Rise Like a Phoenix or Perish Like the Dodo: Forging the Future of Recruiting

Future of Talent Retreat | May 2024

Kevin Wheeler | Utrecht

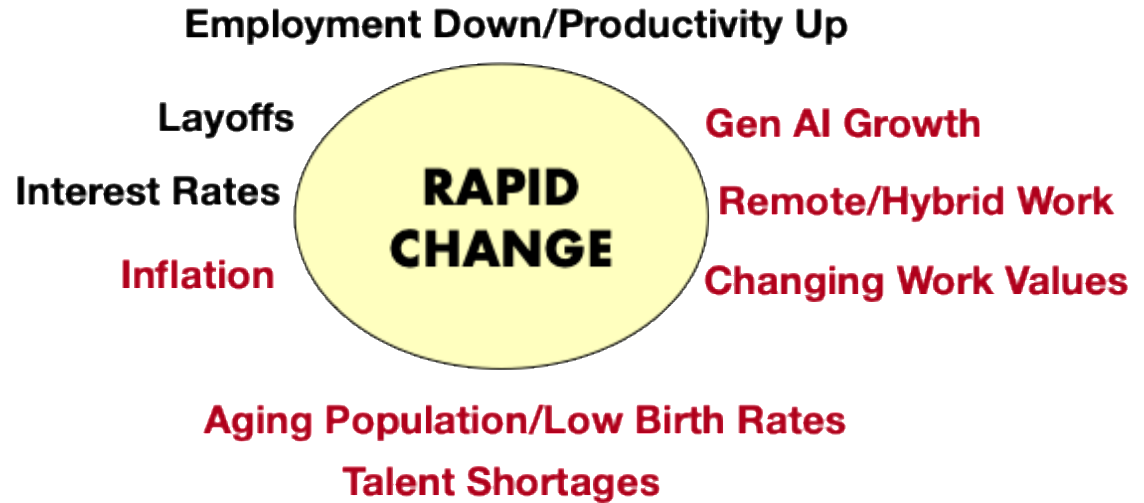# A World and a Profession in Turmoil

- This the start of a decade of reinvention
  - Building new systems & ways of recruiting
  - Developing new skills and attitudes
  - Transforming & Expanding our charter

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Recruiting Trends

A Look at Economic, Work, Demographic, Social, Organizational, Industry Trends

Convergence of Many Trends

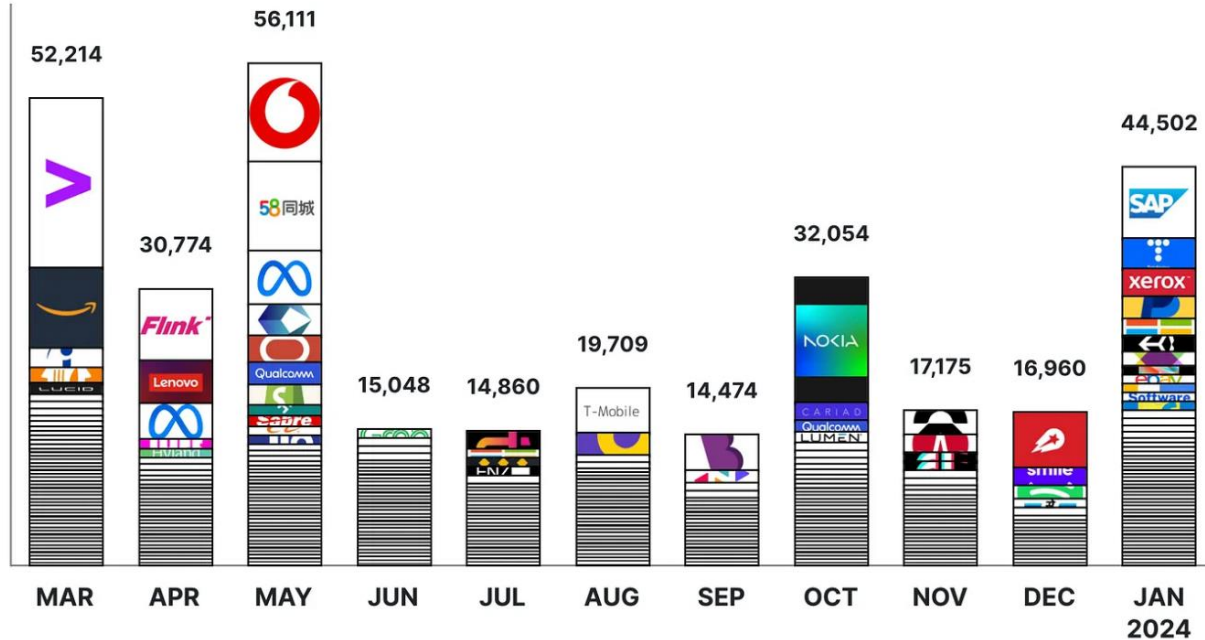**Employment Down/Productivity Up**

Layoffs

Interest Rates

RAPID CHANGE

Gen AI Growth

Remote/Hybrid Work

Inflation

Changing Work Values

Aging Population/Low Birth Rates

Talent Shortages

Red = Universal Trends
Black = North America primarily

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# of Tech Employees Let Go

as of January 31, 2024

52,214	30,774	56,111	15,048	14,860	19,709	14,474	32,054	17,175	16,960	44,502
MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN 2024

source: trueup.io/layoffs

More than 42,300 tech jobs have been eliminated in the SF Bay Area since 2022.

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Job postings
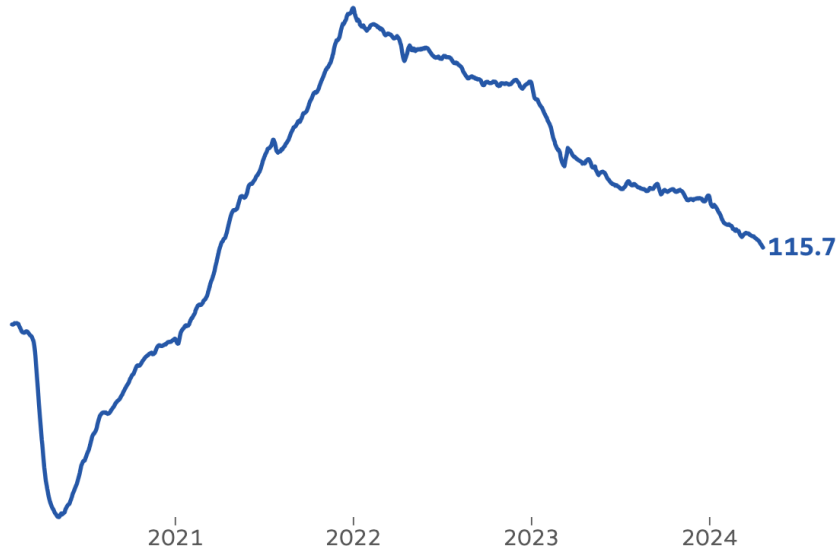
Index change in job postings (February 1, 2020 = 100)
Up to and including April 19, 2024

Week-over-week
-0.9%

Year-over-year
-12.9%

115.7

2021 2022 2023 2024

Source: Indeed

The Netherlands - A cooling job market
The number of active job postings
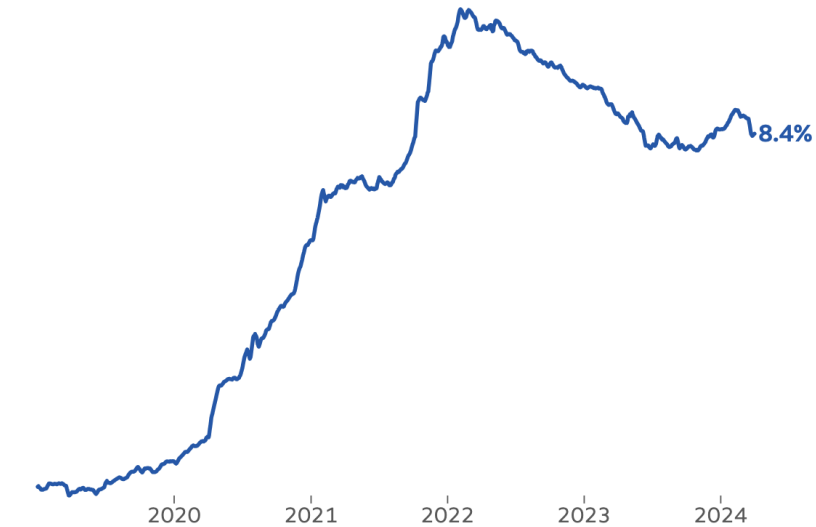has decreased by around 10%

