



**EXECUTIVE
RESEARCH
ASSOCIATION**

THE HUMAN EDGE

**TALENT & TECH IN
SKILLS-BASED HIRING**

20TH MAY 2026

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The Great Recruitment Reversal

May 2026

«L'originalitat consisteix
a tornar a l'origen»

«La originalidad consiste
en volver al origen»

“Originality consists
in returning to the origin”

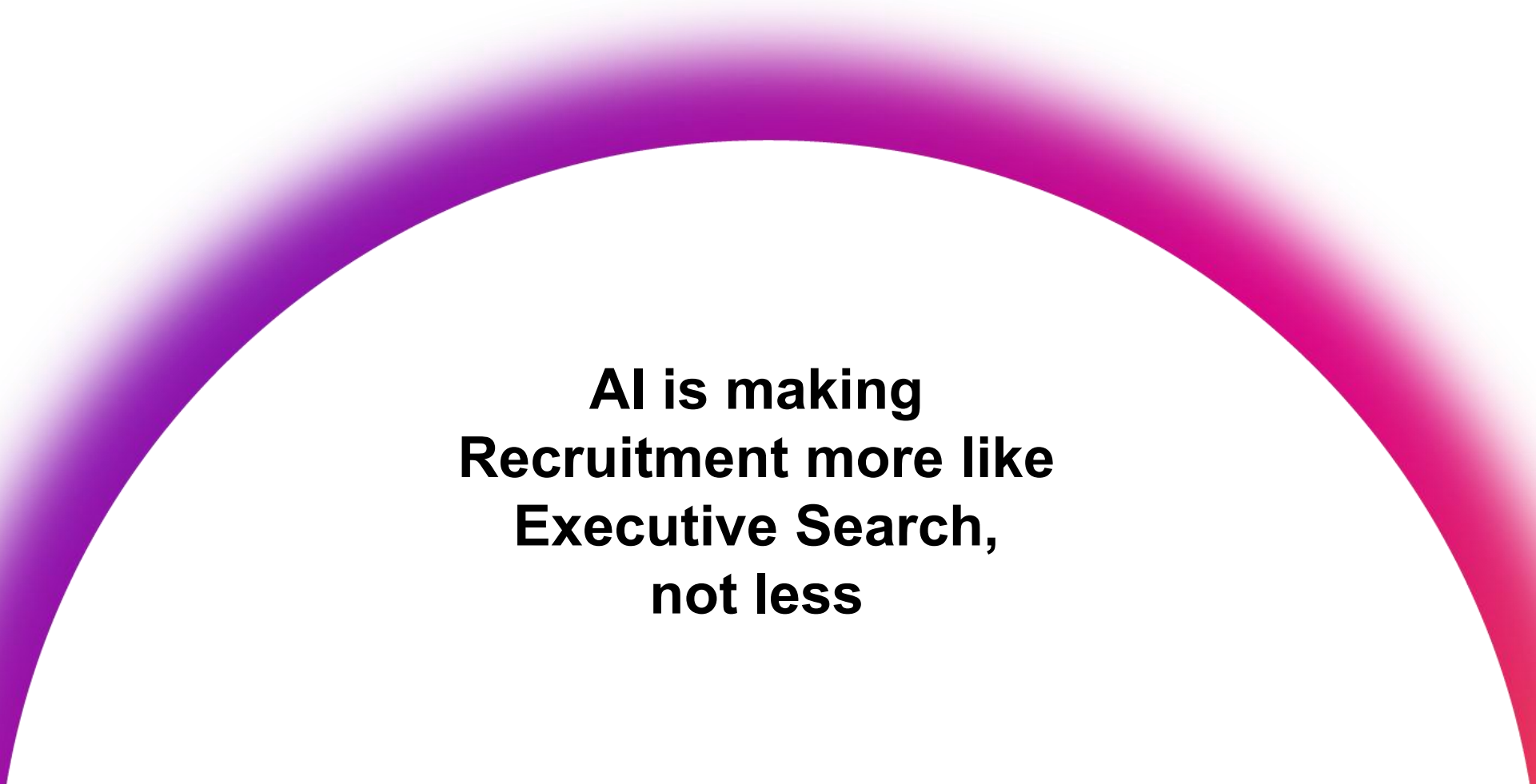
Antoni Gaudí

*Sense pensar en la
mort no hi ha bona vida.*

*Sin pensar en la muerte
no hay buena vida.*

*Without thinking about death,
there is no good in life.*

The Great Recruitment Reversal



**AI is making
Recruitment more like
Executive Search,
not less**

The Executive Search Paradox

Executive Search

Why It Never Got Commoditized

✓ **Judgment**

✓ **Pattern Recognition**

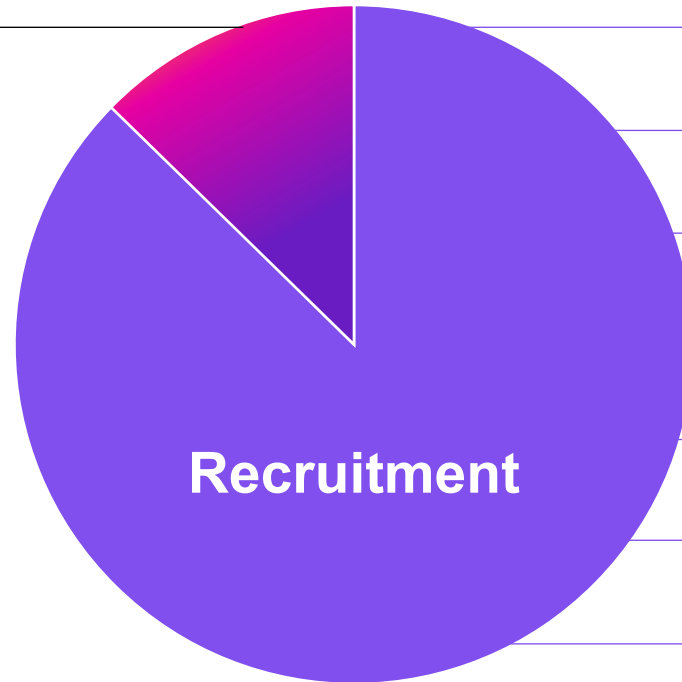
✓ **Strategic Advisory**

✓ **Relationship Capital**

What Most Recruitment Actually Is

Executive Search

Administrative Work



Posting jobs

Screening resumes

Scheduling interviews

Updating stakeholders

Managing pipelines

Aligning expectations

The Great Recruitment Reversal

AI doesn't replace judgment.

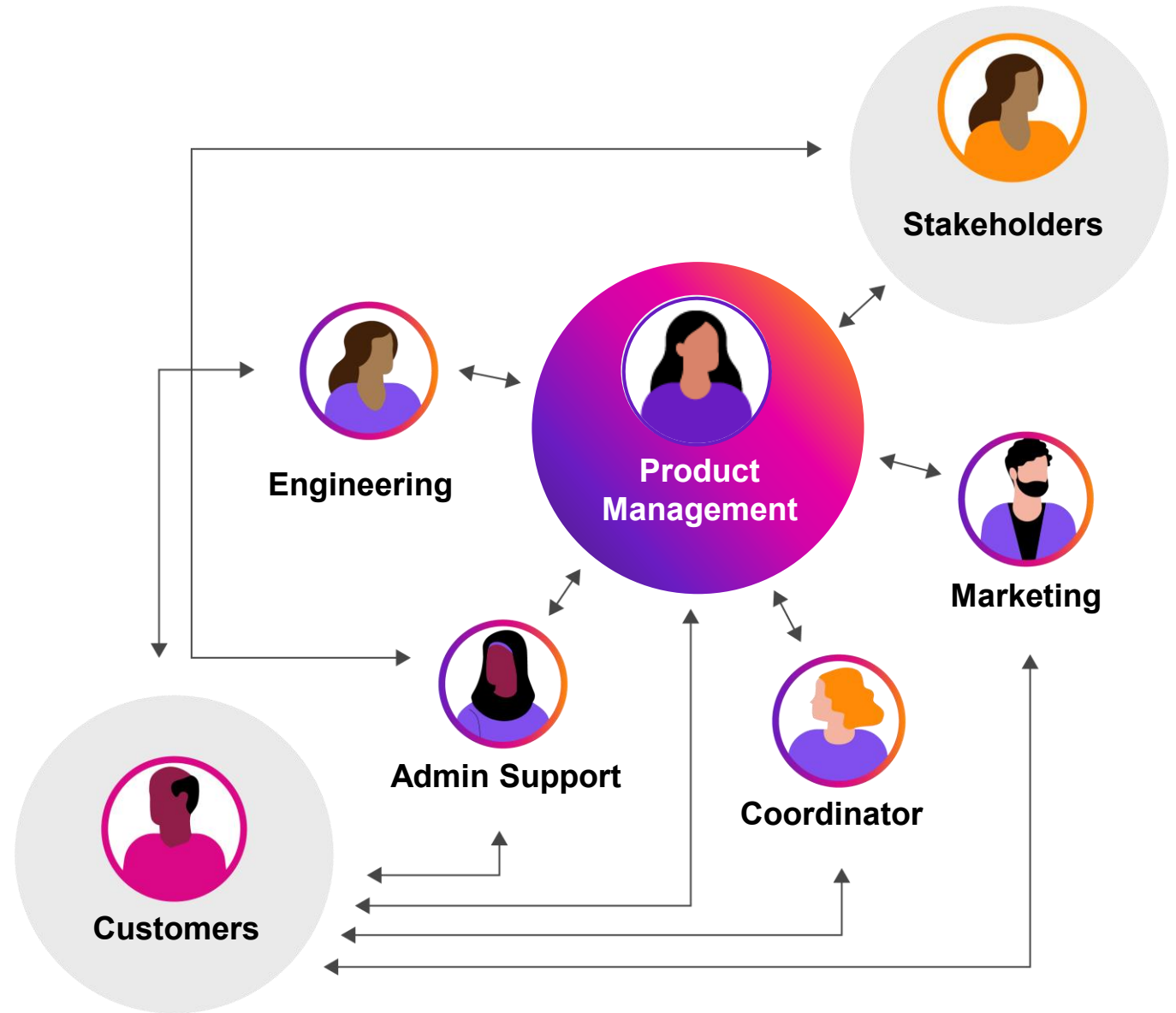
It eliminates everything else —
and reveals who never had
judgment in the first place.

