

2026 LinkedIn Talent Report

The talent velocity advantage



LinkedIn

Introduction

Skills are shifting faster than most companies can see or respond to — and it's becoming **the defining divide of the AI economy.**

The clock is ticking, and the gap is widening. According to new LinkedIn data, 86% of companies lack adequate **talent velocity** — an organization's ability to see its skills, build or acquire what's needed, and mobilize talent in real time to get ahead of market demands.

A small minority — just 14% — are racing ahead. These talent velocity leaders are already reaping a substantial advantage, including greater confidence for the AI frontier.

Everyone else faces a widening velocity gap, failing to deliver needed human and AI skills to keep pace with disruption. This report introduces the **Talent Velocity Curve** to help organizations assess where they stand and five accelerators to help close the gap before it becomes a lasting divide.

Velocity is the solution.

Talent velocity *noun*

\tal-ənt və-lä-sə-tē\

an organization's ability to see its skills, build or acquire what's needed, and mobilize talent in real time — to get ahead of market demands.



About the report

This report builds on the **2025 Workplace Learning Report**, which defined a set of companies that qualify as *career champions*. These organizations capitalize on career development to guide employee skill development with measurable business impact.

This year's research looks at the subset of career champions whose practices are best-matched to the opportunities of the AI economy. These are the *talent velocity leaders*.

To tell this story, we interviewed global talent leaders and analyzed LinkedIn platform data, which is derived from 1 billion members' careers, 14 million jobs, and 5 million profile updates per minute.

We also conducted a survey of 1,240 talent industry professionals that reached across a wide array of roles devoted to future-proofing organizations:

- Chief people officers
- Learning leaders
- Talent management
- People analytics
- Workforce development
- HR generalists

The survey data was used to create the Talent Velocity Curve and the leaders versus laggards analysis. Velocity leaders represent level 5 on the Curve. Laggards represent levels 1–3 on the Curve. To better illuminate the distinct characteristics of leaders, level 4 was excluded from the leaders versus laggards analysis.

[→ Read full methodology](#)

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Chapter 1

Winning with velocity

Leaders are conquering uncertainty with confidence for the AI frontier.



Winning with velocity

As companies brace for staggering change, talent velocity leaders are winning by outperforming laggards on key confidence metrics. **Their advantage averages 28 percentage points** across four measures, including confidence to attract and retain critical talent and confidence to align talent to changing priorities.

Talent velocity leaders represent level 5 on the **Talent Velocity Curve**. Laggards represent levels 1–3 on the Curve.

The velocity advantage

Talent velocity leaders outpace laggards across the board in their confidence to succeed.

Confidence to be profitable

+23 pts

88% vs 65%

Confidence to retain critical talent

+26 pts

76% vs 50%

Confidence to attract critical talent

+27 pts

83% vs 56%

Confidence to align talent to changing priorities

+36 pts

85% vs 49%

Leading perspectives



Achim Braun
Global Senior HR Leader
at Hitachi

“We can’t succeed as a business if we don’t invest in employee upskilling.”



Naphtali Bryant
Managing Principal at
RAC Leadership

“Leaders must fuel exploration and reward curiosity, not just certainty.”



Alicia Pittman
Global People Chair
at BCG

“Empowering everyone to embrace and innovate with AI is what creates organizational agility and keeps your workforce at the cutting-edge.”



Lauren Uranker
Global Co-head of Talent
at Goldman Sachs

“Investing in employees’ career development improves retention, enables mobility, and builds future-ready leaders.”

The human + AI edge

Talent velocity leaders recognize that successful employees are both deeply human and fluent in AI — able to explore boldly and adapt fearlessly. This demands high-performing team players who can collaborate fluidly across functions and technologies.

93%
of talent velocity leaders say human skills are more important than ever.

Driving the most relevant skills

To add depth to this year’s survey, a parallel study examined LinkedIn platform data on companies with characteristics similar to those of the talent velocity leaders. The results are clear.

Compared with the on-platform laggards, on-platform leaders benefit from the following advantages across their employee base:

2.1x

more likely to develop AI literacy skills

1.6x

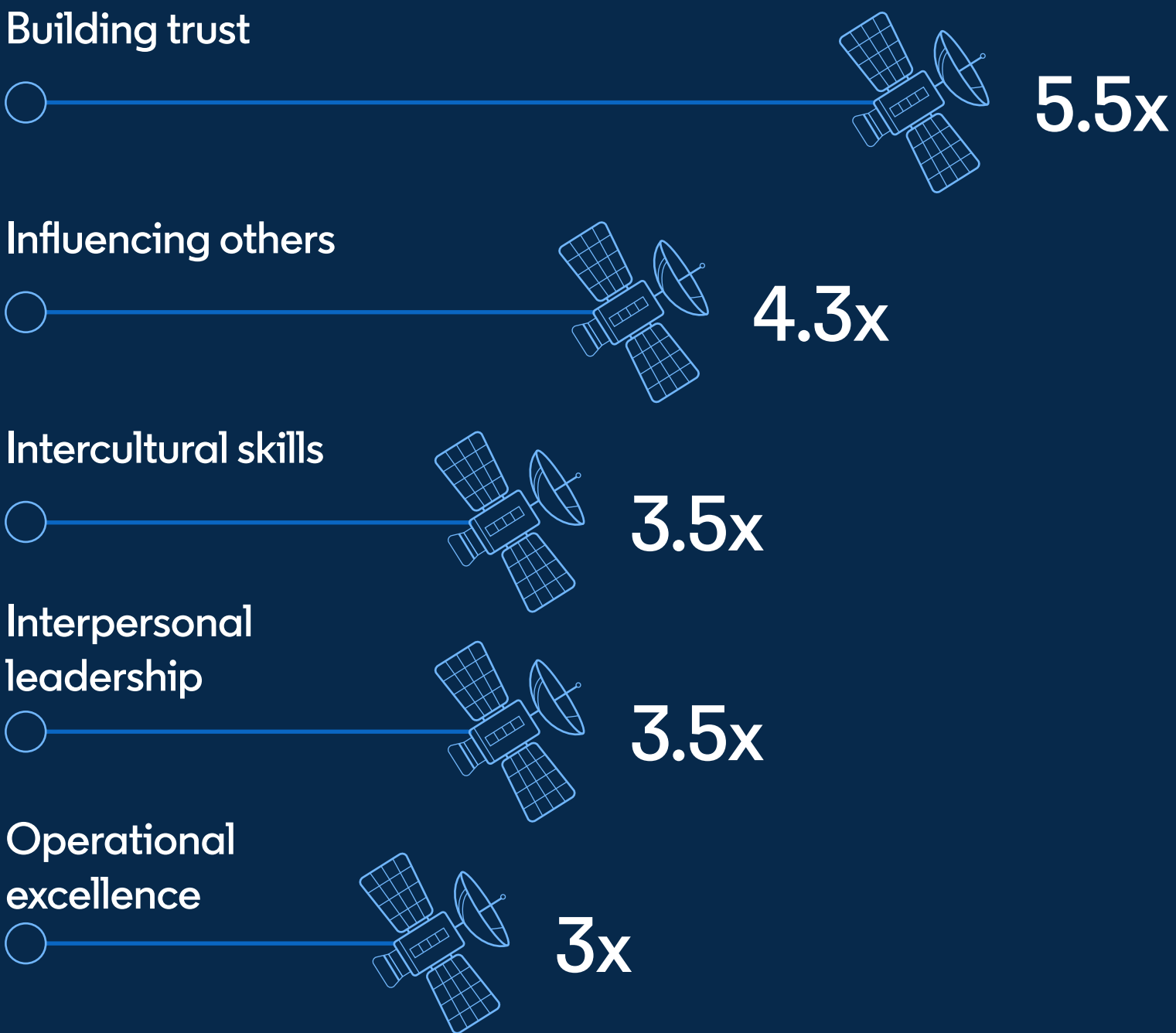
more likely to develop AI engineering skills

1.6x

higher adoption of in-demand human skills
(including communication, relationship skills, and adaptability)

Developing exceptional collaborators

Velocity leader organizations are more likely to develop these critical human skills compared to laggard organizations.



Spotlight: Human + AI skills at KPMG US

Building both human and AI skills isn't just a strategy; it's a mandate to design organizations where human brilliance and machine intelligence drive growth. **Edwige Sacco**, head of the Workforce Innovation team at KPMG US, emphasizes a common refrain: AI transformation is as much about people as it is about technology.

Unfortunately, many people feel too overwhelmed to act on AI opportunities. "They're not resistant; they're exhausted," Edwige says. "We're asking people to learn and innovate, but they're running on empty."

To help build greater psychological safety, KPMG experimented with quick, 15-minute sessions to help teams move from insecurity to curiosity. "Instead of saying, 'I'm concerned about something' we ask our people to say, 'I'm curious about something,'" Edwige says. "This simple switch moves the brain from a defensive crouch to an open, inquisitive state."



