

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 mobilize 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%

India Average: 91%

Global Average: 72%

Confidence to retain critical talent

+26 pts

Global Leaders vs Laggards
76% vs 50%

India Average: 76%

Global Average: 58%

Confidence to attract critical talent

+27 pts

Global Leaders vs Laggards
83% vs 56%

India Average: 83%

Global Average: 67%

Confidence to align talent to changing priorities

+36 pts

Global Leaders vs Laggards
85% vs 49%

India Average: 81%

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: **95%** of India 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, **95%** are concerned about employee retention.

Providing learning opportunities remains the No.1 retention strategy in India; others include a recognition and rewards system and providing employee wellness programs and benefits.

“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**. 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 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

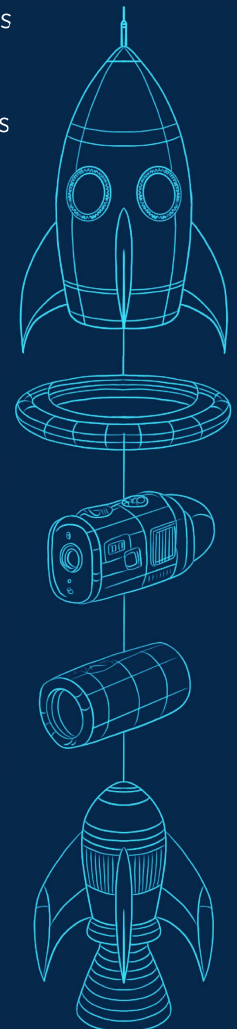
Velocity leaders are more likely to collaborate across talent functions to deliver career development as a seamless journey.

+46 pts

Career power

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

+21 pts

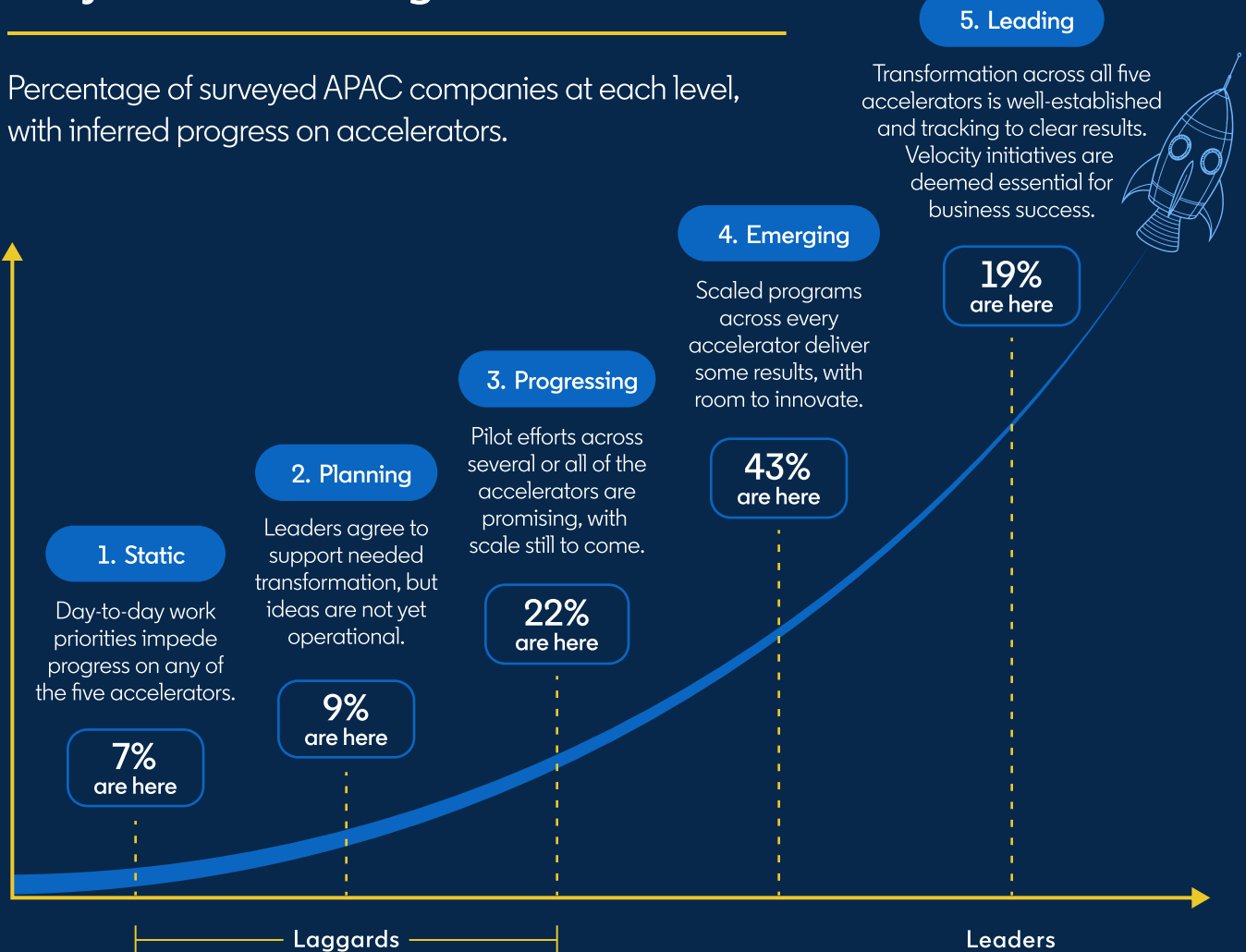


The Talent Velocity Curve

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’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.

Internal fulfillment has gone up, staffing cycles are faster, and we’re allocating talent with far greater precision.”



Piyush Mehta

Chief Human Resources Officer and Country Manager India at Genpact

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 Momentum

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, upskilling, and career guidance into one cohesive system supported by strong change management and phased adoption.

+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.