Transition to Proof

This isn't theory.

We're living it right now.

Pre-GenAI Product Model: The Information Hub





What's Being Automated Away

- Backlog management
- Status updates and coordination
- Requirements documentation
- Stakeholder alignment meetings
- Voice of customer programs
- The 'information mover' role

The 5 Roles That Remain

1

Product
Engineer

Build
+
Iterate Fast



2

Engineer

Scale &
Harness
Builder



3

Game-
changer

Judgment
Leader



4

Product
Marketer

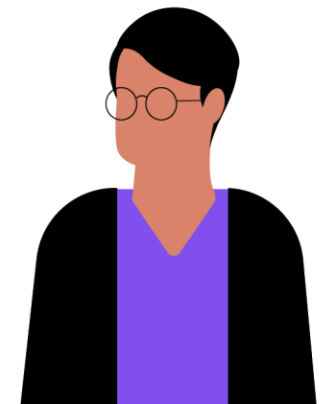
Adoption
+
Revenue



5

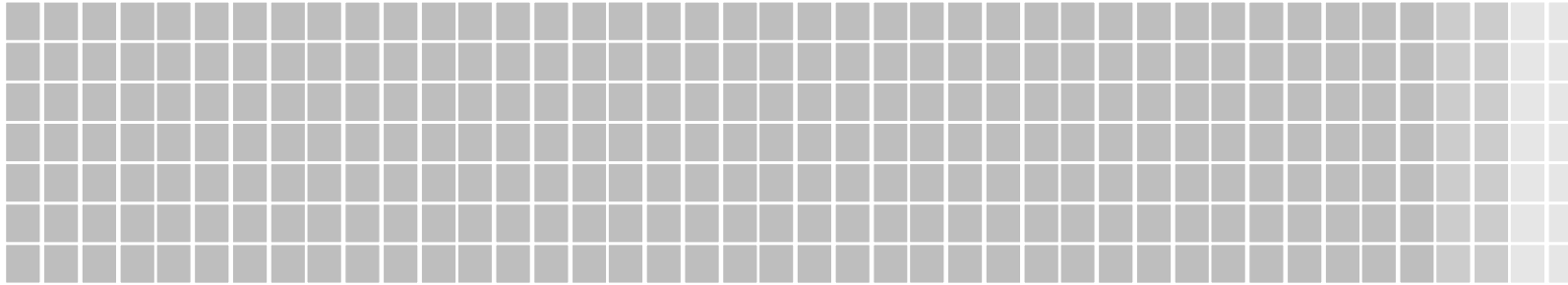
Security /
InfoSec

Foundational



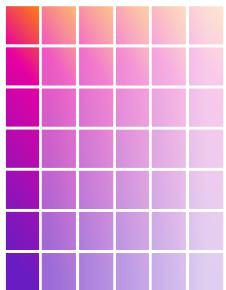
The Speed Shift

Before



Pre-GenAI:
38+ weeks
from idea to
learning

After



Agentic Era:
1-6 weeks
from idea to
scale

Evaluate Your Current Team Members



Can they decide?



Can they build?



Can they learn *fast*?



Preempting the Objection

**“Our people don't have these skills.
Our organization isn't ready for this.”**

V3 Platform Brings Everything Together

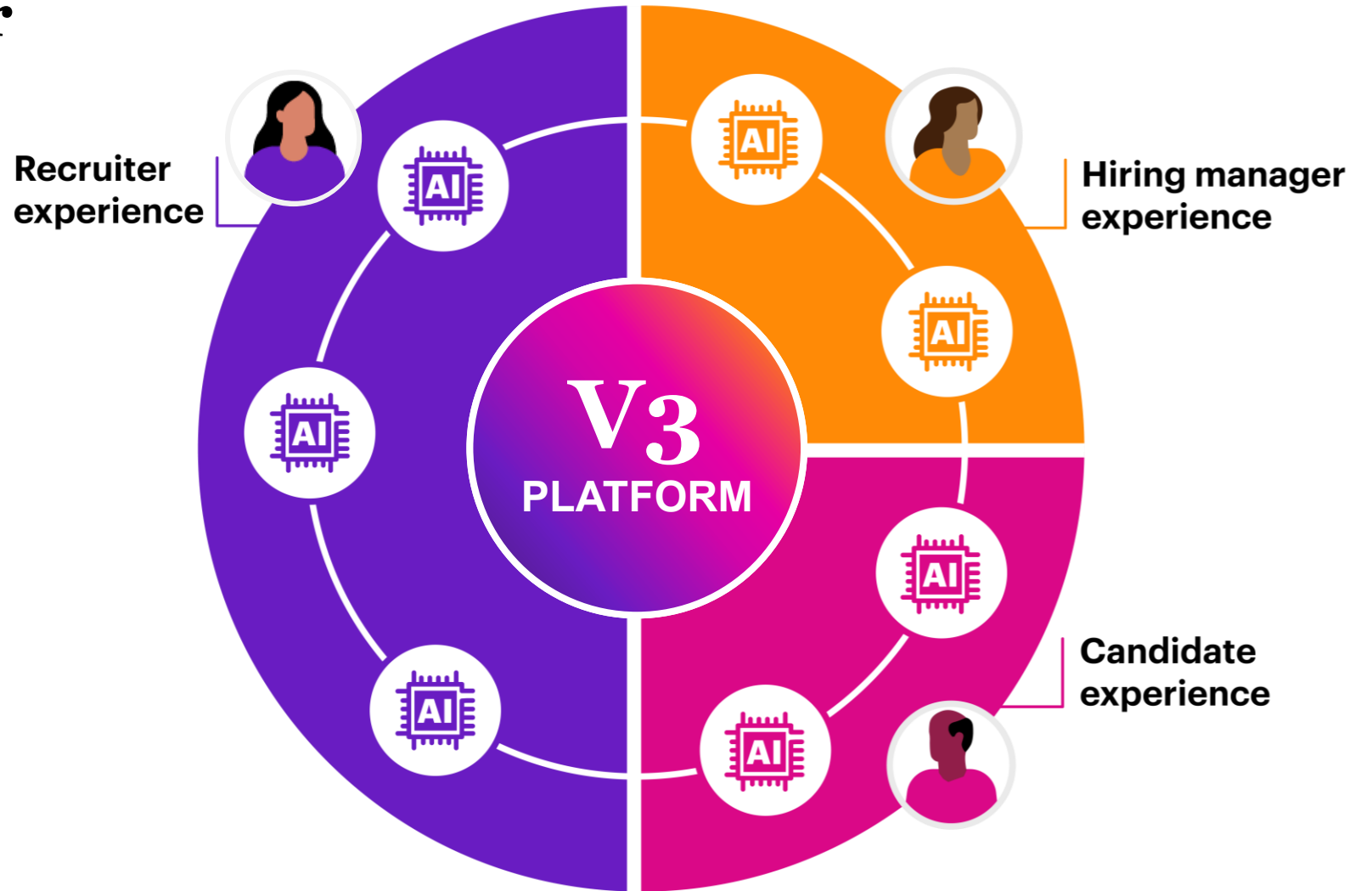
V3 Platform
removes overhead



Agents
scale capacity



Humans
provide judgement



The Information Mover Recruiter

- Requisition management
- Status updates to hiring managers
- Pipeline reports
- Interview scheduling
- 'Stakeholder alignment'



The Old Approach: The Hiring Manager's Experience

"Our human recruiter had been working on this for months and tried to convince me that there were no qualified candidates in the country of Colombia."