Edwige Sacco

Head of Workforce Innovation at KPMG US



A fluid talent ecosystem

Talent velocity leaders recognize this need for their organizations.



56%

56% say gig opportunities are a higher priority for their organization.



72%

72% say internal mobility is more important than ever.

The need for velocity will only increase

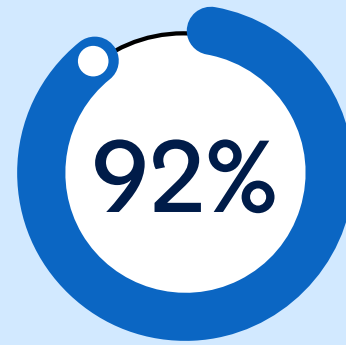
Today's pressures are already acute: 89% of organizations are concerned about skills agility (delivering the right skills at the right time for the right work), and despite economic uncertainty and slower hiring, 88% are concerned about employee retention. Providing learning opportunities remains the No. 1 retention strategy; others include coaching, mentoring, and internal mobility.

“New-collar” roles are becoming the backbone of the new economy. They demand hybrid skills — technical fluency, manual capability, and continual adaptability. In the past two years, employers have created at least 1.3 million AI-related opportunities, including data annotators, AI engineers, and forward-deployed engineers.

Chief people officers crave skills visibility

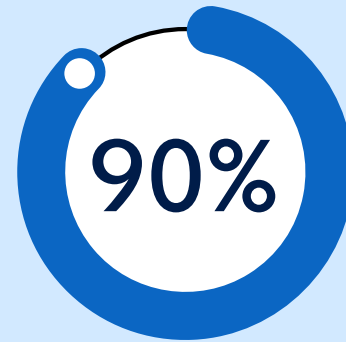
Top people leaders are well aware of the race for holistic systems and living, breathing data to meet flexible business priorities.

Organizations must prepare for a future where AI tools and agents steadily gain capability, creating enormous and unforeseen opportunities. These new horizons require a workforce that can develop, mobilize, and innovate without friction.



Functions are melding

92% agree that AI is accelerating the integration of HR and technology functions.



Real-time is key

90% see an increasing need for real-time skills visibility and resourcing insights.



Tasks are fluid

90% say their organization will increasingly organize teams based on the skills needed for a specific task or project instead of focusing on job titles.

To promote skills agility, **30%** of organizations around the globe are using skills-based workforce planning.

Prevalence of skills-based workforce planning by region:



Asia-Pacific

41%



Europe/Middle East/Africa

32%



North America

22%

Spotlight: How Genpact stays ahead of trends

90% of CPOs say organizations will increasingly organize teams around skills rather than job titles. Is this true for your company?

“In many ways, this isn’t new for us. We’ve always tried not to be a hierarchy-driven organization. We’ve taken big bets on people based on potential, not just experience, and continuous learning has been a big part of our culture for years.

Organizing around skills rather than job titles is a natural extension of that philosophy. Over the past year, we’ve shifted a significant part of our talent supply chain to run on real-time skills intelligence instead of static job titles — which now gives us a much sharper understanding of adjacent skills, depth of expertise, and readiness — something the business needs when work is moving fast.

And we’re seeing the impact at scale. Internal fulfillment has gone up, staffing cycles are faster, and we’re allocating talent with far greater precision. It’s a more dynamic way of building teams, centered on capability and potential — and it helps us respond quickly to client needs while opening better career pathways for our people.”



Piyush Mehta

Chief Human Resources Officer and Country
Manager, India at Genpact



What's top of mind for talent transformation?



Josh Bersin

Founder and CEO at The Josh Bersin Company

“HR must be a part of technology selection, design, and service delivery. While IT teams are instrumental, it’s the ‘employee experience’ that matters.”



Cora Béghin

VP, Learning and Development at Sage

“Our 100-employee AI champion network elevates AI skills through peer-led learning, coaching, and experimentation, shifting from generic learning to role-specific application.”



Glen Goodman

Chief Talent Officer at ChenMed

“Talent agility means having the right people, in the right roles, at the right time — ideally ahead of time — to meet the demands of business in a fast-changing world.”

Velocity accelerators

Velocity leaders put human potential
at the center of transformation.



The five accelerators

Against the backdrop of fluid tasks and melding functions, talent systems must evolve. The five accelerators are the critical areas of transformation to increase talent velocity — enabling work, skills, and people to realign continuously as business needs shift.

Employee growth — in the form of learning, career guidance, and skill building — lives at the center of each accelerator. This is the place where employee motivation and organizational goals come together to power economic success.

The five accelerators for talent velocity

Percentage points by which velocity leaders outpace laggards

Leadership momentum

Velocity leaders are more likely to embrace career development as a business imperative.

+31 pts

Culture as catalyst

Velocity leaders are more likely to have a culture of rapid learning that inspires experimentation, curiosity, and growth.

+37 pts

Leading on AI

Velocity leaders are more likely to amplify employee success by providing AI tools and AI skill development.

+22 pts

Integrated talent ecosystem

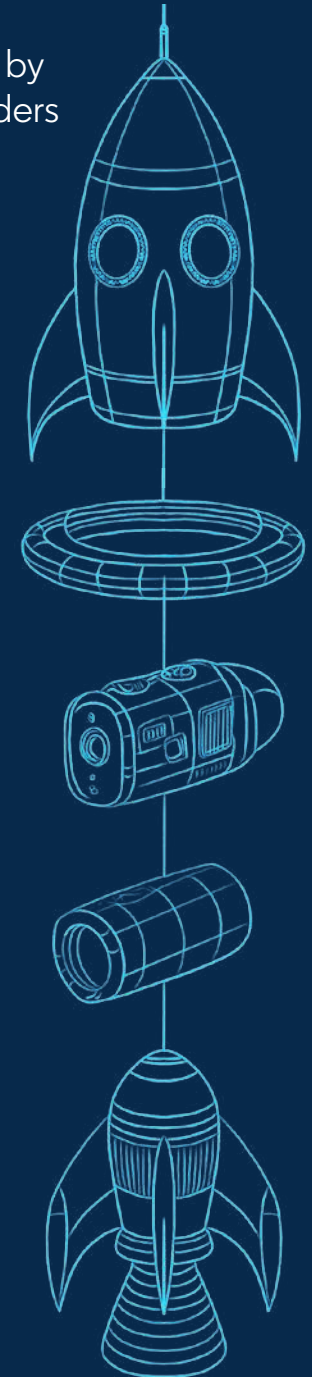
Velocity leaders are more likely to collaborate across talent functions to deliver career development as a seamless journey.

+46 pts

Career power

Velocity leaders are more likely to enable employees to steer their own careers, with personalized skill-building.

