

Future-Proofing Human Resources. Strategic Foresight and AI in the Revolution of Talent Management

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Abstract. *This article examines the transformative role of Strategic Foresight and Generative AI (GenAI) in Talent Management (TM), providing a framework to future-proof human resources. As organizations navigate digital disruption and evolving workforce dynamics, integrating Strategic Foresight and AI-driven solutions becomes imperative for sustaining competitive advantage. Strategic Foresight enables organizations to anticipate workforce trends, proactively address emerging skill demands, and develop adaptive HR strategies. This forward-looking approach enhances decision-making by leveraging scenario planning, trend analysis, and visioning to align TM with future business needs. Simultaneously, GenAI revolutionizes HR functions by automating processes, generating predictive insights, and personalizing employee experiences, fostering efficiency and innovation. This research proposes an AI-enabled TM framework that combines Strategic Foresight with GenAI to enhance workforce agility and resilience. It underscores AI's role as a strategic enabler rather than a simple automation tool, redefining talent acquisition, learning pathways, and succession planning. By integrating Strategic Foresight and AI, organizations can enhance decision intelligence, optimize workforce strategies, and ensure long-term adaptability. This approach positions HR as a catalyst for business transformation, leveraging AI's potential to support continuous learning, foster internal mobility, and drive talent-centric innovation. Ultimately, future-proofing HR requires a paradigm shift in TM, where AI augments human-centric decision-making rather than replacing it. Organizations that embrace this dual approach - balancing technological advancements with strategic foresight - will cultivate a resilient workforce prepared for the complexities of the future of work.*

Keywords: Strategic Foresight, Talent Management, Generative AI, Workforce Planning, Future of Work, Human Resources.

Introduction

In the current landscape of accelerated digital transformation and evolving workforce dynamics, organizations have to adopt proactive, future-oriented strategies to sustain competitive advantage. Traditional Talent Management (TM) models, which rely on reactive approaches to workforce planning, are no longer sufficient in addressing the complexities of emerging skill demands, automation, and organizational agility. This paper presents an integrated approach that combines Strategic Foresight and Generative AI (GenAI) to enable organizations to anticipate, adapt, and innovate in TM.

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The global economic situation and increasing competitive pressures are compelling modern enterprises to shift toward automation and digitalization at unprecedented rates. Worldwide spending on digital transformation technologies and services has already exceeded \$2.16 trillion in 2023 and is projected to reach \$3.5 trillion in the near future, highlighting the immense resources being directed toward these initiatives. However, this technological evolution demands more than simply implementing new systems - it requires a fundamental rethinking of organizational structures, processes, and most critically, human capital strategies (Paul et al., 2024).

We are now entering what experts describe as "an era characterized by the extensive digital transformation of businesses, society, and consumers". In this context, the digital transformation of HR represents a strategic process of transitioning from traditional practices to technology-enhanced approaches that improve operations and employee experiences. The distinction lies in helping organizations "be digital" rather than merely "do digital" - focusing on organizational change enabled by technology rather than technology for its own sake (Talent Management Institute, 2023).

Literature review

TM has evolved beyond traditional HR practices to become a strategic imperative. Building on Collings and Mellahi's (2009) framework, this paper defines TM as a systemic process integrating identification, development, and deployment of human capital to align with organizational foresight (Collings & Mellahi, 2009). Central to this is talent development, a dynamic mechanism to cultivate future-ready competencies through AI-enhanced learning pathways (IBM, 2023). These paradigms collectively address the urgent need for agility in workforce planning, positioning HR as a catalyst for innovation.

Strategic Foresight provides a systematic methodology to explore multiple future scenarios, ensuring that HR strategies align with long-term workforce trends and business transformations (Manu, 2007). Simultaneously, GenAI is reshaping HR functions by automating processes, generating predictive insights, and personalizing talent development pathways. The integration of these two areas results in a future-proof HR framework, where AI enhances human-centric decision-making and fosters organizational adaptability. This study contributes to the evolving discourse on AI-driven TM by:

1. Proposing a structured AI-enabled TM framework that aligns workforce planning with foresight-driven methodologies.
2. Bridging the gap between predictive analytics and strategic workforce planning, ensuring that HR functions become more data-informed and agile.
3. Emphasizing the role of AI as a strategic enabler rather than a simple-automation tool, redefining the way organizations approach talent acquisition, development, and retention.

