

SWISS TURKISH ECONOMIC FORUM 2024



SWISS CHAMBER
OF COMMERCE
IN TÜRKİYE
Since 1984

SHAPING TOMORROW

Enhancing Swiss-Turkish
Collaboration in Education,
Training, and Leadership Talent



Organized by



ÇIVI & PARTNERS





SWISS CHAMBER
OF COMMERCE
IN TÜRKİYE
Since 1984

Your Trade Gateway Between Switzerland & Türkiye

Swiss Chamber of Commerce in Türkiye facilitates the integration of Swiss companies with Turkish business world and plays an active role in creating new business opportunities and the emergence of new investments.

Our association is a non-profit organization, operating in Istanbul since 1984.
Its members and Board of Directors have prominent business relationships in both countries.

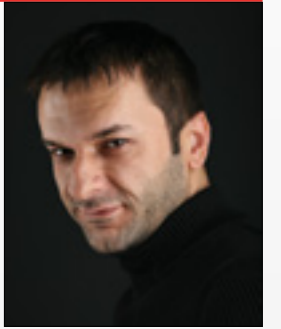


Türkiye'de İsviçre
Ticaret Odası Derneği
Mecidiyeköy Mah. Ada Residence
Şehit Ahmet Sok. N: 6-10 K: 4 D: 62
Mecidiyeköy İSTANBUL

www.tr-ch.org
P: +90 212 211 14 35
F: +90 212 211 14 36
M: +90 549 775 08 38
E: info@tr-ch.org



EDITOR



METİN UNDER

Founder of Inocontent Strategic Communications Consultancy

THE FUTURE HAS SUDDENLY ARRIVED

The theme of the XVIII. Swiss-Turkish Economic Forum organized by the Swiss Chamber of Commerce in Türkiye in 2024 was “Shaping Tomorrow: Enhancing Swiss-Turkish Collaboration in Education, Training, and Leadership Talent”.

In an era of unprecedented leaps in artificial intelligence technologies, radical transformations are reshaping every aspect of life—from education and all sectors of the economy to daily living. Among these shifts, perhaps the most critical is the evolving landscape of education and the competencies required of employees and managers, especially amidst the profound uncertainties about the future. Because Anthropic CEO Dario Amodei's prediction in an interview with Axios in May 2025 that artificial intelligence could eliminate 50 percent of entry-level white-collar jobs in the next one to five years and increase US unemployment rates to 10-20 percent seems very close to being right. Until recently, we believed the impacts of artificial intelligence would only emerge in the future—but now, we're collectively witnessing those predicted effects beginning to shape our present. It feels as though the future has suddenly arrived.

The transformation created by artificial intelligence requires the reconstruction of long-standing education and business models all over the world. Because while the developments in technology threatened the jobs of blue-collar workers until recently, the danger bells are now ringing very closely for white-collar jobs.

The transformation created by artificial intelligence requires the reconstruction of education and business models that have been going on for many years all over the world. Because while the developments in technology threatened the jobs of blue-collar workers until recently, the danger bells are now ringing very closely for white-collar jobs.

So how do we find our way through this mess? While artificial intelligence, which shakes us today, takes away our jobs with the realization of predictions one by one, with which features and competencies will we survive in an uncertain and very near future? Moreover, what kind of training do we need to train young people in order to gain these characteristics and skills, and even how can we bring new competencies to employees, experts and managers who have already been in business life for years and reintegrate them into the workforce? And perhaps the most important question will be: Can new economic models be devised that will enable millions of people who will lose their jobs and jobs to cope with unemployment in this transformation?

Leading representatives of the business world and academia from Switzerland and Türkiye, who participated in the XVIII. Swiss-Turkish Economic Forum, discussed these questions. In this magazine, which includes interviews with the participants of the Forum, you will find these valuable ideas.

I hope you enjoy reading it.



SCCT BOARD

2025-2026



SWISS CHAMBER
OF COMMERCE
IN TÜRKİYE

PRINCIPAL BOARD MEMBER



Arpat Şenocak
President



Bakan Murat
Vice President



Eva Exel
Secretary General



Seria Abbasoglu
Treasurer



Emek Waritz
Board Member



Natecha Thoyba
Board Member



Farid Döğel
Board Member

SUBSTITUTE BOARD MEMBERS



İsmail Çıldı
Board Member



Tayyar Egeli
Board Member



Turgay Ökmen
Board Member



Yılmaz Yıldız
Board Member



Kerem Özdemirli
Board Member



Uluk Alger
Board Member



Sinem Erdoğan Yavuz
Board Member

PRINCIPAL AUDITORS



Ahmet Turpat
Board Member



Mirel Haymet
Board Member



Ayşe Özlü Öner
Board Member

SUBSTITUTE AUDITORS



Dejan Tapard
Board Member

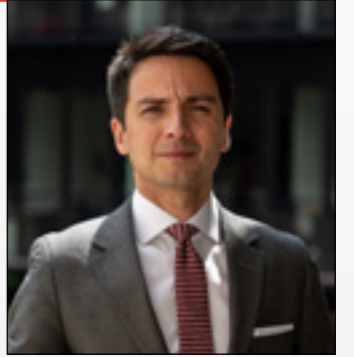


Ali Yılmaz
Board Member



Eris Aslan
Board Member

Your trade gateway between
Switzerland & Türkiye



ARPAT ŞENOCAK

President of the Swiss Chamber of Commerce in Türkiye

PREPARING FOR THE AI REVOLUTION

Hardly a day passes without a new and astonishing innovation emerging from the world of artificial intelligence. While this transformative technology captivates us with its promise to simplify daily life and bring unprecedented efficiency to organizations, it also fuels growing uncertainty about the future. The reason is clear: artificial intelligence, advancing at remarkable speed, is increasingly capable of performing tasks once thought to be the sole domain of humans. This raises the prospect of significant labor market disruptions and societal challenges.

Some economists remain optimistic, arguing that the jobs lost to AI will be offset by entirely new roles created through technological progress. Yet many others caution against complacency, stressing that urgent measures are needed to prepare societies for the structural shifts already underway.

What is beyond doubt is that business models and workplace dynamics will undergo profound change. Employees will need to acquire entirely new skills, the very definition of leadership will evolve, and AI-powered tools will reshape how work is performed. While some professions will vanish, new ones will emerge, and many existing roles will be transformed through partial or full integration with artificial intelligence. To navigate this transition, education and training systems must

be reimagined today, equipping future generations with the resilience and agility needed for an uncertain tomorrow.

With this in mind, the Swiss Chamber of Commerce in Turkey has chosen the 2024 theme of the 18th Swiss-Turkish Economic Forum—held at Yapı Kredi bomontiada within the framework of Swiss Days—as “Shaping Tomorrow: Enhancing



Education and training systems must be reimagined today, equipping future generations with the resilience and agility needed for an uncertain tomorrow.



Swiss-Turkish Collaboration in Education, Training, and Leadership Talent.” Together with distinguished experts from academia, civil society, and the private sector from both Switzerland and Türkiye, we explored the profound impact of artificial intelligence on business and education, and examined how leaders and employees alike can best prepare for this transformation.

We look forward to welcoming you to the next Swiss-Turkish Economic Forum in October 2025.



THE SWISS CHAMBER OF COMMERCE IN TÜRKİYE

HISTORY

Established in 1984, the Swiss Chamber of Commerce in Türkiye (SCCT) is a non-governmental organization dedicated to fostering commercial relationships between Türkiye and Switzerland. Its primary mission is to enhance bilateral trade and investment by improving the business environment and encouraging foreign direct investments.

With around 160 members from both Türkiye and Switzerland operating in the manufacturing, trade, and services sectors, SCCT serves as a vital bridge and communication centre between the two countries. The significant involvement of its members in the Turkish economy strengthens the cooperation links between Switzerland and Türkiye.

SCCT provides essential information, support, and networking services to its members, companies, and organizations in both nations.