- Shawn Allen, Hiring Manager

The New Approach: What Actually Happened



A vertical timeline diagram with a purple bracket on the left labeled "10 days total". The timeline consists of six horizontal bars, each representing a day and its corresponding activity. The bars are light gray with a thin white border. The text for each day is in a bold, black, sans-serif font.

Day 1	Initial need, job setup, sourcing launch
Day 3	100 prospects identified, AI screening initiated
Day 5	40 prospects engaged
Day 8	11 qualified prospects in AI interviews
Day 9	2 completed interviews, reports to hiring manager
Day 10	Selection complete, offer prepared

**“Then you showed
up and **poof**
we had a hire.”**

The Future State: V3 Simulation

4 days total	Day 1	Job created, Market intelligence generated by agents, Sourcing launched, 100 prospects identified, 40 outreached	✓ Automated
	Day 2	AI interviews sent to 11 qualified prospects	✓ Automated
	Day 3	Interviews conducted, reports generated HM interview scheduling triggered	✓ Automated
	Day 4	Offer prepared	

Which Recruiter Are You?

Information mover
defending failure

Months

Judgment

+

AI tools

+

Human coordination

10 Days

Judgment

+

Full agent
orchestration

4 Days

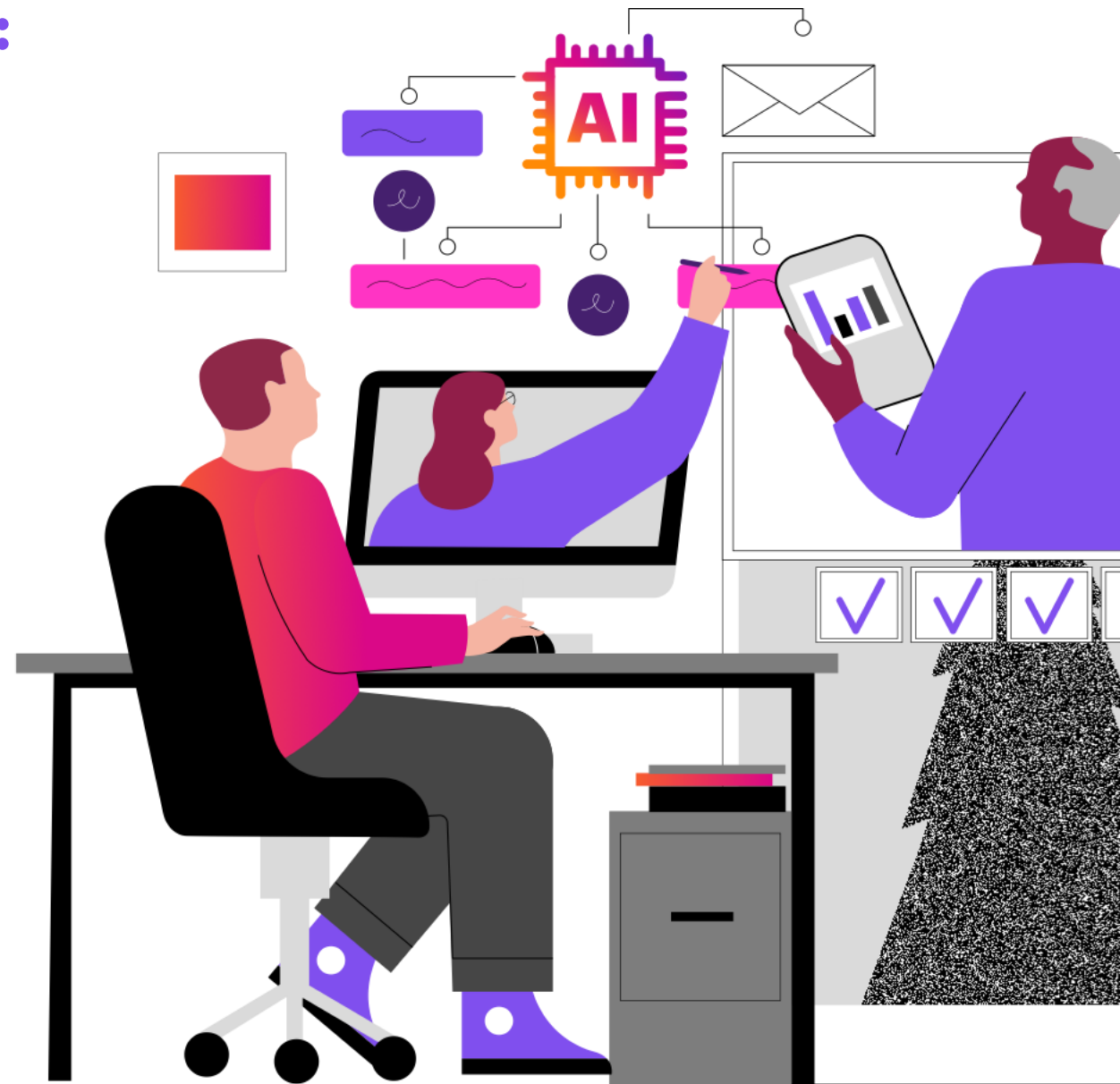
The Gamechanger Recruiter: The Executive Search Parallel

- | Makes calls on **WHO** to pursue (not just who applies)
- | Decides **WHY** a candidate should care (positioning, narrative)
- | Knows **WHEN** to pivot strategy based on market signals
- | Operates with **strategic judgment**, market intuition, business acumen



The Execution Velocity Recruiter: The Product Engineer Parallel

- Uses AI tools to **compress cycle time**
- Ships working **prototypes**
- Iterates based on **real data**, not quarterly plans
- Moves from insight to action in **days**, not weeks



Assessment Questions



Can they make judgment calls?



Can they execute with AI tools?



Can they learn *fast*?



So, what do you *actually do* about this?

Immediate Actions

1

Build POCs with AI

Build something.

See what happens.

Learn something.

2

Make judgment calls

You are the expert.

Make a call.

Own the judgement.

3

Embed with business leaders

Get close to the HM.

Understand the context.

Understand the business.

4

Continuous discovery and deployment

Learn from data.

Adapt.

Speed matters.

The Mission Shift

Your job is to make traditional recruiting obsolete before someone else does.

Operational Shifts

1

Collapse distance between strategy and execution

2

Eliminate the strategic / tactical recruiter divide

3

Reorganize around judgment + speed

4

Elevate strategic judgment as the irreplaceable skill

The Choice

Winners

Recruiters who can make judgment calls, move fast, use AI to amplify impact.

Losers

Everyone else.

The Great Recruitment Reversal isn't coming. It's here.

**The only question is
whether you're positioned
to win or lose**



Questions?

