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by DRAKE INTERNATIONAL

AI & the Future of Work & Assessment

BY DR. LESLIE THOMAS

The world has never changed ***this fast,*** and it will never move this slow again.

BILL MCDERMOTT, CEO OF SERVICENOW, ON THE AI REVOLUTION

Bill McDermott's observation captures the essence of our current moment. His words highlight **two fundamental** truths:

1. Technological, economic, and societal shifts are happening faster than ever before in human history; and
2. The pace will only continue to accelerate. What feels fast today will inevitably seem slow tomorrow.

So, how do we adapt and thrive as an industry?

AI is fundamentally reshaping economies, entire industries, and the very essence of how we work, learn, and demonstrate competence. Amidst this rapid transformation, one thing is certain:

We cannot solve the challenges of tomorrow using the same type of thinking that got us where we are today.

This eBook provides test sponsors and professionals in the testing industry with practical insights into the future of work and testing. It helps us prepare not just for the next year, but for the next 3 to 5 years.

Throughout these pages, we will explore:

1. How AI is Reshaping Job Roles—and What It Means for Assessment:
Understand how organizations are deconstructing job roles to maximize AI's value—and why credentialing programs (e.g., certification programs) must adapt to reflect these new models of work.

2. Future-Proofing Certification Strategy:
Learn how to restructure credentialing programs using modular design, more frequent JTAs, and skills-based pathways to keep certifications and other types of credentials aligned with evolving workforce needs.

3. Which Skills to Certify in the Age of AI:
Identify the most in-demand technical and human-centric skills—like AI technical literacy, analytical judgment, and ethical oversight—and how to effectively assess them.

4. Use AI to Accelerate Exam Development and Innovation:
See how AI can streamline exam development, boost SME efficiency, and enable more effective and authentic assessments without compromising rigor.

Navigating this transformative era requires foresight, agility, and a willingness to embrace new paradigms. By understanding the forces at play and proactively adapting our strategies, the credentialing industry can not only weather the changes but also seize the opportunities to further enhance our value and relevance in the age of AI.

LET'S BEGIN THE JOURNEY.

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Dr. Leslie Thomas

Leslie leads the exam development and psychometric services for Kryterion. For over 20 years, she has been helping organizations design, develop, and maintain highly successful certification and other types of credentialing programs. She takes a holistic, business-oriented approach to helping clients achieve their business goals by developing innovative and effective assessment solutions.

LTHOMAS@KRYTERION.COM

CHAPTER#1

The Future of Work - Is AI a Revolution or Evolution?

Every day seems to bring a fresh wave of **bold pronouncements** about AI and its imminent impact on the world of work. We hear predictions that AI will be writing 90% of code within 3 to 6 months which **contradicts** reports that even leading AI tech giants currently use AI to generate only a fraction (e.g., 25-30%) of their code today.

This constant barrage of hype, speculation, and conflicting data makes it incredibly difficult to discern realistic projections from wishful thinking or fear-mongering.

How fast is AI really changing the workplace, and what will its true impact be?

Separating signal from noise requires **considering the source and context of these claims**. Sometimes tech leaders, driven by natural enthusiasm and the need to generate investor confidence and market interest, present optimistic timelines for their AI capabilities.

Furthermore, advancements showcased in cutting-edge innovation labs are, by definition, ahead of widespread adoption; a breakthrough in a controlled environment doesn't immediately translate to universal application in complex, real-world workplaces. And, of course, headlines often favor the dramatic – shocking statistics and revolutionary claims grab attention, even if they lack nuance or broader context.

So, is AI truly a **revolution** poised to instantly overturn the world of work, or is it a powerful **evolution** that will unfold over time, albeit at an unprecedented pace? This chapter aims to cut through the hype, examine the evidence, and provide a more balanced perspective to help us understand the genuine pace and nature of AI's impact on industries and professions.

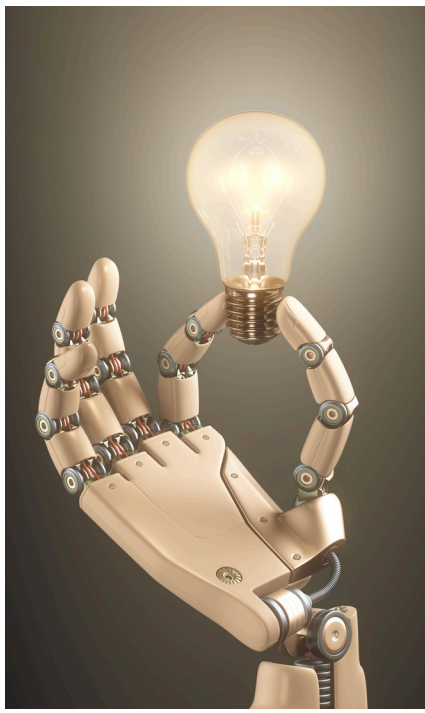
Disruption occurs unevenly across industries, markets, and individuals. We don't all experience the ***future simultaneously***.

ANDREW NG, INFLUENTIAL AI RESEARCHER, CO-FOUNDER OF GOOGLE BRAIN, AND FORMER CHIEF SCIENTIST AT BAIDU

Understanding the Uneven Pace of AI Adoption

While AI's potential seems boundless, we know that the pace and scale of its impact on work vary significantly. Several key factors contribute to this uneven landscape:

- **Economic Development** - Advanced economies, possessing the necessary infrastructure, capital, as well as a skilled workforce, are able to integrate AI more rapidly and extensively compared to less developed economies.