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Remote work

Share (%) of job postings mentioning remote/hybrid terms
Up to and including March 31, 2024

Week-over-week
+0.0pp

Year-over-year
-0.3pp

8.4%

2020   2021   2022   2023   2024

Source: Indeed

The State of Work Today

All respondents

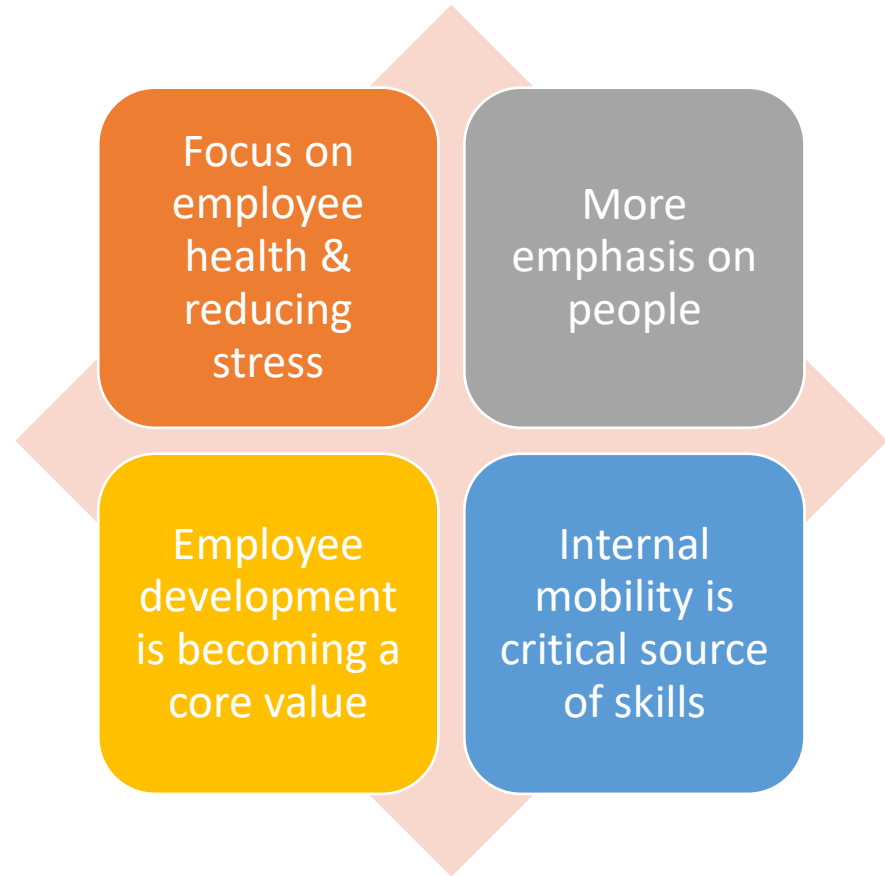| 2021		2022
48%	Fully on-site	49%
37%	Hybrid	40%
15%	Fully remote	11%
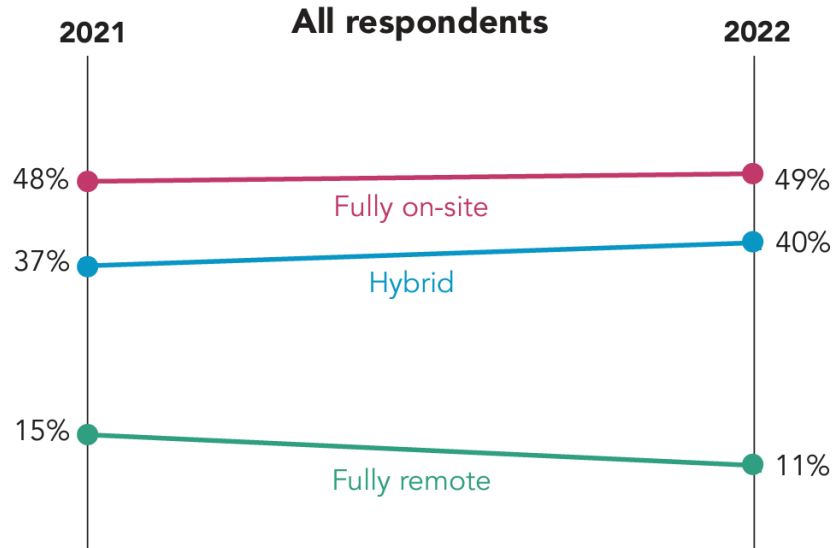
Source: Workhuman

Most tech and financial service workers have settled into a permanent hybrid and remote working model.

Corporate Culture & Values

Focus on employee health & reducing stress

More emphasis on people

Employee development is becoming a core value

Internal mobility is critical source of skills

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Changing Leadership

- Less focus on MBA/finance-oriented leaders

- Return to leaders with deep understanding of the core business

- Reward employees who bring innovation and challenge the status quo

CEOs with an MBA or finance background tend to favor financial stability & shareholder returns at the expense of innovation and quality.

Boeings focus on financial metrics over engineering and quality led it to its current problems.

Employers are becoming less likely to include education requirements in job postings

Based on lowest educational requirement mentioned in job posting

Education level	Jan 2019	Jan 2024	Change (PPT)
No education mentioned	48.4%	52.4%	4.0
High school diploma or below	27.1%	25.9%	-1.2
Trade school or some college	0.5%	0.5%	0.0
Associate degree	3.6%	3.3%	-0.3
Bachelor's degree or above	20.4%	17.8%	-2.6

Source: Indeed. Data adjusted for changes in occupational mix over time and based on lowest requirement mentioned

indeed

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Population Replacement Rates

Population Replacement Rates by Country in Europe and North America
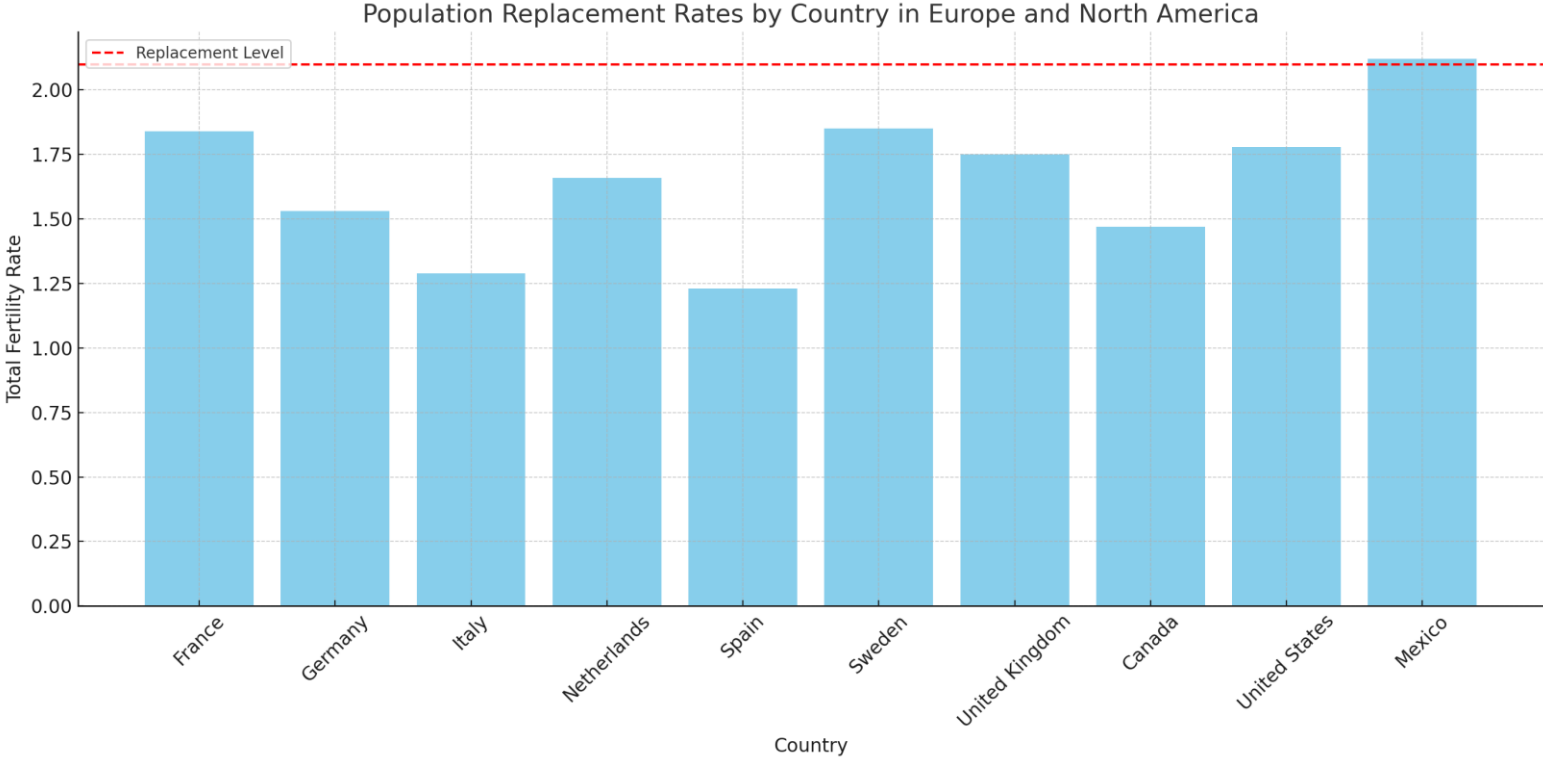
When Birthrates Fall

- Pension systems may become unsustainable

- Healthcare costs increase

- Skill gaps appear as experienced workers leave

- The tax burden on the working population increases

- Family dynamics, community structures, and educational institutions face challenges of cohesion and support

- Immigration becomes an economic and political issue

WHERE IS THE TALENT?