Thank you





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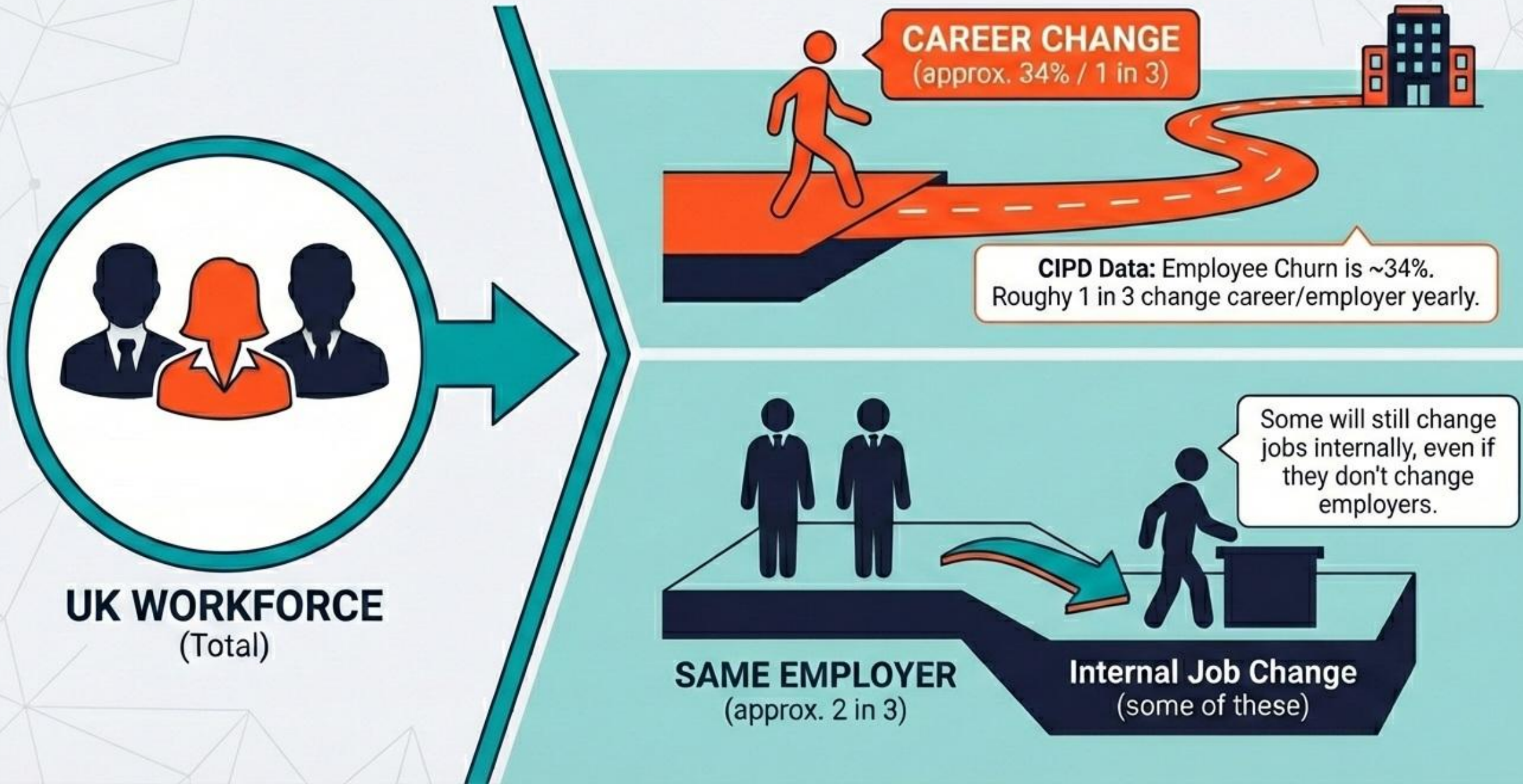


THE BUSINESS COST OF STALE DATA IN EXECUTIVE SEARCH



Whitehead Mann
consultants in leadership

UK WORKFORCE MOVEMENT (CIPD Data)



BOARD MEMBER TENURE



**STICKIER TENURE
AT SENIOR LEVELS**

TYPICAL OUTGOING CEO TENURE

CURRENT YEAR



PREVIOUS YEAR



**DOWN FROM 7.7 YRS
(RUSSELL REYNOLDS DATA)**

EARLY CEO EXITS

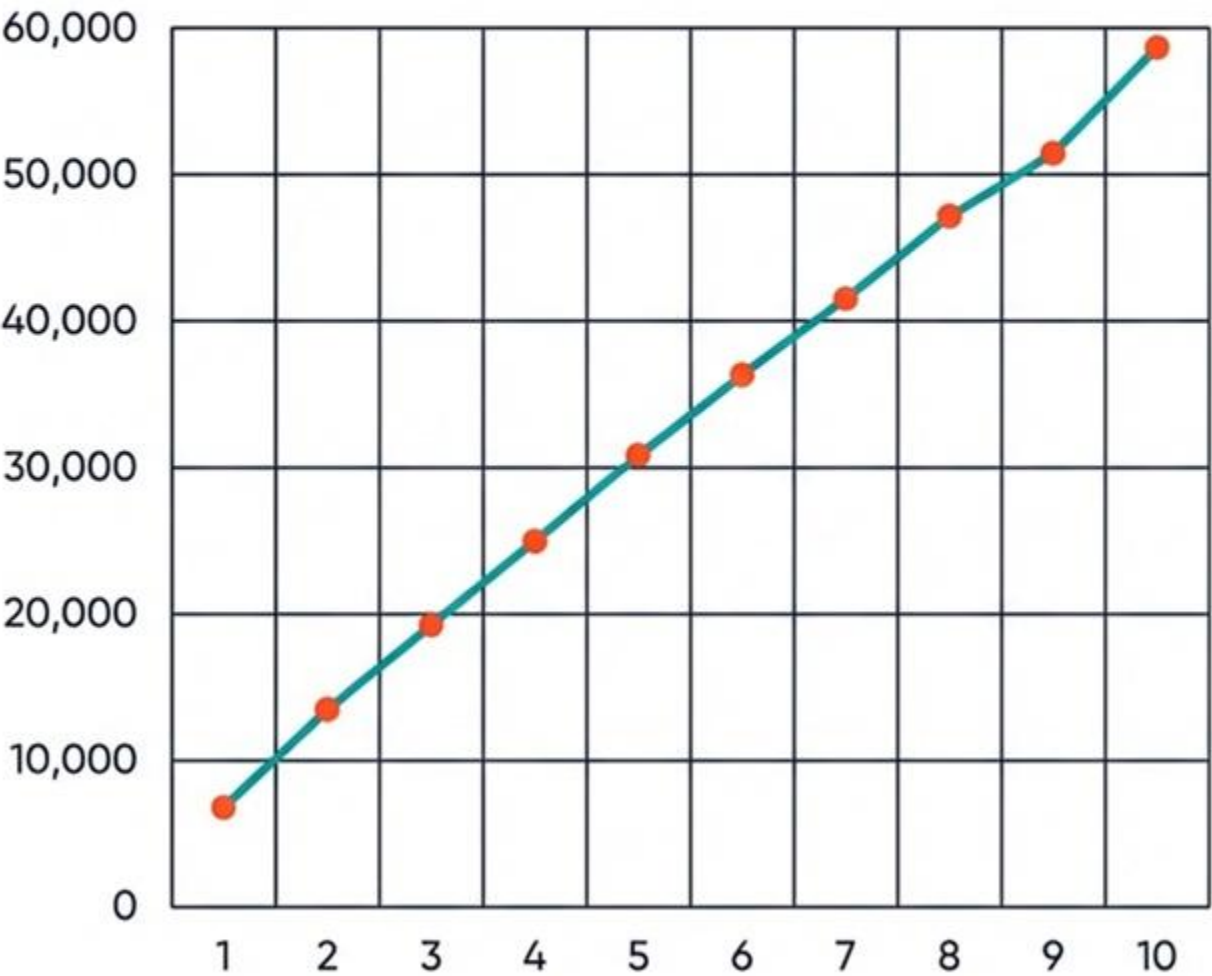


**CEOS LEAVE
WITHIN 2 YEARS** 

What impact does
that have on your
database?

Estimated Database Size Over 10 Years

Cumulative Database Growth



Database Projections

Year	Net Additions	Cumulative Database Size
1	6,650	6,650
2	6,650	13,300
3	6,650	19,950
4	5,950	25,900
5	5,950	31,850
6	5,950	37,800
7	5,250	43,050
8	5,250	48,300
9	5,250	53,550
10	5,250	58,800

Establish Executive Mobility Assumptions

Empirical Labour Data



Average Tenure:
4-6 years



Annual Job Change
Probability: **15-25%**



Email Decay Rate
(Corporate Email Invalidation):
20-30% annually

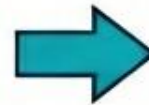


Retirement Probability increases
materially after age **58-60**

For modelling purposes, we will assume:

20%
per year

Annual 'Material
Record Change'
Probability



Meaning:



Each year, roughly **1 in 5** executive records becomes inaccurate in at least one meaningful field (title, employer, email, reporting line, etc.)



