

LinkedIn

Future of Talent Report

Beyond Hiring: The Rise of Talent Orchestration

Table of contents

Executive Summary 5

Introduction 9

Chapter 1:
The Model
Connecting Work, Skills & Talent 11

Chapter 2:
The Team
The Future Recruiter: From Strategic Advisor to Career Concierge 14

Chapter 3:
Trusted Talent Signals
A New Game Plan for Verifying and Assessing Talent in the AI Age 20

Chapter 4:
Future Metrics
Measuring What Happens After the Hire 23

Research Methodology

The perspective shared in this report is informed by LinkedIn's unique visibility into how work, skills, jobs, and careers are evolving, including LinkedIn platform insights, thousands of customer conversations, exclusive interviews with innovative talent leaders, and a survey analysis of AI-frontier talent leaders experiencing outsized impact from AI.

We identified AI-frontier talent leaders as those who have reached the AI optimization stage and have made AI core to their recruiting function, report significant impact across five or more metrics, and demonstrate a high degree of agency in their role.

Comparing AI-frontier talent leaders against all other talent leaders provides insight into how organizations at the forefront of AI adoption are approaching talent strategy, recruiter capabilities, organizational design, and the future of hiring differently.



Future of Talent Report

Beyond Hiring: The Rise of Talent Orchestration

Executive Summary

It's no surprise that 75% of talent leaders say their role is more challenging than ever before. Global hiring remains 30% below pre-pandemic levels, job transitions sit at a 10-year low, and AI is changing how we work at scale. Who do you hire and what skills do you develop when skills are changing by 35% every year? Globally, 1 in 5 hires today go to a job that didn't exist in 2000, and that trend is only increasing. Talent leaders are being asked to build the workforce of the future while the ground shifts under their feet and expectations from the business continue to rise. They are expected to drive transformation across the business while leading it within their own teams.

Amid all of this disruption, an optimistic view of Talent Acquisition's future is beginning to emerge.

85%
of talent leaders believe Talent Acquisition is entering its most influential era

80%
say the role is becoming more intellectually stimulating

77%
say it is becoming more enjoyable

Earlier this year, LinkedIn's Talent Velocity Advantage[1] research showed that leading talent organizations can see the skills they have, build or acquire what they need, and mobilize talent as priorities change. But Talent Velocity is an outcome, not a behavior.

This report examines the future that AI-frontier talent leaders are building towards: one centered on Talent Orchestration where Acquisition is one of multiple levers talent acquisition teams will leverage. **If acquisition is about filling jobs, orchestration is about resourcing work thoughtfully. It involves coordinating people, processes, data, and AI across an organization to make more informed and aligned workforce decisions for the business.**

Leading talent acquisition organizations are already optimizing for business outcomes vs hiring outcomes, coordinating build, hire, flex, and redesign decisions across talent functions.

Executive Summary

Recruiters will do more than recruit.

1



Orchestration creates new roles and new recruiters. New roles emerge in talent and business advisory, talent intelligence, employer brand, and AI-powered hiring operations, helping organizations solve business challenges through talent.

- **"Strategic Talent Advisor"** is the largest senior talent role category on the LinkedIn Platform. Its share of job postings grew nearly 2.1x over a 12- month period (Jan-Jul 2025 vs Jan-Jul 2026).
- **"Talent Intelligence"** was the top emerging role category, with its share of job postings up 3.2x year-over-year (Jan-Jul 2025 vs Jan-Jul 2026).
- **Internal role changes** on the LinkedIn platform reveal that recruiters are increasingly stepping into "Talent Acquisition Partner" roles, and "Business Partners" roles – titles that signal consultative work rather than transactional sourcing (2020-2025).

Relationships matter more than ever.
Those who continue to recruit become more important, not less. As AI automates execution, the ability to find, engage, and win top talent becomes a competitive advantage. Recruiters spend less time managing funnels and more time cultivating relationships, influencing talent decisions, and operating like executive recruiters.

- **AI-frontier talent leaders** are 2.5x more likely to strongly believe investment in high-touch human engagement will increase significantly.

Executive Summary

Success hinges on trusted talent signals.

2



Evidence and authenticity cultivate trust.

Trust is the #1 hiring-integrity topic recruiters are discussing on LinkedIn. Recruiter conversations about trust have doubled YoY in the U.S., spanning topics like authenticity, candidate verification, and separating signal from noise.

