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HOW SHOULD TALENT ROLES BE REALIGNED IN AI-ENABLED TALENT ORGS?

LinkedIn Talent Connect

30TH SEPTEMBER 2026

THE AI STORY: CONFIDENCE AT THE TOP. BUSYWORK ON THE GROUND.

79% vs 51%

of CEOs say AI has improved efficiency, but only 51% of individual contributors agree, and 52% say AI has added to their workload

Korn Ferry Workforce 2026: Growing Nowhere, 16,000+ professionals, 11 markets

WHAT IT TELLS US

AI is landing as more activity, not more outcomes yet.

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THIS STAT MATTERS BECAUSE MOST TA LEADERS TODAY ARE ASKING THE WRONG AI QUESTION…

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*THE MOST **COMMON QUESTION***

“WHERE SHOULD WE USE AI IN RECRUITMENT?”

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*THE MOST **DISRUPTIVE QUESTION***

“IF WE WERE DESIGNING TA FROM SCRATCH TODAY, WITH AI ALREADY AVAILABLE, WOULD WE STILL DO IT THIS WAY?”

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WHAT I'M OBSERVING ACROSS TRANSFORMATION WORK

TECH

A PARADIGM SHIFT FROM TALENT ACQUISITION TO TALENT ACCESS

TRUST

CREDIBILITY IS EARNED IN ADVICE, NOT ADMIN

PROOF

WE ARE MEASURING ACTIVITY WHEN THE BUSINESS WANTS OUTCOMES

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THE FORK: ONE WAY CHANGES THE OUTCOME

BOLT AI ONTO TODAY'S MODEL

- Same roles, same handoffs
- Faster process, unchanged outcomes
- Recruiters stay in work AI should absorb
- Still scored on activity, not capability

REDESIGN THE WORK

- Understand workflows & workarounds
- Realign capability to where value sits
- Build learning agility to keep adapting
- Measure capability outcomes, not throughput

AUTOMATION WITHOUT REDESIGN IS JUST FASTER FRICTION.

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STOP ALLOCATING REQUISITIONS. START DIVIDING THE WORK.

AI

- Scheduling and reminders
- Workflow and status updates
- First-draft comms and job ads
- FAQ candidate queries
- Structured data capture
- Repeatable reporting

AI leads: pattern, prediction, scale, speed.

HUMAN

- Stakeholder influence
- Hiring manager coaching
- Candidate judgement
- Talent strategy
- Culture add and values alignment
- Negotiation and sensitive conversations

Humans lead: judgement, context, trust, trade-offs.

HUMAN + AI

- Market mapping and talent insight
- Inferring underlying skills
- Inputs that shape workforce plans
- Refining the shortlist
- Designing interviews
- Analysing data

Humans + AI: insight, design, decision support.

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REFLECTION

“IF YOU WERE RE-DESIGNING TA TODAY, WHAT WOULD YOU WANT TO BE KNOWN FOR?"

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THE RESPONSES WERE INSIGHTFUL..

...because leaders weren't describing a slightly better version of recruiting with AI, they were describing a different mindset and realigning roles for different outcomes.

> *TA should want to be known for talent insights. If we can spend more of our time understanding the market and advising on where talent is and then building strategy to attract the best people into the organisation. Leading the discussions with this insight will minimise extra time and effort in managing the sourcing process where the talent is not available or harder to attract.*

> *...changing how we think about talent, how we work and align outcomes to what organisations truly need.*

> *I'd want to be known as the person who actually knew the org. Not "the recruiter who filled the role" but the person a leader wants to* call when they're not sure yet what the gap even is. The trusted advisor is a bit cliche but so true in our field.

> *Many TA teams aspire to be talent advisors, but the work often follows the metrics being measured. I'd want to reimagine roles, operating models, and success measures.*

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FIVE ROLES THAT WILL BE REALIGNED

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FROM MANAGING REQS TO UNDERSTANDING CAPABILITY

ROLE 1:
FROM RECRUITER TO CAPABILITY BROKER

The shift is from managing requisitions and applicants to advising the business on when to build, buy, borrow, bounce, redeploy or redesign the work.

OUTCOME MEASURES:
Speed to productivity, hiring manager decision confidence at 6 months, capability gaps closed without an external hire.

SKILLS
Commercial Context, Curiosity, Consulting, Influencing, Collaboration

REALITY CHECK

When a hiring need appears, how often is the first response to open a req, rather than ask what's the work the role owns?

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FROM LISTS OF NAMES TO MARKET FORESIGHT

ROLE 2: FROM SOURCER TO TALENT INTELLIGENCE PARTNER

Proactive sourcing and market research are an increasing capability gap. While many teams now have CRMs, most pipelines still kick off when the req opens.

MEASURES OF SUCCESS:
Hires from existing pipeline, intelligence used in workforce decisions, less agency reliance.

SKILLS
AI & Data Leverage, Storytelling & Visual Communication, Curiosity

REALITY CHECK

Are your sourcers building strategic intelligence, or still measured on the number of names added to a project folder?

