

The Comprehensive AI & Automation Toolkit for Talent Management

A Practical Guide to AI-Driven Employee Development and Retention at Scale

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INTRODUCTION

Your best performer just quit. The only manager who knew your supply chain retired without a successor. The same role is being reposted for the third time this year because no one inside realized it was open. This isn't a bad week, it's a normal Monday for HR.

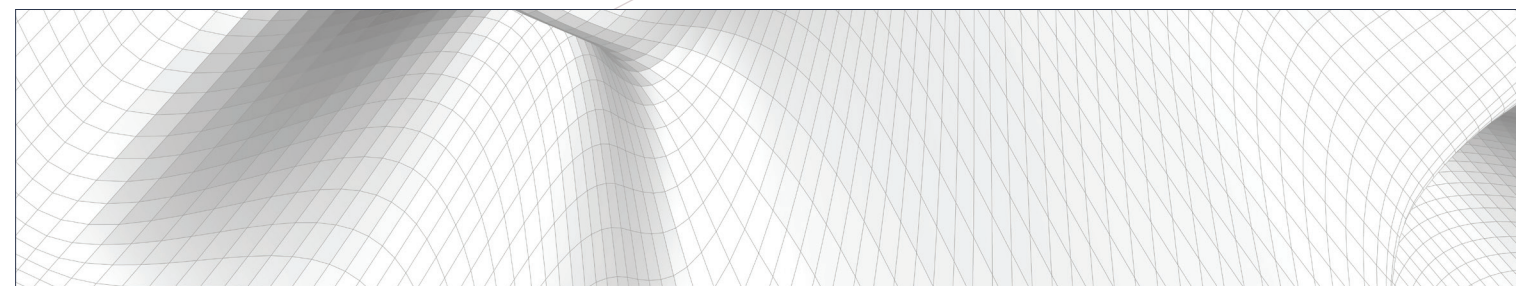
Behind these everyday challenges lies a deeper talent management crisis. Critical roles stay empty, skills gaps outpace development, and disengaged employees look elsewhere for growth. The issue isn't lack of talent; it's the lack of visibility into skills and connection to opportunity.

The problem runs deeper than technology. Disconnected systems and manual processes keep HR lagging behind business priorities. By the time skills are mapped or frameworks finalized, the business has already moved on and HR is left reacting to resignations instead of anticipating them.

Closing this gap takes more than new tools. It requires intelligence for skills visibility, automation to accelerate action, and predictive insight to stay ahead. Together, they move HR from firefighting to foresight — leading with data, not instinct.

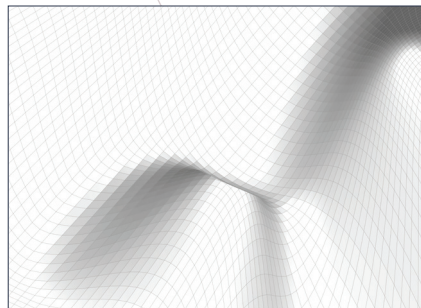
When AI and automation are backing this growth, transformation accelerates. Internal mobility rises, pipelines strengthen, and mentoring, learning, and succession planning become ongoing instead of occasional. Career paths evolve dynamically, guided by real-time skills data, turning development into a true strategic engine. Some organizations are just digitizing reviews; others are already predicting skills gaps and personalizing career journeys at scale.

Wherever you are, the first step is clarity, knowing your starting point and where to go next. That's why we developed the **AI & Automation Maturity Model for Talent Management**: a framework to benchmark your progress, learn from industry patterns, and take practical steps toward a more connected, intelligent workforce.



CHAPTER 1

THE CASE FOR WORKFORCE INTELLIGENCE IN TALENT MANAGEMENT



Talent management today is stretched thin. Skills evolve faster than frameworks, hybrid work has blurred visibility, and employees expect more control over their growth. Yet many organizations are still managing people with the same methods they used decades ago.

Legacy processes were designed for stability, not speed. Reviews happen annually, career paths are rigid, and development conversations often depend on a manager's memory. Data sits in separate systems, making it nearly impossible to connect skills, performance, and potential in one view.

Traditional talent management, built on annual reviews, disconnected systems, and intuition, cannot keep up with today's workforce demands. Leaders still ask simple questions: "Who has cloud migration experience?" "Who could lead this team tomorrow?" Employees disengage when progress feels opaque. Managers make choices based on false intuition, not data-driven capability. And HR leaders spend their time finding these answers, reconciling reports instead of planning the future workforce.

The workforce has changed; the management model hasn't. The true problem isn't simply siloed technology, but rather a lack of visibility to and deciphering the true meaning of talent data.

WORKFORCE INTELLIGENCE

THE MISSING LINK

Workforce intelligence bridges the gap between data and decision, integrating information, context, and automation so HR can move from hindsight to foresight. It brings together information from across the employee lifecycle, applies AI to add enterprise context, and uses automation to keep employee engagement high. The outcome is clarity, a continuous, data-informed picture of how skills, roles, and aspirations move within the organization, informing both talent management and talent acquisition on skills availability.