+21 pts





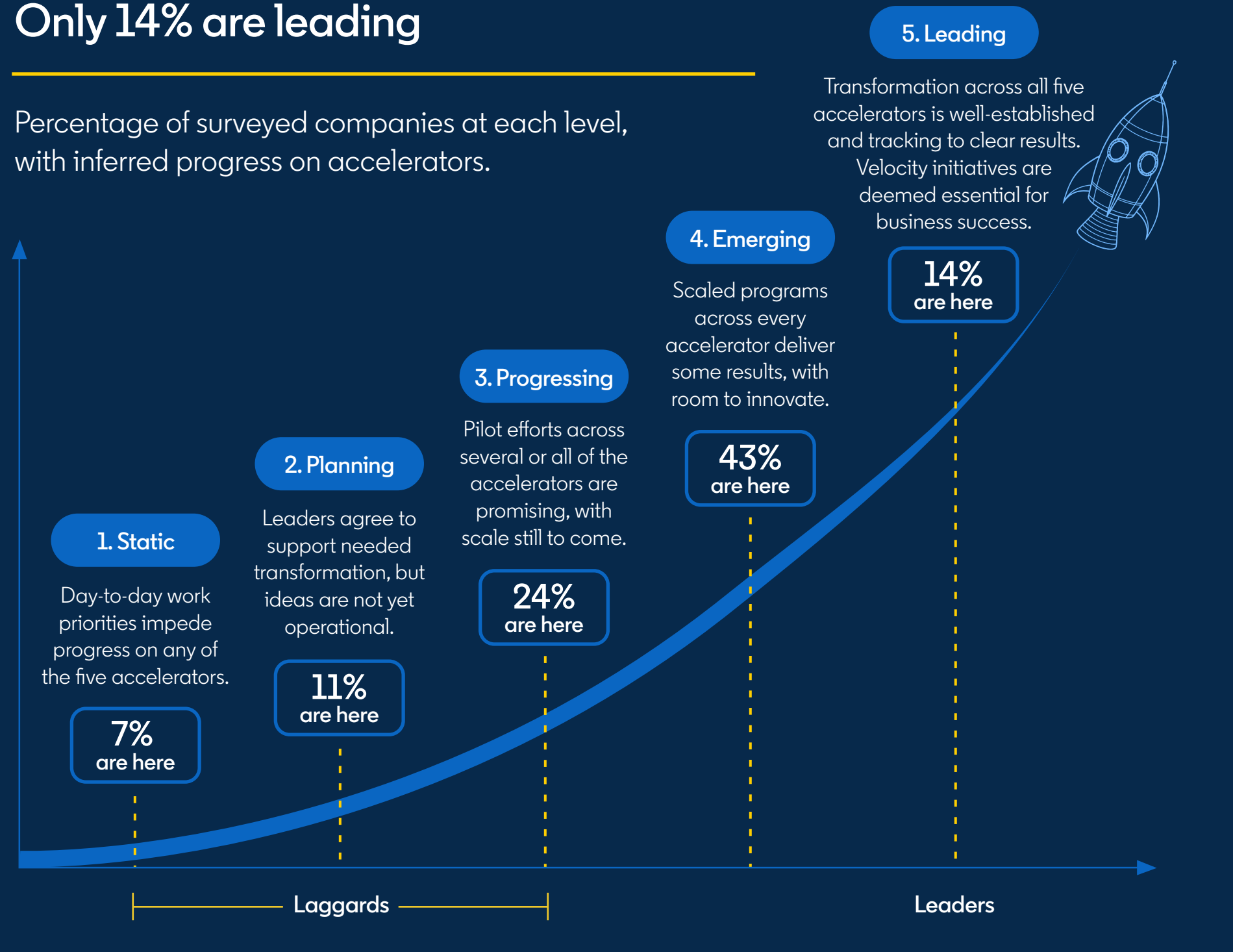
Naphtali Bryant

Managing Principal at RAC Leadership

“Investing in people’s development acts as the engine for talent velocity. It enables organizations to move talent effectively and unlock potential at scale.”

Only 14% are leading

Percentage of surveyed companies at each level, with inferred progress on accelerators.



The Talent Velocity Curve

The Talent Velocity Curve helps organizations identify their current state and plot a course for progress along five levels of velocity. Organizations at Level 1 are subsumed with day-to-day work priorities, unable to grow talent for what's ahead, while Level 5 represents the talent velocity leaders who are transforming across all of the accelerators.

The talent velocity transformation



The strategic compass

Talent velocity leaders are more likely to leverage two traits for clarity.

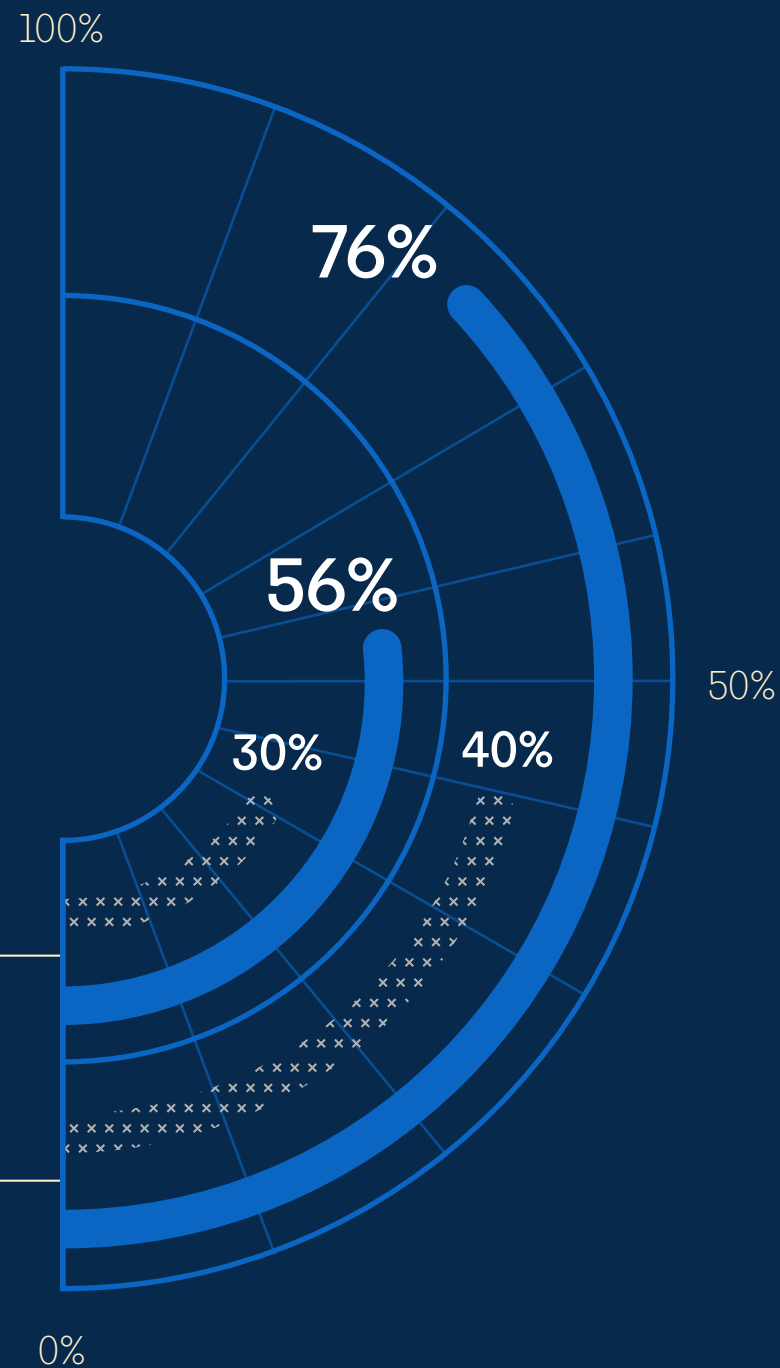


Practice for career power:

AI-powered employee development

System for integrated talent ecosystem:

Shared HR data and talent architecture



Clarity is the superpower for velocity

Building on the five accelerators, this research identifies key traits to go with each — a mindset, practice, and system (explored more deeply in the report’s next section). Talent velocity leaders are far more likely than laggards to embrace these traits, and two signature characteristics stand out for providing clarity for navigating uncertain times.

How talent architecture and AI-powered employee development work together

The most innovative leaders harness data that's readily available and reflects the real-time status of the workforce. They also use talent architecture as a source of truth for roles, skills, and career pathways. Together, data and architecture enable predictive action to accelerate learning and mobility.

Velocity leaders treat career support as a wayfinding system, pointing people to build skills with the highest impact. Career development becomes a business imperative, with personalization at scale helping employees reskill for the most relevant and needed roles and tasks.

Together, these traits deliver what both companies and people want: real-time intelligence to take their

best next steps. Velocity leaders create a dynamic picture of workforce capability that informs not only talent development and mobility decisions but also enables talent acquisition to target, calibrate, and source based on the same unified skills intelligence.

By treating talent architecture as the shared source of truth across HR, talent development, talent acquisition, and business leaders, organizations align internal upskilling and mobility with external hiring needs — ensuring every talent action, whether build or buy, strengthens long-term capability and accelerates business outcomes.



Ruth Hickin

VP of Workforce Innovation at Salesforce

“We’re using AI to understand the smallest tasks each job consists of and how automatable it is. We’re also giving people the career tools they need to reskill for the future.”



Nichol Bradford

Executive in Residence on Human and AI Intelligence at SHRM

“Big visions are built one step at a time. What matters is clarity about why you’re taking the next step. Confidence grows from accumulated evidence — one courageous step, then another, then another.”

Traits for leading with talent velocity

To pave the path to change, here are the mindsets, practices, and systems associated with each accelerator where leaders stand out from laggards.

The Accelerators	Mindset What people think	Practice What people do	System What helps people succeed
Leadership momentum Managers and leaders embrace career development as a business imperative.	Developing people is a strategic lever , not a discretionary spend	Senior leaders sponsor and celebrate career transformation.	Talent priorities are embedded into company operating rhythms.
Culture as catalyst A culture of continuous learning inspires curiosity, innovation, and growth.	Psychological safety encourages innovation.	Learning flows in daily work.	Shared values and rituals create measurable impact.
Leading on AI AI tools and AI skills amplify people’s speed and success.	AI isn’t the future of work — it’s the way we work now.	Strong change management allows rapid roll out of AI capabilities.	Employees are equipped to explore and apply AI to their work — and their career growth.
Integrated talent ecosystem Collaboration across talent functions delivers career development as a seamless employee journey.	A thriving workforce requires agility and alignment , not silos.	Cohesive planning spans hiring, learning, and mobility.	Shared data and architecture support connected operations and a unified talent strategy.
Career power Employees steer their own careers, with personalized skill-building to move faster and farther.	Career support makes people feel valued and inspires them to grow.	AI-powered guidance helps map people’s goals to opportunities.	Skills-based principles anchor career navigation and internal mobility.

