



# The Talent Velocity Advantage

Skills are shifting faster than most companies can see, creating a widening gap between organisations that can keep pace and those falling behind.

According to new LinkedIn data, **86%** of global organisations lack the visibility and agility to respond in real time. In APAC, the figure is **81%**, with only **19%** of organisations leading with talent velocity.

## Talent velocity

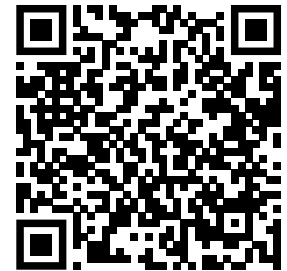
\tal-ənt və-lä-sə-tē\ noun

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

## Winning with velocity

Leaders are conquering uncertainty with confidence for the AI frontier.

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



Download our full report to see which actions you can take today.

## The velocity advantage

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

Confidence to be profitable

**+23 pts**

Global Leaders vs Laggards  
88% vs 65%

ANZ Average: 58%

Global Average: 72%

Confidence to retain critical talent

**+26 pts**

Global Leaders vs Laggards  
76% vs 50%

ANZ Average: 47%

Global Average: 58%

Confidence to attract critical talent

**+27 pts**

Global Leaders vs Laggards  
83% vs 56%

ANZ Average: 55%

Global Average: 67%

Confidence to align talent to changing priorities

**+36 pts**

Global Leaders vs Laggards  
85% vs 49%

ANZ Average: 48%

Global Average: 61%

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

## The need for velocity will only increase

Today's pressures are already acute: **81%** of ANZ talent leaders are concerned about skills agility (delivering the right skills at the right time for the right work), and despite economic uncertainty and slower hiring, **85%** are concerned about employee retention.

Providing learning opportunities remains the No.1 retention strategy in ANZ; others include allowing flexible work arrangements and providing employee wellness programs and benefits.

“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.”



**Stijn Nauwelaerts**

Chief People Officer at NTT Data

## Velocity 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. In adopting the accelerators, leaders outpace laggards to a dramatic degree.

### The five accelerators for talent velocity

Percentage points by which global 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

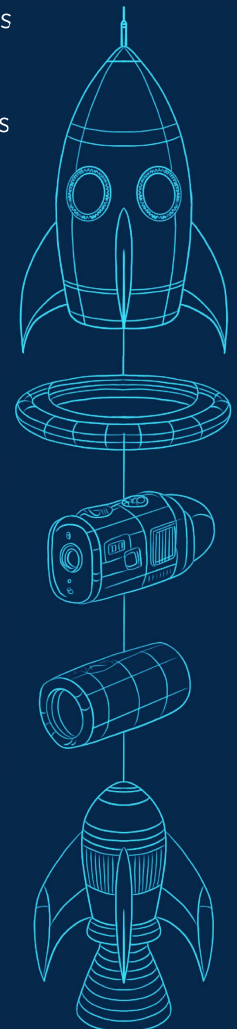
Velocity leaders are more likely to collaborate across talent functions to deliver career development as a seamless journey.