VISION

Promoting trade and investment flows between Türkiye and Switzerland

MISSION

Being the voice of the Swiss-Turkish business community

VALUES

SCCT always strives to develop the following philosophy for its members

- Trust
- Social Responsibility
- Cooperation
- Innovation
- Information
- Communication

GOALS

- Enhance Networking Opportunities: Organize a diverse range of networking events to connect members and foster relationships, thereby strengthening the Swiss-Turkish business community.
- Facilitate Knowledge Transfer: Promote the exchange of Swiss expertise and innovations to Türkiye, enhancing local capacities and contributing to the development of the Turkish economy.
- Promote a Positive Image: Actively cultivate a favourable perception of Switzerland within Türkiye, showcasing its contributions to trade, investment, and cultural exchange.
- Bridge Collaborative Efforts: Serve as a vital link for cooperation between Türkiye and Switzerland across various sectors to drive mutual growth and innovation.



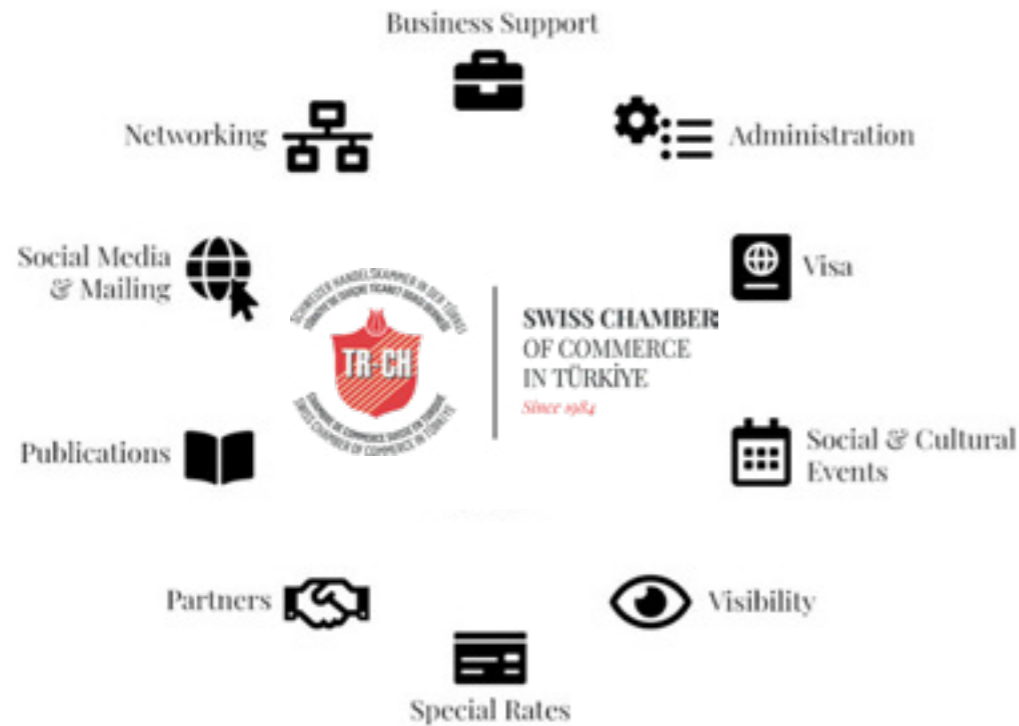


SERVICES

The Swiss Chamber of Commerce in Türkiye is home to over 160 successful local and international companies and professionals from various industries.

Why become a member?

Joining the Swiss Chamber of Commerce in Türkiye empowers your company with essential tools, a strong network, and increased visibility to thrive in the dynamic Turkish and Swiss business landscapes. SCCT membership opens doors to exclusive resources that facilitate new opportunities and strategic partnerships, enhancing your competitive edge.



Exclusive Membership Benefits

As a member, you'll gain access to premium networking events, exclusive trade missions, and industry-specific workshops led by top experts. Enjoy priority registration, discounts on events, and a platform to engage with influential leaders and stakeholders from both countries. Embrace the chance to elevate your business and become part of a thriving community that fosters collaboration and innovation.

SCCT MEMBERSHIP

✓ High-Profile Networking Opportunities:

SCCT organizes premium networking events where members can interact with associates, stakeholders, and business leaders from both Türkiye and Switzerland. These events, often featuring special guests from both countries, offer unparalleled opportunities to build relationships and grow your business network.

✓ Exclusive Workshops and Seminars:

Members are invited to participate in industry-specific workshops, seminars, and conferences, led by top experts and business leaders. These events provide valuable insights into the latest market trends and innovations, while also serving as a platform to connect with professionals from diverse sectors across both countries.

✓ Priority Access to Exclusive Events & Trade Missions:

SCCT takes the lead in hosting trade missions and exclusive business events throughout the year. Many of these events are only accessible to members, offering you direct exposure to senior Swiss delegates and key decision-makers, opening doors to new business ventures and partnerships.

✓ Priority Registration and Discounts:

SCCT members receive priority registration for high-demand events, ensuring you never miss out on key opportunities. Members also enjoy free or discounted entry to select SCCT-organized events, as well as special discounts on conferences, exhibitions, and partner-organized events in Türkiye and Switzerland.

Membership provides access to SCCT's network through public events, members-only events, and personalized introductions to other members.
Access to SCCT Memberlist

More about membership benefits, please [click here](#).



SCCT SIGNATURE EVENTS

Event Planning and Management

SCCT has built a strong reputation for organizing impactful and informative events such as seminars, webinars, conferences, cocktail receptions, and launch events. With extensive experience in event management.

Collaborative and Impactful Member Events

Many SCCT events are crafted in partnership with member companies, offering exceptional opportunities to showcase member expertise and boost visibility within the business community. These collaborative events focus on relevant business topics and significant industry trends, creating a platform for members to engage in insightful discussions and forge valuable partnerships.

This approach not only reinforces connections within the SCCT community but also cultivates an atmosphere of innovation and collaboration, benefiting all participants involved.

● Swiss-Turkish Economic Forum

The Swiss-Turkish Economic Forum is a key event hosted by the Swiss Chamber of Commerce in Türkiye, focusing on current economic issues and industry trends. The Forum has been bringing together Swiss and Turkish experts to explore diverse perspectives on topics such as innovation, digital transformation, Industry 4.0, smart cities, artificial intelligence, blockchain, and education—critical areas shaping the future of

global industries, sectors, and societies.

Since 2005, the SCCT has organized the Swiss-Turkish Economic Forum annually, with the support of the Embassy of Switzerland in Türkiye, the Consulate General of Switzerland in Istanbul, the Swiss Business Hub Türkiye and Switzerland Global Enterprise (S-GE). This initiative is designed to enhance trade relations between SMEs in Switzerland and Türkiye.

The Forum aims to attract over 200 participants, including business leaders, policymakers, educators, trainers, and professionals from both countries. This diverse audience will facilitate meaningful dialogue and collaboration across various industries and sectors.

For more information, please [click here](#).

● Swiss Days Istanbul

[in cooperation with Swiss Consulate General in Istanbul and Swiss Business Hub Türkiye]

Every two years, the Swiss Consulate General in Istanbul, together with the Swiss Business Hub Türkiye (SBHTR) and the Swiss Chamber of Commerce in Türkiye, organizes Swiss Days Istanbul, a signature event traditionally held at Yapı Kredi bomontiada. This event is dedicated to showcasing Switzerland's vibrant contributions in innovation, technology, education, culture, and more. It also highlights Swiss companies and brands, offering attendees a taste of Swiss culture through workshops, seminars, live concerts, Swiss cuisine, and interactive booths.

Swiss Days Istanbul is open to the public, with free admission, inviting everyone to explore Switzerland's rich offerings while having a fun and memorable experience.

The third edition of Swiss Days Istanbul 2024 took place at Yapı Kredi bomontiada from September 20 to 21, 2024, organized by the Consulate General of Switzerland in Istanbul, the Swiss Business Hub Türkiye, and the Swiss Chamber of Commerce in Türkiye, showcasing a diverse range of activities including workshops, concerts, exhibitor booths, children's activities, a VIP cocktail reception, and the Swiss-Turkish Economic Forum, providing abundant opportunities for networking, learning, and celebrating Swiss excellence.

For more details, you can access the Swiss Days Istanbul 2024 Press & Social Media Report [here](#).

Please find additional information [here](#).