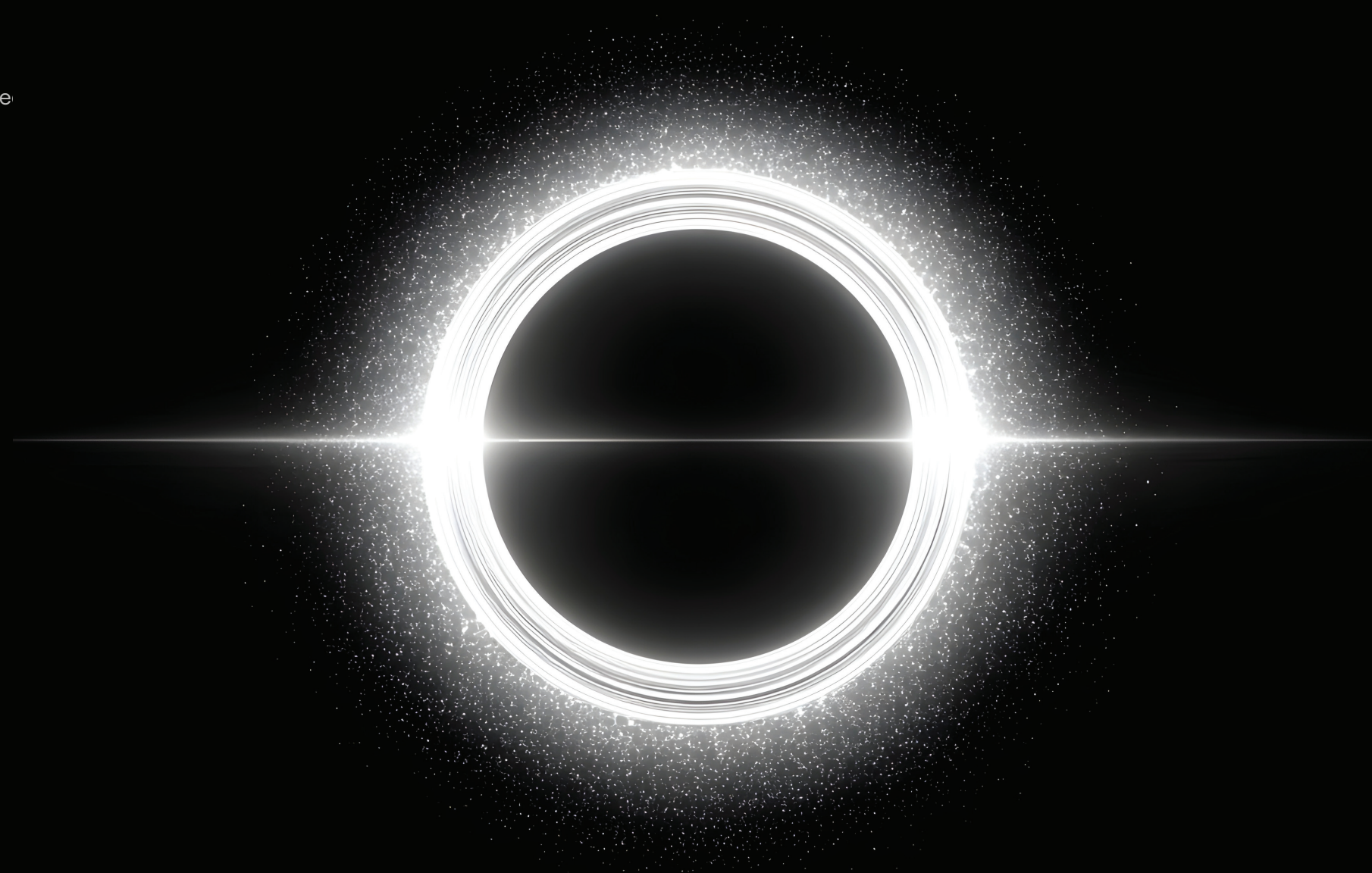
At its core, workforce intelligence combines three capabilities:

Skills visibility that gives leaders an up-to-date understanding of individual and collective strengths

Predictive awareness that spots risks early, from emerging skill shortages to potential attrition

Adaptive automation that keeps data current by triggering actions automatically, such as recommending learning or updating succession plans

Together, these form a skills architecture that becomes a shared language across the organization. Every recommendation, decision, and development plan draws from the same foundation.