Chapter 3

Velocity actions

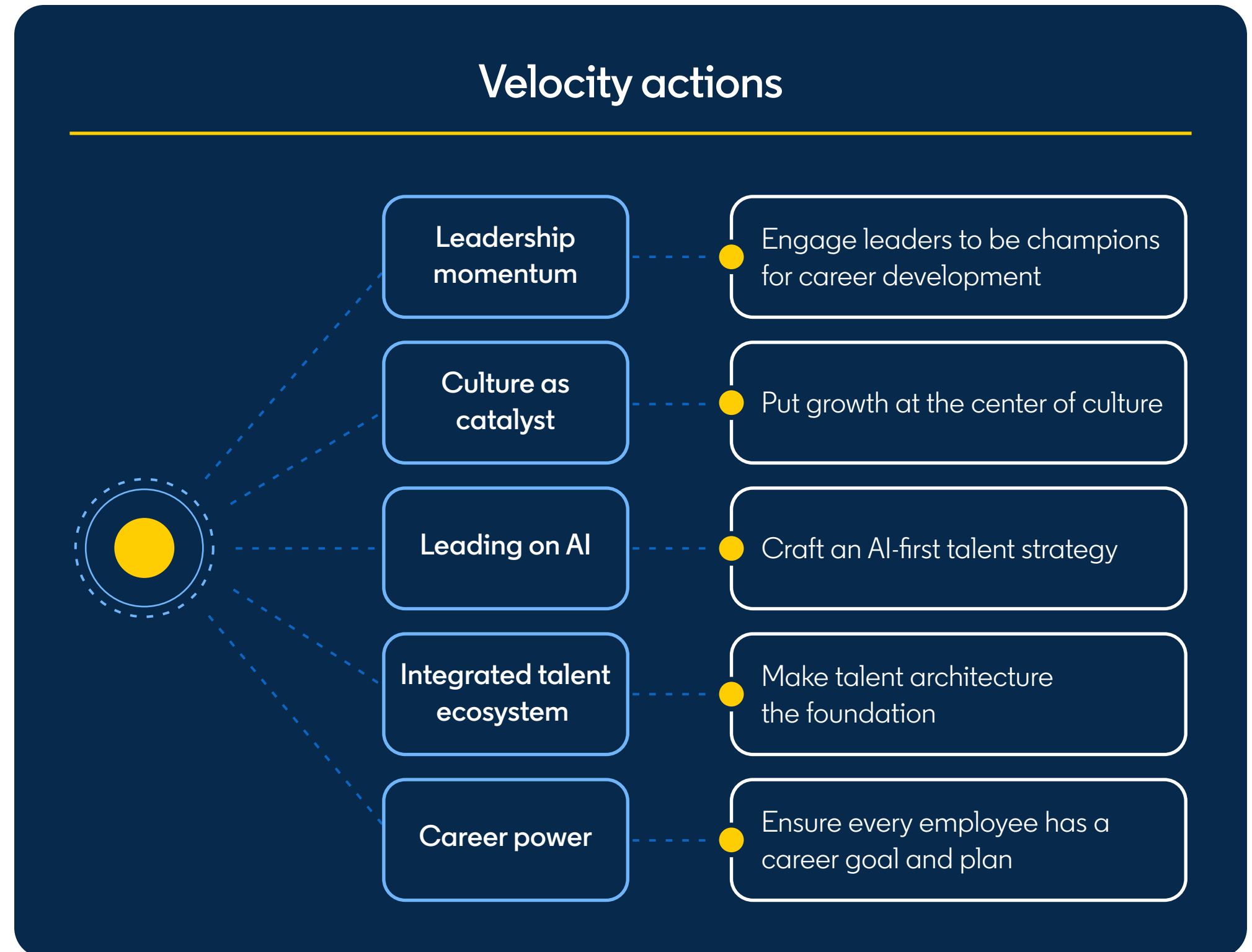
Innovation begins with small steps forward.



Putting velocity in motion

Knowing what drives talent velocity is only part of the equation — success comes from putting it into action. This section builds on the five accelerators and the key traits to support real progress.

An important reminder: transformation doesn't have to start with sweeping change — it begins with one step forward. The most important action is moving forward instead of staying in place.



Velocity action for leadership momentum

Engage leaders to be champions for career development

What does tangible success look like for the leadership momentum accelerator? It starts with a mindset: managers and leaders — including the C-suite — embrace career development as a business imperative. Helping people grow is viewed as a strategic lever, not a discretionary spend.

As a practice, leaders and managers sponsor and celebrate career transformation in visible ways. This includes publicly endorsing career development initiatives, allocating budget for **mentorships, job rotations, and internal mobility programs**, and providing time and coaching for employees to learn and grow.

At the systems level, talent priorities should be embedded into company operating rhythms, putting employee growth alongside revenue growth in leaders' field of vision.

How velocity leaders outpace laggards

+31 pts

My CEO is a champion for learning and career development.

83% vs 52%

One step forward:

Host a public storytelling event where leaders highlight success stories of employees who transitioned roles or completed major development milestones.

Spotlight: **Redefined leadership powers transformation**

“At NTT, coaching is central to leading change and driving growth. We’ve redefined leadership expectations around three principles: Inspire, Empower, Care. By embedding these values into our culture, we ensure **leaders connect business goals with individual aspirations**. This people-first approach builds trust, empowers employees to thrive, and creates the energy needed for transformation. As a result, we’ve united 142,000 employees under a shared culture, driving collaboration and unlocking greater business impact globally.”



Stijn Nauwelaerts

Chief People Officer at NTT Data



Velocity action for culture as catalyst

Put growth at the center of culture

As AI reshapes work, innovation and growth must be core values. For velocity leaders, a culture of rapid learning inspires experimentation, curiosity, and employee development. This begins with a mindset of psychological safety, where people feel empowered to take risks and innovate without fear of failure.

As a practice, **learning isn't confined to formal programs — it flows through daily work**, turning every project into an opportunity to grow. Microlearning is embedded in everyday tools and peer rituals — like post-project debriefs or informal lunch-and-learn sessions.

Shared values and rituals are the system to reinforce this culture, creating measurable impact across teams and ensuring that learning becomes a strategic advantage rather than an afterthought.

How velocity leaders outpace laggards

+33 pts

Psychological safety encourages innovation at my organization.

85% vs 52%

One step forward:

Launch a monthly “learning and innovation forum” where teams share new ideas, lessons learned, and career development wins.

Spotlight: Psychological safety is business strategy

“Growth culture is essential in times of rapid change. Psychological safety fuels innovation, so we listen to every voice — even skeptics — through empathy interviews and candid feedback. Learning flows through daily work with **AI-powered tools like coaching and personalized learning paths**, making development accessible during real-work scenarios. Shared values and rituals, like quarterly performance and development conversations, drive measurable impact. By investing in our people, we ensure they’re energized and ready to push transformation forward.”



Rebecca Tinsley

VP of Global People Experience & People Enablement
at Teradata



Velocity action for leading on AI

Craft an AI-first talent strategy

Talent velocity leaders are moving beyond scattered AI experiments to build talent strategies with AI at the core. This means connecting dynamic skills data to upskilling, career guidance, and mobility in one cohesive system.

The required mindset is clear: AI isn't the future of work — it's the way we work now.

As a practice, strong change management enables rapid rollout of AI capabilities, minimizing friction and accelerating adoption. Leading organizations start with phased rollouts that clearly communicate the “why,” and executives model their own AI use.

At the system level, **employees are equipped to explore and apply AI in their roles**, using it not only to enhance performance but also to unlock new pathways for growth. Increasingly, leading organizations offer AI-powered personalized learning recommendations and AI coaching during daily tasks — all aligned with career progress.

How velocity leaders outpace laggards

+13 pts

AI upskilling is a critical priority.

73% vs 60%

One step forward:

Begin with a focused pilot of AI tools for a high-impact area, such as enhancing customer support. Include upskilling or reskilling opportunities for employees.

Spotlight: **Deep commitment propels AI upskilling**

“Our AI strategy treats upskilling as a marathon, ensuring no one is left behind. Associates spend 11 days annually in our **AI-driven learning ecosystem with predictive analytics and personalized learning pathways**. Programs like AI Fridays and hackathons deepen role-specific knowledge. Today, 576K+ associates are AI/ML ready, and 159K have higher proficiency — showcasing our commitment to continuous learning and inclusive growth.”



Sudeep Kunnumal

Chief Human Resources Officer at Tata Consultancy Services



Velocity action for an integrated talent ecosystem

Make talent architecture the foundation

An integrated ecosystem begins with a mindset that values agility and alignment over silos. In practice, it means planning holistically across hiring, learning, and mobility so that every stage of the employee experience feels connected.

And underpinning all of this is a system of shared data and talent architecture (**a strategic framework for mapping roles, skills, and career pathways**). Velocity leaders are building dynamic, digital maps for roles and skills — fluid enough to adapt as business needs and global trends shift.

