



AI is reshaping talent management and workforce models across businesses and public administrations

The 10th edition of DES – Digital Enterprise Show brought together experts from Google, LinkedIn, ALSEA and other leading organizations to discuss AI’s impact on workforce competitiveness

Madrid, June 22, 2026. – Artificial intelligence is increasingly transforming talent management, bringing significant benefits to team management and revolutionizing work models. This was one of the central themes of [DES – Digital Enterprise Show 2026](#), Europe’s largest event dedicated to exponential technologies and AI, which brought together global leaders to analyze how organizations are adapting their HR strategies in a context marked by competition for talent, automation and the need to create more efficient experiences for both employees and customers.

In this regard, **Mar Romero**, ALSEA’s People & ESG Director for Europe, emphasized that *“technology creates value when people know how to use it”* noting that the key challenge is helping teams navigate the transition, understanding the different generations and turning these tools into a real driver of value for the company. *“Technology alone does not transform anything Leadership will continue to determine how effectively organizations can leverage these technologies”*, Romero noted. She also pointed out that equipping employees with better solutions frees up time to strengthen relationships with customers.

For his part, **Andrés Ortega**, Chief People Officer at Petit Palace, highlighted how companies are using AI to enhance customer experience and automate administrative processes, always with a focus on solutions that deliver tangible business value. *“Our customers are looking for a personalized experience, and we’re trying to implement AI in a very practical way. The idea is to simplify its use, focus on what’s truly important, and apply automation where it makes sense”*. In this context, he emphasized the importance of understanding the organization’s culture before deploying these types of technologies.

Google: Talent and productivity in the age of AI agents

Productivity and talent were also on the agenda at DES 2026, with a presentation by **Miguel Escassi**, Head of Government Affairs and Public Policy at Google Iberia, who analyzed how AI can become a driver of competitiveness. During his presentation, he noted that the tech ecosystem *“is shifting toward southern Spain”* and emphasized that the country faces an opportunity to move toward a more productive and competitive economy. However, he cautioned about the pace of AI adoption: while only 30% of small

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and medium-sized enterprises (SMEs) have adopted it, the percentage rises to 55% among large companies. *“AI adoption matters for organizations of all sizes. We also wonder what this means for the labor market and what will happen to our jobs, but history offers a reassuring perspective: what we’ll see is that we’ll complement our capabilities with AI”*, Escassi said.

Escassi also delved into the evolution of Gemini, which is transitioning from a conversational assistant to an agent capable of managing more complex workflows. *“At Google, we understand that adoption is tied to our products, which have more than one billion users”*, he explained, noting that the key lies in moving toward solutions that make users’ lives easier. He also noted that this transformation requires a collective effort, with regulatory frameworks that allow for experimentation, greater preparedness among small and medium-sized enterprises and a clear commitment to AI literacy among workers.

Skills will define the future of work

AI is redefining skills, professional roles and business models, as explained by **Ángel Sáenz de Cenzano**, Country Manager for Spain and Portugal at LinkedIn. In his view, the major shift will *involve “the redesign of roles, skills, tasks, and, ultimately, a different way of approaching what we do, how we do it and what results we want to achieve”*. In this context, he acknowledged that the advent of AI is generating the same feelings that typically accompany any technological revolution, though he clarified that *“the right conversation shouldn’t focus so much on whether AI destroys jobs, but rather on how we incorporate this technology into companies, as has already happened in other major transformations”*.

In this new landscape, Sáenz argued that the labor market is moving toward a skills-based model, in which academic training will remain relevant because *“knowledge is becoming increasingly universal and, at the same time, more fleeting. That’s why an academic degree is no longer enough to gain access to the right opportunities. We’re seeing positive developments in hiring processes that place greater emphasis on skills, and for LinkedIn, opportunities are at the heart of our vision: understanding how we can help create them will be one of our top priorities in the coming years”*.

[About DES | Digital Enterprise Show \(June 9-11, 2026, FYCMA, Malaga\)](#): DES – Digital Enterprise Show is an event organized by Nebext – Next Business Exhibitions in collaboration with Malaga City Council and the Regional Government of Andalusia. Over nine editions, it has become the largest European professional event on exponential technologies and one of the world’s leading events, offering senior management the latest solutions and products to accompany large corporations, SMEs, and European public administrations towards digital transformation. Over three days, we combine technology and innovation with digital leadership, technological solutions to improve customer and employee experience, optimization of operational processes and the identification of new business models, services and products from all industries.

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