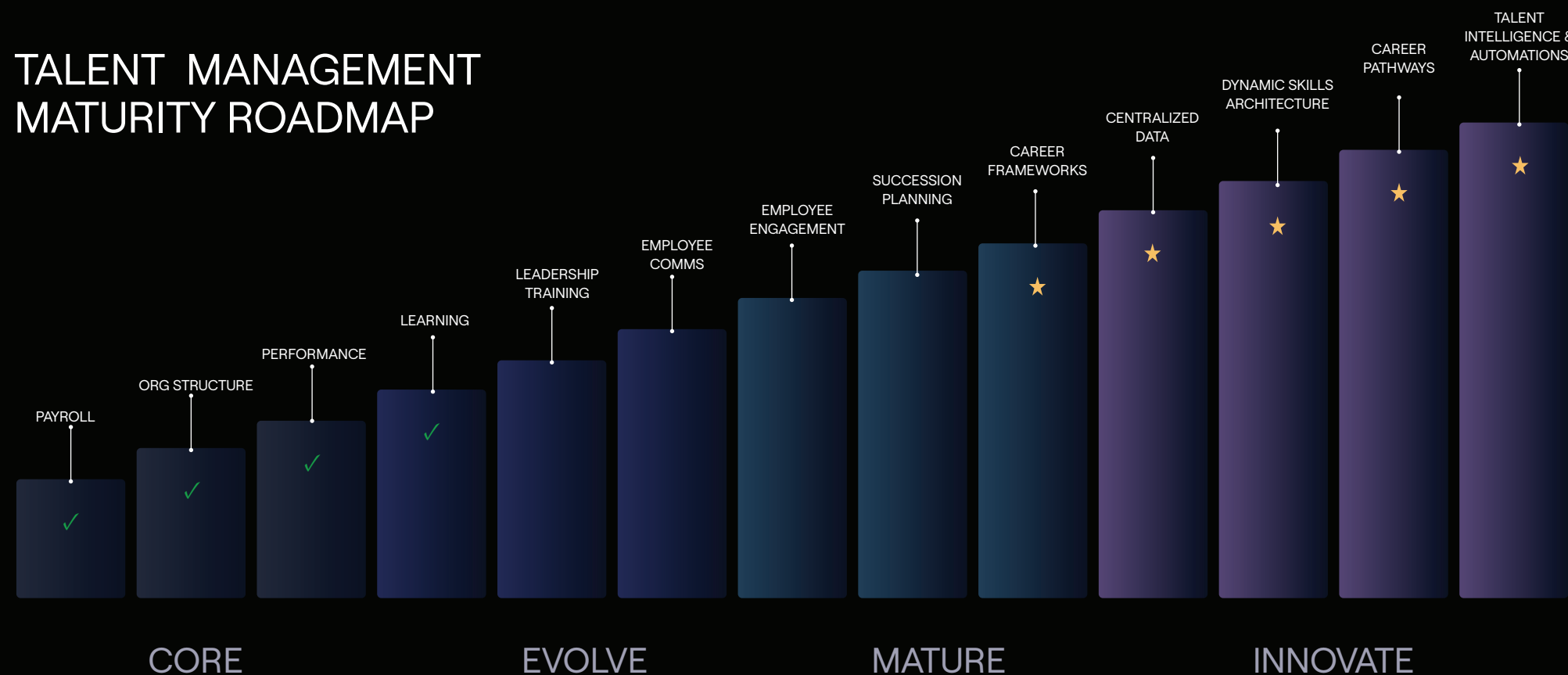
Adopting workforce intelligence is a journey, not a switch. The transformation happens along two connected dimensions:

Automation maturity describes how structured and integrated talent management activities are, from ad hoc to fully connected

Intelligence maturity describes how decisions are informed, from gut instinct to predictive AI

Advancing one without the other can hinder maximum value. Automating outdated processes simply amplifies inefficiency, while data without consistent workflows remains unused. Maturity means moving both dimensions forward together.

TALENT MANAGEMENT MATURITY ROADMAP



For instance, an organization might use intelligence to recommend learning paths. But, without a clear skills framework or consistent feedback cycles, those recommendations will remain isolated suggestions rather than becoming catalysts for employee growth or succession planning.

Understanding AI and Automation Maturity for Talent Management

Intelligence: How Organizations Make Better Talent Decisions

Intelligence maturity reflects how effectively an organization identifies, develops, and deploys talent. At early stages (Levels 0–2), managers rely on instinct and limited visibility within their own teams. As maturity grows (Levels 3–5), AI begins surfacing and interpreting workforce data — identifying skills gaps, predicting retention risks, and recommending career or development actions.

Intelligence progresses from awareness to prediction to autonomy: AI first highlights insights, then recommends actions, and ultimately executes routine talent decisions. This can include matching employees to roles or updating succession plans, with human oversight reserved for exceptions and strategic choices.

Automation: How Organizations Scale Talent Processes

Automation maturity determines how efficiently an organization executes talent processes at scale. In early stages, HR manually tracks performance, development, and succession through spreadsheets and reminders. As automation advances, these tasks become system-driven by automatically scheduling reviews, updating skills profiles, enrolling employees in learning programs, or surfacing internal opportunities.

At full maturity, automation connects all talent workflows into one seamless system. Employee growth triggers development recommendations, readiness updates, succession plans, and retention alerts, prompting timely action without manual effort.

The Interdependency: Why Both Dimensions Matter

Intelligence and automation evolve independently, but real transformation happens when they advance together. Intelligence without automation delivers insights that require manual action, while automation without intelligence executes efficiently but without insight.

When both mature in synchronicity, AI identifies employees ready for advancement, automation delivers opportunities instantly, and the system adapts continuously. HR gains foresight, managers lead with clarity, and employees experience career growth that feels intuitive and personalized.

Together, intelligence and automation turn talent management from reactive administration into a living, self-improving ecosystem.

