



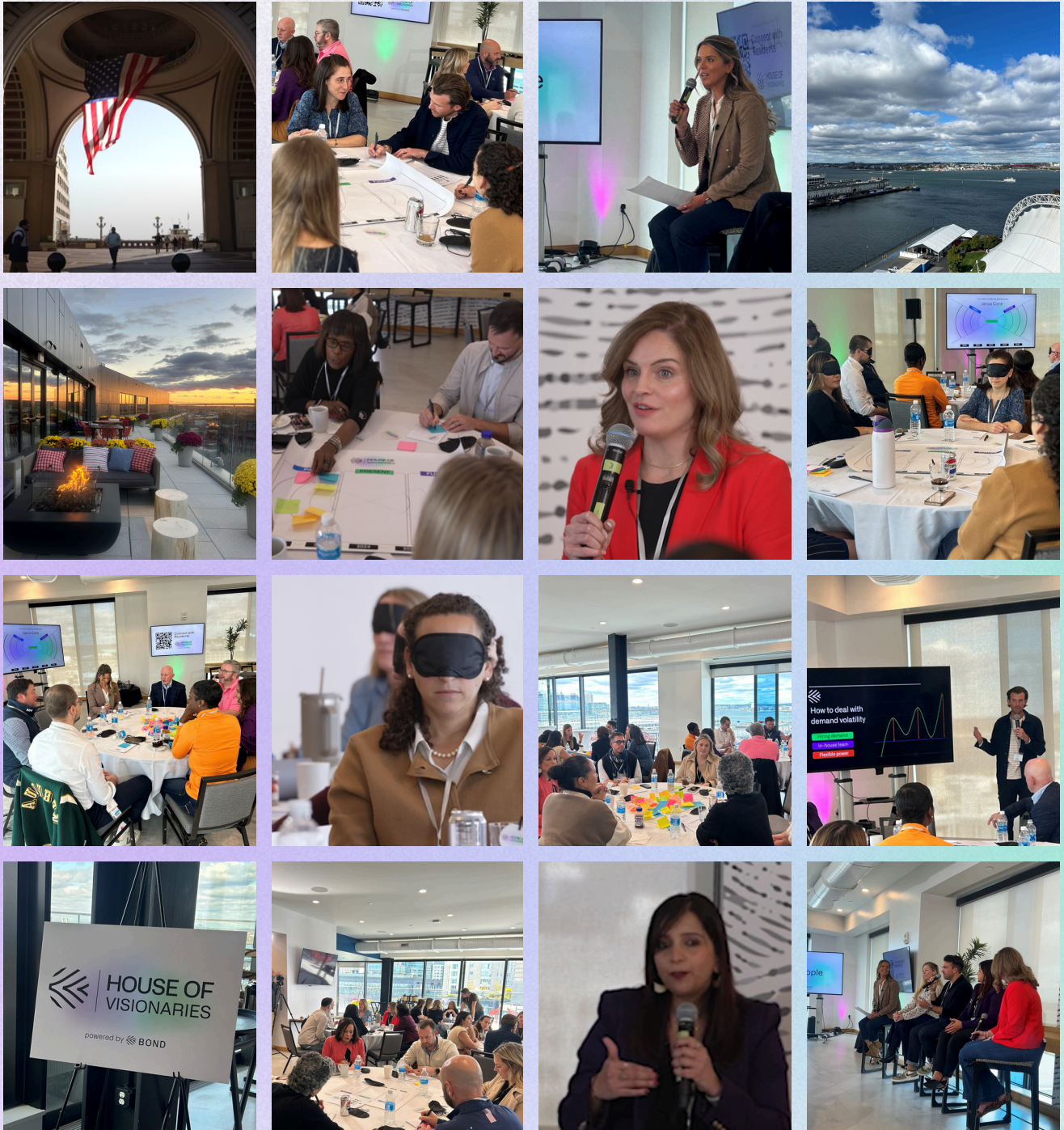
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Future focused Workshop REPORT

What does TA & HR look like in 2035?

Launch event | 10.10.24 | Boston



House of Visionaries: Launch event | 10.10.24 | Boston

Check out the event highlights video here



WHAT IS IN THE REPORT?



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Introduction

Hear from Ben Rutter (Founder of the House of Visionaries) on why this community is so important to him and the future of our industry.

Mega Trends

The future of talent acquisition TA and HR is likely to experience significant change as we approach 2035. We share the key trends expected to shape our landscape.

Practical

What can we do right now to put us on a path to deliver career defining transformation in our businesses?



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Introduction

Hey Residents



Ben Rutter

Co-Founder @ Bond and Founder of the House of Visionaries

"I feel like TA & HR are often the most undervalued and misunderstood functions in every business. Leaders of these functions are often reduced to very transactional work. Rarely do they have the ability to be visionary, push boundaries and build for the future.

The irony is if you ask any successful leader, they will tell you PEOPLE and AMAZING TEAMS are the key to success... and that all starts and ends with TA & HR!

This report will hopefully provide a window into what HR & TA could look like in 2035. Hopefully igniting a more visionary fire in the belly of our community leaders to push into this space and execute career defining work."



Christina Harris

Managing Partner @ Bond and Co-Founder of the House of Visionaries

"The House of Visionaries has created a space for Talent and HR leaders to zoom out of the urgency of their day-to-day priorities to cast their minds forward with creativity and innovation. To meet, brainstorm with, and be challenged by peer leaders in areas they haven't quite tackled yet, and to share their areas of expertise with others looking for a spark of inspiration.

The most energizing part for me in building this community has been the unanimously positive reception by leaders. The realization that regardless of experience and seniority, people crave shared perspective and human connection outside of the 9-5. HOV events have created that 'brain break' in a fun, innovative, refreshing way for leaders to zoom out and think big."

Workshop report overview



30+

Leaders in TA & HR attended the workshop

The last few years have been particularly turbulent, built great resilience within the profession, and the future is completely in our hands.

Over the next 10 years we will likely explore and enjoy our career defining moments.

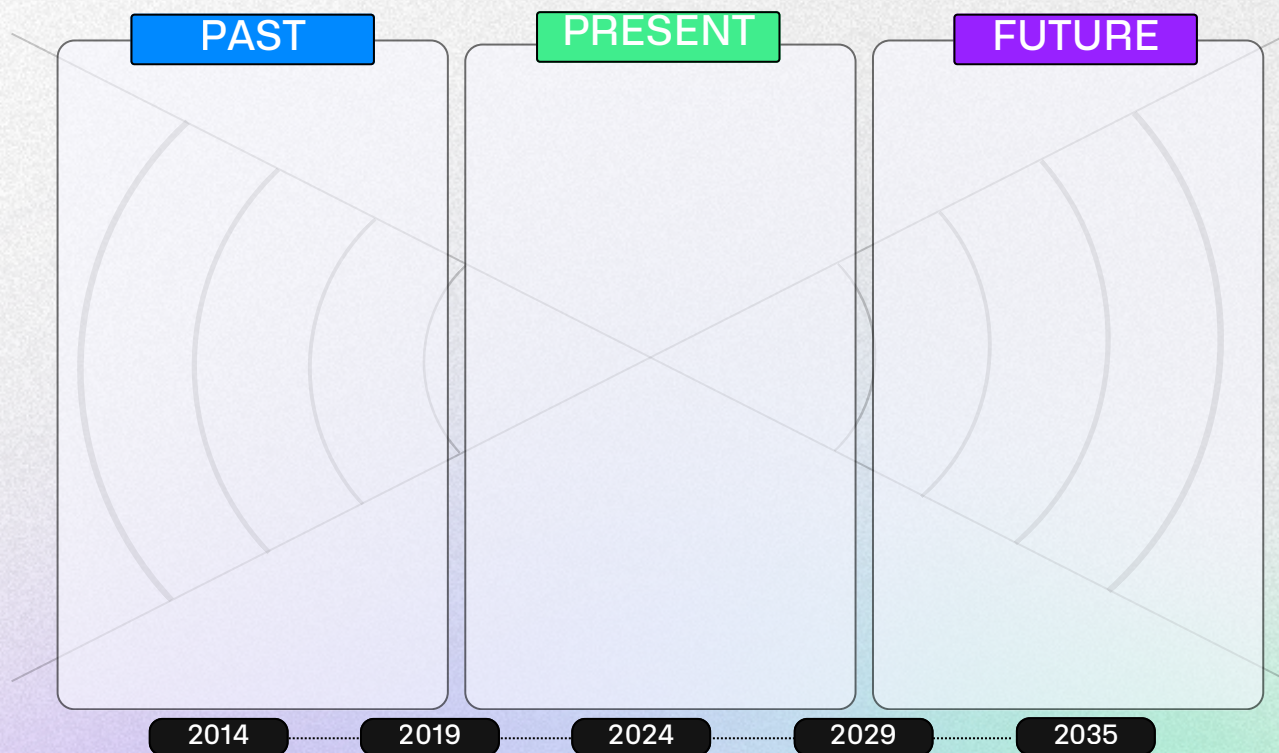
Increasingly sitting at and influencing the top table in our businesses. Fixing broken models and designing more sustainable ones.

Shaping the future of candidate attraction, retention and the future of work experience is the common mission amongst all our House of Visionaries residents.

What follows is a future focused report, bringing together the thinking of 30+ influential leaders from the US in this space.



Visualising the future



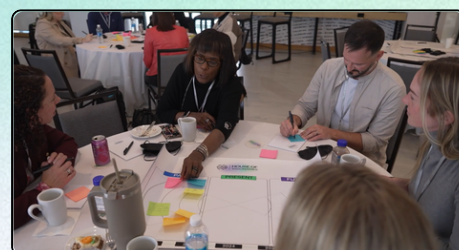
Looking 10 years into the future is incredibly challenging and not always the right place to start when being more visionary.

So much innovation is actually a spin on something older, or opportunities are spotted through thinking more deeply about what has and is happening.

The following “Janus cone” methodology supports that thinking journey for you and your team.

The method is named after Janus, the Roman god of beginnings, transitions and endings.

Essentially what’s happened, how has that shaped today, and therefore what trends can we see impacting tomorrow?

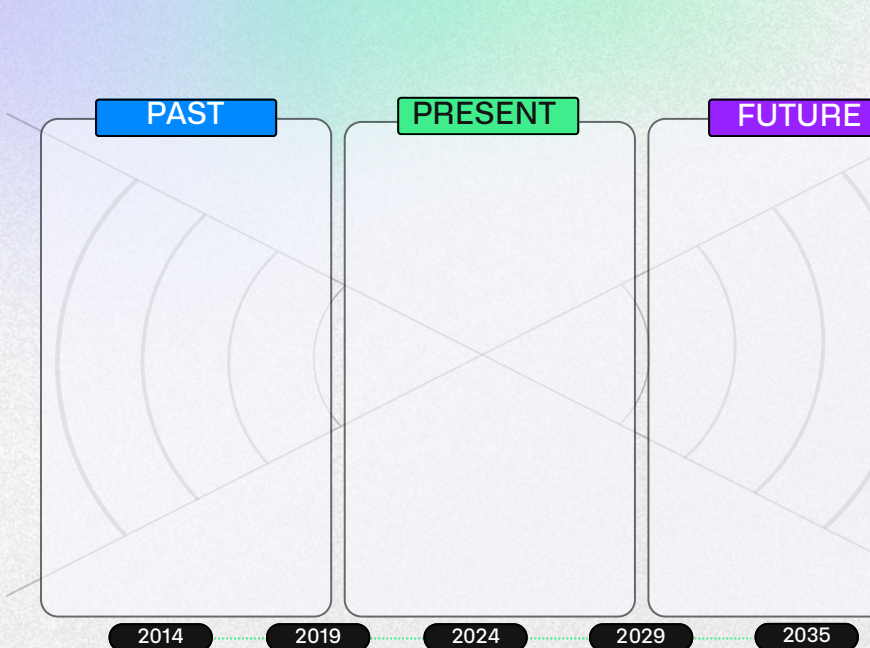


Looking back...



