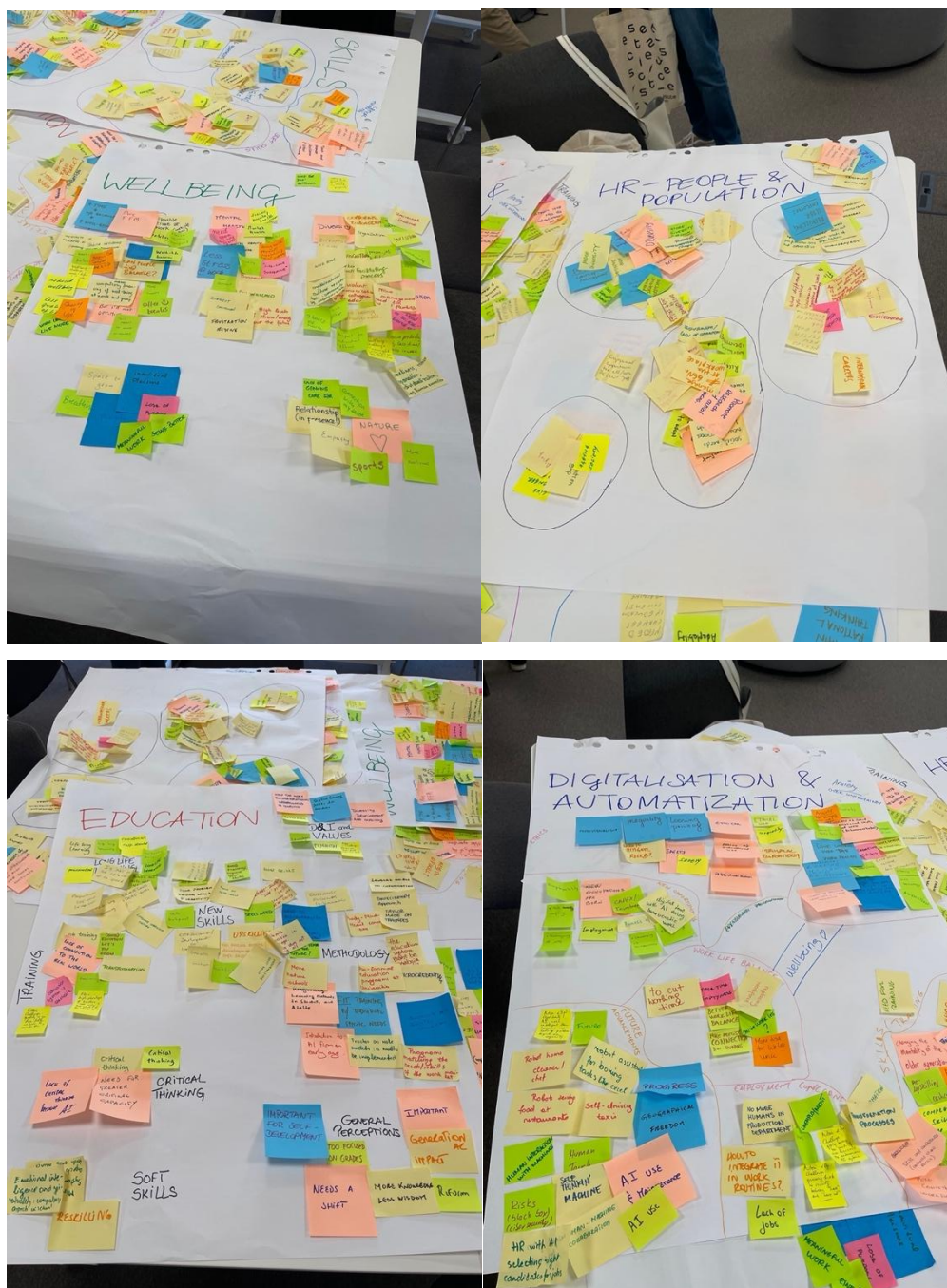
Participants were then asked to reflect individually on the question: “What is key for you in this area when thinking about the future?” Their responses were noted on *Post-it* notes, resulting in a wide range of ideas, aspirations, and concerns related to each theme.



Following this reflective moment, participants were invited to collaborate in small working groups, each focusing on one of the previously identified thematic areas. The group composition was intentionally diverse, fostering interdisciplinary exchange and allowing participants to engage with differing perspectives, professional experiences, and cultural viewpoints.

