



# Talent Strategy in the Age of Algorithms

The silent impact of algorithms on hiring choices

Laura Brocklehurst

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# Introduction

Most leaders are not involved in how candidates are sourced.

They are not configuring systems.

They are not managing applicant tracking platforms.

They are not adjusting filters or optimizing job postings.

That work typically sits with a talent acquisition team or a recruiter.

And in many organizations, that separation makes sense.

It allows leaders to focus on the business while others manage the process.

But something has changed.

And most leaders have not fully adjusted to it.

The way candidates are sourced, surfaced, and presented is no longer neutral.

It is shaped by systems.

Algorithms now influence:

Who sees your job postings.

Which candidates are prioritized.

Who makes it through initial filters.

And in many cases, who you never see at all.

These systems are not inherently flawed.

But they are not invisible.

And they are not irrelevant.

They are actively shaping your talent pipeline before you ever engage.

This creates a gap.

Leaders are still responsible for hiring decisions.

They define what roles require.

They evaluate candidates.

They make final decisions.

But they are making those decisions based on a version of the talent pool that has already been filtered.

Already been prioritized.

Already been influenced.

Often without their awareness.

This is where the risk exists.

Not because the systems are wrong.

But because the assumptions leaders make about what they are seeing are often incomplete.

They assume they are evaluating the best available candidates.

They assume the strongest individuals are making it through.

They assume the process is operating as intended.

But those assumptions are rarely examined.

And in many cases, they are not entirely accurate.

This is not about replacing human judgment.

It is about understanding what is shaping it.

Because when leaders are unaware of the forces influencing their talent pipeline, they make decisions with limited visibility.

And limited visibility leads to inconsistent outcomes.

Missed candidates.

Unexpected gaps.

And hiring decisions that feel more unpredictable than they should.

The challenge is not that algorithms exist.

The challenge is that they are often misunderstood, or not considered at all, by the people ultimately accountable for hiring outcomes.

This book is not about teaching you how to run these systems.

It is not about technical configuration.

And it is not about replacing the role of your talent acquisition team.

It is about awareness.

It is about understanding that the environment around talent acquisition has changed.

And that change has implications for how leaders think, decide, and operate.

Because even if you are not managing the system...

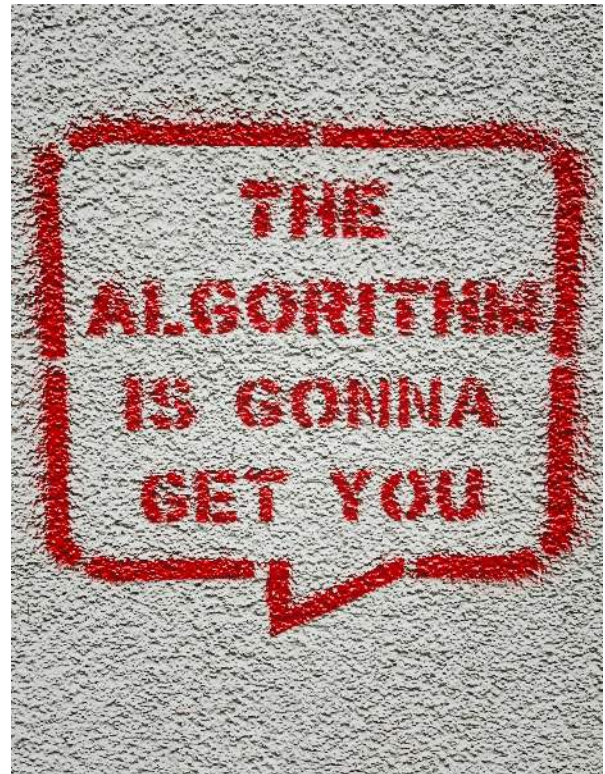
You are still making decisions based on it.

And those decisions shape your team.

Your culture.

And ultimately, your organization.

The goal of this book is simple.



To help you see what you may not currently see.