● Swiss-Turkish Webinar Series

[in cooperation with Swiss Business Hub Türkiye]

Considering the huge impacts of the coronavirus on the economy and business globally in 2020, SCCT and SBHTR launched series of virtual events and projects for the members and the business communities to share the most up to date information and resources.

For more information, please [click here](#).

● Swiss-Turkish Startup Program

[in cooperation with Swiss Business Hub Türkiye]

The Swiss-Turkish Startup Program is designed to bridge the startup ecosystems of Switzerland and Türkiye, fostering collaboration and innovation between the two countries. By connecting relevant stakeholders, the program aims to facilitate an exchange of knowledge and best practices, thereby enhancing the growth potential for startups in both regions.

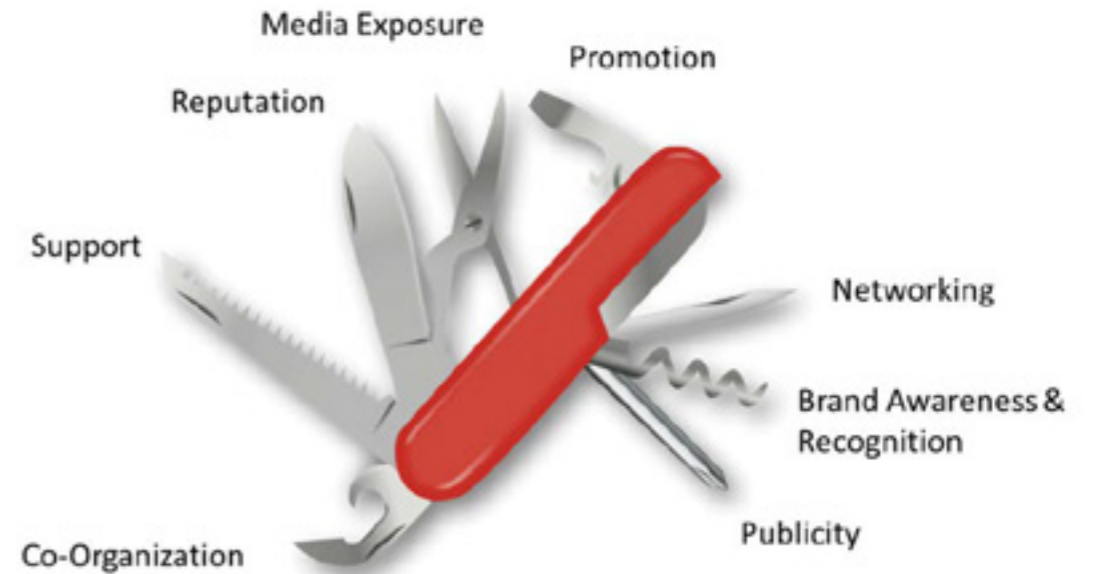
Background of the Program

Switzerland stands out as a global leader in entrepreneurship, with around 40,000 new companies launched annually, ranking second in the Global Entrepreneurship and Development Index (GEDI). This success is driven by its strong emphasis on technological innovation, particularly in artificial intelligence (AI), supported by prestigious research institutions such as ETH Zurich and EPF Lausanne. Meanwhile, Türkiye, as the largest startup hub in Southeast Europe, is witnessing rapid growth with an average of 550 new startups each year, bolstered by substantial investments and a digitally engaged population. As Türkiye formulates its AI strategy, the collaboration with Switzerland through this program is poised to strengthen both countries' positions in the global startup landscape.

For more information, please [click here](#).



SCCT SPONSORSHIP



[By contributing to SCCT's various activities and services, your organization will benefit from direct, privileged access to a high-level international business network comprising SCCT Members, Partners, and other key stakeholders. This will enhance your brand's visibility and connections within the global business community.

Contribute

By aligning your brand with SCCT's mission, you will actively contribute to enhancing economic relations between Switzerland and Türkiye.

Increase Your Brand Visibility

Distinguish your brand within a network of high-profile

professionals from Türkiye, Switzerland, and beyond. Sponsorship will ensure your company stands out among decision-makers and industry leaders, boosting your profile.

Extend Your Influence

Take advantage of SCCT's extensive reach. As a sponsor, your brand will be showcased across events, publications, and digital platforms, giving you maximum exposure in the global business landscape.

Expand Your Professional Network

Gain privileged access to key professionals, officials, and decision-makers. Sponsoring SCCT events will connect you with strategic partners and open doors to new business opportunities.



Please contact the Chamber office
sponsor@tr-ch.org



“WE MUST DEVELOP SOLUTIONS THAT WILL SECURE EVERYONE’S PROFESSIONAL FUTURE”

Koç University & İş Bankası Artificial Intelligence Center Founding Director Professor Deniz Yuret summarized how we have come to this day in artificial intelligence technology and explained how this technology can transform our future.

The agricultural revolution, the industrial revolution, the information revolution, and the artificial intelligence revolution, which is described by many experts today as the most transformative of all. In your opinion, what does the artificial intelligence revolution mean in terms of human history?

In new developments, people’s short-term predictions can often be a bit exaggerated; their long-term predictions may not be exaggerated enough. The most recent example of this was in the early 2000s during the internet revolution. The Internet has become popular, internet applications, internet companies have grown. Then in 2002, a bubble burst and a lot of companies went bankrupt. At that time, the developments that people expected about the internet did not fully realize because they were a bit exaggerated, but when we look at the long-term 25-year history, the internet had a lot of impact on human life. Social media came out, changed our lives, changed politics, affected our psychology. We are likely to see a similar pattern in recent developments in artificial intelligence. There’s a lot of uncertainty right now. Experts do not know in which directions artificial intelligence will develop tomorrow, but everyone is making suggestions. Currently, artificial intelligence companies and start-ups are creating a lot of excitement among investors with very large capitalizations, but there is a growth where it is

not clear where their income will come from. It gives me a bit of a sense of déjà vu. There was a similar psychology in the 2000s when I was working at an internet start-up company. I think the effects of artificial intelligence will be great, but in the short term, it may not be as effective as investors say, which may cause disappointment in people. Temporarily, this bubble may deflate a bit, but in the long run, its effects will be greater than we can currently imagine.

In artificial intelligence technology, we are in a period where Large Language Models (LLM’s) such as ChatGPT are used predominantly. What were the main breaking points in the development of artificial intelligence technology? How did we get here?

I call this the fourth AI revolution. Artificial intelligence has gone through different stages before this. The foundation of artificial intelligence dates back to the 1950-1960s. At that time, very simple artificial neural networks, which we call “perceptrons”, were almost one of the first learning models to be proposed. The idea that machines can learn and improve themselves with examples and experience goes back a long way. When this approach did not work very well due to the lack of data and the inability to develop the models due to the weakness of the hardware at that time, rule-based systems,





