

**GUIDE**

# Future-Proofing Your Talent Pipeline:

How to Recruit for Skills  
That Don't Exist Yet

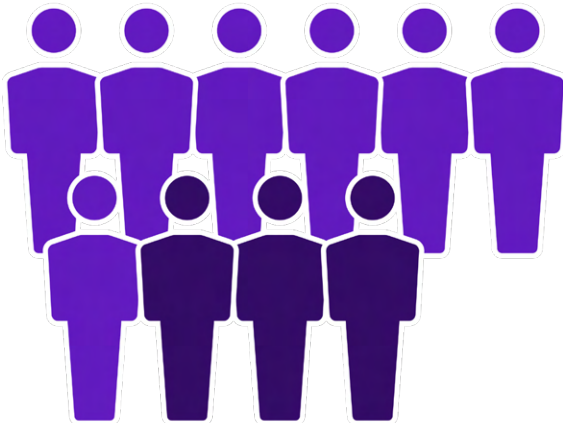


In today's rapidly evolving business landscape, technological advancements and global shifts are continuously reshaping industries. The World Economic Forum's Future of Jobs Report projects that by 2027, 23% of jobs will undergo significant changes, with 69 million new roles emerging and 83 million existing positions potentially being displaced, resulting in a net loss of 14 million jobs (WEF).

This dynamic environment presents a unique challenge for recruiters: how to identify and hire talent for skills or even roles that don't yet exist. To address this, organizations must adopt forward-thinking strategies that emphasize transferable skills, adaptability, and a culture of continuous learning.

This comprehensive guide delves into actionable approaches to future-proof your talent pipeline, including insights from the World Economic Forum's job transitions framework and practical steps to align your recruitment strategies with emerging trends.

## Impact of AI on Recruitment



7 out of  
10

**talent acquisition professionals**  
agree that AI will change the way  
organizations hire.

Source: LinkedIn's 2025 Future of Recruiting Report

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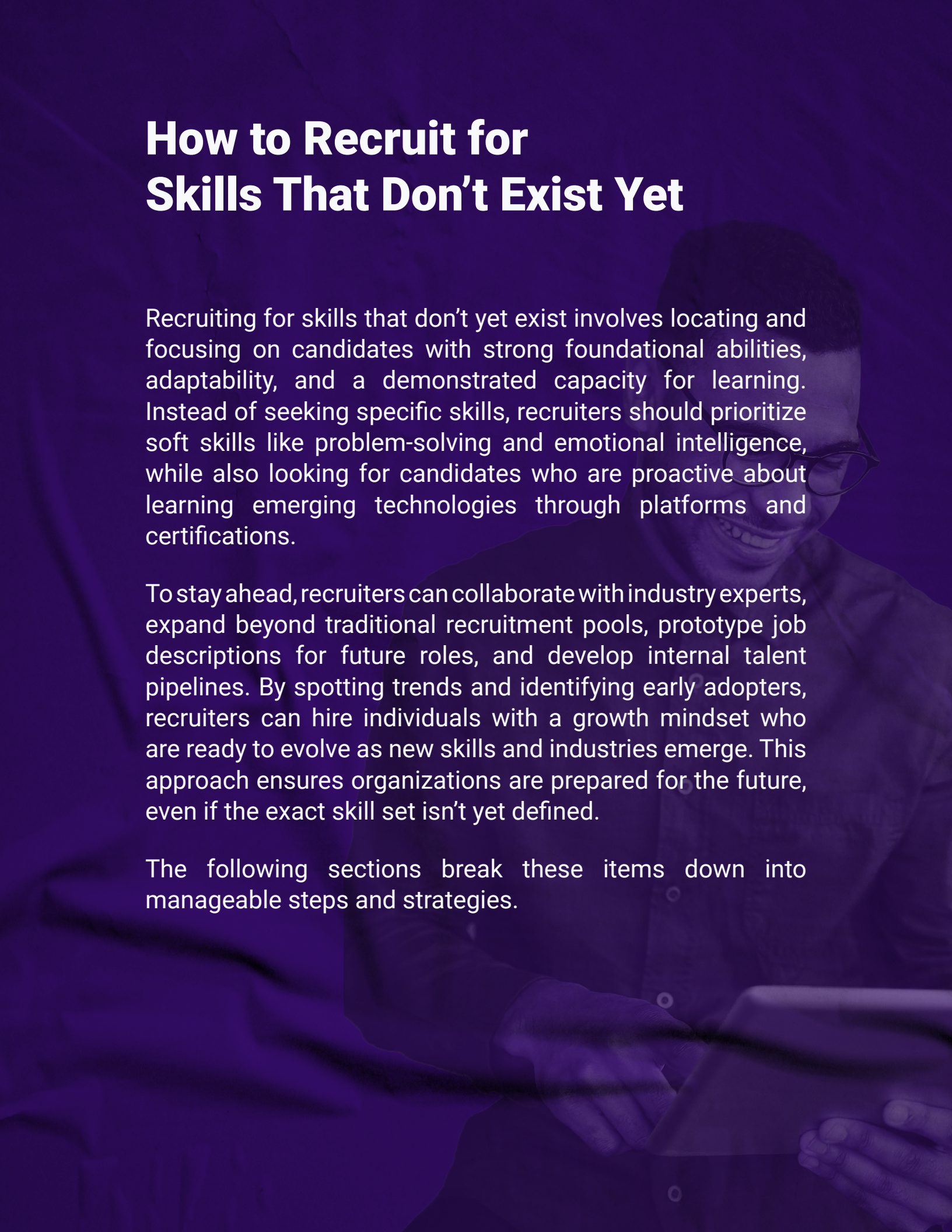


