

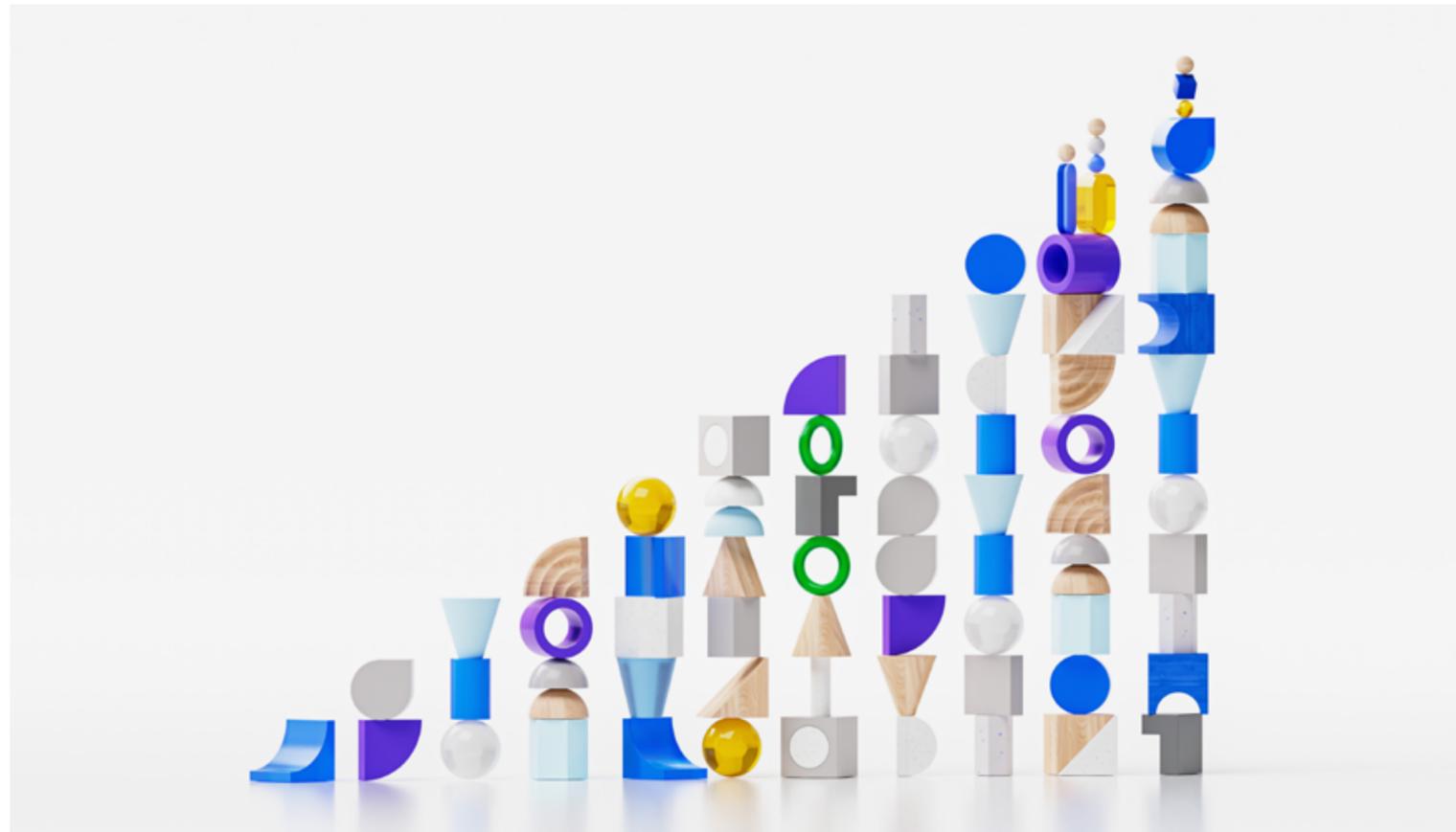
Put AI to work

for talent management



IBM

Contents



Talent management
in the age of AI
[Page 3 →](#)

Why AI in talent
management matters
[Page 5 →](#)

Put AI to work for
talent management
[Page 13 →](#)

Take the next step
[Page 19 →](#)

Ready to begin?
[Page 24 →](#)

01

Talent management in the age of AI

Read on to see how to use AI to redesign your HR function to make your business more efficient, increase productivity levels and drive innovation.