- **Regulatory Environment** - Regions with more permissive or nascent AI regulations, like the United States currently, will see faster AI adoption compared to areas with comprehensive frameworks like the European Union's AI Act, which imposes stricter guidelines and controls, potentially slowing deployment as organizations ensure compliance.

- **Industry Variability -** Digital maturity and operational agility play significant roles. Industries like technology and retail, already deeply integrated with digital processes, tend to adopt AI capabilities more quickly. In contrast, sectors such as healthcare or legal services often face slower adoption curves due to complex ethical considerations, stringent regulatory requirements, data privacy concerns, and the need to ensure extremely high levels of reliability and safety.

- **Job Type and Tasks -** White-collar "knowledge worker" roles, especially those involving routine cognitive tasks (e.g., data processing, scheduling, basic analysis) will be among the first to experience significant augmentation or automation. In contrast, high-risk, highly regulated professions (e.g., surgeons, airline pilots) or skilled trades requiring more complex interaction with the physical world (e.g., plumbing, electrical work) will adopt AI more slowly and selectively.

A Universal Transformation, Unevenly Applied

While the pace and depth of AI adoption vary significantly due to the factors just discussed, we can identify common threads of AI-driven change that will broadly impact the way we work:

- **Automation** - AI excels at automating repetitive, predictable tasks – such as administrative functions, data entry, scheduling, and routine analysis. This frees up human workers for more complex, creative, and strategic activities.

- **Enhanced Data Analytics** - AI provides powerful tools for sifting through vast datasets to uncover insights, predict trends, improve forecasting, and ultimately enable more informed decision-making in nearly every field.

- **Hyper-Personalization** - From retail and media to healthcare and education, AI allows organizations to tailor services, products, communications, and experiences to individual needs and preferences on an unprecedented scale to increase customer satisfaction, engagement, and sales.

Industry-Specific Manifestations

Beyond these common themes, AI's applications manifest in unique ways tailored to the specific challenges and opportunities within each industry. The following table provides illustrative examples:

Industry	Examples of AI Applications
Healthcare	Diagnostic imaging analysis, personalized medicine pathways, AI-driven drug discovery, predictive patient care, administrative automation.
Education	Customized learning paths, intelligent tutoring systems, AI-driven assessment generation and scoring, personalized training and feedback.
Finance & Banking	Algorithmic trading, credit risk assessment, fraud detection, automated financial advising (robo-advisors), regulatory compliance checks.
Retail & E-commerce	Supply-chain optimization, predictive inventory management, demand forecasting, personalized marketing and recommendation engines.

Industry	Examples of AI Applications
Manufacturing	Smart robotics for assembly, predictive maintenance for machinery, automated quality control inspection, production line optimization.
Transportation & Logistics	Autonomous vehicle development, route optimization, predictive fleet maintenance, enhanced supply-chain visibility and efficiency.
Agriculture	Precision agriculture (optimized watering/fertilizing), crop health monitoring via drones/sensors, automated machinery, yield prediction.
Legal & Professional Services	Automated contract analysis and review, legal research assistance, document summarization, predictive case outcome analysis.
Media & Entertainment	AI-assisted content generation (text, image, music), personalized content recommendations, automated video editing, deepfake detection.

This list is far from exhaustive, and new applications emerge constantly. It underscores, however, that while the core capabilities of AI are broadly applicable, their specific implementation and impact are deeply contextual.