# How to Recruit for Skills That Don't Exist Yet

Recruiting for skills that don't yet exist involves locating and focusing on candidates with strong foundational abilities, adaptability, and a demonstrated capacity for learning. Instead of seeking specific skills, recruiters should prioritize soft skills like problem-solving and emotional intelligence, while also looking for candidates who are proactive about learning emerging technologies through platforms and certifications.

To stay ahead, recruiters can collaborate with industry experts, expand beyond traditional recruitment pools, prototype job descriptions for future roles, and develop internal talent pipelines. By spotting trends and identifying early adopters, recruiters can hire individuals with a growth mindset who are ready to evolve as new skills and industries emerge. This approach ensures organizations are prepared for the future, even if the exact skill set isn't yet defined.

The following sections break these items down into manageable steps and strategies.



# 1 Embrace a Skills-First Hiring Approach

It's often difficult to tell which skills workers possess and where they might need training. Traditional hiring practices often prioritize specific experience or educational backgrounds. However, as job roles evolve, a skills-first approach becomes imperative. This method focuses on a candidate's capabilities and potential rather than their past job titles.

- **Identify Core Competencies:**

Determine the essential skills that align with your organization's strategic goals. These may include problem-solving, critical thinking, digital literacy, and emotional intelligence. In addition to technical skills, soft skills such as adaptability, collaboration, and innovation are becoming increasingly valuable in a rapidly changing job market.



- **Revamp Job Descriptions:** Shift from listing rigid qualifications to highlighting desired skills and competencies. This attracts a broader pool of candidates who possess the potential to excel in evolving roles. Instead of requiring a specific number of years of experience in a particular field, focus on how candidates have demonstrated their ability to learn, solve problems, and adapt to change.





- **Implement Skills Assessments:** Utilize tools and assessments that objectively evaluate a candidate's proficiency in key areas, ensuring alignment with future job requirements. AI-powered assessments, gamified testing, and real-world simulations can help employers gauge a candidate's problem-solving ability, creativity, and technical acumen.
- **Leverage AI to Identify Transferable Skills:** AI-driven talent intelligence platforms can analyze resumes, job descriptions, and past experiences to uncover hidden transferable skills that candidates may not have explicitly listed. This helps recruiters identify potential hires who can transition into new roles with minimal additional training.
- **Encourage Hiring Managers to Think Beyond Traditional Roles:** Many job roles are changing so rapidly that a focus on specific past job titles may limit the talent pool. Encouraging hiring managers to focus on core competencies rather than previous roles allows for greater flexibility and agility in hiring decisions.