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Tom Foreman

Head of Marketing @ Bond

“The rate of change around us has been massive!

Social change, the way we communicate and have adapted to a new way of working post covid-19.

However professionally in HR & TA there hasn't been such a huge rate of change. Not when I compare our function to other areas of the professional landscape.”

PAST

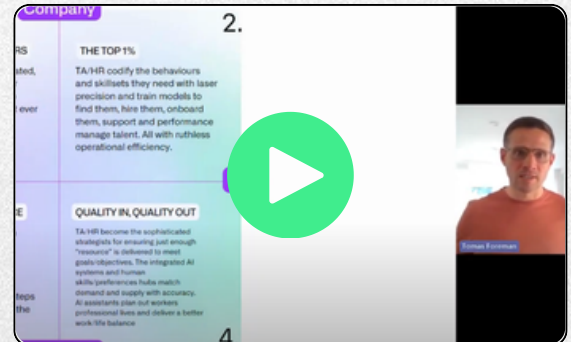


Looking back in our workshop, the consistent observations were how HR lead our functions used to be. Be that sourcing, performance managing or off boarding people. The way we worked was transactional and tools like LinkedIn Recruiter were in their infancy. It was surprising and galling in equal measure to think about how manual and paper-based some processes were even just 10 years ago.

A sentiment of “we are evolving” but at the core the challenges around cost-constrained environments, access and the sophistication of data and finding top 1% talent have pertained.

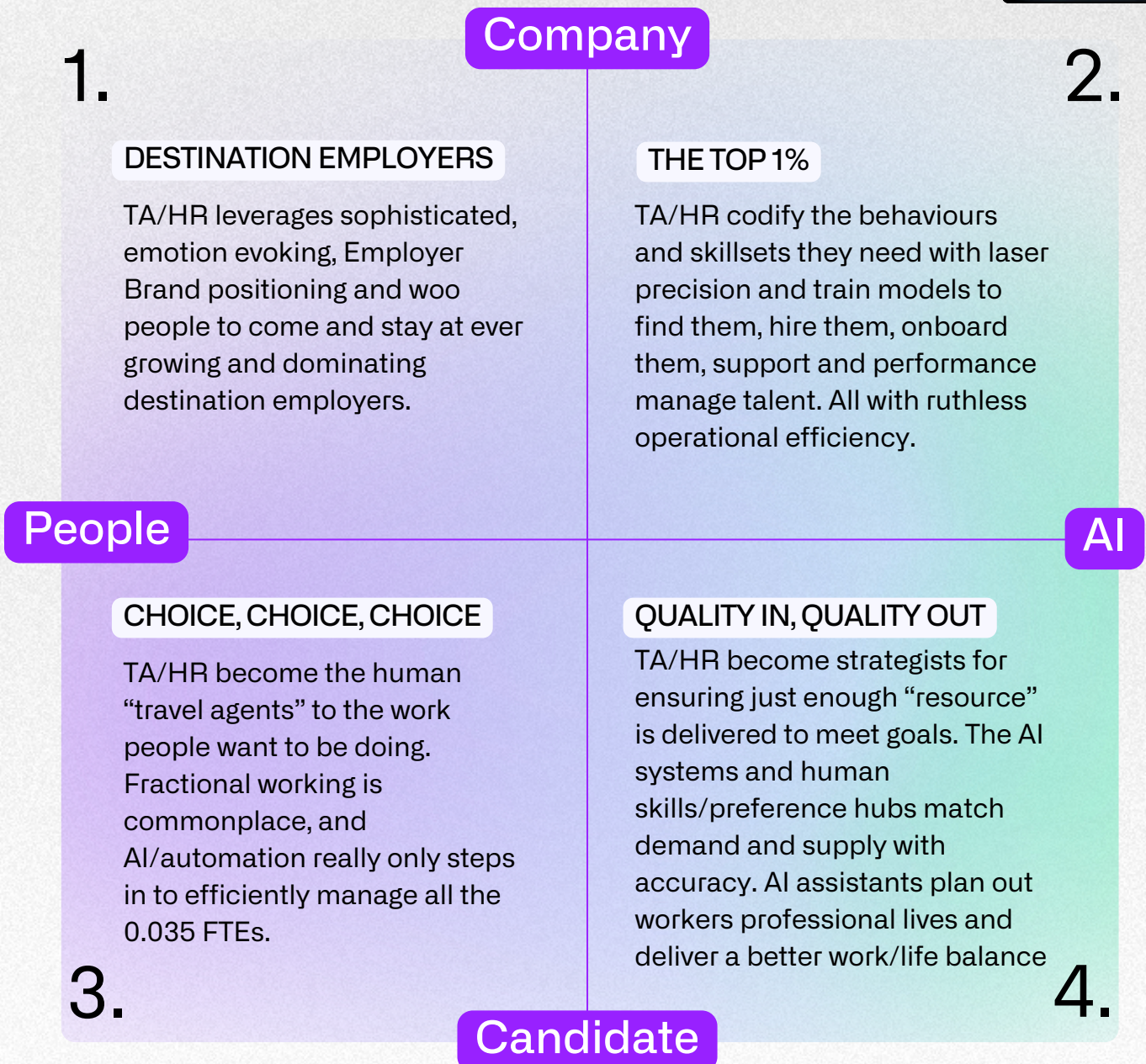
4 worlds scenario

Welcome visionaries ! To give you an inside scoop into this section, check out my short video ->



Tom Foreman

Head of Marketing @Bond





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Mega Trends



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FUTURE



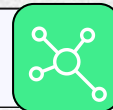
Mega Trends

The future of talent acquisition TA and HR is likely to experience significant change as we approach 2035. There are key trends expected to shape the landscape: the integration of artificial intelligence (AI), the rise of the gig economy and fractional working, and the emergence of a global flexible talent pool.

Staying Human in the age of AI



The Decentralization of Everything



Buy, Borrow, Build



Employer Brand 2.0



The future of Employee experience



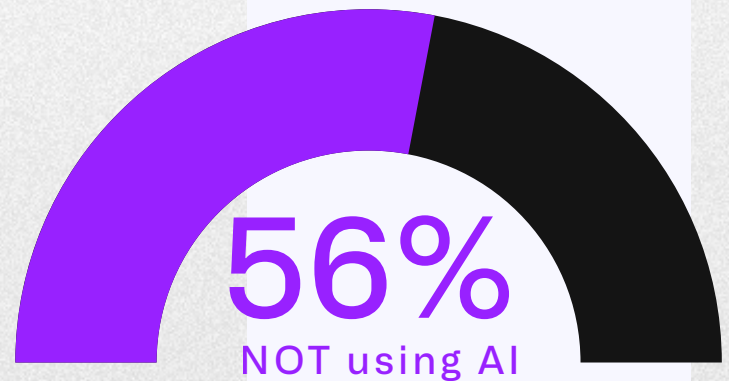
Select the icons to take you through the trends





Staying Human in the Age of AI

We asked whether our residents were using AI tools yet?



The talk of every board and meeting room around the globe. There are lots of people playing.

According to a recent McKinsey report, more employers are taking action to upskill their workforce and develop their capability around AI in-house rather than looking externally.



Lauren Peake

Managing Partner @Bond

It's remarkable with all the conversation on the topic that 56% of residents are yet to explore or go on their AI adventure.

We cover in later sections of this report what the opportunity landscape looks like, what's at stake and also suggest practical steps to stop talking and start testing.

What will change the way we work in TA/HR forever?

Will AI take over or will human interaction prevail?

AI has sparked concerns about job displacement, particularly in industries where automation and machine learning can potentially replace human tasks. However, the TA and HR domains are unlikely to be entirely displaced by AI. It's not a battle of "AI versus humans," but rather finding the best way to work together. Too often, discussions fixate on AI replacing recruiters and talent experts, overlooking the bigger picture.

AI algorithms can streamline and automate various TA and HR processes, such as CV screening, candidate sourcing, and initial assessments. These technologies can sift through vast amounts of data, identify patterns, and make preliminary recommendations, thereby enhancing productivity and reducing administrative burdens on our teams.

However, the human element will remain crucial in areas that require emotional intelligence, critical thinking, and strategic decision-making.



Staying Human in the Age of AI

AI may assist in shortlisting candidates, but the final selection process, negotiation, and onboarding will likely necessitate human involvement. Tasks such as employee engagement, conflict resolution, and leadership development demand the empathy and interpersonal skills that only humans can provide.

We also have to consider things from a candidate engagement perspective. How comfortable would you be making a life-changing decision about your career if during that process you were solely interacting with AI and didn't once get the chance to interact with the other humans working at that business??

Over the next decade, we can expect a gradual shift towards a more blended hybrid model, where AI augments and complements human capabilities rather than entirely displacing TA and HR teams. The timeframe for significant job displacement is likely to extend well beyond 2035, as the ethical and legal implications of AI in decision-making processes are navigated.

We believe that the future of work isn't about survival of the fittest; it's about collaborative intelligence, powered by both machines and people.

It is inevitable that generative AI will help increase workforce productivity but which questions can HR/TA leaders ask about their workforce now to prepare:

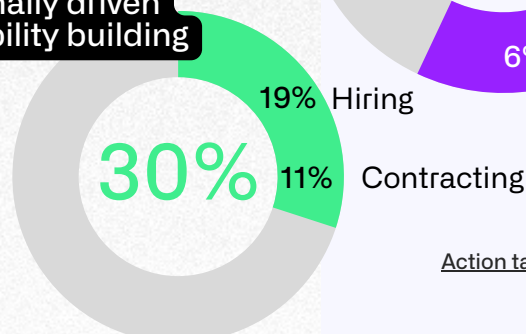
How can we reimagine jobs to be more human-centric?

Begin by defining which tasks people should do, which tasks gen AI can do, and how humans should manage other people as well as gen AI usage itself. Technological skills such as coding will be the baseline for many jobs, but social-emotional skills and higher cognitive skills will be the differentiators for creative, collaborative work in the future.

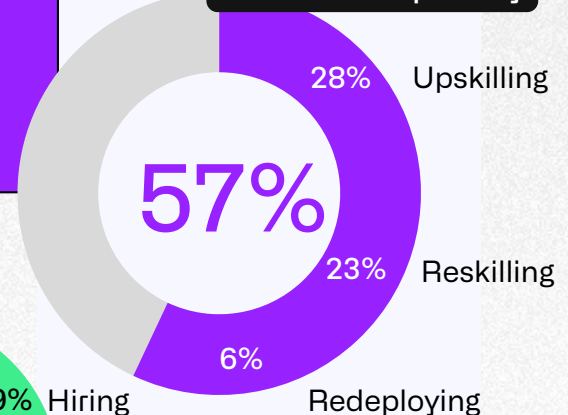
How can we redefine flexibility?