By positioning AI as a co-creative partner in HR, this research highlights the need for human-AI collaboration, where technology augments creativity, adaptability, and strategic decision-making. This article establishes the foundation for next-generation HR models that move beyond administrative efficiency to strategic workforce transformation.

Understanding Strategic Foresight

Strategic Foresight is a critical methodology organizations, governments, and individuals use to envision potential futures and strategically prepare for emerging trends and changes. This approach systematically explores possible scenarios and uses the insights gained to shape proactive strategies that improve resilience, drive innovation, and secure competitive advantages (Manu, 2007, 2011).

Strategic Foresight follows a structured six-stage process, each designed to systematically anticipate and prepare for future scenarios, as presented in Figure 1.

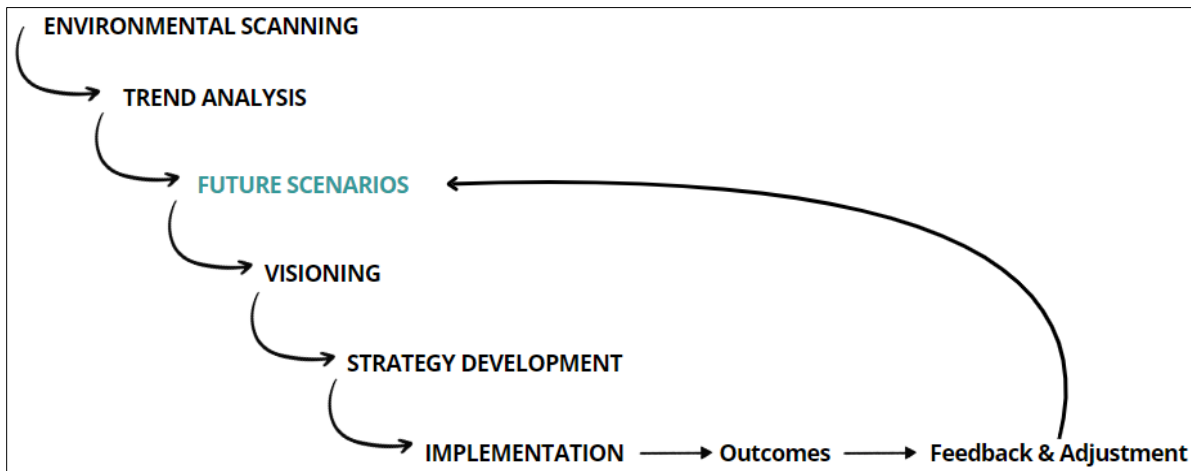


Figure 1. The stages of Strategic Foresight

Source: Authors' own research.

These stages provide a framework for organizations to navigate uncertainty, enhance decision-making, and align long-term TM strategies with emerging trends:

- Environmental Scanning - continuously monitoring internal and external environments to detect weak signals, trends, and potential disruptions;
- Trend Analysis - identifying patterns in economic, technological, social, and political landscapes to predict their evolution and potential impact;
- Future Scenarios - constructing multiple plausible future scenarios to explore possible risks, opportunities, and strategic responses;
- Visioning - defining long-term goals and aspirations based on foresight insights, ensuring alignment with organizational objectives;
- Strategy Development - developing actionable strategies that integrate foresight-driven insights into TM and organizational planning.
- Implementation - executing strategic initiatives while maintaining agility to adapt based on continuous feedback and environmental shifts.

Strategic Foresight improves risk management by preparing for disruptions and drives innovation by expanding decision-makers' horizons. It also improves decision-making and competitive advantage, informed by a deep understanding of potential futures. Despite challenges such as unpredictability and resource demands, Strategic Foresight is crucial to thrive in a dynamic environment (Manu, 2007).