As AI capabilities evolve, the nature of work will continue to expand and impact business at every level. It will not only change the way we define jobs, but also the skills required to support both business and employee needs. For the chief human resource officer (CHRO) this change means their responsibilities will shift increasingly more to a value driver and change agent across the enterprise.

After all, the adoption of AI and other technologies has the potential to disrupt 83 million jobs globally and create 69 million new job roles.¹ The impact of this adoption will create fresh opportunities and challenges in human resources, career development, employee experience and the management of processes and records. It may require organizational leaders to develop a new way of working and massive workforce reskilling—one of society's toughest endeavors.

A major role for HR leaders is to help employees grow and learn, with trust in one another—and in the AI they're using.

02

Why AI in talent management matters

Fundamentally, AI is about making things better for people. Organizationally, AI works with humans to shorten the timeframe between ideation and value creation.

■ Organizations that focus on ethics when it comes to generative AI (gen AI) are 27% more likely to outperform on revenue growth.³

[The CEO's guide to gen AI →](#)

Gen AI is used in HR to help smooth out complicated processes, aid in decision-making using data-driven insights, and free employees from repetitive work to focus on higher-value work.

And while recent IBM Institute for Business Value research found that 69% of CEOs surveyed acknowledge the benefits of gen AI across their organization, only 29% of other senior executives agree they have the necessary expertise.³

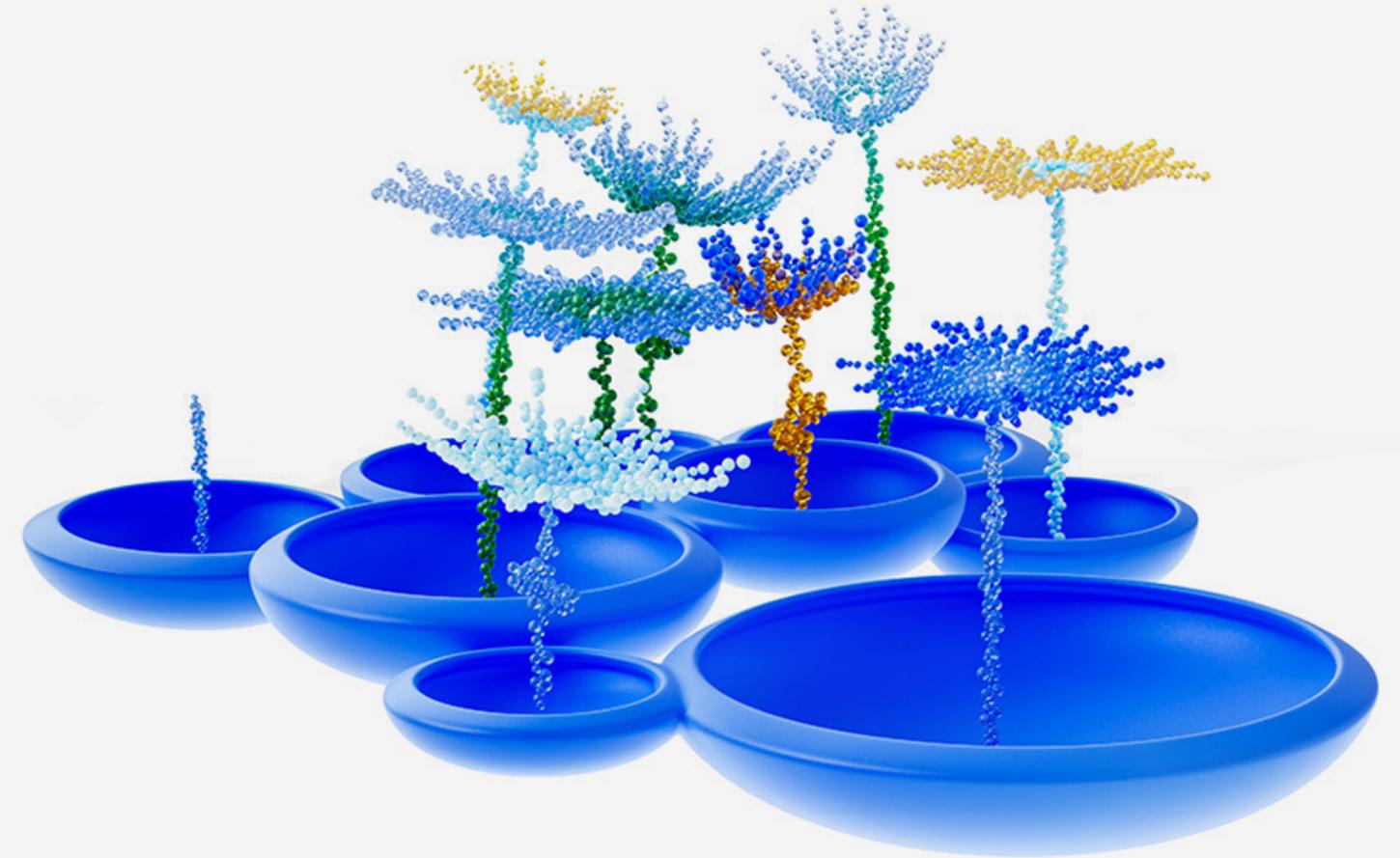
Therefore, you'll want to prepare your workforce and develop the needed AI acumen and IT foundations from the shop floor to the executive suite, and be effective in your discussions with IT.