TITLE



EMPLOYER

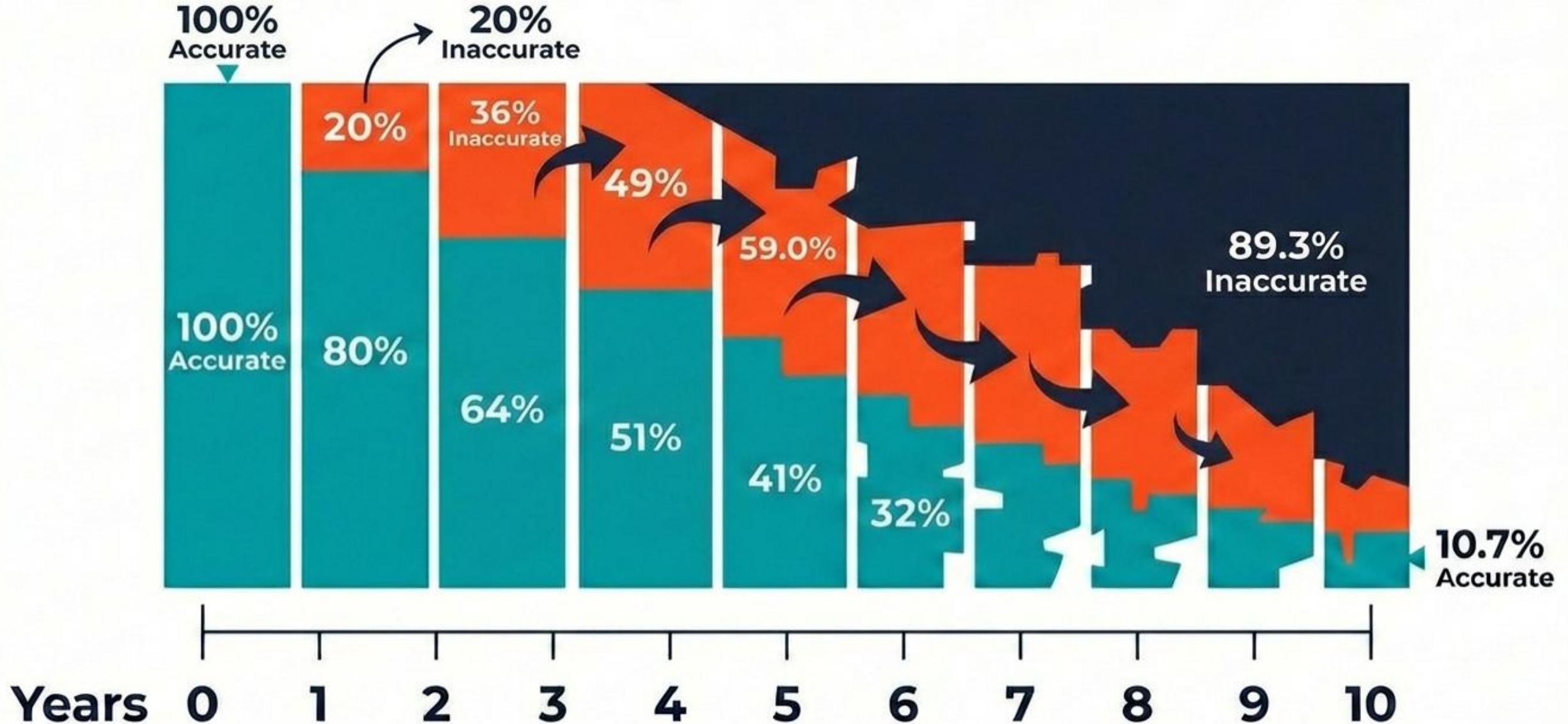


EMAIL



REPORTING
LINE

Record Accuracy Decay (No Systematic Updating)



What These Estimates Mean in Practice

Profile Accuracy Category	Approximate % of Profiles	What It Implies
Highly accurate current job & employer	~10-20 %	Employer/title align with real-world status and are recent. Useful for sourcing without immediate verification.
Reasonably accurate but possibly out of date by months	~30-40 %	Profile has current job info <i>but may lag reality</i> (e.g., recent job change pending update).
Outdated, incomplete, or inactive	~40-60 %	Profile may show old employer, outdated title, or not be regularly maintained by the user.



A 5-PERSON FIRM, TRADING 10 YEARS, DATABASE OF **58,800 RECORDS**

✓ **10.7%**
CORRECT
(6,292 RECORDS)

89.3% ✗
**MEANINGFULLY
INCORRECT**
(52,508 RECORDS)



LINKEDIN PRESENCE OF BOARD MEMBERS



No LinkedIn Profile: 42.8%



Profile Not Up To Date: 25%



No LinkedIn Profile: 28.5%



Profile Not Up To Date: 40%



No LinkedIn Profile: 25%



Profile Not Up To Date: 11%



AVERAGE

No LinkedIn Profile: 32.5%



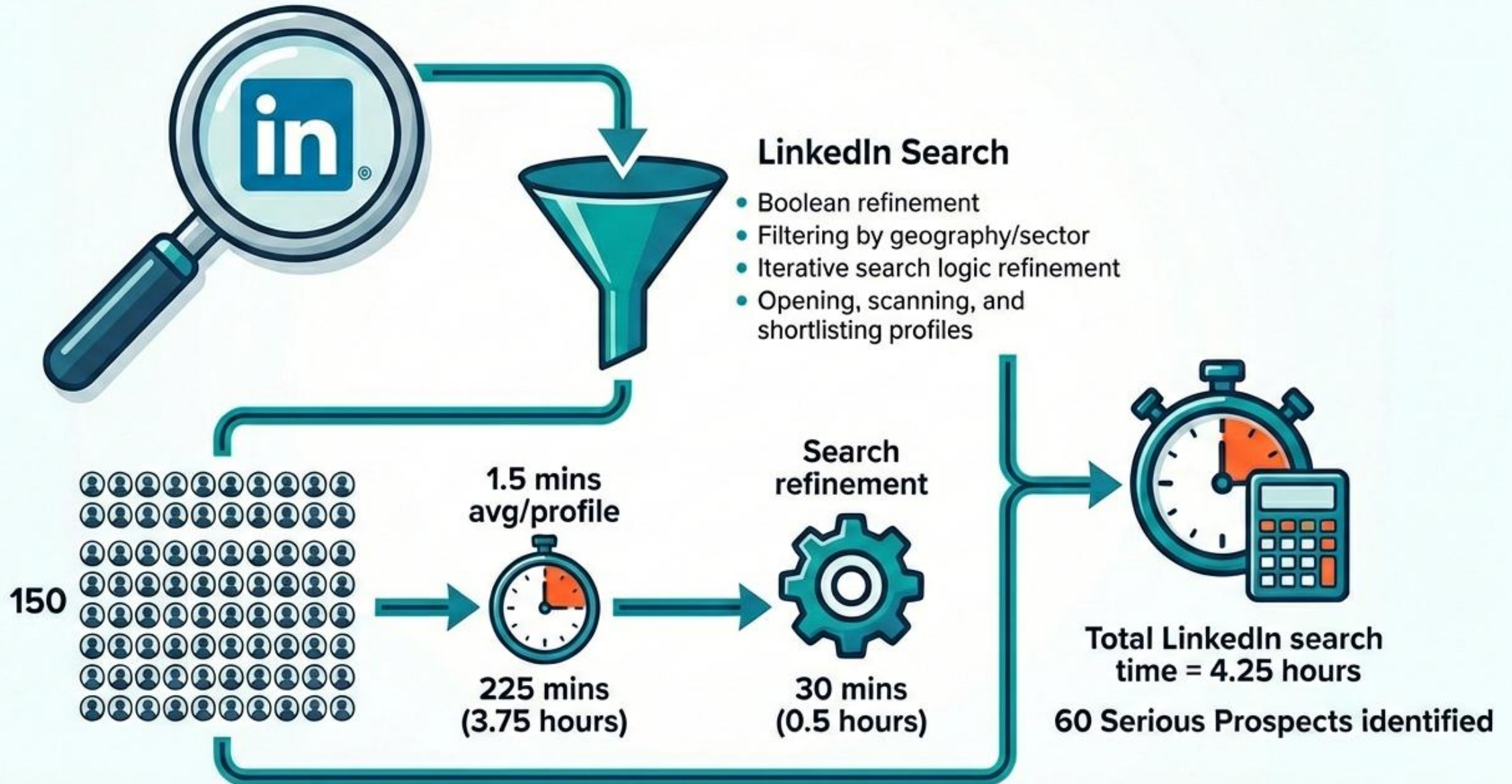
Profile Not Up To Date: 25.9%



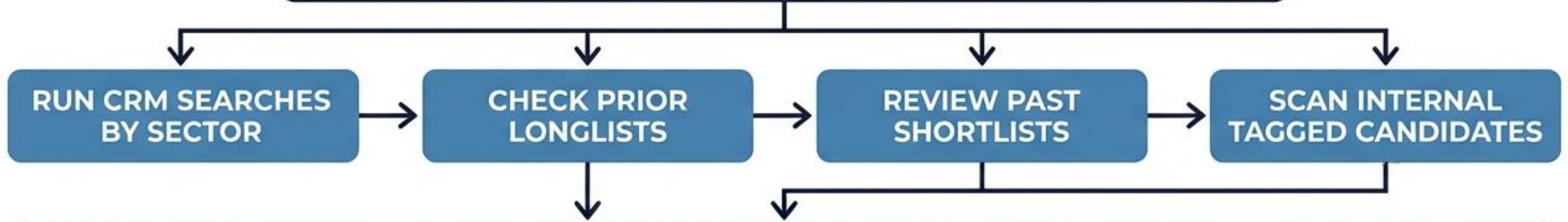
ASSIGNMENT PROFILE



Candidate Identification on LinkedIn



CRM SEARCH (PARALLEL IDENTIFICATION)



