



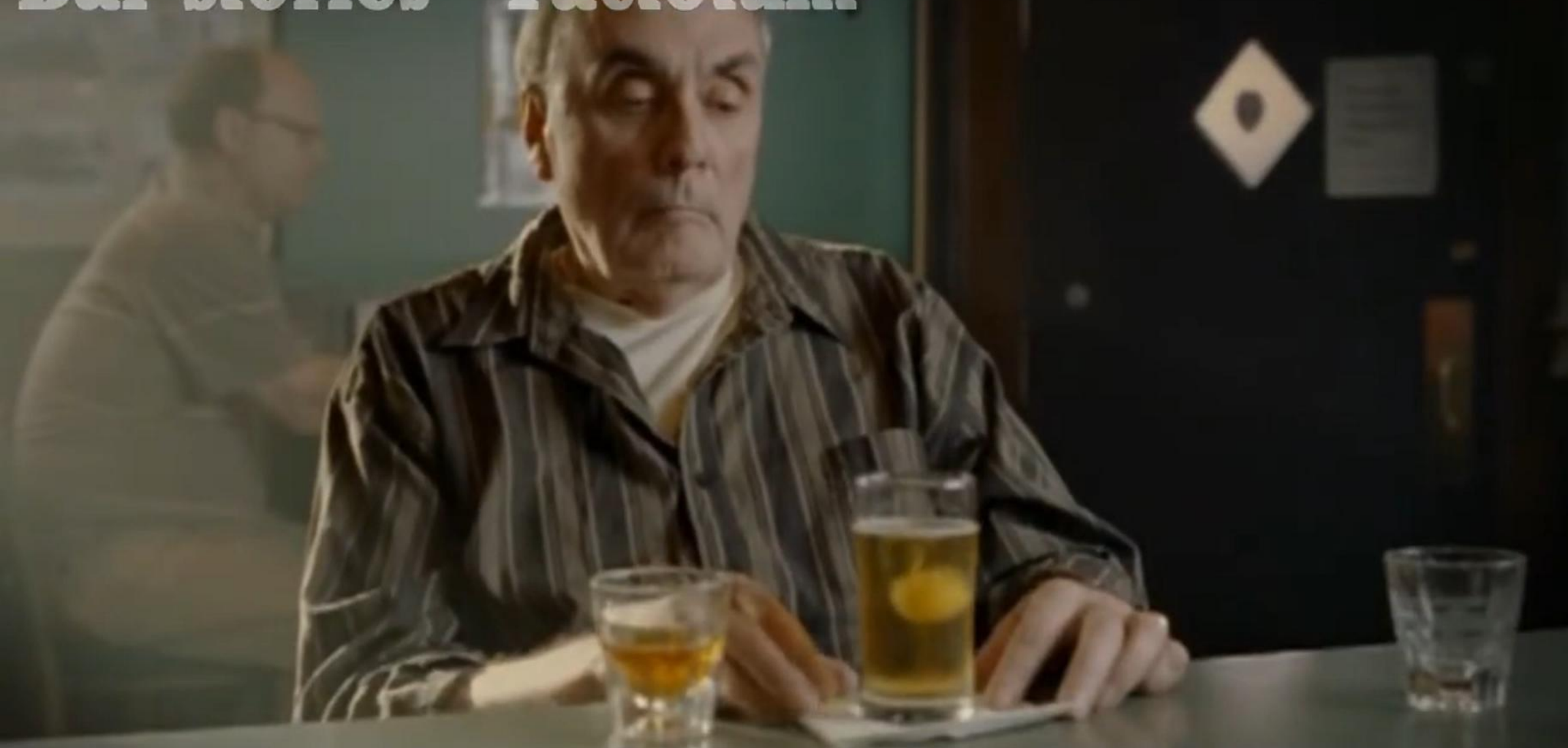
ENTERPRISE GROWTH THROUGH AI- POWERED TALENT MODELS

David Ellis, PhD
Korn Ferry

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Bar Stories - Factotum





CHROS: BALANCING ON THE HIGHWIRE

Supporting forward business momentum in the face of significant disruption.