The role of Strategic Foresight in Talent Management

A systematic HR and organizational development approach is essential in an era of imminent social and economic transformations. Developing "transformation literacy" through foresight can cultivate a mindset that views change as a continuous process, thereby reducing organizational resistance (Ambrosat & Grünwald, 2023). Foresight informs TM strategies by identifying future skills needs, understanding emerging roles, and preparing for workforce changes. It underscores the importance of flexible TM practices capable of adapting to evolving future conditions.

In figuring out how to move forward, an organization should focus on helping its people grow. It can be challenging to nurture and retain talent without a clear plan. Ensuring that employees feel valued and integrated into the company culture is crucial. More than a simple plan is required; companies must identify the right individuals for specific roles and support their development. This forms the foundation for effective TM. Once the right individuals are identified, aligning their journey with the company vision is vital, especially during rapid change. Leaders must anticipate future changes and adapt their plans (Manu, 2021).

By anticipating new technologies, organizations can proactively develop training programs to equip employees with future skills, ensuring competitiveness and resilience. Strategic Foresight helps identify skill demands early, fosters cross-departmental thinking, and strengthens HR's position. Foresight tools, well established in other areas, should become standard in HR (Ambrosat & Grünwald, 2023).

We can represent a progressive TM approach by moving from basic knowledge (Transformation Literacy) to actionable implementation (Alignment with Vision), as shown in Figure 2. This structured pathway ensures that workforce development is not an isolated HR function but an integral part of business strategy, enabling organizations to proactively prepare for the future of work rather than react to it.

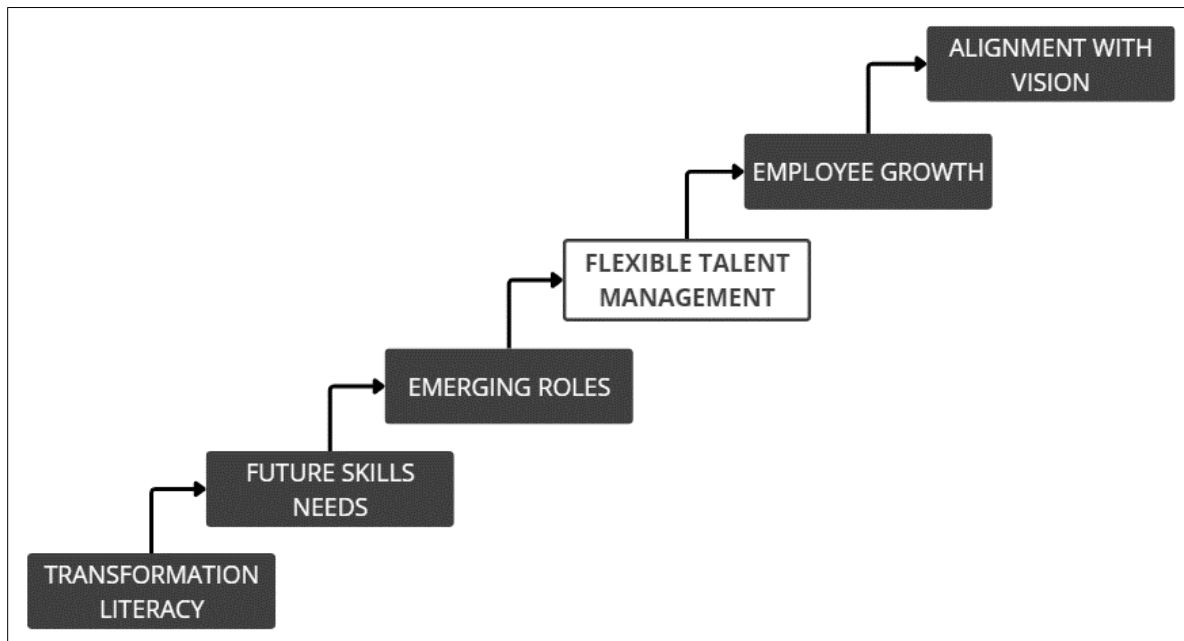


Figure 2. The steps of Strategic Foresight in TM practices

Source: Authors' own research.

Each stage in Figure 2 represents a critical step in the foresight-driven TM process, progressing from foundational literacy to advanced strategic alignment:

1. Transformation literacy: the starting point of the framework emphasizes the need for organizations to develop a transformation mindset, a culture where change is not feared but embraced. This involves cultivating foresight capabilities among HR professionals and business leaders, equipping them with the tools to anticipate future workforce trends and adopt a proactive, rather than reactive, approach to TM.