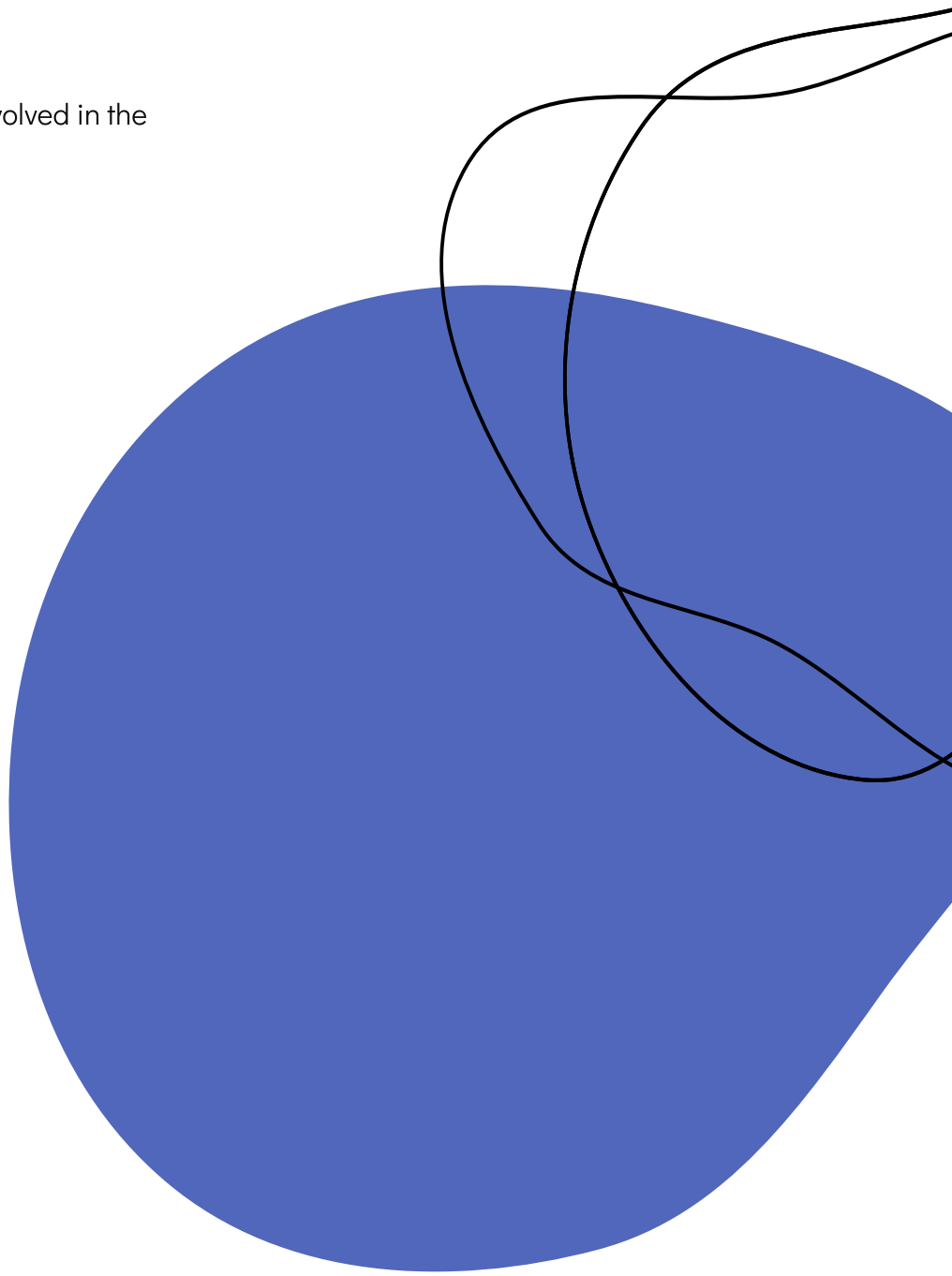
To help you understand how visibility, filtering, and prioritization are happening before candidates ever reach you.

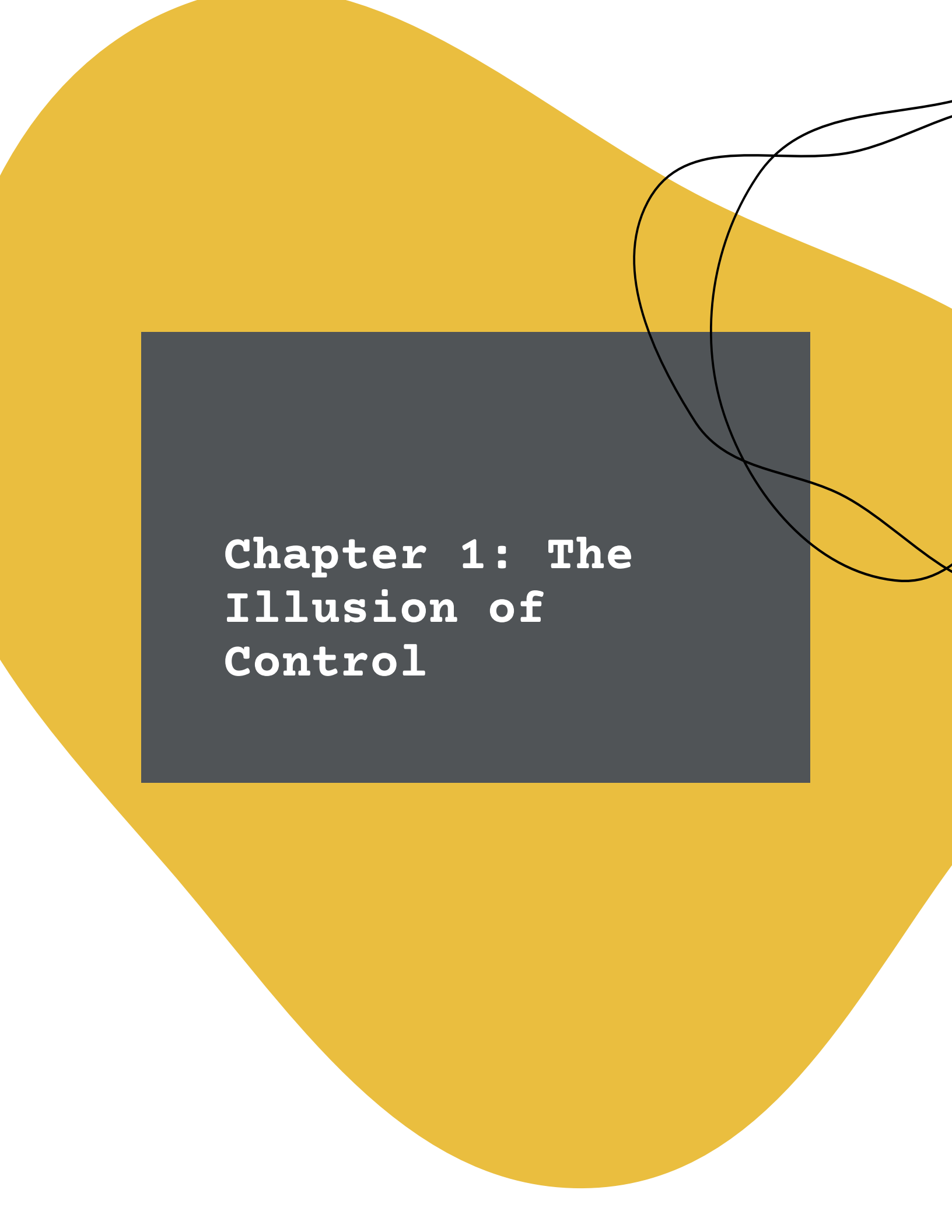
And to help you think differently about your role in a process that is no longer fully human.

