

# Today's speakers



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Expert on Skills and Labour Markets at the European Centre for the Development of Vocational Training (CEDEFOP)



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Organisational Psychologist, Employee Experience Research, Regional Leader, Europe & UK – Partner, Mercer

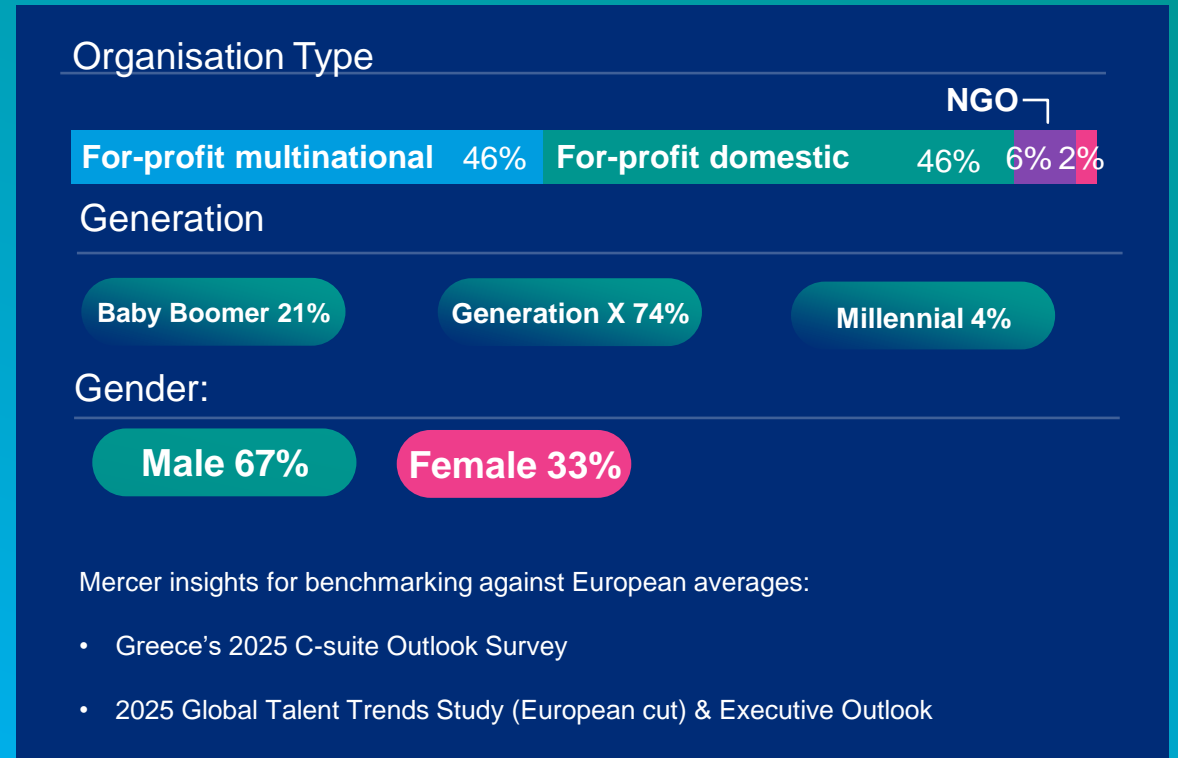
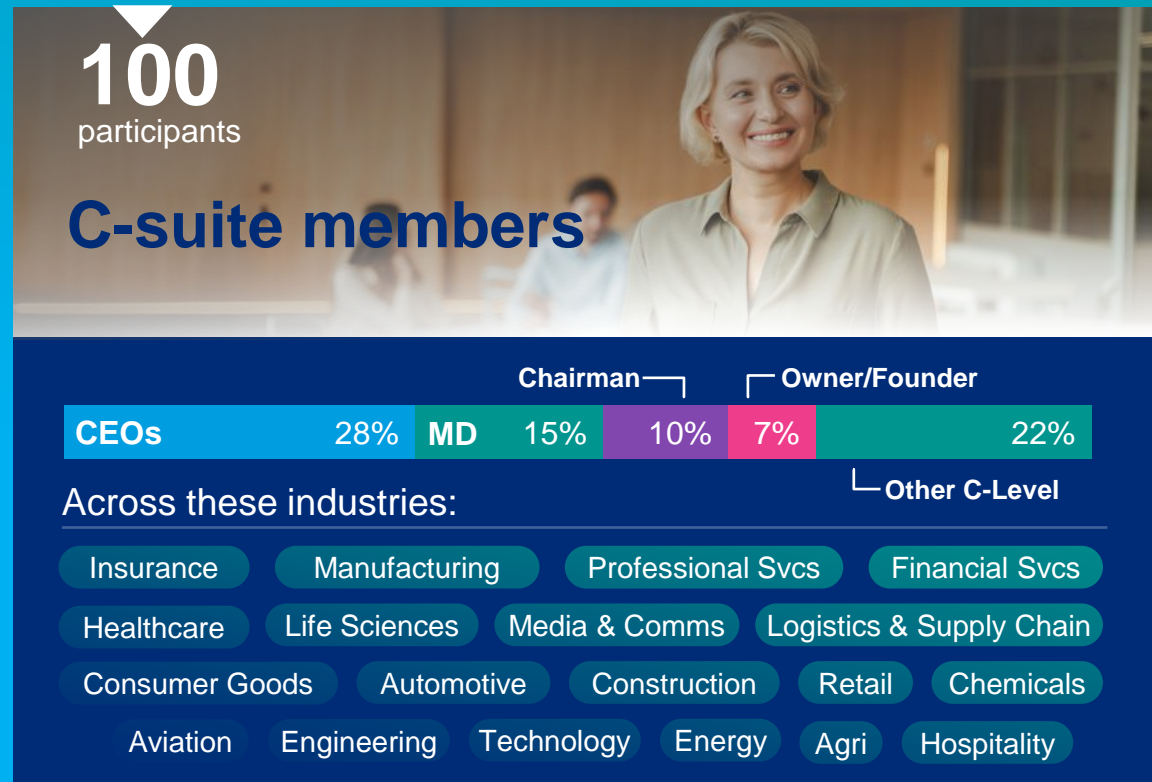
# The Future of Work in Greece

