
• FUTURE OF WORK • RESPONSIBLE INNOVATION • DIGITAL LEADERHIP
SHIFT+
Magazine
HOW AI IS RESHAPING CAREERS
Inside the real shifts happening across industries from automation and augmentation to entirely new professional pathways.
TOP 5
CAREER MOVES TO MAKE THIS YEAR
THE NEW LEADERSHIP MINDSET FOR 2030
Why ethical AI literacy, strategic oversight and adaptive thinking now define career longevity.
Issue No. 01 | March 2026
www.techshiftpluscom

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Founder Message

WELCOME TO SHIFT+ MAGAZINE

I founded Shift+ in response to a gap I kept noticing. Many people are actively trying to progress in their careers, particularly within technology, but the guidance available to them often lacks clarity or practical direction.

There is no shortage of commentary on the future of work. What is less common is insight that helps individuals understand what that change means for them and how to respond in a meaningful way.
Shift+ was created to address that.

The focus has always been on providing access to relevant knowledge, real perspectives, and practical direction. Through our events, community, and now this publication, the intention is to support individuals at different stages of their journey, whether they are entering the industry, transitioning, or advancing.

This magazine reflects that approach. It brings together perspectives that are grounded in experience and aligned with what is happening across the industry. The aim is to provide content that is clear, considered, and useful.

There is also a longer-term vision behind this work. Shift+ is being built as a platform that supports progression, builds confidence and creates access to opportunities that are often not widely visible.

This first issue marks the beginning of that effort in a new format.
For those engaging with this publication, the expectation is simple. That it provides c

Elhannah Adekeye

Editor Notes

There are moments when change moves gradually, and there are moments when it becomes impossible to ignore. The current shift driven by AI falls into the latter. Work, leadership, and creativity are all being reshaped at the same time, and the pace continues to increase.

This publication was created in response to that shift. It exists to provide clarity in a space that is often filled with noise. Conversations about the future of work are frequently dominated by extremes, either overstating risk or oversimplifying opportunity. The intention here is to focus on what is actually happening and what it means in practice.

This first issue brings together perspectives from people working across technology, business, and innovation. Their insights reflect real experience rather than theory. They speak to the adjustments many are making, the uncertainty that comes with change, and the opportunities that are emerging for those who engage with it directly.

The focus throughout is on practical understanding. How careers are evolving, how organisations are adapting, and how individuals can position themselves more effectively. These are the questions shaping decisions today, and they will continue to influence what comes next.

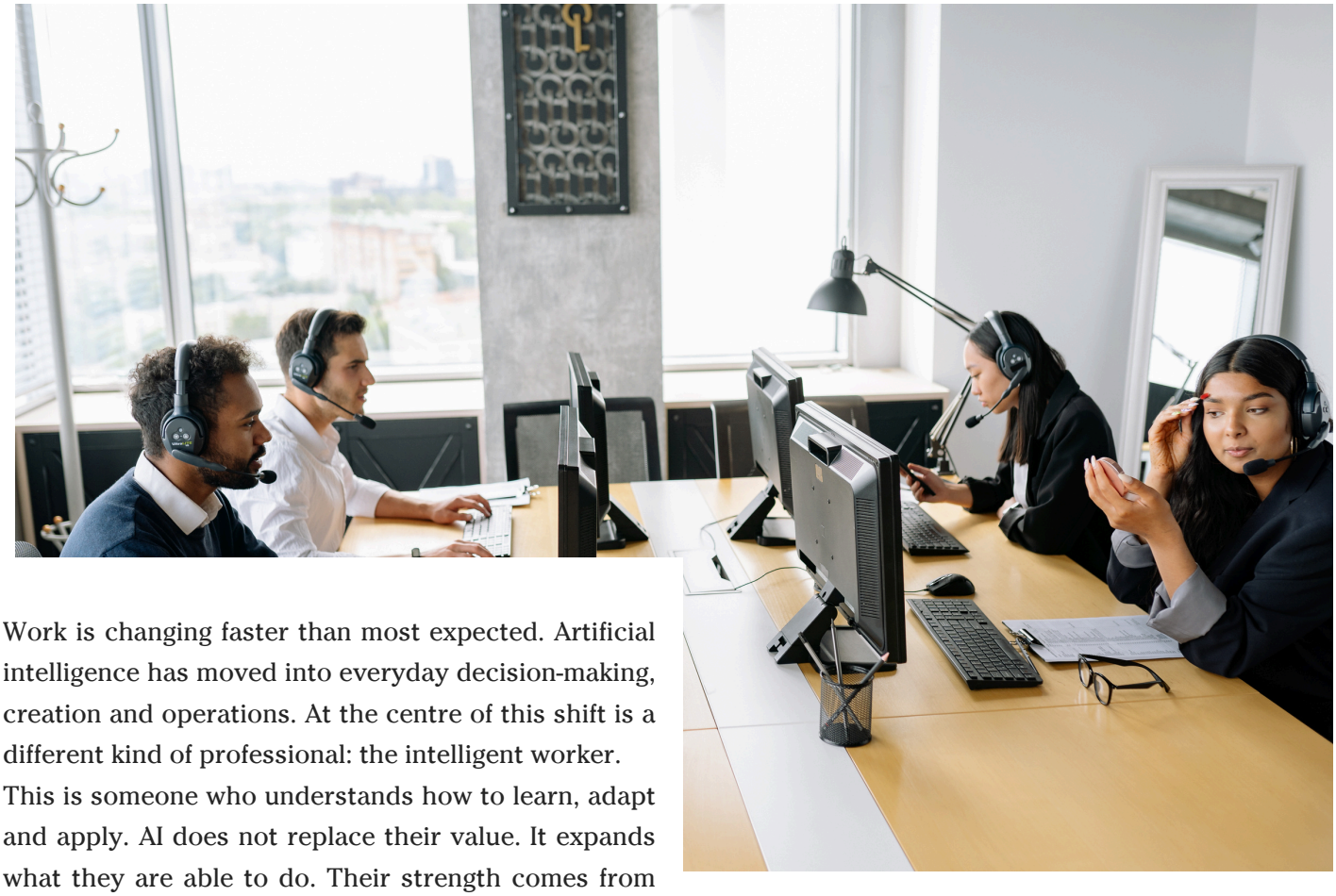
There is also a strong emphasis on maintaining perspective. Progress in technology does not remove the importance of human judgment, creativity, or responsibility. If anything, it places greater weight on how these qualities are applied.
Shift+ has always been centred on supporting people as they navigate change. This magazine extends that work. It is designed to inform, to challenge where necessary, and to provide direction that can be applied.