Because talent strategy has changed.

And whether you are directly involved in the systems or not...

You are operating within them.



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# Chapter 1: The Illusion of Control

Most leaders believe they have a clear understanding of their hiring process.

They believe they control:

What roles are defined.

What candidates are considered.

And ultimately, who is selected.

On the surface, that belief makes sense.

Leaders define the need.

They participate in interviews.

They make final decisions.

From that perspective, it feels like control.

But that control is often incomplete.

Because the most important part of the process happens before leaders are involved.



Before the interview.

Before the evaluation.

Before the decision.

It happens in how candidates are surfaced.

And that process is no longer entirely human.

Algorithms now play a significant role in determining:

Which candidates are visible.

Which applications are prioritized.

Which resumes are filtered out.

This happens quietly.

In the background.

Without direct input from most leaders.

And because it happens upstream, it is rarely questioned.

Leaders see a pool of candidates.

They assume that pool represents the best available talent.

They assume the strongest candidates have made it through.

They assume what they are seeing is complete.



But it is not.

It is a filtered version.

A version shaped by systems that rank, sort, and prioritize based on criteria that are often not fully understood.

This is where the illusion exists.

The illusion is not that leaders are uninvolved.

The illusion is that they are seeing everything.

In reality, they are seeing what the system has chosen to present.

And what the system presents is influenced by:

How job descriptions are written.

How keywords are interpreted.

How candidates structure their experience.

How platforms rank relevance.

These factors are not always aligned with what leaders actually value.

And when they are misaligned, something important happens.

Strong candidates can be missed.

Not because they are unqualified.

But because they are not surfaced.

At the same time, other candidates may be prioritized.

Not because they are the best fit.

But because they match the system's criteria more closely.

This creates a disconnect.

Leaders believe they are making decisions from a position of full visibility.

But in reality, they are making decisions based on a pre-filtered set of options.

This does not mean the system is broken.

It means the system is influential.

And influence without awareness creates risk.

The risk is not just missing candidates.

It is reinforcing assumptions.

If the same types of candidates are consistently surfaced, leaders may begin to believe that is what the talent market looks like.

If certain profiles appear repeatedly, they may become the standard.

Not because they are the best.

But because they are the most visible.

Over time, this shapes hiring patterns.

And hiring patterns shape teams.

And teams shape culture.

All from a process that leaders are not directly controlling.

This is why awareness matters.

Not to eliminate the system.

But to understand its role.

Because once leaders recognize that what they are seeing is filtered, they begin to ask better questions.

They begin to challenge assumptions.

They begin to consider what might be missing.

And that shift changes how decisions are made.

The goal is not to remove structure from hiring.

It is to recognize that structure already exists.

The question is whether it is understood.

Because when leaders operate with the assumption of full control, they stop questioning the inputs.