Ranking global cities by talent flows
Times a city registers as a top-25 destination for talent flows

GLOBAL SUPERSTAR HUBS (MORE THAN 30) · GLOBAL TALENT HUBS (16–30) · SIGNIFICANT HUBS (11–15) · REGIONAL HUBS (5–10)

GLOBAL SUPERSTAR HUBS		GLOBAL TALENT HUBS		SIGNIFICANT HUBS		REGIONAL HUBS	
London	49	Dubai*	26	Chicago	14	Houston	9
New York	36	Bengaluru	24	Toronto	14	New Delhi	9
		Dublin*	24	Barcelona	14	Dallas	7
		Paris	21	Seattle	14	Munich	7
		Singapore	21	San Francisco	13	Milan	6
		Los Angeles	18	Amsterdam	13	Vienna	6
		Berlin	18	Madrid	13	Chennai	5
				Sydney	13	Frankfurt	5
				Austin	13	Vancouver	5
				Hong Kong	12		
				Boston	12		
				Melbourne	12		
				Abu Dhabi*	12		
				Washington, DC	12		
				Atlanta	11		
				Miami	11		
				Mumbai	11		

Note: Cities in mainland China and Russia are excluded because of low coverage in the LinkedIn data. But, given the current geopolitical situation, this likely does not materially affect our analysis of the global system of Meta Cities.

*Scores for Dubai, Abu Dhabi, and Dublin are based on our analysis of national-level data as provided by LinkedIn.

Source: LinkedIn data, August 2022 to July 2023

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Work Ecosystem is Changing

Build	Buy	Borrow	Better
Upskill, Reskill, or Cross-Skill	Recruit	Hire Contingent Talent	HR Tech Design
Career Marketplace	Acquire Talent via Acquisition	Rotations or Gig Assignments	Culture Design
Upward or Lateral Mobility	Outsource	Create External Partnerships	Work Design

Talent Intelligence

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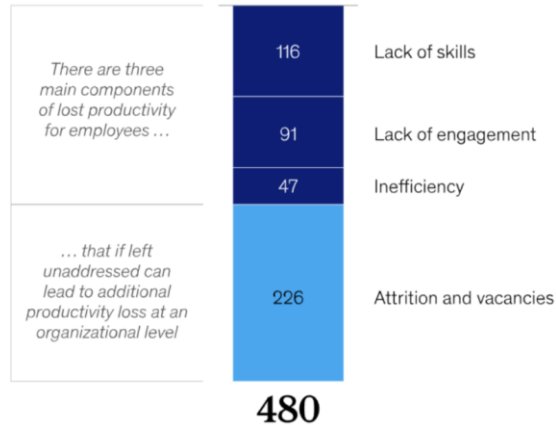
PRODUCTIVITY

Factors that drag down employee and organizational productivity could cost a median-size S&P 500 company roughly $480 million a year.

Annual value at risk from loss in employee productivity, median-size S&P 500 company,[1] $ million

There are three main components of lost productivity for employees …

116	Lack of skills
91	Lack of engagement
47	Inefficiency

… that if left unaddressed can lead to additional productivity loss at an organizational level

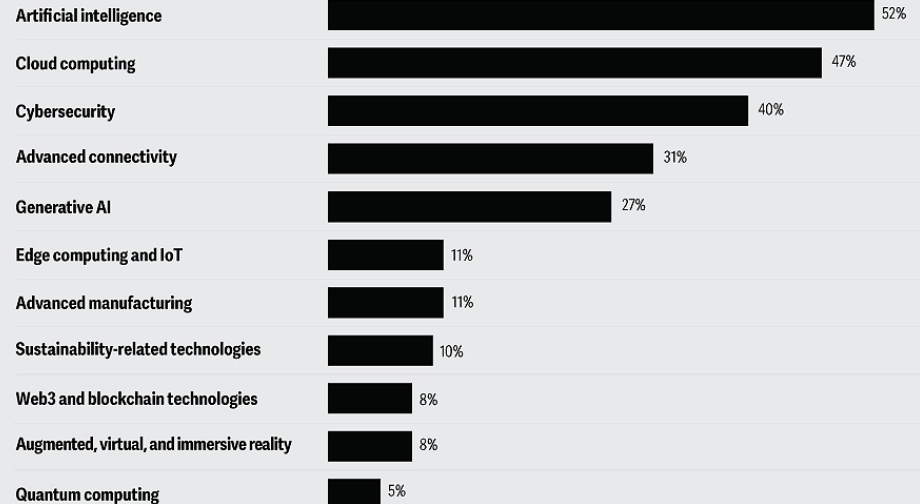|	
226	Attrition and vacancies

480

Vincent Bérubé, Ben Fogarty, Neel Gandhi, Rahul Mathew, Marino Mugayar-Baldocchi, and Charlotte Seiler

What Will Drive Future Growth?

AI and cloud computing are ranked most likely to drive growth over the next year

Technologies expected to enable the most growth in the next 12 months

Technology	Percentage
Artificial intelligence	52%
Cloud computing	47%
Cybersecurity	40%
Advanced connectivity	31%
Generative AI	27%
Edge computing and IoT	11%
Advanced manufacturing	11%
Sustainability-related technologies	10%
Web3 and blockchain technologies	8%
Augmented, virtual, and immersive reality	8%
Quantum computing	5%

Note: n = 122.

Source: Deloitte Center for Technology, Media & Telecommunications' survey of tech industry leaders, October–November 2023.

Deloitte. | deloitte.com/us/en/insights/research-centers/center-for-technology-media-telecommunications.html

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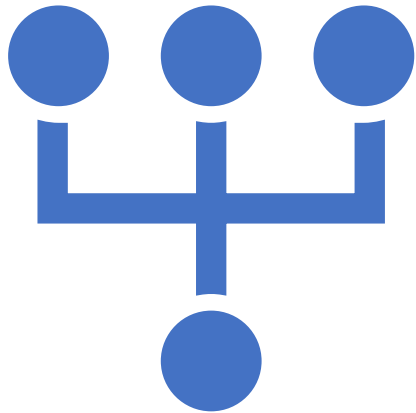
Organizational Structures in Flux

- Less hierarchical and formal
  - Smaller/leaner
  - Cross-functional teams
  - Decentralized decision-making
  - Project-based approach
- Requires
  - Agility
  - Flexibility
  - Multi-skilled employees
  - Analytics and Use of generative AI

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Industry growth sectors over the next decade

- Technology
  - Operational Technology
  - Artificial Intelligence
  - Cybersecurity/Infrastructure consulting
- Healthcare
  - Aged care/Home care
  - Health-related technology
  - Telemedicine
  - Pharmaceuticals
- Sustainable Food
  - Artificial and plant-based foods
  - Cultured cell-grown meat products
  - Higher yield crops through genetic engineering
- Green Energy
  - Solar & alternative energy
  - Hydrogen
  - Electric cars & transportation systems

Industry sectors declining or stable over the next decade

- Traditional Retail
- Oil & Gas
- Coal Mining
- Media and Print

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Questions

- What are the trends you are seeing?

- Do the ones I have mentioned seem relevant to The Netherlands?

- What have I missed?