Insights from Greece's 2025 C-suite Outlook  
Survey compared to Global/European Talent  
Trends and Executive Outlook 2025



# Executive Outlook 2025

Insights from 100 C-suite voices from Greek Private Organisations\*



\*survey ran on February-March 2025

# The external landscape is changing faster than ever before

Greek CEOs and C-suite leaders shared the below issues as the greatest risks they see to growth in 2025



1



**Talent Shortages**

# 13  
Europe

2



**Economic Uncertainty**

#9  
Europe

3



**Geopolitical instability**

# 12  
Europe

4



**Reskilling /  
upskilling to keep  
up with demands**

# 1  
Europe

5



**Fluctuating  
customer demand**

# 6  
Europe



# The Skills Paradox

Greek leaders understand the importance of skills readiness more than others but do not feel ready for the challenge ahead



Reimagining roles in the context of **generative AI, automation, skills-centric practices,** and **talent marketplaces** can enhance organizational agility and solve talent shortages

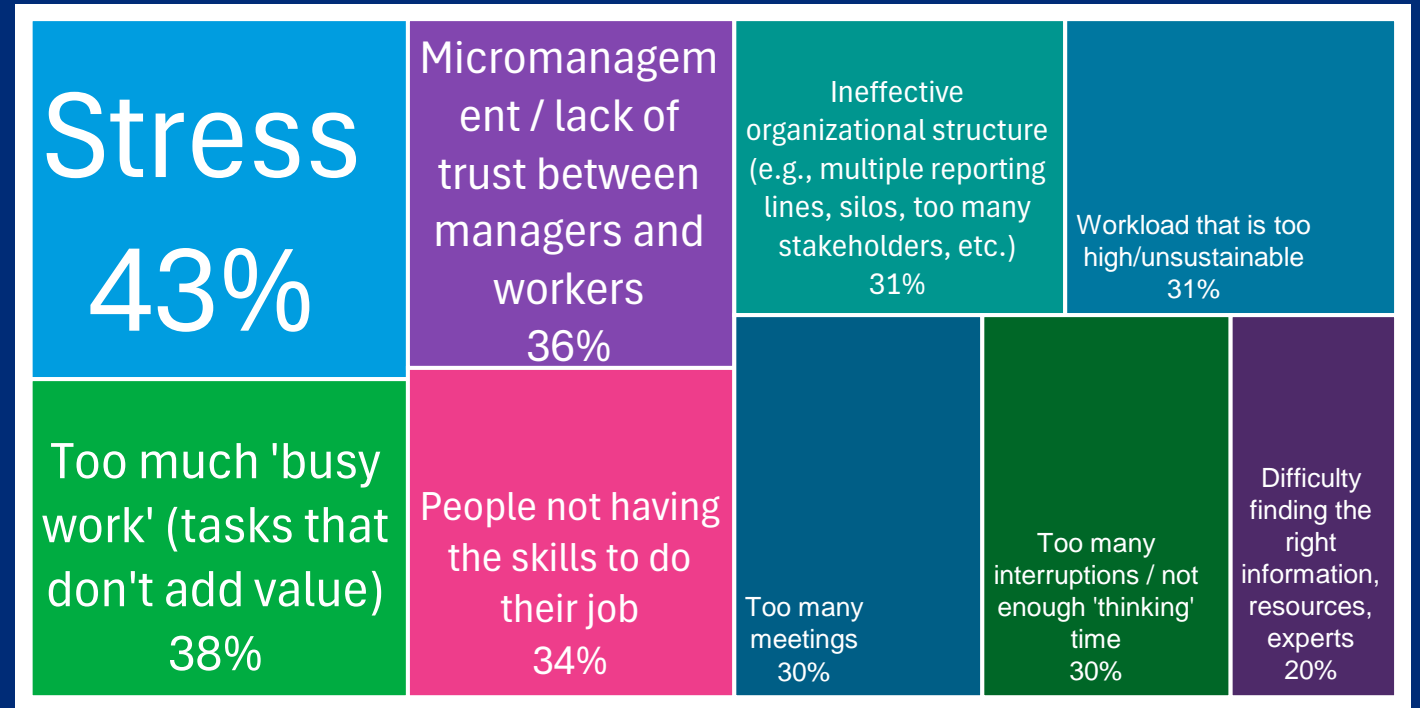
# The Productivity Crisis

Reducing stress and inefficiencies are top on Greek leaders' minds – followed closely by upskilling

## Improving Productivity

is #2 priority and #2 Human Capital metric for C-suite leaders' own performance

### What most depletes productivity in your organization today?



**ECONOMY**  
COMPETITIVENESS

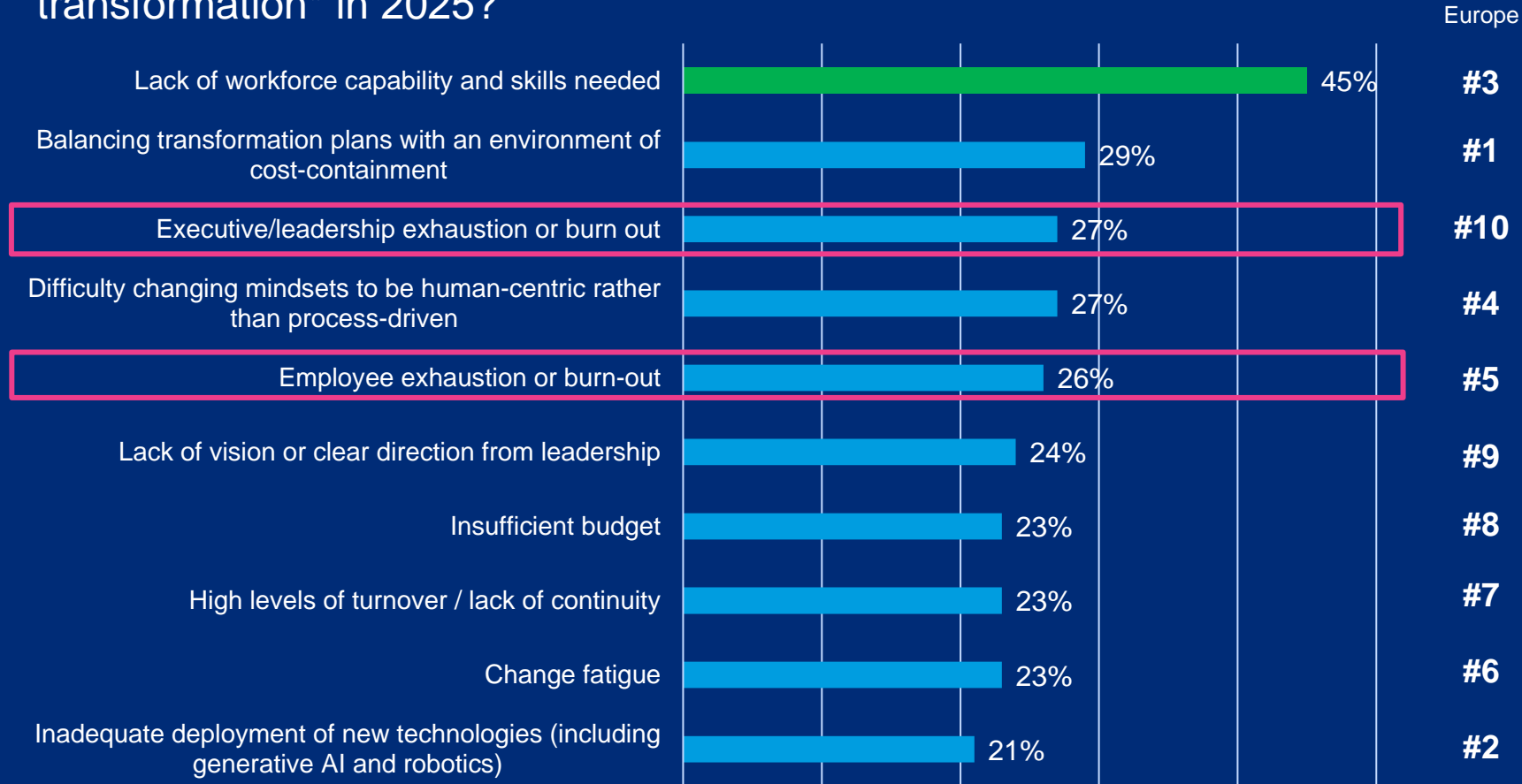
### Labor productivity deficit in Greece