Let's take a closer look at this growing AI opportunity.

In the past, enterprises have approached AI as an add-on, with the end goal being digital transformation and cloud modernization.

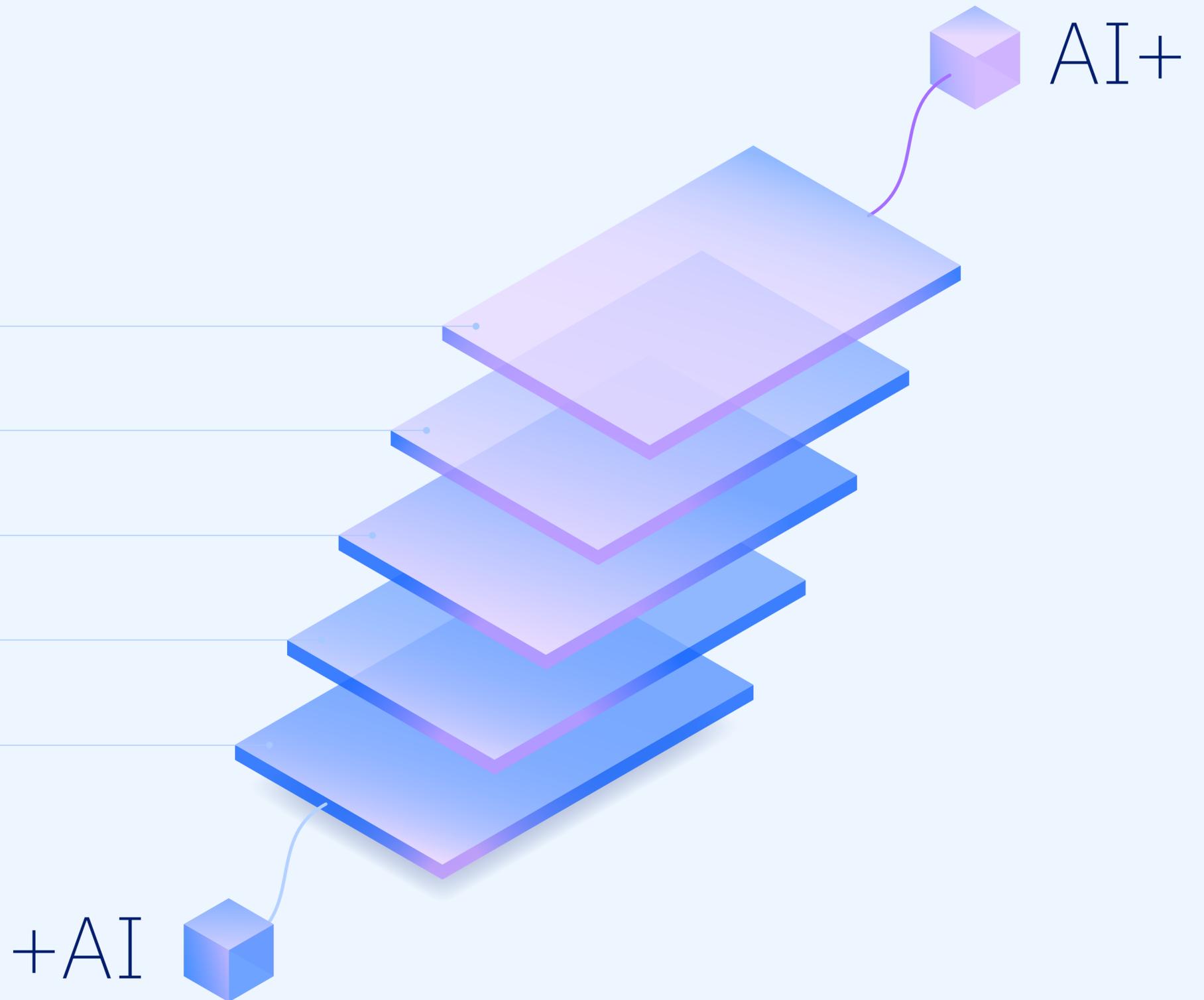
Now, AI is becoming the centerpiece of business transformation—75% of business leaders surveyed believe competitive advantage will depend on who has the most advanced gen AI.³ But harnessing the potential of AI to fundamentally transform talent management requires a mix of vision, technology, employee talent and skills, and change management. Companies need to put AI to work at the strategic core of the business—not just add it on to existing systems—to solve enterprise challenges and help achieve their business objectives.