The Rise of Artificial Intelligence

The Top 25 Most Influential Technologies in Human History (Ranked by ClaudeAI)

1. Electricity (100)
2. Wheel (95)
3. Internet (94)
4. Artificial Intelligence
5. Printing Press (92
6. Agriculture (91)
7. Steam Engine (90)
8. Computers (89)
9. Antibiotics (88)
10. Vaccines (87)
11. Refrigeration (86)
12. Automobile (85)
13. Telephone (84)
14. Plastic (83)
15. Concrete (82)
16. Airplane (81)
17. Radio (80)
18. Television (79)
19. Compass (78)
20. Paper (77)
21. Firearms (76)
22. Optical Lenses (75)
23. Steel (74)
24. Railways (73)
25. Semiconductor Electronics (72)

From inception to integration

ChatGPT has reached critical mass adoption faster than other modern innovations

Innovation	Time until critical mass adoption*
Electricity	37 years (1888–1925)
Personal computer	23 years (1977–2000)
Smartphone	21 years (1992–2013)
Internet	17 years (1983–2000)
ChatGPT	10 months (November 2022–June 2023)
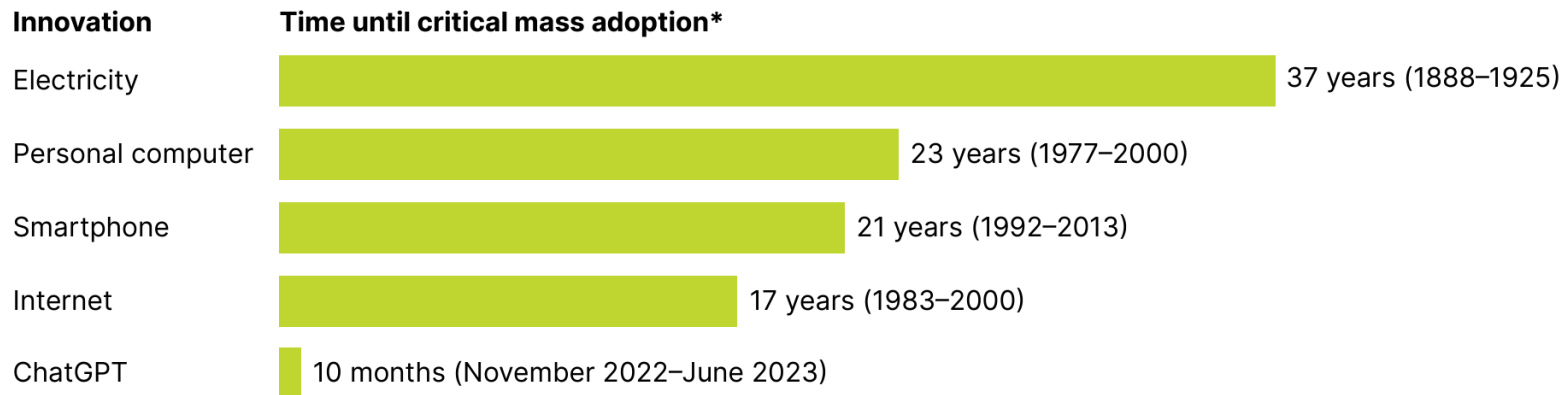
The Power of AI

$20 trillion (20% boost) to global GDP by 2030

More than 50% of employees say they use generative AI weekly at work

60% of white-collar workers say they fear their roles will become redundant or automated

30% of jobseekers have begun looking for a new role due to generative AI

300 billion work hours saved globally each year, equivalent to an average of roughly two hours per person weekly

96% of employees say generative AI can benefit their jobs

57% of employees report they are currently receiving insufficient AI training from their employer

40% increase in labor productivity by 2035 across developed countries

Sources: Oliver Wyman Forum analysis, Frontier Economics and Accenture

Where AI Is Better than Humans

Leading AI Models vs. Human Baseline

AI proficiency relative to human, by type of cognitive task

Comprehensive English-language understanding

OUTPERFORM HUMANS

Abductive natural-language inference

UNDERPERFORM HUMANS

Visual commonsense reasoning

5%
0
-5
-10
-15
-20
-25

2019 2020 2021 2022
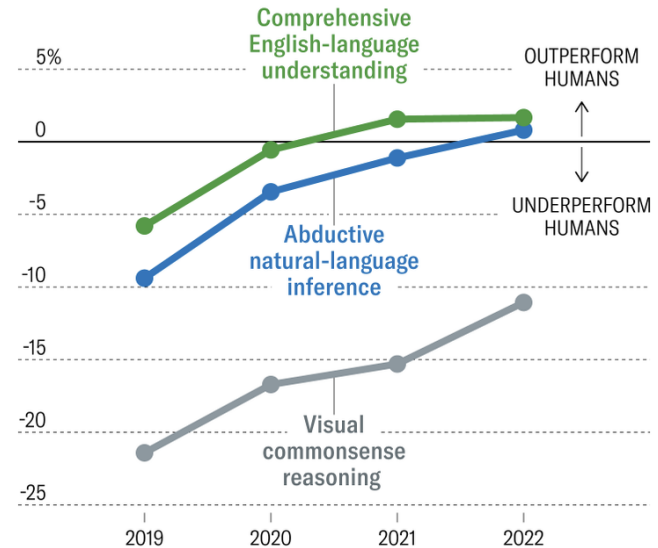
Source: Stanford AI Index, Evercore ISI Research

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Announcements from Google
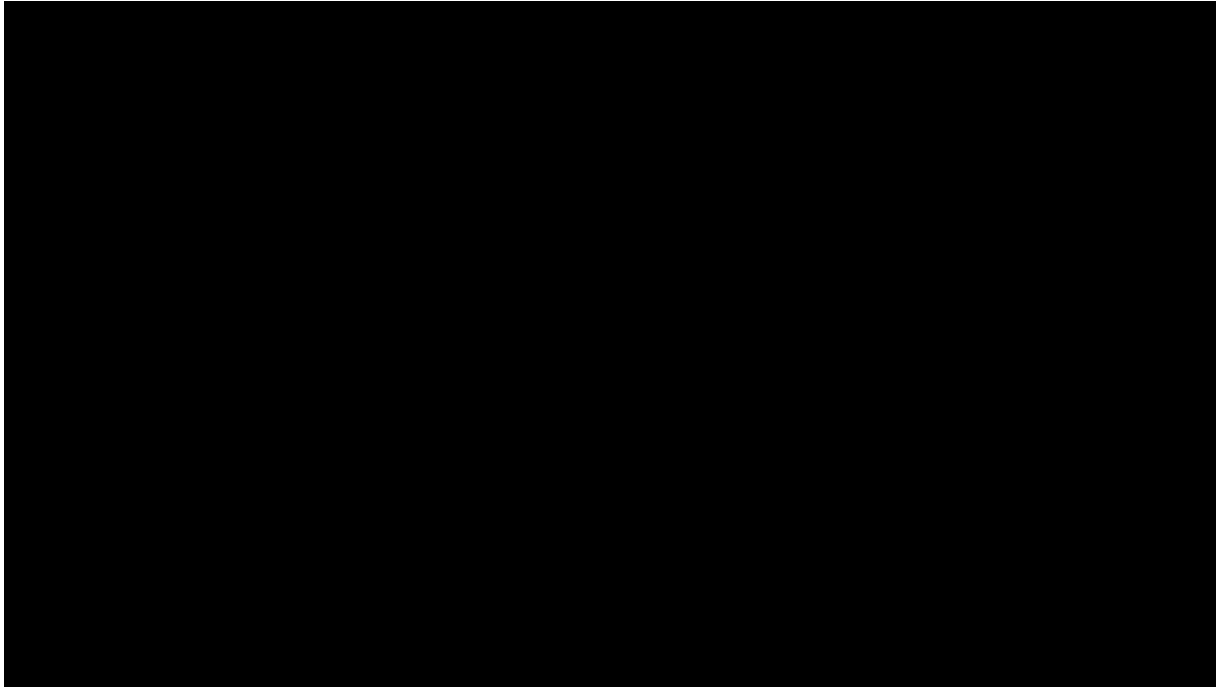
OpenAI ChatGPT Omni