ASSUMPTIONS & CALCULATIONS

RECORD SCANNING



**120 CRM
RECORDS
OPENED**



**1 MINUTE
SCAN/RECORD**

$120 \times 1 = 120 \text{ MINUTES (2.0 HOURS)}$

FILTER REFINEMENT



**30 MINUTES REFINING
CRM FILTERS**

0.5 HOURS



TOTAL CRM SEARCH TIME = 2.5 HOURS

Deep Profile Review (LinkedIn)



For 60 Viable Prospects:



**CAREER
CHRONOLOGY
REVIEW**



**BOARD
VALIDATION**

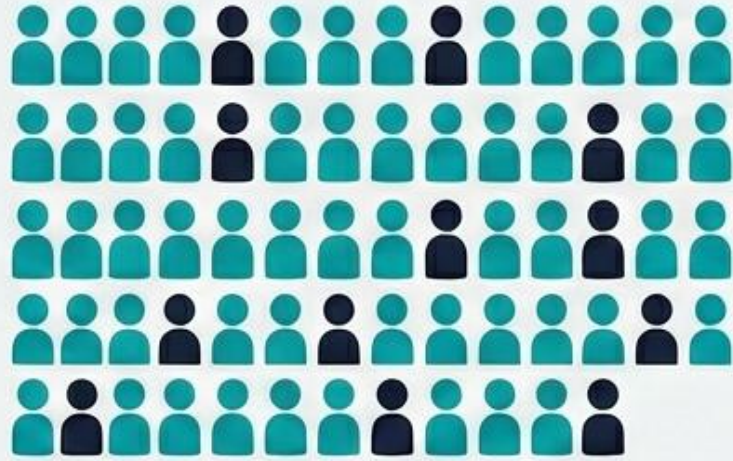


**SENIORITY
ASSESSMENT**



NECESSARY RESEARCH.

CRM RELATIONSHIP RESEARCH



For the same 60 prospects:



Prior contact history



Off-limits



Conflicts



Cross-team exposure



3 minutes per prospect:

$60 \times 3 = \Rightarrow 3.0 \text{ HOURS}$



System fragmentation cost



DATA ENTRY + PRE-ENTRY DEDUPLICATION



5 minutes each
(as agreed)

$$15 \times 5 = 1.25 \text{ hours}$$



UPDATING STALE RECORDS



3 minutes each

$$20 \times 3 = 1.0 \text{ hour}$$



CRM VALIDATION DURING BROADER REVIEW



3 minutes each

$$100 \times 3 = 5.0 \text{ hours}$$



DUPLICATE RESOLUTION (POST DISCOVERY)



20 minutes

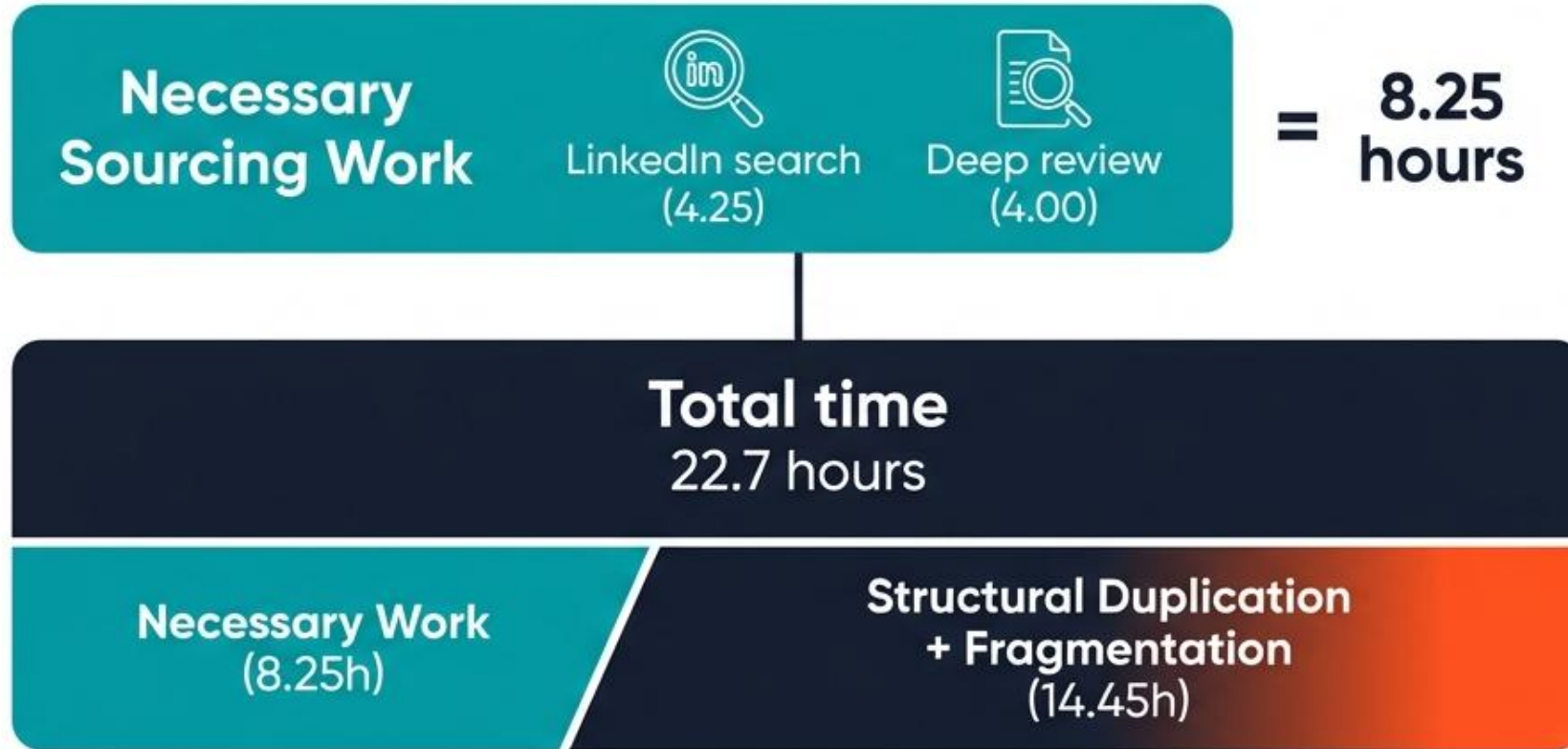
$$= 1.7 \text{ hours}$$



Consolidated Research Time

Category	Hours
LinkedIn search	4.25
CRM search	2.50
LinkedIn deep review	4.00
CRM relationship research	3.00
Data entry + pre-dedupe	1.25
Updating stale records	1.00
CRM validation	5.00
Duplicate resolution	1.70
Total time interacting with systems	22.70 hours

Isolating Structural Duplication



$$22.7 - 8.25 = 14.45 \text{ hours}$$



Round conservatively:
~14-15 hours of avoidable data friction per assignment



Financial Translation

Assume:
Fully loaded consultant cost $\approx$ £75/hour

$$14.5 \text{ hours} \times £75$$

£1,087 per mandate

Round:
~£1,100 embedded cost per search

Annual Impact (5 Consultant Boutique)

Assume: 8 mandates per consultant, 40 mandates firm-wide

 **$14.5 \times 40 = 580$ hours annually**

Equivalent to:

 **72** working days  **14–15** working weeks  **0.35** of a consultant

Internal visible cost:  **$580 \times £75 \approx £43,500$**

Capacity impact:  Recovering that time = potentially
1 additional retained mandate

 **£120k+ revenue impact**

CRM DATABASE DECAY (10+ YEARS TRADING)



**70-80%
OUT OF DATE**

There's a decent chance your data is obsolete if your firm has been trading for a decade.

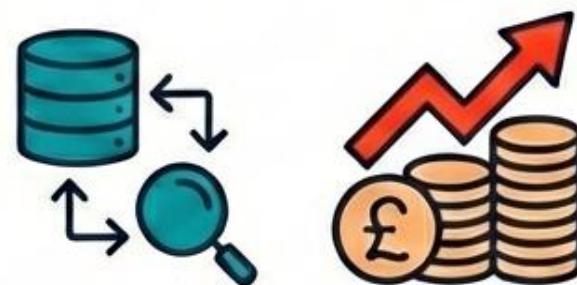
LINKEDIN CANDIDATE GAP



**25% MISSED
POPULATION**

Working solely with LinkedIn means a significant portion of candidates are likely being overlooked.

COMBINED SEARCH (LINKEDIN + CRM)



**BEST INFORMATION
CHANCE, BUT...
£120k PER ANNUM
EXTRA COST!**

Finding the most information requires extra work that is costing you significantly.

