

KORN FERRY
TALENT
SUITE



SHRM MENA 2025

TRANSFORMING TALENT ACQUISITION
FOR PRECISION AND SCALE

SEPTEMBER 16, 2025



TODAYS MASTERCLASS AGENDA

- Success Profiles & Career Architecture
- Assessment Solutions
- Predictive Analytics In Hiring
- AI Technology in Talent Acquisition



But First Let's get to know each other

1 Name

2 Company –
Role

3 Have you
adopted AI – if
so, where?

4 How easy
was it to
adopt

5 Single biggest
challenge
today with AI

QUESTIONS TO PREPARE FOR THE FUTURE

An effective talent acquisition, assessment and development strategy is critical for any organization. It ensures you have the right talent in the right place at the right time to activate, drive, and execute your business strategy. As the organization evaluates its current state of talent and capabilities, there are four critical steps:

1

**What talent
do we need?**

2

**What talent
do we have?**

3

**How do we
close the
gaps?**

4

**Choosing the
right tech
enabler**

SUCCESS PROFILE & CAREER ARCHITECTURE



Search.....

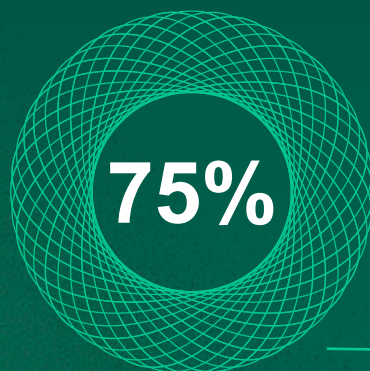
THE EVOLVING TALENT LANDSCAPE DEMANDS NEW APPROACHES TO HIRING



High turnover, skill gaps, and an urgent need for cultural alignment make it essential to go beyond traditional hiring methods.



Today's leaders seek more than a resume match; they need insights that reveal the whole person—skills, behaviors, and potential for growth



75% of HR professionals believe there is a **skills gap** among their applicants



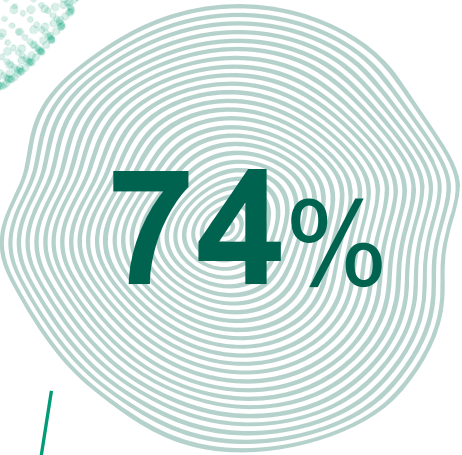
THE HIGH COST OF GETTING IT WRONG

Without the right tools, hiring can be a gamble that leads to costly missteps. Poor fits result in high turnover, reduced team morale, and lost productivity. Every missed hire means not only financial cost but also missed opportunities to build a stronger, more aligned workforce.

The average cost of a poor hire is about \$15k in wasted money.¹



\$15k



74%

Up to 74% of employers have reported hiring the wrong person for the job.²

1 Career Builder
2 Career Builder

YOU MAY USE A THREE-PART MODEL TO ANSWER THESE QUESTIONS

To answer these questions...

1

What leadership talent do we need?

Define success

To define the talent you need

2

What leadership talent do we have?

Assess talent

To differentiate your talent

3

How do we close the gaps?

Build pipeline

To close the gaps

...you may use a framework called the **ACI Model**



The ACI Model is built on three intertwined dimensions:

our **Accountabilities** - *what I do?*

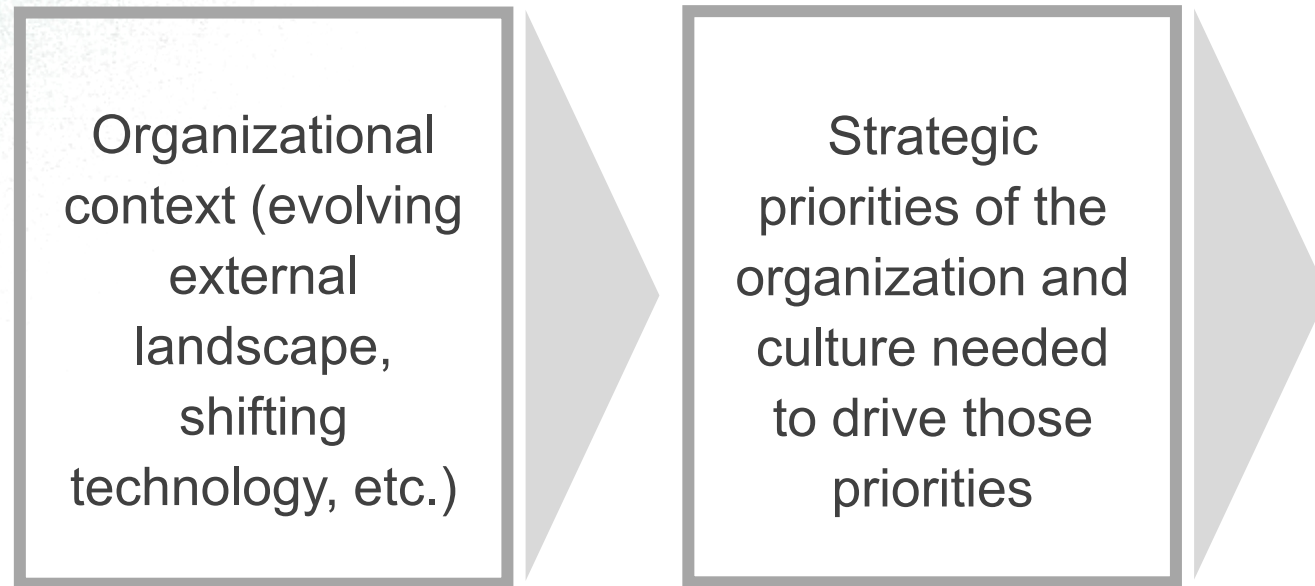
our **Capabilities** – *how I do?*

and our **Identity** – *who I am?*



THE SUCCESS PROFILE PROCESS

The Success Profile defines what is required for success given the culture needed and the future accountabilities and demands of leaders, which in turn are influenced by the organizational context.



DEFINE SUCCESS: THE SUCCESS PROFILE

ACCOUNTABILITY:

Defines responsibilities, complexity, impact, autonomy, decision making, and the overall quantifiable “size” of the role

WHAT I DO

- Accountabilities



CAPABILITY:

Defines what knowledge and skills are needed for high performance in the role

HOW I DO IT

- Competencies
- Experiences

IDENTITY:

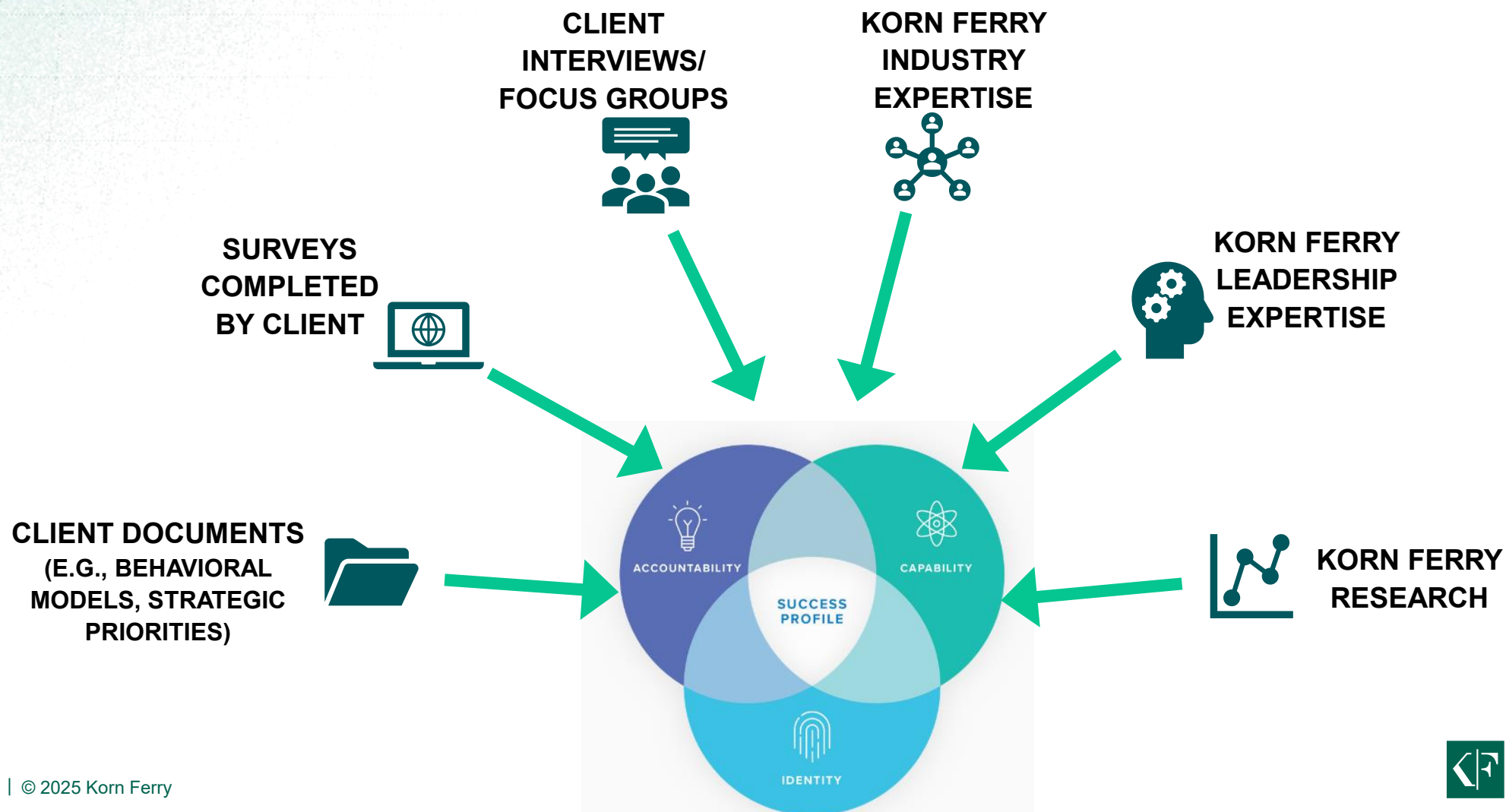
Measurable personal traits and drivers that help predict fit, potential, and performance

