



The Future of Talent Management

AI, Analytics, and Workforce Agility

G.V.V. Jagannadha Rao
Animesh Kumar Sharma
R Vijaya Lakshmi

● DeepScience
,

The Future of Talent Management: AI, Analytics, and Workforce Agility

G.V.V.J agannadha Rao

Department of Mathematics, Faculty of Science,
The ICFAI University, Raipur, Chhattisgarh, India

Animesh Kumar Sharma

Department of Mathematics, Faculty of Science,
The ICFAI University, Raipur, Chhattisgarh, India

R Vijaya Lakshmi

Faculty of Management Studies, The ICFAI
University, Raipur, Chhattisgarh, India



DeepScience

Published, marketed, and distributed by:

Deep Science Publishing, 2026
USA | UK | India | Turkey
Reg. No. MH-33-0658412
www.deepscienceresearch.com
editor@deepscienceresearch.com
WhatsApp: +91 7977171947

ISBN: 978-93-7185-914-1

E-ISBN: 978-93-7185-913-4

<https://doi.org/10.70593/978-93-7185-913-4>

Copyright © G.V.V.Jagannadha Rao, Animesh Kumar Sharma, R Vijaya Lakshmi, 2026.

Citation: Rao, G. V. V. J., Sharma, A. K., Lakshmi, R. V. (2026). *The Future of Talent Management: AI, Analytics, and Workforce Agility*. Deep Science Publishing. <https://doi.org/10.70593/978-93-7185-913-4>

This book is published online under a fully open access program and is licensed under a Creative Commons Attribution-NonCommercial 4.0 International License (CC BY-NC 4.0). This open access license allows third parties to copy and redistribute the material in any medium or format, provided that proper attribution is given to the author(s) and the published source. The publishers, authors, and editors are not responsible for errors or omissions, or for any consequences arising from the application of the information presented in this book, and make no warranty, express or implied, regarding the content of this publication. Although the publisher, authors, and editors have made every effort to ensure that the content is not misleading or false, they do not represent or warrant that the information-particularly regarding verification by third parties-has been verified. The publisher is neutral with regard to jurisdictional claims in published maps and institutional affiliations. The authors and publishers have made every effort to contact all copyright holders of the material reproduced in this publication and apologize to anyone we may have been unable to reach. If any copyright material has not been acknowledged, please write to us so we can correct it in a future reprint.

Table of Contents

Chapter 1: Introduction to the future of talent management.....1

Chapter 2: Foundations of talent management (part 1)9

Chapter 3: Artificial intelligence in talent management.....22

Chapter 4: AI-powered talent acquisition and recruitment34

Chapter 5: Workforce analytics and people analytics47

Chapter 6: AI-driven learning, upskilling, and reskilling59

Chapter 7: Performance management and employee experience71

Chapter 8: Workforce agility and organizational resilience83

Chapter 9: Diversity, equity, inclusion, and ethical AI94

Chapter 10: Talent retention and employee well-being106

Chapter 11: Future workforce planning and talent intelligence119

Chapter 12: AI in talent management: global success stories133

References

- [1]. Aguinis, H. (2023). *Performance management* (5th ed.). Chicago Business Press.
- [2]. Alavi, M., & Leidner, D. E. (2021). Knowledge management and knowledge management systems: Conceptual foundations and research issues. *MIS Quarterly*, 25(1), 107–136.
- [3]. Armstrong, M. (2023). *Armstrong's handbook of human resource management practice* (16th ed.). Kogan Page.
- [4]. Autor, D. H. (2022). The labor market impacts of technological change. *National Bureau of Economic Research Working Paper*.
- [5]. Bersin, J. (2021). *Irresistible: The seven secrets of the world's most enduring, employee-focused organizations*. Josh Bersin Academy.
- [6]. Bock, L. (2015). *Work rules!: Insights from inside Google that will transform how you live and lead*. Twelve.
- [7]. Bondarouk, T., Parry, E., & Furtmueller, E. (2021). Electronic HRM: Four decades of research on adoption and consequences. *International Journal of Human Resource Management*, 28(1), 98–131.
- [8]. Boudreau, J. W., & Cascio, W. F. (2022). *Human capital analytics: How to harness the potential of your organization's greatest asset*. Pearson.
- [9]. Brynjolfsson, E., & McAfee, A. (2017). *The second machine age: Work, progress, and prosperity in a time of brilliant technologies*. W. W. Norton.
- [10]. Cappelli, P. (2020). *Talent on demand: Managing talent in an age of uncertainty*. Harvard Business Review Press.
- [11]. Cappelli, P., & Keller, J. R. (2021). Talent management: Conceptual approaches and practical challenges. *Annual Review of Organizational Psychology and Organizational Behavior*, 8, 197–219.
- [12]. Cascio, W. F., & Montealegre, R. (2021). How technology is changing work and organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, 3, 349–375.
- [13]. CIPD. (2024). *People profession survey 2024*. Chartered Institute of Personnel and Development.
- [14]. Davenport, T. H., & Kirby, J. (2022). *The AI advantage: How to put artificial intelligence revolution to work*. MIT Press.