Automation: How Organizations Scale Talent

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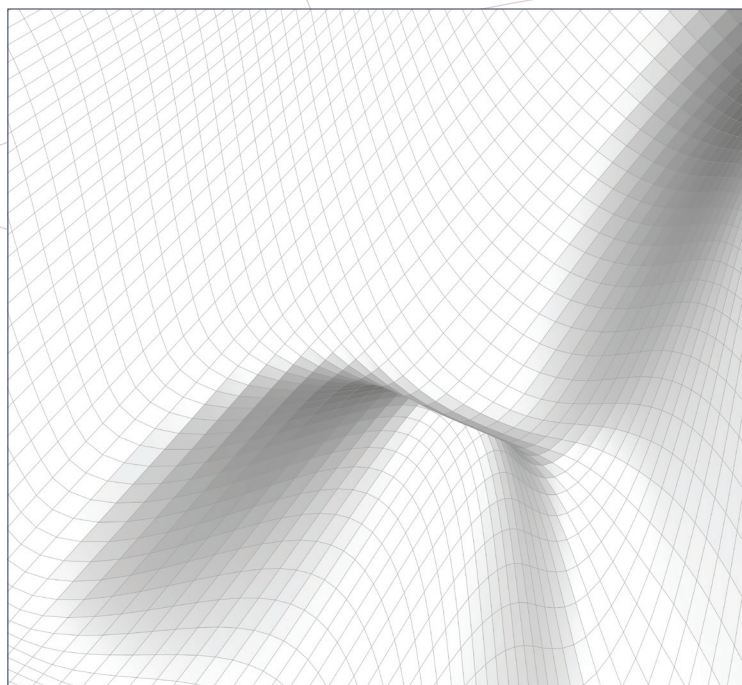
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CHAPTER 2

THE AI & AUTOMATION MATURITY MODEL FOR TALENT MANAGEMENT

Let's further examine the levels of maturity.

INTELLIGENCE	<p>No Intelligence</p> <p>All HR tasks are performed manually by humans, with no AI involvement.</p>	<p>Assisted Intelligence</p> <p>AI assists with specific tasks, but humans are still required to make decisions.</p>	<p>Semi-Automated Intelligence</p> <p>AI handles more complex tasks, but humans are needed to finalize decisions.</p>	<p>Conditional Intelligence</p> <p>AI can autonomously manage processes, but requires human intervention for exceptions.</p>	<p>High Intelligence</p> <p>AI handles more complex tasks, but humans are needed to finalize decisions.</p>	<p>Fully-Integrated Intelligence</p> <p>AI autonomously handles all HR functions, with no human intervention required.</p>
	0 - STONE AGE	1 - ELIMINATION	2 - ASSIMILATION	3 - AUTONOMATION	4 - AUGMENTATION	5 - DOMINATION
AUTOMATION	<p>All HR tasks are performed manually without any technological assistance.</p> <p>No Automation</p>	<p>Basic automation of specific repetitive tasks to improve efficiency & accuracy.</p> <p>Task-level Automation</p>	<p>Automation of entire HR processes, with streamlined workflows and some human intervention.</p> <p>Partial Process Automation</p>	<p>Advanced automation that can perform most tasks, but may require human oversight for complex situations.</p> <p>Conditional Automation</p>	<p>Full automation with AI/ML, capable of performing all HR functions without human intervention.</p> <p>High Automation</p>	<p>Complete integration of all HR functions that operates autonomously, providing real-time analytics & insights.</p> <p>Fully-Integrated Automation</p>

INTELLIGENCE

No Intelligence

All HR tasks are performed manually by humans, with no AI involvement.

0 - STONE AGE

AUTOMATION

All HR tasks are performed manually without any technological assistance.

No Automation

Level 0 (Stone Age): No Intelligence / No Automation

With no automation or intelligence in place, every process runs manually with little structure or visibility.

Talent management in this stage is purely reactive. Performance reviews happen inconsistently, often without structured feedback or follow-up. Career growth depends on individual managers rather than defined frameworks. Employees have limited visibility into learning paths, internal mobility, or future roles. Development in this level of maturity is left mostly to chance.

Core HR data like payroll, org charts, and performance ratings exist but remain disconnected from any skills or career architecture. Without a unified view of employee potential, growth conversations stall, and succession planning never materializes.

Managers make decisions based on instinct or convenience, while HR stays focused on compliance and reporting, with no time or the right tools for workforce planning.

At this stage, information might exist, but insight certainly does not. The organization operates on situational recall and gut feeling rather than measured performance indicators.

INTELLIGENCE

Assisted Intelligence

AI assists with specific tasks, but humans are still required to make decisions.

1 – ELIMINATION

AUTOMATION

Basic automation of specific repetitive tasks to improve efficiency & accuracy.

Task-level Automation

Level 1 (Elimination): Assisted Intelligence / Task-Level Automation

Automation begins to replace manual activity, while assisted intelligence supports task-level efficiency.

Core HR systems such as the HRIS, LMS, and applied AI platforms, start capturing skills, learning activities, and performance data in a structured way. Basic workflows like scheduling performance reviews, routing approvals, and logging learning completions are automated. Basic AI, like machine learning, assists with simple tasks such as auto-filling profiles, inferring baseline skills from job titles, tagging learning content, or recommending courses aligned to current roles.

Talent processes gain structure but remain disconnected. Employees can access learning content and track completions, but still must determine which skills matter for career growth. Managers record feedback and performance notes digitally, yet lack insight into emerging strengths or readiness for advancement. HR can standardize data and reporting, but visibility remains limited to historical activity: valuable for compliance, not for development.

This level introduces digital consistency, but not foresight. Processes run faster, yet decisions still rely on human interpretation rather than intelligence.

INTELLIGENCE

Semi-Automated Intelligence

AI handles more complex tasks, but humans are needed to finalize decisions.

2 - ASSIMILATION

AUTOMATION

Automation of entire HR processes, with streamlined workflows and some human intervention.

Partial Process Automation

Level 2 (Assimilation): Semi-Automated Intelligence / Partial Process Automation

Automation now connects systems and streamlines recurring tasks, while semi-automated intelligence begins turning data into insight.