WHO I AM

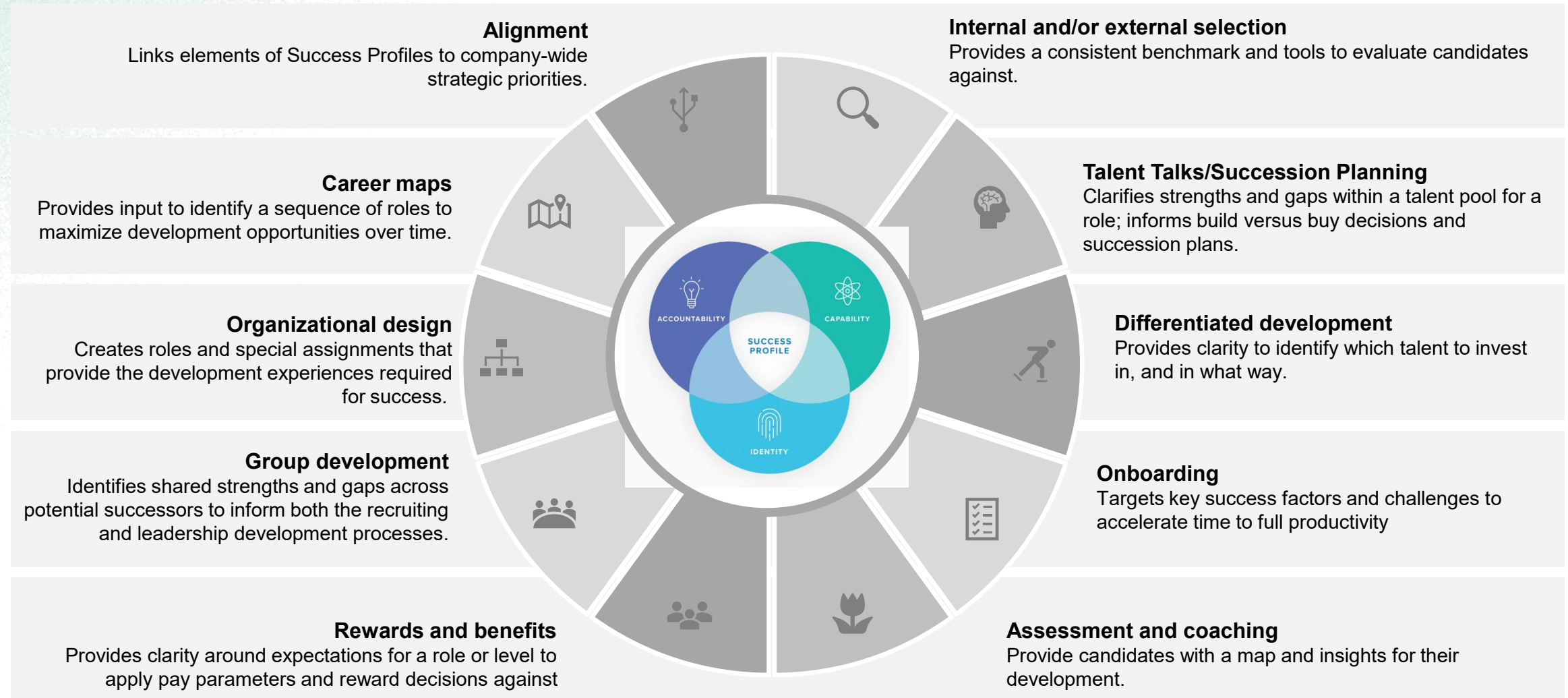
- Traits
- Drivers

Success Profiles use the ACI model to define a unique combination of skills, experiences, traits, drivers, and accountabilities necessary for talent that will drive the strategic priorities of our clients.