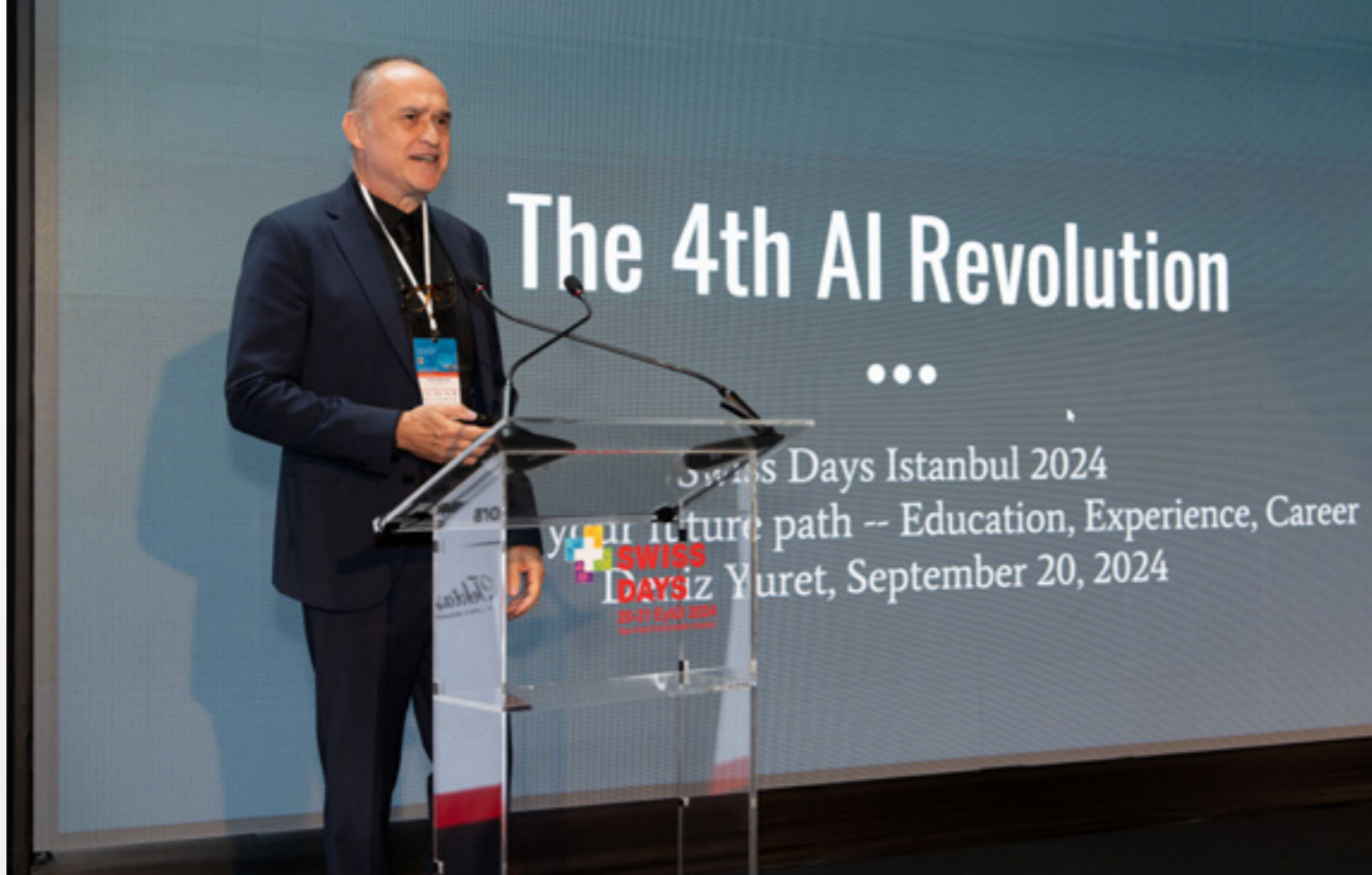
that is, in which people's knowledge and expertise were tried to be filtered, came to the fore by asking more experts. In the 1980s, machine learning took a slightly backward position. For example, companies or university groups engaged in automatic translation at the time collaborated with linguists to develop rule-based systems based on their theories and rules. This was successful to a certain extent, but this approach turned out to be very fragile. When you ask people who are experts in a subject, "How do you do this? What's your theory about this?" and try to code it, the resulting systems are often very fragile and cannot generalize well enough. Then there was a statistical revolution in the late 1980s and early 1990s. By using big data and looking at the statistics of big data, the answer to the question "Can we build less fragile, more robotic systems" was sought. To give an example from translation, the typical approach here is that you try to write an English-Turkish translation system, and instead of asking linguists, you collect a collection of millions of sentences from certain news sources or books that have been translated. Then, systems were developed that combined statistical analysis with information such as "When these words are on the English side, I see these words on the Turkish side" and tried to translate with that information. These performed much, much better than the previous rule-based systems, and from the early 90s to the 2010s, these statistical systems and the methods behind them really dominated. Then in the 2010s, artificial neural networks returned.

How were artificial neural networks different from the previous generation?

In fact, there is no big difference conceptually, but there is a big difference in terms of scale. In other words, the speed, hardware and capacity of computers have improved a lot, and the amount of data we can obtain has increased thanks to the internet. When these two effects came together, we saw that they started to give better results than we expected. A prototype example of this is AlexNet winning the ImageNet competition in 2012.

What did this mean?

Computer vision, that is, image processing using computers, the ability of computers to understand what they see in a picture or a video, has been a subject that has been studied for a long time. And in this regard, people were trying to build different systems themselves, either by taking our nervous system as a model or by using mathematics developed in signal processing. Developments in computer vision continued like this for about 40-50 years. The ImageNet competition was also a competition where the best groups working on this subject came together



and tried to categorize images on a certain data set by saying, "There is a cat in this picture. There is a dog in this picture. There is a red light in this picture." The artificial neural network-based AlexNet system participated in this competition for the first time and swept away all other competition. When this happened in 2012, people were surprised at first, and in the competitions held in the years after AlexNet, almost everyone saw that using artificial neural networks gave better results than

"It is certain that some professions will disappear. Therefore, people who have devoted their lives to that profession will also need to seek a solution. If we don't find a good solution for this, we cannot prevent the income distribution and inequality, which have already deteriorated in recent times, from getting worse. As societies, we need to think about this issue and develop solutions that will allow everyone to receive additional education or access additional income in order to secure their professional future."

manual systems, just like in the statistical revolution, and they slowly started to turn in that direction. We experienced the last example of these revolutions in large language models. This is the development that the 2020s brought us.

How are large language models different from previous systems?

Neural networks helped us create solutions that performed really well and were not fragile, but they had two weaknesses. First, these systems, which we call narrow artificial intelligence, can only specialize in a single problem. In other words, the image processing system recognizes images, the chess playing system can play chess, the translation system translates, but a common mind like the human mind that can do more than one of these things together has not emerged from these systems. Large language models on the other hand, can perform very well in many areas. The same program solves math problems, writes programs, writes poems, and translates if you want. Such a system did not exist before. The second important feature is that the old systems, both statistical systems and artificial neural network systems, needed a lot of examples to learn. For example, the dataset they used in the ImageNet competition consists of over a million photos and tags that people have manually added to them. The dataset they use to translate consists of hundreds

"The ability to look at fundamental problems from different perspectives, to question, to produce solutions to these questions, the ability to communicate, that is, to express oneself properly in written and verbal form, to take up a new subject and learn it on one's own... These will never become obsolete. As long as we can give these to children, when they graduate, no matter what the world is like 15-20 years from now, they will not have difficulty finding a place in that world where they can be useful and live well."

of millions of sentences that people have manually translated. However, a child can learn the concepts and skills he has learned until he is three or five years old with very few examples. This is the first time that learning with very few examples has been demonstrated in large language models. You give the large language model three or five examples of what you want it to do when you type a prompt. The tool understands what you want from those few examples and starts to do it successfully on the sixth example. This is something we have never seen before. Learning from a few examples and specializing in many different areas are innovations brought by large language models. This is where we are at right now. Let's see where we go from here, I am also following with curiosity. Since I completed my PhD, I can say that I have had to forget everything I know three or four times and learn it all over again.

What you said seems to be valid for many professions. In your speech at the Forum, you also stated that future workers will have to forget what they know and relearn everything every 5-10 years. Today, a lawyer or a doctor is trained to practice a single profession until they are 25-30 years old. In this case, will this period cease to be effective? Will people want to receive training for this long for a profession that they will change after 5-10 years, or will this be economical?

There are two effects here. First, in professions such as doctors and lawyers, people will work with artificial intelligence assistants, that are getting smarter and powerful after getting a certain basis. Therefore, even if they cannot follow these innovations very closely themselves, it may be possible for them to stay up-to-date thanks to their assistants. This is a possibility, but on the other hand, it is certain that some professions will disappear. Therefore, the people who



“I am sure there will be a productivity boom in many professions. A productivity boom means that society will become richer, but if we do not extend a helping hand to those who are left behind in a richer society, their situation may become worse.”



have devoted their lives to that profession will also need to seek a solution. How we react to this as a society is very important. Are we going to abandon those people, retrain them and ensure they enter new professions? Are we going to provide a social security like universal basic income and offer everyone a solution so that they do not have difficulty in these transitions? If we do not find a good solution for this, we will not be able to prevent the deterioration of income distribution and inequality, which have already deteriorated in recent times. As societies, we need to think about this issue and develop solutions that will allow everyone to receive additional training or access additional income to secure their professional future. We will probably have the resources to do this because AI is likely to increase productivity significantly. My own personal experience is that when I try to learn a new computer language or a new system, I can now achieve in a day or two what I could not achieve in a week or two. I put AI on the side, it shows me examples, teaches me, we do things together and I feel much more productive. I am sure that there will be a similar productivity explosion in many professions, for example, lawyers writing contracts or doctors making diagnoses. The productivity boom means that society becomes richer, but if we do not extend a helping

hand to those left behind in the richer society, their situation may become worse.

