Hire or Redeploy

Do you need to hire?

When to Hire and when to Redeploy

Building an AI-enabled, skills-based talent ecosystem

Why this decision has changed.

AI is changing three things simultaneously

The work

Jobs are being decomposed into tasks that may be automated, augmented, redesigned, or combined.

Work get decomposed

The workforce

Adjacent skills and hidden capacity are easier to identify.

Skills get inferred

The demand signal

Capability needs can shift faster, making permanent hiring decisions riskier.

Capacity get visible

The result?

A new business need is no longer automatically a new job. The response now has to account for work design, capability supply, time to value and demand uncertainty.

AI expands both sides of the equation.

Changes demand

- Decompose roles into tasks and outcomes
- Identify work to automate, augment or redesign
- Model scenarios, capacity and time to value

Changes supply

- Surface adjacent skills and hidden capacity
- Match beyond titles, networks and org charts
- Estimate readiness, learning curve and transition risk

AI expands the signal. It does not own the decision.

Can

- Surface adjacent skills and hidden capacity
- Expand matching beyond titles and networks
- Model demand, supply and workforce scenarios

Humans must...

- Interpret context the model cannot see
- Choose which trade-offs the business accepts
- Own fairness, risk and final accountability

A requisition is the outcome – not the opening move.

The old default

The strategic choice is made before talent weighs in

A better decision

The work is diagnosed before a talent response is selected

AI has not made hiring obsolete. It has made the cost of a reflexive hire more visible, and made informed redeployment more possible.

We've changed the lens around talent.

Technology connected the signals. The operating model made them actionable.

The algorithm was not the hardest part.

Operating Model was what determined adoption

Data quality

Governance

Mobility

Trust

Manager incentives

The technology could recommend movement.
The operating model had to make movement possible.

When to Automate, Redeploy, Build, Borrow or Hire.

Build

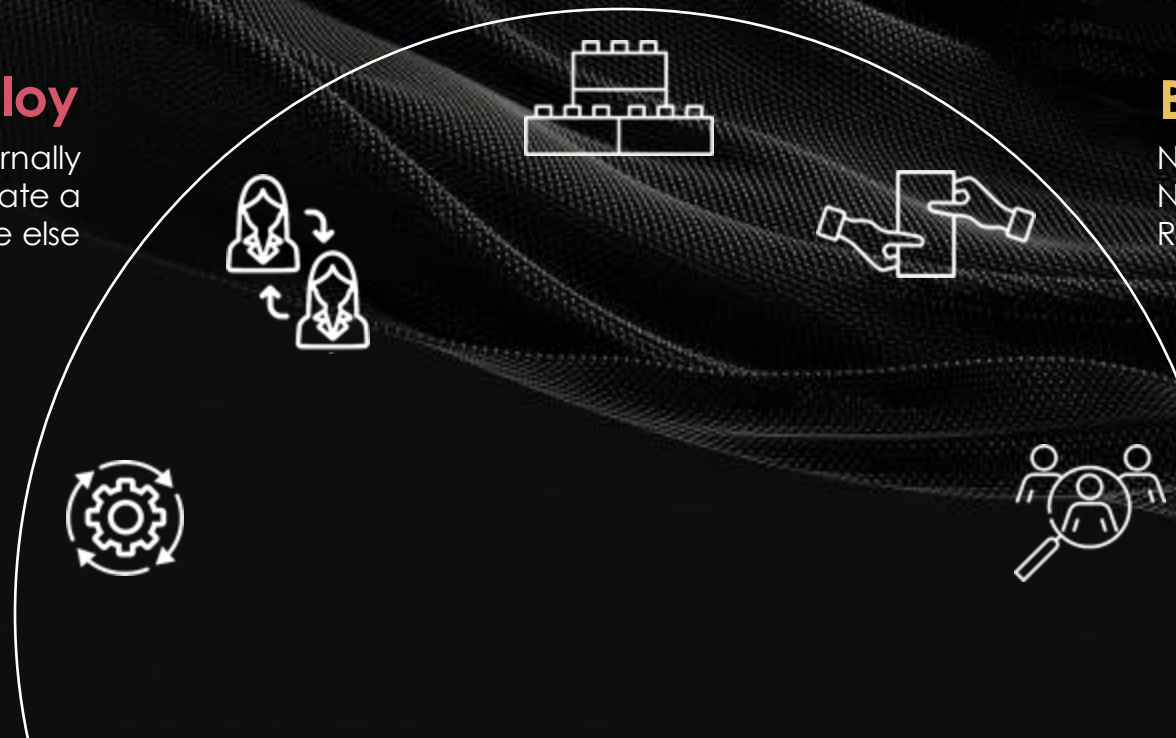
Time to grow
Capability can be built
Cost is reasonable
Need is long term