It's time to move from
+AI to AI+ applications.



The AI Ladder[®] in the modern day

-  Let AI help with the work
-  Replace your workflows
-  Automate your workflows
-  Add AI to your applications
-  Collect, organize, grow data



Combining traditional and gen AI

Many organizations have been using traditional AI in their business processes; however, the recent advancements in gen AI have expanded what is possible. It's important to understand the distinction between the two to ensure you apply the right combination to fulfill your talent management needs.

Traditional AI models apply predefined rules and algorithms to specific datasets to make predictions, help solve problems and automate tasks. Gen AI, on the other hand, uses [foundation models](#), which analyze content and patterns to prescribe actions such as forecasting revenue based on historical sales. It employs machine learning (ML), deep learning and analytics.

Gen AI is the next generation in AI technology, drawing from deep learning neural networks known as foundation models and using powerful transformers to produce high-quality content—text, images or code—from data. It's based on training data that can include text, images and audio and employs LLMs.



How do foundation models add value?

Foundation models make it possible to use gen AI in a business environment. These models continually learn from a broad set of unlabeled data to help summarize, extract, generate, classify and answer questions.

With foundation models, larger AI becomes scalable and can theoretically extend into any domain. These models can minimize several steps in data collection by reducing labeled data requirements, giving your teams the ability to fine-tune where needed. You can create bespoke AI models to fit enterprise needs.

The key to building responsible AI

While you're likely feeling pressure to accelerate the use of gen AI, you should consider the following key concerns about how AI is being used.

Information accuracy, security, privacy, ethics, compliance with local laws and intellectual property have emerged as key concerns regarding gen AI—and as HR use cases continue to expand, so does the potential for concern. No wonder some leaders are skittish.

Transparency, fairness, robustness, privacy controls and explainability are integral to creating a good organizational and responsible AI strategy. As business leaders, CHROs need to set the tone and serve as examples in how to use AI in a responsible, ethical and trustworthy manner by:

- Providing transparency as to when employees are interacting with AI
- Fine-tuning AI applications to help aid in decision making and help mitigate biases
- Educating teams on the responsible integration and use of technology
- Promoting practices of fairness, transparency and equal opportunity

IBM has been a trusted partner to enterprise businesses for over 100 years and follows 3 core principles for trust and transparency. These principles guide how we handle client data and insights, and how we responsibly develop and deploy new technologies.

Following these principles is even more critical in the age of AI.

IBM's guiding principles for AI ethics



Principles for Trust and Transparency

The purpose of AI is to augment human intelligence

We believe AI should make all of us better at our jobs, and the benefits of the AI era should touch the many, not just the elite few.

Data and insights belong to their creator

Clients' data is their data, and their insights are their insights. We believe government data policies should be fair and equitable, prioritizing openness.

New technology, including AI systems, must be transparent and explainable

Companies must be clear about who trains their AI systems, what data is used and what goes into their algorithms' recommendations.



Pillars of Trust

Explainability

Good design does not sacrifice transparency in creating a seamless experience.

Fairness

Properly calibrated, AI can assist humans in making fairer choices.

Robustness

As systems are employed to make crucial decisions, AI must be secure and robust.

Transparency

Transparency reinforces trust, and the best way to promote transparency is through disclosure.

Privacy

AI systems must prioritize and safeguard consumers' privacy and data rights.

The IBM Institute for Business Value found that surveyed executives have 3 top concerns about gen AI adoption.⁴

[Explore more CEO guides on the IBM Institute for Business Value site →](#)

61%

have concerns about data lineage or provenance.