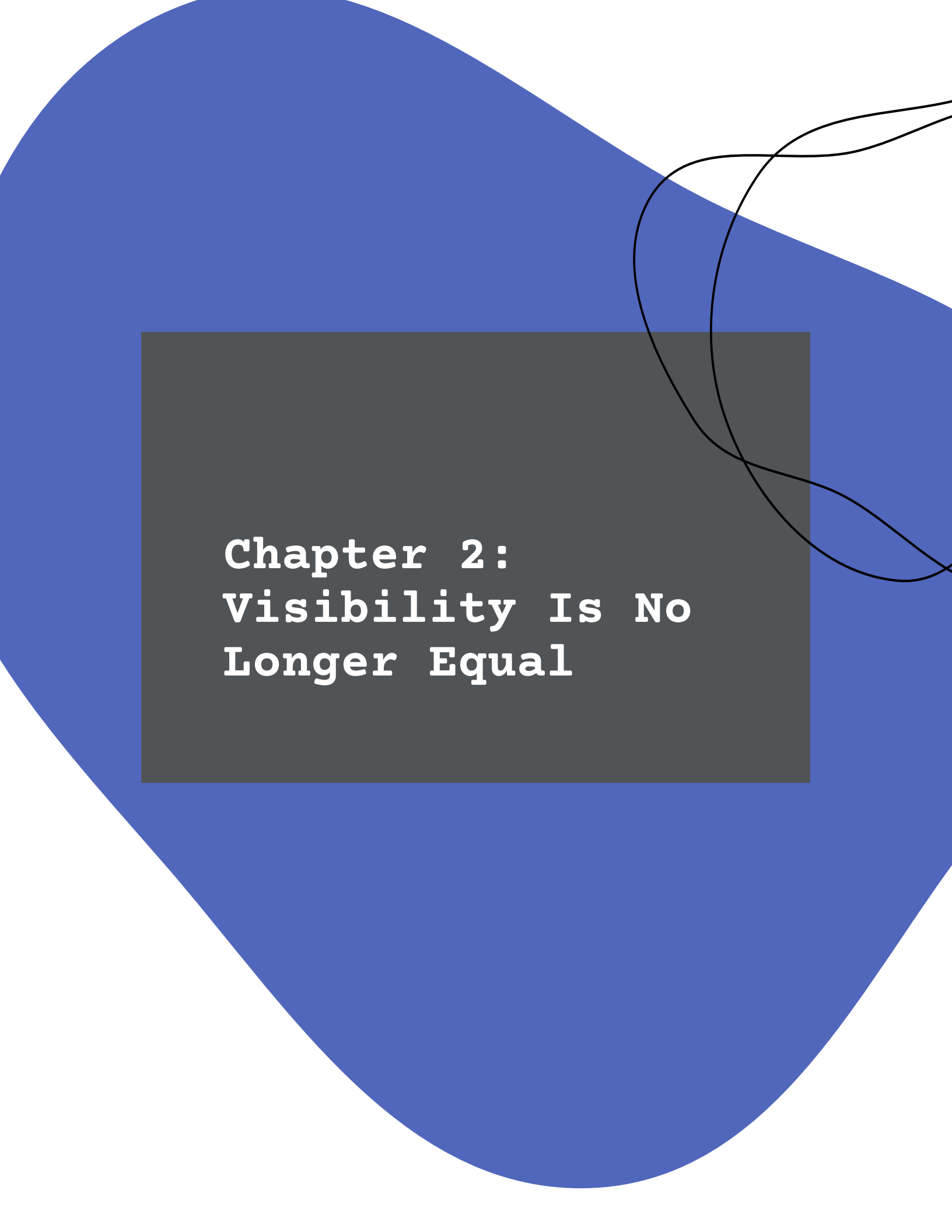
And when inputs are not questioned, outcomes become less predictable.

The reality is this:

You may not control how candidates are surfaced.

But you are still accountable for the decisions made from that pool.

And accountability without awareness is where the gap begins.



**Chapter 2:  
Visibility Is No  
Longer Equal**

Most leaders assume that talent is evenly visible.

If a role is posted, they believe it reaches the right audience.

If candidates apply, they assume the strongest ones will be seen.

If a pipeline exists, they assume it reflects the available market.

On the surface, that assumption feels reasonable.

But it is no longer accurate.

Visibility is not equal.

And it hasn't been for some time.

Algorithms now determine what is seen.

They influence:

Which job postings appear in search results.

Which candidates are surfaced to recruiters.

Which profiles are prioritized.

This happens before any human interaction.



Before a recruiter reviews a résumé.

Before a leader sees a candidate.

Before a conversation ever takes place.

The system decides what rises to the top.

And what does not.

This creates a shift that many leaders have not fully recognized.

Talent is not just competing for roles.

It is competing for visibility.

And visibility is shaped by factors that are often misunderstood.

Search algorithms prioritize relevance.

Platforms rank based on engagement.

Profiles are surfaced based on activity, keywords, and formatting.

These are not always aligned with capability.



A highly qualified candidate who does not match the system's criteria may never be seen.

At the same time, a less qualified candidate who aligns more closely with those criteria may appear at the top.

This is not a flaw in the system.

It is how the system is designed to operate.

But it creates an important consequence.

Leaders are not seeing the full market.

They are seeing a version of it.

A version shaped by visibility rules.

And those rules are not always obvious.

This is where assumptions begin to form.

If certain types of candidates consistently appear, leaders may assume that is what the talent market looks like.

If certain profiles dominate the pipeline, they may become the default expectation.

Not because they are the only option.

But because they are the most visible.



Over time, visibility becomes mistaken for availability.

And availability becomes mistaken for quality.

This is where the gap widens.

Leaders believe they are evaluating the best candidates.

But they are often evaluating the most visible ones.

And those are not always the same.

This matters more than it may seem.

Because visibility shapes opportunity.

Candidates who are consistently surfaced receive more interviews.

More interviews lead to more offers.

## Talent Strategy in the Age of Algorithms

More offers shape career paths.

All influenced by a system that determines who is seen first.

The same applies to organizations.

Not all job postings receive equal visibility.

Not all companies are surfaced equally.

Some roles gain traction quickly.

Others struggle to reach the right audience.

Even when the opportunity itself is strong.

Again, this is not random.

It is driven by how systems rank and prioritize content.

This is why awareness matters.



Not because leaders need to control these systems.

But because they need to understand that visibility is not neutral.

It is influenced.

It is shaped.

And it has a direct impact on who enters the hiring process.

When leaders recognize this, their perspective shifts.

They begin to ask different questions.

Are we seeing a full range of candidates?

Or just the ones the system is surfacing?

Are we evaluating the strongest talent?

Or the most visible talent?

Are there gaps in who is reaching us?