As jobs change, companies will need to look at worker outcomes according to the results achieved, not by hours spent. The benchmark for output will have to shift.

Externally driven capability building



In-House Capability



Action taken to increase generative AI talent within workforce

McKinsey & Company



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AI vs People Panel

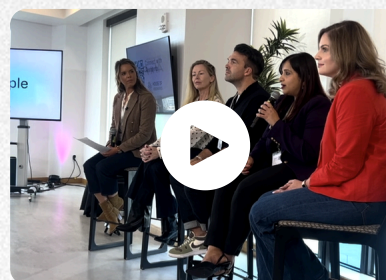
A battle for supremacy between AI and People. What is likely a future truth and what is just hype? Check out the below videos to hear more from our inspiring residents on the panel.



UK House of Visionaries Panel: AI or Automation: The great displacement



UK House of Visionaries Panel: Is AI just hype?



US House of Visionaries: AI x People



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AI regulation in TA & HR

The so called “AI Act” was adopted by MEPs in the middle of March this year. As is often the case nascent technologies are developed outside of Europe and then regulation to control it's impact emanates from within.

So what's the big deal?

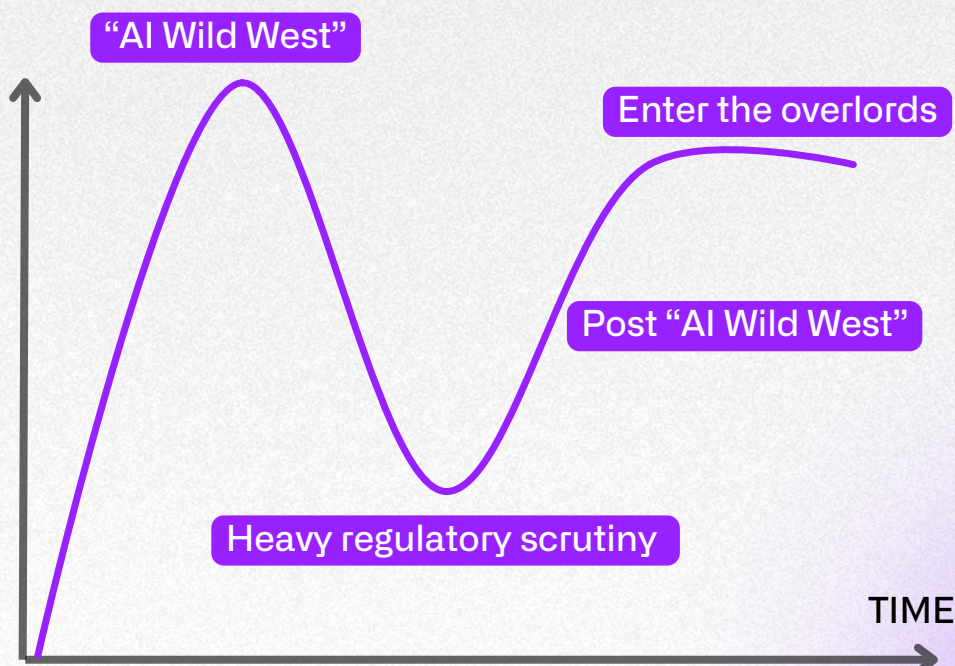
It explicitly calls out TA and HR decisions as high risk. Such as selecting candidates, performance management and promotion decisions. When people's prospective and current livelihoods are at stake this is the right thing to do.

The legislation dictates that high risk AI systems would have to comply with mandatory requirements such as data governance, transparency, and human oversight before being deployed.

Legislation like this poses bigger questions.

How will it be enforced, by whom and what standardised measurement of risk will emerge within industry?

Answering will all take time and we'd expect an element of the AI wild west until all of this is answered.

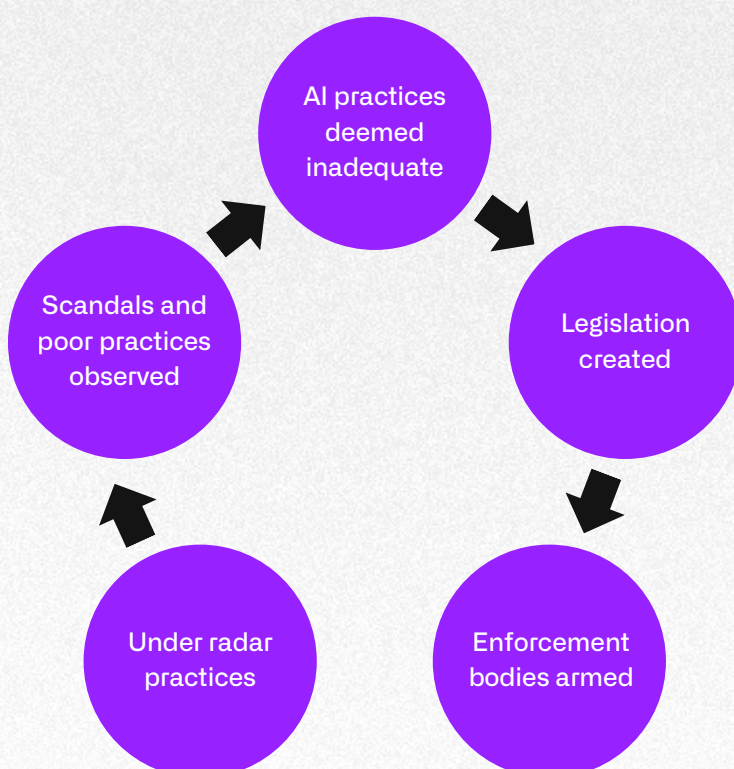




“AI Wild West”

In the context of TA/HR here's what we think might happen...

- HRIS and people management systems will be in arms races to release more people intelligence that is positioned as removing subjectivity and favoritism amongst colleagues
- More plucky startups / SMEs may learn rapidly but impact the lives of far fewer TA professionals, candidates. They will also go under any new legislative radar
- Some companies will take some risks, gather learnings and get upsides both commercially and efficiency wise



If we look to pre, post GDPR as perhaps a comparable example where our personal data was concerned.

Data practices were pants, legislation created, then enforced slowly by bodies like the ICO (Information Commissioners Office).

Bodies like the ICO are not immune to resource constraints and typically go after the “big fish” enterprises as those lead to headlines and explain why they need to exist in the first place. As a result, smaller companies go under the radar for years and we think still do.

We also predict an uncomfortable future “moment” where big firms poach top AI regulatory professionals once these bodies obtain teeth. Who better to ensure you are seen to or genuinely do comply in your business than those who wrote the legislature/best practice?

Eventually, best practice becomes easier/cheaper to implement over time and a broad set of people's rights are broadly well protected.

Essentially some knowing / unknowing guinea pigs will pave the way for the rest of us to benefit from the post AI Wild West situation.



Post “AI Wild West”

Larger corporations seeking AI efficiency gains will have the advantage of resources to get it right, but through a lack of risk appetite will roll out slowly for the masses.

We think there will be a few scandals, where biased systems without proper human oversight or technical competence will hit headlines. Regulatory bodies and further standards will surely follow.

Will there be fewer jobs, we think that is unlikely for some time. Most major technological advancements, think computers, have created whole industries unfathomable at the time. Net new jobs created at a far greater rate than those made obsolete.

Answering some of the practical / legislative Qs in themselves creates a whole new arm of legal specialism, compliance and AI human oversight professionals.

“AI party is over.... enter the overlords”

We picture a point in time where the legislative hurdles for releasing a commercial grade TA/HR AI system you can buy off the shelf becomes so high that only the very best survive.

If you think about the market cap of Bitcoin as a recent example compared to the other countless Cryptocurrencies and decentralised assets or the dominance of Big Tech FAANG it seems likely that some sort of “Android” Vs “iOS” type choice architecture could prevail.

We believe the core of TA/HR professionals putting people at the centre of everything they do. It's where they find purpose and meaning. We think that will be strong enough to ensure whatever “Android” Vs “iOS” that prevails is equally good for people and business in the long run.



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The Decentralization of Everything

A flexible talent pool

“The hiring process itself has already become more decentralized, The rise of the gig economy and contingent workforce means companies will increasingly rely on freelancers, contractors, and consultants, rather than traditional full-time employees. I think we will see a huge shift towards this over the next 5 years. As teams become more decentralized, the role of HR will shift towards fostering a strong remote work culture and supporting employee engagement and development across dispersed locations. This will also require a shift in the tech TA and HR use but also how we build trust, open communication, and a sense of belonging within decentralized teams will be crucial for business success.”

Lauren Peake

Managing Partner @Bond



Do you ever think about what the future of work looks like?

How businesses will operate in a more connected and decentralised way?

The pandemic accelerated the adoption of remote work and flexible working arrangements, challenging traditional norms of a centralized and office-based workforce.

The way we work continues to change rapidly. With advances in technology and the rise of remote work, traditional office-based teams are giving way to decentralized teams scattered across different locations and time zones. This shift is impacting how companies acquire and manage talent, creating a new era for TA & HR.

We're right at the intersection of some major breakthroughs in technology and were about to see the rate of innovation speed up dramatically beyond the rate of innovation we've ever seen before.

Remote work and a robust freelance economy have resulted in expanded options for cross-border hiring and the prioritization of top talent over geographical location. According to a report on the freelance platform market made by [Orbis Research](#), the global freelance platforms market size is projected to reach a CAGR (Compound annual growth rate) of [15.3% from 2021-to 2026](#).



The Decentralization of everything



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It's important to explore the tools, trends and systems driving this way of working: Global payrolling, compliance, HR, tech stack and comms tools.

Its never been as easy to engage and hire talent in multiple locations all over the world. The days of needing to set up a legal entity and a business bank account are somewhat of the past.

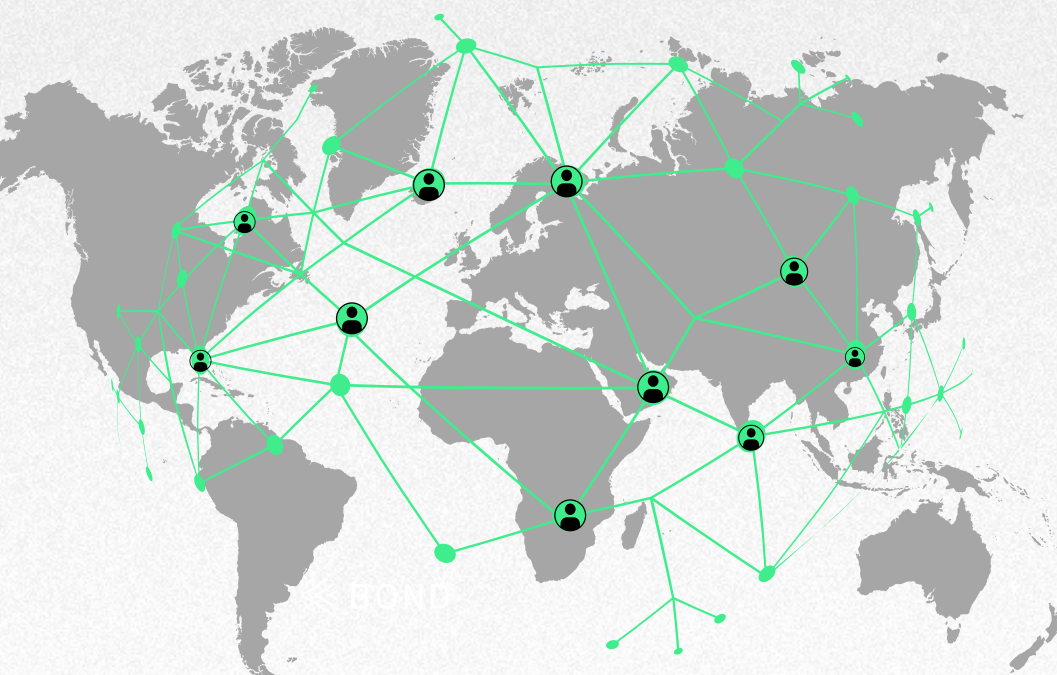
There are numerous businesses such as [Deel](#), [remote.com](#), [Rise](#), and [Oyster](#).