But just as AI transformation is only beginning, adoption of talent architecture is early and accelerating: 43% of velocity leaders are already investing compared with 23% of laggards. Around the globe, the average for all companies is 31%, with the most momentum in Asia-Pacific at 40%, followed by 31% in Europe/Middle East/Africa, and 28% in North America.

How velocity leaders outpace laggards

+30 pts

My company incorporates skills data into business strategies.

78% vs 48%

One step forward:

Pick one job family and build a job-to-skills map. Explore how this fact base enables better business decisions around upskilling, career paths, mobility, and retention.

Spotlight: Talent architecture unlocks real-time visibility

“We treated talent architecture as a living system, not a static PDF. Using LinkedIn Career Hub, we generated 377 role profiles in five weeks, consolidating nearly 5,000 legacy titles, and created a shared skills language ahead of our HRIS rollout. The lesson: let AI handle the groundwork, then use expert review to fine-tune. The payoff is **real-time visibility for workforce planning**, faster internal mobility for employees, and a foundation that evolves as the business changes.”



Sam van Gool

Global Head of Talent and Employee Experience
at Flight Centre Travel Group



Velocity action for career power

Ensure every employee has a career goal and plan

Velocity leaders possess a mindset anchored on a clear conviction: career support makes people feel valued and inspires them to grow. Alongside this belief, a foundational practice is coaching — including both manager-led and AI-powered guidance — making career navigation practical and actionable.

The system for success is using skills-based principles. **Skills data empowers internal mobility**, ensuring that talent moves fluidly across the organization and that growth is driven by capability, not hierarchy.

It all starts with every employee having a career goal and a plan to get there. Growth isn't just personal; it's how the workforce evolves in sync with business priorities.

How velocity leaders outpace laggards

+35 pts

Managers at my organization are effective at supporting career development.

83% vs 48%

One step forward:

Make career goal setting part of onboarding and annual reviews, and provide managers with guides for meaningful discussions.

Spotlight: Career support inspires continuous learning

“We support corporate and restaurant staff in achieving their career goals by providing learning that ranges from how to perfect our World Famous Fries to balancing financials to navigating difficult conversations, and so much more. Our learning options are provided in multiple modalities, available in over 40 languages, and **accessible anytime, anywhere**, to support how everyone in our global workforce prefers to learn, giving them confidence in their current roles and preparing them for future growth.”



Lan Tran

Director of Learning Design and Technology at McDonald's



Expanded case studies in talent velocity

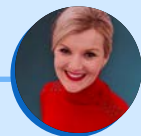
Read these articles on the LinkedIn Talent Blog.

Click each headline for more real-world guidance from leaders spearheading acceleration.

Leadership momentum

How AI-Powered Role Play Helps Managers Show Up Stronger

LinkedIn piloted AI-powered coaching for midyear reviews, giving managers a safe space to practice and get feedback on tone, empathy, and delivery.



Sarah Leydon-Anand
Senior Director, Leadership Development at LinkedIn

Culture as catalyst

How New York Life Drove Business Value with a Unified Talent Ecosystem

New York Life unified its talent systems to upskill 12,000 employees in AI and build a workforce of innovators.



Tina Gupta
Head of Talent Management at New York Life

Leading on AI

How Visa Puts AI at the Center of its Talent Strategy

Visa scaled AI adoption through peer-to-peer learning, role-specific AI upskilling, and a culture of experimentation.



Jeremy Broome
Global Head of Talent at Visa

Integrated talent ecosystem

How Teradata Built Growth Culture to Power AI Innovation

Teradata drives transformation by creating a growth culture where employees take ownership of their learning and career development.



Rebecca Tinsley
VP of Global People Experience and People Enablement at Teradata

Perspectives on 10 of the top traits for velocity

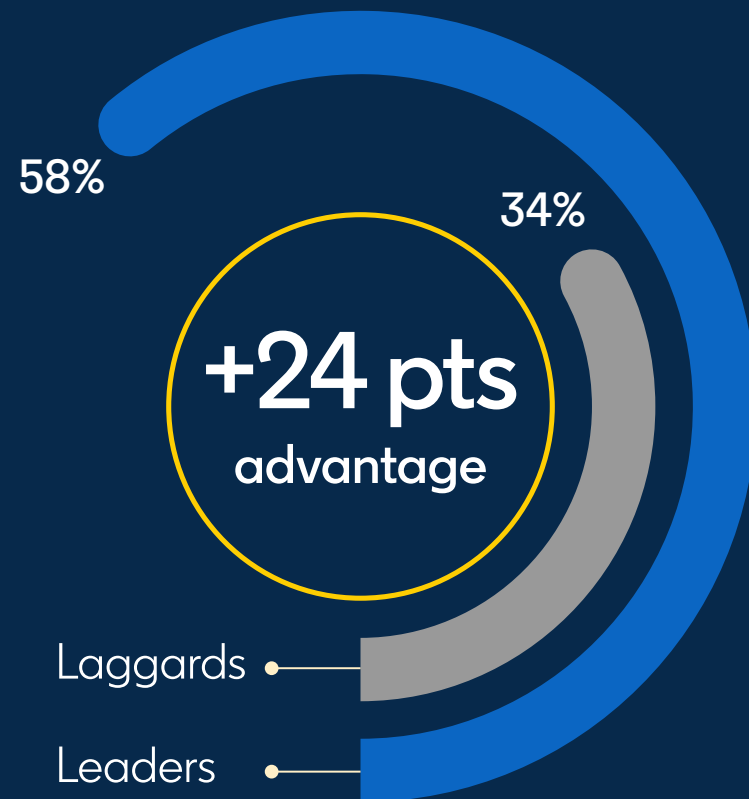
Industry experts share their commentary on the mindsets, practices, and systems that give velocity leaders their edge.



Top trait

System for Leading on AI

Employees are equipped to explore and apply AI to support their career growth



Leading voice

“Most leaders don’t have a clear AI vision. They’ve simply bought some licenses and are crossing their fingers that productivity will magically appear.

It won’t.

We’ve watched similar situations play out through decades of digital transformation. Companies spend a fortune on shiny technology, then skimp on training people to use it effectively.

AI implementation is a human challenge more than a software one.

People need structured training — not just on how to use the tools, but on thinking more clearly about their work.

Without vision, training, and resources, you’re just burning money on licenses.”



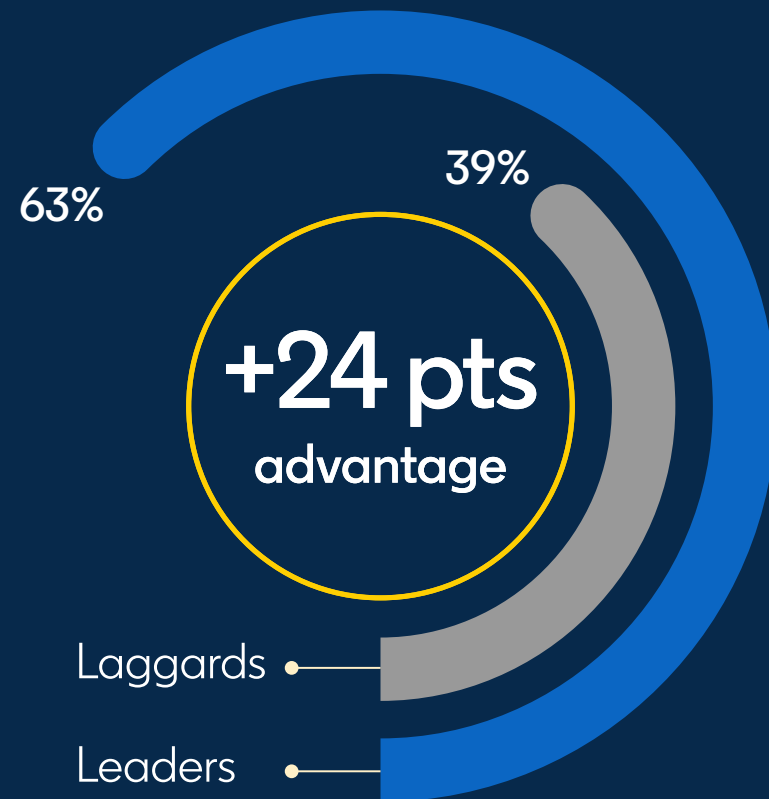
Dave Birss

Co-founder at The Gen AI Academy

Top trait

Mindset for Leading on AI

AI isn't the future of work — it's the way we work now



Leading voice

“This mindset is powerful because it recasts AI as a business imperative shaping work now and into the future. It provides clarity and lays the foundation for a line of sight for leaders and employees to envision their purpose and place in the future trajectory of their organization.

Centering the human experience is critical in staging this mindset for employees. Fostering the mindset through the lens of their lived experiences can support psychological safety and reduce perceived threats to professional identity, which can be impediments to successful AI adoption and implementation.