WE USE MULTIPLE SOURCES OF INPUT TO CREATE SUCCESS PROFILES



ONCE COMPLETED, SUCCESS PROFILES HAVE MULTIPLE USES





BREAK

ASSESSMENT SOLUTIONS



Search.....

TALENT ASSESSMENT AND DEVELOPMENT SOLUTIONS ARE FOCUSED ON FOUR KEY TALENT QUESTIONS

What talent do we need?

DEFINE SUCCESS

To define the talent you need

We create **research-based customized Success Profiles** that identify the vital talent attributes needed for success in the role, **given the organization's strategy and culture**.



What talent do we have?

ASSESS TALENT

To differentiate your talent

We use **world-class tools to assess talent** for:

- Performance.
- Potential.
- Readiness.
- Fit.



In addition, we adopt a **research-based talent review process** that **differentiates talent**, links to actionable development and deployment and minimizes bias.

How do we close the gaps?

BUILD PIPELINE

To close the gaps

We use insights **driven by analytics** to help organizations with:

- Selection.
- Development.
- Career and succession planning.
- Build vs. buy strategy.
- Role design.



How do we leverage technology to deliver this?

INTEGRATE TECHNOLOGY *To provide scalable seamless experience for the user and the participant*

We can **integrate KF Talent Hub online assessment platform**.

Platform and Assessment Enablement

PSYCHOMETRIC TOOLS MAPPED BY LEVEL

A suite of Selection and Talent Management Assessments

KF SELECT for Internal/ External SELECTION			TALENT MGT ASSESSMENTS		
PROPOSED TOOL	ASSESSMENT PURPOSE	LEVELS	PROPOSED TOOL	ASSESSMENT PURPOSE	LEVELS
Leaders	External / Internal Selection with a FIT SCORE	Access levels	Leadership Solution	- External Selection - Onboarding - Internal Promotion - Succession Readiness - Development	N-1 N-2 N-3
Managerial			Professional Development	- Onboarding, - Development	N-3 & Below
Professional			Potential	High Potential Identification	N-2 & Below
Graduate			KF360	- Internal Promotion, - Succession Readiness - Development	N-2 & Below

PREDICTIVE ANALYSTICS



Search.....

TALENT PREDICTION



Could you predict
what kind of talent
will succeed or fail
in your organization?

*Do you know what kind of talent
tend to get promoted at your organization?*

*Do you know what kind of talent
tend to quit?*

USING ANALYTICS TO FIND ANSWERS

Predictive Analytics

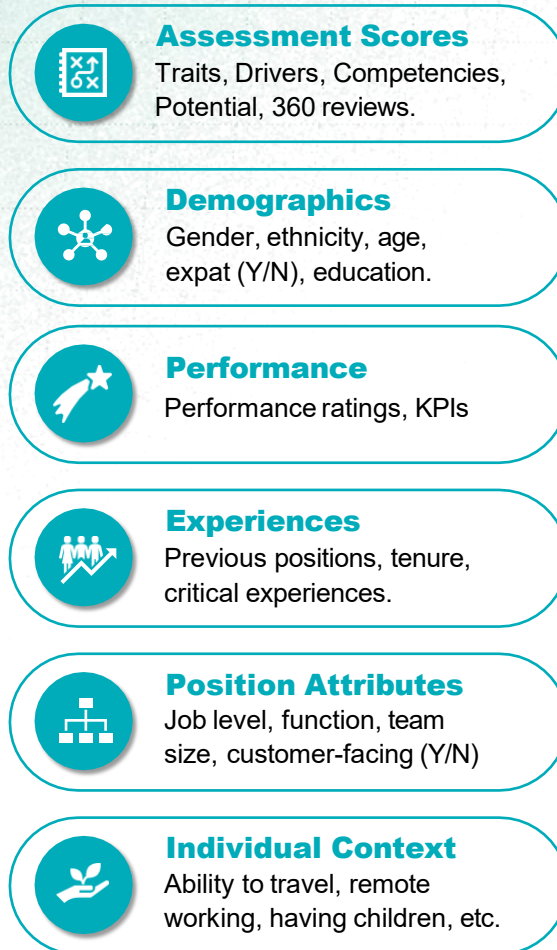
- Predict what kind of talent tend to feel more **engaged with work** and more **committed to your organization**.
- Predict **career mobility** of your talent and know what kind of talent tend to be promoted/demoted, make lateral moves, voluntarily turnover, or be terminated at your organization.
- Predict what type of talent tend to **achieve better outcomes** such as sales revenues, business growth, cost savings, new patents, or other KPI measures.