Solutions like these allow businesses to tap into global markets and get set up very quickly however they're often more costly than traditional methods but much less time-consuming. The business needs to weigh up whether opening an entity in a given locations is best long term or not.

Technology, AI, and blockchain enable this massive inclusion of the global workforce. As businesses seek to reduce overhead costs and access specialized talent on demand, the gig economy and fractional working models offer attractive solutions which is made easier by tapping into global talent pools.

Companies can tap into a pool of independent contractors, freelancers, and part-time workers for specific projects or tasks, without the long-term commitment of full-time employment.

What do leaders need to prepare for Decentralised Teams?



Culture for a distributed identity

Global payrolling & Tax

Communication tools

Tech stack

Performance management in a remote world

Time zones and work sprints

Global benefits system



The rise of digital nomads.

Digital nomadism has been on the rise for years in the Tech industry, in response to the pandemic, it very quickly changed the way the world worked more remotely. This event very quickly demonstrated the need for better tools for a remote world and also gave employees the freedom to choose to work from wherever they wanted (assuming they had wifi access). Businesses all over the world had to quickly react and today, years on, remote working and digital nomadism is very much an expectation for a lot of people.

Many companies have had to adapt by offering remote work to compete for the best talent globally. Businesses used to be bound by only being able to hire local talent, today many start-ups and scale-ups are competing for talent with the likes of Google, Amazon and Meta because of the introduction of remote working and decentralised working. This in turn has created a more global talent pool.

On top of that, it has also driven an increase in salaries globally. If lots of companies are competing and trying to attract and engage talent in different locations they previously didn't have access to, that talent has become more in demand, thus driving the salary and benefits candidates are requesting.

Onchain professional IDs play a role in the future of verification.

How do you verify the identity of future candidates who are based in a different country and different timezone?

BLOCKCHAIN TECHNOLOGY ENTERS THE CHAT

Onchain identity systems are set to enhance security, privacy and trust in digital interactions by eliminating the need for central systems. One of the key features that sets blockchain-based identification apart from traditional forms of ID is that the individual owns their own data.

Individuals can disclose their information when needed which allows for autonomy and minimizes the risk of data breaches. Given it's blockchain-based, it's immutable and not subject to exploitation by hackers. In short, this means employees can be based anywhere in the world and can share their ID with employers, and that no third-party verification is needed to validate it.



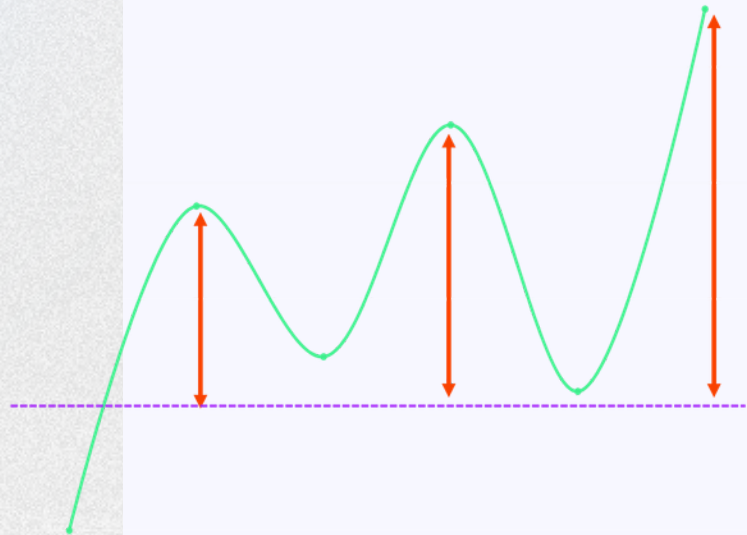
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Buy, Borrow, Build

The gig economy and fractional working

As businesses embrace the gig economy and fractional working models, the notion of a traditional, geographically concentrated workforce will continue to evolve. Companies will increasingly adopt a "buy, borrow, build" approach to accessing talent globally.



A skills-based hiring system, facilitated by AI-driven talent-matching algorithms, will enable businesses to identify and acquire specialized expertise from around the world. Rather than relying solely on traditional full-time hires, companies can "buy" or contract with freelancers, consultants, and subject matter experts on an as-needed basis.

Businesses may "borrow" talent through strategic partnerships, joint ventures, or by tapping into global staffing platforms and marketplaces. This approach allows for greater flexibility and access to diverse skill sets without the commitment of permanent hiring.

Simultaneously, companies will continue to "build" their core workforce through traditional recruitment and talent development programs. However, even this internal talent pool may become more geographically distributed, with remote work and virtual teams becoming increasingly prevalent (see above section on the decentralization of everything).

The shift towards a global flexible talent pool has implications for cost optimization and talent flexibility. Businesses may leverage cost advantages by sourcing talent from regions with lower labor costs, such as developing economies, while maintaining access to specialized expertise from traditionally more expensive markets like the US and UK.

This trend will necessitate a re-evaluation of traditional compensation and benefits structures, as well as a focus on cultivating a strong corporate culture and employee engagement across distributed teams.



Buy, Borrow, Build

Aaron Beider shares his insight on how to approach workforce planning through three lenses: Buy, Borrow, Build.

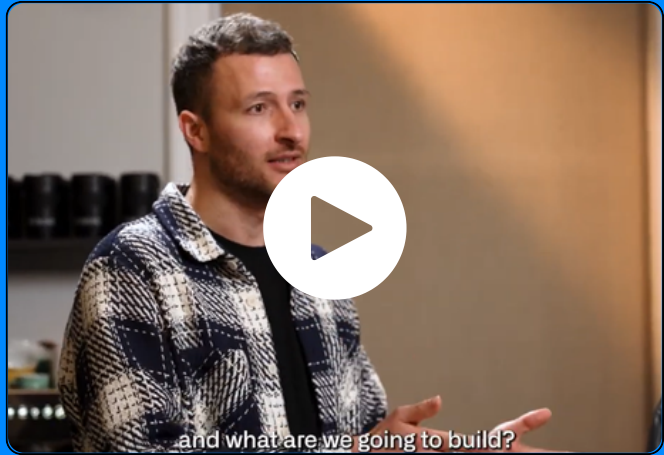
"I've experienced both sides of workforce planning"

Embracing workforce planning to buy, build, and borrow from my experience seems to be the right path - taking steps to be more sustainable in building a workforce.

Buy - who are you going to recruit? bringing them into your organisation has a cost attached - this can't be applied to everything.

Borrow - this can work when you have strong strategic partnerships working with companies with similar skill sets - but this isn't a one size fits all. This can be a quick win for short term solutions to plug gaps without losing pace and firepower.

Build - moving forward companies feel pressure to ensure a current and modern workforce and need to upskill quickly. However, these skillsets need building which can be challenging and timely. TA leaders need to be able to handle these discussions to progress.



Aaron Beider

Talent Acquisition Leader @ Vertical Aerospace



The Talent Acquisition community has experienced a volatile 3 or 4 years to say the least. This graph outlines our concept of the 'target operating model' @Bond for the future of Talent Acquisition.

Before we get stuck into what a great operating model looks like for the future it's important to understand the context of what TA leaders are dealing with. Demand volatility is a rollercoaster in talent acquisition.

TA functions always seem to have either too many roles or not enough roles. Rarely an equilibrium. One consistent pattern we see is that in scale-up environments, they also have almost zero heads-up on the roles before they land which makes it tough to plan effectively.



Continue reading more here





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Employer Brand 2.0

The tone of voice and employer brand required to engage candidates over the next 10 years may be wildly different to what we see today.

How do we stay ahead of emerging trends and preferences?

By 2035, the evolution of employer brand strategy will be deeply influenced by several key trends, including the dominance of Gen Z in the workforce, ongoing cultural shifts, and technological advancements.

"I was recently speaking to a Head of People who has redesigned their hiring process to accommodate Gen Z, now enabling candidates to upload a video or an audio file instead of CV.

This got me thinking.... Gen Z already makes up almost 1/3rd of the working population! How many companies out there would you say have an Employer Brand, EVP and Hiring Process that would allow them to hire the very best of Gen Z?

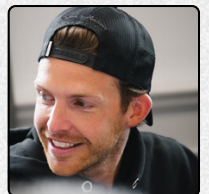
Based on what I've seen I would say it's a tiny % of companies.

I think over the next 5 - 10 years there will be a HUGE shift in employer brand style and tone of voice like we have never seen before as Gen X start to decline.

Some will get on it early and thrive. Some will leave it too late and do it as a reaction to having major hiring and retention issues."

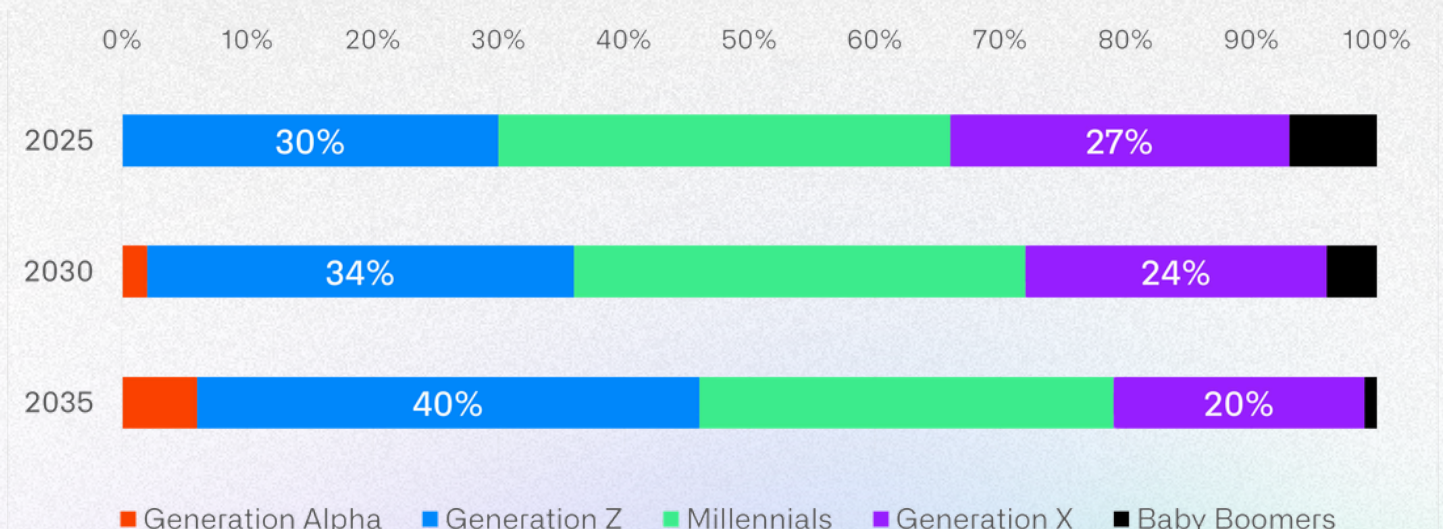
Ben Rutter

Co-Founder @ Bond and
Founder of House of Visionaries



Global Workforce trends: Move over GenX ...