## Key Takeaway

*A skills-first hiring approach not only broadens your talent pool but also fosters diversity and inclusion by valuing varied experiences and backgrounds. By focusing on capabilities rather than credentials, organizations can future-proof their talent pipelines and build a workforce that is ready to take on the challenges of tomorrow.*



## 2 Foster a Culture of Continuous Learning



A Gallup study reveals that only 26% of U.S. employees strongly agree that their organization encourages them to learn new skills, underscoring the need for a culture of continuous learning to adapt to evolving job requirements. In an era where the half-life of skills is rapidly decreasing, promoting continuous learning within your organization is crucial. This ensures that employees remain adaptable and equipped to handle emerging challenges.

- **Invest In Your Managers:** The New York Times cites that over 80% of managers are “accidental managers” with no formal training, despite managers often being the first line of offense in building a future-proof workforce.





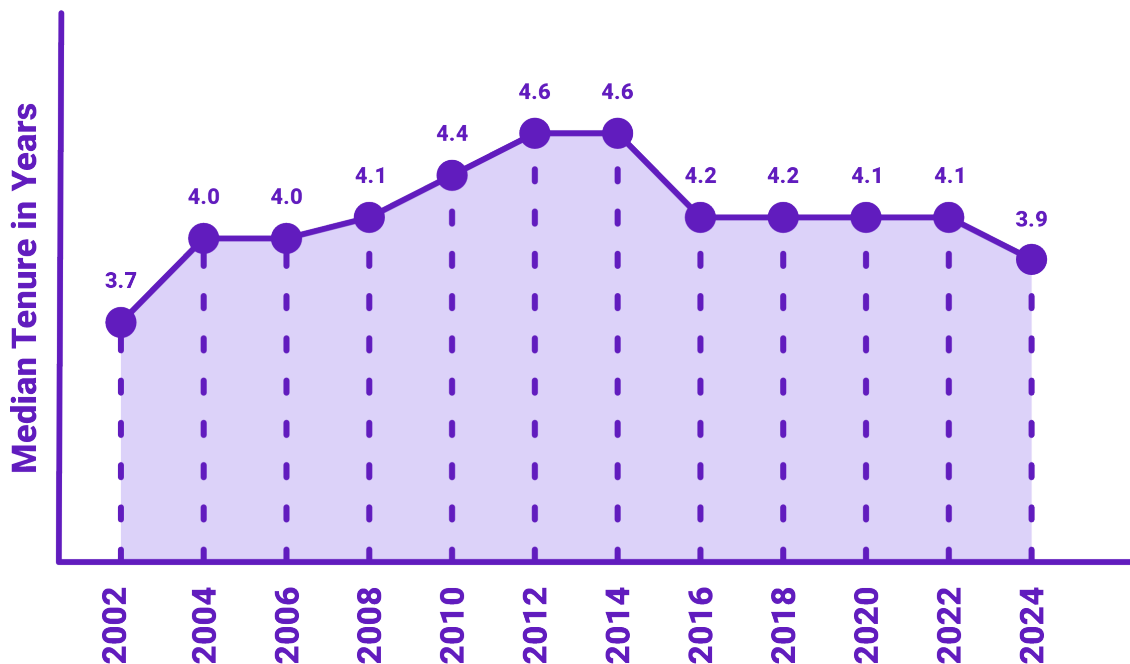
- **Provide Learning Opportunities:** Offer access to courses, workshops, and seminars that focus on both current and anticipated skill needs. Encourage employees to pursue certifications in emerging fields.
- **Establish Mentorship Programs:** Pair less experienced employees with seasoned mentors to facilitate knowledge transfer and skill development.
- **Incentivize Skill Development:** Recognize and reward employees who proactively engage in learning new skills, fostering a culture that values growth and adaptability.

By embedding continuous learning into your organizational ethos, you prepare your workforce to seamlessly transition into new roles as they emerge.

# 3 Leverage Artificial Intelligence for Workforce Planning

The median tenure for wage and salary workers decreased to 3.9 years in January 2024, down from 4.1 years in January 2022, marking the lowest since 2002, according to data from the Bureau of Labor Statistics (BLS). Artificial Intelligence (AI) offers powerful tools to anticipate future skill requirements and streamline recruitment processes.