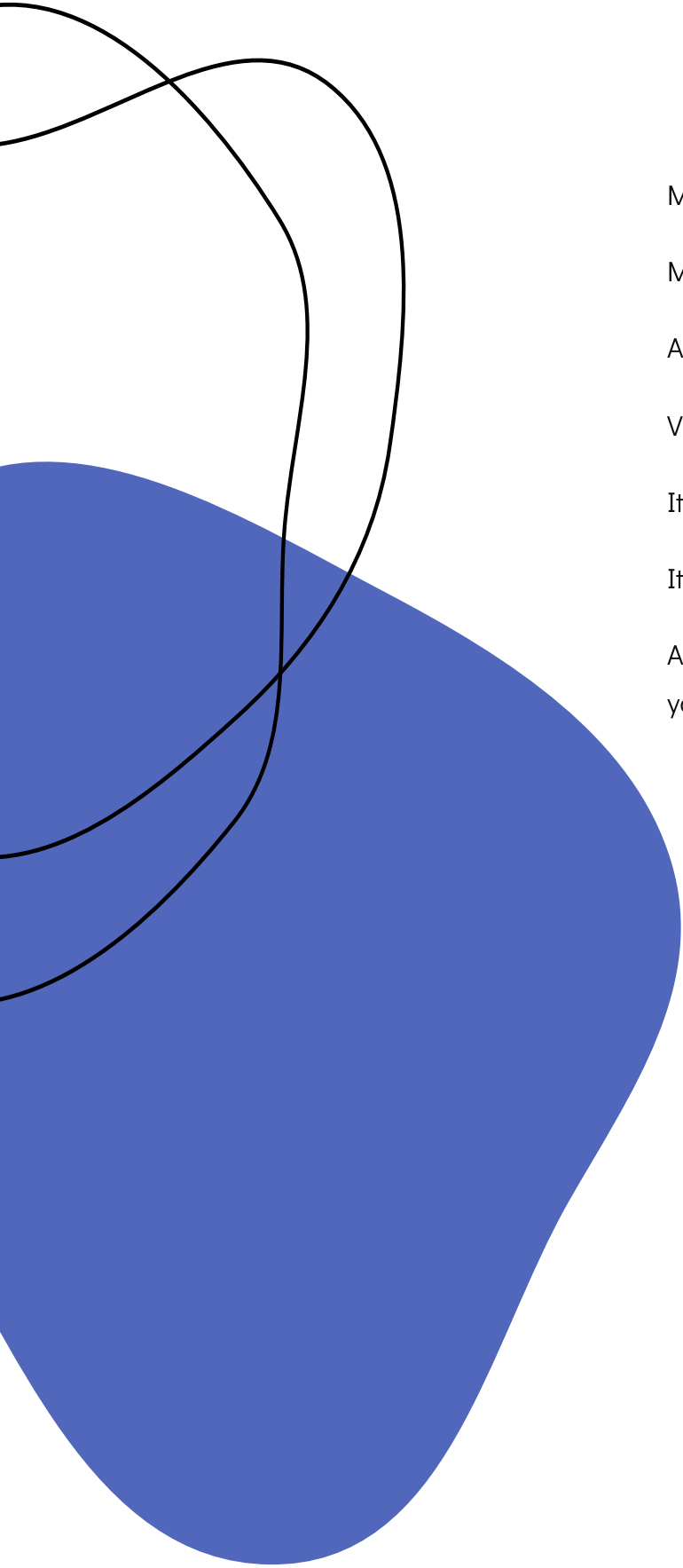
And if so, why?

These questions do not require technical expertise.

They require awareness.

Because once leaders understand that visibility is uneven, they begin to see the process differently.

They become more intentional.



More curious.

More willing to challenge what is in front of them.

And that shift changes how decisions are made.

Visibility is no longer guaranteed.

It is earned.

It is influenced.

And it is shaping your talent pipeline long before you are involved.

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**Chapter 3: The  
Resume Is Being Read  
by Machines First**

Most leaders believe the hiring process begins when someone reviews a résumé.

A recruiter scans experience.

A hiring manager looks for relevant background.

A conversation is scheduled.

That is how it used to work.

But today, the process often starts much earlier.

Before a recruiter reviews a résumé.

Before a leader sees a name.

Before any human judgment is applied.

A system reads it first.

Applicant tracking systems and AI-driven tools now evaluate resumes at scale.

They scan for keywords.

They assess alignment to job descriptions.

They rank and prioritize candidates based on relevance.

This happens instantly.

And in many cases, it determines who moves forward.

This is not always visible to leaders.

They receive a shortlist of candidates.

They assume those candidates have been reviewed and selected based on human judgment.

But in many cases, that shortlist has already been filtered.

Shaped.

Prioritized.

Before a person ever engages.

This changes the nature of evaluation.

Because the first layer of decision-making is no longer human.

It is system-driven.

And systems do not interpret information the way people do.

They do not understand nuance.

They do not recognize potential.

They do not infer intent.

They match patterns.

They prioritize alignment based on inputs.

And those inputs are often rigid.

If a candidate's experience is described differently than the job description, they may not be surfaced.

If relevant experience is implied rather than explicitly stated, it may be missed.

If the structure of a résumé does not align with how the system parses information, it may be undervalued.

None of this reflects the candidate's actual capability.

But it influences whether they are seen.

This creates another layer of the visibility gap.

Leaders are not just seeing a filtered pool.

They are seeing a pool that has been evaluated based on system logic.

And that logic is not always aligned with how leaders think about talent.

This is where disconnect occurs.

A leader may review candidates and feel that the pipeline is weaker than expected.

They may assume there is a talent shortage.

They may question whether strong candidates applied at all.

But in some cases, the issue is not the market.

It is the filter.

Strong candidates may have applied.

They may have relevant experience.

They may be capable of succeeding in the role.