ANTICIPATED OUTCOMES

- Know what type of talent you should be looking for during the hiring process to bring in highly engaged and committed new employees.
- Uncover talent patterns in your personnel movement to identify the root causes of why certain types of talent tend to succeed or fail at your organization.
- Pull levers in your talent decisions to achieve tangible business outcomes.

PREDICTING TALENT SUCCESS THROUGH KEY DRIVER ANALYSIS

Input Variables



Outcomes to predict

Predictive Modeling

Hiring

Promotion

Lateral Move

Turnover

Engagement

- Use predictive analytics to identify **key drivers** that have the strongest effects on different talent outcomes
- Explore what actions can be taken to hire, develop, and retain strong talent.
- Detect whether unconscious bias exist in the talent processes.
- Uncover opportunity areas to enhance diversity and inclusion in the talent processes.

INTEGRATING AI INTO WORKFLOWS

HCM PACKAGED INTEGRATIONS



GA

INVEST IN THE
CORE

*Get up and running faster with
trusted, actionable Korn Ferry insights*

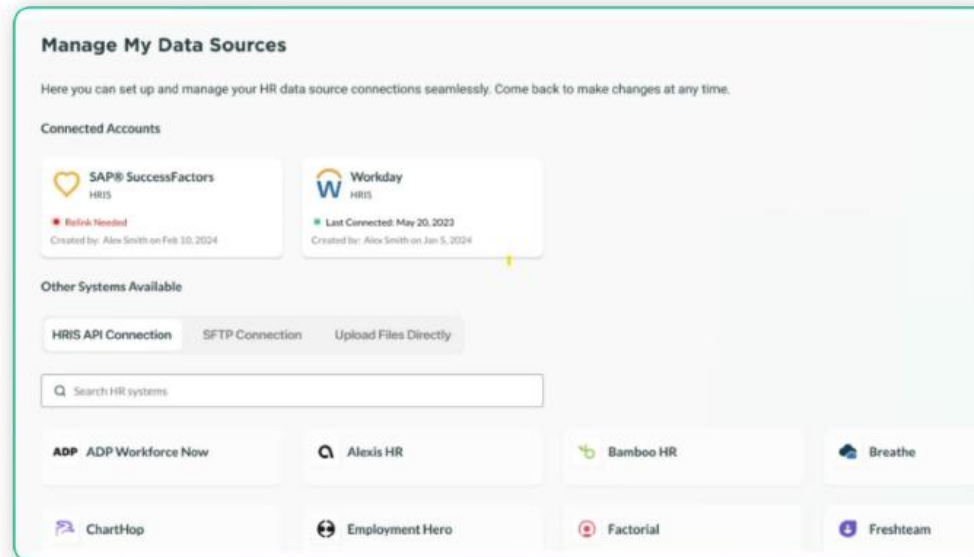
Accelerate time-to-value with packaged integrations that bring Korn Ferry's insights directly into leading HCM technology.

*Ensure consistency and reduce bias
with connected data and tools*

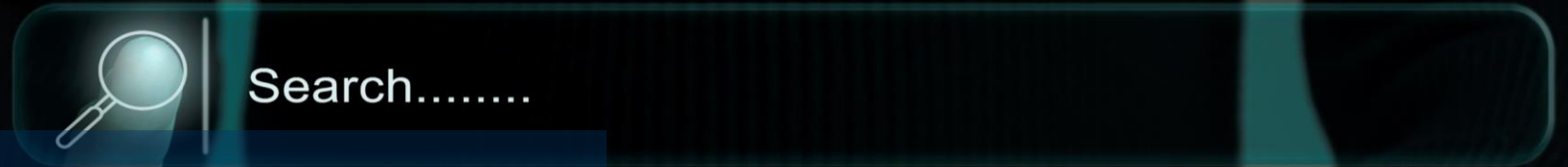
Enable seamless talent decisions across recruiting, performance, learning, and internal mobility.

*Empower teams with a single source
of truth across talent processes*

Support talent decisions and planning with a consistent framework for job architecture.



HOW AI IS TRANSFORMING HIRING

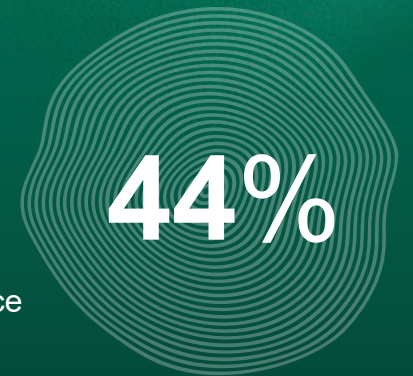


“AI is everywhere — the opportunity now is to unlock its impact on performance and people”

Despite heavy investment in pilots and platforms, many organizations have yet to realize AI’s full impact. The differentiator is no longer the technology itself — it’s how leaders build **skills, trust, and systems** to turn Human + AI into a true performance advantage.



of leaders believe that AI will fundamentally transform or moderately reshape competitive dynamics in their industry



of leaders believe their workforce is not AI prepared and will demand substantial behavior changing and reskilling/upskilling initiatives

HOW DO SENIOR LEADERS REALLY FEEL ABOUT AI...