At this stage, data from internal jobs and gigs, learning activity, career pathing, and mentorship connections converge within a talent marketplace, creating a unified view of employee growth and skills progression.

Automation supports this flow by prompting managers to hold growth check-ins informed by updated skills profiles, getting dashboards refreshed as employees complete courses or signal new interests, and nudging them toward gigs, mentors, or internal roles aligned with their aspirations. AI identifies emerging skill patterns and recommends targeted learning or mentoring paths to close visible gaps. For HR, early skills inventories and role mappings consolidate in workforce intelligence, offering descriptive analytics that highlight readiness and development trends.

At this level, organizations achieve connected visibility. Data finally informs decisions, but prediction and foresight are still on the horizon.

INTELLIGENCE

Conditional Intelligence

AI can autonomously manage processes, but requires human intervention for exceptions.

3 - AUTONOMATION

AUTOMATION

Advanced automation that can perform most tasks, but may require human oversight for complex situations.

Conditional Automation

Level 3 (Automation): Conditional Intelligence / Automation

Talent management becomes truly proactive at this stage. Automation connects data across the talent ecosystem, while conditional intelligence starts anticipating workforce needs and recommending precise actions.

Career frameworks and succession plans now adapt dynamically as new skills emerge. Growth opportunities driven by real-time visibility surface continuously instead of waiting for annual reviews or open requisitions.

For employees, development becomes personalized. They see what roles or skills to pursue next and get matched with projects (or mentors) that accelerate their growth. Meanwhile, managers gain clarity into their teams' strengths, emerging leaders, and skill gaps, making coaching and career conversations far more targeted. HR uses workforce intelligence to model capability gaps, track succession coverage, and begin predictive workforce planning.

Semi-automated workflows handle recurring updates: refreshing succession pools as employees upskill, adjusting learning paths when priorities shift, and updating readiness as milestones are achieved.

At this level, intelligence transforms talent management from reactive planning to data-informed decision-making that lets everyone act before opportunity or risk appears.

INTELLIGENCE

High Intelligence

AI handles more complex tasks, but humans are needed to finalize decisions.

4 - AUGMENTATION

Full automation with AI/ML, capable of performing all HR functions without human intervention.

High Automation

AUTOMATION

Level 4 (Augmentation): High Intelligence / Automation

Automation runs most talent processes autonomously, while high-level intelligence continuously optimizes workforce planning and development.

Workforce data on skills, performance, and potential is centralized and accessible through a single and connected ecosystem. AI delivers predictive insights that forecast future skill needs, retention risks, and succession gaps. Job frameworks evolve automatically as new capabilities emerge, keeping roles aligned with shifting business priorities.

Employees experience continuous, personalized growth. AI recommends learning, mentoring, and project opportunities that align with their goals. Managers gain foresight through predictive insights: identifying emerging leaders, monitoring readiness, and closing gaps early. HR leaders model workforce scenarios, testing reorganizations or expansions, and instantly viewing talent implications. Full autonomy hasn't arrived. AI can forecast demand and flag successors, but leaders still provide context, assess fit, and make final decisions. Automation executes efficiently; human judgment ensures direction and accountability.

At this level, workforce design is agile and future-focused. Decisions happen in real time, powered by data that updates itself.

INTELLIGENCE

Fully-Integrated Intelligence

AI autonomously handles all HR functions, with no human intervention required.

5 – DOMINATION

AUTOMATION

Complete integration of all HR functions that operates autonomously, providing real-time analytics & insights.

Fully-Integrated Automation

Level 5 (Domination): Fully Integrated Intelligence / Automation

Automation orchestrates every talent process end-to-end, while intelligence continuously adapts to business priorities with minimal manual oversight.

Workforce intelligence now functions as a living ecosystem that synchronizes skills, roles, and readiness across the enterprise. Every career pathway, learning plan, and succession pipeline is updated in real time based on changing skills and strategic direction.

AI autonomously forecasts workforce needs, predicts gaps, and recommends interventions before issues arise. Employees experience always-on career growth with personalized, evolving recommendations. Managers focus on coaching and development while AI handles data and insight delivery. HR leaders oversee vision, governance, and innovation, ensuring the system stays aligned with business intent.

The organization now operates as a skills-based enterprise: adaptive, predictive, and self-improving. Intelligence fuels every decision while automation sustains the rhythm.

CHAPTER 3

INDUSTRY BENCHMARKS & EXAMPLES

Depending on an organization's business model and workforce dynamics, progress across AI and automation levels can vary. Some industries move fast on automation to handle scale; others advance intelligence first to unlock insight and precision.

The key is understanding how these combinations unfold in real business scenarios and how leading organizations are using their existing strengths to build future-ready capabilities. In this section, we highlight industry-specific examples of how companies are rethinking their use of intelligence and automation to drive retention, internal mobility, and long-term workforce agility.

Healthcare Industry

Healthcare organizations are building resilient, future-ready workforces in strict accordance with compliance regulations. Intelligence integrates skills, performance, and certification data to forecast talent shortages, identify emerging leaders, and guide nurses, clinicians, and specialists toward personalized growth paths.

Automation sustains this ecosystem by maintaining license renewals, credential verification, and compliance across roles and facilities.

Together, they elevate talent management from reactive credential tracking to proactive workforce planning that strengthens retention and drastically improves care delivery.

AI & Automation in Action: A global healthcare leader with 70,000 employees needed to scale succession planning across complex business units and newly integrated teams. Manual, fragmented processes made it impossible to track potential or plan leadership moves effectively.