Talent Orchestrators will need richer and more reliable signals to cut through the noise and raise the bar for quality. Verified identity, employment, and skills will be complemented by authentic expressions of work and professional expertise, including professional activity, engagement, video, portfolios, and other demonstrations of real work.

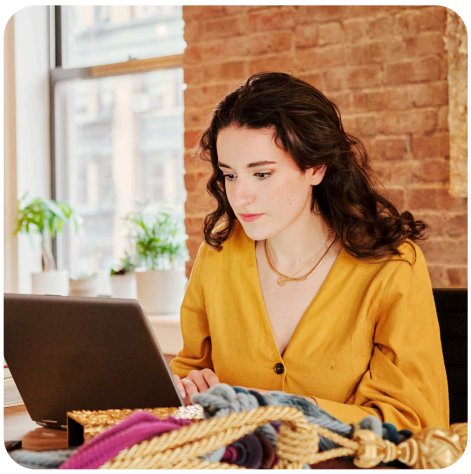
- **Skills-based vs. credential-based hiring** was the second largest ranked uncertainty for talent leaders when thinking about how they should evolve over the next 3 years.

- **AI-frontier talent leaders** are 1.8x more likely to strongly believe proof of skills will replace the traditional resume as the most trusted candidate signal.

Executive Summary

Talent leaders are redefining success around talent value.

3



The next era of talent acquisition metrics moves beyond hiring activity to measuring talent lifecycle health. Quality of hire remains the north star, but talent acquisition leaders increasingly measure what happens after the hire: time-to-productivity, performance, retention, mobility, and growth. This blurs traditional boundaries between hiring, learning, workforce planning, and talent management.

Success is no longer defined by how efficiently talent is acquired, but by how effectively talent creates value.

- **AI-frontier talent leaders** are nearly 2x as likely to strongly believe talent metrics will move beyond hiring funnel metrics to measures across the talent lifecycle.
- **AI-frontier talent leaders** are 2.1x as likely to strongly believe talent functions will come together around a shared goal of solving the entire talent lifecycle.

The shift is from optimizing headcount to optimizing outcomes.

Introduction



Talent Acquisition was built to fill roles. But with every additional investment in AI comes new expectations. Every role is under evaluation. Backfilling is no longer the default. Leading organizations already know they must expand Talent Acquisition beyond hiring, developing a deeper understanding of the skills and capabilities inside and outside their organization to make better talent decisions.

Today, talent leaders are increasingly being asked to help determine whether talent should be hired, developed, redeployed, or augmented with AI. That is a fundamentally different mandate for Talent Acquisition, requiring teams to become strategic advisors, business partners, and transformation drivers. As AI transforms work and new skills emerge faster than organizations can acquire them, talent leaders are under mounting pressure.

At the same time, this is also the era talent professionals have been waiting for.

Talent Acquisition is ready to lead the charge:

62% believe Talent Acquisition is entering its most exciting and strategic era

86% believe Talent Acquisition is at the forefront of change across the talent landscape

This report explores the future of Talent Acquisition that a cohort of AI-frontier talent leaders are building towards.

Introduction

Talent Orchestration

"There has never been a more exciting time to be in Talent Acquisition. Talent Acquisition touches the bottom line and can be the exemplar for what is possible in HR functions with automation and intelligence. We can bring in efficiency, keep the human touch, take out the administration, and bring in the influence and advisory. Talent Acquisition has an incredible opportunity to create value with technology and automation."



Jennifer Tulk Courtis
Head of Global Talent Acquisition, Mastercard

"These are probably the most exciting years of my entire career. You are literally at the forefront."



Melanie Dazzo
Vice President of Global Recruiting, Samsara

What is Talent Orchestration?

If acquisition is about filling jobs, orchestration is about resourcing work thoughtfully. It involves coordinating people, processes, data, and AI across an organization to make more informed and aligned workforce decisions for the business.

To attract, recruit, and retain the best talent, organizations can no longer afford silos. Hiring, onboarding, development, mobility, and workforce planning must be interconnected, which will allow teams to proactively see the skills their organizations need and acquire, redeploy, or build them internally.

Talent Orchestration requires organizations to reimagine the Talent Acquisition function for a new era, from the traditional Talent Acquisition model itself and how teams are structured to the signals that inform who gets hired, and the metrics that shape the entire talent lifecycle.

That's the new mandate. Now, here's your team's field-tested roadmap.