Pressure to lead AI conversations without feeling equipped

Senior leaders are increasingly expected to translate AI strategy into action, but many feel unsure how to explain AI to their teams or evaluate AI proposals. They're caught between high expectations from above and uncertainty from below.

No shared definition of success

What does "AI success" look like? For some, it's cost savings; for others, it's speed, talent capability, or innovation. Without a common destination, teams struggle to measure progress or align investment and accountability across functions.

Unclear how to drive adoption without resistance

Even when AI tools are introduced, adoption across teams is uneven. Leaders struggle to manage skepticism, change fatigue, or the fear that "AI will replace us"—without falling into over-selling or technical detail they don't fully understand.

Concerned about managing performance and accountability in new ways

As AI influences decisions, outputs, and insights, it's unclear where human accountability begins and ends. Leaders are asking: how do I lead fairly when AI is involved in evaluation, forecasting, or decision support?

THE AI IMPERATIVE IN TALENT ACQUISITION

- **Smarter Candidate Sourcing**

AI-powered platforms scan resumes, social media, and databases to identify talent faster and more accurately.

- **Bias Reduction & Fairness**

Algorithms (when well-designed) help reduce unconscious bias in job descriptions, screening, and selection.

- **Enhanced Candidate Experience**

Chatbots and automated scheduling provide 24/7 support, faster communication, and personalized engagement.

- **Predictive Hiring & Fit**

AI analyzes skills, performance history, and cultural indicators to predict job success and retention.

- **Efficiency & Cost Savings**

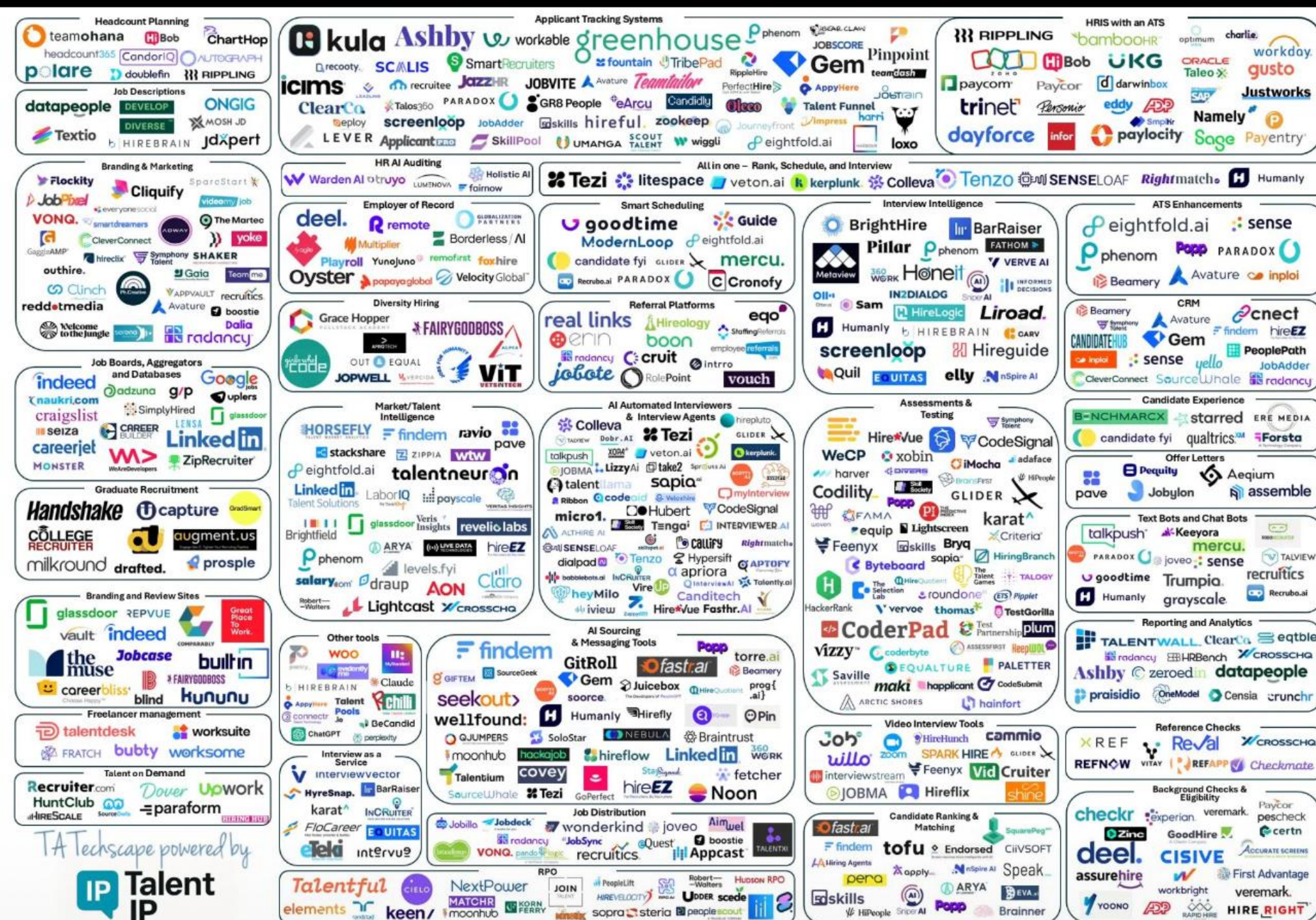
Automates repetitive tasks like resume screening, freeing recruiters for strategic, human-focused work.