2. Future skills needs: as organizations build transformation literacy, the next step is to identify future skill demands. This phase involves analyzing industry trends, technological advancements, and shifting market dynamics to forecast essential competencies required for sustainable business success. AI-powered workforce analytics and predictive talent intelligence play a crucial role in mapping evolving skill requirements and guiding reskilling and upskilling initiatives.
3. Emerging roles: once future skill needs are identified, HR leaders must define and anticipate new job roles that will emerge in response to industry disruptions. This step ensures that organizations stay ahead of changing talent demands by designing role-based learning pathways and preparing for workforce shifts. The ability to redefine job structures and create agile talent pipelines ensures resilience and adaptability in a rapidly evolving job market.
4. Flexible TM: with clarity on future roles, organizations must adopt dynamic and flexible TM practices. This stage involves rethinking traditional career paths and promoting internal talent mobility, allowing employees to move across different roles based on skill adaptability. AI-driven skill-matching platforms and personalized career development tools support continuous workforce agility and enhance employee engagement.
5. Employee growth: investing in employee development and continuous learning is a key enabler of workforce sustainability. This phase emphasizes the need for organizations to cultivate growth-oriented learning environments, leveraging AI-driven personalized learning experiences and mentorship programs to ensure that employees are prepared for long-term career evolution.
6. Alignment with vision: the final stage ensures that TM strategies are directly aligned with the organization's long-term vision and strategic goals. This requires continuous feedback loops, strategic recalibration, and a strong connection between foresight-driven talent planning and business priorities. Organizations that successfully synchronize HR strategies with corporate objectives gain a competitive edge in navigating workforce disruptions and sustaining long-term success.

Methodology of research

This study employs a structured, interdisciplinary mixed-methods approach, specifically tailored to rigorously analyze the integration and transformative impact of Strategic Foresight and GenAI within TM. This methodological design ensures alignment with both theoretical rigor and practical relevance, creating actionable insights suitable for strategic decision-making in HR. Additionally, this study addresses the notable gap in existing literature where TM has rarely been integrated explicitly with the Strategic Foresight concept, highlighting a crucial intersection often overlooked in traditional HR practices.

The qualitative aspect comprises an exhaustive systematic literature review of peer-reviewed academic journals, authoritative books, conference proceedings, and industry reports published from 2020 to 2024. This analysis focuses explicitly on synthesizing existing theoretical frameworks and discerning critical knowledge gaps concerning the strategic and operational implications of Strategic Foresight and GenAI in Human Resources. The literature review emphasizes structured argumentation, detailed interdisciplinary perspectives, and the practical linkage between theoretical frameworks and real-world HR applications, providing a robust theoretical foundation for strategic guidance.

The quantitative portion of this research involves a thorough examination of data-driven industry reports, market analyses, and performance metrics that quantify the impact of AI-driven TM strategies on organizational outcomes. This segment systematically explores empirical data regarding enhancements in operational efficiency, innovation capacity, employee engagement, and productivity attributable to GenAI implementations within HR contexts.

Furthermore, the research incorporates exploratory analytical synthesis, integrating insights from diverse authoritative sources to deliver a comprehensive and nuanced understanding of the strategic adoption of foresight and AI within TM. This integrative approach merges robust theoretical insights with empirical data, ensuring both scholarly precision and immediate practical applicability for HR professionals and organizational decision-makers.

In conclusion, the methodological framework provides structured analytical rigor, robust theoretical foundations, interdisciplinary coherence, and clear practical implications, positioning this research to significantly enhance strategic HR management through foresight-driven, AI-enabled talent strategies.

Results and discussion

Our analysis reveals that Strategic Foresight and GenAI are transforming TM by enhancing decision-making, improving efficiency, and fostering innovation. Strategic Foresight enables organizations to anticipate workforce trends, proactively address emerging skill demands, and develop adaptive HR strategies. GenAI revolutionizes HR functions by automating processes, generating predictive insights, and personalizing employee experiences.