New LinkedIn research signals why they may be so bullish: **The Rise of Talent Orchestration.**

Chapter 1

The Model

Connecting Work, Skills & Talent

Talent Acquisition has always focused on attracting and hiring the best external talent based on hiring managers' requirements. However, Talent Orchestration loops in Talent Acquisition's expertise earlier in that search to reframe the hiring process around business objectives.

The new model for acquiring talent will start with one question: What combination of people, skills, and technology will achieve the best outcomes for the business?

Talent leaders already feel this shift.

81% believe winning talent organizations will start every conversation with the desired business outcome, not a mandate to hire. And **AI-frontier talent leaders are nearly 2x as likely to strongly believe this**.

Talent leaders understand Talent Acquisition teams must be involved in a broader range of workforce decisions going forward. They have become a critical enabler of business strategy:

85% believe Talent Acquisition has **more influence over business outcomes** than it did two years ago.

It's why most talent leaders now think chief human resources officers (CHROs) deserve a prime seat at the decision-making table:

80% believe the **CHRO will be as central to business strategy** conversations as the chief financial officer (CFO) or chief technology officer (CTO).

AI-frontier talent leaders are nearly 2x as likely to agree with this sentiment as their peer set.

The mandate for Talent Acquisition teams is expanding beyond hiring. They now also must translate key business priorities into the skills and capabilities their organizations need to achieve their goals.

Chapter 1

The Model

Rethinking How Hiring and Work Get Done

"It's a question of: do you build or buy? Do you grow, hire, or develop? We're not starting at 'this is a role I need to hire for.' It's: what is the business strategy you're trying to deliver on? Is your team structured to deliver on that? And then do you have the right people in that structure?"



Becky McCullough
VP Talent & People Experience, HubSpot

"Talent Acquisition's remit is ultimately making sure we have the right people in the right seats and the capabilities to deliver against our business goals, whether that's through technology, tools, internal talent, or borrowed capacity. Whether you're recruiting today or in a talent advisory role in the future: how do we get this work done, and who does it?"



Jennifer Tulk Courtis
Head of Global Talent Acquisition, Mastercard

Develop workforce plans around skills, not only roles

Workforce planning has long been built around jobs, titles, and headcount. But a Talent Orchestration model centers on skills and capabilities.

This new model will reshape the work of Talent Acquisition teams in several ways. They may have to search beyond exact job title matches and instead look for adjacent skills when hiring for qualified candidates in hard-to-fill roles. They may look to market data to better understand the availability and cost of emerging skills their organization needs. Talent Acquisition teams will need to closely coordinate with talent management, learning and development, and internal mobility teams to determine which skill sets their organization can develop internally and which they need to buy, borrow, or redesign to fill the gap.

They'll also have to redefine what success looks like, assessing not only how effectively they made a hire, but how effective that hire is, whether they added the new capabilities the organization needed, and their long-term talent value.

From Credentials to Capabilities

82%

of talent leaders believe winning organizations will make decisions based on the ability to see skills and build or acquire what is needed.

2x

AI-frontier talent leaders are nearly 2x more likely than their peer set to strongly agree (70% vs. 38%).

Chapter 1

The Model

Filling Today's Roles, Preparing for Tomorrow's Skills

81%

of talent leaders believe talent teams will move from reacting to workforce needs to **proactively anticipating future in-demand skills**.

1.7x

AI-frontier talent leaders are **1.7x more likely than their peer set** to strongly agree **(60% vs. 35%)**.

To create a more agile workforce, talent teams will have to identify the skills the business needs before the business realizes it needs them.

Skills intelligence will be core infrastructure for talent teams to support skills-based hiring decisions.[2] Skills intelligence is most powerful when you can connect the dots between future capabilities needed, existing internal capabilities, and external supply. For example, internal skills data may reveal employees with transferable skills who could fill several open roles, allowing recruiters to focus external hiring on the capabilities that aren't available or would take too long to develop internally.

AI-frontier talent leaders see internal skills intelligence as essential for Talent Orchestration: They are **75% more likely than their peer set to strongly believe internal skills intelligence is critical for Talent Acquisition's future success**.

Talent Acquisition teams need skills intelligence, along with current market data, to work effectively across functions to shape role requirements, identify future capability gaps, and better evaluate internal and external talent pools. Good data is essential for orchestrating talent, and it's a key lever Talent Acquisition teams can pull as their mission evolves.