How People Are Using AI
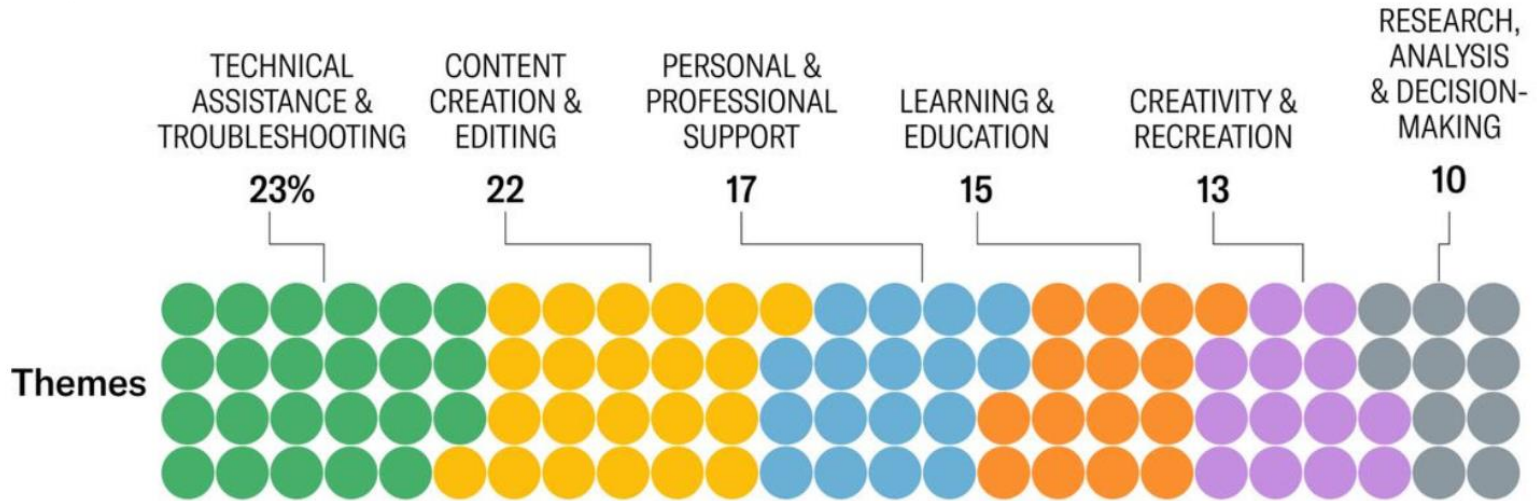
Questions

- Where will AI have the most impact on recruiting?

- How will ir change what recruiters do?

- Will the EU AI Act slow down the use of AI in recruiting and HR?

The top three ways they're using AI in hiring are:

- 31% use it for candidate communications
- 27% use it for resume screening
- 27% use it for assessments

And the benefits HR leaders experience are vast:

- 53% have more time after automating manual tasks,
- 53% notice greater productivity, and
- 50% experience faster turnaround in filling roles

Source: HireVue 2024 GLOBAL GUIDE TO AI IN HIRING

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WHICH JOB DEPARTMENTS WILL
AI Impact
THE MOST

Large impact: Tasks are automated or significantly altered

Small impact: Tasks are not fundamentally changed

No impact

Department	Large impact	Small impact	No impact
IT	73%	26%	1%
Finance	70%	21%	9%
Customer Sales	67%	16%	17%
Operations	65%	18%	17%
HR	57%	41%	2%
Marketing	56%	41%	3%
Legal	46%	50%	4%
Supply Chain	43%	18%	39%
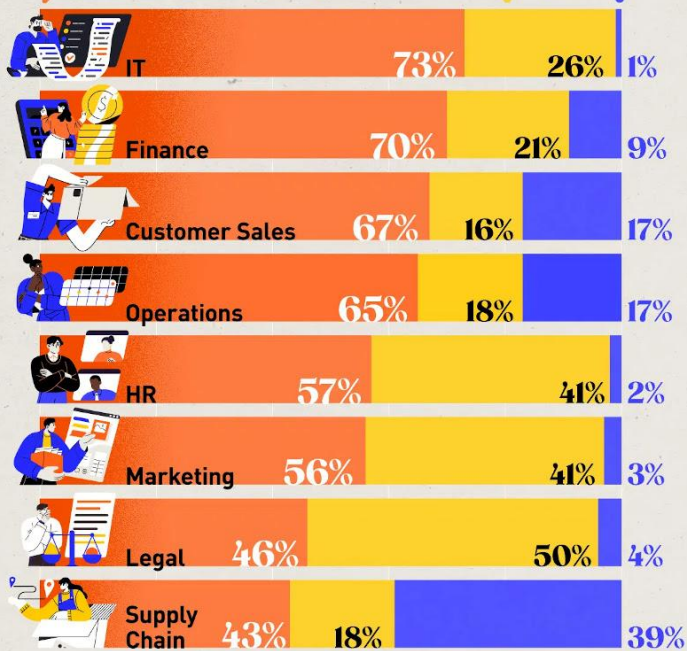
Based on analysis of over 19,000 tasks across 867 occupations. Data as of Sept 2023.

Source: Jobs of Tomorrow: Large Language Models and Jobs

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Will AI and Robots Replace/Augment Us?

- Self-driving vehicles
- Blackbox factories
- Gen AI bots
- Surgical robots
- Automated drones
- Routine, rules-based work
- Repetitive work

AI Money Minded

Amazon deploys 750,000+ robots to unlock AI opportunities

By Amber Jackson
October 30, 2023 · 5 mins
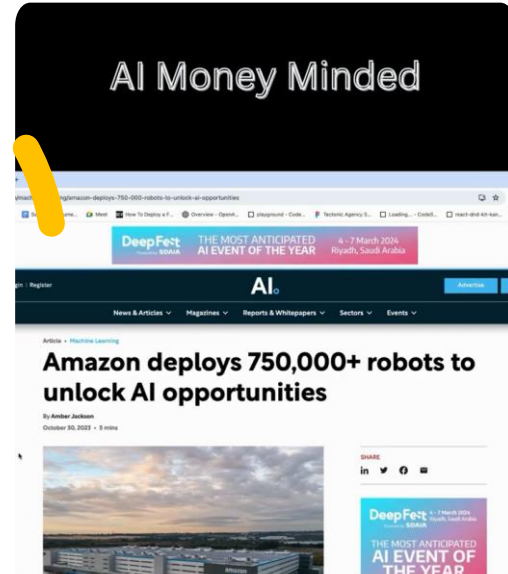
Growth Jobs

	2000 Employment	2023 Employment	Percent Change	Average Annual Wage in 2023
Manicurists and Pedicurists	28,230	144,810	413%	$ 36,480
Skincare Specialists	13,420	65,270	386%	$ 51,100
Human Resources Specialists	188,060	895,970	376%	$ 76,060
Subway, Streetcar Operators	3,190	14,860	366%	$ 77,370
Makeup Artists	900	4,130	359%	$ 68,590
Oil and Gas Service Unit Operators	11,020	46,150	319%	$ 59,390
Epidemiologists	2,480	10,230	313%	$ 90,430
Airfield Operations Specialists	4,580	18,320	300%	$ 62,140
Medical Scientists	35,570	136,620	284%	$ 112,380
Meeting, Convention, Event Planners	32,000	122,130	282%	$ 62,280
Massage Therapists	24,620	92,650	276%	$ 62,560
Personal Financial Advisors	77,420	272,190	252%	$ 150,670
Coaches and Scouts	68,220	238,980	250%	$ 58,700
Merchandise Displayers, Window Trimmers	51,240	175,790	243%	$ 39,040
Producers and Directors	46,750	154,470	230%	$ 107,170
Marriage and Family Therapists	19,420	63,340	226%	$ 68,730
Animal Caretakers	86,840	268,830	210%	$ 33,530
Interpreters and Translators	16,780	51,560	207%	$ 63,080
Compliance Officers	126,840	383,620	202%	$ 80,190
Animal Trainers	6,400	19,240	201%	$ 44,910
Bioengineers, Biomedical Engineers	6,600	19,320	193%	$ 106,700
Medical Equipment Repairers	22,020	64,400	192%	$ 64,140
Commercial Pilots	18,040	52,750	192%	$ 138,010
Occupational Therapy Assistants	15,910	46,090	190%	$ 68,170
Postsecondary Health Specialties Teachers	78,680	225,360	186%	$ 134,440

© BLS

All require face-to-face human/animal contact or communication

Phases of generative AI's impact on productivity at work

We are here now

Individual benefit

Projected productivity benefit: low
Estimate: 0–1 years

- Productivity gains mainly are seen at the micro level
- Employees are primarily learning generative AI on their own while employers are discovering its potential benefit to their organizations
- Few workplace measures are in place for overall use

By 2028

Scaling up

Projected productivity benefit: medium
Estimate: 1–5 years

- A growing number of employees and teams are increasingly integrating generative AI into workflows
- Employers are beginning to restructure some jobs and practices to optimize generative AI use while upskilling employees
- As a result of early investment, leading companies in generative AI adoption will begin seeing productivity gains at scale

By 2030

Workplace maturity

Projected productivity benefit: high
Estimate: 6–10 years

- Enterprise integration pays off as generative AI pushes global productivity to new heights
- Entire organizations have restructured around generative AI, including the creation of new jobs and reconstruction of established jobs
- Employees across industries are expected to have some level of experience with generative AI upon entry
- Widespread generative AI guidelines on data, privacy, and ethics are fully in place

Source: Oliver Wyman Forum analysis

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When/Where Does AI Replace Humans?