**DATA
ENRICHMENT
IS A PROVEN
PROCESS.**

LEGACY
DATABASE



**MIGRATE FROM
LEGACY VENDOR
TO TALENTIS.**



**40-80%
MATCH RATES**



REFRESH
LEGACY INFO

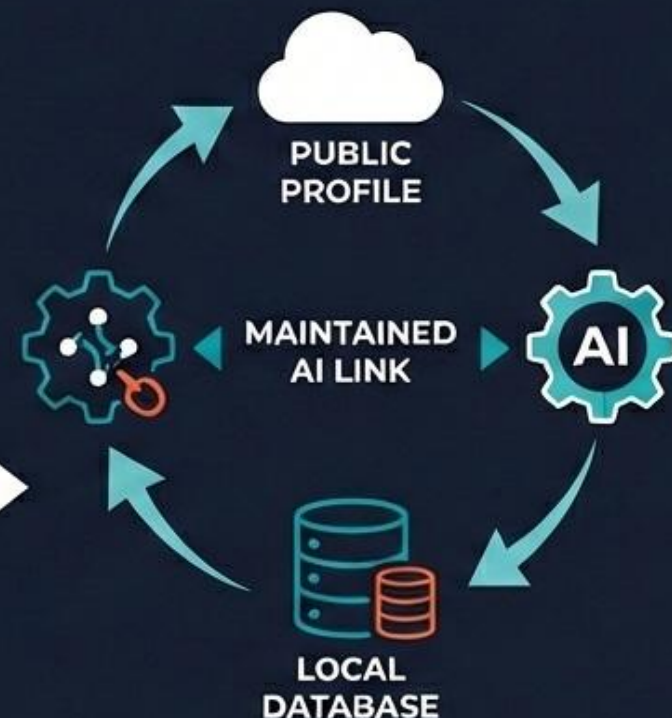


ADD MISSING PHOTOS.
YOUR DATA COMES ALIVE.

NOT 100%
ACCURATE,
BUT A
HUGE STEP
FORWARD.

Talentis
GLOBAL

KEEPING IT UP TO DATE



IF AI LINK IS MAINTAINED, DATA CAN
BE REFRESHED ON ONGOING BASIS.

CHANGE SPOTTED
ON PUBLIC PROFILE

LOCAL DATA
ENRICHED

7342	Debbie	Herring	https://www.linkedin.com/in/debbie-herring-85956826	Ikiru People	Head of Customer Experie	31-May-13
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Debbie Herring
 Head of Customer Experience@ Ikiru People
 ENG, United Kingdom
 + Add website Team: +

Actions ▾
[+ Add phone number](#)
[+ Add email address](#)
 Find contact details

Biography - I joined Voyager in August 2010 and as their Training Manager I have the privilege of heading up a busy training team. Having worked previously in the Recruitment Industr... ▾

Person details
 Professional experience
 Assignments (1)
 Campaign (0)
 Note (0)
 Document (0)
 Attributes
 Other info

Professional experience
 + Professional experience

Ikiru People Aug 2022 - Present (2 yrs 7 mos) Salary: Unspecified Package: Unspecified	Head of Customer Experience Continuing my long-standing career at Ikiru People I have recently been promoted to the role of Head of Customer Experience. Heading up the very talented and experienced Training and Client Success Teams, I will be focusing on continuing to deliver the highest level of services to our clients.
Ikiru People Jan 2020 - Oct 2022 (2 yrs 9 mos) Salary: Unspecified Package: Unspecified	Training Manager On the first of January 2020 Voyager Software became Ikiru people. My role of training manager, offering training, consultancy and support to the recruitment industry remains the same.
IKIRU PEOPLE THE GLOBAL TEAM BEHI... Jan 2020 - Oct 2022 (2 yrs 9 mos) Salary: Unspecified Package: Unspecified	Training Manager On the first of January 2020 Voyager Software became Ikiru people. My role of training manager, offering training, consultancy and support to the recruitment industry remains the same.
VOYAGER INFINITY RECRUITMENT SOFT... Jun 2012 - Jan 2020 (7 yrs 7 mos) Salary: Unspecified Package: Unspecified	Training Manager Promoted to the role of Training Manager. Currently managing a team of 5 trainers whilst delivering training and business process support to a variety of customers. Training a host of Voyager products, writing manuals and work flows. Bespoking products to meet customers requirements and...



Search



Home



My Network



Jobs



Messaging

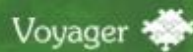
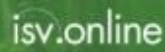


Notifications



Home of the recruitment industry's best-known brands

IKIRU PEOPLE



Yann Le Leyour ✓ He/Him · 1st

Marketing Manager | Content Marketing | Digital Marketing | Brand Marketing | Video Production | Event Management | Webinar Management | Social Media Management | B2B | B2C | Technology & Software | SaaS

St Leonards, England, United Kingdom · [Contact info](#)

500+ connections



Alex BERGHOFEN ✓, Johan TYSKLIND 约翰, and 611 other mutual connections

Message

View in Recruiter

More



Ikiru People



OMNES Education



[View profile in Talentis](#)

Off limits

Yann Le Leyour

Action

Ikiru People

Marketing Manager | Technology & Software | Recruitment Industry | SaaS | B2B | B2C

Saint Leonards, ENG, United Kingdom

yann.leleyour@ikirupeople.com

+1

+ Phone

Assignments 386

Project Manager @ LUMINARY

Shortlist

27/02/2026

[No Status]

Assign to

Campaigns 3

Aerospace

[No status]

Due date

More pro



A Pa St



Je

Lead Generation Specialist at TalentHero | Talks about...

Connect

Sales Navigator

Sales insights

Petra de Bruijn

Since **27th March 2026**, all of these firms have signed up to **Talentis**



WILLIAMS EXECUTIVE SEARCH, INC

Schreiter & Cie.
— EXECUTIVE SEARCH —

aims Finland

 **GERARD DANIELS**



HALBICH
consulting



Insight
EXECUTIVE SEARCH PARTNERS



KE S KLIEN EXECUTIVE SEARCH



borrer
EXECUTIVE SEARCH

KinderStiff

 **Noba International**

mediatum
search and develop


PAUL NYMAN
CONSULTANCY

K
KINSELLA
LEGAL

Stephen Bell Associates

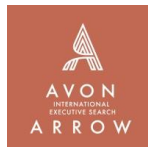


taylor harrisonth



IVY MICHAELS SEARCH LLC

One World
consulting



Ashgate
PARTNERS



4C JSA

TW PARTNERS

C
Carnelian

EXECUTIVE SEARCH
HALL WAY

As at 8 May 2026, 36 firms in 27 working days have signed up to Talentis.

“At Signium International in Japan, we find that Talentis makes a huge difference in our ability to source hard to find candidates.

We find it a great tool and would be happy to recommend it to other executive search firms looking for a top-class executive search software!”



Kenichi Takashima
Senior Consultant
& Researcher



“After 11 years on another leading CRM/ATS, my executive search firm has made the leap to Talentis - the new software is simply outstanding.

Tasks that used to take minutes now take seconds thanks to the incorporation of AI and very effective LinkedIn integration.

I highly recommend that any other search firm looking for the latest and greatest in CRM technology take the leap!”



Steve McGovern
President & CEO



“We have migrated from another Executive Search CRM we had been using for many years.

Talentis has dramatically increased productivity...

Multiple team members can easily collaborate on search assignments and see how the assignment is progressing. Information and intelligence can be seen and shared in a way we weren't able to do before now.

It's been a true game changer - we no longer have to manually input data (work history, education etc) - it is generated and captured instantly by Talentis...

The team behind Talentis were fantastic during the migration process and onboarding and continue to be incredibly responsive.”



Helen Thomas
Principal



“As an executive recruiter in education, I'm delighted with my decision to implement Talentis.

The combination of AI-enhanced search capabilities with CRM features made for executive search gives me great capability to quickly identify promising prospects, build slates of candidates and share them with my colleagues and clients.”



Diego Merino
Search Consultant





**SCAN TO
BOOK A DEMO:**

OR EMAIL [INFO@TALENTIS.GLOBAL](mailto:info@talentis.global)





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Navigating skills:

How companies are leveraging skills-based approaches



Anna Fourie
ERA Committee (Chair)



Karl Weston
Lightcast



Nithya Singaram
London Stock Exchange Group



Neeta Saggar
Jiva Solutions



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Making Skills-Based Hiring Stick With Change Management



**How does hiring
work in most
organisations?**



The CV Indicators

- Current and past job titles

Does their seniority level “make sense” for the role they’re trying to fill?

- Company names

Have they worked at trusted brand name?

- Employment dates

Is there anything that signal instability or a flight risk?

- Roles and responsibilities

Have they done the “exact role” we’re hiring for before?

- Hard numbers and metrics

Have they had measurable impact on their organisation?

- Education and professional qualifications

Do they have proof of intelligence or specialised expertise?