By implementing Phenom Succession Planning, they unified data for all employees, gaining holistic visibility into skills, potential, and readiness. AI-powered recommendations now identify successors, build development pathways, and surface workforce trends in real time. Now, 30,000 employees have potential ratings, 15,000 active succession plans were created, and 300+ talent reviews were completed with dramatically less manual effort.



Retail & Hospitality Industry

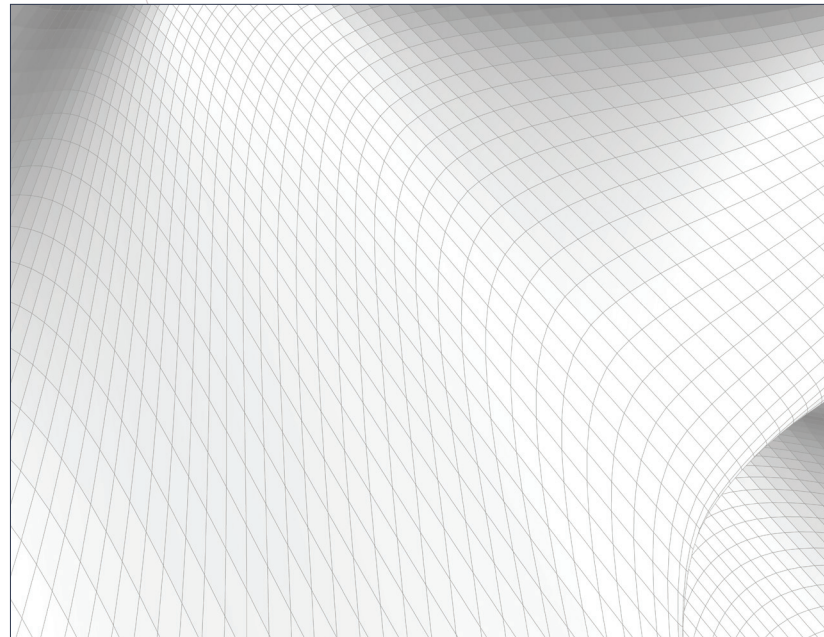
Retail and hospitality companies are shifting from seasonal staffing cycles to continuous talent development. Intelligence analyzes performance and engagement data to uncover leadership potential, forecast demand by location, and design career progressions from associate to management.

Automation supports this maturity by rehiring returning staff, streamlining onboarding, and maintaining balanced shift coverage across sites.

The result is a workforce model where career growth becomes dynamic, with AI ensuring the right talent is ready before business peaks.

AI & Automation in Action: A 29,000–employee consumer goods company known for digital innovation realized its internal hiring experience was falling behind its external one. Employees struggled to find and apply for internal roles, and managers had little visibility into available talent.

They introduced Phenom Talent Marketplace, Career Pathing, and Employee Relationship Management to create a more connected experience. AI now matches employees to relevant roles, simplifies applications, and automates referrals, while campaigns promote awareness and engagement. The results were clear: internal applicants increased by 129%, time to fill dropped by 89%, retention reached 73%, and more than 560 employees joined the new marketplace.



Manufacturing Industry

Manufacturers are strengthening how they manage and grow talent across plants, warehouses, and regions. Intelligence brings visibility into skills, predicts shortages before production slows, and helps create clear development paths as new technologies and processes emerge.

Automation takes care of certification tracking, safety compliance, and routine HR tasks, giving leaders more time to focus on training, succession, and workforce readiness.

Together, they help manufacturing teams stay skilled, consistent, and prepared for what's next.

AI & Automation in Action: A 51,000-employee appliance manufacturer faced a fragmented talent experience and limited internal mobility. To address this, they implemented Phenom Talent Marketplace along with career-pathing and internal talent market tools. The platform made internal roles and growth opportunities transparent and actionable.

Within six months, application conversion rose 84%, incomplete applications dropped 51%, time to hire declined 9%, and scheduling-time savings hit 78%. Their internal mobility foundation is now poised to grow with more than 50% of workforce skills data captured in the marketplace.





Financial Services Industry

Financial institutions are weaving intelligence-driven talent management into their traditional compliance-first HR practices. Intelligence provides foresight into leadership pipelines, models future workforce needs aligned with strategic growth, and highlights early signs of flight risk or burnout among high performers.

Automation ensures regulatory rigor by managing licenses, renewals, and audit tracking across complex jurisdictions.

This dual maturity enables firms to protect compliance while nurturing long-term leadership strength, turning oversight into opportunity and foresight into retention.

AI & Automation in Action: A global insurer with 140,000+ employees across multiple countries faced a fragmented talent experience and limited internal mobility. To address this, they implemented the Phenom Talent Marketplace, Career Site, and CRM, combined with AI-driven internal mobility and talent management workflows.

The platform improved internal and external candidate experiences, enabled transparent internal job opportunities, and streamlined the application process. Within the first wave of rollout (30,000 employees), the global insurer saw 13x more apply clicks and 11x more internal and external applications, while the time-to-apply was cut in half.