NAVIGATING THE HYPE

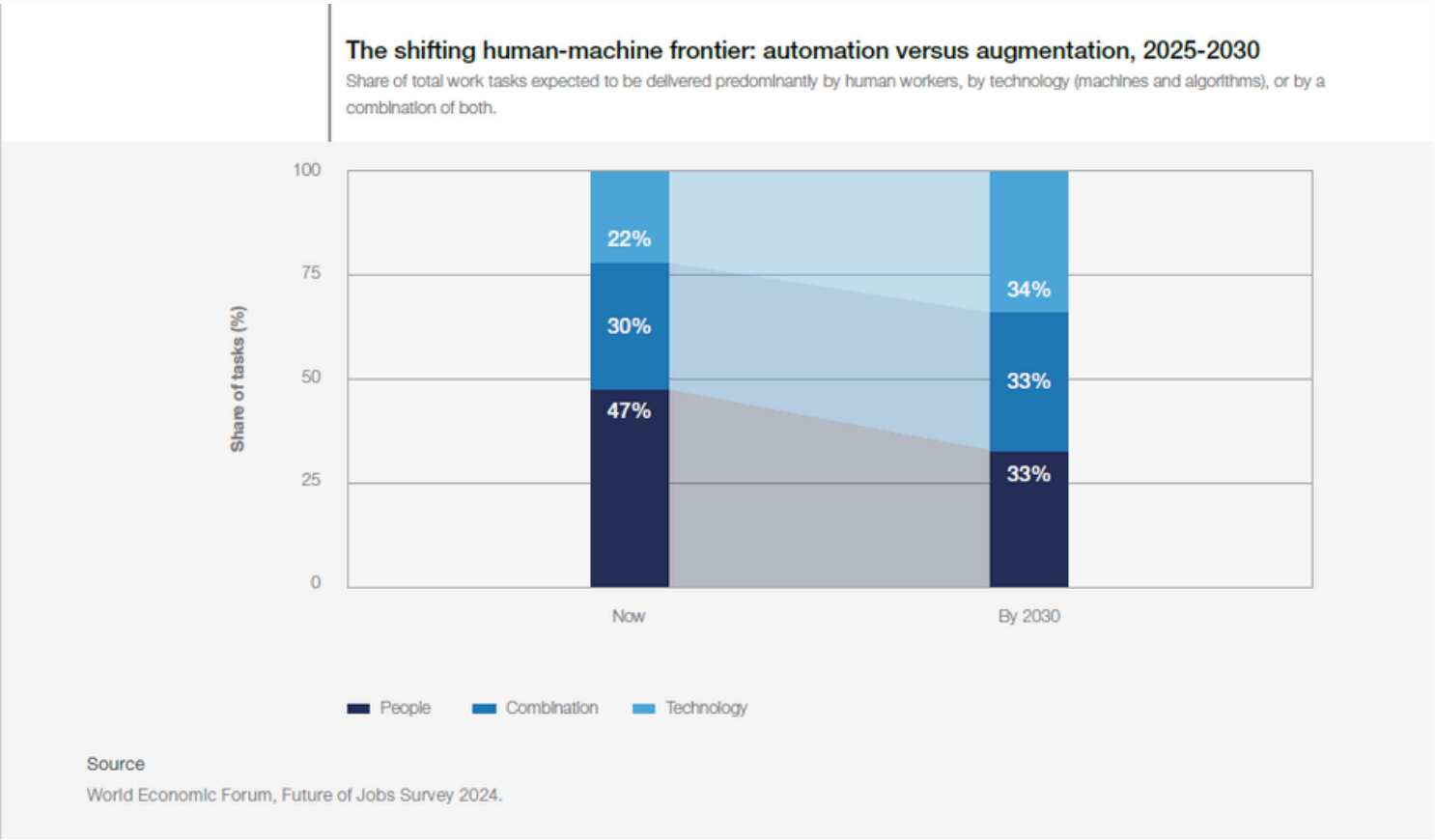
Evolution, Revolution, and the Long View

Another key source for understanding these trends is the **Future of Jobs Report 2025 by the World Economic Forum (WEF).** This report brings together the perspectives of approximately 1000 of the leading global employers, collectively representing millions of workers across 55 countries, to examine how macrotrends – including AI, robotics, and autonomous systems – **are expected to impact jobs and skills over a 5-year timeframe.**

Reports like these explore how the nature of work itself is likely to transform, looking at the balance between **activities done solely by humans, those performed by humans augmented with AI technologies (e.g., copilots), and those fully automated by AI (i.e., AI only).**

According to the graphic below, the share of tasks performed predominantly by humans is projected to decrease from an estimated 47% in 2025 to 33% by 2030, while tasks handled mainly by technology are expected to rise from 22% to 34%, and those involving human-machine collaboration to increase from 30% to 33%.

So essentially **by 2030**, the breakdown is projected to be **33% of tasks as human only, 33% accomplished by human + AI, and 34% performed AI or robotics and autonomous systems** requiring little to no human involvement.



A recurring theme in such analyses is that while AI will undoubtedly cause some job displacement, it is also projected to create substantial numbers of new jobs – potentially **resulting in significant net job growth.** In fact, WEF estimates there will be 78 million net new jobs by 2030. Many of these emerging jobs are ones we haven't even fully imagined yet. After all, few of us had heard of a "prompt engineer" before 2023, yet it rapidly became a much sought-after job role.

We tend to overestimate the effect of a technology in the ***short run*** and underestimate it in the ***long run.***