Current practices in various industries demonstrate the effectiveness of this integrated approach. For instance, in the financial sector, AI is used to analyze employee behavior and predict retention risks, allowing for proactive strategies to retain top talent (Deloitte, 2025). In technology, AI-driven talent management systems have improved employee retention rates and streamlined hiring processes. Moreover, AI-powered tools are enhancing employee engagement and performance management. A study by McKinsey found that organizations using AI for performance management reported a 15% increase in overall employee productivity (Vorecol, 2024). AI-driven sentiment analysis tools are also being used to detect early warning signs of employee dissatisfaction, enabling proactive interventions to mitigate turnover risks (DecisionWise, 2025).

The integration of Strategic Foresight and GenAI in TM positions HR as a catalyst for business transformation. By leveraging AI's potential to support continuous learning, foster internal mobility, and drive talent-centric innovation, organizations can enhance decision intelligence, optimize workforce strategies, and ensure long-term adaptability. This approach underscores AI's role as a strategic enabler rather than a simple automation tool, redefining talent acquisition, learning pathways, and succession planning.

In conclusion, future-proofing HR requires a paradigm shift in TM, where AI augments human-centric decision-making rather than replacing it. Organizations that embrace this dual approach -balancing technological advancements with strategic foresight - will cultivate a resilient workforce prepared for the complexities of the future of work.

Futures thinking and talent development

Futures thinking encourages the creation of "future-ready" talent pools by emphasizing lifelong learning and adaptability. UNESCO (United Nations Educational, Scientific and Cultural

Organization) is already promoting at the global level the concept of lifelong learning facilitated by digital innovations as part of the essence of society. It highlights the importance of leveraging AI for personalized learning and building a resilient and future-ready people (UNESCO, 2024).

Organizations must adopt a proactive approach in transforming their business models, anticipating and capitalizing on emerging opportunities rather than reacting to them. This requires the continuous evaluation and refinement of strategic frameworks to ensure resilience and competitiveness in dynamic market environments. A critical component of this transformation is the promotion of an agile work culture - an adaptive and responsive organizational mindset characterized by core values, behaviors, and practices that empower individuals at all levels to navigate cultural, strategic, and operational changes effectively. By fostering agility, organizations enhance their capacity to innovate, sustain performance, and maintain strategic alignment amid uncertainty and disruption (Rožman et al., 2023). Looking ahead, proactive talent development strategies that prepare employees to thrive in an uncertain future are another critical point. For instance, by integrating futures thinking into talent development programs, organizations can encourage continuous learning, adaptability, creativity, and innovation, ensuring that employees are well-equipped to navigate the challenges and opportunities of tomorrow. Despite substantial investment, many training programs do not significantly improve business performance significantly. Effective companies promote personalized learning, empowering employees to choose their focus on skill development (McKinsey & Company, 2024a).

To future-proof their businesses, enterprises are increasingly prioritizing internal mobility by focusing on the development and growth of their existing employees. Companies can retain talent, promote job satisfaction, and build a more resilient and adaptable workforce by creating opportunities for career advancement, skill development, and cross-departmental moves (SHL, n.d.).

GenAI transformation for Talent Management

GenAI is a class of algorithms that can create new content such as text, images, audio, and video by learning from large data sets. These models identify patterns within the data and generate outputs similar to the original data, effectively simulating creativity and human-like decision-making (McKinsey & Company, 2024b). In TM, GenAI can revolutionize various processes. It can automate the creation of job descriptions and training materials, making them more accurate and personalized. Additionally, GenAI can develop personalized candidate assessments and engagement strategies, helping HR professionals identify and nurture talent more effectively. GenAI can help improve efficiency and decision-making and create more engaging and personalized employee experience.

People's creativity sparks new ideas while generativity executes them, involving choice and rationalization. It requires discerning judgment to select ideas and logical understanding to develop them. It highlights the importance of actively and logically using our minds to create and execute ideas. GenAI has great potential to change our perception and help us overcome barriers to our creativity and imagination (Manu, 2023a).

From an HR and TM perspective, GenAI emphasizes the importance of feedback and validation, making users active participants in the creative process. As we explore this new landscape with AI as co-creators or collaborators, it is essential to contemplate our choices and results to shape our experiences effectively.