Whether you are exploring a new path, refining your current approach, or leading others through change, the aim is that you find something here that is useful.

This is the beginning of a longer conversation.

Jennifer Gyamfi

THE INTELLIGENT WORKER



Work is changing faster than most expected. Artificial intelligence has moved into everyday decision-making, creation and operations. At the centre of this shift is a different kind of professional: the intelligent worker.
This is someone who understands how to learn, adapt and apply. AI does not replace their value. It expands what they are able to do. Their strength comes from how they think, how they adjust, and how they combine technology with judgment.

The idea of expertise is shifting. Information is widely available and changes quickly. What matters now is the ability to connect knowledge, move between tools and respond to new challenges with confidence.
Understanding AI is becoming part of basic professional competence. This is not about technical depth. It is about knowing how to use these systems, question outputs and apply them in real work. The gap between those who can do this and those who cannot is becoming more visible.

Roles are already evolving. Creative professionals work alongside generative tools. Analysts build automated workflows. Leaders coordinate human and machine input. These are becoming standard expectations.

Organisations are adjusting. Repetitive work is handled by systems, while people focus on direction and decisions. At the same time, communication, judgement and trust are becoming more important.
The intelligent worker is defined by mindset. Adaptable, thoughtful and able to move with change.

A Career Landscape That No Longer Follows a Single Path

The technology career landscape has changed significantly. It is broader, more fluid, and far more connected to business than many people realise. It is also far more accessible than it used to be, though not always in the way people expect. The barriers have shifted. In many cases, the challenge is no longer access to knowledge. The challenge is knowing where you fit, what employers actually value, and how to position yourself with credibility.

One of the most important ideas explored in this session was that technology careers are no longer defined only by technical depth. They are increasingly defined by value. Employers are not simply looking for people who can build systems or understand technical tools in isolation. They are looking for people who can apply technology to real business problems, improve decision making, strengthen customer experience, increase efficiency, manage risk, and support growth.

SESSION WITH WENDY AMEXO

What's Changing and What It Means for You

The opening session of the Shift+ Tech & AI Career Lab focused on a question that sits behind a lot of career uncertainty right now: what does a technology career actually look like today?

That question matters because many people are still working with an outdated picture of the industry. For years, tech was often presented as a fairly narrow space. People thought of software developers, IT support, or perhaps someone working behind the scenes in a large technology company. Entry into the field often seemed rigid. There was a sense that unless you had studied computer science, knew how to code at a high level, or had been in the industry for years, technology was simply not for you.

From Technical Expertise to Value Creation

A large part of the industry now depends on professionals who can bridge technical systems and human needs. Organisations need people who can interpret data, manage technology risk, coordinate product teams, translate business needs into digital solutions, or ensure that new technologies are introduced responsibly.

One of the most important insights from the session was that technology roles are no longer defined purely by technical depth, but by value creation. This means organisations are increasingly hiring people who can apply technology to solve real-world problems, not just build systems.

Technology careers are no longer defined by what you know, but by how you apply it to real problems.