ROY AMARA, FORMER PRESIDENT OF THE INSTITUTE FOR THE FUTURE

CONCLUSION

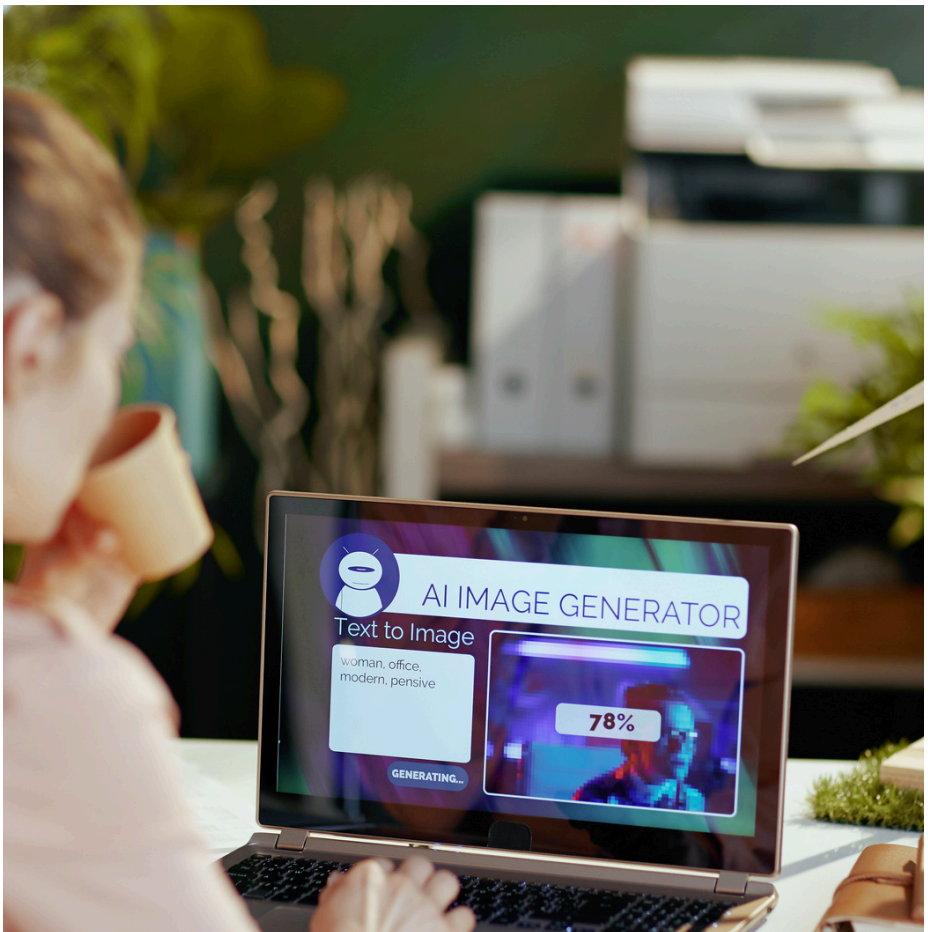
Is AI a revolution or an evolution?

This idea—known as the Amara Effect—is key to understanding AI's trajectory. While current hype may inflate short-term expectations, especially around job disruption and automation, the real risk lies in underestimating AI’s long-term impact.

True transformation will unfold over time, reshaping industries and work in ways we can’t yet fully predict. Navigating the future requires balancing short-term skepticism with long-term vision.

CHAPTER#2

Redesigning Work and Rethinking Credentials in the Age of AI



The previous chapter established the rapid yet uneven pace of AI adoption across industries and identified some specific factors that determine how quickly it will impact individual job roles. Now, we will explore how businesses will need to restructure how work gets done to leverage these powerful technologies and the implications for credentialing programs.

Deconstructing Jobs, Reconstructing Work

To effectively integrate AI and gain the most ROI, businesses will need to move away from rigid, static job roles. Instead, they will need to **deconstruct traditional job roles into their component tasks and associated skills** in order to:

- clearly identify **opportunities for automation and augmentation** for today and in the future.
- optimize **reskilling and upskilling** strategies by focusing on specific task-related skills rather than entire, potentially shifting job roles.
- **deploy talent more flexibly** based on skills rather than rigid job roles, better leveraging individual capabilities and the global talent market.

This approach also allows companies to reallocate human talent towards higher-value, complex, or uniquely human tasks, which can increase both overall productivity and employee satisfaction.

As part of this deconstruction process, companies will place job tasks on a continuum:

- **Human-Only** - Tasks requiring emotional intelligence, creativity, strategic thinking, and ethical judgment remain primarily human skill sets at this time.

- **Augmentation (Human + AI)** - AI enhances human performance in data analysis, pattern recognition, content generation, and decision support. Humans instruct, interpret, and apply AI's output.

- **Automation (AI-Only)** - AI handles routine, predictable, rule-based tasks with minimal to no human intervention.

Implications for Test Sponsors: This task-based approach mirrors the Job Task Analysis (JTA) traditionally used to define certification content. To keep pace with evolving job roles, test sponsors will need to adopt a future-focused JTA approach and/or conduct JTAs more frequently, depending upon the speed of change. It's no longer sufficient to document only current tasks; we must also anticipate tasks likely to evolve or emerge due to AI to help prepare our candidates.

Test sponsors and SMEs should proactively consider:

- For which tasks will AI be used by professionals to **improve (i.e., augment) performance?**
- Which **new skills** will be needed to effectively use these AI tools?
- Which **tasks will likely be automated** in the near future and become less important for practice?
- Which new **tasks will likely emerge** (e.g., oversight of AI agents), and which skills will be required?

Credentialing organizations will also benefit from developing stronger, **more collaborative relationships with employers** to understand how they are adopting AI in terms of tools, timelines, and implications for professionals.

For example, employers within the same industry or profession may implement different AI tools or technologies, each requiring distinct skill sets.

Recognizing these differences will help test sponsors accurately identify and validate the relevant competencies professionals must possess, ensuring credentials remain meaningful and aligned **with industry and employer realities.**

CONCLUSION

Aligning Credentials with Evolving Employer Needs

Credentialing organizations stand at a pivotal moment as businesses will increasingly need to restructure work and talent management to harness AI effectively. This shift from traditional job roles toward a task-based and skills-driven approach necessitates that test sponsors respond proactively.

Maintaining the relevance and credibility of certifications demands more frequent as well as “future-oriented” JTAs that anticipate how AI will alter tasks and required competencies.

By fostering even closer partnerships with employers and other key stakeholders (e.g., regulatory bodies), test sponsors can ensure their programs remain aligned with actual employer needs, thus safeguarding the ongoing value of their credentials in a rapidly changing workplace.