- [15]. Davenport, T. H., Harris, J., & Shapiro, J. (2010). Competing on talent analytics. *Harvard Business Review*, 88(10), 52–58.
- [16]. Deloitte. (2024). *Global Human Capital Trends 2024*. Deloitte Insights.
- [17]. Dwivedi, Y. K., Hughes, L., Ismagilova, E., et al. (2023). Artificial Intelligence (AI): Multidisciplinary perspectives on emerging challenges, opportunities, and agenda for research, practice and policy. *International Journal of Information Management*, 57, 101994.
- [18]. European Commission. (2024). *Artificial Intelligence Act*. European Union.
- [19]. Fitz-enz, J., & Mattox, J. (2021). *Predictive analytics for human resources*. Wiley.
- [20]. Floridi, L. (2023). *The ethics of artificial intelligence*. Oxford University Press.
- [21]. Floridi, L., & Cows, J. (2019). A unified framework of five principles for AI in society. *Harvard Data Science Review*.
- [22]. Gartner. (2024). *Top strategic technology trends 2024*. Gartner Research.
- [23]. George, G., Lakhani, K. R., & Puranam, P. (2023). What has changed? The impact of artificial intelligence on the future of management. *Academy of Management Discoveries*.
- [24]. Goleman, D. (2021). *Emotional intelligence* (25th Anniversary ed.). Bantam Books.
- [25]. Goodfellow, I., Bengio, Y., & Courville, A. (2016). *Deep learning*. MIT Press.
- [26]. Harvard Business Review. (2023). *The future of work special issue*. Harvard Business Publishing.
- [27]. International Labour Organization. (2023). *World employment and social outlook: Trends 2023*. ILO.
- [28]. ISO. (2024). *ISO/IEC 42001: Artificial intelligence management systems*. International Organization for Standardization.
- [29]. Kaplan, R. S., & Norton, D. P. (2008). *The execution premium*. Harvard Business School Press.
- [30]. Kiron, D., Prentice, P. K., & Ferguson, R. B. (2022). The analytics mandate. *MIT Sloan Management Review*.
- [31]. KPMG. (2024). *Global AI in HR survey 2024*. KPMG International.
- [32]. Manyika, J., et al. (2023). *The future of work after COVID-19*. McKinsey Global Institute.
- [33]. McKinsey & Company. (2023). *The state of organizations 2023*. McKinsey Global Institute.
- [34]. Noe, R. A. (2023). *Employee training and development* (9th ed.). McGraw-Hill Education.
- [35]. NIST. (2023). *Artificial Intelligence Risk Management Framework (AI RMF 1.0)*. National Institute of Standards and Technology.

- [36]. OECD. (2023). *OECD employment outlook 2023: Artificial intelligence and the labour market*. OECD Publishing.
- [37]. Parry, E., Strohmeier, S., & Bondarouk, T. (2022). Digital human resource management: Concepts and future directions. *International Journal of Human Resource Management*.
- [38]. PwC. (2024). *Global workforce hopes and fears survey 2024*. PricewaterhouseCoopers.
- [39]. Russell, S., & Norvig, P. (2021). *Artificial intelligence: A modern approach* (4th ed.). Pearson.
- [40]. Schwab, K. (2017). *The fourth industrial revolution*. Crown Business.
- [41]. SHRM. (2024). *State of the workplace report 2024*. Society for Human Resource Management.
- [42]. Tambe, P., Cappelli, P., & Yakubovich, V. (2019). Artificial intelligence in human resources management: Challenges and opportunities. *California Management Review*, 61(4), 15–42.
- [43]. UNESCO. (2021). *Recommendation on the ethics of artificial intelligence*. UNESCO.
- [44]. United Nations. (2015). *Transforming our world: The 2030 agenda for sustainable development*. United Nations.
- [45]. Vrontis, D., Christofi, M., Pereira, V., Tarba, S., Makrides, A., & Trichina, E. (2022). Artificial intelligence, robotics, advanced technologies and human resource management: A systematic review. *The International Journal of Human Resource Management*, 33(6), 1237–1266.
- [46]. Westerman, G., Bonnet, D., & McAfee, A. (2014). *Leading digital: Turning technology into business transformation*. Harvard Business Review Press.
- [47]. World Economic Forum. (2023). *The future of jobs report 2023*. World Economic Forum.
- [48]. World Economic Forum. (2025). *The future of jobs report 2025*. World Economic Forum.