WHAT 2026 TELLS US ABOUT 2030

The future of work is no longer abstract. It is visible in how organisations run, how roles are shaped and how people build their careers. Across industries, the direction is clear. Work will look different within a few years.

Linear career paths are fading. Fewer people stay in one function or follow a fixed progression. Careers now develop through a mix of roles, projects and experiences. Movement happens more often, driven by opportunity rather than structure.

This changes how value is judged. Time in a role matters less. What carries weight is the ability to apply knowledge in different settings, transfer skills and deliver results under changing conditions. Versatility is becoming a key signal in hiring and progression.

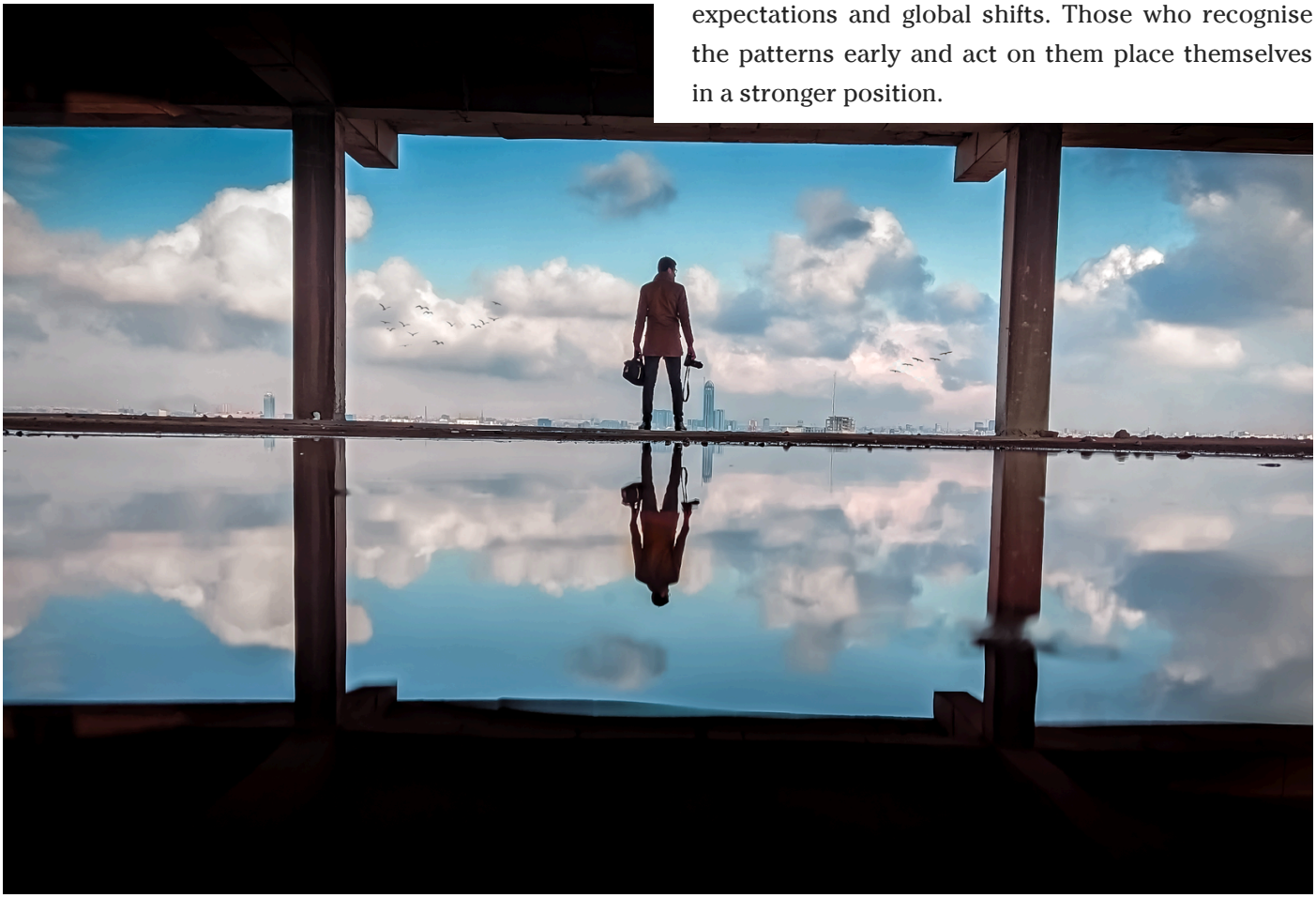
Visibility also matters more. Employers want to see how people think and solve problems. Portfolios and documented work are becoming more important than static CVs.

Location is less restrictive. Distributed teams are common, which expands access to roles but also increases competition. Standards are rising as people are compared across wider markets.

Organisations are becoming more fluid. Structures are less rigid, and collaboration across functions is expected. This is especially true where technology intersects with business.