But they were not surfaced.

Not because they were unqualified.

But because they did not align precisely with how the system evaluates inputs.

At the same time, candidates who match the system's criteria more closely may rise to the top.

Even if their overall fit is less aligned with what the role truly requires.

This does not mean the system is ineffective.

It means the system is operating based on defined logic.

And that logic shapes outcomes.



The challenge is that most leaders are not aware of how much influence this layer has.

They trust the process.

They assume the candidates they are seeing represent the best available options.

And they make decisions based on that assumption.



But when the initial filter is not fully understood, decisions are made with incomplete information.

This is where awareness becomes critical.

Not to eliminate the system.

But to recognize its role.

Because once leaders understand that resumes are being evaluated before they are seen, their perspective shifts.

They begin to question what might be missing.

They begin to consider how candidates are being filtered.

They begin to recognize that the pipeline they see is not the entire picture.

And that awareness leads to better conversations.

With recruiters.

With talent acquisition teams.

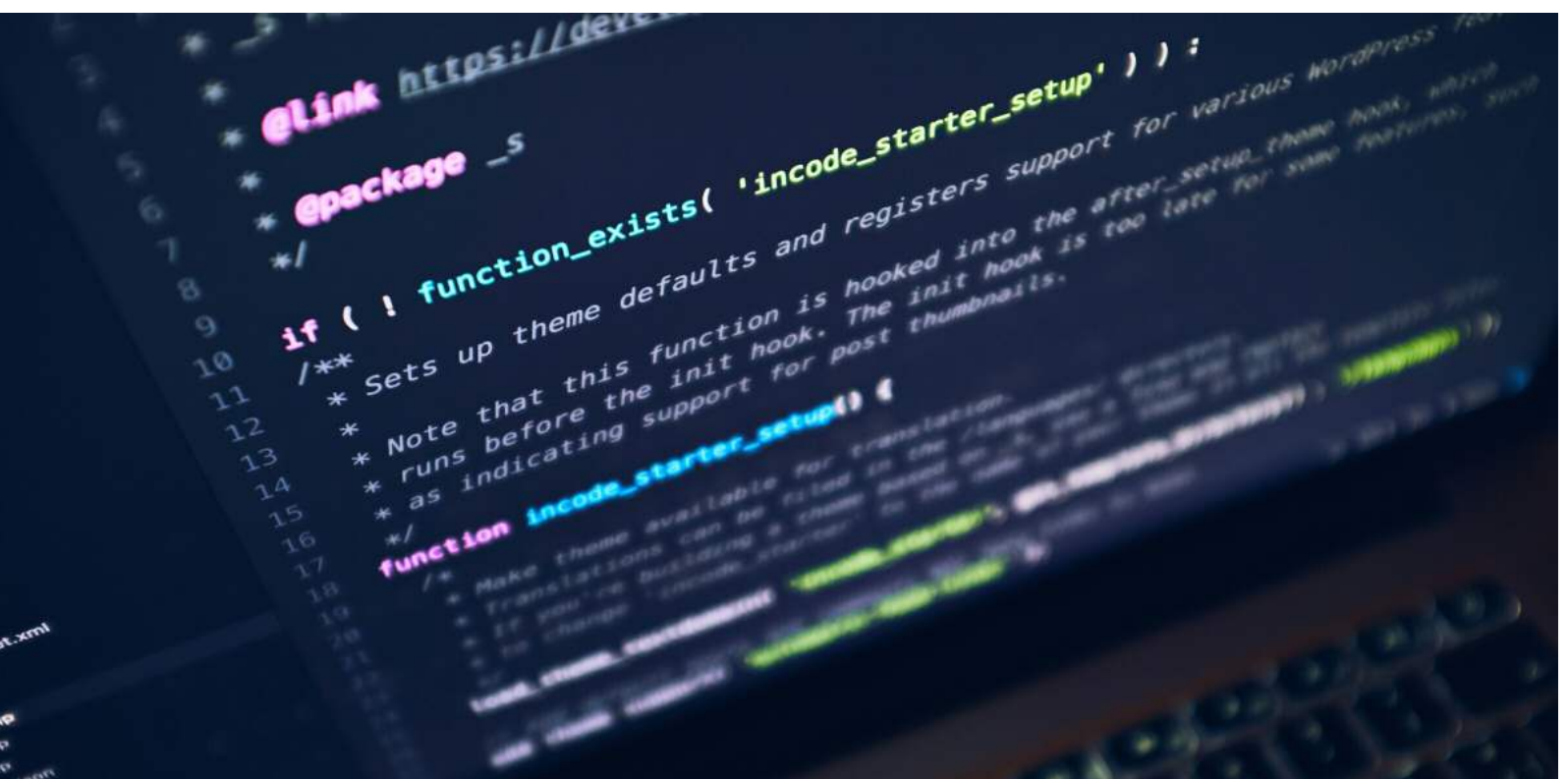
And internally.

It creates alignment around an important reality.

The process is not just about reviewing candidates.

It is about understanding how candidates are being evaluated before they are reviewed.

Because that layer is shaping everything that follows.





**Chapter 4: Job  
Descriptions Are  
Now Data Inputs**

Most leaders think of job descriptions as communication tools.

A way to explain the role.

A way to outline responsibilities.

A way to attract candidates.

And while that is still true...

It is no longer the full picture.

Job descriptions are not just read by people.

They are read by systems.

They are parsed.

Scanned.

Interpreted.