By embedding this mindset into organizational culture, aligning it with performance, reinforcing it through a continuous skill-building ecosystem and amplifying meaningful AI + human collaboration, organizations can make sustainable progress in leveraging this mindset as work continues to rapidly evolve.”



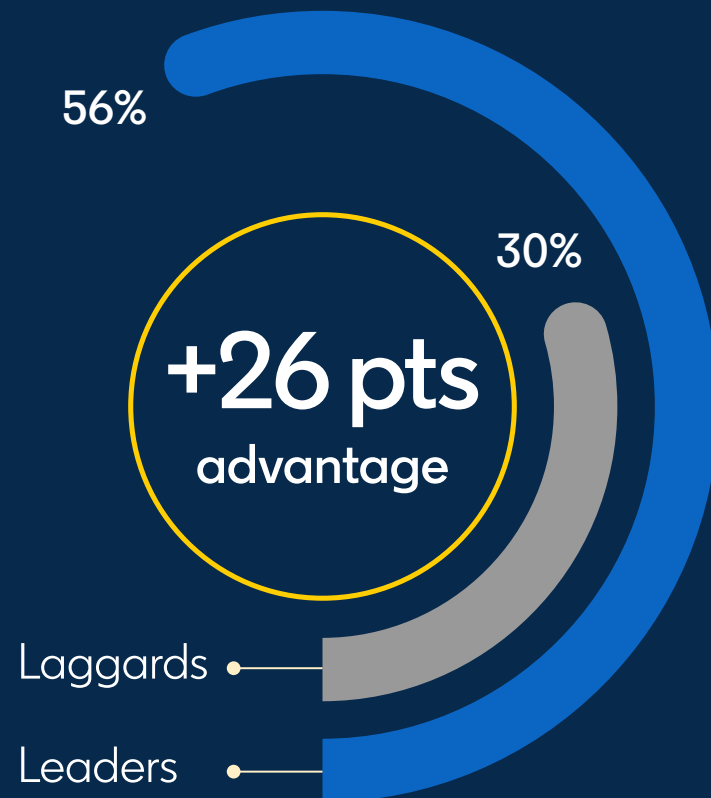
Dr. Terri Horton

Work Futurist at FuturePath, LLC

Top trait

Practice for Career Power

AI-powered guidance helps map people's career goals to opportunities



Leading voice

“The new world of work looms large over all organizations, but few have even begun to explore what this means for today’s workforce, let alone how they successfully transition their workforce into a brave new world resourced by AI and people workers.

So, the question isn’t *should you* be enabling this workforce transformation, but *when*. And today, if you can’t say you’ve already empowered the strategic workforce intelligence, skill and work ontologies, mindsets, and learning approaches to **build the relevant, high-performing workforce** needed for tomorrow... then you really need to get your skates on.

In this race, hesitation means make or break, for you, your team, and your organization.”



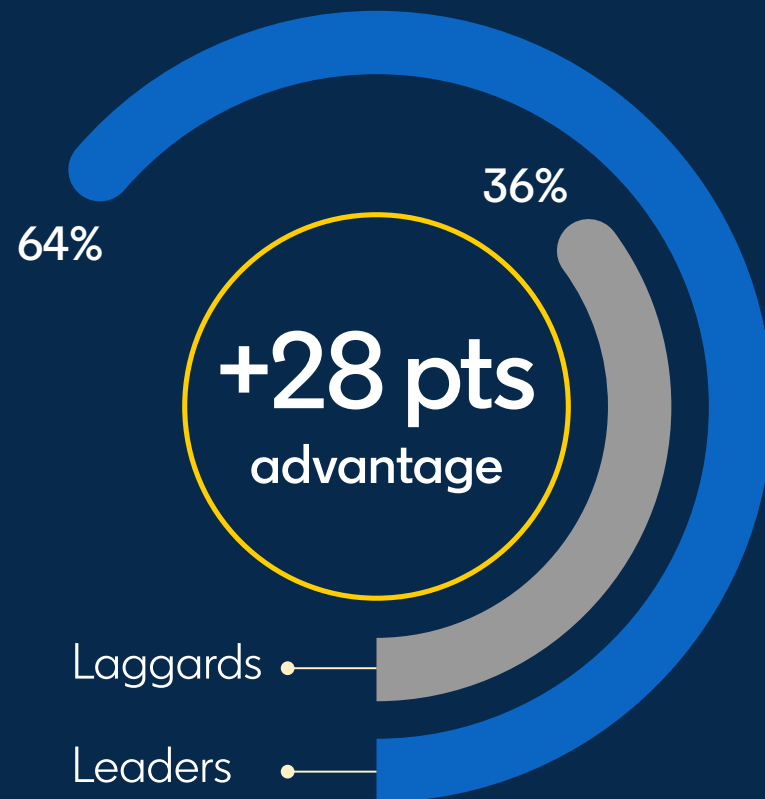
David Perring

Chief Insights Officer at Fosway Group

Top trait

Practice for Leading on AI

Effective change management allows rapid roll out of AI capabilities



Leading voice

“AI is rapidly embedding itself into everything. Adding complexity, AI amplifies the best and worst in everything it touches, including employees.

Given that, every project, process, and system requires all your employees to operate at their best and stay ahead of the curve, remembering their strengths and opportunities are amplified.

Success means knowing where skills are today and assessing individual AI effectiveness. That two-pronged approach allows personalized development on core skills while simultaneously improving AI effectiveness and reducing organizational risk.

However, it requires S-tier change management to counter the overwhelming number of things competing for employees’ time and attention.”



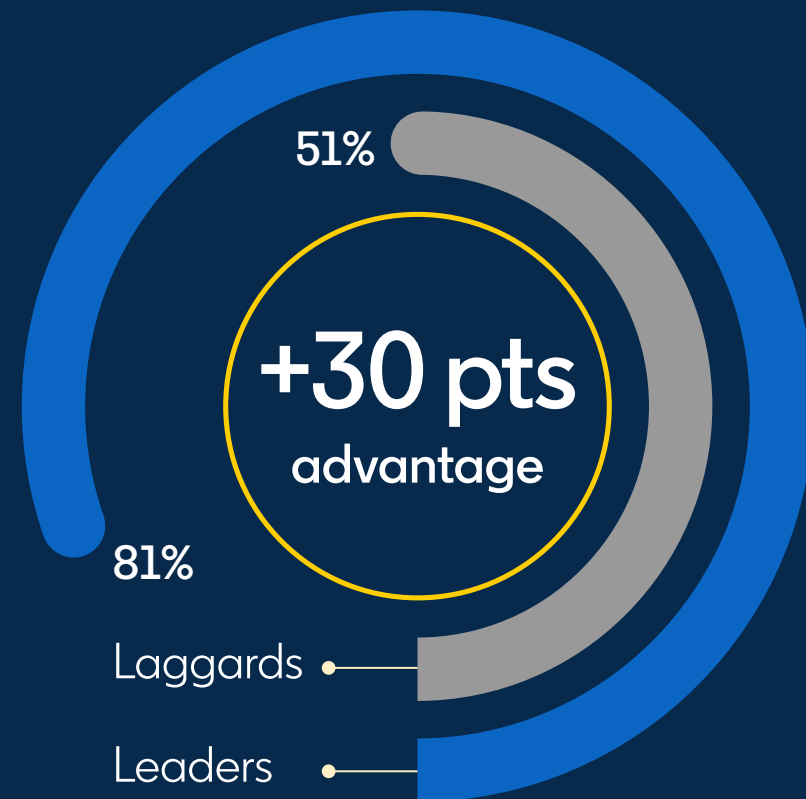
Christopher Lind

Executive Advisor on Business Transformation and
Host of Future-Focused

Top trait

Practice for Leadership Momentum

Senior leaders sponsor and celebrate career transformation



Leading voice

“Organizations should not be performing in the same way five or 10 years from now as they did a decade ago. Goals change. Production changes. Skills change. People must evolve alongside them. Senior leaders play a decisive role by sponsoring and celebrating career transformation, signaling that growth is an expectation, not a detour.