Redefining Talent Management with GenAI

In our evolving digital landscape, businesses need to stay ahead of the curve to thrive during widespread changes, particularly with the rise of GenAI. This requires a strategic transformation in two critical areas: the customer value proposition (what is being offered) and the operating model (how it is delivered). These were highlighted in the 2010 IBM study to identify the challenges companies face when it comes to digital transformation and their readiness to face future markets (Manu, 2011).

In integrating GenAI into business operations from an HR perspective, it is crucial to evaluate its impact on employees and the frameworks that support its implementation. Two primary considerations can guide this transformation:

- Enhancing employee value proposition: GenAI opens paths for innovation in products and services, can provide personalized experiences and dynamic content, and fosters unique employee engagement strategies.
- Revamping the operating model: GenAI can seamlessly integrate business & HR insights into the entire business model. This streamlines data management and tracking across all business activities, ensuring that employee preferences and behaviors inform decision-making processes.

Historically, companies have addressed these areas through specific initiatives, either by enhancing product and service offerings or by streamlining operations. However, the integration of GenAI requires a more holistic approach for HR and TM.

AI significantly improves employee psychological empowerment by automating routine tasks, providing real-time insights, and fostering continuous learning. This technology enables employees to focus on higher-value activities, make informed decisions, and develop new skills. Integrating AI tools supports a culture of innovation and self-efficacy, where employees feel more autonomous and competent, leading to greater job satisfaction and improved overall performance (Fan et al., 2023).

Proposal of a strategic framework for integrating GenAI into Talent Management

Referencing the 2010 IBM case study, which remains relevant today, we can draw on its research, client experiences, and insights from consulting firms to define key elements of a strategic approach to integrating Generative AI (GenAI) into TM. As we navigate a period of rapid transformation, where GenAI is emerging as a primary driver of innovation, businesses must focus on three critical areas to successfully adopt and leverage AI (Boston Consulting Group, 2023; Gartner, 2024; Manu, 2011; SHL, n.d.):

- Embedding AI at the core of talent and operations: organizations must develop a comprehensive AI-driven strategy, positioning AI as a core enabler of both TM and operational processes. This approach fosters an AI-centric collaboration culture, empowering employees to identify, propose, and implement AI-driven solutions. Companies that effectively integrate AI into their workforce planning and HR functions will establish a self-sustaining cycle of innovation, learning, and continuous adaptation, ensuring long-term competitiveness.
- Enhancing employee experience with AI: businesses should rethink the user experience in the workplace by leveraging AI-enabled talent solutions. GenAI can personalize career development, optimize workforce engagement, and set new industry standards

for employee growth and satisfaction. By implementing AI-powered learning platforms, adaptive performance management systems, and automated yet personalized HR interactions, organizations can significantly enhance employee value propositions.

- Transforming operations through AI-driven talent models: to fully harness AI's potential, companies could embed GenAI into workforce structures and HR programs, driving efficiency, automation, and innovation. This involves rethinking talent acquisition, development and succession planning using AI-powered insights, predictive analytics, and intelligent automation. By integrating AI at every level, organizations can streamline decision-making, enhance agility, and future-proof their workforce strategies.

By focusing on these three strategic pillars, businesses can seamlessly integrate AI into TM, ensuring that their workforce remains adaptable, innovative, and competitive in an AI-driven future.

As depicted in Figure 3, the AI-Enabled TM framework operates as a dynamic, cyclical system, emphasizing continuous adaptation through AI-driven intelligence, Strategic Foresight, and agile talent strategies. Rather than following linear progression, the four interconnected pillars function simultaneously, allowing organizations to implement and refine each element in parallel. This flexibility ensures that businesses can adapt in real time, leveraging AI to drive innovation, efficiency, and workforce agility without waiting for one stage to be completed before advancing to the next:

1. Understanding the changing landscape: organizations must continuously monitor shifts in industry trends, technological advancements, and workforce dynamics to effectively anticipate future talent needs and evolving job roles. This proactive approach equips companies with the foresight necessary to align their workforce strategies with long-term business objectives. To achieve this, organizations can employ AI-driven market and workforce analytics for trend monitoring, utilize artificial intelligence to analyze extensive datasets and identify critical patterns and risks within talent management, and implement AI-based predictive modeling to dynamically adapt their talent strategies in real-time, responding promptly to changing market conditions.
2. Identifying new sources of value: AI empowers organizations to effectively identify talent opportunities, close workforce gaps, and enhance value creation. By leveraging AI, companies foster continuous innovation, optimize human resource processes, and deliver hyper-personalized employee experiences. Specifically, organizations can deploy AI-driven talent assessments to pinpoint inefficiencies in talent acquisition and retention, utilize virtual reality and AI-enhanced learning platforms for personalized career development, implement AI-powered workforce simulations to identify critical gaps and propose targeted solutions, and promote cross-functional collaboration on AI-driven workforce initiatives.
3. Developing new distinctive competencies: organizations can leverage AI and Strategic Foresight to cultivate next-generation workforce capabilities, positioning themselves at the forefront of AI-driven talent innovation and securing a competitive advantage. This involves implementing generative AI-driven training programs tailored for personalized workforce development, promoting collaborative AI-human interactions to enhance decision-making and foster innovative problem-solving, and integrating AI tools into HR decision-making processes to ensure talent strategies are driven by robust data insights.

4. Adapting business models: organizations must redesign their business and HR models to effectively integrate AI-powered workforce solutions. This transformation aims to redefine HR structures by leveraging AI-driven insights to optimize talent management and enhance overall business operations. Organizations can evolve their business models by adjusting structures and workflows to seamlessly incorporate AI-enabled HR strategies, employ AI algorithms to form agile, high-performing cross-functional teams, and establish AI innovation labs as dedicated experimentation hubs for workforce transformation. Additionally, utilizing blockchain-enabled HR systems can provide real-time feedback and transparent career development pathways. Finally, embedding AI across recruitment, training, and workforce analytics facilitates comprehensive automation and integration of HR processes.