It seems that this will be necessary to maintain social peace. Which professions do you think will suffer the wrath of artificial intelligence? In return, which of today’s professions will be needed more?

It is very difficult for me to answer this. I think we all know more or less about the professions that are starting to disappear. For example, I have a close friend who has made it his career to proofread articles by academics whose native language is a foreign language and help them with English. Now that well has dried up. Because foreign academics no longer need that friend. They can have their articles corrected by ChatGPT. We see that professions such as translators and drivers will disappear as artificial intelligence develops in those subjects. On the other hand, why is it difficult to predict new professions? Rewind the movie 100 years and imagine asking someone from the 1920s about professions in the 2020s. At that time when more than 50 percent of the population was engaged in agriculture, there was no such thing as computers, the internet, or being an influencer, where we spend most of our time today, right? I don’t think it’s even possible for people at that time to predict these things. Therefore, I do not think that we can make such good predictions for the future. Somehow, after every such revolution, people have found a way to keep themselves busy and do business, to be useful. That’s one reason to be optimistic. The second reason to be optimistic is that people like to interact with each other. When we call a bank, we push a bunch of buttons to get a human, right? When you go to the doctor, having a human being in front of you rather than a completely robotic machine has a very different effect on us psychologically. Therefore, I think there will be progress, not regression, in professions that require people



to interact with each other. I have a feeling that this need will never disappear.

In this picture, how should we approach education so that new generations can survive and not lose their sense of meaning? How should we educate our children and guide them for the future?

I’ve been thinking about this topic deeply lately. My daughter is just starting college, so it’s something I’ve been researching personally. When I first started being asked this question, I



“There are areas such as science, mathematics, and logic that our culture has developed, but other than that, problems generally need to be looked at from many different perspectives, such as social sciences, philosophy, history, law, and justice. People who are educated in a very narrow and single profession may not have enough knowledge and experience of all these different thinking styles. Perhaps we need to take care to raise individuals who can think in these different styles and look at a subject from many perspectives.”



researched it. When you look at the purpose for which Alexander von Humboldt established the modern education system in Germany, you will see that the philosophy of the enlightenment period was aimed at raising enlightened individuals rather than vocational training. They say, “People learn a profession in some way during the apprenticeship period after they have already entered this profession.” “What we need to do is to convey the knowledge of our culture to these people, to teach them to question and to approach problems from different perspectives.” There are areas such as science, mathematics and logic that our culture has developed, but apart from that, problems generally need to be looked at from many different perspectives such as social sciences, philosophy, history, law and justice. People who are educated in a very narrow and single profession may not have enough knowledge and experience of all these different thinking styles. Perhaps we need to go back to those basics and take care to raise individuals who can think in these different styles and look at a subject from many perspectives. What are the main problems of our day? What skills should a person use to think about problems such as climate change, the future of artificial intelligence, etc.? The issue has economic, social, political, philosophical, scientific, and technological dimensions. It is not possible for a person who has not internalized all these dimensions to some extent to make sound decisions on these issues, to make the right decision when he listens to experts on the subject, even if it is not his responsibility, and to vote for the right candidate when he goes to the ballot box. Therefore,



“I think there will be progress, not regression, in professions that require people to interact with each other. I have a feeling that need will never disappear.”



being able to look at fundamental problems from different perspectives, being able to question, being able to produce solutions to these questions, communication skills, that is, being able to express oneself properly in written and verbal form, being able to take on a new subject and learn it on one’s own... These will never get old. As long as we can give these to children, when they graduate, no matter what the world is like 15-20 years from now, they will not have any difficulty in finding a place where they can be useful and live well in that world. Since I am an artificial intelligence professor, they always ask me, “Should we have children become artificial intelligence engineers or should we teach artificial intelligence?” I say, “Don’t you dare,” because today’s artificial intelligence will have nothing to do with the artificial intelligence of when they graduate. It’s such a fast-evolving topic. At the moment, a small part of the society can do the expertise of how today’s artificial intelligence systems work as engineering, but I find it very naïve to suggest that we should teach everyone starting from primary school. Because in a field that is changing so rapidly, I think technical expertise is not very valuable right now. We need to focus more on the basics and, while there is such great uncertainty in the future, we need

to focus on raising individuals who are ready for any future, who can make sound decisions and chart their own course no matter what that future may be.

In your speech at the Forum, you also mentioned that artificial intelligence bureaucrats will enter our lives. Why will there be a need for artificial intelligence bureaucrats and what will be their duties in our lives?

This is already starting to happen. When you apply for a credit card at a bank, a human no longer looks at that request. Artificial intelligence decides, or in the justice system in the United States, judges ask artificial intelligence experts about prisoners’ pardon decisions and decide whether someone should come out with their advice. Therefore, it seems that some decisions traditionally made by human bureaucrats will be left to artificial intelligence, perhaps because it is much cheaper and perhaps because it can make more objective decisions in some cases. Such a trend has already begun. Transparency is very important here. Because if you have a black box AI make decisions and implement them without much questioning, very, very bad results can arise. Therefore, it is very important that this mechanism is always



“The technological advantage of the big tech companies is very fragile right now. It is very possible for a player starting from scratch to close the gap if they work with good enough experts and motivations, and probably at some point it will become much more democratized. So I don’t think that this technological difference can be maintained very much in the future.”



under human control. Therefore, it is very important that this mechanism is always under the control of people. Now, we have e-government, which has entered our lives with internet technologies, and we can now do many things that we used to do by going to the land registry office without meeting with anyone through e-government. We can think that this will progress even further thanks to artificial intelligence.

We see that artificial intelligence and digital technology are being shaped under the monopoly of a few technology oligarchs. What do you think about these technology oligarchs turning into new actors of capitalism?

There’s good news and bad news here. The bad news, you’re right, is that power is really concentrated in the hands of a very few institutions right now. Developments in artificial intelligence are coming from three or five key places. A big reason for this is resources. Developing AI from scratch requires a huge investment in both hardware and energy. There are few places that can do this. I was in the US recently. I met with three of my former students who work at OpenAI and compared our resources. What kind of machines do I have access to as a university professor, and what kind of resources do they have to work with as employees of that company? The difference is huge. They can access 1,000 resources whenever they want, compared to the one I can access for an hour a week. This wasn’t always the case. When I was doing my PhD, the best machines and the best resources were in the hands of universities, and companies looked at us with envy. Now, this difference has widened in the opposite direction. The good news is that the technological superiority of these companies is very fragile at the moment. As we saw in the Deepseek incident, it is very possible for an actor starting from scratch to close the gap if they work with good enough experts and motivations. There is a very strong open source community. The models that you can currently find on the internet and download for free and use are maybe six months or 18 months

behind the latest model that OpenAI made, but the difference is not much. So OpenAI is actually under great stress right now. OpenAI is constantly thinking about how long it can maintain this advantage and where it should go from here, because open source people are behind them. Therefore, the gap that they can open now is a gap that can be closed, and it will probably be much more democratized at some point. Now, as academics and the open source community, we already know 95 percent of the techniques used by OpenAI, Google, Microsoft, and Anthropic. The hidden source is a very small part. Therefore, I don’t think that this technology difference can be maintained in the future. Now, the US has some initiatives such as limiting chips, perhaps they think they can maintain their superiority this way, but that is up to a point. In other words, if the US does not do it, China is at a point where it will. In such an environment, I think it is not possible for that oligarchy to remain long-term.

Let’s hope so, because there really needs to be democratization of that area. You are the founding director of the Koç University İş Bankası Artificial Intelligence Center. What current work are you doing at the center?