When large amount of a process includes repetitive, high-volume tasks

When human labor is expensive

When there is a high level of tool fragmentation

When the stakes are not life or death

In fields with large amounts of training data

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Where will the productivity gains go?

+10–30 — Incremental productivity

100	Substituted by AI and other automation
20	Assisted by AI
80	Human work
50	Assisted by AI
50	Human work

Pre-AI breakdown values: 50, 30, 20

Post-AI breakdown (illustrative daily responsibilities): 15, 55, 30

Pre-AI breakdown:
Illustrative daily responsibilities

Post-AI breakdown:
Illustrative daily responsibilities

Post-AI breakdown:
Illustrative deep dive on AI impact

Legend:
- ● Expertise tasks (knowledge-oriented)
- ● Relational tasks (people-oriented)
- ● Transactional tasks (routine-oriented)

Source: OpenAI, OpenResearch, the University of Pennsylvania, Brookings Research, Goldman Sachs Research, Jesuthasan and Boudreau

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Recruitment Automation

% that can be automated today

40%

SOCIAL MEDIA
BANNER ADS
CAREER SITE
TEXTIO

75%

AUTO SEARCH
RESUME PARSING
MATCHING
JOB DISTRIBUTION
JOB BOARDS

95%

CHATBOTS
SIMULATIONS
GAMES
PASSIVE ASSESSMENT
EMOTION RECOGNITION
CULTURE MATCH

90%

CHATBOTS
SIMULATIONS
GAMES
ONLINE TESTS
PASSIVE ASSESSMENT
JOB PREVIEWS
VIRTUAL TRYOUTS
VIDEO INTERVIEWS

75%

CRM
FACIAL RECOGNITION
SOCIAL MEDIA
CHATBOTS
NEWSLETTERS
PODCASTS
VIDEOS
EMAIL

| BRAND | SOURCE | SCREEN | ASSESS | ENGAGE |

FRONT END

BACK END

| ADMIN | OFFER/CLOSE | ONBOARD | MEASURE | PLAN |

SELF-SCHEDULING
RESUME PARSING
BACKGROUND SCREENING

SALARY RECOMMENDATION
A.I. LAWYER
LETTER GENERATION
EMPLOYMENT AGREEMENT

CRM
INTERACTIVE SITE
ONBOARDING VIDEOS
BENEFITS SELECTION
PROOF OF CITIZENSHIP

DESCRIPTIVE ANALYTICS
PREDICTIVE ANALYTICS
BIG DATA

DESCRIPTIVE ANALYTICS
PRESCRIPTIVE ANALTICS
LABOR MARKET DATA
GRADUATION RATES

95%   **95%**   **95%**   **95%**   **85%**

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Google's Interview Assistant

Employees are most focused on training in AI and big data, while employers place emphasis on analytical thinking

Ranking	Employee reskilling priorities	Employer reskilling priorities
1	**AI and big data**	Analytical thinking
2	Creative thinking	Creative thinking
3	Analytical thinking	Leadership and social influence
4	Leadership and social influence	**AI and big data**
5	Technological literacy	Curiosity and lifelong learning

Question: "Which of the following skills do you think would be important for you to receive training/reskilling efforts in over the next five years?"

Source: Oliver Wyman Forum Generative AI Survey, October–November 2023, 16 countries, N=15,227. Compared to organizations' training and upskilling priorities over the next five years (World Economic Forum).

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Major Issues with Using AI

Privacy

Follow GDPR guidelines

Make sure data is anonymous

Transparency

Develop AI models that explain their decision-making processes

Provide candidates with clear explanations of how AI is used in the selection process.

Bias

Train AI on diverse data sets

Conduct audits to identify and correct algorithmic biases

Have human recruiters review AI decisions

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The Term 'Recruiter' is Archaic

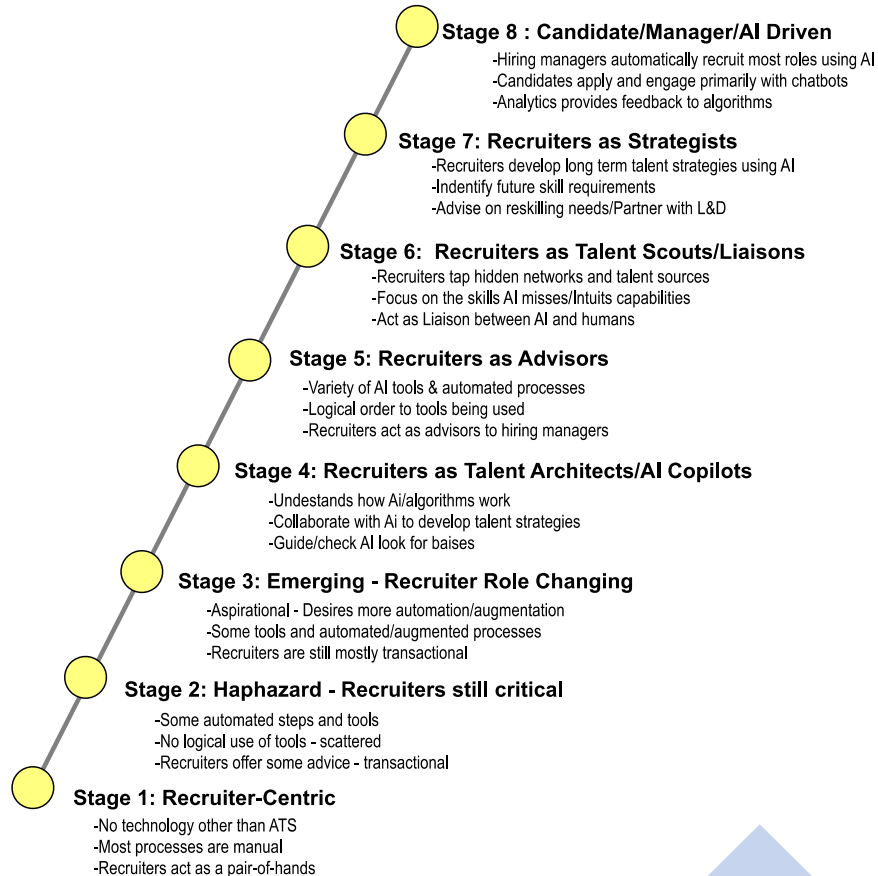A new term might reflect the merging boundaries of human talent and advanced AI

- **AI Talent Architect**
- **AI Copilot**
- **Talent Scout**
- **Cognitive Talent Engineer**
- **Neural Network Recruiter**
- **Human-AI Integration Specialist**

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Possible New Roles for Recruiters

Eight Stages of Recruiter Evolution

Eight Stages of Recruiter Evolution

Stage 8 : Candidate/Manager/AI Driven
-Hiring managers automatically recruit most roles using AI
-Candidates apply and engage primarily with chatbots
-Analytics provides feedback to algorithms

Stage 7: Recruiters as Strategists
-Recruiters develop long term talent strategies using AI
-Indentify future skill requirements
-Advise on reskilling needs/Partner with L&D

Stage 6: Recruiters as Talent Scouts/Liaisons
-Recruiters tap hidden networks and talent sources
-Focus on the skills AI misses/Intuits capabilities
-Act as Liaison between AI and humans

Stage 5: Recruiters as Advisors
-Variety of AI tools & automated processes
-Logical order to tools being used
-Recruiters act as advisors to hiring managers

Stage 4: Recruiters as Talent Architects/AI Copilots
-Undestands how Ai/algorithms work
-Collaborate with Ai to develop talent strategies
-Guide/check AI look for baises

Stage 3: Emerging - Recruiter Role Changing
-Aspirational - Desires more automation/augmentation
-Some tools and automated/augmented processes
-Recruiters are still mostly transactional

Stage 2: Haphazard - Recruiters still critical
-Some automated steps and tools
-No logical use of tools - scattered
-Recruiters offer some advice - transactional

Stage 1: Recruiter-Centric
-No technology other than ATS
-Most processes are manual
-Recruiters act as a pair-of-hands

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Talent Architect

- Collaborates with AI tools to design talent strategies

- Understands the inner workings of the recruiting AI systems. Trains algorithms, identify potential biases, and optimize AI models.

- Leverages AI insights to ID trends in the job market and skill gaps

- Creates hiring frameworks that ensure the right mix of skills.