EFFICIENCY
boosting productivity

VS.

GROWTH
while expanding markets

EXCELLENCE
perfecting operations

VS.

AGILITY
while enhancing
organizational flexibility

SHORT-TERM WINS
meeting immediate goals

VS.

LONG-TERM NEEDS
while investing in future
capabilities



TRANSFORMATION PRIORITIES FOR CHROS

90%

of the *World's Most Admired Companies* are re-evaluating their operating models

66%

know the *skills needed* for their business's *future growth*

only

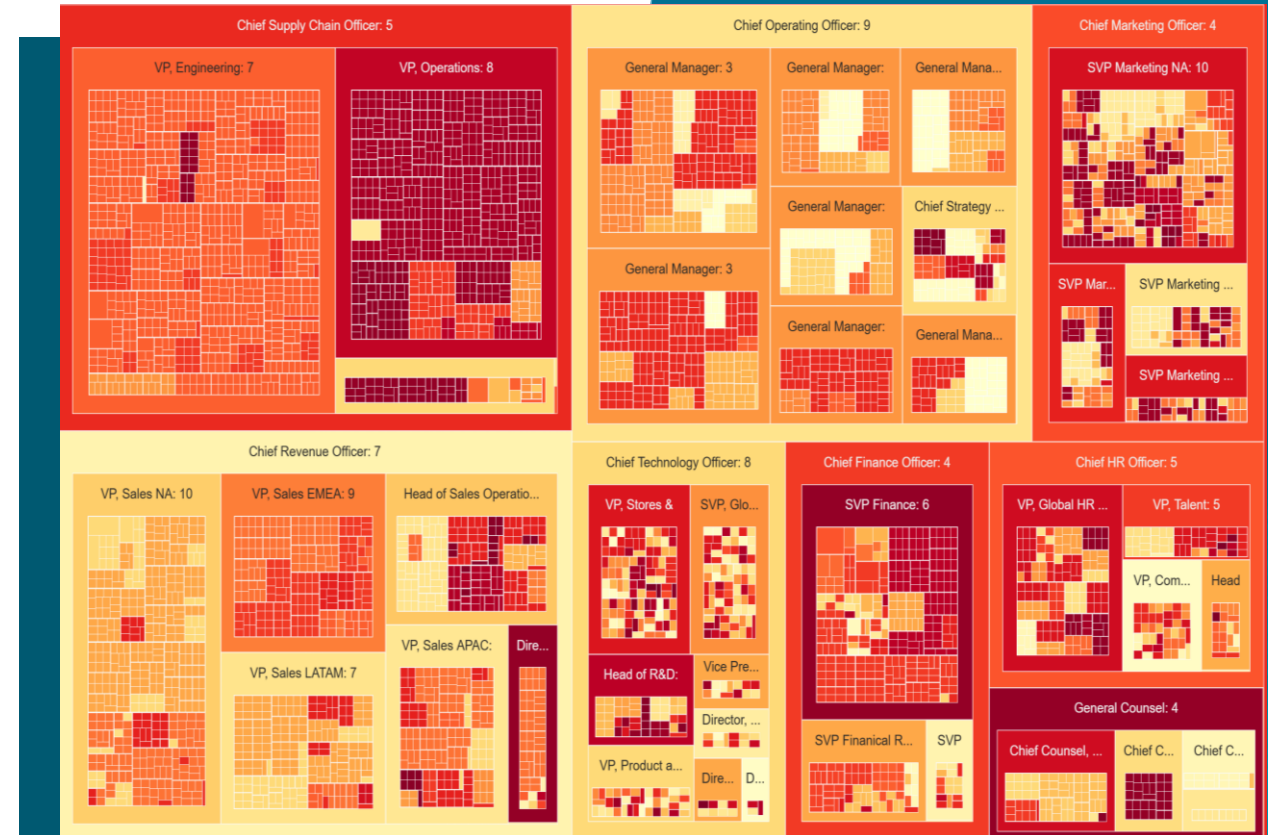
48%

know how to get the *future skills* needed through hiring, reskilling, etc.