All of this points to a working environment that rewards adaptability, range and independence. Stability now comes from staying effective as things change.

The direction towards 2030 is already forming. Work will continue to evolve with technology, workforce expectations and global shifts. Those who recognise the patterns early and act on them place themselves in a stronger position.



SESSION WITH LYNNE WILLIAMS

Positioning Yourself to Get Noticed

This session focused on a simple but critical point. Skills alone are not enough. If you cannot communicate your value clearly, it becomes difficult to convert effort into opportunity.
Your CV is not a record of everything you have done.

It is a focused document designed to get you shortlisted. Many people list responsibilities, but employers are looking for outcomes. What changed because of your work? What did you improve, influence, or deliver?

Relevance matters more than volume. A strong CV is tailored. It reflects the role you are applying for and makes that alignment clear. If a hiring manager cannot quickly understand where you fit, they move on.
LinkedIn plays a different but equally important role. It is not just an online CV. It is your professional presence. Your headline, summary, and experience should tell a consistent story about what you do and where you are going.

Visibility also matters. You do not need to post constantly, but you do need to be present. Engaging with content, sharing your progress, or contributing to conversations increases your chances of being seen.

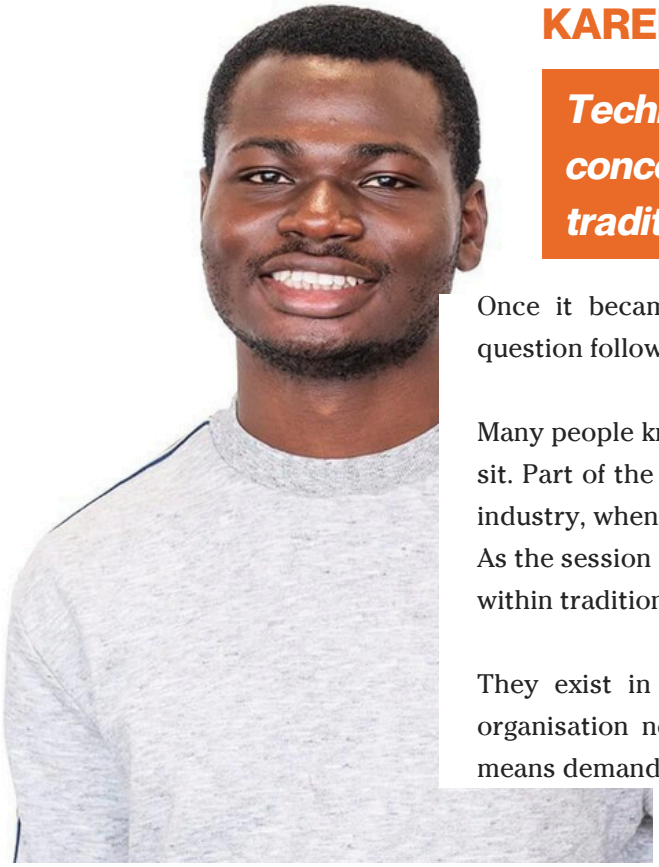
Your LinkedIn profile is not a backup CV. It is your visibility in the market.

Applications require strategy. Sending out large volumes without focus rarely works. A more effective approach is targeted. Apply for roles that align with your skills, tailor your application, and, where possible, connect with people in the organisation.

Confidence is also important. Many candidates hold back because they do not meet every requirement. In reality, job descriptions often describe an ideal, not a minimum. If you can demonstrate relevant skills, it is worth applying.

Finally, presentation matters. Clear structure, readability, and concise language make your CV easier to engage with. Small details can influence how your profile is perceived.

SESSION WITH TAIWO KAREEM & SHRADHA DOSHI



Technology jobs are no longer concentrated only within traditional technology companies.

Once it became clear that the tech landscape had changed, the next question followed quickly. Where are the actual jobs?

Many people know tech is growing, but struggle to see where opportunities sit. Part of the issue is how the word “tech” is used. It sounds like a single industry, when in reality it exists across almost every sector.
As the session made clear, technology jobs are no longer concentrated only within traditional technology companies.”

They exist in banks, hospitals, retail, government, and beyond. Every organisation now depends on digital systems, data, and platforms. That means demand is widespread, but not always obvious.

This shifts how to think about opportunity. It is not just about applying to well known tech companies. In many cases, the strongest demand sits in industries that rely on technology to operate and improve.
The key driver behind this demand is business need. Organisations are investing in technology to improve efficiency, manage risk, enhance customer experience, and remain competitive. That is why the most valuable roles are those linked directly to outcomes.

The tech jobs are there, but they are not always where people first look.

An important shift is the rise of hybrid roles. These combine domain knowledge with digital capability. Rather than starting from scratch, many people can move into tech by building on their existing experience.
The session also challenged common assumptions about where to look. “The tech jobs are there, but they are not always where people first look.”
Opportunities are shaped by where organisations are under pressure. That is where demand becomes visible.