And used as inputs that determine how candidates are matched, ranked, and surfaced.

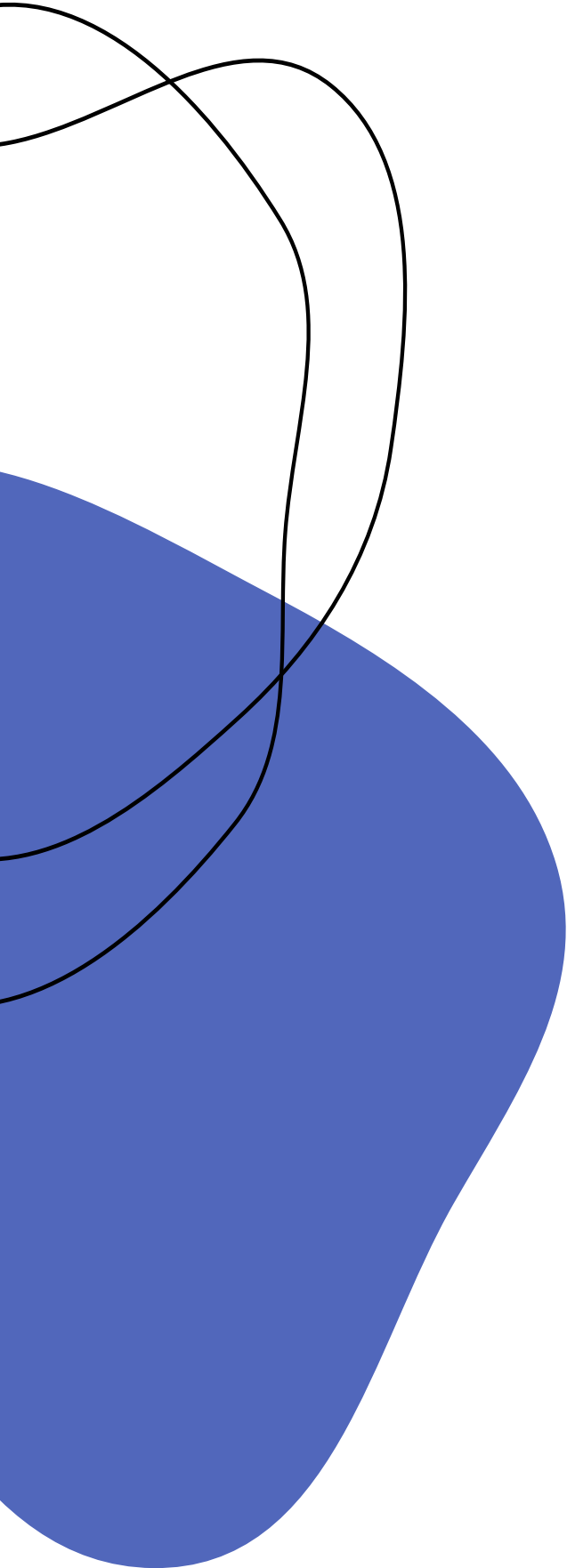
This changes their role entirely.

A job description is no longer just a description.

It is a data input.

And what goes into that input directly influences what comes out of the system.

This is where many organizations create problems without realizing it.



Because most job descriptions are not written with this in mind.

They are written quickly.

Reused from previous roles.

Expanded with additional requirements.

Over time, they become longer, more complex, and less precise.

Not because of intent.

But because of accumulation.

More qualifications are added.

More expectations are layered in.

But in doing so, something important is lost.

Clarity.

And when clarity is lost, alignment suffers.

Not just for candidates.

But for the system itself.

Because systems rely on alignment.

They match based on keywords.

They prioritize based on structure.

When a job description is vague or inconsistent, the system interprets it.

And that interpretation may not reflect what the leader actually needs.

This is where the disconnect begins.

Leaders believe they are defining a role.

But in reality, they are influencing how the system searches for it.

If requirements are too broad, matching becomes diluted.

If expectations are unclear, prioritization becomes inconsistent.

If language does not reflect how candidates describe their experience, alignment is reduced.

And when alignment is reduced, visibility is impacted.

Strong candidates may not match.

Relevant experience may not be recognized.

And the system may surface candidates who align better with the wording, not the work.

This is not about writing better job descriptions in a traditional sense.

It is about understanding that job descriptions now function as instructions.

Instructions to a system that determines what you see.

And if those instructions are not clear, the output will not be either.

This is where leadership matters.

Because while leaders may not control the system itself...

They do control what goes into it.

They define what the role requires.

They define what success looks like.

And those decisions become the inputs the system uses.

If those inputs are misaligned, the system will still function.

But it will not produce the outcomes leaders expect.

When leaders understand that job descriptions are data inputs, they begin to approach them differently.

They prioritize clarity over volume.

Precision over preference.

Alignment over assumption.

Because in an environment shaped by algorithms, clarity becomes a competitive advantage.