In practice: Leading organizations are creating a more connected view of skills, career development, and opportunity across the workforce. Solutions like LinkedIn Learning Career Hub[3] help make skills more visible, connect employees to growth opportunities, and inform talent decisions with richer workforce insights.

The signal for talent leaders: Internal skills intelligence strengthens external hiring. Integrated data will be crucial for Talent Acquisition teams to help their organizations determine the most effective hiring strategy, whether it's sourcing external candidates or elevating and redeploying internal talent. Shaping workforce decisions, rather than processing hiring activity, will be Talent Acquisition's future role.

Talent Acquisition's Strategic Moment

"In the past, we looked at all these domains as separate agendas. A better question is: does this company have the talent, leadership, and culture to win in the next decade?"



Markus Graf
Global Head of Talent, Nestlé

Chapter 2

The Team

The Future Recruiter: From Strategic Advisor to Career Concierge

Alongside hiring, recruiters will be more involved in supporting and shaping workforce strategy. They'll serve as a key advisor who aligns people, skills, and technology to drive better business outcomes.

Not all recruiters will recruit. Four new opportunities will emerge as the role expands beyond traditional hiring execution.

The Four New Recruiter Personas

The Headhunter
Your Executive Recruiter, Scaled

The headhunter finds and cultivates long-term relationships through high-touch interactions. This could range from attending niche community events to cherry-pick talent, to bi-annual dinners checking in on your favorite prospects, to branded events that gather and wow like-minded professionals.

AI-frontier talent leaders embrace this approach:

2.5x

They are 2.5x more likely than their peer set to say their organizations will significantly increase investment in high-touch human engagement, such as curated events and long-term relationship building, to attract and win top talent.



Nearly half of AI-frontier talent leaders also believe future recruiters will rely on creative sourcing strategies, such as invite-only roundtables or engaging with talent in targeted online communities, to reach hard-to-find or high-value talent.

Getting the best talent will require a more personal touch.

Organizations that evolve their recruiters to understand the market, business context, and industry landscape will stand a better chance of attracting highly skilled professionals.

Chapter 2

The Team

The Advisor
Your Talent Partner and Planner

The advisor turns talent intelligence into workforce strategy. As talent leaders take on a broader role in workforce planning, organizations increasingly value recruiters who can understand business priorities, anticipate talent needs, and guide (build, buy, borrow, and redeploy) decisions.

The market is already moving in this direction:

2.1x **Strategic Talent Advisor** is now the **largest senior talent role category**, with job postings in the category more than doubling year over year.

3.2x **Talent Intelligence** is the **top-emerging talent category**, with its share of job postings increasing **3.2x year over year**.

10x **Management** skills are **10x more likely** to appear in recruiter job postings than a year ago.

5x **Business** skills are **nearly 5x more likely** to appear.

Companies increasingly want talent professionals who can connect workforce strategy to business strategy, turning talent intelligence into action.

A Winning Formula to Win Talent

"The expectation is that our recruiters are very well-informed. We now have so much information at our fingertips and so many ways to learn things quickly. The expectation absolutely is no longer transactional. It's being an informed partner to a hiring manager or to a business."



Blair Bennett
SVP Global Talent Acquisition, PepsiCo

"Recruiters will be building relationships, not candidate pools. It's like an executive firm. They're saying, 'I just want to get to know you. You have great experience.' They're not doing a hard sell at all."



Melanie Dazzo
Vice President of Global Recruiting at Samsara.

Chapter 2

The Team

The Architect
The Experience Architect & Agent Owner

The Architect designs and manages the AI systems that power modern hiring, from talent agents and recruiting workflows to candidate experiences and hiring funnels. AI-frontier talent leaders expect many future recruiters to assume the Architect role:

AI-frontier talent leaders are more likely to predict future recruiters will:

54% design and optimize AI-enabled recruiting funnels by role, skill, and seniority.

49% be responsible for building, training, and managing AI recruiting agents.

43% apply predictive analytics to improve hiring decisions and long-term outcomes.

36% design personalized candidate journeys, giving candidates choice in how and where they engage.

Architects ensure AI recruiting systems are effective, trusted, and create optimal experiences for candidates. They embed AI across the talent lifecycle, helping organizations scale better hiring decisions, experiences, and outcomes. As hiring evolves, their role will be as much about redesigning recruiting processes as implementing new technology.