SESSION WITH CYRUS BRYANT

Core Tech & Digital Skills That Transfer

This part of the session shifted the focus from roles to capability, starting with a clear introduction from Cyrus Bryant and moving into what actually makes someone effective in a tech environment.

The discussion centred on the idea that success in tech is not defined by knowing a specific tool or following a single path. It is shaped by a set of transferable skills that remain valuable across roles, teams, and industries.

A key theme was problem solving. Technology roles are fundamentally about improving something, whether that is a process, a system, or a user experience. Being able to break down problems, think through solutions, and approach challenges with structure is what makes someone effective.

Communication also came through strongly. The ability to explain ideas clearly, work with different stakeholders, and translate between technical and non-technical perspectives is essential. Many roles sit between teams, and those who can bridge that gap are often the most impactful.

You do not need to master everything to build a strong career in tech. Instead, the focus should be on developing a core set of foundational skills that can be applied in multiple contexts.

Another important point was adaptability. Tools and platforms change constantly, but the ability to learn, adjust, and apply knowledge in new situations remains consistent. Those who focus on how to learn rather than what to memorise are better positioned over time.

The session also reinforced that many of these skills already exist in people's current experience. The challenge is recognising them and applying them in a technology context, rather than assuming everything needs to start from zero.

The overall message was straightforward. Strong careers in tech are built on foundations that transfer. Those who develop these core capabilities are able to move more easily across roles and respond more effectively to change.

What Hiring Managers Actually Look For

Hiring managers are reviewing a high volume of applications within a limited time. This means decisions are made quickly. The first question they are asking is simple: does this person match what we need?

Clarity is critical. Within seconds, a hiring manager should be able to understand what role you are targeting and how your experience connects to it. When this is not obvious, even strong candidates can be overlooked.

Evidence carries more weight than description. Employers are less interested in general statements and more focused on what you have done in practice. What problems have you worked on, how did you approach them, and what was the outcome? Being able to demonstrate this clearly makes your profile more credible.

There is also a strong focus on problem-solving ability. Hiring managers want to see how you think. Even at early stages, the ability to explain your reasoning and approach can set you apart from others.

SESSION WITH TOBI OTOKITI

Employer & Practitioner Fireside

The conversation brought a different perspective. Instead of focusing on what candidates think matters, this session explored what hiring managers are actually looking for and why some candidates get shortlisted while others do not.

It highlighted a key gap. Many people build skills and experience, but struggle to present them in a way that is clear, relevant, and easy to recognise

From Technical Expertise to Value Creation

Shortlisting is driven by relevance and presentation. Candidates who tailor their applications and align closely with the role are far more likely to progress than those who apply broadly without direction.

Communication is a major factor. Being able to explain your experience clearly, especially when discussing projects or previous work, builds confidence. It shows that you understand your own value and can contribute effectively within a team.

Another key point is positioning. Candidates from non-traditional backgrounds are not at a disadvantage if they can clearly connect their experience to the role. Transferable skills such as communication, organisation, and problem-solving are often highly relevant when presented well.

Ultimately, getting shortlisted is not just about being qualified. It is about being clear, relevant, and able to demonstrate value quickly.

If it's not clear how you fit the role within seconds, you're already being overlooked.

REBUILDING LEGAL INFRASTRUCTURE FOR THE AI NATIVE ERA

By Tega Oviasogie, Founder of Largence

For the past two years, the conversation around AI in law has focused on a single question: will it replace lawyers? It is the wrong question.
The real shift happening inside the profession is not about replacement. It is about infrastructure. Legal teams are not struggling because they lack intelligence. They are struggling because the systems supporting their intelligence were not designed for the pace and complexity of modern work.

Drafting happens in one tool. Research in another. Templates live in static folders. Regulatory updates sit behind separate subscriptions. Signatures are handled elsewhere. Every step of the document lifecycle is fragmented. AI layered on top of fragmentation does not fix fragmentation. It accelerates it.

What we have in legal today is an execution gap.
The AI-native era demands something different. Not smarter autocomplete. Not faster research wrappers. It demands systems where intelligence is embedded directly into workflow.

That belief is what led me to build Largence.
But Largence is not an AI drafting tool. It is an attempt to rethink legal infrastructure from the ground up.

Drafting is the control layer of legal work. It is where knowledge becomes action. It is where regulation meets reality. If intelligence does not live inside drafting, it lives too far from decision-making to matter.

The advantage will not come from who prompts better. It will come from who builds systems where intelligence is embedded, governance is native, and institutional knowledge compounds over time.

We are entering an era where legal literacy becomes operational literacy. Founders, operators, and legal teams alike will need environments that reduce friction without reducing rigour. The firms that treat AI as a feature will see incremental gains. The firms that treat it as infrastructure will redefine their cost base, their speed, and ultimately their competitiveness.