- **Future-Proof Skills Matching**

AI continuously maps emerging skills to evolving job requirements, keeping hiring aligned with business needs.



Do you think
the AI
enabled
technology
space for
Talent
Acquisition
is
congested?



IS YOUR WORKFORCE READY FOR AN AI-AUGMENTED FUTURE?

AI is reshaping roles, career paths, and organizational structures faster than many companies can adapt.

THERE IS LIMITED EMPIRICAL DATA ON HOW AI-DRIVEN AUTOMATION IS AFFECTING JOB PREVALENCE, PAY TRENDS, AND WORKFORCE REPORTING.

Where is AI impacting work the most?

- Which roles, responsibilities, and capabilities are most affected by automation and augmentation?
- What does this mean for workforce design and cost structure?

How do we make smart talent decisions amid uncertainty?

- Where should we reskill, upskill, or reassign talent?
- How do we prioritize roles and investments?

Are we capturing the real value of AI?

- Are our assumptions about AI's potential aligned with how it actually transforms work?
- How can we unlock productivity, improve experience, and increase ROI with AI?



How do we measure?

THE IMPACT OF AI

We measure your data against our **AI & Automation Index** to produce the **AI Impact Score**.

The **AI Impact Score** provides a forward-looking view of how AI will shape work.

It identifies where AI can deliver the greatest strategic value, supports workforce modeling and planning, and guides leaders in making data-driven talent decisions.

It also helps validate assumptions about where AI can drive the most meaningful transformation.

HOW TO CHOOSE THE RIGHT TA TECHNOLOGY FOR YOU



Start with Strategy, Not Technology

Align the TA tech stack with business priorities (e.g., scaling quickly, improving diversity, reducing time-to-hire).

Avoid “shiny object syndrome” — the newest AI tool isn’t always the best fit.

Choose tech that solves specific bottlenecks, rather than layering on more tools.



Integration & Compatibility

Ensure the solution integrates with your ATS, HRIS, and CRM.

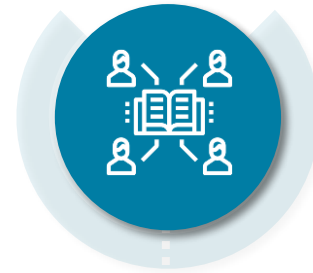
Disconnected systems lead to duplication, data silos, and poor adoption.



Scalability & Flexibility

Can the tool adapt to your future workforce needs (e.g., global hiring, hybrid work, volume hiring)?

Look for modular solutions you can scale as you grow.



ROI & Analytics

Prioritize tools that deliver measurable impact: reduced time-to-hire, improved quality-of-hire, better retention.

Strong analytics dashboards help TA leaders demonstrate business value.



Map the Candidate & Recruiter Journey

Identify pain points: sourcing, screening, scheduling, assessments, onboarding.

Recruiter UX: Simple, intuitive workflows boost adoption.

Candidates UX: Smooth, mobile-friendly, and humanized AI interactions are crucial.

KORN FERRY NIMBLE RECRUIT

A SUITE OF AI AGENTS ENABLING THE CANDIDATE, RECRUITER, & HIRING MANAGER EXPERIENCE

Unique only to KF

INCLUSIONS

APPLICANT TRACKING SYSTEM / VENDOR MANAGEMENT SYSTEM & CONTRACTOR MANAGEMENT



OPTIONS

KF MIDDLEWARE (600 INTEGRATED POINT SYSTEMS)



ADIDAS HV RPO - REDEFINING THE PLAYING FIELD

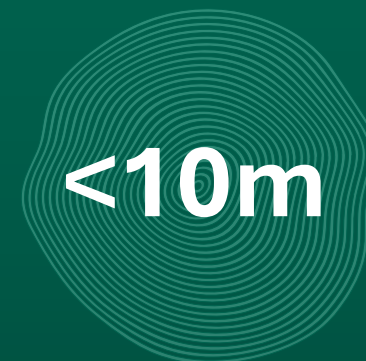
Delivering volume hiring excellence at scale, globally