"We do not want to put the old processes in new technology. We need to redesign our processes end to end with these new technologies in mind."



Markus Graf
Global Head of Talent, Nestlé

In practice: As recruiting becomes more AI-enabled, leading organizations are investing in systems that understand how they hire, automate more of the recruiting workflow, and elevate talent decisions. Solutions like **Hiring Assistant 2** help recruiters bring richer intelligence into decisions so they can stay focused on the human aspects of hiring.

Chapter 2

The Team

The Concierge
A Proactive Career and Mobility Guide

As organizations place greater value on internal mobility and talent redeployment, some recruiters will support other talent functions as they help employees navigate opportunities inside the organization.

36% of AI-frontier talent leaders believe future recruiters will support retention, internal mobility, and talent redeployment.

Emerging Trend | Did You Know?

16% of AI-frontier talent leaders believe career guidance is a top three recruiter skill that is becoming increasingly important.

Spotlight: One Talent Function, One Strategy at HSBC

One objective behind HSBC combining Talent Acquisition and Talent Management into one Enterprise Talent Function was to take human-centered ownership of the full employee lifecycle experience, from attraction and onboarding through ongoing career journey and opportunity.

"The capacity to redeploy our workforce in the future will be a significant portion of the work done as a combined enterprise talent function... We already have a pretty high 45% internal mobility rate, but we think that'll continue to increase."



Noel Brown
Head of Enterprise Talent, HSBC

Top organizations are exploring how the same talent expertise used for external hiring can guide workforce decisions about how to retain and redeploy employees. AI can surface opportunities and identify talent at risk, but human judgment will remain critical in career conversations, mobility decisions, and retention efforts. Future recruiters will serve as career concierges to ensure their organizations thoughtfully execute each of these objectives.

In practice: Leading organizations are making internal opportunities easier to find and act on, helping talent teams match employees to the roles and projects where they can create the greatest impact. Solutions like **LinkedIn Learning Career Hub** help organizations identify internal talent, redeploy skills faster, and fill critical needs before turning to external hiring.

Chapter 2

The Team

Top 5 Future Recruiter Responsibilities

The top five expected recruiter responsibilities in the next three years, according to global AI-frontier talent leaders:

60% Responsible AI use in hiring

54% Designing and optimizing AI-enabled recruiting funnels

49% Building, training, and managing AI recruiting agents

48% Contributing to workforce planning, anticipating talent needs, and informing build, buy, borrow decisions

46% Using data and analytics to improve recruiter and team effectiveness.

Top 5 Future Recruiter Skills

41% AI literacy

33% Critical thinking, including evaluation of AI output

30% Skills-based hiring expertise

25% Adaptability

22% Data analysis

Chapter 2

The Team

For AI-frontier organizations, AI literacy skills and adaptability are even more important. Overall, they prioritize these future skills more than their peers, which suggests their talent teams will mirror the skills agility the larger organization needs. These teams will bring together both technical and soft skills to better support the business.

The signal for talent leaders: To effectively orchestrate talent, future recruiters will need to be flexible and adaptable. They'll need a combination of AI, communication, and interpersonal skills that make them, and their organizations, more agile in a changing job market.

Bringing Insight to Influence Talent Decisions

"What I really picture is very mature talent advisors — someone who understands whether this is a skill we need long-term or short-term, whether we should acquire the talent or fill internally, whether we can borrow this talent from another team or borrow on contract or use technology. It becomes much more advisory, and less focused on fill-the-requisition."



Jennifer Tulk Courtis
Head of Global Talent Acquisition, Mastercard

"Talent Acquisition will be working upstream, not downstream. It's going to help shape capability, not just fill open requisitions."



Scott McGuckin
VP Global Talent Acquisition, Cisco

Chapter 3

Trusted Talent Signals

A New Game Plan for Verifying and Assessing Talent in the AI Age

AI is making it easier for companies to create a more dynamic, data-driven talent organization.

But as much as it is an enabler, AI is also a disruptor. One in three recruiters say it's becoming harder to distinguish real applications from fake ones. AI has created so much noise for talent teams. Today, job seekers are adapting faster than hirers. Applicants can write custom resumes, prepare for interviews and present themselves as strongly as possible. Companies are inundated with applicants, some of whom are well qualified, and others who don't even exist.