Our center was established in 2020 with the support of İş Bankası, and İş Bankası made a large financial investment and gave it to us as a donation without expecting anything in return. They did this because they saw it as a strategic area for Türkiye. We are very grateful for this. Thanks to them, professors started to collaborate with each other. We have 15 professors at Koç University who work solely on artificial intelligence. But there are 30 or 40 professors from different disciplines, both inside and outside of Koç, who they interact with. It is probably one of the largest artificial intelligence groups in Türkiye. And around 100 masters and doctoral students are trained under these professors and are learning these techniques. This team is doing innovative work in almost every field of artificial intelligence; software, hardware, learning theory, development of new architectures, on a range of topics from driverless cars to image processing, cancer diagnosis, medical applications, natural language applications, and many more in the world’s leading publications. Many people in Türkiye may not be aware of this, but we are number one in Türkiye in terms of receiving projects and investments from the European Union. We are also number one in Türkiye in terms of publishing per teacher. Thanks to the support of İş Bankası, such a center was established here. It would have been nice if other major institutions in Türkiye, seeing this, would have created different centers like this in other places and we would have been in competition with these centers. But for now, this has remained limited. Both the state and the private sector need to support and benefit from such centers. This is very important for the future of Türkiye.



HOW WILL WE SHARE THE WEALTH BROUGHT BY TECHNOLOGY?

Dr. Aybike Mergen from Özyeğin University evaluates the civilization-scale transformation brought about by artificial intelligence and the critical crossroads facing humanity. According to Dr. Mergen, who works in management, leadership, and ethics, our most fundamental question in this new age is: Will we share in the collective wealth created by technology as a right, or as a favor?

At what level is artificial intelligence technology today, and where is it heading at this pace of development?

The answer to this question has changed so dramatically over the past few years that it's worth remembering where we started. Before 2020, when we spoke of artificial intelligence, we meant systems that performed very narrow, specific tasks, playing chess or recognizing images. The general consensus was that reaching Artificial General Intelligence (AGI) with human-level cognitive capabilities would take decades. But with the emergence of advanced generative AI models like GPT-4, these predictions became obsolete overnight. Many leading figures, including OpenAI CEO Sam Altman, now say we could achieve general artificial intelligence (AGI) that match or exceed human capabilities across all cognitive tasks, within just a few years. Ironically, as we approach this goal, the definition of AGI keeps moving forward, making it harder to acknowledge when we've actually arrived. Setting

definitions aside, I think it's undeniable that AI technology is advancing at a frightening pace. This speed creates enormous uncertainty because we simply cannot fully predict the social and economic effects of this technology. We're heading toward a highly uncertain future whose impacts we cannot completely foresee.

How quickly will this transformation occur?

Technology isn't actually the main obstacle to the massive transformation society is beginning to anticipate. As Wharton Business School's Professor Ethan Mollick emphasizes, even if AI development stopped today, existing models are already powerful enough to fundamentally disrupt our economic system. So the real question is how and at what speed this transformation will unfold. We can identify two opposing forces: factors that slow the process down and those that accelerate it. The decelerating factors are largely



psychological and socio-cultural resistance. For instance, we still insist on having two human pilots on every flight: people are reluctant to surrender human control in certain domains. These trust barriers will slow transformation. However, the accelerating forces are extremely powerful. Cost advantage will be the strongest driver of this transformation. Consider this: while a company might spend thousands of dollars monthly on a call center employee, it can access an AI system that performs similar work faster and more accurately for just a few hundred dollars per month. This isn't just cost savings, it represents a fundamental shift where AI systems can handle higher volumes, work 24/7 without breaks, and maintain consistent quality, creating dramatic operational advantages. With such compelling economic incentives, no company will want to be left behind. Take Microsoft as an example: the company conducts AI readiness assessments before integrating its Copilot system. The issue isn't whether

the technology exists, but how quickly and thoughtfully organizations can adapt to this inevitable transformation.

How is this development affecting workers?

The Industrial Revolution transformed blue-collar work by substituting physical strength. White-collar tasks like management, analysis, and decision-making remained human domains. Now, for the first time in history, we face technology that directly substitutes human cognitive abilities. Reports from institutions like Goldman Sachs show automation risk exceeding 40% in fields like law, engineering, and administration. But this doesn't mean blue-collar workers are safe. The transformation is happening simultaneously across all fronts. Videos of Figure AI's F.02 humanoid robots working autonomous factory shifts demonstrate how rapidly physical labor can be automated too. We're confronting technology capable of replacing both blue-collar and white-



collar jobs, yet neither Turkey nor global public opinion has fully grasped this reality.

What critical skills will remain uniquely human in this changing environment?

Large Language Models now outperform humans on most exams, can write code, and analyze complex data. So what remains uniquely human when we strip away these abilities we've prided ourselves on for centuries? The most critical difference I see between current AI models and humans is that we possess our own unique perspective. Humans learn sequentially, we process each new piece of information within a mental framework shaped by our previous experiences. This gives us a distinctive worldview. While current AI models train on billions of data points, they lack our kind

of experiential perspective. Therefore, future valuable skills will center on interpreting data rather than just processing it. These include: questioning assumptions through critical thinking; asking the right questions through creative problem identification; developing perspective to view events through a unique lens; and being eager to effectively use and learn these new tools. Moreover, developing these skills will become essential for everyone, not just leaders.

What form will leadership take in this new order?

The traditional corporate model operates on "You do this job, I pay you this amount" logic within hierarchical, control-oriented structures. But when AI automates both routine processes and coordination, we'll need to transform this model. While companies will lay off many employees

replaced by AI, they'll work hard to retain and motivate workers with strong human-specific competencies. Humans will no longer be "resources" whose productivity we try to maximize, but "talent" that needs motivation. Our understanding of leadership must evolve accordingly, making "transformational leadership" even more critical. Transformational leaders create shared vision to motivate people internally and focus on developing each individual's unique talents. For example, where a manager currently ensures reports are completed on time and to expected quality, in the future they'll need to help employees ask the right questions about AI-generated reports: "Which assumptions should we question? What perspectives are missing? How might these results be interpreted differently?" They'll need to ensure employees find answers using

appropriate AI tools and implement them effectively. This requires convincing their small team of 'talents' of their work's value, motivating continuous self-improvement, and managing group dynamics through vision.

How should education and professions evolve in this new world?

In this new reality, we're all recognizing that the standardized, memorization-based education system designed for the Industrial Revolution has become obsolete. Education's purpose must shift from knowledge transfer to teaching critical thinking, problem identification, and perspective development skills. Abilities dismissed as "soft skills" in today's quantified performance world will become the most sought-after competencies of the future. Which professions will thrive? That's currently a trillion-dollar question. We've discussed AI integration into white-collar processes and its likely workforce impact. More broadly, I agree with the view that even in a world where AI-powered robots do everything cheaper, more efficiently, and error-free, "human-made" will endure as a quality and authenticity status symbol. A handmade Swiss watch or an artist's original work will likely retain value. Similarly, while many restaurants may employ robot cooks and servers, this won't eliminate luxury establishments with Michelin-starred human chefs and sommeliers. However, many professions where being human creates no added value will very likely disappear in the medium term.



“Future valuable skills will center on interpreting data rather than processing it. These include questioning assumptions through critical thinking; asking the right questions through creative problem identification; developing perspective to view events uniquely; and eagerly learning to use these new tools effectively. Moreover, developing these skills will become essential for everyone, not just leaders.”





“The standardized, memorization-based education system designed for the Industrial Revolution has become obsolete. Education must shift from knowledge transfer to teaching critical thinking, problem identification, and perspective development. Skills dismissed as ‘soft skills’ in today’s quantified world will become the most sought-after competencies of the future.”



What could be the societal implications of this rapid transformation?

I’m not sure anyone can definitively answer this question right now. As I said initially, we’re truly at a juncture where predicting social outcomes is challenging. Yet examining major technological transformations in human history reveals certain patterns. The Industrial Revolution transformed the primary means of production, creating a new capital-based socio-economic order that upended social structures and laid groundwork for radical ideologies and world wars. Ruling elites, especially in the West, used voting rights as incentives to secure mass consent and integrate populations into the newly established capitalist system. This right gave masses a sense of stakeholder participation, preventing major revolutions while providing legitimacy. But remember, the Industrial Revolution unfolded over decades and spread asymmetrically between developed and developing nations. Now we potentially face much greater global change within just 5-10 years. If poorly managed, this pace could create conditions where millions become unemployed simultaneously, risking social contract collapse. This situation has two possible political-economic outcomes: either we slow technological development (highly unlikely in global competition), or we build new social systems to handle mass unemployment.