CHAPTER#3

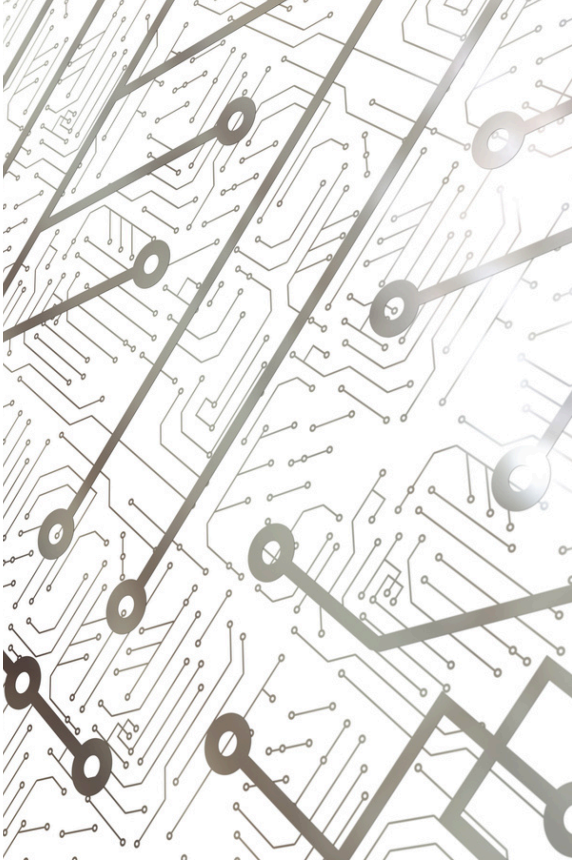
Essential Skills for the AI-Augmented Workplace

The previous chapters highlighted how businesses will need to deconstruct job roles into more granular tasks to determine which **job activities can be augmented or automated by AI**.

In addition, as AI evolves and can perform more and more of the traditional knowledge-based and technical work (e.g., preliminary medical diagnoses, software coding), **AI technical literacy - the ability for professionals to effectively use AI in their job roles -** will become as important as - if not more than - traditional domain expertise.

Also, **“human-centric” skills that cannot be easily replicated by AI,** such as collaboration, critical thinking, creativity, and leadership - will increase in value in the workplace. This chapter explores some of the most common skills required for a successful human-AI partnership.

The Synergy of Skills in the Age of AI



To understand this shift, it's helpful to break skills into two categories:

- **Disposable Skills:** have a short shelf life due to rapid technological advancements, automation, and shifting industry needs. Disposable skills become obsolete quickly as job requirements evolve, which requires constant upskilling to stay up to date.

- **Durable Skills:** these are foundational, transferable abilities that remain relevant and valuable across different roles, industries, and technological waves. They include critical thinking, creativity, collaboration, and adaptability. These skills empower individuals to learn new technologies, navigate change, and apply knowledge effectively in diverse contexts.

Employers increasingly seek individuals who possess more than basic AI literacy – they seek those who know **how to use specific AI tools (leveraging disposable technical skills) to solve business problems.**

However, effectively **leveraging AI requires durable skills** as well: applying analytical reasoning to evaluate its outputs, creativity to devise novel applications, clear communication (including prompt engineering) to interact with AI and teammates, and strategic judgment to ensure responsible, ethical use is aligned with broader goals.

Recent employer surveys reflect this blend. For instance, **five of the top six skills** cited by employers in the WEF survey fall into the category of **durable skills**. 'Analytical thinking' was ranked first, followed by skills like resilience, creativity, and leadership with 'Technological literacy' ranked sixth.

For credentialing bodies, this highlights the need to assess this synergy – the ability to **integrate technical knowledge with robust durable skills.**

Essential Skills for the Human-AI Partnership

Several skills and abilities emerge as likely priorities for most certification and other types of credentialing programs:

1. AI Technological Literacy (NOTE: encompasses some of the skills below it)

- **What it is:** This goes beyond basic AI literacy. This involves knowing when and how to use specific AI technologies within a profession and understanding the strengths, weaknesses, potential risks (like bias or inaccuracy), and benefits of the technology.

- **Possible methods of assessment:** Performance-based testing using simulated or embedded AI tools to assess practical application.

2. Analytical Thinking

- **Example Application:** Professionals must rigorously evaluate the accuracy, reliability, and potential biases of AI outputs, question assumptions, identify anomalies, and make nuanced judgments rather than blindly accepting AI decisions, recommendations, or output.

3. **Prompt Engineering**

- **What it is:** Professionals need to be able to craft clear, effective instructions (prompts), provide feedback, and iteratively refine the AI results until arriving at the desired output.

- **Possible methods of assessment:** Performance-based testing using simulated or embedded AI tools to assess the practical application.

4. Collaboration & Communication

- **Example Application:** This skill includes not only traditional teamwork but also collaborating about, through, and with AI. It involves sharing best practices, troubleshooting issues with AI, and optimizing AI integration for productivity and efficiency.

- **Possible methods of assessment:** Chatbot-driven scenarios, using verbal or text input, to simulate collaboration with team members (human or AI agents) to assess communication effectiveness, conflict resolution, and problem-solving. VR environments or AI avatars could simulate team-based scenarios.

