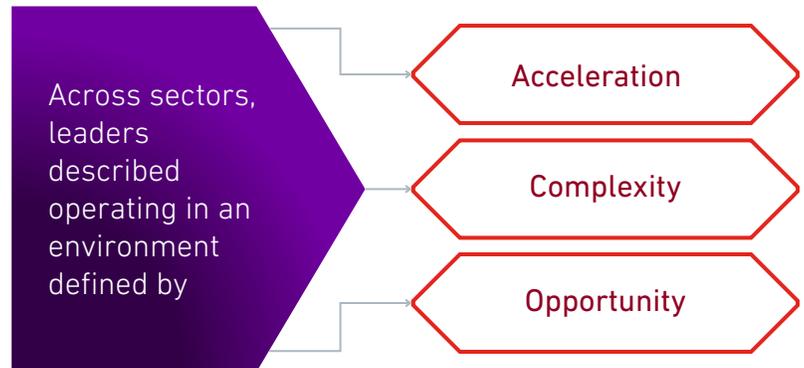


HOW LEADING ORGANISATIONS ARE TURNING TALENT COMPLEXITY INTO ADVANTAGE

Insights from Talent Acquisition Forum, February 2026

INTRODUCTION

In Savannah Group's Q1 Talent Acquisition Forum, the discussion focused on how organisations are responding to rapid shifts in technology, workforce expectations and market uncertainty. A clear pattern emerged: Talent is no longer viewed primarily as operational support. It is increasingly seen as a driver of business performance and organisational resilience.



"We're being brought into business decisions earlier than ever before."

Expectations of talent leaders are expanding — not because of disruption alone, but because executive teams increasingly recognise that workforce decisions shape growth, risk and competitiveness.

This moment represents an inflexion point for the function.

WORKFORCE PLANNING IS BECOMING ENTERPRISE INFRASTRUCTURE

Workforce planning is shifting beyond HR ownership toward enterprise coordination across finance, operations and talent.



“We dropped the ‘strategic’ from strategic workforce planning — we’re focused on getting operational planning right first.”

While few organisations feel they have solved workforce planning, most now recognise it as a core business capability.

WHAT’S CHANGING:

Planning is moving from forecasting headcount to informing strategic decisions.

AI IS ELEVATING THE ROLE OF TALENT LEADERS

AI dominated the discussion, not as a technology topic, but as an operating model shift.

AI Accelerates	Leadership Must Strengthen
Information generation	Judgement
Screening and analysis	Governance
Process efficiency	Decision clarity

“AI isn’t a people problem — it’s happening at every level of the organisation all at once.”

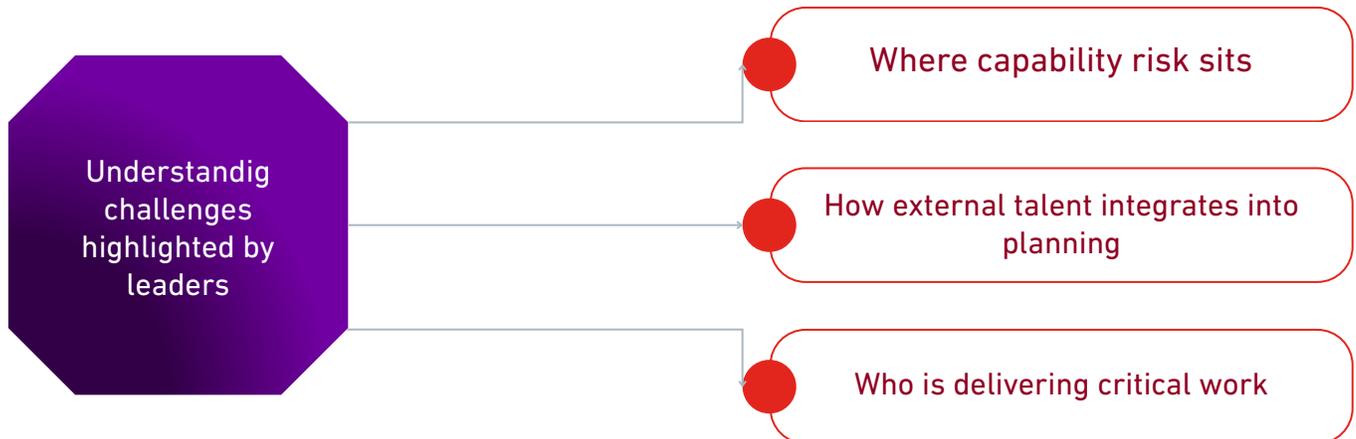
Leaders noted that AI often increases complexity before delivering efficiency.