57%

have concerns about data security.



45%

have concerns about data privacy.



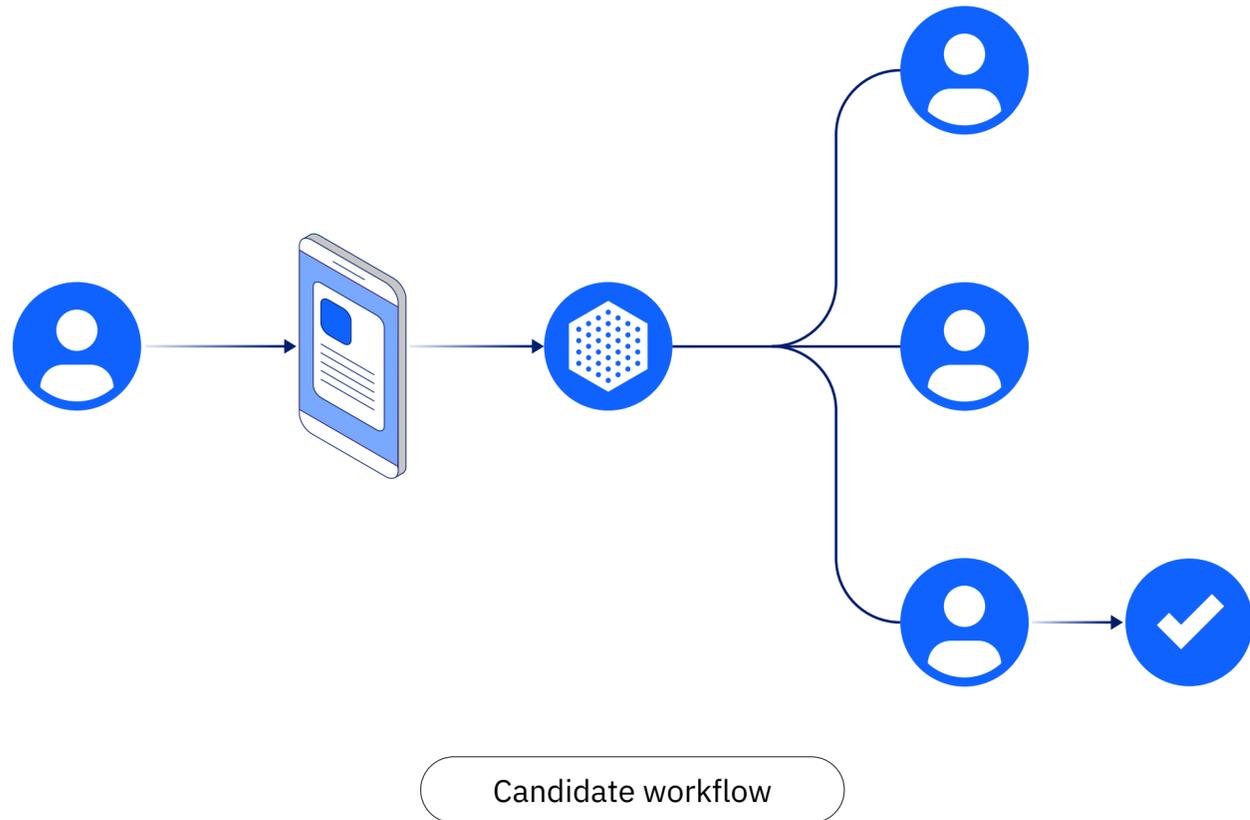
OSB

Put AI to work for talent management

Processes augmented with AI can create efficiencies to help reduce time spent on processes and costs. But these improvements also free employees to focus on higher-value work, which can potentially lead to a faster path to innovation, enterprise-wide.

How to apply AI to talent management workflows

Workflows	Potential benefits from using AI
Talent acquisition	Reduce hiring costs and time to hire when you use AI to help gather data for users to interpret in the candidate sourcing process.
Skills development	Create a skills-first workforce when you use AI to help create career development and learning programs for employees based on their role, experience and knowledge.
Employee process and record management	Enhance employee experiences to drive higher NPS scores when you use AI to help create personalized messages, reminders and updates based on employees' preferences or needs.
Employee communications	Provide relevant information proactively when you use AI to push relevant information to employees, such as weather alerts and itineraries to employees who are preparing to travel.