Trust is the #1 hiring-integrity topic recruiters are discussing on LinkedIn. Recruiter conversations about trust have doubled YoY in the U.S., spanning topics like authenticity, candidate verification, and separating signal from noise.[3]

"Trust is at the core of our product. It's at the core of our company. We have to make sure that our hiring process reflects that at every stage for everyone involved. And so for us, making sure that we have the right steps in our process to validate someone's identity, validate their experience and validate their skills and capabilities is really important."



Becky McCullough
VP Talent & People Experience, HubSpot

Talent teams currently face four key challenges, all of which tie back to trust:

Too many applicants

In the US, 1 in 10 tech jobs go viral (1 in 20 jobs across industries). Applications per applicant are up 30% compared to pre-pandemic (Feb 2020).

Assessing candidate quality

Talent teams don't have guardrails or tools in place to verify candidates' claims or work experience.

Resumes aren't enough

Organizations are no longer hiring for static jobs. Instead, they're hiring for someone who will deliver upon changing demands. This involves criteria a resume doesn't always reflect.

Skills-based hiring

Skills-based vs. credentials-based hiring is the second largest uncertainty for talent leaders. AI skills are particularly challenging to verify because they're still emerging and there's no standard way to assess them.

Chapter 3

Trusted Talent Signals

Talent Acquisition teams need to turn some of this noise into trusted signals.

With AI, anyone with a keyboard can craft a compelling profile, making verification, authenticity, and proof of work critical for teams to hire the right person for the right role.

Turning candidate data into trusted evidence

Evidence and authenticity unlock hiring efficiency.

Going forward, verified identity, employment, and skills will be complemented by authentic expressions of work and expertise, including professional activity, portfolios, and other demonstrations of real work.

These signals will give teams a more complete and reliable view of talent, helping them make better hiring decisions.

The New Trust Signals

82% **of talent leaders** say identity verification will be a critical step in hiring. AI-frontier talent leaders are **1.6x more likely** to strongly believe this than their peer set.

82% **of talent leaders** say skills verification will replace resumes as the most trusted candidate signal AI-frontier talent leaders are **1.8x more likely** to strongly believe this than their peer set.

80% **of talent leaders** say talent teams will lean on referral programs and networks to cut through the noise. AI-frontier talent leaders are **1.6x more likely** to strongly agree than their peer set.

78% **of talent leaders** say social signals, such as mutual connections, endorsements, and comments, will play a greater role in hiring decisions. AI-frontier talent leaders are **1.6x more likely** to strongly agree than their peer set.

In practice:

LinkedIn Hiring Assistant 2 brings identity verification, skill validation, and rich professional signals so recruiters can assess candidates with greater confidence.

Ironically, organizations will use AI to gather this evidence. Across the board, more than **8 in 10 talent leaders say candidate assessment (agentic or otherwise) will move to the top of the funnel for many roles; that candidates will demonstrate their skills through assessments or AI simulations for most roles; and AI-conducted interviews will become a standard first step in candidate screening**. A majority of AI-frontier talent leaders agree with all three approaches, and are more likely to support AI-enabled candidate screenings and assessments than their peer set.

Chapter 3

Trusted Talent Signals

While evaluating candidates' capabilities earlier can help talent teams identify the strongest applicants sooner, responsible AI use will make or break this approach. Organizations will have to govern their AI tools for potential bias, drift, and hallucinations to ensure the hiring process is fair and doesn't unintentionally exclude certain groups.

The signal for talent leaders: Verification must come at the beginning of the hiring process, not the end. Confirming identity and qualifications early will reduce noise, improve candidate quality, and make hiring more efficient.

Spotlight - How HubSpot is Making Hiring More Trustworthy

HubSpot applies a white-glove recruiting model to principal and distinguished engineer hiring. Curated meetups, dinners, and small roundtables help the company build relationships and credibly identify critical talent through differentiated, high-touch experiences.

The company also relies on referrals to bolster trust in its hiring process.

> "In a world where AI can generate a resume in 3.2 seconds, the resume doesn't matter as much. You need more signal and depth versus volume... That's part of why referrals are becoming more important again. It's the authenticity, the tried and true, tested. You have more data points on a referral's performance than someone applying cold."



Becky McCullough
VP Talent & People Experience, HubSpot

Chapter 4

Future Metrics

Measuring What Happens After the Hire

Making a hire is only part of the journey.