What social systems could prevent this crisis?

While these potentially disruptive social effects are increasingly discussed, the main concrete proposal advanced

for years remains Universal Basic Income (UBI). UBI envisions providing every citizen regular income sufficient for basic human needs without expecting anything in return. Pilots in Finland, Canada, and Kenya have shown basic income improves individuals’ psychological health while encouraging entrepreneurship and voluntary participation. Frankly, I believe humanity will somehow have to adopt this approach. In a world of mass layoffs, disappearing professions, and dramatically fewer jobs where humans add value beyond AI and robots, failing to create such social mechanisms will have truly frightening consequences. The real question affecting not just us but future generations isn’t whether to adopt universal basic income, but under what kind of social agreement it will be accepted. This question is critical because it will determine future power balances. Here’s crucial information I don’t think most of society fully grasps yet: AI models train on humanity’s collective knowledge production—from Homer’s Iliad to the Epic of Dede Korkut, from scientific papers developed at state universities worldwide to all internet texts, images, and speeches. We all provided this technology’s raw materials as a society. Yet now, this common heritage is being appropriated by a few major tech companies, creating an unprecedented concentration of power over what has become the primary means of production in our emerging intelligence-based economy.

Therefore, the universal basic income debate really centers on the question: “How will the enormous wealth created by this technology be shared?” Two fundamental approaches clash here: First, interpreting post-Industrial Revolution property rights to favor today’s tech giants who will control production power (AI models and server farms) in the new world order. If this understanding prevails, basic income becomes encoded in social norms as a favor distributed by tech elites to maintain social peace. Second, a rights-based, commons-oriented understanding arising from humanity’s contribution to creating this technology, arguing that the resulting wealth belongs to everyone who created those commons. If we can establish this latter understanding globally, we can break the “Surveillance Capitalism” cycle we’re beginning to see today and develop democratic control mechanisms against tech companies’ arbitrary practices. Ultimately, I believe we’re at a critical historical crossroads requiring a choice: either accept dependence on tech elite favor, or declare our equal right to wealth created through collective labor. Most importantly, this decision will determine what kind of world future generations inhabit.



“AI models train on humanity’s collective knowledge—from Homer’s Iliad to the Epic of Dede Korkut, from university research to all internet content. We all provided this technology’s raw materials as a society. Yet this common heritage is now appropriated by a few major tech companies.”





“INTERNATIONALLY VALID PROFESSIONAL QUALIFICATION CERTIFICATES SHOULD BE PROVIDED”

Ayşe Güçlü Onur, Office Leader of Egon Zehnder Türkiye, one of the world’s leading leadership consultancy firms, commented on the professions and skills that will be prominent in the future. According to Onur, vocational training is of great importance in order to prepare for the future in the most accurate way in today’s uncertain world.

You are the leader of Egon Zehnder, one of the world’s leading leadership consulting firms. What kind of services does Egon Zehnder offer and who does it work with? Egon Zehnder is one of the world’s largest private companies operating in the executive search sector. Our company operates in 36 countries, 67 offices, with over 600 consultants and more than 2,000 employees. With 60 years of experience, we are the leader of the sector in Europe, Asia Pacific and South America, and a major player in North America. We also have a deep-rooted history and deep experience in the Turkish market. Our İstanbul office was established nearly 35 years ago and is the first private investment in its field.

Currently, with five consultants and 20 employees, we provide services to large companies operating in many industries. At Egon Zehnder, our services include executive search, leadership development, organizational consulting and management consulting. Our goal is to transform people, organizations and the world through leadership.

Leadership is a topic that the business world and employees are constantly engaged in. How has the concept of leadership changed from the past to the present? How do you describe this change based on your observations and experiences at Egon Zehnder?





The concept of leadership has undergone a significant evolution from the past to the present. While in the past leadership was generally evaluated through physical strength and intelligence (IQ), today competencies and the potential of individuals come to the fore. Potential means revealing a person's natural strengths and focusing on these areas. In this context, understanding and evaluating potential plays a critical role in leadership development. Today, leadership is not limited to knowledge and skills, but also includes discovering individuals' identities, personal characteristics and sources of motivation.

The uncertainty of the future is an important question mark for everyone due to the speed and nature of change. What do you think will be the basic leadership skills in the future in a world transformed by technology and artificial intelligence?

The core competencies that leaders need to have are also evolving. According to McKinsey & Company's "Future Workforce Trends" study, automation and AI could automate 60 percent of occupations and 30 percent of jobs by 2030. This situation necessitates a redefinition of leadership skills. While it is widely believed that AI will lead to many job losses, digital transformation is also expected to create new jobs. This means not only lost jobs but also the opportunity to re-empower millions of people and bring new entrepreneurs into the workforce. Today's business world is shaped by ever-changing dynamics, which affects



"It is hard to say that institutions develop sustainable and sufficiently successful practices to train future leaders, but those who make this investment usually get very good results. Unfortunately, in our country, the perspective of 'saving the day' comes to the fore. Since leadership development is a medium and long-term process and requires a lot of investment, it is not always a priority."



"In the future, the integration of artificial intelligence and digital technologies will be at the forefront of vocational education. These technologies will personalize educational processes and offer educational programs adapted to students' abilities and learning speeds. Students will have more access to learning opportunities by gaining on-the-job experience, and thus will have the chance to apply their theoretical knowledge in practice. This transformation will increase the quality of vocational education and make the future workforce more equipped and competitive."



the competencies of leaders and employees. While artificial intelligence and big data technologies enable organizations to operate efficiently, networks and cybersecurity are becoming critical. Creative thinking, technological literacy and analytical thinking skills improve our ability to solve complex problems. Flexibility, resilience and agility increase our ability to adapt quickly to changing conditions. Leadership, social impact, environmental responsibility and sustainability awareness are gaining importance. Curiosity and a desire for lifelong learning support the continuous development of individuals, while motivation and self-awareness are critical factors for success. Empathy and active listening skills are essential for effective communication and collaboration.

Do you think institutions have developed enough successful practices to develop future leaders?
It is hard to say that institutions develop sustainable and sufficiently successful practices to train future leaders, but those who make this investment usually get very good results. Unfortunately, in our country, the perspective of "saving the day" comes to the fore. Since leadership development is a medium and long-term process and requires a lot of investment, it does not always gain priority. Developing



“The prominent professions of the future will be shaped by rapidly developing technologies and environmental needs. I think that professionals who specialize in fields such as artificial intelligence, big data and fintech will be in great demand. In addition, sustainability-oriented professions such as autonomous and electric vehicles, renewable energy and environmental engineering will also gain importance. With technological advances, roles such as software and application developers, user interface/user experience (UI/UX) designers and information security analysts will also become critical.”



leaders requires moving beyond knowledge and skills to explore identity, traits, and motivational factors. Research shows that only 20 percent of leadership programs focus on identity, traits, and motivational factors. However, programs that focus on these elements increase success rates fourfold.

What do you think will be the leading professions of the future?

According to research by the World Economic Forum, 65 percent of children starting primary school today will eventually work in jobs that do not exist today. The ability to learn and acquire new information “instantly” will become more valuable than the information itself. The prominent professions of the future will be shaped by rapidly developing technologies and environmental needs. I think that professionals who specialize in fields such as artificial intelligence, big data, and fintech will be in high demand. In addition, sustainability-oriented professions such as autonomous and electric vehicles, renewable energy, and environmental engineering will also gain importance. With technological advances, roles such as software and application developers, user interface/user experience (UI/UX) designers, and information security analysts will also become critical.



In Switzerland, great importance is given to vocational education. How will approaches to vocational education change in the changing world conditions with technology and artificial intelligence?