2024 - 2035





Emerging spaces

Customizable Work Environments

Companies will offer highly personalized work environments tailored to individual preferences, from physical workspace configurations to digital tools and wellness programs. AI-driven platforms will curate work experiences based on personal data, enhancing job satisfaction and productivity.

Moving well beyond “you can choose your own laptop” and encompassing all aspects of remote and physical work. We can see fully ergonomic physical / remote desktop setups and things like uniforms becoming increasingly gender and body shape designed as the standard benchmark.

There will be first-mover advantages of course for those who can 1) deliver on this through frictionless and intuitive processes and 2) get their people to shout about it

Truly tailored Benefits

The best People functions will know precisely who uses what benefits and understand the costs to the business per employee of using them / not using them well. Optimizing the trade-off between benefits costs to impact felt will become easier by investing in quality surveys and setting our people functions up to procure the right amount of benefits that matter.

We will need to be open and honest about this with more junior employees in that “great benefits” come at the opportunity cost of salary increases and other benefits over time. They ain’t free peeps!

Rise of the “Benefit budget” – we see increasingly transparent ££s and pence budgets by job grade or band and complete flexibility to invest that into what matters most. There is already increasing evidence of this through “personal wellbeing” stipends and “allowances”.

We think technology with advances in Open Banking, AI and connected marketplaces like PerkBox will create a world where these allowances are maximized on auto pilot, subject of course to the employers framework of what perks they’ll cover and what they won’t.



continued..

Brand advocates at the core of Employer Brand

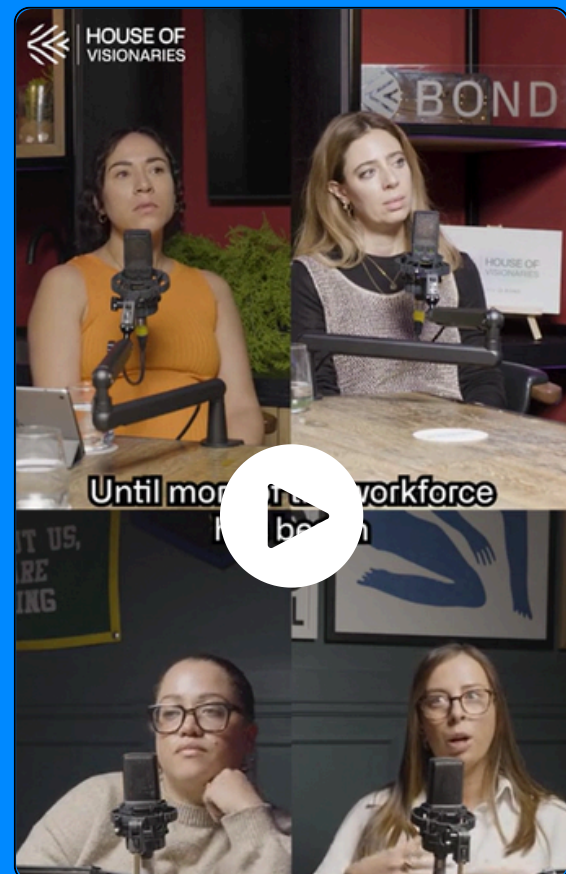
Gen Zers are more likely to consult online reviews before making a purchase, valuing authenticity and transparency in the feedback they encounter. For this generation, online reviews are a trusted source of information and play a crucial role in their purchasing decisions. It's not a huge leap to think that won't extend to researching company life

We think evidencing modern lived experiences to the candidate market will increasingly come through user-generated content and advocacy. TikTok is a key research tool amongst Gen Z (60% of active users from this generation) and we can see platforms like this increasingly used for winning hearts and minds.

Gen Zers are more likely to consult online reviews before making a purchase, valuing authenticity and transparency in the feedback they encounter. For this generation, online reviews are a trusted source of information and play a crucial role in their purchasing decisions. It's not a huge leap to think that won't extend to researching company life.

People leadership should encourage and create MVP frameworks Vs orchestrating the image of the Employer brand end to end. Employer Brand 2.0 will take the most courageous leadership teams to offer genuine freedom and empowerment to authentically tell stories. The traditional model of senior leadership teams defining question sets for employees to roll up and answer to camera will fade into "same same" wallpaper.

We also see employee influencer advocacy becoming increasingly "a thing" where those who can best champion the brand authentically earn followership and status within the businesses they represent.



Gen Z and the future recruitment process

Check out this podcast with Lauren @ Bond, and TA and People leaders in the UK



continued..

Wellness and flexibility as a core business objective

Employee wellness will be a central component of employer branding. Companies will offer comprehensive wellness programs, including mental health support, fitness incentives, and holistic health resources.

Being connected 24/7 through the advent of the smartphone and internet connectivity has been linked to poor mental health outcomes, stress and burnout at work. The science is clear on the effects of wellness on productivity and the costs are obvious in terms of absenteeism when things go wrong.

Tachometers have long prevented long-distance drivers from pushing themselves towards the limits of safely transporting goods to where they need to be. When will “digital tachometers” enforce workers buried in screens to take the regular breaks that maintain higher value add productivity levels?

When will AI assistants prevent creativity or decision fatigue amongst our teams by managing diaries for us. Flexibility continues to be craved and will likely be a key component of attracting and retaining top talent. We see a world with an increasingly interconnected “personal calendar” and “work calendar”. What happens when everyone has an executive assistant?

We see a world where senior HR leadership become more like technologists. Re-imagining and developing tools and processes that improve quality of work experience = life quality impact = happy healthy and productive employees who want to and can go that extra mile.

Adaptive Career Pathways

Employers will provide dynamic career development opportunities that adapt to employees' evolving interests and skills. Personalized learning and development platforms will enable continuous upskilling and reskilling, ensuring employees remain engaged and aligned with their career aspirations.

A movement towards “choose your own adventure” will form a big part of successful retention strategies. Technology could support this through creating intelligent internal marketplaces. Marketplaces where latent skills and experience can be deployed within the business when and where its needed most. Win, win for efficiency and supporting peoples growth.



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The future of employee experience

The past points to a richer and more thoughtful employee experience. Advances in DE&I awareness, initiatives are by no means mission complete. However, they do suggest a more empathetic and understanding world of work. People are more observant and willing to call bullsh*t on environmental and social investment activities that are more grandstand than substance. Employee voice is increasingly being sought after, and acted on.

Those who will build the most exciting EVPs will bottle all this up and sell it to candidates.



Tatiana Kotrusova
Global Talent Acquisition Leader

Check out the Interview with Tatiana who shared her insights around this topic

What follows are a few future focused spaces we think may play out over the next 10 years.

Well-being as a KPI

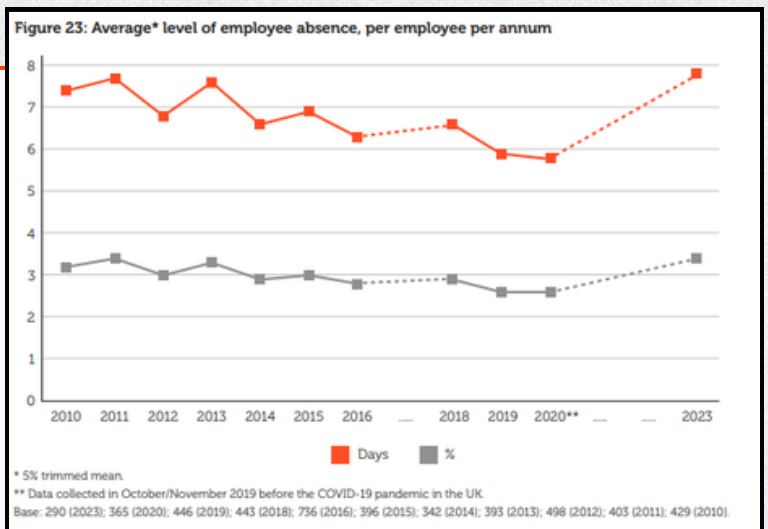
A recent CIPD Health and wellbeing at work report showed the highest sickness absence rate for over a decade. The average rate of employee absence stood at 7.8 days per employee per year, a considerable increase since data collected before the pandemic in earlier 2019 reports (5.8 days per employee).

All these days out of the business are costly. Offsetting with comprehensive well-being programs will form more of a core strategy. Alongside more effective allocation of workload where skillsets and strengths lie.

We see companies offering more than the basics of mental health support, with wider physical fitness plans, and financial wellness advice.

For people leaders, employee well-being metrics could become leading key performance indicators (KPIs) for their own performance assessments. If the team are healthy, they are likely to do great work, add value, stay and entrench IP and competitive advantage.

We also see more organizations implementing company-wide time off. Guilt free time away, no FOMO and complete disconnection from work to recharge. We think this is especially important within early stage start-up and scale-up companies where the pace of internal change is fast and communications frantic.





The future of employee experience



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The fall of mediocre middle management

Much has been written about the squeeze on middle managers. With increased awareness of mental health, remote-first working and the pace of technological change accompanied by a sentiment of “doing more with less” the pressure on people leaders is palpable.

Inadequate resources for training would be middle managers is felt throughout the business world. It's rare highly engaged, high performing talent leaves because of the company, and much more likely the result of a bad, or poorly trained, boss.

We see a future shift where top talent will choose to work with kind, empathetic leaders who also fuel high performance. There will be fewer, better professionals in managerial and leadership seats and more high performing individual contributors and team players.

We think younger generations will question whether it is really worth considerable additional responsibility for modest salary and recognition upsides. They will be less keen to take on a duty of care for others and this reality will be more openly communicated and contracted in career conversations too.

The traditional model of promoting people until in a seat of relative incompetence, “done well, see how they get on” will be replaced with more precise outcome based pay bumps and personalized perks, including development and reskilling opportunities.

Technology will be better able to capture, organise and pattern spot which employees are adding more value than others.

This will remove the need to create “seats” to keep people happy, who may be ill equipped as people leaders, but phenomenal team players and individual contributors.

We see AI/ML models providing earlier warning signals of discontent, or high performance. Win win as this will lead to more trusting relationships and fact based conversations around rewarding good work or discussing underperformance.

Leadership will need to invest less time actually “monitoring” their teams, which in theory would increase headspace for more strategic thinking, envisioning and value add themselves too.

Surveyed middle managers spend nearly half of their working time on nonmanagerial work



Non Managerial work

Average share of working time spent in each area % of respondents

McKinsey & Company



Lifelong Learning and Upskilling

There is a need for continuous learning and development in response to rapid technological changes and evolving job requirements at a global workforce level. At the company level they need the most relevant skills of the time to maintain a competitive edge. Especially true for any company that wants to be around in 100 years time from now.

So can they do this themselves?

People programs like this require vision, deep pockets and next level orchestration and planning. However, it's common leadership teams today don't think beyond 100 weeks in terms of strategy and planning. Short-termism a modern reality.