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AI   HUMAN
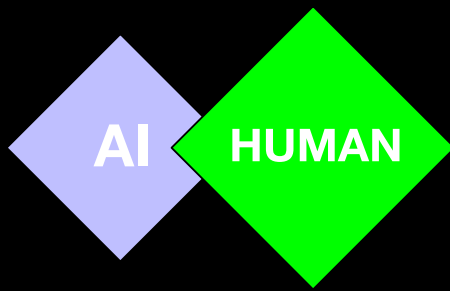
AI Copilot

- Works side by side with a chatbots and other AI tools

- Guides candidate interactions with empathy and trust

- Makes final decisions, informed by AI recommendations

- Coaches candidates on navigating AI assessments and gives personalized support

Talent Advisor

- Utilizes AI-generated insights to develop long-term talent strategies

- Identifies future skill requirements and helps build diverse talent pipelines

- Advises leadership on workforce planning, reskilling, and talent mobility based on AI predictions

- Works with L&D to create training that builds key skills and engagement

Talent Scout

- While AI excels at pattern recognition, this recruiter goes beyond resumes and job boards.

- Leverages AI for initial lead generation, then dig deeper, spotting hidden talent, untapping diverse networks, and focusing on transferable skills that an algorithm might overlook.

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Human-AI Liaison

- Ensures that the recruitment process maintains a human touch and personal connection

- Handles complex, sensitive, or high-stakes recruitment situations that require human judgment

- Coaches and mentors AI to improve its emotional intelligence and contextual understanding
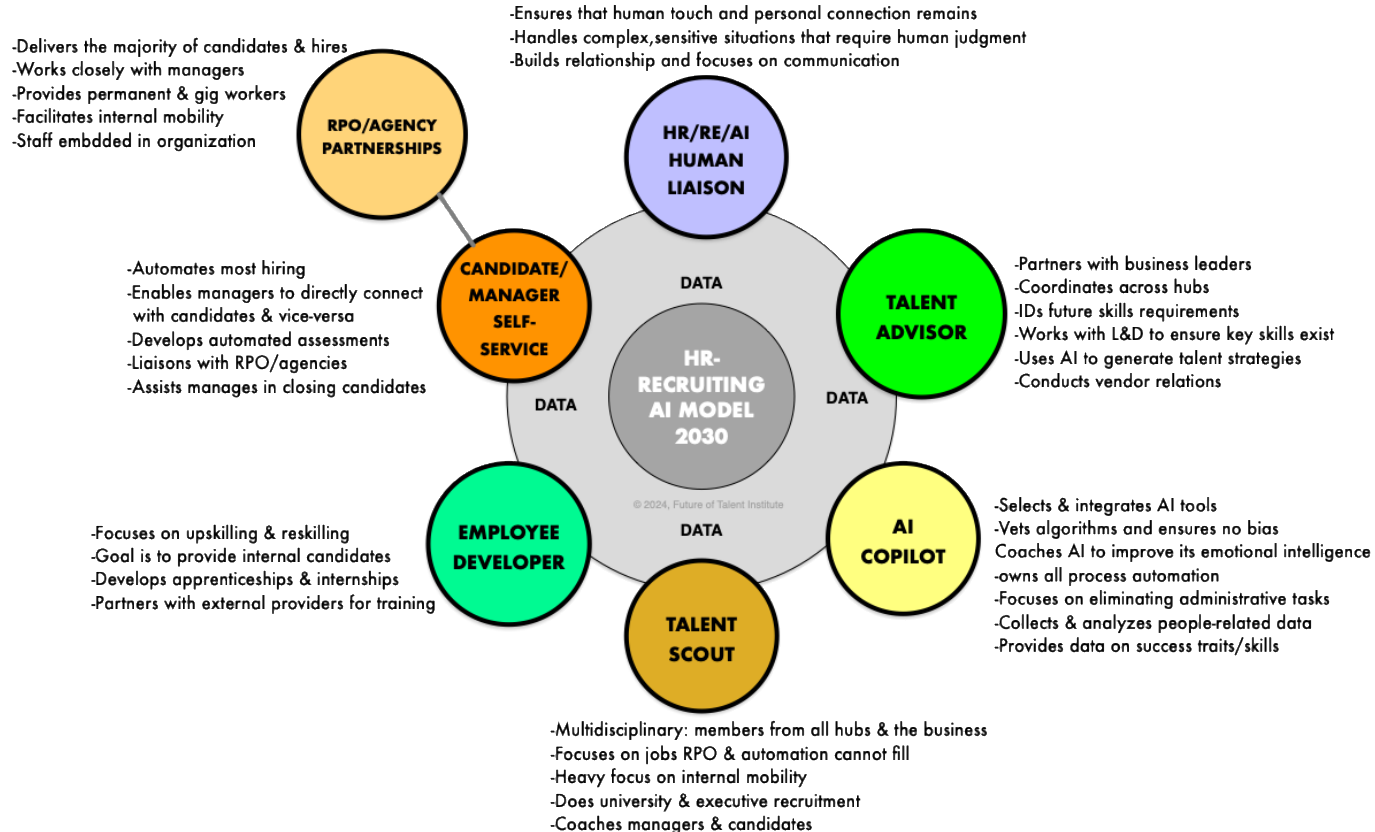
Candidate/Manager AI-Driven

- Most all hiring automated and assisted by AI

- Hiring managers automatically recruit most roles using AI

- Candidates apply and engage primarily with chatbots

- Analytics provides feedback to algorithms

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HR/Recruitment Model 2030

-Ensures that human touch and personal connection remains
-Handles complex,sensitive situations that require human judgment
-Builds relationship and focuses on communication

-Delivers the majority of candidates & hires
-Works closely with managers
-Provides permanent & gig workers
-Facilitates internal mobility
-Staff embdded in organization

RPO/AGENCY PARTNERSHIPS

HR/RE/AI HUMAN LIAISON

-Automates most hiring
-Enables managers to directly connect with candidates & vice-versa
-Develops automated assessments
-Liaisons with RPO/agencies
-Assists manages in closing candidates

CANDIDATE/ MANAGER SELF- SERVICE

DATA

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HR- RECRUITING AI MODEL 2030

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TALENT ADVISOR

-Partners with business leaders
-Coordinates across hubs
-IDs future skills requirements
-Works with L&D to ensure key skills exist
-Uses AI to generate talent strategies
-Conducts vendor relations

-Focuses on upskilling & reskilling
-Goal is to provide internal candidates
-Develops apprenticeships & internships
-Partners with external providers for training

EMPLOYEE DEVELOPER

DATA

AI COPILOT

-Selects & integrates AI tools
-Vets algorithms and ensures no bias
Coaches AI to improve its emotional intelligence
-owns all process automation
-Focuses on eliminating administrative tasks
-Collects & analyzes people-related data
-Provides data on success traits/skills

TALENT SCOUT

-Multidisciplinary: members from all hubs & the business
-Focuses on jobs RPO & automation cannot fill
-Heavy focus on internal mobility
-Does university & executive recruitment
-Coaches managers & candidates

Predictions for 2025/2026

Recruiter Productivity will Double

- AI augmentation will improve the speed to find, screen, and assess candidates.

- AI automation will reduce time spent in entering data, updating applicant & candidate data, and preparing reports

Circular Supply Chain Dominates Sourcing

- Demographics, talent shortages, and cost concerns will lead to more focus on retention, repurposing current talent, and re-recruiting former employees.

- Developing the workforce will become more important

- Challenge to balance development with engagement and retention

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Growth of the Gig Economy and Contingent Workforce

- Demographics and worker attitudes will lead to more interest in the gig workforce.

- Firms will hire fewer permanent employees

- Immigration will be an accepted way to improve economic growth and support an aging population

- Gig work will embrace more older workers

RPO will Continue to Offer an Alternative to Internal Recruitment Functions

- RPOs have better technology, larger networks, better talent maps, and better data than internal functions.

- Small & medium sized firms will transition much of their recruitment to an RPO.