Greece ranks last among European states and keeps deteriorating, according to OECD data

# Transformation challenges

During times of constant change, lack of skills and concerns about burn-out will slow us down

What do you foresee will be your organization's biggest challenges in driving transformation\* in 2025?



# Leaders need to role model the skills of the future

Given the outlook for 2025, which of the following skills are critical to being an effective leader in your organization?

## Culture

Promoting a culture of trust and transparency



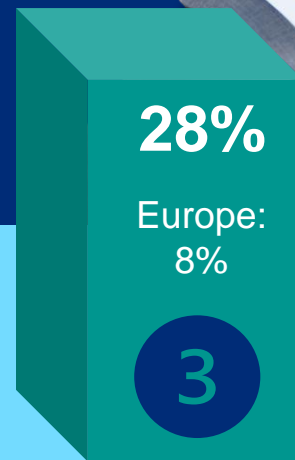
## Communication

Communicating a clear vision that aligns short-term actions with long-term goals



## Style Changes

The ability to adjust leadership style in response to changing environments



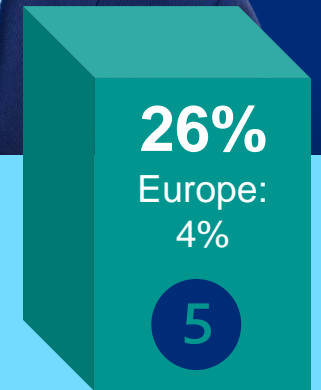
## Strategic Skills

Making talent reskilling/upskilling a critical part of the strategic plan



## Empathy

The ability to show empathy





# Technology and AI can help us accelerate

How will AI add the most value to your organization in the next two years?