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FROM COORDINATING STAGES TO DESIGNING JOURNEYS

ROLE 3: FROM RECRUITMENT COORDINATOR TO EXPERIENCE ARCHITECT

This role focuses on the journeys for candidates and hiring managers, how processes are designed and adopted, and the feedback loops around them.

OUTCOME MEASURES:
Experience scores tied to offer acceptance, adoption of redesigned processes, drop-off removed.

SKILLS
Systems Thinking, Workflow Design, Data & AI Leverage, Collaboration

REALITY CHECK

If AI removed 50% of coordination activity, what higher-value experience work could this team improve?

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FROM ADMINISTERING SYSTEMS TO LEVELLING UP OPTIMISATION

ROLE 4: FROM RECRUITING OPERATIONS TO PRODUCT OWNER

This role owns the performance of the TA technology ecosystem: AI governance, adoption, workflow optimisation and capability uplift. Less system administration, more ensuring technology changes how work gets done.

OUTCOME MEASURES:
Adoption of the tools that matter, work removed by automation, a connected stack with fewer manual handoffs.

SKILLS
Product Mindset, Ecosystem Thinking, Collaboration, Prioritisation

REALITY CHECK

Does anyone own the overall performance & direction of your tech stack vs system administration?

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FROM LEADING A FUNCTIONAL TEAM TO LEADING CHANGE

ROLE 5:
FROM HEAD OF TA TO TRANSFORMATION LEADER

This role designs how TA works and leads the change to get there: operating model and workforce strategy, AI adoption and enablement, and connecting the talent ecosystem so the parts work as one.

OUTCOME MEASURES:
Capability gaps closed against the workforce plan, adoption of new ways of working, a talent ecosystem measured on business outcomes.

SKILLS
Product Mindset, Ecosystem Thinking, Collaboration, Prioritisation, Change Leadership

REALITY CHECK

Do TA leaders feel ready to lead a team that gives advice, has product ownership and turns data into insight, all at once?

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THREE RISKS TO GET AHEAD OF

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1. WE REPORT ACTIVITY WHILE LEADERS WANT OUTCOMES

BLIND SPOT

Do your metrics prove business value or recruitment activity?

RISK 1

In large-scale transformations, leaders rarely talk about time-to-fill. They talk about retention, productivity and business outcome metrics.

THE SHIFT:	***FROM:***	***TO:***
From measuring hiring activity to tracking business outcomes.	*time-to-fill, SLA and activity volume.*	*Quality of Hire, Retention, Speed to Productivity*

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2. LEARNING VELOCITY IS A BLOCKER OF AI ROI

BLIND SPOT

Are you hiring for current needs, or capacity to continuously evolve?

RISK 2

Most organisations are teaching people how to use AI and focusing on adoption. Far fewer are preparing people to continually reinvent how they work.

THE SHIFT:
Organisations that learn fastest will outperform those that automate fastest.

KORN FERRY LEARNING AGILITY LENS
Mental | People | Change | Results | Self-awareness

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3. TA NEEDS TO BECOME THE TRUST LAYER

BLIND SPOT

Could your process answer two questions: is this real, and is this good?

RISK 3

As AI floods hiring with signals on both sides, information stops being scarce. Trust becomes the scarce commodity.

THE SHIFT: TA must sit between automated signals and hiring decisions as the human judgment layer, validating signals, explaining them, and guiding hiring managers.

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THE CAPABILITIES THESE RISKS DEMAND

RISK 1
COMMERCIAL CONTEXT

Measured on retention, productivity and business outcomes, giving leaders insight that proves business value rather than hiring activity.

RISK 2
LEARNING AGILITY

Keep reinventing how the work is done, not just doing it faster, and hire for the capacity to keep evolving.

RISK 3
JUDGMENT

Validate what AI surfaces, know when to trust a signal and when to probe, and give hiring leaders confidence the shortlist is real and fair, not just fast.

FUTURE TA CAPABILITY STACK

Commercial Context | *Curiosity* | *Storytelling* | *Tech Leverage* | *Consulting* | *Change* | *Learning Agility* | *Judgment*

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Technology will continue to disrupt regardless. How we realign our work is up to us.

THREE ACTIONS TO TAKE BACK TO YOUR TEAMS

1

Measure outcomes, not activity.

2

Move value from coordination to judgment.

3

Learn faster than you automate.

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BREAKOUT: REDESIGN A ROLE ON YOUR TEAM

01 STOP

Where is effort spent that no longer creates value?

What should move to AI or automation?

02 REDESIGN

What does the role do instead eg: advise, experience, product

What capability does it need that it does not have today?

03 PRESERVE

Which decisions in this role stay human in the context of your organisation?

How would you know the role is working?

THE 5 ROLES

- Recruiter → **Capability Broker**
- Recruiting Coordinator → **Experience Architect**
- Sourcer → **Talent Intelligence Partner**
- Recruiting Operations → **Product Owner**
- Head of TA → **TA Transformation Leader**

DISCUSS:

Which of these 5 roles is your team furthest from and why? What is the first role you would rethink and why?

Then focusing on this role, to reshape it today, with AI already available:

- What work would you stop?
- What parts would you rebuild?
- What judgment should stay human?

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