- Larger firms will use RPO for an expanded number of specific job types.
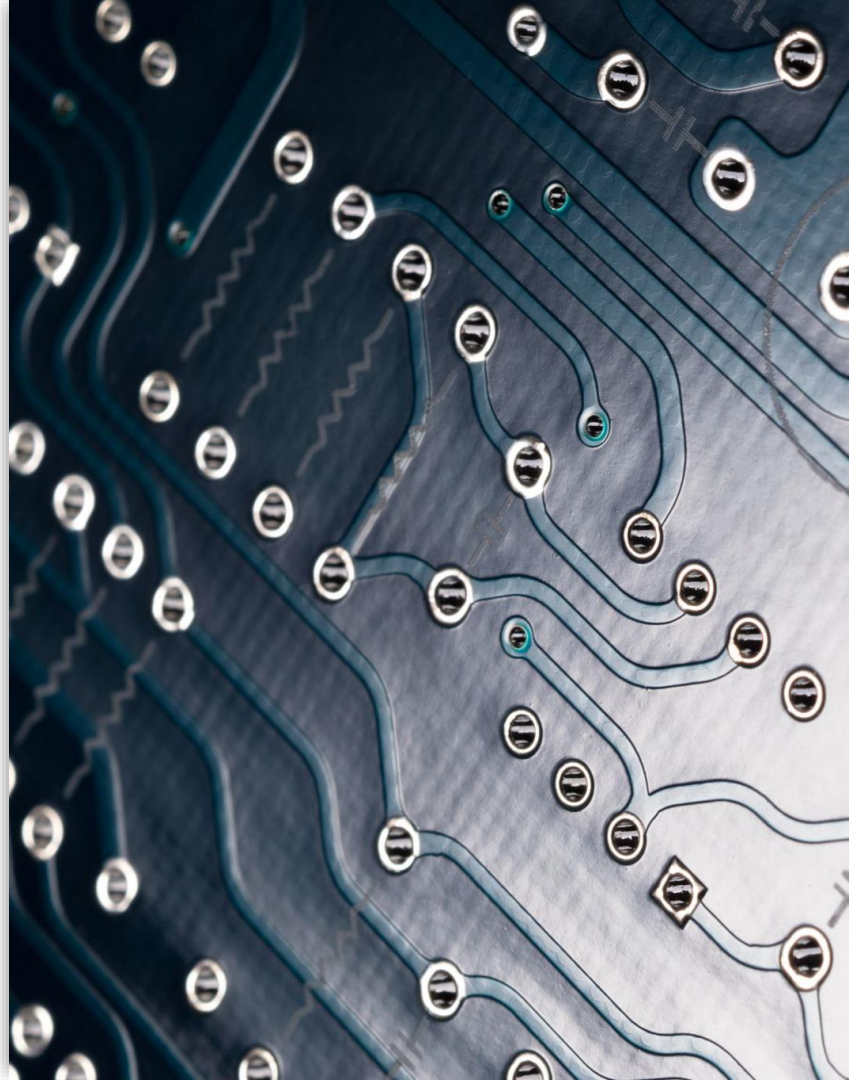
Wild Card Prediction

A Four-Day Workweek

1. **Iceland**: Conducted large-scale trials of a four-day work week from 2015 to 2019, with positive results in terms of productivity and employee well-being. Many workplaces have since adopted shorter working hours.
2. **New Zealand**: Several companies, including Perpetual Guardian, have successfully trialed and implemented four-day work weeks.
3. **Spain**: The Spanish government is funding a pilot program for a four-day work week to explore its benefits on productivity and employee well-being.
4. **United Kingdom**: Some UK companies are participating in trials and adopting four-day work weeks, driven by positive outcomes from pilot programs.

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Bleeding Edge Technologies

Talent/HR Technology Disruption Trends

TRENDS IMPACTING RECRUITING

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Internet
Mobile
Social
Cloud
Big Data - Analytics
Predictive Analytics
Artificial Intelligence
Internet of Things
NLP/Machine Learning
Robotics
Video Inteviewing
Bots
Passive Assessment
Intelligent Personal Coach
Talent Exchanges
Virtual/Augmented Reality
Facial Recognition
Biometric Assessment
Algorithms Automate Recruitment
Voice Recognition/Assessment
Generative AI
Remote Work
Blockchain
Shamrock Orgs
Natural Disasters
Pandemics
Climate Change
Life Span
De-Urbanization
Global Conflicts
Genetic Assssment
Recruiting Avatars
AI Candidate Prolifing
AI/Human Work Roles
Holistic Employee Profiles
Neural Implants
Quantum Computing

Technology Foundation

Trends & Innovations

Disruptive Trends

Five Imperatives

Mindset

Need to bring new ideas and practices to recruiting.

Vision

We need to envision a new recruiting model that incorporates AI, the gig workforce, & the global talent market
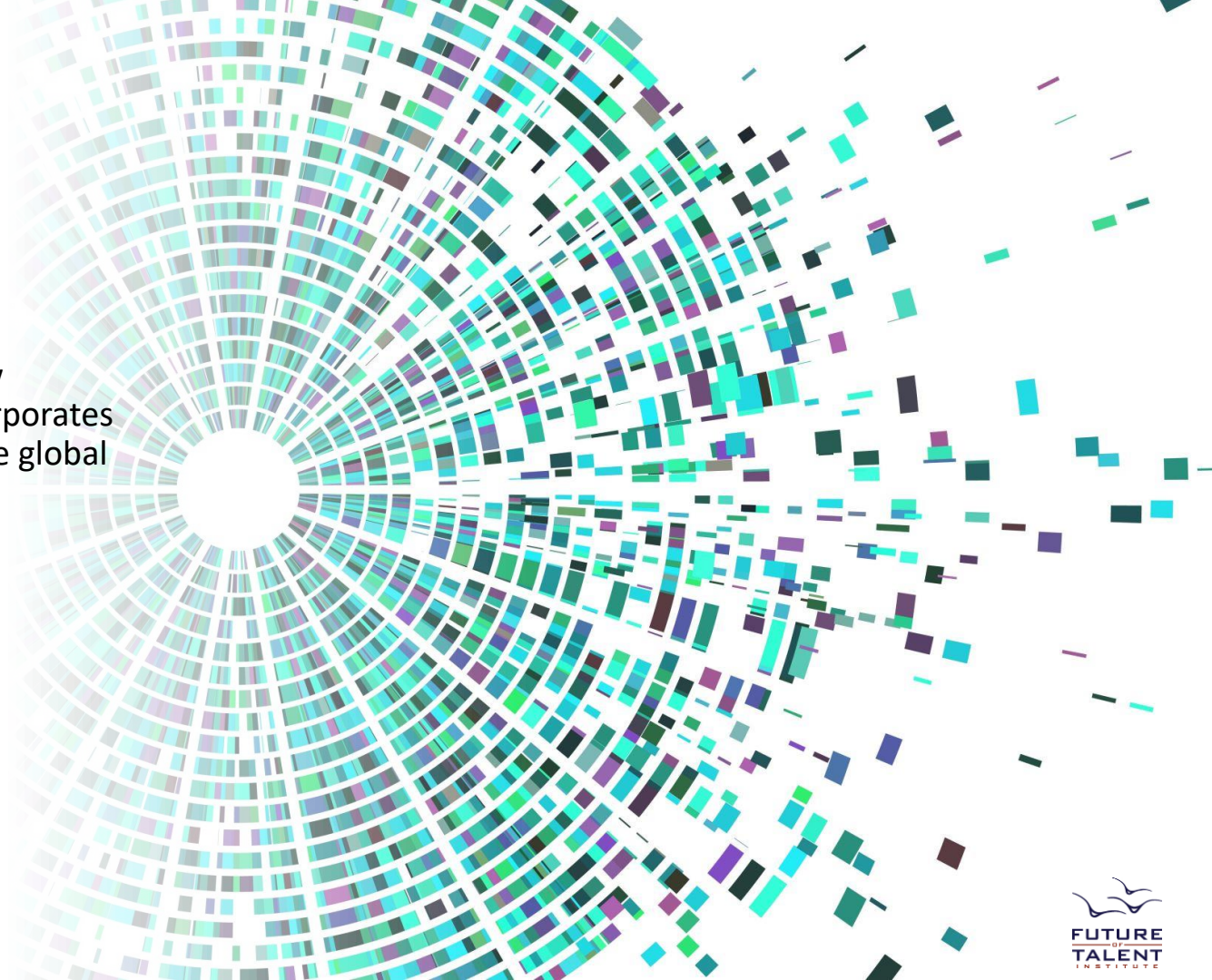
No time to waste – anticipating needs and moving quickly to meet them will be key.

Urgency

"If everything seems under control you are not going fast enough."

-*Mario Andretti*

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Resilience

Meeting the unexpected with positivity

Experimentation

Need to experiment, explore new ways of recruiting & apply technology where possible

The Next Wave

- The next wave of AI automation will understand and adapt to the candidate, the same way a great recruiter does today.

- Software will have to have soul. That soul could exist in different ways, from a magical and intuitive user interface to a thoughtful personalized "personality."

- We're already starting to see AI develop these emotional intelligence skills, like Hume.AI, based on a "empathic large language model" that intakes subtleties of human communication, like tone, voice modulation, etc.

It Is Time To Challenge Your. . .

- Assumptions
  - What we think are truths
- Attitudes
  - The way we think and feel
- Customs
  - Accepted way of doing things
- Organization
  - How we structure our function

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Kevin Wheeler and Bas van de Haterd

TALENT ACQUISITION EXCELLENCE

Using digital capabilities and analytics to improve recruitment

Foreword by Dave Ulrich

KoganPage

Available on Amazon and many other sites

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