The question is no longer whether AI belongs in legal work. The question is whether our infrastructure is ready for it.

Rebuilding legal infrastructure is not about chasing hype. It is about aligning the profession with the realities of modern work: cross-border operations, real-time regulatory change, distributed teams, and increasing expectations for accountability.
The AI-native era will reward those who design systems that are structured, defensible, and human-led.
The question is no longer whether AI belongs in legal work. The question is whether our infrastructure is ready for it.

SESSION WITH ELLEN IVANOVIC & TAIWO KAREEM

Tools like HeartCount show that data is not just about performance, it's about understanding people and improving how teams actually work.

One of the most common questions when moving into tech is what tools are actually used in real workplaces. It is a fair question, but it is often approached in the wrong way.

Tools support the work. They are not the work itself.

Most organisations rely on a combination of tools rather than a single system. Communication platforms, task management tools, and data tools work together to support how teams operate. Understanding how work flows through these systems is more important than focusing on one specific platform.

You don't get hired for knowing tools. You get hired for what you can do with them.

The session also included a walkthrough of platforms such as HeartCount, which demonstrated how organisations are using technology to gain real-time insight into team sentiment, engagement, and performance. Tools like this show how data is not only used for reporting, but also for understanding people, improving culture, and supporting better decision making at leadership level.

Confidence with tools develops through use. Most professionals learn them in context, not in isolation.

Ultimately, what matters is not the tool itself, but how you use it to deliver value.

Communication tools are central to daily work. They are used to coordinate teams, share information, and keep projects moving. Alongside this, task and project management tools structure how work is organised, helping teams track progress, assign responsibilities, and manage timelines.

Data tools are also widely used across roles. Even outside of specialist positions, professionals are expected to work with data in some form. This might involve tracking performance, identifying patterns, or presenting insights to support decisions.

A Career Path That Is Not Defined by Certificates

The idea that certifications alone lead to opportunities is one of the most common misconceptions in tech. Many people spend time collecting multiple certificates without a clear direction, expecting that this will be enough to stand out.

The session made it clear that while certifications can show commitment and foundational knowledge, they are only one part of the picture. Employers are not just interested in what you have studied, but what you can actually do with that knowledge.

Relevance matters more than volume. A small number of well-chosen certifications aligned to a specific role is far more effective than a long list that lacks focus. Without clear direction, learning can quickly become disconnected from real outcomes.

The biggest myth is that certifications get you hired. They don't. What you can do with them does.

SESSION WITH VICTOR SONDE

Certifications, Self-Training, and Career Credibility

This session focused on a question many people are trying to navigate: how do you actually become credible in tech?
With so many courses, certifications, and learning paths available, it is easy to assume that more learning automatically leads to opportunity. This session challenged that assumption and brought clarity to what employers are really looking for.

From Technical Expertise to Value Creation

The real shift is from learning to application. Watching courses or completing modules is not enough to build credibility on its own. What matters is how that knowledge is applied in practice.

Employers are increasingly looking for evidence. This can take the form of projects, case studies, or clear examples of how you have used your skills to solve problems. Being able to explain your thinking and approach is often what sets candidates apart.

Self-training remains valuable, but it must be intentional. It should be aligned to a clear goal and supported by practical output. The session also reinforced that many people already have transferable skills. The key is recognising them and positioning them within a tech context.

Ultimately, credibility is built through demonstration. Those who can show their capability, not just describe it, stand out more clearly in the market.

TOP 5 CAREER MOVES TO MAKE THIS YEAR

Careers are not standing still. Technology, shifting business needs, and new ways of working are redefining what it means to stay relevant. The advantage is no longer with those who wait and see. It sits with those who move with intention.
These are five moves that matter now.

01 **Learn how to work with AI in practice**
AI is becoming part of everyday work. Understanding how to use it to support tasks, improve efficiency, and enhance decision-making is quickly becoming a baseline expectation.

02 **Build proof of your skills**
Employers are looking for evidence. Projects, case studies, and practical outputs carry more weight than courses alone. Showing how you apply your knowledge is what creates credibility.