To drive Talent Orchestration, Talent Acquisition will expand beyond point-in-time metrics and orient around longer-term talent value. The majority (98%) of AI-frontier talent leaders agree and believe **metrics will evolve from point-in-time snapshots to comprehensive talent lifecycle health metrics**.

Zooming Out on Metrics

Today's Metrics	Tomorrow's Metrics
How effectively did we hire?	**How effective is our hire?**
Quality of Hire: By Opinion Manager satisfaction 90-day check-in	**Quality of Hire: By Outcomes** Business impact Measured over time
Hiring Efficiency Time-to-fill Cost-per-hire	**Talent Value** Time-to-productivity Results delivered
Recruiting Funnel Performance Offer acceptance rate Interview-to-hire conversion	**Talent Lifecycle Health** Internal fill rate Critical-talent retention

AI now allows organizations to connect disparate data across the talent lifecycle and more accurately measure "quality of hire," a problem Talent Acquisition has struggled with for years. Leaders predict Talent Acquisition teams will orient around the new metrics above over the next three years to improve talent measurement.

Quality of hire will always be the north star metric, but organizations increasingly want their data to answer more pointed questions, such as: Did we hire the right person? What actually drove the good hire? Why did they stay? Did they keep creating value a year in? Metrics such as employee performance, the long-term success of hires, retention, productivity, and business impact will help them answer these questions.

Chapter 4

Future Metrics

Future talent metrics will define success by workforce outcomes, not recruiting inputs. However, these metrics depend on teams having better underlying talent data and more trusted signals about employee and candidate capabilities.

There's no single operating model or one-size-fits-all approach that can guarantee this, but AI-frontier organizations may point the way forward.

Building a more connected talent ecosystem

Silos block Talent Orchestration.

A system that creates a single source of truth across the talent lifecycle is also part of the core infrastructure Talent Acquisition teams need as their role evolves.

Why can't teams have a skill development plan in place during onboarding when gaps are identified in the hiring process? Why isn't a recruiter notified when a star employee is burning out? There is so much future potential for talent organizations.

Talent teams will need to connect hiring, onboarding, development, retention, mobility, and workforce planning to unlock these possibilities.

82% **of talent leaders** already believe this, **and 41% of them strongly agree** a connected foundation is vital for Talent Acquisition's future success.

AI-frontier talent leaders are putting this into practice.

At Klick Health, talent acquisition, workforce planning, learning and development, talent intelligence, and HR business partners collaborate to understand how AI is reshaping work, identify emerging skill needs, and determine which capabilities the organization needs to build. This cross-functional approach creates a stronger foundation for workforce planning, capability development, and talent decisions. AI-frontier organizations are **92% more likely** than their peer set to have shared talent architecture and consistently use it. They're also more likely to report **full integration between Talent Acquisition and other related talent functions, such as Talent Management**.

This synergy will be crucial as Talent Acquisition teams increasingly feature a range of highly skilled specialists on their bench. **About 4 in 10 talent leaders** believe recruiters will become deeply specialized, aligning to specific functions, domains, or skill areas. As they do, a shared talent architecture can ensure this deep expertise turns into democratized, actionable talent intelligence that guides future hiring and workforce decisions.

Chapter 4

Future Metrics

"Within our people practices, talent acquisition, workforce planning, learning and development, talent intelligence, and HR business partners work collaboratively to understand how AI is changing work, what skills are needed, and which capabilities we need to build as an organization."



Deanna Pathak
SVP Talent and Organizational Strategy, Klick Health

Talent Acquisition's integration with Workforce Planning and People Analytics:

75% **of AI-frontier talent organizations vs. 40% of their peer set**

Talent Acquisition's integration with Talent Management:

73% **of AI-frontier organizations vs. 41% of their peer set**

Talent Acquisition's integration with L&D/Talent Development:

69% **of AI-frontier organizations vs. 41% of their peer set**

A blueprint for building high-quality talent lifecycle data

AI-frontier talent leaders prefer a centralized team structure. This same approach may help their organizations improve talent lifecycle metrics that are essential for effective Talent Orchestration.

AI-frontier talent leaders are **2.1x more likely** than their peers to strongly believe **talent functions need to come together to solve the entire talent lifecycle.**

Connecting these functions does more than improve coordination. It creates a trusted data foundation for aligning hiring, skills, and roles with critical business priorities.

Organizations will assemble their talent teams differently based on their needs, but centralization likely will be the norm.