The emerging advantage lies not in adopting tools fastest, but in redesigning workflows around augmented decision-making.

“It looks powerful, but we’re still doing extra work to make sure outputs are right.”

WORKFORCE VISIBILITY IS BECOMING A STRATEGIC ADVANTAGE

As organisations rely more heavily on contingent and external capability, visibility into total workforce capacity is becoming critical.

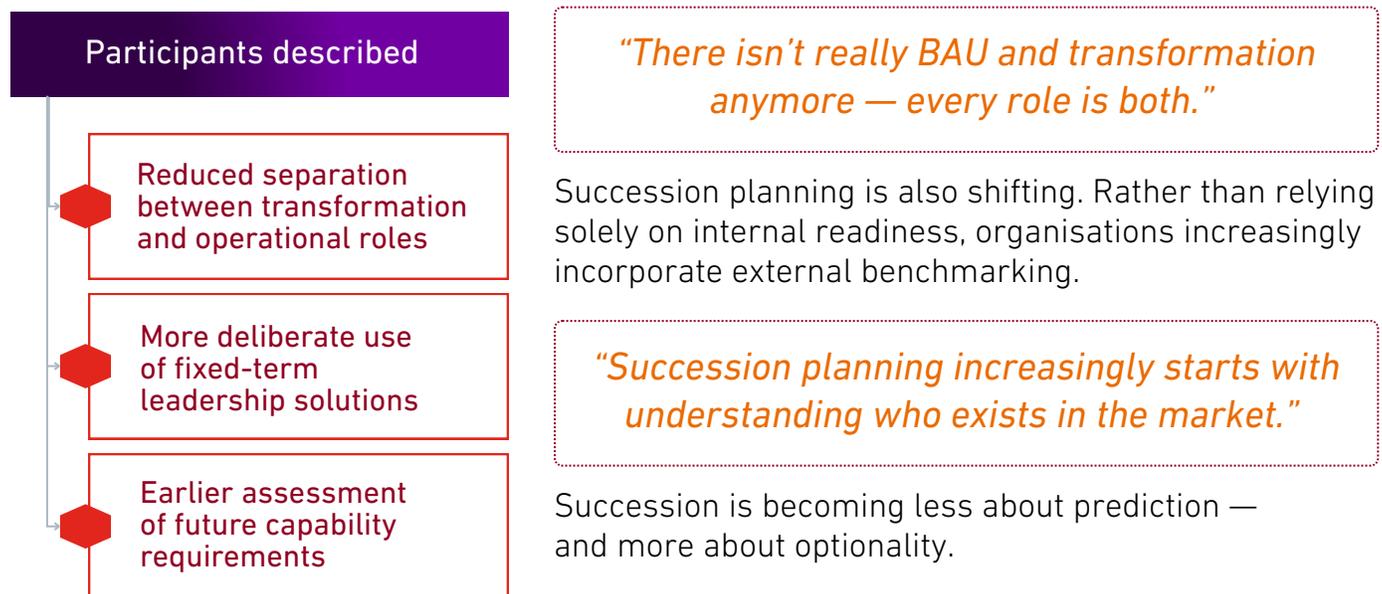


“If you can’t see the workforce properly, you can’t really plan.”

Organisations improving workforce visibility are gaining stronger planning confidence and reduced operational risk.