What's required is an end-to-end vision for talent lifecycle management. At a public level governments have industrial strategies and vision plans, but these are slow to implement and often lack teeth. Bucking the trend of typically shorter tenures and less company loyalty is a big challenge, but a precursor condition for investing in lifelong learning and upskilling programmes at any individual company.

What's the solution?

We see forward thinking companies taking the best parts of early careers programmes and bolting them onto personalised in life development programmes and then most importantly continuing this well into peoples 40s, 50s, 60s and beyond. These later life populations are the most typically unnoticed, untapped segments of the workforce. They will have digital skills, years of interpersonal and communication at work experience. With the right spirit of continuous learning they could help plug gaps usually filled by fresh talent.

Other bets...

Technology-Enhanced Collaboration: Holographic telepresence could become a reality, allowing team members to interact as if they were physically present together. These technologies will bridge the gap between remote and in-person work, fostering stronger team cohesion and innovation.



The future of employee experience



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Amy Skippings

Talent Acquisition and Operations Lead
@ Universal Quantum



Amy kindly shares her thoughtful perspective on DE&I progress.

She shares her concerns and compels us to fight for deeper internalisation of that progress to date

A Disparate Landscape

Consider the definition of and relationship with work being formed by Generation Z and Generation Alpha compared to that of millennials and previous generations.

For many, the notion of “work” is tied to a post-Industrial Revolution definition – a specific place that one travels to each day – “going to work”.

Even if the primary mode is remote, this more binary definition of work is so entrenched for those with this history that it still constructs their relationship with it and, therefore, the challenges they experience working in this adapted, remote way.

However, for those who have come into the workforce in tandem with this shift – this is all they know. Not only that, but Generation Alpha, in particular, are digital natives, accustomed to interacting, learning, socialising, and living online.

This means that we have several communities with disparate origin stories and definitions of work – for example:

- Where, when, and how its done
- The relationship between live/work/play
- Expectations of work and employers
- Codes of conduct, rules, norms

With every generation comes different experiences – different areas of progress that impact how we do things, our behaviours, and the expectations that we have – but the current landscape does feel polarising, and this filters into the work ecosystem.
...to name a few distinctions:

Remote

VS

Office

Hierarchy

VS

‘Clan culture’

Woke

VS

Anti-woke



The future of employee experience



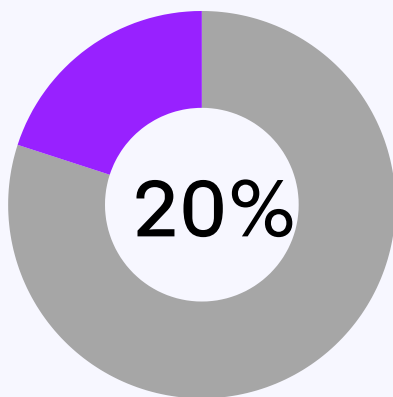
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The spotlight has been shone on topics such as the work ethic of younger vs older generations, weaponising instruments of progress such as flexibility, emphasis on work/life balance and wellbeing, and measuring outcomes rather than outputs.

This is of course not the sole root of the conflict – the work ecosystem is multifaceted, and the challenges experienced by organisations trying to establish their working model are highly nuanced. Still, the differences in these communities are worth noting as they contribute to the divisive sentiment and propaganda that we are seeing escalate.

Let's take flexible working policies as an example and consider how this unlocks opportunity for underrepresented communities at work:



1/5 of women say flexible working has helped them remain in their jobs

McKinsey & Company
Women in the Workplace 2023

The more we can adopt agile, hybrid approaches which do not seek to compensate for past ways of working the better.

Yes, there are benefits to collaborating in-person but there are also huge benefits to be realised by internalising flexibility for underrepresented groups who may have previously been alienated from the workplace due to rigid norms which did not support inclusion.

When it comes to inclusion, there are pervasive issues with the internalisation of progressive measures, e.g., saying one thing whilst exhibiting attitudes that demonstrate another, and continuing to reward and value behaviours aligned with those attitudes (presenteeism, working long hours, taking minimal holiday, always being "on").

The problem is that these behaviours are ensuring that the progressive measures (/policies) and efforts we are making never gain real traction and move the dial.

- Can help to combat the gender pay gap
- Helps neurodivergent individuals to thrive
- Opens up the work ecosystem to those with accessibility requirements
- Supports those with caregiving or parental responsibilities



And in combination with other policies which work in tandem, the myriad benefits are amplified, for example:

- Parental leave
- Agile working
- Menopause

And yet, we are still not seeing diversity consistently progressing throughout organisational structures.

Organisations may be faring relatively well at the C-Suite level (as the pressure has been applied here for a number of years now), and they may be over-indexed on hiring, but the ability to move “up”, develop, or progress in terms of seniority is still limited because business are not internalising these policies and recalibrating systems, processes, and structures to ensure that those who need the flexibility can grow.

We may be seeing more women, for instance, staying in work but the model of work that provides the required flexibility does not necessarily align with the model of work that will get someone promoted.

We know that “employee experience” is critical. With this in mind, strategic intervention is intensifying, physical workplaces are being revolutionised (often with heavy investment), benefits are evolving, internal functions such as Talent are becoming more sophisticated, and commitment to employee wellbeing is now ubiquitous – to name but a few areas of focus.

However, there still remains a disconnect between intent and effect where the formula for belonging has not been perfected.

Experience does not look the same across the board – there must be nuance to this offering in line with the needs of/ challenges met by the diverse communities across our organisations.



FINISH LINE



So, what are some practical considerations/ strategies to address this deficit?

- 1 Engage/ consult/ communicate – don't assume you know what is required
- 2 Take heed of conventional change management practices and guide people through changes that are made. Check in with them, uncover what's working/ what isn't and continue to iterate
- 3 Galvanise leadership or, if you are a leader, think about how to raise the profile of these issues and role model this from the top
- 4 Budget and scope – there may not be a dedicated DEI function, it may be an individual/team working on this on the side of their desk, but there must be some opportunity for focus and budgetary support provided. (We are seeing budgets & scope continually squeezed, which reflects lack of internalisation by leadership)
- 5 Respect. We have seen perception towards human resource functions change significantly since the pandemic but there's still a way to go. Giving People functions a seat at the table and ensuring People priorities are interlaced with other business functions to embed thinking is important
- 6 Consider organisational structure and behaviours – don't just create the policy, unlock the policy by creating enabling structures and behaviours to ensure impact. (Are flexible/ agile working policies successful if none of the leadership role model these habits?)
- 7 Stop surveying without a plan to listen and adapt accordingly. Getting a pulse-check can be useful if it forms part of a wider strategy and if the results are acted upon, but this can be more damaging than failing to check-in if people communicate their feelings and no subsequent action is taken



The future of employee experience



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A significant challenge is having the space and time to innovate and deliver, impacting effectiveness, productivity, and ability to influence. Anecdotally, individuals across numerous sectors are feeding back that there are too many meetings, they are too highly attended, things aren't focused, there are multiple initiatives in play at once, and switching off is tough.



“When I deliver training or initiatives to educate – for instance, about neurodiversity, or inclusive language, I am empowered by leadership to challenge, enquire, and course-correct with colleagues to ensure the dialogue continues, to support with people-related issues, to adapt processes and approach. The conversation must be kept alive, and it must punctuate our interactions with one another. But it’s not all on me – we are all guardians of the culture, and we are all responsible for changing our thinking and making a conscious effort to challenge “the way things are done around here”. In more nascent organisations, this can be easier as we are not trying to retrofit long-standing status quo for the future, but we can build deliberately.”

A recent report from Atlassian suggests that 25 billion hours a year are lost to ineffective collaboration

Fortune 500 (State of Work 2024)

Post-pandemic, for those organisations where working models have shifted (acknowledging that remote work is not new, but it is new for some), many are still searching for the right balance, the formula to run effective teams and collaborate optimally.

We cannot create the formula without truly engaging and understanding our people and the people we want to attract to our organisations. There’s a lot of noise out there right now – ways of working, productivity, DE&I – there are hundreds of opinions and it can feel loud. The key is not to bite off more than we can chew, despite our good intentions... we need strategy, time, and space to execute.

We have to ask questions and, more importantly, be prepared to listen to the answers even when this infers change. There are lots of organisations doing things really well – creating safe spaces for colleagues, educating and raising awareness, making leadership accountable for progress, and embedding sustainable, conscious practices throughout the organisation.

But there’s no quick fix, and we are at some risk of the efforts already made being reduced or removed on financial grounds or because tangible progress hasn’t yet been realised. We live in a data-driven world but, for many companies, the data doesn’t exist to measure progress so there are some foundational steps that need to be taken to enact inclusive, deliberate cultures which respond to the needs of the modern and future worker without tangible data points to justify these decisions in the short-term.

Practical

Practical

Shaping the future now

Implementing and testing AI

#1

Hiring for Quality

#2

Workforce planning in a world of uncertainty

#3

Influencing stakeholders

#4

Running a future focused workshop with your team

#5



#1



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Implementing and testing AI

It's rare to get through the day without touching on the subject of AI.

A magnet equally for investment and media attention. This is not going to change any time soon.

For just one example VC, Andreessen Horowitz, recently set it sights on AI start-ups, securing a \$7.2bn war chest from investors. Exceptional in the recent context of hugely reduced capital investment in tech.

al6z
\$7.2B



AI/automation is here to stay and can offer numerous benefits to TA functions. TA teams should be testing and learning how to get the best out of AI tools otherwise you risk getting left behind.



AI/automation excels in its ability to streamline repetitive tasks and increase team output. AI tools can still get it wrong, you have to know what you're working with and understand how it can add value and make sure you're oversight process is A1.



The reality for us in TA/HR is we're not going to be driving the AI wagon – it will likely be down to other departments however there are some fantastic tools out there that will help us become more efficient.

Implementing and testing AI

To influence the direction though we must become informed leaders, with hands on experience of the benefits and pitfalls.

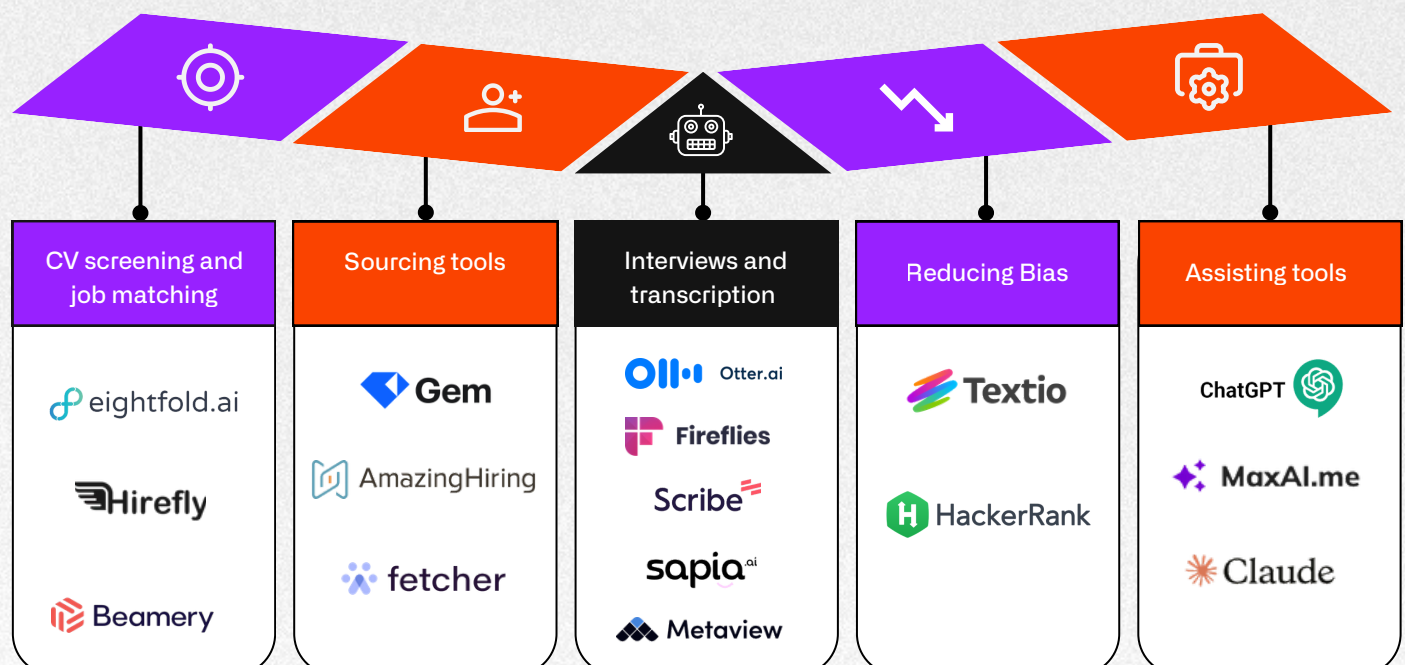
With this in mind, what are the practical steps to stop talking and start testing?