**In Greece:**

24% expect **no gains** in productivity from AI

57% expect less than **10%** gains

**In Europe:**

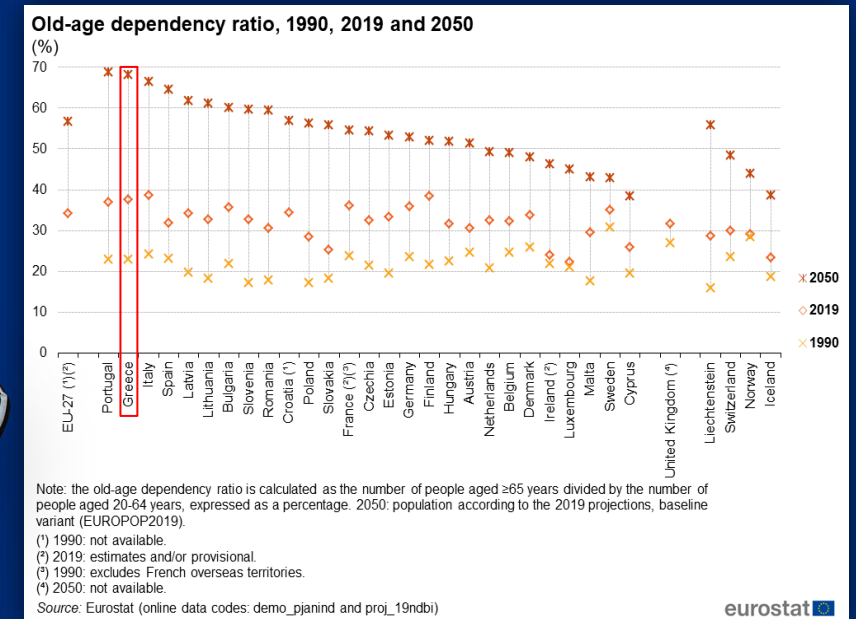
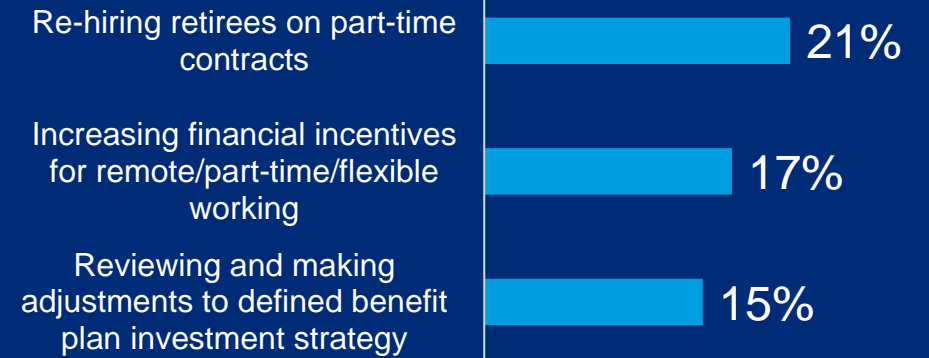
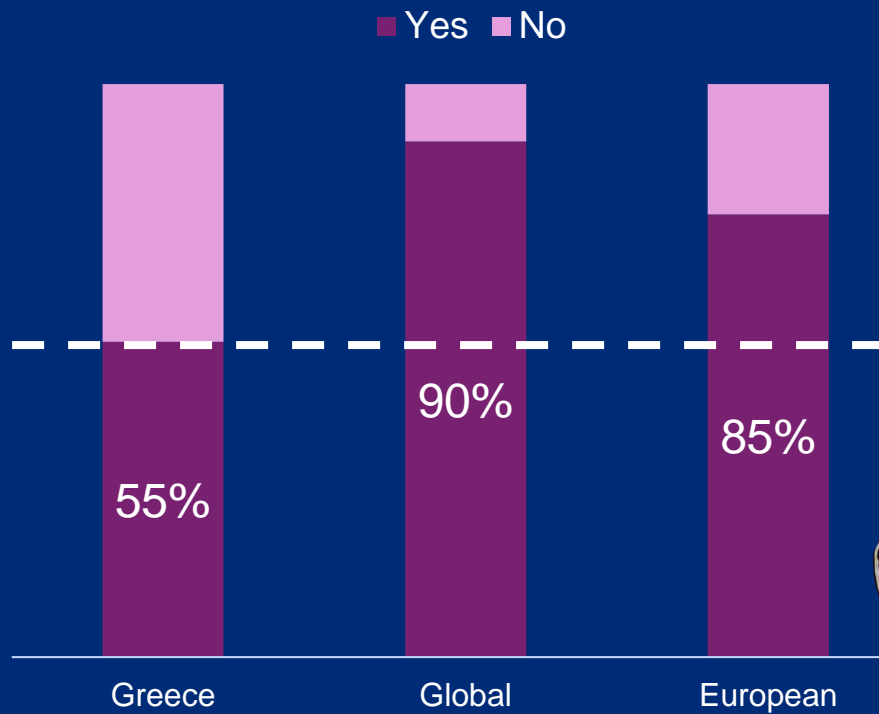
66% expect between **20-30%** gains in productivity



# Leveraging demographic shifts to increase workforce agility

Harnessing flexibly the skills and experience in both ends of the population can be the key to talent shortages

“Is your business taking sufficient action to maintain future growth given the longevity economy (less people entering the workforce, increased caregiver needs, health and wealth gaps)?”



# Key Take-aways

Responding to Greek Leaders' concerns about future risks requires:



**Driving**  
human-centric  
productivity

Solve the productivity equation with AI, re-skilling and flexible workforce planning, inclusive of all



**Anchoring**  
to trust  
& transparency

Foster a climate of trust through empathetic and resilient leaders



**Boosting**  
the corporate  
immune system

Build resilient cultures with teams that are risk aware, open to change and healthy at the core



**Cultivating**  
a digital-first  
culture

Accelerate the design of an adaptive, digitally fluent organization where people can thrive



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