



Beyond Hiring: The Rise of Talent Orchestration

It's no surprise that 75% of talent leaders say their role is more challenging than ever:

- Global hiring remains 30% below pre-pandemic levels
- Job transitions are at a 10-year low
- AI is transforming how we work at scale

Who (and how) do you hire and what skills do you develop when skills are changing by 35%* every year? Talent teams now must navigate these questions. They're finding their answer in a new model that will put Talent Acquisition at the heart of transformation:

Talent Orchestration.

Nearly 9 in 10 talent leaders believe Talent Acquisition is entering its most influential era.

Now, that optimism must be paired with tactics that connect talent and business strategy. To help teams, we identified and analyzed a cohort of AI-frontier talent leaders who reported high impact from AI across at least five talent metrics. **Here's what the data tell us about the future of talent.**

THE MODEL

One talent strategy, one connected foundation

If acquisition is about filling jobs, Talent 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.

No more silos. Instead, a more connected talent foundation that brings hiring, onboarding, development, mobility, and workforce planning together. With this shared view, organizations can identify the skills they need and determine whether to hire, build, move, flex, or redesign capabilities to get them.

The likely result?
A more resilient, high-performing business.

81%

of talent leaders believe winning talent organizations will start every conversation with the **desired business outcome**, not a mandate to hire.

THE TEAM

Not all recruiters will recruit

Talent acquisition professionals will lead the charge with external hiring and expand more into a range of new opportunities.

The market is signaling this shift, with new roles emerging around strategic talent advisors, talent intelligence, employer brand, and AI hiring operations. Plus, more business and management skills are being featured prominently in recruiter job postings.

Four Emerging Personas in Talent Acquisition:



The Headhunter

Cultivates long-term relationships through high-touch experiences.

2.5x

AI-frontier leaders are 2.5 times more likely to say their organizations will invest more in high-touch human engagement, such as curated events, to get top talent.



The Advisor

Turns talent intelligence into workforce strategy and guidance.

3.2x

Job postings for talent intelligence more than tripled year-over-year, making it the top emerging job category in talent acquisition.



The Architect

Designs and owns AI-enabled hiring funnels, user experience, and talent agents.

TOP 2

AI-frontier talent leaders rank designing and optimizing AI-enabled recruiting funnels by role, skill, and seniority as a top future recruiter responsibility, behind only responsible AI use in hiring.



The Concierge

Proactively retains, moves, and guides critical internal talent.

36%

More than one-third of AI-frontier talent leaders believe future recruiters will support retention, internal mobility, and talent redeployment.

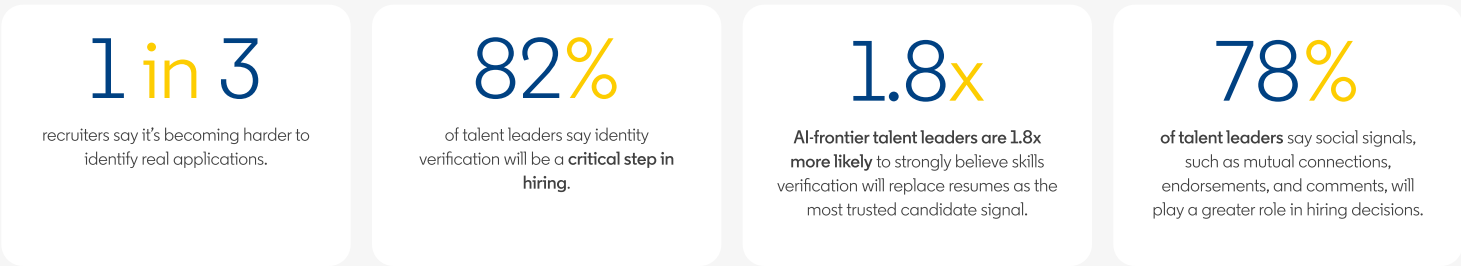
THE SIGNALS

Evidence and authenticity unlock hiring efficiency. Not AI alone.

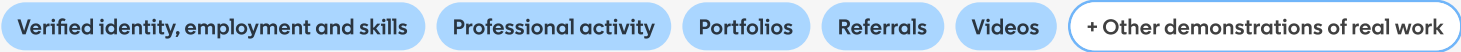
AI is both an enabler and a disruptor for talent teams. It allows applicants to write compelling resumes — and makes professional experience easier to manufacture.

On LinkedIn, recruiter conversations about trust have doubled YoY, spanning topics like authenticity and candidate verification.

By turning these signals into a more complete and reliable view of candidates, organizations will put the right talent in the right seats.



Talent teams will need richer, more trusted signals to better assess candidates:



THE METRICS

Hiring is the start of the journey, not the end

Talent Orchestration requires organizations to revisit the metrics that shape the entire talent lifecycle. Quality of hire will remain the North Star metric, but talent acquisition leaders also will measure what happens after the hire: from time-to-productivity to mobility and growth.

These metrics will help talent teams answer two key questions: Did we hire the right person and what value has that hire created?



Today's Metrics How effectively did we hire?	Tomorrow's Metrics 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

SEE WHAT'S BEING SAID:

"Never before have Talent Acquisition leaders had to be greater business experts. Think more like a COO. Systems thinking is more important than ever."

Becky McCullough
VP Talent & People Experience, HubSpot

→ Download the full report



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