The Limits of Common CV Indicators

Job titles

Titles aren't standardised. A Director at a small start up can have the same level of responsibility as an Individual Contributor in your organisation.

Company names

Role success isn't guaranteed from one job to the next. A high-performer that thrives on clear structure might struggle in a scrappy, "all hands on deck" environment.

Employment dates

Tenure is a shaky "stability meter." Years in a role can just mean coasting, while a short stint might actually be a star who outgrew the role or just got caught in a layoff.

Roles

These are sometimes just a list of what people did, not how well they actually did it. Two people can do the same task, but have very different results.

Hard numbers

CV numbers often claim solo credit for team wins. A "massive success" may not mention the massive team effort that contributed to the heavy lifting.

Qualifications

Qualifications measure knowledge, but not always real-world application. Someone can be certified on paper but struggle to deliver on it when things get tough.



**How do you get
proof of what
people can
actually do?**



A Few Definitions

What are skills?

- A person's “**how to**” which describes the specific, tangible ability to perform a task and get a positive result.
- It's the difference between knowing the theory and actually delivering the goods.

What is skills-based hiring?

- It's the “**show me**” approach to assessing candidates when hiring.
- It's the decision to stop relying only on CV indicators and start relying more on demonstrated proof of skills.



**Why do people
resist skills-
based hiring?**

A Few Questions ...



With a show of hands:

- How many of you have a smartphone?
- How many of you have had a smartphone do a software update overnight?
- How many of you were always excited by the software updates?
- How did you feel in the moment?

Three people are standing in front of a light-colored brick wall. Each person is holding a large, colorful cutout of a speech bubble or thought bubble in front of their face. The person on the left is holding a blue rectangular bubble, the person in the middle is holding a yellow circular bubble, and the person on the right is holding a teal cloud-shaped bubble. They are all wearing casual clothing: the person on the left has a white shirt and a striped cardigan, the person in the middle has a white t-shirt and a dark cardigan, and the person on the right has a white shirt and a striped cardigan.

*“What was wrong with
how it was before ...”*

“I didn’t ask for this ...”

*“I haven’t got time for
this...”*



What is **change management ...
and why it's key
for
implementing
skills-based
hiring?**



Another Definition

What is change management?

- It describes practices that help people **adopt the new ways of working** they need to make a change actually stick
- It focuses on **people**, rather than just process
- It captures “hearts and minds” so **people adopt change because they want to** - not because they have to
- It’s the process of moving from "their" change to **"our" change**
- It’s the process of **making the "new change" feel "normal"** as quickly and painlessly as possible



**Making skills-
based hiring
stick with
change
management**

The 8 Step Change Management Plan

Foundations

Engagement

Implementation

Optimisation

Step 1

Identify if there's a need for a change to skills-based hiring

Step 3

Engage people with the change to skills-based hiring

Step 5

Implement the change to skills-based hiring

Step 7

Monitor the change progress to skills-based hiring

Step 2

Define the goals of moving to skills-based hiring

Step 4

Build a plan for the change to skills-based hiring

Step 6

Manage the resistance to the change to skills-based hiring

Step 8

Reinforce, embed and sustain the change to skills-based hiring

Step 1

Identify if there's a need to change

You can you do this by:

- **Spotting the red flags** - If you're seeing empty roles, low diversity, or skill gaps, your reliance on past experience is likely the culprit holding your organisation back
- **Using stakeholder feedback for verification** - Recurring frustrations - like tiny talent pools or candidates who can't actually perform - builds the perfect case for changing your hiring process
- **Establishing the case for further investigation** - Verifying these red flags gives you the "why" to justify exploring skills-based hiring and sets a solid foundation for your change management journey



**QUICK
TIPS**

Foundations

Step 1

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**QUICK
TIPS**

Foundations

Step 2

Define the goals of the change

You can you do this by:

- **Establishing the purpose of the hiring change** - Pinning down your "why" by targeting specific wins - like wider talent pools or better internal mobility - makes the purpose clear and prevents unnecessary pushback
- **Using stakeholder feedback for verification** - Picture a future where you hire for "can do" instead of tenure, assessing skills for effectively, or making internal moves seamless through transferable skills
- **Defining the success criteria** - Metrics like faster hiring or better diversity makes it easy to stay accountable and prove that the change is paying off



Foundations

Step 3

Engage people with the change

You can you do this by:

- **Identifying the people change early** - Doing this helps you spot roadblocks and turns spectators into partners who feel heard
- **Explaining the reason for change** - Tailoring your message to show how this change solves specific team challenges leads to buy-in
- **Address concerns directly** - Keep the momentum going instead of just shutting skeptics down
- **Leaning on leadership support** - When they're vocal and committed to the "why," it makes it easier for others to take it seriously



Engagement

Step 4

Build a plan for the change

You can you do this by:

- **Mapping out the change and how'll skills will be assessed** - Make the new process feel practical and clear for everyone
- **Creating a skills-based hiring toolkit** - This essential resource may include things like skill-based JDs, interview questions linked directly to skills and assessment rubrics



Engagement

Step 5

Implement the change

You can you do this by:

- **Piloting before scaling** - Avoid the "big bang" for a targeted pilot in your most challenged departments to test the process, get feedback and gather the success stories you'll need for a credible full rollout
- **Providing guidance and support** - Swap generic training for practical, ongoing workshops on things like translate roles into skills and evidence-based interviewing to build the confidence
- **Maintaining two way clear communication** - Keep momentum high by sharing wins through multiple channels and having leaders champion the change, while using feedback to fine-tune the process



Implementation

Step 6

Manage the resistance to change

You can you do this by:

- **Recognising resistance signs early** - Don't assume buy-in. Spotting red flags like foot-dragging or skepticism early lets you address the fact that people aren't fully sold yet before it becomes a bigger problem
- **Continuing to listen to concerns** - Treat concerns as helpful feedback rather than just "resistance" to builds trust and show you exactly where the process needs more information or a quick tweak.
- **Continuing to address concerns directly** - Clearing up fears through consistent messaging stops unnecessary resistance from growing



**QUICK
TIPS**

Implementation

Step 7

Monitor the change progress

You can you do this by:

- **Establishing progress metrics** - The number of roles using skills-based criteria, adoption of skills assessments, hiring team adoption, internal mobility activity, time-to-hire improvements and reduction in vacancy gaps all help to see exactly how your rollout is landing.
- **Continuing to gather feedback** - Staying involved after the launch lets you see how the process actually feels on the ground beyond what a data dashboard can tell you, so you can keep refining things



Optimisation

Step 8

Reinforce, embed & sustain change

You can you do this by:

- **Sharing success stories** - Sharing stories of top performers from non-traditional backgrounds provides the social proof needed to lower perceived risk and show the team that this new approach is a permanent win
- **Running regular calibration reviews** - Hold regular sessions to check adherence and to iron out tricky decisions so people stay consistent and confident
- **Conducting skills health checks** - Keep your hiring relevant by regularly checking in with leaders to see if new tech or shifting goals have changed the skills your organisation needs



Optimisation



Key takeaways



Key Takeaways

- Impactful skills-based hiring is driven by **adoption**
- Adoption requires strong **change management**
- TA's job isn't just to launch the initiative, but to **help people through the change**
- The **8 step change management plan** ensures you're implementing a change that lasts rather than just a temporary fix

**Ask
Me
Anything**





Emi Beredugo  (She/Her)

Senior Manager, Recruiting Enablement (RL 100 Member, Non-Executive Director & Advisory Board Member)

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**EXECUTIVE
RESEARCH
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THE HUMAN EDGE

**TALENT & TECH IN
SKILLS-BASED HIRING**

20TH MAY 2026

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ROTY Award Update

Hosted by Erin Page &
Liz Shay

The Gillian Young Memorial Award for the Researcher of the Year

*Recognising excellence in executive search
research, talent acquisition and talent intelligence*



Sponsored by

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Reflections
from previous
awards

**THE GILLIAN YOUNG MEMORIAL AWARD FOR
THE RESEARCHER OF THE YEAR**

Key details for 2026

- **Early June:** Nominations open, look out for details to follow soon on the ERA website.
- **Mid-August:** Nominations close and judging begins
- **Mid-September:** Winner announced at virtual award ceremony

About the process:

Step 1 – NOMINATE – candidates can either nominate themselves or be nominated by a colleague or client.

Step 2 – COMPLETE FULL APPLICATION FORM – Nominees then submit an application form outlining an example of an assignment, detailing key challenges and outcomes. Entries are judged on evaluation criteria of **Service Offering & Professionalism, Creativity & Complexity, Outcome.**

Prizes:

- 12-month single membership to the ERA
- 2027 conference ticket
- Name engraved on trophy and certificate
- £250 voucher

Prizes provided with thanks to Parkhouse Bell and Tim Young





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