5. Ethical Oversight & Compliance

- **What it is:** Professionals must recognize AI's limitations (e.g., LLMs as "storytellers"), navigate data privacy, manage compliance, mitigate bias, and ensure AI aligns with ethical principles as well as regulatory requirements.

- **Possible methods of assessment:** Situational Judgement Tests (SJTs) presenting realistic ethical dilemmas involving AI use. Assessments could evaluate compliance with relevant regulations (e.g., GDPR or industry-specific data privacy rules) and case studies requiring candidates to identify and propose mitigation strategies for ethical risks in AI deployment.

6. Cybersecurity Awareness

- **What it is:** AI introduces new threats (e.g., sophisticated deepfakes, AI-driven phishing). This requires heightened vigilance and awareness applied to specific AI-related risks.

- **Possible methods of assessment:** Simulations where candidates must identify AI-related security risks, demonstrating awareness and judgment.

7. Creativity & Adaptability

- **Example Application:** As AI handles more routine and knowledge-based work, the premium on human creativity and adaptability increases. Creativity involves generating novel ideas, solutions, and approaches. Adaptability is the flexibility to pivot skills, strategies, and work activities in response to changing technological landscapes to find new ways to add value.

- **Possible methods of assessment:** Assessing creativity can involve evaluating portfolios, project submissions, or problem-solving tasks, allowing for open-ended, innovative solutions. Adaptability can be assessed through simulations where parameters change unexpectedly, requiring candidates to adjust their strategies effectively, demonstrating agility and flexible thinking.

8. Leadership at All Levels

- **What it is:** As psychometrician John Weiner, Ph.D., recently noted, "leadership at all levels" becomes essential in an AI-augmented workplace. With powerful AI tools becoming accessible across the organization, every employee will need to “think like a leader” - provide clear instructions to AI, rigorously evaluate AI outputs, provide feedback, and potentially oversee "digital coworkers" (agentic AI). Many jobs will also require more strategic thinking - the ability to analyze complex situations, anticipate future trends, identify priorities, opportunities and risks, and make decisions that align with long-term goals - all while adapting to changing environments. Leadership skills thus become essential throughout the workforce, not just for traditional managers.

- **Possible methods of assessment:** Assess these distributed leadership skills through complex simulations requiring interaction with and "management" of simulated AI agents or humans, SJTs focused on leadership in AI contexts, or performance tasks related to the oversight and management of agentic AI. Online assessment centers using AI avatars are also promising.

CONCLUSION

Essential Skills for the AI-Augmented Workplace

In an AI-augmented workplace, professionals must effectively integrate technical AI literacy with durable, more “human-centric” skills such as critical thinking, creativity, collaboration, and leadership.

By proactively aligning certifications with evolving workplace requirements, test sponsors can ensure their credentials remain essential and relevant to both professionals and employers.

CHAPTER#4

Adapting Credentialing Strategies for the AI-Driven Workplace

The preceding chapters established the significant impact of AI on job roles and essential skill requirements. This chapter examines how these AI-driven transformations will likely impact the **design of future credentialing programs.**

From Holistic Job Roles to Modular Skill Validation

Historically, certification and licensure programs **have been developed for a relatively stable job role**. As discussed in Chapter 2, many organizations will need to deconstruct traditional jobs into their component tasks to optimize AI augmentation and automation. This **leads to job roles that are more dynamic,** with specific tasks and their associated required skills potentially changing more rapidly than ever before.

Consequently, certifying entire job roles with a **single, monolithic structure** will become less practical as work evolves. A **more modular approach**—such as using a micro-credential model — offers greater flexibility, makes programs more appealing to younger generations, and allows for easier updates or customization as job roles shift or employer needs change.

The Strategic Advantages of Modularity and Program Flexibility

A modular structure directly addresses the challenge of certifying competence within future fluid work environments:

- **Enhanced Adaptability** - Modular credentials allow for quicker updates as AI reshapes tasks or tools. Relevant modules can be revised, added, or removed without reworking the entire program.

- **Incremental Recognition and Pathways** - Modularity supports stackable credential pathways, allowing individuals to gain formal recognition - and value - for acquired skill sets incrementally.

- **Potential for Customization** - Traditionally, certifications certify competence for a job role as practiced across an industry. However, significant uncertainty exists about how AI technologies will evolve and be deployed within different organizations. Will skills related to AI remain largely uniform, or will technology usage diverge enough across employers to require a more tailored approach? Modularity provides the strategic flexibility to address this uncertainty.

For example, employers could 'mix and match' modules to better align with their specific technology stacks or workflows, increasing the credential's direct value to them. For individuals, modularity makes the 'choose your own adventure' model—tailoring a credential pathway based on specific career interests—a more feasible concept.

While this level of customization may not be necessary or appropriate for all industries or professions, a more modular approach may be highly beneficial for some test sponsors.

Caveat: For high-stakes certification and licensure programs, it remains paramount that these modular components are developed and delivered with the same psychometric rigor and security standards expected of high-stakes credentialing programs to ensure score validity, reliability, fairness, and legal defensibility.