**Declining Employee Tenure**



Source: Bureau of Labor Statistics (BLS)

- **Predictive Analytics:** Use AI-driven analytics to forecast industry trends and identify emerging roles. This data-driven approach enables proactive talent acquisition strategies.

- **Automated Screening:** Implement AI-powered platforms to assess candidate resumes and applications for desired skills, reducing time-to-hire and ensuring a focus on relevant competencies.
- **Personalized Learning Paths:** Use AI to analyze employee performance and recommend tailored development programs, aligning individual growth with organizational needs.

Integrating AI into your HR processes not only enhances efficiency but also provides valuable insights into future talent requirements.

### **Want to see how predictive analytics work?**

*Unlock the power of real-time talent market data with Talroo Insights. Get access to industry benchmarks, understand your competitors' strategies, and learn how job seekers engage with your brand. Elevate your recruiting strategy today by visiting **Talroo Insights**.*



# 4 Expand Beyond Traditional Talent Pools

In order to hire for the future, we must be able to expand beyond the traditional platforms and pools. Diversity in thought and experience will help grow your talent base and also challenge your team to be more adaptable and grow.

One example? Building partnerships with academic entities ensures a steady pipeline of talent equipped with the skills your organization will require.

- **Curriculum Development:** Work with universities and colleges to design programs that align with industry needs, ensuring graduates possess relevant and up-to-date skills.
- **Internship Opportunities:** Offer internships and co-op programs that provide students with practical experience while allowing you to assess potential future employees.
- **Scholarship Programs:** Invest in scholarships for studies in emerging fields pertinent to your industry, fostering loyalty and attracting top talent.





## Key Takeaway

*These collaborations bridge the gap between academic training and industry expectations, creating a workforce ready to tackle future challenges.*



# 5 Implement the World Economic Forum's Job Transitions Framework

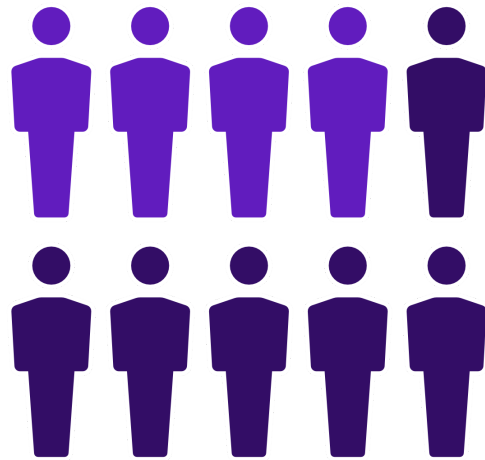
The World Economic Forum (WEF) provides a comprehensive framework to facilitate effective job transitions, focusing on four key pillars:

- **Reskilling and Upskilling:** Invest in training programs that equip employees with skills for emerging roles. This proactive approach ensures your workforce remains competitive and adaptable. According to the WEF, reskilling efforts could help up to 50% of displaced workers transition into new roles with minimal retraining.
- **Improving Employee-Employer Matching:** Utilize advanced analytics to align employee strengths with suitable roles, enhancing job satisfaction and productivity. WEF research suggests that job transitions are 2.5 times more successful when workers receive targeted upskilling tailored to their industry.
- **Worker Safety Nets:** Establish support systems that provide financial and career assistance during transitions, fostering a secure environment for growth. WEF's findings highlight that effective workforce policies, including career coaching and financial support, can reduce transition time by 30%.
- **Multistakeholder Collaboration:** Engage with governments, educational institutions, and industry peers to create a cohesive ecosystem that supports workforce development. The WEF report stresses that strong public-private partnerships are critical for ensuring a smooth shift toward future job markets.

# Employer Perspectives on Upskilling

Employers believe that 44% of workers' skills will be disrupted in the next five years.

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**of workers' skills**  
disrupted in the next five years.