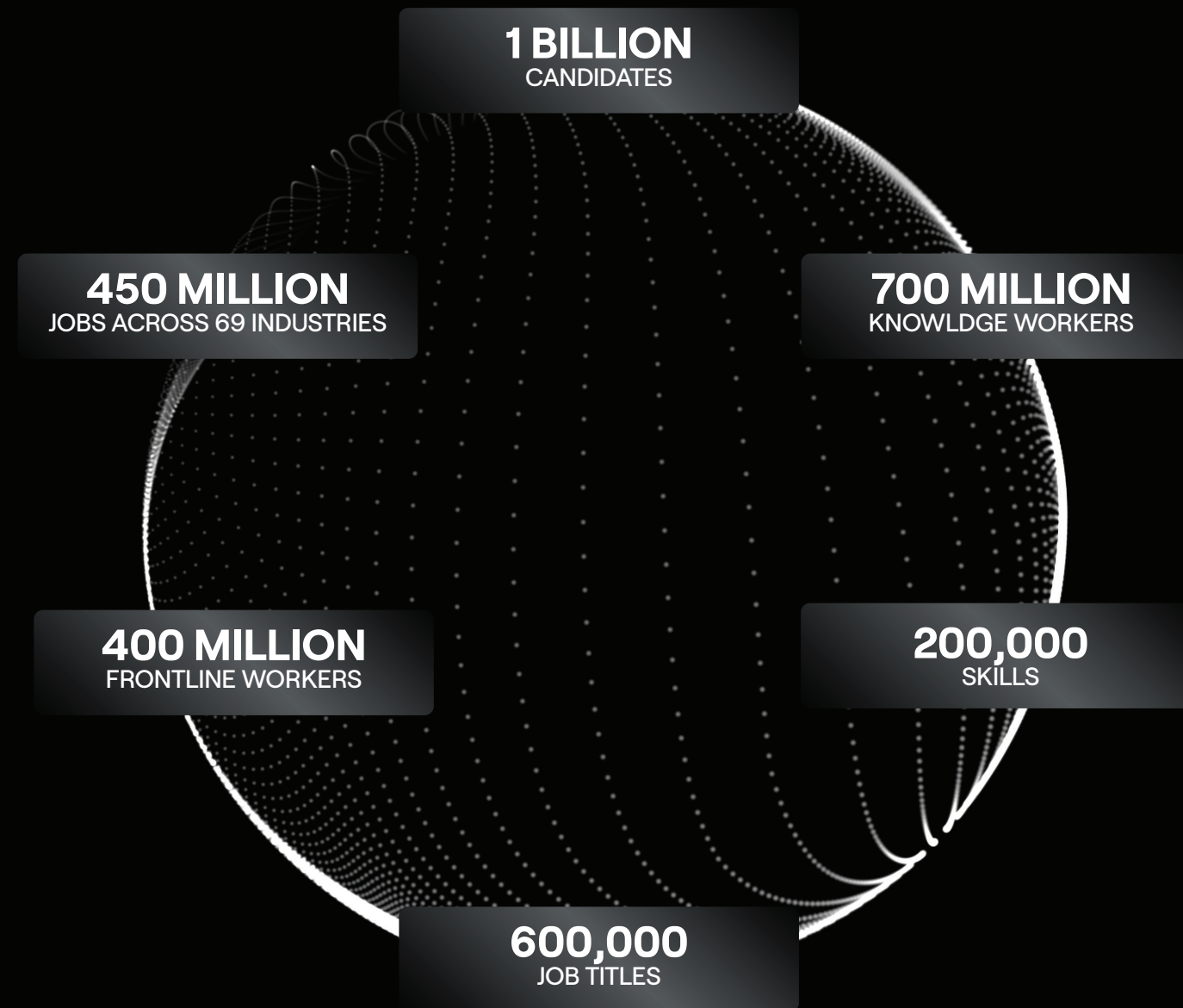
The Data Behind the Intelligence

These transformations aren't simply technology-driven; it's also the scale and diversity of data that's fueling the machine. By uniquely combining proprietary industry-specific AI, agentic AI, automation, and personalized experiences, the Phenom Intelligent Talent Experience platform helps companies fundamentally reshape their HR processes and strategies for scalable and sustainable transformation.

This shows the breadth of that ecosystem spanning global candidate profiles, workforce roles, and skills intelligence. This network allows AI to spot proven career pathways, recognize adjacent skills, and anticipate emerging trends across industries.

That's why workforce intelligence feels so precise in practice: when healthcare organizations track credentials, retailers rehire top seasonal talent, or manufacturers plan globally, each insight draws on patterns already tested at scale.

The power of this data isn't static, it keeps learning, adapting, and refining what success means as the world of work evolves.



CHAPTER 4

ENABLING CHANGE & BUILDING BUY-IN

Technology creates the infrastructure for workforce intelligence, but transformation only takes hold when people use it with purpose. The insights, automation, and data exist, but the real challenge is embedding them into how decisions are made, how careers evolve, and how leaders plan for the future.

Many organizations underestimate this phase. Systems can be deployed quickly, yet cultivating trust in new career pathways, encouraging mobility, and repositioning HR from administration to strategic enablement take time and intention. Technology sets the foundation; change management determines whether progress endures.

Change Management Across The Organization

Adopting workforce intelligence isn't just a technical exercise; it's a company-wide transformation. The real shift occurs when technology becomes inseparable from how employees, managers, and HR think and operate. This requires readiness, alignment, and trust across every level.

That alignment begins with shared ownership. When workforce intelligence is fully adopted, its impact is visible across every level of the organization.