WHAT DOES THAT AI-ENHANCED OP MODEL WORK LOOK LIKE?

Illustrative AI Heatmap

- Aligning resources to growth opportunities:**
 - 53% of Most Admired Companies are aligning their operating models to customer journeys
 - 33% are centralizing functions for greater efficiency
- Upskilling leaders to become “AI-ready”:**
 - Sustain the vision; take decisive action; scale for impact; don’t stop at success; champion learning... and unlearning; address fears
- Assessing how AI reshapes work and roles:**
 - 51% are adapting their organizations to new technologies, including AI
 - Creating an AI-impact heatmap (see example) showing the extent of AI disruption on skills and roles



Korn Ferry's skills-based organizational view

- Dark shows job responsibilities with higher AI-impact potential
- Light shows where job responsibilities require greater human input

THE AI IMPERATIVE: SEIZING THE MOMENT

5%

Despite 42% of CHROs prioritizing investment in AI, only 5% of HR teams are well-prepared to embrace it

40%

of CEOs see the biggest obstacle to integrating AI into their organization's talent management is:

"Insufficient AI-related knowledge and skills within the HR team"

KF Institute Research

0%

of CHROs say they are FULLY prepared

Reported as percentage of total respondents; 2025, N= 756.



TALENT ACQUISITION: THE STRATEGIC CONNECTOR ACROSS THE TALENT LIFECYCLE



TALENT ACQUISITION: Early Adopters of AI

The Opportunity: Build a talent system that evolves with the business and positions HR as a central force for growth.

TRANSFORMING TALENT ACQUISITION TO MEET THE DEMANDS OF TOMORROW

AI isn't just improving TA efficiency. It's reshaping the *who, what, and how* of the work-enabling humans and AI to work together in new, more powerful ways.

Leaders

AI-Enabled, Future Ready, Consultative

- Use AI agents to automate tasks & augment decisions, freeing recruiters to build trust and human connections
- Redesign recruiter roles to focus on strategy & advising
- Shift from roles-based to skills-based hiring (powered by AI insights)
- Real-time talent intelligence fuels planning & agility, and tailored engagement with hiring managers and candidates
- Operating model evolves as business evolves