**That's four in 10 staff members** who will require training before 2027.

Source: World Economic Forum

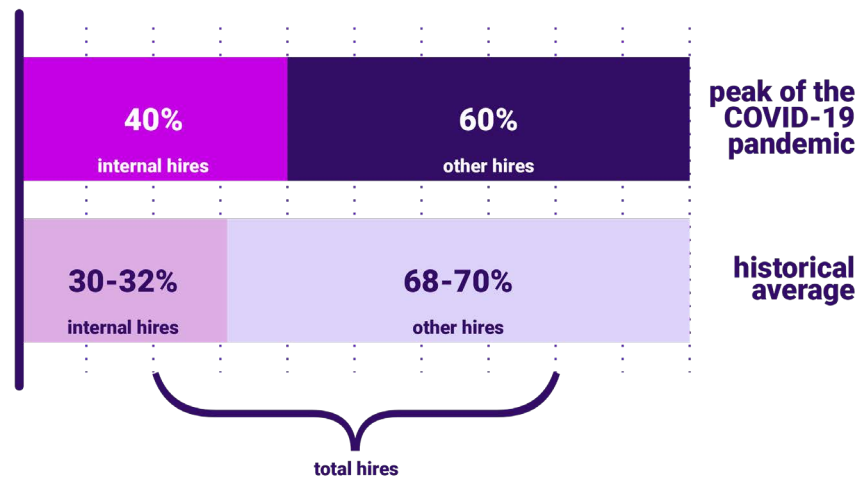
Implementing this framework enables organizations to navigate the complexities of evolving job markets effectively (WEF). Additionally, WEF research emphasizes that industries adopting proactive transition frameworks see higher retention rates and more successful workforce adaptability. By integrating these strategies, organizations can create a structured approach to managing job transitions and securing long-term talent sustainability.

# 6 Hire and Promote Internally

Investing in internal mobility programs allows organizations to retain top talent, build institutional knowledge, and fill emerging roles with employees who already understand the company's mission and values. When employees see clear pathways for advancement, engagement and retention improve, reducing turnover costs and strengthening workforce stability.

## Internal Hiring Rates

During the peak of the COVID-19 pandemic, internal hiring rates rose to 40% of all hires, up from the historical average of 30-32%.



Companies reported that internal hiring led to better company culture, higher employee retention, improved cost-savings, and expedited time-to-hire rates—often by 10 to 12 days.

Source: [hrdive.com](https://hrdive.com)





Additionally, internal hires tend to outperform external hires in the first two years on the job, likely due to their familiarity with the company's culture, existing relationships, and deeper understanding of products and services.

- **Reduced Hiring Costs:** Promoting from within minimizes the expenses associated with external hiring, such as job advertising, recruiter fees, and lengthy onboarding processes.
- **Faster Ramp-Up Time:** Internal hires already understand company processes, reducing the learning curve and accelerating productivity in new roles.
- **Stronger Employee Engagement:** When employees see growth opportunities within their organization, they are more motivated to develop new skills and contribute to long-term success.
- **Strategic Workforce Development:** Internal mobility ensures that employees are continuously upskilled and prepared to take on leadership roles, helping companies stay agile in an evolving job market.

To maximize the benefits of internal hiring, organizations should establish transparent career paths, implement leadership development programs, and use AI-driven tools to identify employees with high potential for transition into new roles.

# 7 Monitor Industry Trends and Emerging Roles

Staying ahead of workforce trends is key to future-proofing your talent pipeline. As industries evolve, organizations must proactively track changes in job demands, skills requirements, and market conditions to stay competitive. Monitoring emerging roles allows businesses to align their talent acquisition strategies with future workforce needs.

- **Conduct Workforce Audits:** Assess the current skills within your organization and compare them to projected industry needs, identifying gaps that need to be addressed. AI-powered analytics tools can help forecast future skill shortages and recommend targeted training programs.

A Gartner survey revealed that 58% of the workforce will need new skill sets to do their jobs successfully.

Skills audits are becoming essential tools for understanding and planning for these evolving requirements.

Source: Gartner



- **Engage with Industry Reports:** Regularly review publications from sources like the World Economic Forum, LinkedIn's Workforce Reports, [Talroo's Frontline Worker Index](#), and government labor statistics. These reports provide valuable insights into shifting job markets and the skills that will be in demand in the coming years.