Redeploy

Capability exist internally
Redeployment doesn't create a hole somewhere else

Borrow

Need is temporary
Need is uncertain
Require flexible expertise



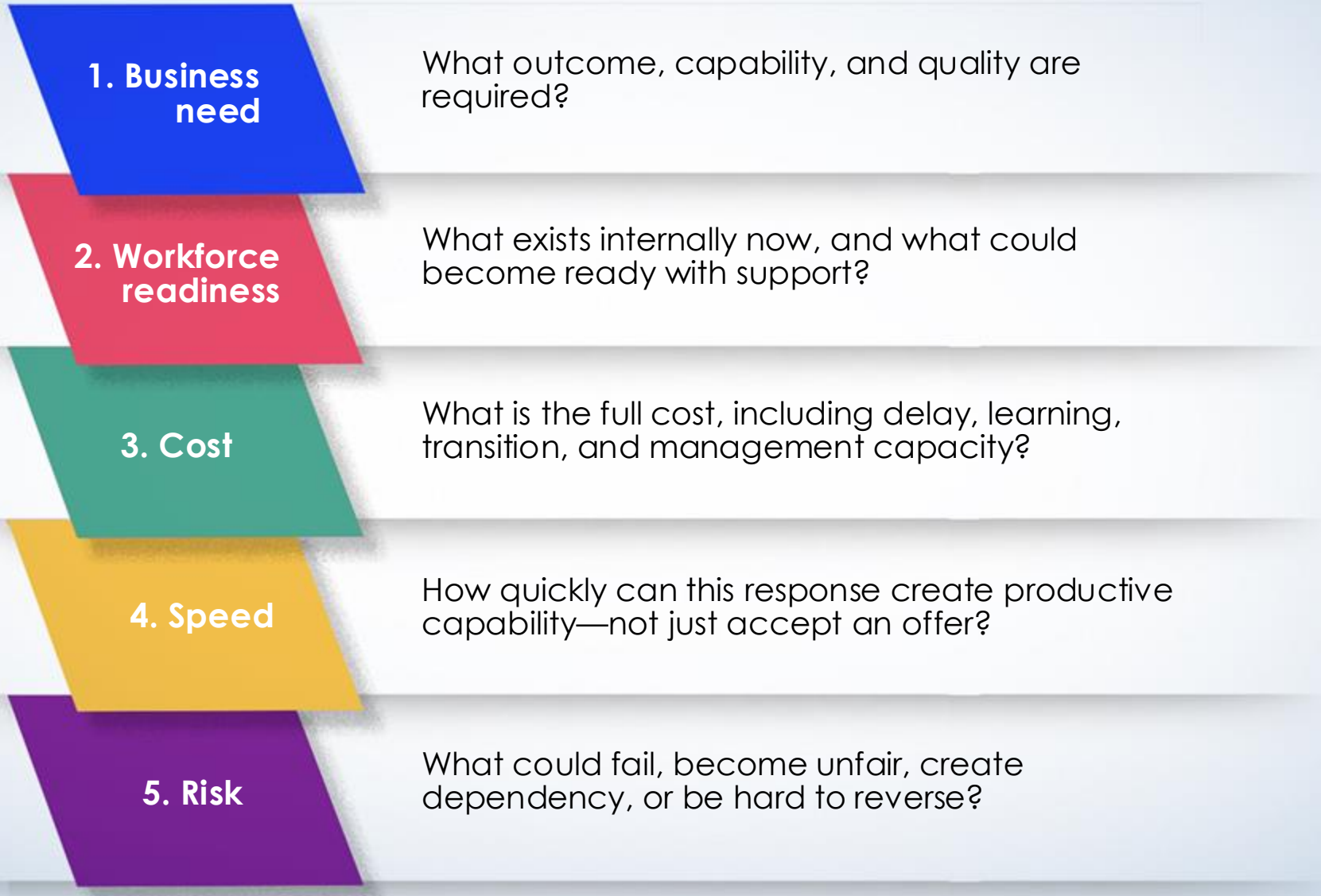
Automate

Work is repeatable
Work is rules based
Can be redesigned faster than a role

Hire

Demand is durable
Capability is scarce
Build time is too long
Need external experience

Five lenses turn a reflex into a decision.



The strongest answer is often a portfolio.

Building a Center of Excellence

Redeploy	Build	Borrow	Hire
LinkedIn Learning Career Hub	LinkedIn Learning	Workforce Planning	LinkedIn Recruiter

Not a universal answer, a worked example of option thinking.

Your turn: solve the capability need.

1. Define

Clarify the outcome, skills and duration.

2. Compare

Test at least three possible responses.

3. Decide

Recommend a portfolio, risk and owner.

Be ready to share:

- One recommendation
- One key risk
- One operating-model change

Start with the work—not the person you want to hire.