(Too) Late Adopters

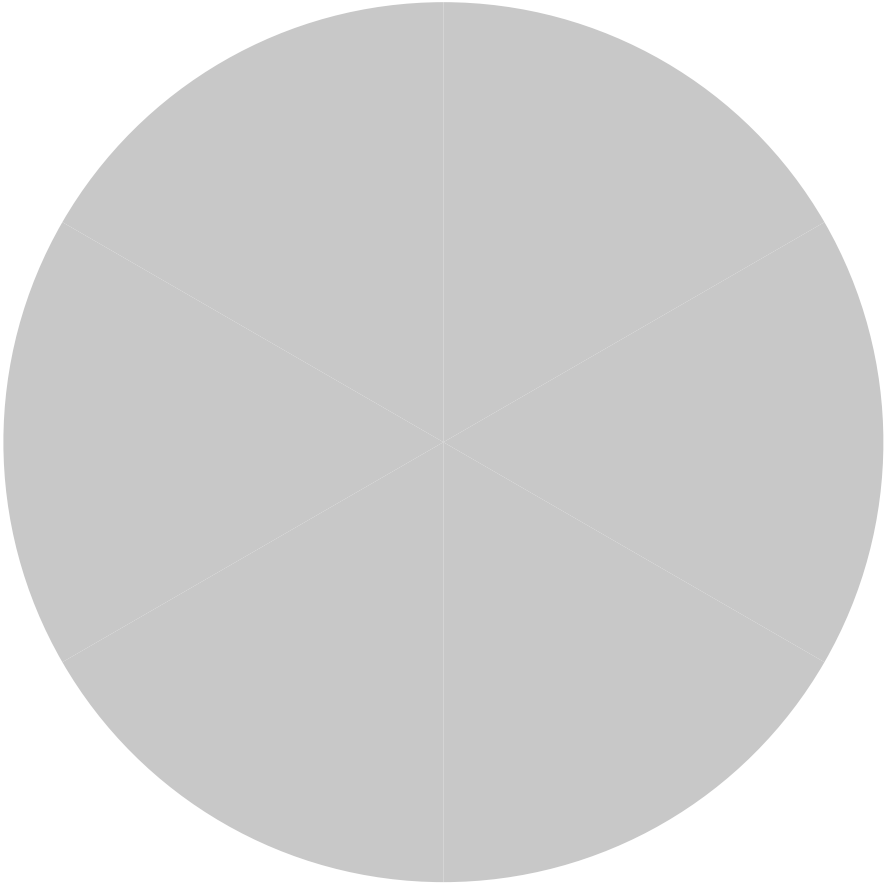
Manual, Reactive, At Risk

- Still rely on manual processes & spreadsheets, limiting recruiter capacity for strategic engagement
- Recruiters still over-indexed on transactional tasks, with little time to connect with and influence candidates or partner with hiring managers
- Continue using rigid job descriptions & outdated reqs, resulting in impersonal, inefficient hiring experiences
- Lagging data leads to reactive hiring and slow pivots
- Fixed org charts & siloed functions inhibit progress

Organizations using AI in TA have seen a 35% reduction in time-to-fill and a 25% reduction in cost-per-hire.

THE TALENT CYCLE

Talent Cycle



◆ AI Overview



David Ellis, a prominent figure at [Korn Ferry](#), is **80 years old** as of 2025, with his age featured in a Korn Ferry article titled "80 Years Old and Still Working". [🔗](#)



Name:

David Ellis, PhD [🔗](#)

Affiliation:

Korn Ferry [🔗](#)

Age:

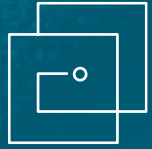
80 years old [🔗](#)

Role:

He is a consultant for Korn Ferry and has contributed to articles like "This Week in Leadership". [🔗](#)



WHAT'S HAPPENING NEXT? (2025+)



Generative AI

- Personalized job posts, messaging, interview assist
- Real-time feedback for candidates and recruiters



Integrated Talent Platforms

- Unified, seamless, mobile-friendly experiences



Human + AI

- AI agents extend recruiter capacity with intelligence and automation
- Humans bring empathy, context, and strategic judgment
- Together, they deliver faster, fairer, and more human hiring decisions



Deeper Diversity Tech

- Built-in checks, neurodiverse and accessible processes



Internal Talent Marketplaces

- AI for internal mobility, upskilling, retention

FIVE SHIFTS TO REINVENT THE TALENT OPERATING MODEL

A DISCUSSION CENTERPIECE

1 Strategic Integration

Position Talent Acquisition as the **engine of enterprise agility** and workforce readiness.

- How are you positioning Talent Acquisition as a driver of enterprise agility and workforce readiness?

2 AI as a Design Partner

Embed **AI and AI Agents** to amplify planning, decision-making, and organizational design.

- Where is AI creating the most strategic lift in your talent operating model: planning, decision making, or organizational design?

3 Skills-centric Infrastructure

Build a **skills-powered model** that connects hiring, mobility, and development into one system.

- What would a fully skills-powered talent model look like in your organization? How would it connect hiring, mobility, and development?

4 Modularity & Scale

Design **flexible, scalable talent functions** that adapt across geographies, units, and priorities.

- How are you designing talent functions to flex with business needs across geographies, units, and priorities?

5 Leadership & Value Creation

Elevate TA from transactional to **strategic capability**, embedding HR as a driver of business growth.

- What bold moves could elevate Talent Acquisition from a transactional function to a strategic capability embedded across the business?



Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organizational structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers.

Business advisors.
Career makers.



CHRO Survey 2025



AI Ready Leader