**What are workflows?**

Workflows are processes and tasks that occur in a sequential order, from start to finish, through which people and enterprises accomplish their work. The workflows discussed in this section are instances where gen AI can be infused into a talent management process to standardize and optimize outputs, enriching what teams can achieve.

Workflows: How AI adds value to HR and talent management

Skills are the stock in trade of the IBM watsonx™ AI foundation models.

A skill is a capability used to accomplish a piece of work. The complexity of a skill can range in scope. It can be as simple as a single action, such as adding a row to a table. Or it can be as elaborate as required to complete a task, such as finding a recruit's contact information, creating a table of that information and then helping send an email.

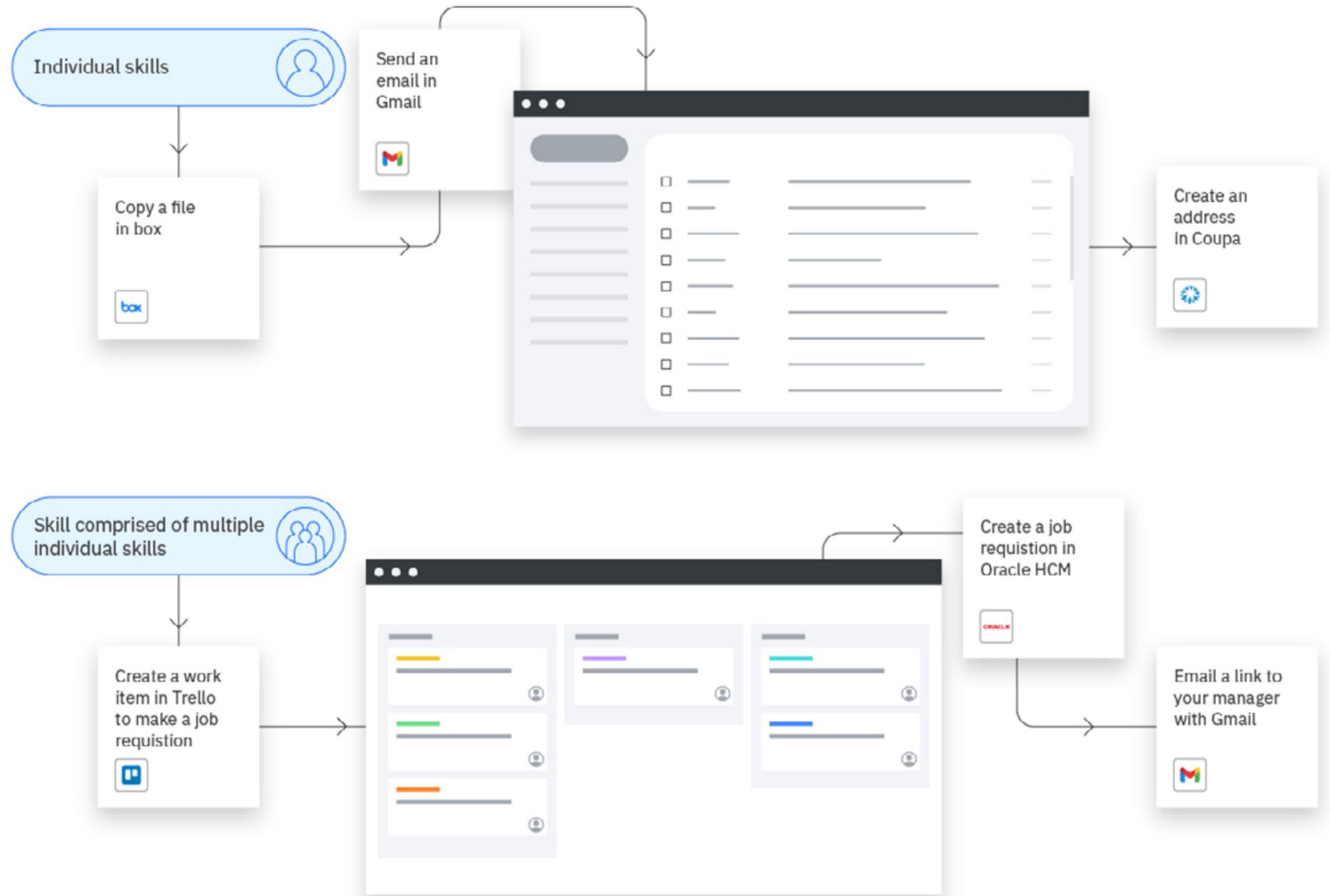
Example: What it's like to work with AI

Ashley is a talent recruiter who loves interviewing candidates. She's got a knack for finding talent when she's engaged one on one with candidates.