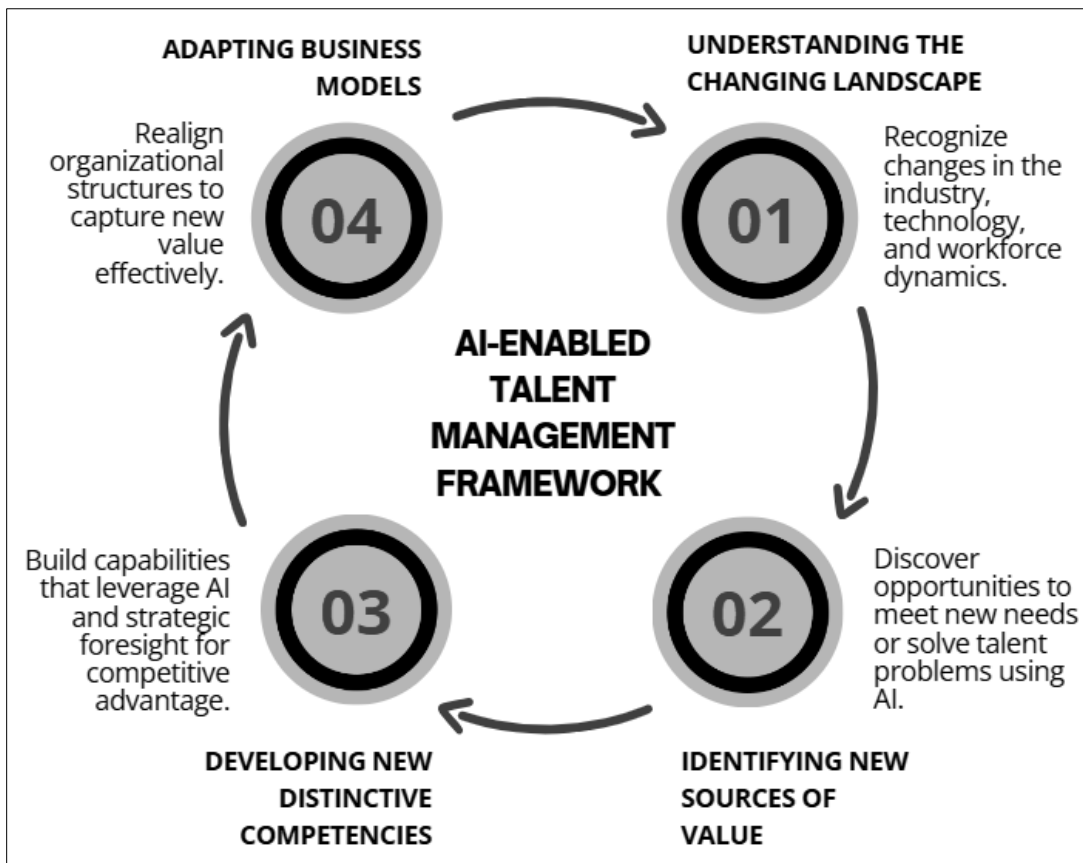


Figure 3. The AI-enabled TM framework

Source: Authors' own research.

This framework presents a holistic and forward-looking approach to AI integration in TM, ensuring organizations:

- Stay ahead of workforce disruptions through AI-driven foresight and predictive analytics.
- Enable workforce agility by dynamically adjusting talent strategies based on AI insights.
- Personalize employee development using adaptive AI-powered learning environments.

- Enhance business resilience by aligning AI-powered HR strategies with long-term corporate visions.

By embedding AI into workforce planning, development, and Strategic Foresight, organizations future-proof their HR models, ensuring continuous adaptability, innovation, and talent-centric growth in an era of digital transformation.

Selecting the optimal path for the transformation of GenAI involves understanding employee behavior, the unique context of the company, competitive pressures, and user expectations. Furthermore, a significant factor is to be ready to address the potential challenges in implementing Strategic Foresight within TM, such as cultural resistance, the difficulty in predicting the future, and the need for organizational agility. The GenAI transformation is not just about adopting new technologies but about reimagining how businesses operate and engage employees in a fundamentally AI-driven world.

Conclusions

The future of HR and TM is no longer defined by incremental improvements but by transformational shifts driven by AI and Strategic Foresight. As businesses navigate unprecedented technological disruptions, HR leaders must transition from reactive workforce planning to proactive talent ecosystems, where adaptability, innovation, and foresight define organizational resilience.

This study has demonstrated that AI-powered foresight methodologies can:

- Enhance workforce agility by predicting future skill requirements and aligning talent strategies with business transformations.
- Foster continuous learning ecosystems, where AI-driven insights enable hyper-personalized career development and skill acquisition.
- Strengthen HR's strategic role by embedding predictive intelligence into decision-making, moving beyond traditional performance management models.

While the potential of AI in HR is immense, its successful integration depends on organizational readiness, a culture of experimentation, and ethical AI governance. HR leaders must address key challenges such as bias in AI models, workforce resistance, and the ethical implications of algorithmic decision-making to ensure AI adoption aligns with human-centric values.

Looking forward, organizations should prioritize alignment with the following imperatives:

- Strategic Foresight must become an embedded HR capability – instead of a peripheral function, foresight-driven workforce planning must be a core pillar of TM strategies.
- AI-enabled TM frameworks must prioritize augmentation over automation – AI should not replace human intuition but rather enhance it, creating intelligent, adaptive HR ecosystems.

The future of work demands continuous alignment between technological advancements and human potential - HR leaders must proactively shape talent strategies to harness AI's capabilities while fostering creativity, collaboration, and strategic foresight. According to a Gartner study, by 2026, over 80% of businesses will use GenAI or implement GenAI-enabled applications, a significant increase from less than 5% in 2023 (Gartner, 2024).

As AI continues to redefine business models, organizations must act with urgency to integrate Strategic Foresight and AI-driven TM. Those that fail to adopt a foresight-driven, AI-powered approach risk falling behind in an era where agility and innovation define market leadership (Manu, 2023b). The evolution is not solely driven by technology - it is philosophical

and strategic, demanding a fundamental shift in how organizations perceive talent, technology, and the future of work (NFX, 2024).

GenAI will become the most transformative force, making it a non-optional future proofing alternative for organizations and societies at the global level.

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