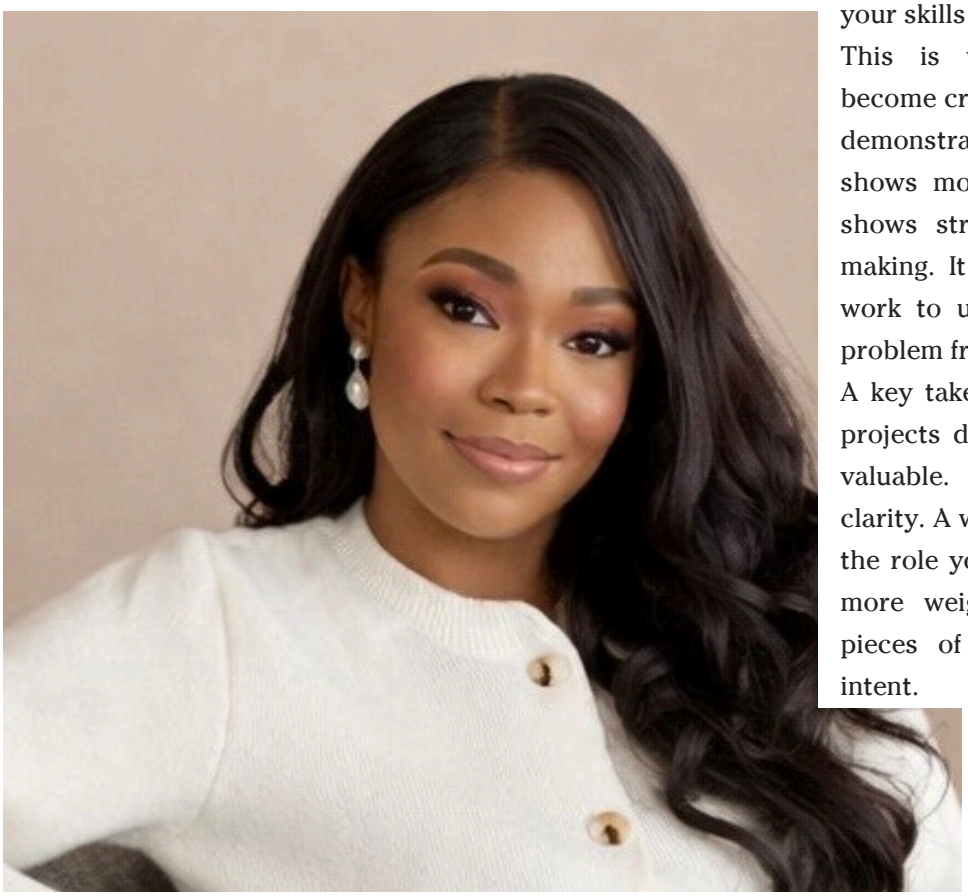
03 **Develop skills that transfer across roles**
Careers are becoming more fluid. Skills such as problem solving, communication, and data awareness allow you to move across roles and adapt to changing demands.

04 **Improve your current role using technology**
Progress does not always require a job change. Identifying opportunities to automate tasks or improve processes can increase your value where you are.

05 **Position yourself clearly in the market**
Clarity is a competitive advantage. Knowing what role you are targeting and being able to communicate your value makes it easier for opportunities to find you.

SESSION WITH OBIAGELI OKAFOR

Projects, Portfolios, and Proof of Skills



In today's market, knowledge on its own is not enough. Many people spend time completing courses and certifications, but struggle to translate that into something tangible. Employers are not just assessing what you have learned. They are looking for evidence of how you think, how you approach problems, and how you apply your skills in practice.

This is where projects and portfolios become critical. They provide a clear way to demonstrate capability. A strong project shows more than just technical ability. It shows structure, reasoning, and decision making. It allows someone reviewing your work to understand how you approach a problem from start to finish.

A key takeaway from the session was that projects do not need to be complex to be valuable. What matters is relevance and clarity. A well thought out project aligned to the role you are targeting will always carry more weight than multiple disconnected pieces of work. It signals direction and intent.

The session also emphasised that presentation matters. Completing a project is one step. Explaining it clearly is another. A strong portfolio should outline the problem, your approach, the tools used, and the outcome. Being able to walk someone through your thinking builds confidence and makes your work easier to understand.