- **Network with Thought Leaders:** Participate in industry conferences, webinars, and forums to stay informed about evolving job roles and required skill sets. Engaging with industry experts ensures your organization is prepared for upcoming workforce trends and technological advancements.
- **Adopt a Data-Driven Approach:** Leverage HR analytics to track hiring trends, employee turnover, and job market dynamics. By using real-time data, organizations can make informed decisions about workforce planning and talent development.
- **Collaborate with Professional Organizations:** Partnering with industry associations and educational institutions can provide access to the latest research and best practices in workforce development. These partnerships can also help shape curricula that align with industry needs, ensuring a steady pipeline of qualified talent.
- **Stay Agile in Hiring Practices:** The rapid pace of technological change means that new roles can emerge quickly. Companies that adopt agile hiring practices—such as project-based work, gig economy talent pools, and flexible job descriptions—are better positioned to adapt to these changes.

By actively monitoring industry trends and leveraging data-driven insights, organizations can ensure that their talent strategies remain aligned with the evolving job market. This proactive approach not only helps in recruiting for skills that don't yet exist but also positions the company as a forward-thinking employer in an increasingly competitive landscape.



# **Real-World Case Studies & Success Stories**





# IBM's Shift to Skills-Based Hiring

IBM has been at the forefront of adopting a skills-based hiring approach, moving away from traditional degree requirements. As of recent initiatives, over 50% of IBM's U.S. job openings no longer require a four-year degree, focusing instead on the skills and competencies candidates bring to the table.

This transition has yielded significant benefits for the company, including:

- **Increased Diversity:** By removing the degree barrier, IBM has attracted a more diverse applicant pool, encompassing individuals from varied educational and professional backgrounds.
- **Enhanced Performance:** Employees hired through this model have demonstrated strong performance, contributing effectively to their roles.
- **Improved Retention:** The alignment of roles with candidates' skills has led to higher job satisfaction and retention rates within the company.



# Chipotle's Implementation of AI in Recruitment

Companies like Chipotle Mexican Grill have implemented AI-driven bots to revolutionize their hiring process. Their AI assistant, Ava Cado, is powered by Paradox.ai and interacts with applicants, answers queries, schedules interviews, and even extends job offers. See how a chatbot works for yourself on Chipotle's careers page.

The results?

- **Higher Application Completion Rates:** Post-implementation, completion rates rose to over 85%, indicating a smoother application experience.
- **Reduced Time-to-Hire:** The average hiring time decreased from 12 days to 4 days, allowing for quicker onboarding of new employees.

However, challenges such as miscommunications have been noted, highlighting the need for continuous refinement of AI tools to ensure a seamless candidate experience.



# Amazon's Stance on AI Usage by Candidates

While Amazon invests heavily in AI technologies, it maintains a cautious approach regarding candidates using AI tools during the hiring process. The company has implemented guidelines to detect and discourage the use of AI by applicants, aiming to ensure an authentic assessment of candidates' skills and experiences. In fact, the company discontinued use of an AI recruiting tool in 2018 because it showed bias against female candidates.

This stance underscores the broader ethical considerations surrounding AI in recruitment, balancing technological advancement with fairness and authenticity in candidate evaluations.





# Unilever's AI-Driven Recruitment Process

Unilever has transformed its hiring approach by incorporating artificial intelligence to assess candidates. The company uses AI-driven assessments to evaluate applicants' competencies and potential, leading to a more efficient and unbiased selection process. This technological integration has streamlined recruitment and ensured alignment with Unilever's organizational needs, including:

- **Time Saved for HR Teams:** One million in annual savings and over 100,000 hours of human recruitment time in implementing AI in their process.
- **Improved Application Processing Time:** Around two million job applications were processed once the new intelligence was implemented.



# Finish'd Scales Recruitment With Data-Driven AI Solutions

Finish'd, a rapidly expanding caregiving platform, partnered with Talroo to enhance their recruitment process. Facing challenges in attracting qualified caregivers efficiently, Finish'd leveraged Talroo's data-driven AI solutions and programmatic advertising to target suitable candidates. This collaboration resulted in 150 applicants registering on the platform in the second month, with 90 meeting eligibility criteria and completing the onboarding process. This success translated to a competitive cost per hire of \$14.41, significantly improving Finish'd's recruitment efficiency.