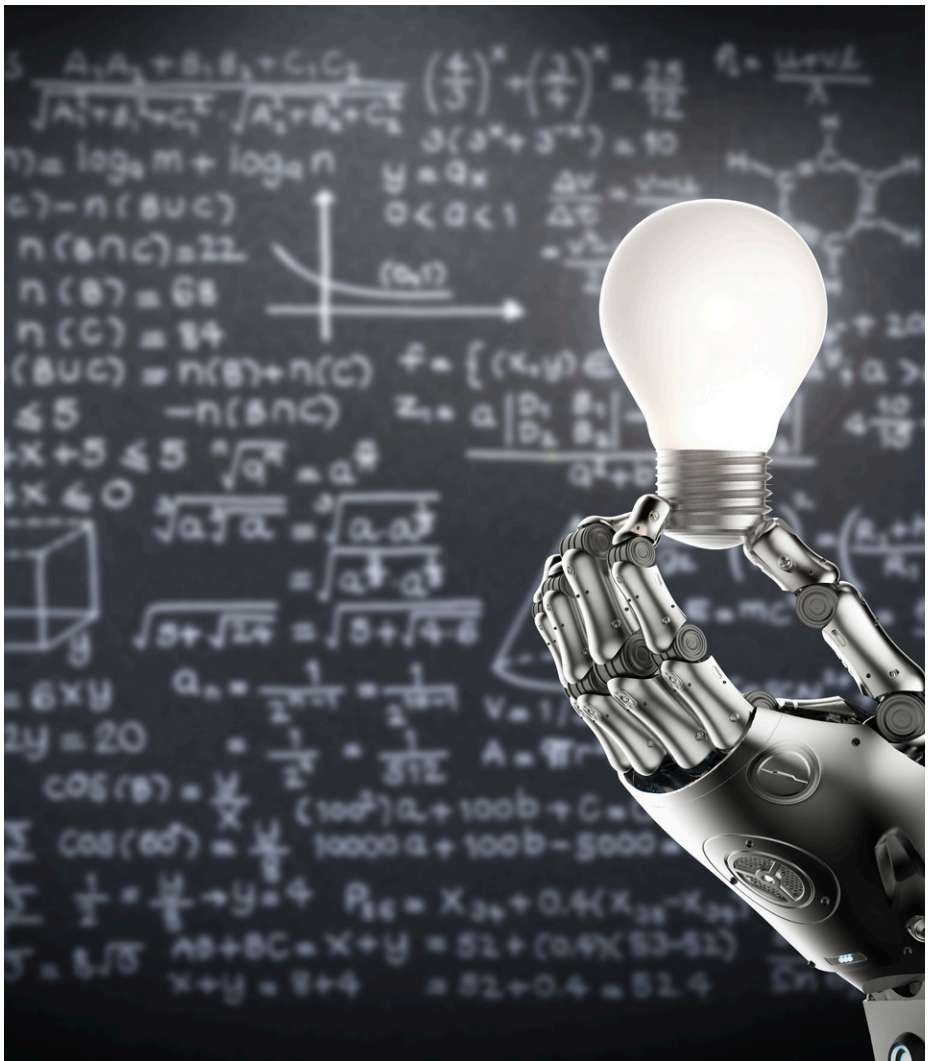
CONCLUSION

AI for Accelerating Exam Development

In summary, adapting certification and other credentialing programs for the AI era may require moving from monolithic structures to modular designs. Modules that validate skill sets required for related tasks allow for easier updates, incremental recognition, and potential customization for organizations and individuals.

CHAPTER#5

AI for Accelerating Exam Development

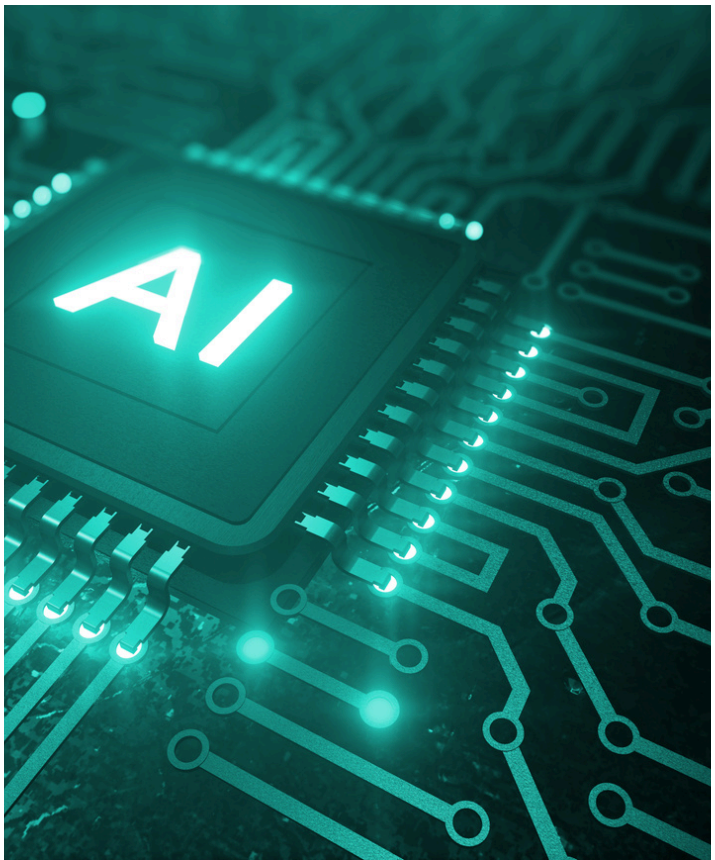


Traditional exam development cycles, often spanning many months or even years, are **increasingly misaligned with the rapid churn** of skills in today's workforce. This is where leveraging AI within our own operations becomes not just advantageous, but necessary.