Within these groups, participants shared and reviewed their individual contributions, engaging in a collective process of categorization. Through discussion and negotiation, the *Post-it* notes were clustered into broader conceptual categories, based on recurring themes, shared values, or perceived challenges. This collaborative synthesis helped to surface emergent patterns and priorities, as well as tensions and divergent views within each theme.

Below, it is possible to find the resulting of this exercise depicted in several pictures:



The exercise ultimately led to the construction of preliminary scenario frameworks for each area, grounded in both individual reflection and group interpretation. These scenario drafts represented a first step in imagining the evolution of key dimensions of the future of work and served as a foundation for deeper analysis in subsequent phases of the project. The activity also strengthened the sense of co-ownership and shared purpose



among participants, reinforcing the participatory ethos of the session and the broader Transform initiative.

After a brief coffee break, participants reconvened for the final activity of the session: the creation of user personas, a central tool in the Design Thinking methodology. Drawing on the discussions and insights generated thus far, each group was asked to develop a fictional character representing a potential worker of the future within their thematic area.

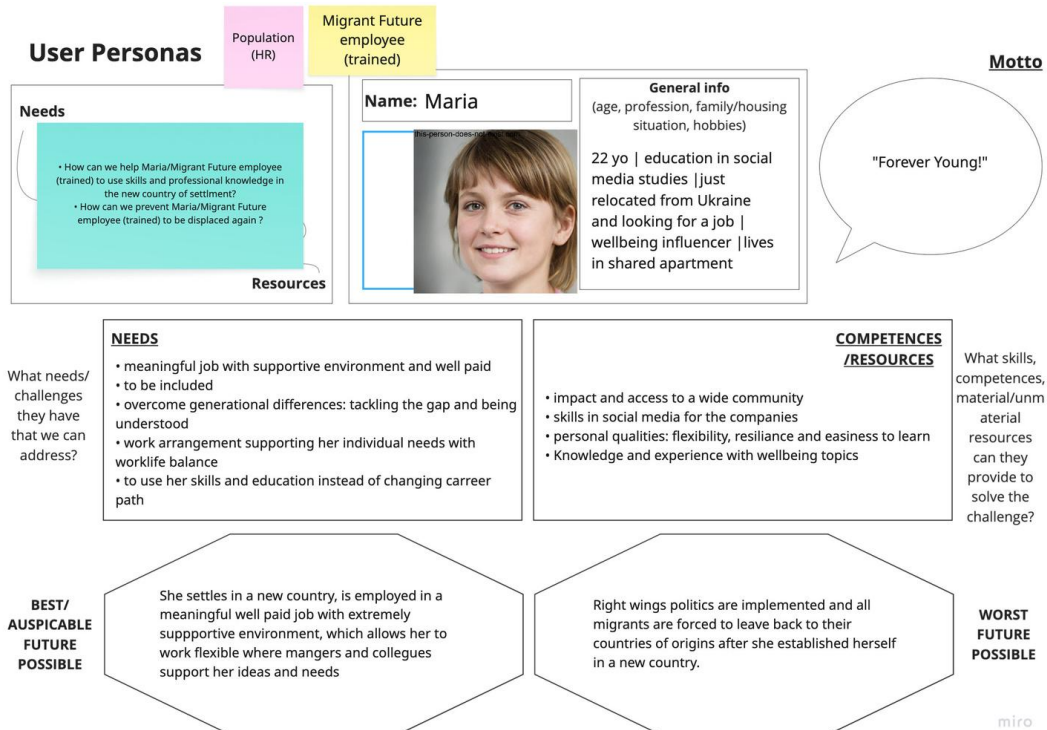
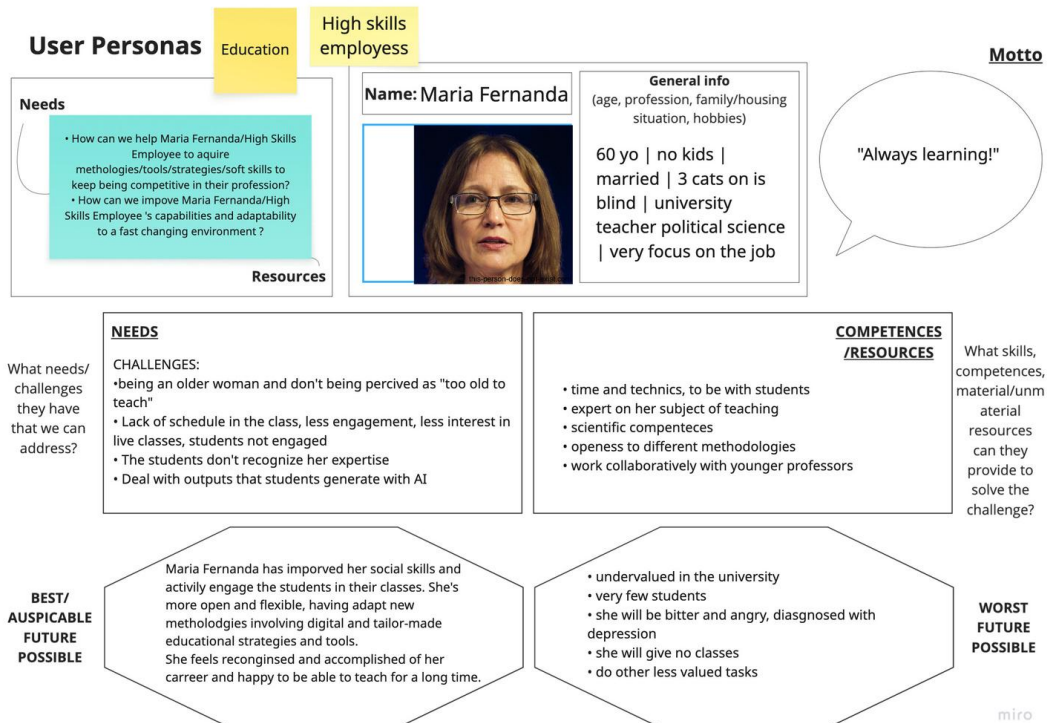
These personas were crafted with care and creativity. Each group assigned a **name** and developed a sketched portrait of their persona, along with a personal **motto** encapsulating their attitude or worldview. To deepen the reflection, groups responded to a series of guiding questions:

- **Needs:** What needs or challenges does this persona face that we can address?
- **Competences/Resources:** What competencies, skills, or resources—material and immaterial—does this persona have to contribute to solving those challenges?
- **Best Future Possible:** What would the most auspicious future look like for this persona?
- **Worst Future Possible:** Conversely, what would the worst-case scenario be?

This exercise enabled participants to translate abstract trends and themes into human-centred narratives, anchoring their scenarios in relatable experiences and lived realities. The personas served as an imaginative yet structured way to explore the intersection between structural change and individual agency in the context of the future of work.



Each group presented their persona to the wider audience through a designated spokesperson, fostering mutual learning and generating further cross-group exchange.





## User Personas

Digitalisation &  
Automatization

Low skill  
employee

### Needs

- How can we help Alex/Low Skill Employee to acquire new hard skills to keep being competitive in the profession?
- How can we improve Alex/Low Skill Employee capabilities and adaptability to a fast changing environment?

### Resources

Name: Alex



### General info

(age, profession, family/housing situation, hobbies)

35 yo | factory worker  
| married | 2 kids |  
likes football and gym  
| rents an apartment

### Motto

"New day,  
same  
problems...."

What needs/  
challenges  
they have  
that we can  
address?

### NEEDS

- upskilling and reskilling through targeted trainings
- psychological support, stress management and network support
- accepting the need for change to face a new reality
- to control anxiety and stress
- face control increasing and monitoring
- to not work overtime or having inadequate working hours

### COMPETENCES /RESOURCES

- motivated to learn and determined to upscale in his job position

What skills,  
competences,  
material/unm  
aterial  
resources  
can they  
provide to  
solve the  
challenge?

BEST/  
AUSPICABLE  
FUTURE  
POSSIBLE

Alex has gain new competences and feels confident and competent in his role and finally satisfied about his job. He has increased his salary, which he know finds adequate and he is able to balance the work and his personal life.

Alex has lost his job due to the implementation of AI machines and the fact his workplace wasn't able to provide him with an upskilling training.

WORST  
FUTURE  
POSSIBLE

miro

## User Personas

Wellbeing

Employer

### Needs

- How can we help Victoria/employers to have more balance between work and personal life?
- How can we support Victoria/employers to fulfill their professional aspirations and goals while cultivating spaces for personal growth?