But she doesn't love the process of searching platforms and sending out emails. She thinks to herself, *all these actions could be automated so easily.*

These tasks are exactly what AI assistants can do. Ashley can use AI to help streamline the processes. It can create a skill that emails a list of candidates about the job opportunity. Ashley can create another skill that sends out calendar invitations to that list of candidates to schedule their interviews.

IBM watsonx Orchestrate skills and groups



Automating bad processes
won't make them better.



Take your operating model
down to the studs.

Example: Partnership in action

Ernst & Young LLP (EY), an IBM Business Partner, offers a solution that gives organizations the ability to integrate AI into their key HR business processes. The solution combines AI and automation from IBM® watsonx Orchestrate™ with EY's domain knowledge in HR transformation to help clients save time, reduce downtime and automate key processes for recruitment, onboarding, rehiring and compensation.



04

Take the next step

Organizations should consider building an AI strategy that aligns with their goals, ensures the availability of high-quality data and includes a holistic governance approach.

1 Create a holistic plan that aligns your business and AI strategies

Create an actionable workforce strategy that combines both business and AI strategies with clear objectives and measurable goals. Identify the technical acumen of your current workforce and ecosystem partners to help determine existing skills and talent gaps, and plan for the future.

Define how to adopt AI in a transparent, ethical and explainable way, and communicate it with your entire workforce. Prepare to ask and answer hard questions that address potential challenges and outline how your organization plans to deliver better business outcomes by augmenting human work with AI.

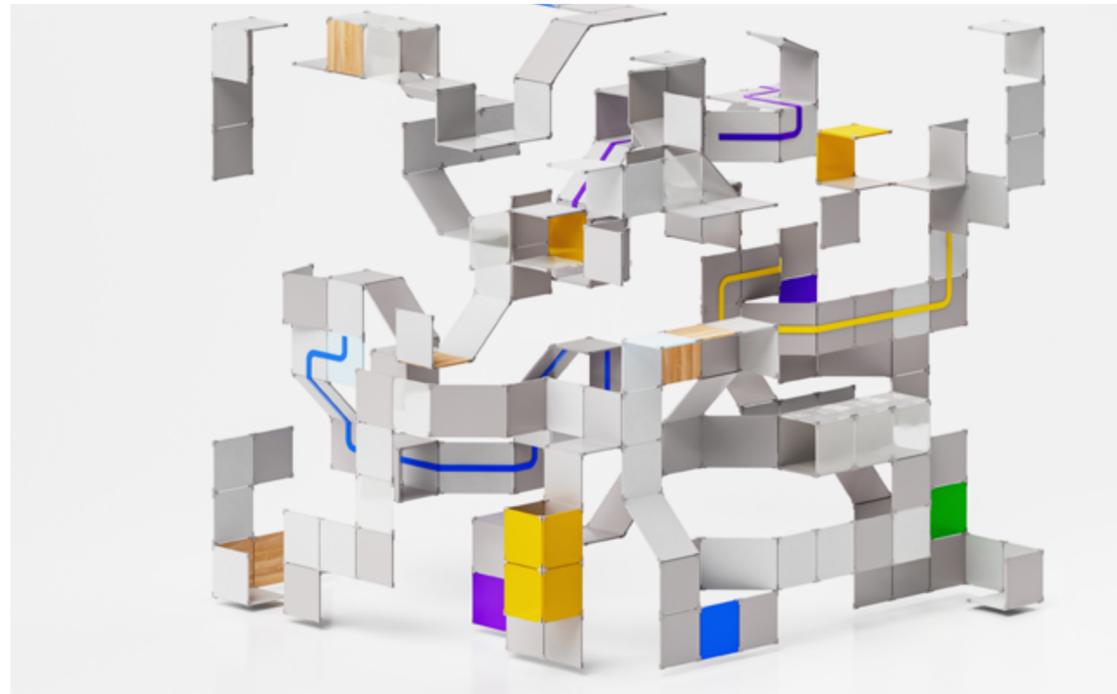


2 Make people central to your AI strategy

Empower and invest in your employees and their development. Give them a voice in creating your AI strategy and identifying the greatest opportunities to augment their repetitive processes with AI. Make sure they understand the role they will play in this new way of working.