In the future, the integration of artificial intelligence and digital technologies will be at the forefront in vocational education. These technologies will personalize educational processes and offer educational programs adapted to students’ abilities and learning speeds. In addition, innovative technologies will help students develop their practical skills. Approaches to vocational education will become more flexible and dynamic to adapt to the rapidly changing needs of the labor market. Students will have more access to learning opportunities through on-the-job experience, and thus will have the chance to apply their theoretical knowledge in practice. This transformation will increase the quality of vocational education, making the workforce of the future more equipped and competitive.



“In order to achieve success in vocational education, Türkiye should update its education programs according to sector needs and ensure that students gain experience in business environments. Practical training should be supported with modern equipment and technology laboratories, and the qualifications of instructors should be increased. Infrastructure investments should be encouraged and graduates should be provided with internationally valid professional qualification certificates.”



What kind of a road map do you think would be beneficial for Türkiye to follow in vocational education?

In order to achieve success in vocational education, Türkiye should update its education programs according to sector needs and ensure that students gain experience in business environments. Practical training should be supported with modern equipment and technology laboratories, and the qualifications of trainers should be increased. Infrastructure investments should be encouraged and graduates should be provided with internationally valid professional qualification certificates. In addition, steps should be taken at an early age to develop the competencies of individuals and reveal their potential. Directing the education system according to the interests and talents of students will increase students’ motivation, enable them to discover their own strengths, achieve their career goals, and join the workforce in a more equipped manner.



PUBLIC-PRIVATE PARTNERSHIPS ARE VITAL IN VOCATIONAL

Erik Swars, Head of International Relations at the Swiss Federal University for Vocational Education and Training (SFUVET), presented the main vocational training trends in Switzerland.

How can companies partner with institutions like SFUVET to enable this training and development to happen?

The Swiss Federal University for Vocational Education and Training SFUVET is the national expert organization for the further development of VET. The pedagogical training of teachers for VET-schools is one mandate as well as research. Furthermore we support the professional associations/ companies to develop the training plans for the professions. In Switzerland these associations have the duty to analyse at least each 5 years if the training plans are still up to date. Hence, companies can collaborate with SFUVET in order to identify for example digital and green skills for a profession. Recently SFUVET helped to develop the new profession “solar installer” that started in 2024.

In your speech at the Forum you mentioned that there are 250 defined professions in Switzerland. What is the importance of vocational training in the world of the future and what are the trends in vocational training in Switzerland in recent years?

There are 250 professions in Switzerland that are recognized nationwide. In this regard public-private partnership is



“The dual VET systems have to be adopted continuously. In Switzerland the main VET megatrends in the recent years are lifelong learning, labour market developments, digitalisation, upskilling, and the social image of VET.”



“There are 250 professions in Switzerland that are recognized nationwide. In this regard public-private partnership is crucial. The curricula of these professions are developed by the business, the professional associations together with the other stakeholders. This ensures that at the end of the apprenticeship, the graduates have the competencies that are required by the labor market.”



crucial. The curricula of these professions are developed by the business, the professional associations together with the other stakeholders. This ensures that at the end of the apprenticeship, the graduates have the competencies that are required by the labor market. The importance of dual VET was recognized on an international level with the adoption of the recommendation 208 on quality apprenticeships by the International Labor Organization ILO. The dual VET systems have to be adopted continuously. In Switzerland the main VET megatrends in the recent years are lifelong learning, labour market developments, digitalisation, upskilling, and the social image of VET.

When you visited Türkiye for the Forum, you had cooperation talks with some institutions in Türkiye, such as the Istanbul Chamber of Industry. Were there any projects that were put into action?

We had excellent and inspiring exchanges in Istanbul and I am very pleased that we could implement a concrete activity in May 2025. With the Istanbul Chamber of Industry and the Embassy of Switzerland in Türkiye a webinar on the topic “Mindful VET” was successfully organized with more than 120 participants.





“EI WILL BE MORE CRUCIAL THAN IQ IN THE UNCERTAIN FUTURE”

Leszek Wacirz, CEO of Nestle Türkiye, talked about the competencies that employees and leaders will need in the age of artificial intelligence.

Artificial intelligence and technology are changing our entire lives rapidly and to incredible extents. While technology is causing many professions that people do to disappear, new professions are emerging. In this case, how should we structure education today? How can we provide employees with the competencies they need?

To adapt to these changes, education should focus on several key areas: digital literacy, critical thinking and problem-solving, adaptability and lifelong learning, interdisciplinary skills, and soft skills. By incorporating these elements into the curriculum, we can prepare future employees for the evolving job landscape.

In your speech at the Forum you highlighted the distinction between being a boss and being a leader. What are the differences between the two and what changes do they make in an organization?

The main differences between being a boss and being a leader lie in their approach and impact on the organization. A boss typically relies on authority and commands, whereas



“To adapt to the changes brought about by AI and technology, education should focus on several key areas: digital literacy, critical thinking and problem solving, adaptability and lifelong learning, interdisciplinary skills, and soft skills.”



a leader inspires and motivates their team, fostering collaboration and innovation. Leaders are known to cultivate a positive organizational culture that drives long-term success. The inevitable characteristics that future employees and leaders should have include adaptability, critical thinking, emotional intelligence, and technological proficiency.

What do you think will be the inevitable characteristics that future employees and leaders should have?

Future employment structure will be very diverse consisting of human beings and AI which will bring a challenge from leadership perspective. And thus will need a diverse set of traits to thrive in an ever-evolving work environment. Some key traits include: adaptability, emotional intelligence, critical thinking, continuous learning, cultural competence, digital literacy and resilience. These traits will enable future employees and leaders to navigate the complexities of modern workplaces and drive their organizations toward success.

You have had a long-standing career at Nestle Türkiye. What kind of programs do you run at Nestle to discover future talent and prepare your employees and managers for this uncertain future?

At Nestle Türkiye, we run various programs to discover future talent and prepare our employees and managers for the uncertain future. These include leadership development workshops, mentorship programs, and continuous learning opportunities. We emphasize the importance of emotional intelligence, which will become even more crucial in the future as it enables individuals to navigate complex social dynamics and make empathetic decisions.



One of the important concepts for you is emotional intelligence. In the uncertain world of the future, what qualities will emotional intelligence have that will make it more important than IQ?

Emotional intelligence (EI) will be more crucial than IQ in the uncertain future because EI involves the ability to understand, manage, and navigate emotions, which is essential for effective communication, empathy, and collaboration. As the world

becomes more interconnected and complex, the capacity to build strong interpersonal relationships, adapt to change, and resolve conflicts will become increasingly valuable in both personal and professional contexts. Additionally, EI contributes to better mental health and well-being, helping individuals cope with stress and uncertainty more effectively.

You have spent a long time in Türkiye as a professional manager. What kind of cooperation do you think can be established between Switzerland and Türkiye in areas such as vocational training and the competencies that will be provided to future employees?

Cooperation between Switzerland and Türkiye in areas such as vocational training and competencies can be strengthened through shared knowledge, joint initiatives, and exchange programs. This collaboration can help equip future employees with the skills needed to thrive in a rapidly evolving local and global landscape.



“The inevitable characteristics that future employees and leaders should have include adaptability, critical thinking, emotional intelligence, and technological proficiency.”



Organized by



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Consulate General of Switzerland in Istanbul
Swiss Business Hub Türkiye

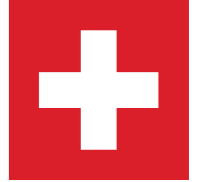


SWISS CHAMBER
OF COMMERCE
IN TÜRKİYE

Since 1984

+ SWITZERLAND
GLOBAL
ENTERPRISE

enabling new business



İsviçre.

Gold Sponsors



Silver Sponsors



Bronze Sponsors



Contributors



Partners





Türkiye'de İsviçre
Ticaret Odası Derneği
Mecidiyeköy Mah. Ada Residence
Şehit Ahmet Sok. N: 6-10 K: 4 D: 62
Mecidiyeköy İSTANBUL

www.tr-ch.org

P: +90 212 211 14 35
F: +90 212 211 14 36
M: +90 549 775 08 38
E: info@tr-ch.org



@SwissChamber



/SCCTonline



@SwissChamber



@SwissChamber



@swisschamberofcommerceintu9693