Chapter 4

Future Metrics

Unifying the Talent Organization

40%	Talent Acquisition remains centralized with some recruiters embedded
31%	Talent Acquisition remains centralized within HR
21%	Mostly embedded in business units, with some central
7%	Fully decentralized into business units

The signal for talent leaders: Siloed metrics and siloed teams provide only a partial view of talent value. Connecting work and data across the talent lifecycle creates a future-driven and more strategic talent organization that's well positioned to deliver better business outcomes.

The New Metrics That Matter

"The metrics will change, from time-to-fill to time-to-productivity, from offer acceptance rate to quality of hire, retention, internal mobility. This body of work should be driving more than just efficiency gains. It should be driving higher quality talent and higher quality experiences."



Scott McGuckin
VP Global Talent Acquisition, Cisco

"Today, we look at things in single instances versus where the actual flow of metrics are headed to get to a place where the employee has accomplished the things they want and need to accomplish. Career progression is a metric. New hire satisfaction — that feeling of 'I know what I'm supposed to be doing' — that's a really important metric."



Blair Bennett
SVP Global Talent Acquisition, PepsiCo

"Time-to-fill is becoming a baseline metric. You watch it, but only because it matters when it breaks. What we're actually building toward is candidate quality, new-hire performance, and long-term talent outcomes. Our TA data and insights team is building dashboards that connect the dots, from interview scores, to early performance, to how someone's actually doing 12 to 18 months in."



Ben Olson
VP Talent Acquisition, LinkedIn

"It's all one lifecycle: from the day someone clicks on our career site, all the way through onboarding, learning, upskilling, moving around the organization, back to performance management. That's the information carried through, stage to stage — one lifecycle, one journey."



Jennifer Tulk Courtis
Head of Global Talent Acquisition, Mastercard

Conclusion

Methodology

& Acknowledgments

Survey data

This research surveyed 771 HR and Talent Acquisition leaders at organizations with more than 1,000 employees who have influence over, or decision-making responsibility for Talent Acquisition's organizational structure and cross-functional collaboration. The survey was fielded in June 2026.

Surveyed geographies include: United States (n=200), United Kingdom (n=131), France (n=125), Germany (n=129), India (n=126), and Australia (n=60).

Surveyed organizations include companies with 1,001-5,000 employees (51%), 5,001-10,000 employees (34%), and more than 10,000 employees (15%). Respondents represented a range of senior HR and talent leadership roles, including CHROs, Heads of HR, HR leaders, and Talent Acquisition leaders.

Survey data analysis of AI-frontier talent leaders

The analysis of AI-frontier talent leaders compares two groups of survey respondents: AI-frontier talent leaders and all other talent leaders (referred to as “peer set”).

AI-frontier talent leaders were identified using three criteria. Respondents qualified as AI-frontier talent leaders if they: 1) selected the highest level of AI adoption maturity in recruiting (“optimizing”), indicating that AI is core to how recruiting operates and is actively measured and refined; 2) reported significant AI impact across five or more metrics and 3) reported a high degree of agency in their role.

Comparing AI-frontier talent leaders against all other talent leaders provides insight into how organizations at the forefront of AI adoption are approaching talent strategy, recruiter capabilities, organizational design, and the future of hiring differently.

LinkedIn platform insights

Behavioral insights for this report were derived from the billions of data points generated by 1 billion members, 14 million job posts, and 5 million profile updates per minute. Specific analysis featured included:

- **Recruiter internal movement:** Data reported on the internal roles recruiters were moving into and how those transitions changed from 2020 to 2025.
- **Emerging talent job categories:** Analysis of hiring demand and job posting trends to identify the fastest-growing talent and recruiting-related job categories (Jan-Jul, 2025-2026). Analysis reports on the share-of-job postings per 10,000 jobs to account for market dynamics.
- **Emerging recruiter & talent acquisition professional skills:** Analysis of skills appearing in Recruiter and Talent Acquisition job postings to identify the capabilities growing most rapidly in demand (Jan-Jul, 2025-2026).
- **Recruiter conversations:** An analysis of recruiter conversations on the LinkedIn platform and how topics have grown or changed over time (YoY).

Conclusion

Methodology

& Acknowledgments

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1. **The Talent Velocity Advantage**
2. **Getting Started with Talent Architecture and Skills Intelligence Toolkit**
3. **LinkedIn Learning Career Hub Is Here**