Step 1 Be strategic

Identify where in your end to end process is the biggest weaknesses/inefficiency. Where in the end-to-end attraction through retention life cycle do you specifically want to improve?

Start here with testing! The effort Vs potential reward will be highest.

Starting with “what ain’t broken”, because you can, may be seen as a mindless luxury when playing back your AI adventure to the business.



Implementing and testing AI

Step 2 Set goals and offset against costs

What specifically do you want to improve and by how much?
What's the value of that improvement?
Short-term or longer-term benefit realisation?

Knowing what tech / time you can credibly allocate will tie in with the above and ensure you can never be perceived as “busy fools” within your function.

Step 3 Take your people on your journey

Involving your team where you can in steps 1 and 2 will greatly improve buy-in to testing and learning. After all, you'll probably need the support of your team to effectively test and learn.

It'll be cathartic and exciting then too!

It's human nature to fear that a successful test may impact your livelihood downstream. Be open about the motivations you have and put people's minds at rest that investing in efficiencies allows everyone to focus on more value add and human activities in TA/HR. The stuff people want to do more of right?

take people on your journey

Step 4 Get sign off and go

Following these steps will greatly increase the likelihood of buy in and permission to go off on your AI adventure. There's a clear rationale for testing it, with a clear vision and benefit in mind.

Be comfortable with failure and adopt a “fail fast” mindset. Working your way through bugs and challenges as you go, never losing sight of what you were trying to achieve in the first place will ensure you pull the plug on duff experiments and persevere with more promising ones.

#2



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Hiring for Quality

The early 2020's went a bit crazy and the trend was to scale at all costs!...

Companies went on huge scale journey's with very little planning around what they where hiring, why they where hiring it and focusing on quality of who they where bringing in.

We all know how that played out.

However, what's been left are lots of companies looking around scratching there heads....

Why has the culture dropped so much?

Why is productivity low?

Why did we hire that person or team?

How did we end up with a team that is big and so average?

Next 5-10 years

The next 5-10 years will have a laser focus on Quality of hire not Quantity of hire.

It will be all about hiring and retaining smaller but super high-quality teams.

It's highly likley AI will augment TA professionals productivity to deliver the volume hires in business.

Regardless of AI, scale mode or recession. The aim of the game should always be to hire the VERY BEST. Whether its one person or 100 people. This foundational principal has been lost over the years but we think will make a come back between now and 2035.

Hiring for Quality

Why is it so hard?

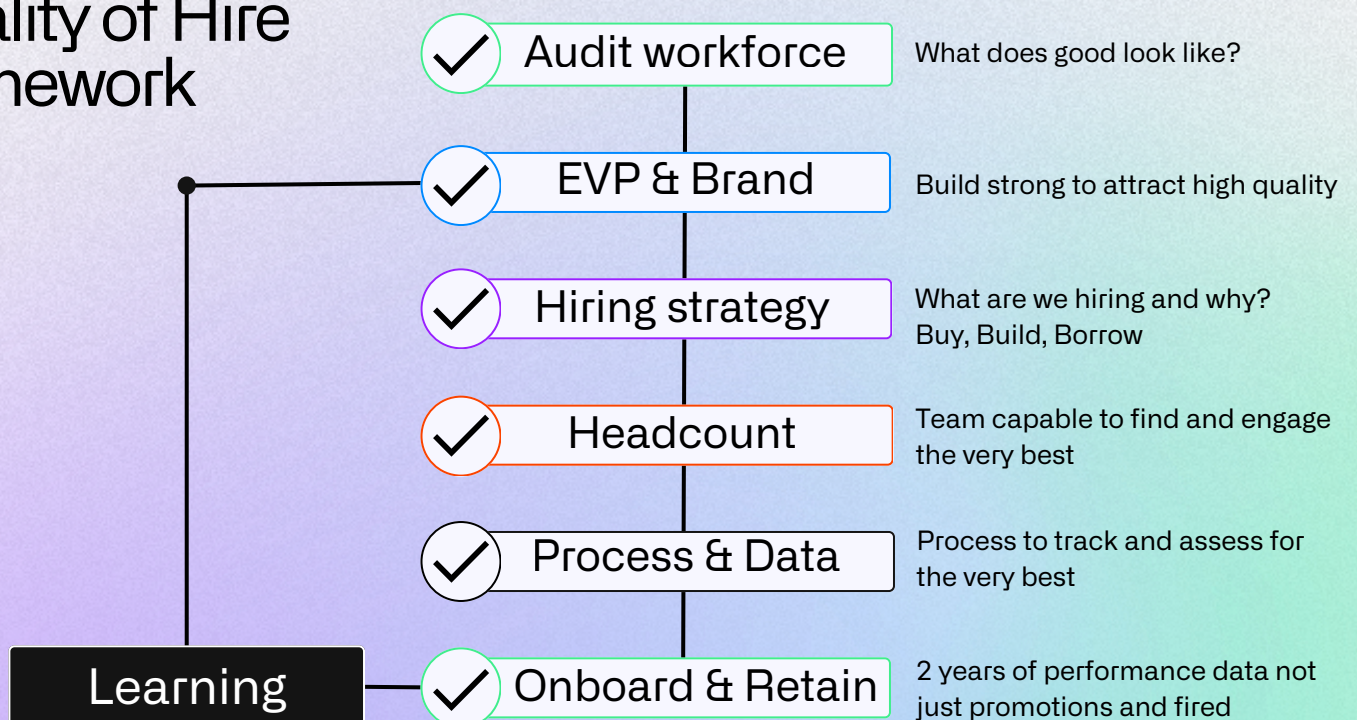
There are lots of reasons why projects focused on quality of hire fail but listed below are a few.

- #1 It's HARD. People will always find the easiest route to the outcome and in doing that won't focus on the highest level of quality and maintaining a super high bar.
- #2 It's LONG. Do this properly it's a 2 years framework. Most businesses change leaders, strategy or just get bored along the journey and lose interest.
- #3 It's hard to TRACK. Tracking data on quality of hire is notoriously tricky and attaching a clear ROI in the time spent on the project can be even harder to demonstrate.
- #4 It involves LOTS of people. To do this properly you need TA, HR, L&D, Every single Manager in the business, plus many more! Getting everyone aligned at the start is a mission let alone getting to outcome.

However, this is exactly where the opportunity lies. No one is really doing this properly!

It's a HUGE competitive advantage & those that get there first will enjoy the rewards for many years to come.

Quality of Hire framework



As you might expect there were multiple plausible MVP models. What follows are the broad steps. How this connects with EVP / Brand and the hiring process itself will be determined by how wide the quality of hire project spans.

For example - If testing on a more manageable subsegment of the workforce it makes sense to tweak and tailor lower-level documents like JDs and candidate packs / interview Qs Vs an overarching overhaul of your positioning as an employer.

So what steps do our residents think we need to go through?

STEP #1 Capture your North Star

As James Hawkes said at our QOH event a great example of this for a F1 company would be “make the car go faster”. This sets the tone for the entire program and instantly connects it to the organisation's ultimate mission.

STEP #2 Define what a Quality of Hire looks like?

This will be a hugely collaborative exercise, be painful, but be worth it. Networking and business partnering with hiring managers or leaders of discrete job functions / families will ensure all nuances are captured.

To make things more manageable, focus on the golden threads, the things that most / all parts of the business see and define as “quality”.

Take a leaf out of Jeff Bezos book and define things that you’ll always need. He famously identified that people will always want cheap prices and fast delivery = Amazon North Stars. What does your company need in its people today, and forever?

You can also focus on the subsets of the business that most impact that North Star. Implementing across the entire workforce may not be the right thing to do before a degree of test and learn.

Consider what the make up of a “bad hire” looks like. You can perhaps more easily define, or have felt this, and work your way towards the opposing signals, traits and the dynamics surrounding candidates' skills or experience.

#2

Hiring for Quality



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STEP #3

Build the measurement framework

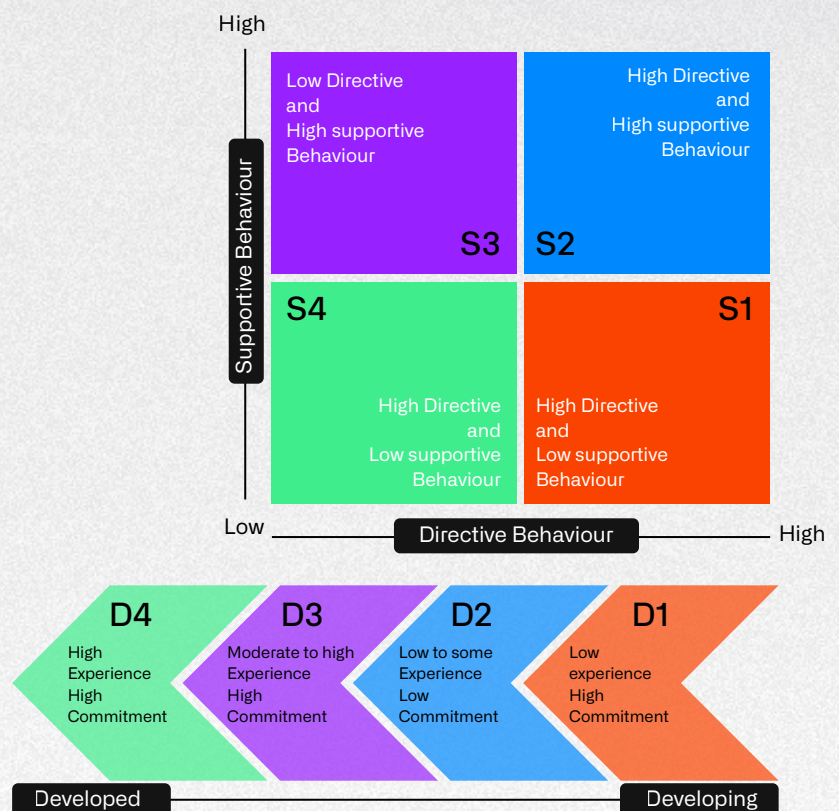
Residents learnt heavily towards more qualitative metrics, but thought a matrix of technical/skill efficacy and soft skills would be helpful.