AI-POWERED EFFICIENCY

Accelerating Traditional Exam Development

While AI-generated exam content gets attention, it is just one part of AI's potential. **A broader use of AI** can streamline routine tasks, augment human expertise, and accelerate speed to market while reducing demands on SMEs and exam development teams.



Here is a simplified workflow demonstrating how these AI components can streamline exam development:

1. **AI-Generated Items –** AI can quickly generate draft items, rationales (explaining why the correct answer is correct and distractors are incorrect), references, and graphics, helping SMEs overcome the “blank page” problem.
2. **AI Copilot for Item Review** – During item review, AI supports SMEs by checking grammar, style, clarity, and bias while suggesting improvements based on item writing best practices. These same capabilities can be used to enhance existing item banks (e.g., improve consistency and quality).
3. **Automated Beta Deployment** – Once approved, new or revised items can be automatically added as unscored beta items onto live exams to collect candidate data.
4. **Item Analysis –** When the AI determines that a sufficient amount of candidate data has been collected, AI evaluates the item's performance statistics (e.g., difficulty, discrimination).
5. **Data-Driven Routing –** AI uses item performance data to auto-route items: poorly performing items are sent to SMEs with suggestions for improvement, and acceptably performing items are stored in the item bank for potential use as scored items in the future.
6. **Dynamic Item Bank Management** – AI continuously monitors item bank health—content coverage, item statistics, exposure rates - and adjusts future item generation needs to keep the bank balanced, robust, and up to date.

CONCLUSION

Meeting the Need for Speed

Leveraging AI helps the testing industry to significantly enhance the speed and efficiency of traditional exam development.

Automating routine tasks, assisting SMEs, and providing data-driven insights enables test sponsors to adapt more quickly to the changing demands of the professions we serve.

CHAPTER#6

Innovating the Nature of Assessment with AI

While the previous chapter focused on how AI can accelerate the traditional exam development processes, AI is also enabling entirely new ways or improving existing methods to measure what truly matters for professional competence.

BEYOND MULTIPLE CHOICE

AI Enabling Innovative Assessment Formats

AI also unlocks the potential to develop new, more effective ways to measure the complex skills demanded by the modern workplace. Key innovations include:

- **Improved Simulations and Performance-Based Tests** - AI can drive complex, adaptive simulations that mirror real-world scenarios, analyze intricate performance data within these simulations, be used for scoring and scaling these types of assessments, and provide personalized feedback.

- **Stealth or "In-Work" Assessments** - AI can facilitate the embedding of assessment activities seamlessly within daily job tasks such that taking an assessment is no longer an independent “event”. Particularly effective in IT and technical roles, AI can monitor performance on real tasks, providing unobtrusive, authentic evidence of competence over time.

- **Situational Judgment Tests (SJTs)** - AI can enhance SJTs by enabling more complex branching scenarios, analyzing nuanced responses, and potentially incorporating video or interactive elements powered by AI (e.g., AI avatars).

- **Constructed Response via AI Chatbots** - AI-driven chatbots can engage candidates in interactive dialogues (using verbal or text input) to assess communication, problem-solving, and analytical skills in a conversational format. AI can score these complex interactions based on predefined criteria.

- **Augmented Reality (AR), Virtual Reality (VR) & AI Avatars** - AI can power immersive AR/VR assessment experiences. These technologies allow for the evaluation of sales, leadership, customer service, as well as interpersonal skills in highly realistic yet standardized virtual environments.

- **Video-based Assessment** - Candidates can submit video responses to demonstrate competencies such as sales and presentation skills. AI can evaluate these submissions against predefined criteria, providing scoring and personalized feedback.

CONCLUSION

Embracing the AI Catalyst for Assessment Innovation

The innovative assessment formats enabled by AI represent a pivotal shift for the credentialing industry. While some of these assessment methods have been around for a while, AI allows us to implement these methods - as well as new ones - at scale while potentially increasing their validity, reliability, and fairness.

AI won’t take your job,but ***someone using it will.***

ECONOMIST RICHARD BALDWIN

FINAL CHAPTER- CONCLUSION

Navigating Change, Opportunity, and Innovation

Economist Richard Baldwin's observation, "AI won't take your job—but someone using it will," underscores **two critical points** for our industry:

1. The professionals we support are likely apprehensive about AI's impact on their job roles. As an industry, we play a critical role in upskilling and reskilling the workforce. As such, **we must ensure our credentials mirror the evolving job landscape**, enabling certified individuals to continue to differentiate themselves both today and tomorrow.
2. Our industry **must actively embrace and continue to experiment with AI.** Leveraging AI can help us create exams more quickly and develop better methods for validating both AI-specific and durable skills so we can rapidly adapt to changing workplace needs.

As Bill McDermott aptly noted, the pace of change will never be this slow again. **Now is the time to prepare for the future.**