**+46 pts**

#### Career power

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

**+21 pts**

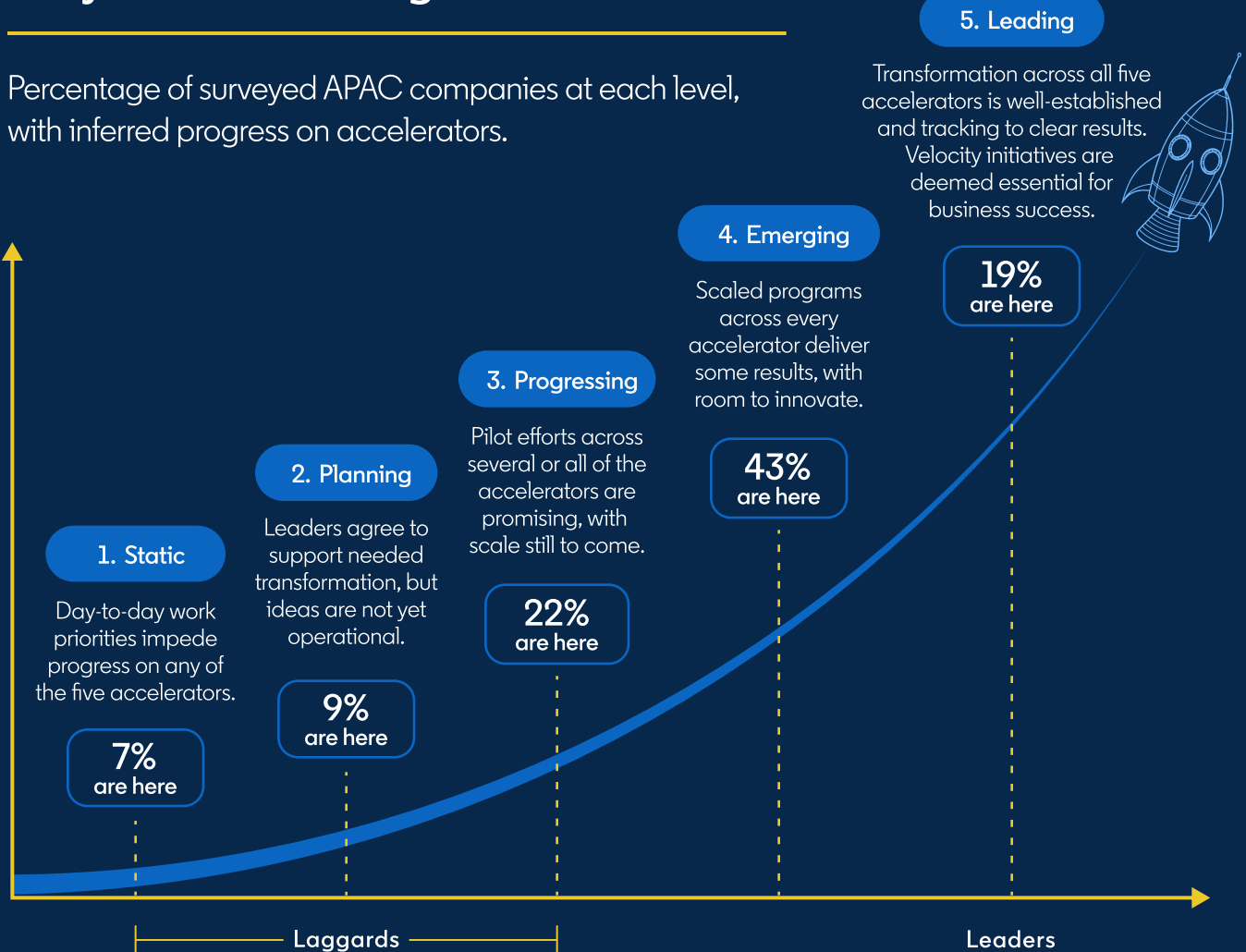


# The talent velocity curve

The Talent Velocity Curve helps organisations identify their current state and plot a course for progress along five levels of velocity. Organisations 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.

## Only 19% are leading

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



“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 actions

## Innovation begins with small steps forward.

Knowing what drives talent velocity is only part of the equation — success comes from putting it into action.

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

### Putting velocity in motion

Velocity Action: Leadership

#### Engage leaders to be champions for career development

Leaders treat career development as a strategic lever, championing mobility, coaching, and growth as central to organisational momentum.

Percentage points by which global velocity leaders outpace laggards.

## +31 pts

My CEO is a champion for learning and career development.

Velocity Action: Culture

#### Put growth at the center of culture

A growth-centered culture encourages rapid learning, experimentation, and psychological safety, weaving development into everyday work and shared rituals.

## +33 pts

Psychological safety encourages innovation at my organisation.

Velocity Action: AI

#### Craft an AI-first talent strategy

An AI-first talent strategy connects skills data, career guidance, and upskilling, with employees equipped to explore and apply AI in their roles.

## +13 pts

AI upskilling is a critical priority.

Velocity Action: Integrated Talent Ecosystem

#### Make talent architecture the foundation

A connected talent architecture aligns hiring, learning, mobility, and employee experience through shared skills data and adaptable role maps.

## +30 pts

My company incorporates skills data into business strategies.

Velocity Action: Career

#### Ensure every employee has a career goal and plan

Career power strengthens when employees set clear goals and managers provide coaching, supported by AI-guided navigation and a skills-based approach to mobility.

## +35 pts

Managers at my organisation are effective at supporting career development.