These case studies illustrate the tangible benefits of adopting skills-based hiring and AI-driven recruitment strategies, including increased efficiency, reduced hiring times, and access to a more diverse and qualified talent pool.

# **The Ethics & Challenges of AI in Workforce Planning**

The integration of Artificial Intelligence (AI) into workforce planning offers numerous benefits, including efficiency and data-driven decision-making. However, it also presents ethical challenges that organizations must address to ensure fair and responsible use.



## Algorithmic Bias

AI systems learn from historical data, which may contain inherent biases. If these biases are not identified and mitigated, AI can perpetuate discriminatory practices in hiring. For example, AI tools have been found to filter out candidates based on biased data, leading to unfair exclusion.

## Privacy Concerns

U.S. Equal Employment Opportunity Commission Chair Charlotte Burrows said in January 2023 that up to 83% of employers use automated tools at some point during the hiring process. A majority of those surveyed in the EEOC report said AI allows them to save time and focus on more intensive tasks.

However, the use of AI in recruitment involves processing vast amounts of personal data, raising significant privacy issues. Candidates may be unaware of how their data is used, stored, or shared, leading to potential breaches of trust and legal compliance challenges.



## Best Practices for Ethical AI Implementation

- **Regular Audits:** Conduct thorough evaluations of AI systems to detect and correct biases, ensuring fair outcomes.
- **Transparency:** Clearly communicate to candidates how AI is used in the hiring process, including data usage and decision-making criteria.
- **Human Oversight:** Implement AI recommendations as just that—recommendations—rely on human judgment to make any employment-impacting decisions.

By proactively addressing these ethical considerations, organizations can harness the benefits of AI while upholding fairness, transparency, and respect for individual privacy.

# Conclusion

Future-proofing your talent pipeline requires a proactive, strategic approach that prioritizes skills over traditional job qualifications. By embracing a skills-first hiring model, fostering continuous learning, leveraging AI, and building strong industry partnerships, organizations can prepare for the jobs of tomorrow. Implementing frameworks like the WEF's job transitions strategy and encouraging internal mobility will further ensure a resilient and adaptable workforce.

The future of work is constantly evolving—those who anticipate change and adapt their talent strategies accordingly will remain ahead of the curve, securing top talent for the roles of the future.

# Resources

*Hint: Tap on any resource title to be redirected to their page.*

**Unlocking Opportunity: A Global Framework for Enabling Transitions to the Jobs of Tomorrow (WeForum.org)**

**Future of Jobs Report 2025 (WeForum.org)**

**Employee Upskilling Is Vital in Rapidly Evolving Job Market (Gallup.com)**

**Employee Tenure in 2024 (BLS.gov)**

**Talroo's Frontline Worker Index (Talroo.com)**

**Internal hiring saves money and boosts retention but has fallen in recent years (HRDive.com)**

**The Hidden Benefits of Internal Hiring: Cost Savings, Improved Performance, and Higher Retention (ForeEnterprise.com)**

**Skills-Based Hiring Is Gaining Ground (SHRM.org)**

**Gartner HR Research Finds 58% of the Workforce Will Need New Skill Sets to Do Their Jobs Successfully (Gartner.com)**

**Investing in the future of work: How IBM is tackling the credentials dilemma (IBM.com)**

**All Hands: IBM's Obed Louissaint on the Importance of Skills-Based Hiring (Lattice.com)**

**Ready or not, here come the AI-hiring bots  
(BusinessInsider.com)**

**Amazon loves AI, except when candidates use it in their  
job interviews (BusinessInsider.com)**

**Unilever saves on recruiters by using AI to assess job  
interviews (The Guardian.com)**

**AI Recruitment Tools Prone to Bias, Privacy Issues  
(BankInfoSecurity.com)**

**How the US is handling AI-driven hiring practices  
(IAPP.org)**

**Insight - Amazon scraps secret AI recruiting tool that  
showed bias against women (Reuters.com)**

**Why aren't we doing more to manage our managers?  
(TheTimes.com)**

**The Future of Recruiting 2025 (LinkedIn.com)**

**Stronger Together: Talroo's Impact on Caregiver  
Recruitment (Talroo.com)**