Redesign job roles to accommodate an augmented workforce that embraces the expertise of human employees and the impact of automation and AI. Identify what skills are needed to address potential gaps and outline a clear plan to reskill and upskill employees.

To build the skills of people on your team, consider instituting an AI proof-of-value project. It's a great way to observe and track reskilling effort while you gain data to document efficiency improvements and productivity gains.



3 Evolve your operating model and reimagine how you work

Prepare for change across all levels of your business. Lead with the operating model to analyze how work is done and identify where bottlenecks or other inefficiencies exist. Use these insights to help redesign and optimize operations—it's a more strategic way to identify where AI can augment workflows, improve productivity and boost employee experience. When you enhance and reimagine your processes before you automate, you can create a path that may generate more value and deliver a more engaging work environment.

Help your leaders stay grounded in reality. Reduce nearsighted decision-making by always returning the focus to the employee perspective. Give people a forum to recommend tasks that could be automated to make their jobs easier and more fulfilling. Use digital channels to develop a feedback loop that's continuous and open.





Workflow automation with IBM watsonx Orchestrate

IBM watsonx Orchestrate software as a service employs AI to create workflow automation using a combination of traditional AI and gen AI designed to help you:

- **Reduce cost as efficiencies improve** by automating tasks and simplifying complex processes.
- **Improve collaboration.** Team members can know which tasks to complete, what quality looks like and who to contact if there's a problem.
- **Get AI that's personalized and secured.** Your teams can streamline workflows and connect to external systems and sources in a secured manner.

Ready to begin?

IBM has the technology, the consulting expertise and an extensive partner network to help you move forward quickly with AI.

[Register for a discovery session with IBM AI experts today](#) →



AI assistant

[IBM watsonx Orchestrate](#) is designed to help bring AI to every employee to support the work of teams using the tools they already use. Coordinate common and complex tasks—from assisting with creating job descriptions to gathering data for users to interpret in the candidate sourcing process—using intuitive natural language. Or you can use prebuilt skills in recruiting and onboarding to help improve productivity.

AI expertise

[IBM Consulting](#)® can help you design, build and operate modern AI-powered HR solutions on one common platform that delivers customized experiences, helps create better business outcomes and unlocks workforce potential. Together, IBM Consulting and watsonx Orchestrate offer a distinctive combination of AI technology and talent expertise to help organizational leaders upskill their workforce and operating models for the future by integrating data into AI-driven workflows.

IBM Partner Plus

[IBM Partner Plus](#)® is an extensive partner network, backed by our AI and hybrid cloud solutions and equipped to meet client demands for quick tech adaptation and deep understanding. Our partners drive innovation and growth, solving complex challenges with exceptional speed and value.



1. [The future of jobs in the age of AI, sustainability and deglobalization](#), World Economic Forum, 3 May 2023.
2. [The CEO's guide to gen AI / Customer & employee experience](#), IBM Institute for Business Value, August 2023.
3. [CEO decision-making in the age of AI](#), IBM Institute for Business Value, July 2023.
4. [The CEO's guide to gen AI / Platforms, data and governance](#), IBM Institute for Business Value, 1 August 2023.

© Copyright IBM Corporation 2025

IBM, the IBM logo, IBM Consulting, IBM Partner Plus, IBM watsonx, The AI Ladder, and watsonx Orchestrate are trademarks or registered trademarks of International Business Machines Corporation, in the United States and/or other countries. Other product and service names might be trademarks of IBM or other companies. A current list of IBM trademarks is available on ibm.com/legal/copytrade.

This document is current as of the initial date of publication and may be changed by IBM at any time.

Not all offerings are available in every country in which IBM operates.

Examples presented as illustrative only. Actual results will vary based on client configurations and conditions and, therefore, generally expected results cannot be provided.

THE INFORMATION IN THIS DOCUMENT IS PROVIDED "AS IS" WITHOUT ANY WARRANTY, EXPRESS OR IMPLIED, INCLUDING WITHOUT ANY WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE AND ANY WARRANTY OR CONDITION OF NON-INFRINGEMENT. IBM products are warranted according to the terms and conditions of the agreements under which they are provided.

No IT system or product should be considered completely secure, and no single product, service or security measure can be completely effective in preventing improper use or access. IBM does not warrant that any systems, products or services are immune from, or will make your enterprise immune from, the malicious or illegal conduct of any party.

The client is responsible for ensuring compliance with all applicable laws and regulations. IBM does not provide legal advice nor represent or warrant that its services or products will ensure that the client is in compliance with any law or regulation.