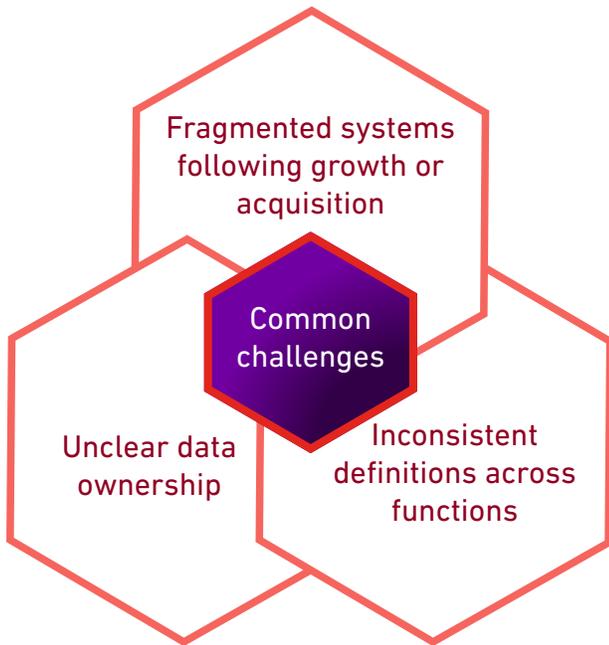
LEADERSHIP AND SUCCESSION MODELS ARE EVOLVING

Traditional leadership assumptions are changing.



DATA CONFIDENCE IS EMERGING AS A LEADERSHIP CAPABILITY

Across workforce planning, AI adoption and succession discussions, one enabler appeared consistently: trusted workforce data.



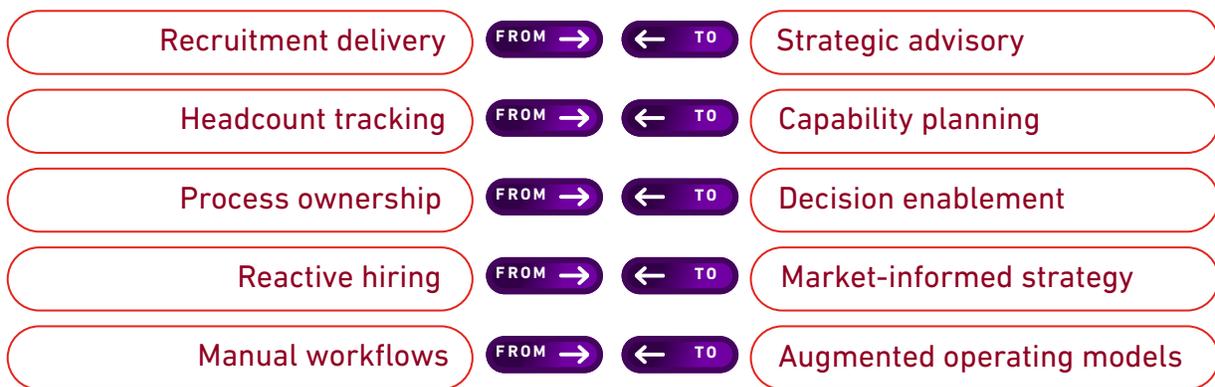
“Prospective planning is scary. Retrospective analysis feels safer.”

Organisations increasingly recognise talent intelligence as enterprise infrastructure rather than HR reporting.

Decision confidence follows data confidence.

THE EXPANDING MANDATE OF TALENT LEADERSHIP

The role of TA and HR leaders is evolving materially.



“Finding people is getting easier. Making sense of it is becoming the real work.”

Influence is expanding — alongside expectations.

EXECUTIVE TAKEAWAYS

Forward-looking organisations are focusing on three priorities:

➔ **Clarity**

Combining internal workforce understanding with external market insight.

➔ **Confidence**

Using benchmarking and intelligence to support leadership decisions.

➔ **Adaptability**

Designing talent operating models suited to continuous change. These questions increasingly shape executive agendas:

- Are workforce decisions linked directly to business strategy?
- How visible is total organisational capability?
- Where does AI genuinely improve outcomes?
- How does internal leadership compare externally?

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Savannah Group is a global executive search and leadership advisory firm. We help organisations diagnose leadership needs, design tailored talent strategies, and deliver high-impact results through executive search, interim management, and talent intelligence. Our next generation approach combines deep expertise with data, insight, and pace, powered by MapX, our proprietary AI-enabled leadership analytics platform.