On the soft skills side of things the following situational leadership model can help think about the soft skills side of those matrixes.

For example – the the senior/leadership job family, greater appetite/comfort levels for ambiguity and end to end ownership would be important soft signals.

Conversely – for those in early career phases, typically low experience, but high commitment (think fresh faced grads) the ability to ask strong clarifying Qs and high levels of resilience on small failures are the thing you'd be looking for.

Situational Leadership Model



If there was just one metric that would help identify “quality” outcomes it was engagement levels.

Pulse surveys and NPS are effective tools and the logic being if people are engaged, then everything else looks after itself.

From individual outcomes, to teams and the wider business meeting it's goals.

STEP #4

Performance Management

Rolling out the measurement framework and North Star within this and using quarterly cycles was felt to be the most suitable cadence.

Once the core framework is in place, have the confidence to “run” it for 6 – 12 months and iterate along the way. The implementation strategy is as important as the ongoing internal comms that accompany it.

Workforce planning in a world of uncertainty

Workforce and demand planning has been a good puzzle for many businesses to solve over the last few years.

Right-sizing your TA function and supporting power has a dependency on this critical information.

Go-to-market strategies often require volume hiring under commercial time constraints.

Longer term hiring models – establishing how large the fixed headcount element of the TA function needs to be to meet business goals.

More agile month by month, quarter by quarter planning and tweaking outside power up and down to meet hiring demand.

Activity funnel to achieve target hires

Stage	Per Talent Partner		Per TP & Month	
Reach outs	1532		128	
Rec screen	322			27
CV Sub	248			21
1st Stage	198			17
2nd Stage	174			15
Offers	75			6
Hires	60			5

Robert Hussey

Managing Partner @BondGlobal



These purple sections act like a calculator for time needed, amount of resource and can be played with for scenario planning purposes

Target Deliverables	
Target Hires	60
Attrition	0%
Total Hires	60

Hiring Period	12
Talent Partners	1

Conversion Metrics	
Reach outs	
Rec screen	21%
CV Sub	77%
1st Stage	80%
2nd Stage	88%
Offers	43%
Hires	80%

*The data above is using example data to illustrate metrics that we should know well and capture



Workforce planning in a world of uncertainty



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What follows is a step by step guide and is how we typically work with our partners to ensure we nail their delivery plans.

Strategy

1

Engaging senior leadership to understand the mission and timeframes. Stakeholder mapping. Alignment of all business and therefore hiring manager plans. Business partnering to ensure all functions are accounted for. This may involve several rounds of mapping/clarification and sign-off.

Data

2

Data – analyse your funnel conversion metrics from reachouts to hire. These will likely differ by job family, function and seniority. Our Bond Dataverse enables us to cut and slice partners projects like this and forms every project ongoing.

Consult & Scenario Plan

3

The shape of the right resource is a delicate balancing act between finding the best talent, the practical onboarding and financial implications for the business.

Consulting with the business on the do-ability of any plan is paramount. Producing multiple scenarios and walking those through various connected business functions.

You rarely have the luxury of “building a bench” and need to ensure downstream IT, people onboarding sessions, HR payroll setup etc can cope with the demand you are about to create for them too.

Sign off & Execute

4

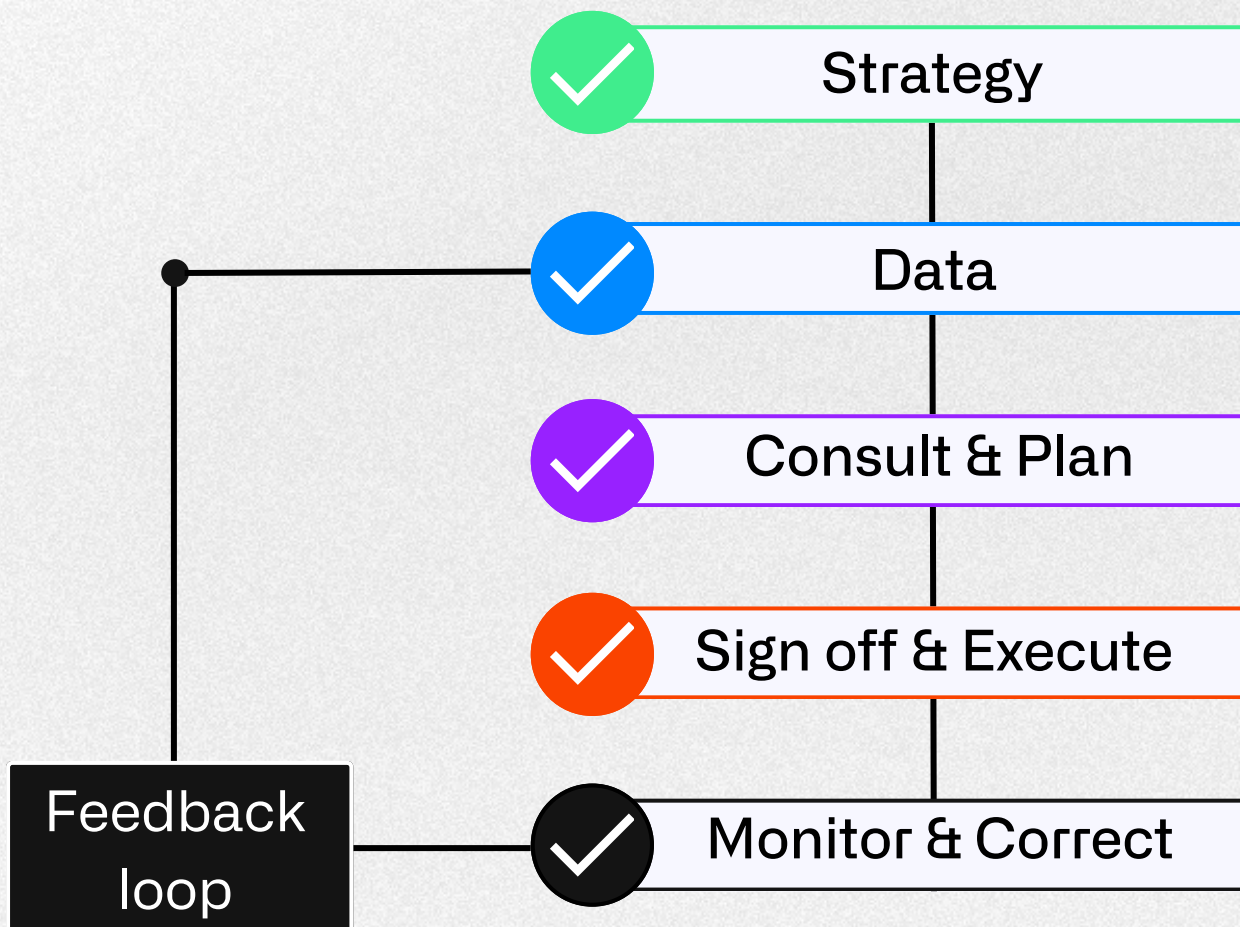
This data-led approach sets the whole end-to-end process up for success. You'll know what flexible power you need, when you might need it and with an Embedded talent solution can dial up and down flexibly over the window of your strategy to drive maximum cost efficiency.

Monitor & Course correct

5

The only thing we have with certainty is change!

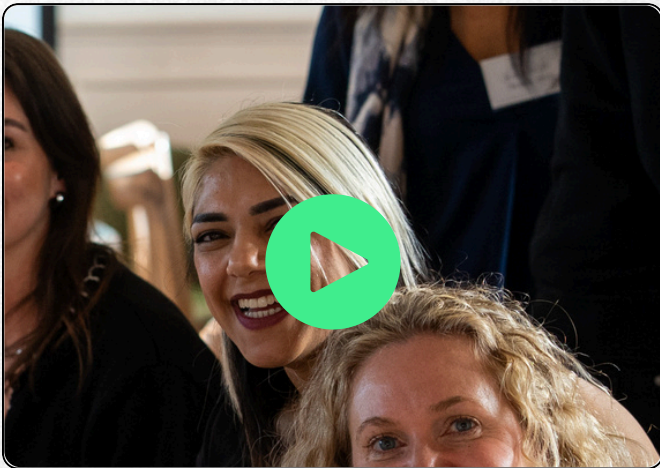
Dynamics change as the market and underlying business assumptions change. The funnel you based your plans on may have improved / worsened also. Having data at your fingertips to spot these trends early and tweak the right size of your resource is all part of nailing that overarching plan or strategy.



A step by step guide should you want to follow this format in your business

#4

Influencing Stakeholders



Gita Selli

Senior Manager, Global Talent Acquisition @ Loadsmart

#1 Know your audience

Engaging with senior stakeholders effectively hinges on a deep understanding of their needs and priorities. By aligning your goals with the broader objectives of the business or their function and demonstrating the mutual benefits, you can create a strong case for their support and lay the groundwork for a productive partnership.

It takes time to build relationships, observe what energises and gets people on board as you do that. Build credibility in yourself and your team along the way by sharing successes. If you don't have that luxury, network effectively within the business and establish from those who do have a good working relationship who the person behind the "stakeholder" is.

Building interpersonal rapport doesn't stop because someone is senior. Respecting them as a person, but being mindful of their time will ensure you come across well.

To find yourself regularly with a seat / voice at the top table we'd recommend considering these top tips.

#2 It's a two way street

Creating an open dialogue is essential. Approach them with a clear and concise explanation of your goals, and how these aspirations can add value to the organization. Be prepared to listen to their feedback and be open to their perspective. This two-way communication builds trust and shows that you value their input. Be prepared and anticipate responses. However, respect input and be prepared to change tact when better/new information emerges.

#3 Strategic Timing

Strongly linked to knowing your audience is anticipating when they may be more receptive to new ideas / strategies or your goals. Be mindful of personal / professional crises and avoid seeking dialogue when it's unlikely your message will cut through. Patience pays dividends in this respect.

Running a **future-focused** workshop with **your team**

What does your team think about the future?

We asked the Bond team to conduct the same workshop as residents at our annual Talent Summit event. They come from various backgrounds (agency, in-house, RPO) and are spread throughout the UK and US.

They represent a proxy for “your team” in the current state of TA / HR and what our teams think about the future.

Other than changing the lens to look back and forth 5 years (some were not in the talent/people industry 10 years ago) we ran the same Janus cone exercise.

It was very positive to hear them reflect on starting out, banging the phones, and operating in relatively less professional environments, to where they find themselves today. A sense of pride rang through in a career where they were respected professionals, business partnering, consulting, and adding value to the organizations they represent.

They made the same observations about the progress made in elevating EVP, Brand and the flexibility afforded to candidates and employees. There was also pride in being involved in the DE&I progress to date and the sense of belonging they felt too.

What shone out most though was the professional training, growth, access to data and tools to be more effective at their jobs. This type of leadership comes from us as TA / HR leaders and would sit firmly in the “continue” bucket of a Stop, Start, Continue industry exercise.

Future predictions were in similar spaces to those of our residents. AI, data-led decision making and a sentiment of focusing on “quality of relationship” Vs “quantity of output” was the future operating environment they envisioned.

Quality of relationship Vs Quantity of output

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