### Resources

Name: Victoria



### General info

(age, profession, family/housing situation, hobbies)

45 yo | CEO Football |  
married | 3 children |  
likes jogging, hiking  
and healthy food

### Motto

"Nothing is impossible"

What needs/  
challenges  
they have  
that we can  
address?

### NEEDS

- work/life balance
- gender equality
- overcome sistemic misogyny
- fill the gap between aspirations and reality
- being respected as a leader

### COMPETENCES /RESOURCES

- Resilience
- Confidence
- Viosionary
- Democratical and Transformational approach to leadership

What skills,  
competences,  
material/unm  
aterial  
resources  
can they  
provide to  
solve the  
challenge?

BEST/  
AUSPICABLE  
FUTURE  
POSSIBLE

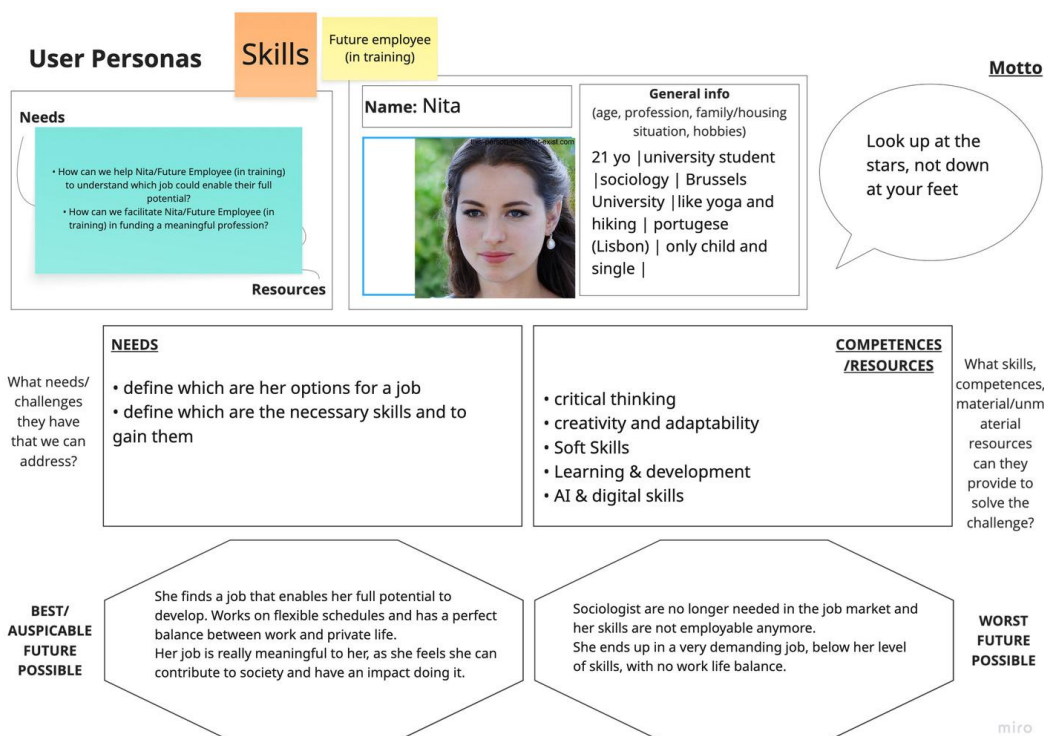
Victoria has a good balance between work and life, having make her hours more flexible with less working hours and increased more space to grow pleasure. She carries on positive leadership practices, enhacing transformative actions in the her company, supported by positive global policies and ecosystems for professional development.

Vicotria is frustrated and dealing with mental health problems. The gap between her aspirations and reality has widen. No stuctural changes has occurred and she works in a non-ethical and gender inequal environment. Mobbing and disconnection are part of her daily working routine.

WORST  
FUTURE  
POSSIBLE

miro





Although the personas will be further developed and analysed in **Work Package 8 (WP8) – Participatory Workshop for Workforce Scenario Development**, their detailed contents were provided in this report to illustrate the work developed.

To close the session, participants engaged in a final reflective exercise using *Post-it* notes.

Each was invited to respond to two very simple prompts **Like** and **Wish**, answering the questions “What did you like about this session?” and “What do you wish had been different?” This simple but effective feedback tool captured immediate impressions and suggestions, reinforcing the participatory and iterative spirit of the session.