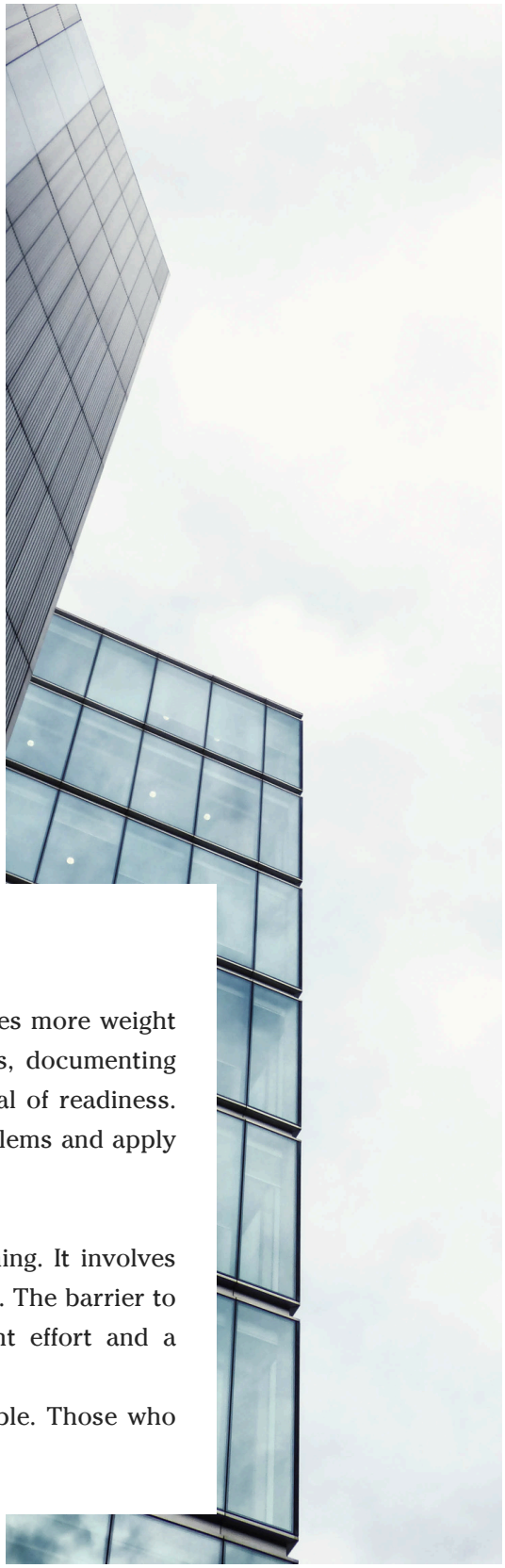
Your projects, CV, and LinkedIn should all align with the direction you are moving in. When everything connects, it becomes easier for employers to see where you fit.

Ultimately, the shift is from learning to demonstration. Those who can show their skills clearly stand out more easily. In a competitive market, visibility and clarity make a significant difference.

In many cases, the difference between candidates is not what they have learned, but what they can show. Even simple projects, when presented clearly, can demonstrate problem solving, structure, and attention to detail.

Starting small and building consistently allows you to develop both confidence and direction. Over time, this creates a body of work that reflects your growth and your focus.

HOW TO BREAK INTO AI WITH NO TECHNICAL BACKGROUND



Entering the AI space without a technical background is becoming more common as the field expands. Organisations are building systems, products and services that require more than engineering. They need people who can organise, interpret, communicate and guide how AI is used in practice.

A useful starting point is understanding where your existing experience already aligns. Many roles connected to AI rely on capabilities that are not technical in the traditional sense. Project coordination, stakeholder management, research, communication and problem solving all play a role in how AI initiatives are delivered.

Operations is one area where this alignment is clear. AI projects require structure, timelines and coordination across different teams. Professionals with experience in operations or project management are often well positioned to support this, particularly when they develop familiarity with the tools being used.

Strategy is another route. Organisations need individuals who can assess where AI creates value, identify risks and guide decision making. This requires an understanding of business context, not just technology. Experience in consulting, analysis or leadership can transfer effectively when combined with a working knowledge of AI systems.

Building practical evidence of capability is important. This often carries more weight than formal training alone. Experimenting with widely available tools, documenting how they are used and showing the outcomes creates a clearer signal of readiness. Small projects can be enough to demonstrate how you approach problems and apply what you have learned.

Transitioning into AI does not require starting again from the beginning. It involves extending what you already know and applying it in a different context. The barrier to entry is lower than it appears, but progress depends on consistent effort and a willingness to engage with new tools and ways of working.

The space continues to expand, and with it the range of roles available. Those who take a practical approach early tend to build momentum more quickly.

SESSION WITH RADHIKA PALIWAL

Tech Career Action Plan and Practical Resources

A lot of people stay stuck because they spend too long thinking about their next move and not enough time testing it.

What came through clearly in this session is that you do not need a perfect plan to get started. You need a direction that is clear enough to guide your actions. The “five whys” approach helps with this. It pushes you to go beyond surface level goals and understand what is actually driving your decisions, whether that is progression, income, visibility, or stability. That clarity makes it easier to commit and stay consistent.

From there, the focus moves into action. Small, structured experiments are far more useful than long periods of planning. Speaking to people already in the roles you are considering, trying a short project, or testing a skill in a real setting gives you a better sense of what works for you. It also helps you build confidence through experience rather than guesswork.

There was also a strong point around being selective with your effort. Not everything that feels productive actually moves things forward. Applying to large numbers of roles without a clear direction, staying in constant research mode, or trying to perfect every detail can slow progress. A smaller number of focused actions tends to lead to better outcomes.

Another important element is perspective. Trying to figure everything out alone often makes the process harder.

Having a small group of people you trust, who understand the direction you are moving in, can help you make more informed decisions.What ties all of this together is consistency. Progress rarely comes from one big step. It comes from repeated, deliberate actions over time. As you test, learn, and adjust, your direction becomes clearer.

An action plan does not need to be complicated. It needs to be practical, focused, and flexible enough to evolve as you do.

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