Mentorship accelerates this process by helping people navigate change with clarity and confidence. **Companies make progress by elevating transformation stories, rewarding learning and upskilling behaviors, and modeling adaptability at the top until it becomes embedded in the culture.**”



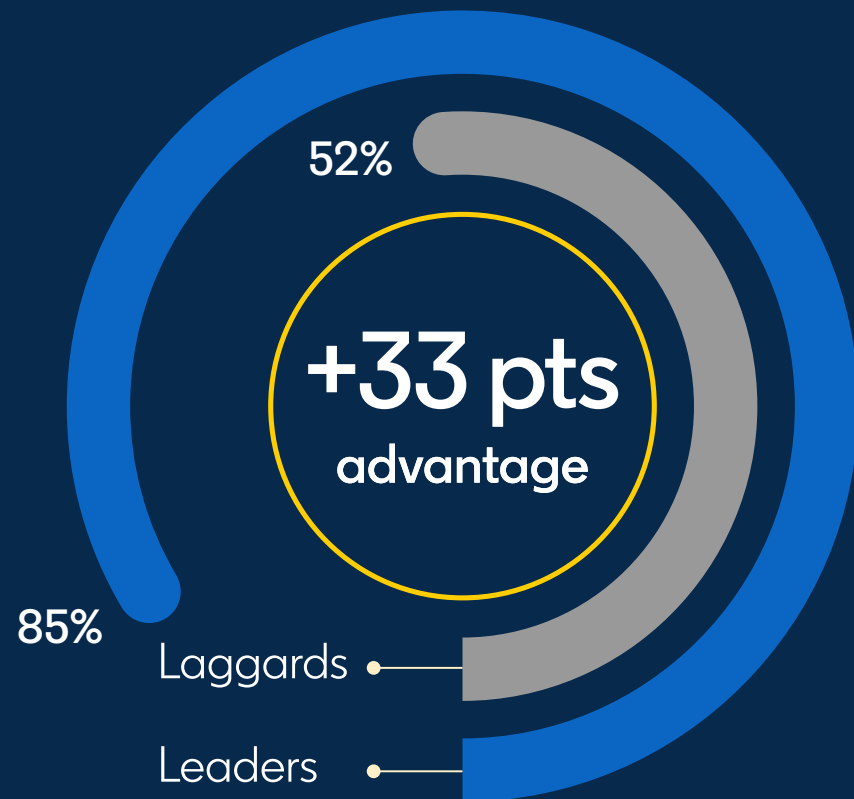
Dr. Ruth Gotian

High performance & success scholar and executive coach | LinkedIn Learning Instructor | Author, *The Success Factor* and *Financial Times Guide to Mentoring*

Top trait

Mindset for Culture as Catalyst

Psychological safety encourages innovation



Leading voice

“Psychological safety is a powerful combination of high intellectual friction and low social friction. Teams can debate vigorously in the meeting room, challenge ideas head-on, then walk out and have lunch together with no grudges held.

Innovation flows when people know they will not be punished or penalized for questioning the status quo.

In the age of AI, no one has a monopoly on the right answer, and what works today may fail tomorrow. Psychologically safe teams harness collective intelligence and have one honest conversation, not 20 side ones filled with politics!”



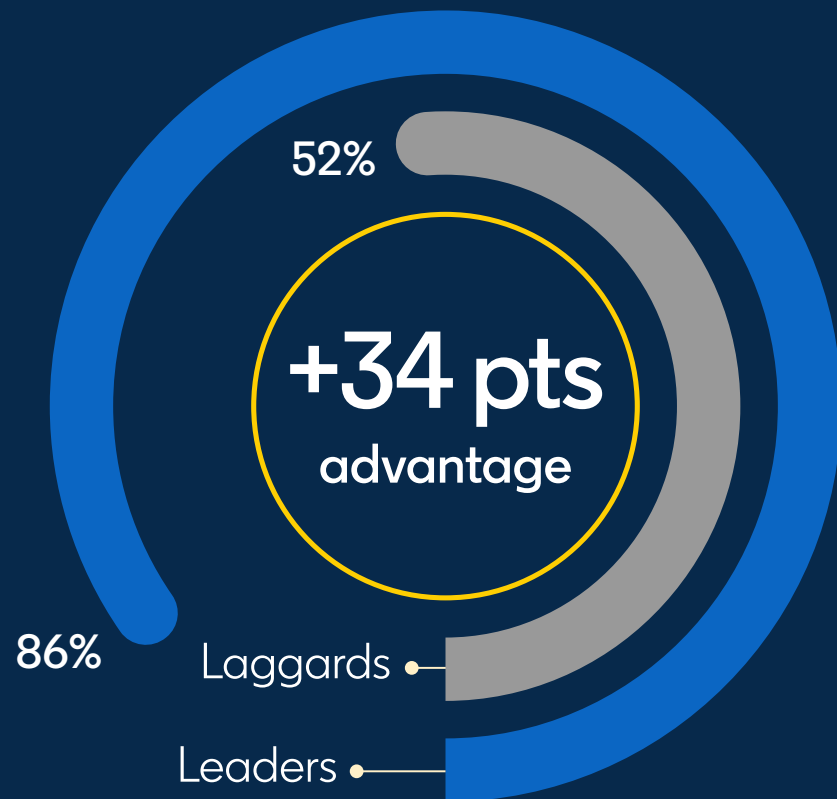
Crystal Lim-Lange

CEO & Co-Founder at Forest Wolf

Top trait

Practice for Culture as Catalyst

Learning is integrated into daily work



Leading voice

“This [practice] overcomes two barriers to AI adoption that we all face. First, even simple behavior changes require structure and repetition before they stick. Without support, even ‘easy’ habits (like drinking more water) struggle to take hold.

Second, when we are faced with endless options we often freeze. This is called the Paradox of Choice: the more options we have, the harder it becomes to act. AI presents us with endless options, and that can create paralysis.

Leaders accelerate skill development by not only coaching their teams to hone in on where AI adds real day-to-day value, but by putting systems in place to make AI use a natural, repeatable daily habit.”

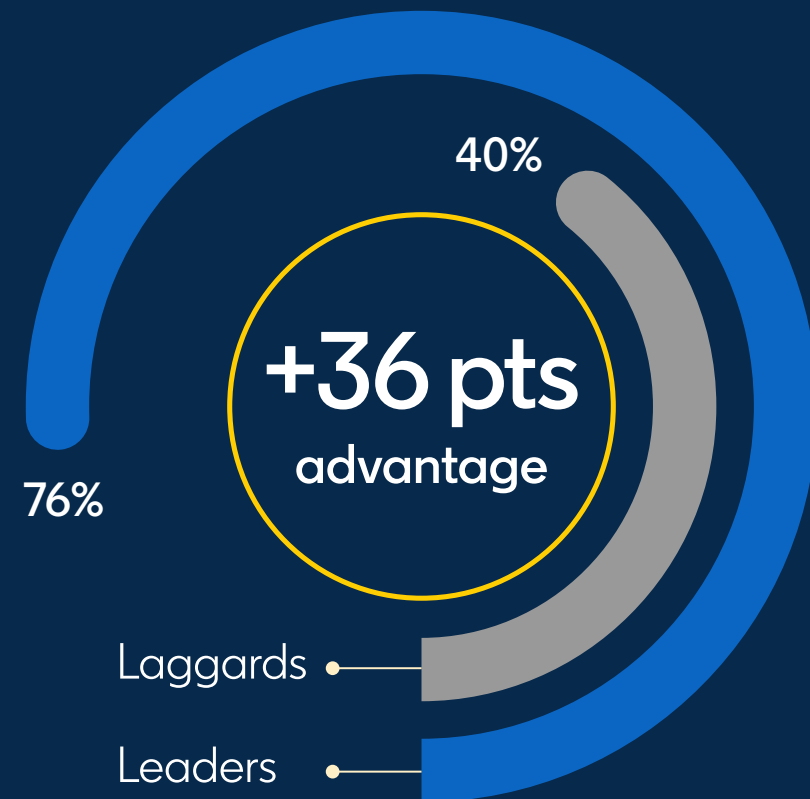


Alison McCauley
CEO at Think with AI

Top trait

System for Integrated Talent Ecosystem

Shared data and talent architecture support connected operations



Leading voice

“If you are a CEO or CHRO, being ‘human-first’ in the AI era means you ask people first, not AI first. **A modern talent architecture should give you a real time view of three things at once: what tasks AI can safely do today, where those tasks actually sit in your org chart, and how your people’s skills and interests are evolving.**”

Then you sit with humans and ask a very simple set of questions: ‘What drains you?’ ‘What energizes you?’ The strategic move is not to automate the most work possible, it is to give the draining work to AI and redesign roles so the meaningful work stays with people.

That is how you get workforce agility, resilience, and a workforce that actually wants to come on the AI journey with you.”