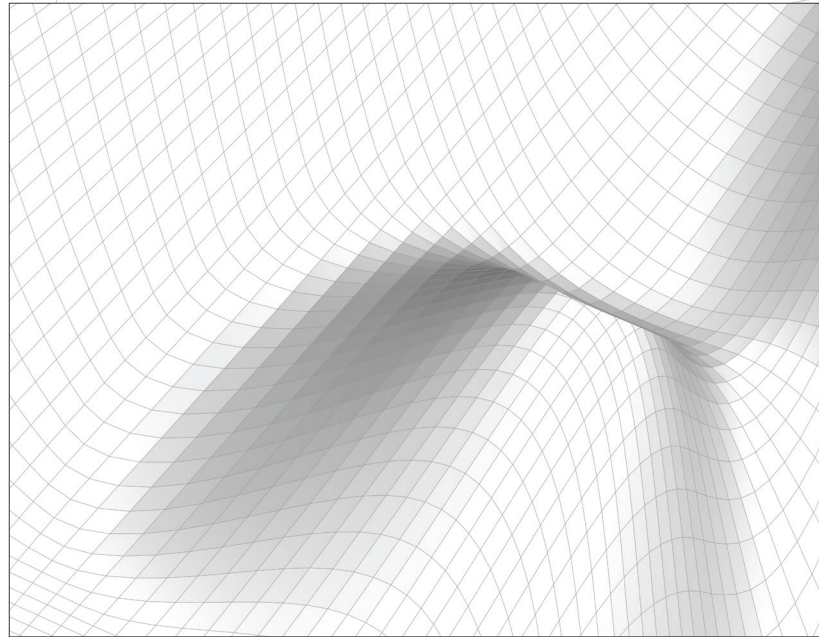
Employees gain clearer visibility into career paths and see measurable progress in internal mobility. Growth conversations become data-backed, not discretionary, leading to higher engagement and longer tenure. Personalized career experiences foster stronger retention, with employees staying because they can see a future inside the organization.

Managers lead with foresight rather than gut reactions. They anticipate skill gaps, build succession pipelines proactively, and spend more time developing people instead of replacing them. As teams become more visible and mobile, productivity rises, and performance feedback turns into continuous coaching.

HR teams shift their role entirely from administrators to strategic partners. They can forecast workforce needs, advise leaders with facts, and measure readiness in real time. The result is a more agile organization that aligns talent decisions directly with business priorities.

The effect compounds. Higher engagement produces better data, stronger pipelines, and faster decision-making. Over time, adoption turns technology from a support system into a strategic growth engine.





What Successful Organizations Do Differently

Organizations that achieve lasting transformation treat adoption as a leadership priority from day one. They start with a talent marketplace that employees can use immediately and expand as the adoption increases.

They rebuild trust by addressing past challenges openly and communicating how this approach differs. They balance ambition with realism, knowing technology can launch in months while behavior change matures over time. Above all, they make adoption measurable by tracking engagement, mobility, and readiness to prove impact at every level.

Workforce intelligence succeeds not through software alone but through trust, transparency, and accountability. When employees engage confidently, managers embrace visibility, and HR operates strategically, transformation becomes self-sustaining. Technology powers the platform; change management powers the movement.

Getting Leadership Buy-In for AI Talent Management Transformation

Even when adoption gains traction, leadership sponsorship determines scale and longevity. Executives don't invest in systems; they invest in outcomes. The message must connect workforce intelligence directly to business performance.

For CFOs, that means cost avoidance. Replacing skilled employees costs 1.5–2x salary, and even a modest reduction in turnover delivers millions in savings.

For CEOs, it is agility. The ability to redeploy talent quickly as strategy shifts and ensure leadership pipelines are ready years in advance.

For CHROs, it is elevation. HR shifts from firefighting to future-shaping, from reacting to resignations to proactively designing the workforce.

Research shows that organizations investing in internal mobility and human capital outperform their peers in both growth and profitability. [McKinsey](#) found that companies leading in human and organizational capital achieve around 30 percent higher revenue growth per dollar invested and report EBITDA margins twice as high as competitors. When framed this way, workforce intelligence moves from being an “HR initiative” to a “business imperative.”

CHAPTER 5

GETTING STARTED

YOUR TALENT MANAGEMENT AI & AUTOMATION JOUR-

The organizations that lead in talent management aren't the ones with the biggest budgets; they are the ones that strategically deploy AI and automation in alignment with business goals.

To help you take the next steps, we have developed the **Levels of AI & Automation for Talent Management: Maturity Assessment**, which lets you self-assess where your organization stands today and where it can go next.

Imagine a workforce where employees see continuous growth opportunities, managers coach with confidence, and HR operates as a strategic engine as opposed to simply an administrative function. This isn't the future; with AI-driven insights, automated processes, and real-time visibility, talent management transformation is possible today.



Where are you on the road
to **AI domination?**

Take the Talent Management
Maturity Assessment.

ABOUT PHENOM

Phenom is an applied AI company specializing in HR that's driven by the purpose of helping a billion people find the right work. Through AI-powered talent experiences, organizations use Phenom to hire and onboard employees faster, develop them to their full potential, and retain them longer.

As a result, candidates find and choose you faster, employees develop their skills and evolve, recruiters become wildly productive, talent marketers engage with extreme efficiency, talent leaders optimize hiring processes, managers build stronger-performing teams, HR aligns employee development with company goals, and HRIT easily integrates existing HR tech to create a holistic infrastructure.

[Book a demo](#)