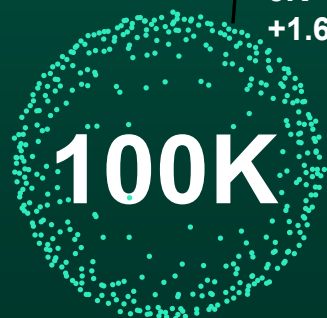
KFNR HV solution spanning 26 countries across Europe and LATAM, successfully blending automation technology & recruiter expertise to deliver volume hiring excellence!



Nine successful store openings, shortening multi month sourcing and assessment process to **under 2 weeks** and setting the standard and process for future ways of hiring



Application process with instant decision, delivered in over 18 languages and available 24/7



100K+ applications assessed, **5K+** interviews arranged and over **+1.6K** offers made in just 11 months



Unique role types supported from shop floor to junior management across **387 store locations**



Candidate satisfaction score achieved, including unsuccessful candidates

The **CHOICE**



The contrast is *clear*. The choice is yours.



If You Wait

- AI remains **stuck** in pilots with limited enterprise impact
- Workforce confidence **lags**, slowing adoption and engagement
- Fragmented initiatives drive **inefficiency** and **wasted** spend
- Competitors who scale Human + AI **faster** move ahead



If you Act

- Productivity **gains** through automation + augmentation
- Talent redeployed into **higher-value**, human-critical roles
- Leaders and employees build **confidence**, fluency, and **trust** with AI
- Sustainable **growth** advantage by combining efficiency with innovation

KORN FERRY
**TALENT
SUITE**



Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers.

Business advisors.

Career makers.



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Vijay Gandhi

Regional Director, Korn Ferry Digital – EMEA

Vijay Gandhi is a Regional Director – Europe, Middle East and Africa (EMEA) for Korn Ferry Digital based in the firm's Dubai office since 2001. The business unit is leading innovative approaches using digital platform for sales effectiveness, talent mobility, talent management and talent acquisition and strategy.

Mr. Gandhi leads his teams to work with their clients in a seamless manner with Korn Ferry Intelligence Cloud technology that delivers actionable results just as fast as the market changes using AI powerhouse to enable people and organizations to exceed their potential.

Mr. Gandhi has worked with human resource teams for over two decades to provide them with tools, benchmarks, insights and data to help them design high level global HR frameworks and make decisions for local executive teams, remuneration committees and board of directors in public and privately owned companies across different sectors.

He oversees the commercial activity of the Korn Ferry Digital platform across solutions focusing on Total Rewards, Work, Career & Job Architecture.

Mr. Gandhi has a masters of business administration from Durham University (UK) and bachelor of business science degree from University of Wisconsin-Madison (USA). He joined Korn Ferry in Dubai and has worked in EMEA and Asia region. Mr. Gandhi previously also worked for an HR consultancy in United States (Minneapolis, MN) where his main areas of responsibilities were in project management and account management in Group Health Care division for global professional services firm. In May 2018, honored with Forbes "Top 50 Indian Executives in Arab World".





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Iktimal Daneshvar

Vice President, Recruitment Process Outsourcing (RPO) - META

Iktimal Daneshvar is a recognized leader in Recruitment Process Outsourcing (RPO) and Talent Acquisition advisory, with more than 23 years of experience transforming recruitment functions for organizations across the Middle East.

She has partnered with leading multinationals and regional conglomerates to re-engineer talent strategies, strengthen employer branding, and build agile, high-performing TA teams.

Iktimal began her career in public policy and corporate governance in Australia before relocating to Dubai in 2007, where she focused on Human Capital and Talent Acquisition.

For over 11 years, she led IBM's RPO business across the MEA region, helping organizations in the UAE, KSA, Qatar, and Oman modernize their hiring models. Under her leadership, clients improved quality of hire and candidate experience, reduced costs and time-to-hire, and advanced nationalization objectives through innovative recruitment programs and technology-driven solutions.

Her strong track record led to her promotion as head of IBM's Talent Transformation Service Line for MEA, overseeing RPO, HR technology implementation, HR consulting, and change management.

Today, she leads Korn Ferry's RPO & Projects division for the Middle East, Turkey & Africa, managing a team of 70+ consultants who deliver talent acquisition excellence at scale.

As a trusted business advisor, Iktimal has helped organizations embed robust TA processes, train and develop national recruitment teams, and align talent strategies with business priorities.

Passionate about shaping the future of recruitment in the region, she continues to champion innovation, efficiency, and sustainable workforce growth.