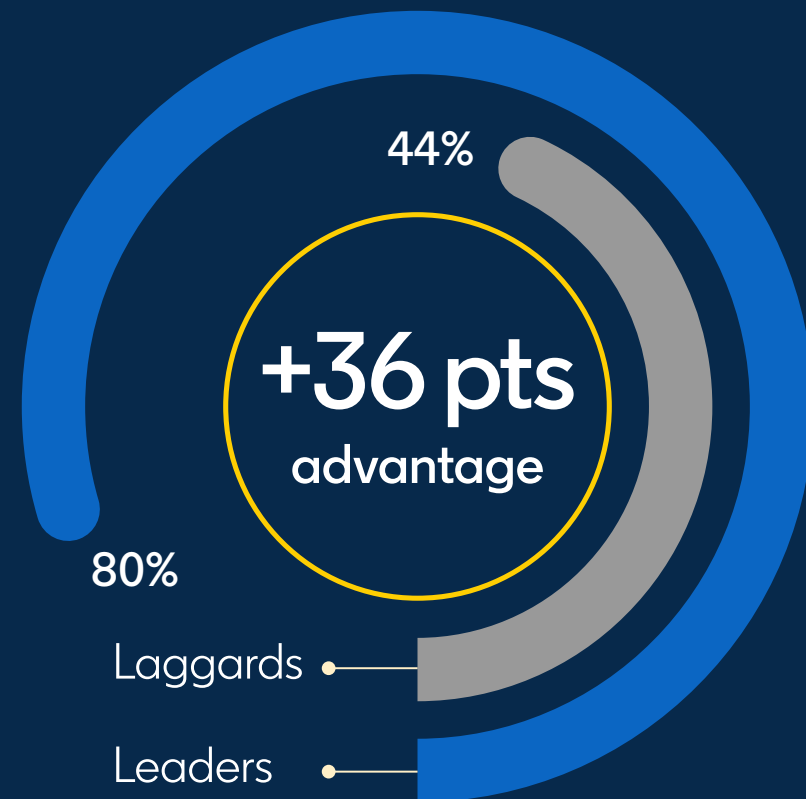
Serena Huang

Founder & Speaker at Data with Serena

Top trait

System for Leadership Momentum

Talent priorities are embedded into company operating rhythms



Leading voice

“Companies that want adaptive, agile, continuous-learning leaders must design the systems, norms, and structures that make this possible. This only works when talent strategy is integrated in business strategy, ensuring development is threaded to both strategic priorities and day-to-day operations.

Organizations that excel in the AI economy see skill building as a core driver of how they deliver value to customers. They understand that developing skills and capabilities is essential to meeting evolving business needs, and that this requires continuous employee development. This only happens when development is embedded into both the company’s strategy and its day-to-day operating rhythms, ensuring employees can learn, adapt, and contribute in step with the pace of change.”



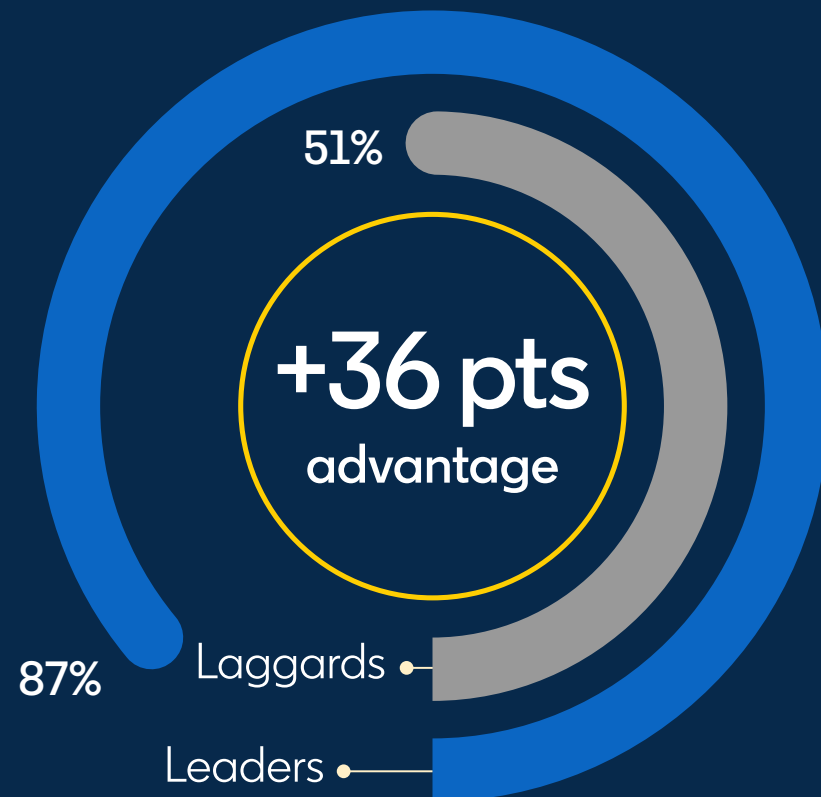
Al Dea

Founder at Edge of Work

Top trait

Practice for Integrated Talent Ecosystem

A cohesive approach spans hiring, learning, and mobility



Leading voice

“Most companies treat hiring, training, and promotions like three separate islands. The leaders winning in the AI economy know you can’t do that anymore. **You need one big connected ecosystem where people are hired for their potential, taught the skills they need next, and given real chances to grow.**”

When everything works together, employees get better faster and the company can pivot quickly.

Where to start? Build a shared skills playbook, make career paths obvious, and help people move around the company instead of out of it.”



J.T. O'Donnell

Founder & CEO at Work It Daily

Conclusion

Methodology & acknowledgments

Methodology

Survey data

This research surveyed 1,240 talent professionals with influence on budget decisions for learning and/or career development, as well as 607 learners, from September 3–15, 2025. Surveyed geographies include: North America (United States, Canada); South America (Brazil); Asia-Pacific (Australia, New Zealand, India, Indonesia, Singapore, Malaysia, Philippines, Thailand, Hong Kong); and Europe (United Kingdom, Belgium, Netherlands, Finland, Sweden, Switzerland, Denmark, France, Germany, Austria).

Survey data analysis of talent velocity leaders versus laggards

The analysis of talent velocity leaders and laggards compares two groups of survey respondents. Velocity leaders are respondents whose organizations are at level 5 on the Talent Velocity Curve; specifically, they identify their organizations as having the most mature career development initiatives, with programs that are widely adopted and consistently contribute to positive business results. Laggards represent levels 1–3 on the Talent Velocity Curve (the levels that have the highest need to accelerate their progress). Laggards self-identify in one of three groups: 1.) organizations with no formal career development initiatives, 2.) those that have started planning their initiatives, and 3.) those with some initiatives but limited adoption. To better illuminate the distinct characteristics of leaders, level 4 was excluded from the leaders versus laggards analysis.



LinkedIn platform insights

Behavioral insights for this report were derived from the billions of data points generated by 1 billion members, 14 million jobs, and 5 million profile updates per minute. Specific analyses spanned October 2024 to September 2025 and are detailed below.

Platform data analysis of talent velocity leaders versus laggards

To determine whether a company is a talent velocity leader or laggard, LinkedIn created a tool that assigned more points to companies demonstrating the following components of the talent velocity index and fewer points to companies not demonstrating as many components:

- **Career growth:** We defined career growth as any point at which an employee took a new position at the same company in the last 12 months and calculated the proportion of all transitions that occurred internally.
- **Leadership skills development:** We identified the proportion of employees who have added at least one of 55 leadership skills to their profile while they were employed in a position at the company in the last 12 months.
- **LinkedIn career commitment:** We flagged companies that have added at least one commitment with “Career

Growth and Learning” on their LinkedIn Career page for promoting career growth.

- **Career-oriented job posts:** We quantified the number of LinkedIn Job Posts from a company that mention keywords such as “career growth,” “professional development,” and “promotion” across three major languages (English, French, and German).

After developing the talent velocity index, companies were split into five groups of equal size, called quintiles, based on increasing values of the index. Then, we compared the talent velocity leaders, with the highest talent velocity index, to the talent velocity laggards, with the lowest, to see how their outcomes differed on several measures.

- **In-demand human skills adoption:** The demand for a skill is measured by the share of a skill possessed by hires, skill possessed by recipients of recruiter InMails, and skill listed in paid job listings in the last 12 months. In-demand human skills adoption refers to the average proportion of employees in a company that have developed the top 10 soft in-demand skills.
- **Likelihood of developing skills:** The proportion of talent velocity leaders’ employees who have added a given skill is divided by the proportion of talent velocity laggards’ employees that have added the same skill

to calculate the likelihood of developing skills. The skills with the highest likelihood are identified.

- **AI skills:** AI skills refer to either AI engineering skills used to build AI tools (such as machine learning and NLP) or AI literacy skills used to leverage AI tools (such as ChatGPT and prompt engineering).

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Rosanna Durruthy at LinkedIn

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Velocity with LinkedIn

Learn how to put talent velocity into action with LinkedIn Learning Career Hub — the only career development platform powered by the world's most dynamic talent network

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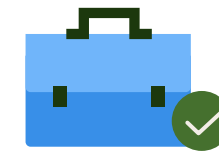
Unmatched skills intelligence



Scale and integrations



Enterprise-grade trust



Meets employees where they are

20%

longer tenure

Organizations with Career Hub experience 20% longer employee tenure.

22%

higher internal mobility

Organizations with Career Hub experience 22% higher internal mobility.

3.4x

faster skill growth

Organizations using LinkedIn Learning see 3.4x faster growth in AI skills.

Linkedin