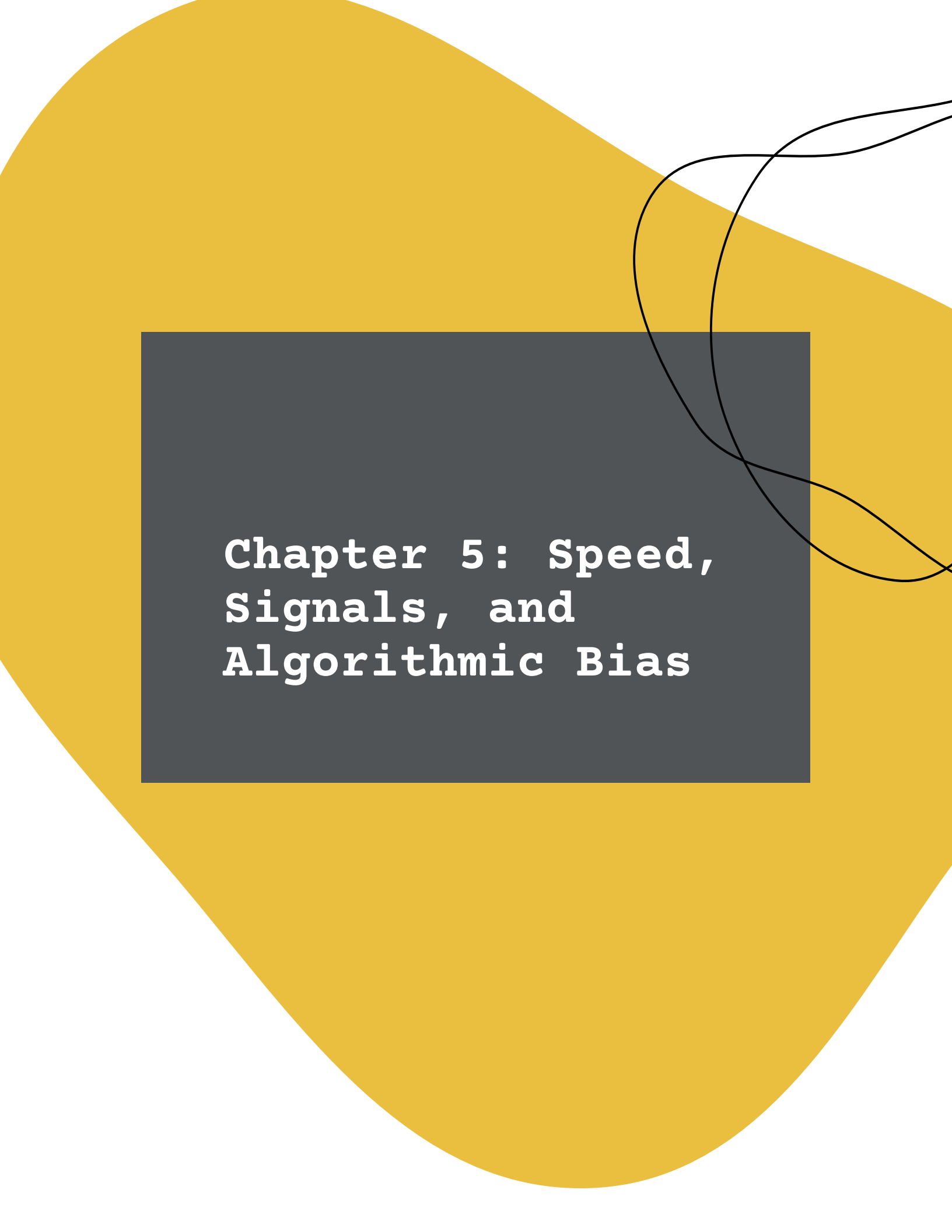
Organizations that define roles clearly are more likely to surface the right candidates.

More likely to create aligned pipelines.

More likely to make better decisions.

Because what goes into the system determines what comes out of it.



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**Chapter 5: Speed,  
Signals, and  
Algorithmic Bias**

Most leaders assume that once a job is posted and candidates apply, the process is relatively straightforward.

Candidates submit applications.  
Recruiters review them.  
Decisions are made.

But in today's environment, something else is happening in parallel.

Systems are not just evaluating content.

They are evaluating behavior.



They are tracking signals.

And those signals influence what gets prioritized.

Often without anyone realizing it.

These signals can include:

How quickly a candidate applies.  
How often they engage with job postings.  
How recently their profile has been updated.  
How active they are on a platform.

Even timing can play a role.

Candidates who apply earlier may be surfaced more prominently.

Profiles that are more active may be ranked higher.

Engagement can influence visibility.

Not because it reflects capability.

But because it reflects activity.

This creates another layer of influence.

One that is not tied to qualifications.

But to behavior.



And behavior within a system does not always reflect real-world performance.

A highly capable candidate who is less active online may be less visible.

A strong performer who applies later in a process may be overlooked.

At the same time, candidates who understand how to navigate platforms may gain an advantage.

Not because they are more qualified.

But because they generate stronger signals.

This is not necessarily intentional.

It is a byproduct of how systems are designed.

Algorithms are built to prioritize engagement, relevance, and recency.

## Talent Strategy in the Age of Algorithms

These factors help systems operate efficiently.

But they also introduce bias.

Not bias in the traditional sense.

But bias in how visibility is influenced.

Toward those who interact more.

Toward those who are more active.

Toward those who understand how the system works.

This creates an uneven playing field.

And once again, most leaders are not aware it exists.

They see a candidate pipeline.

They assume it reflects qualifications and fit.



But in reality, it may also reflect:

Timing.

Activity.

Engagement patterns.

Signals that have little to do with actual capability.

This does not mean the system is flawed.

It means the system is operating based on measurable inputs.

And not all meaningful qualities are measurable in that way.

This becomes particularly important when leaders are trying to understand why certain candidates appear consistently.

Or why strong candidates seem to be missing.

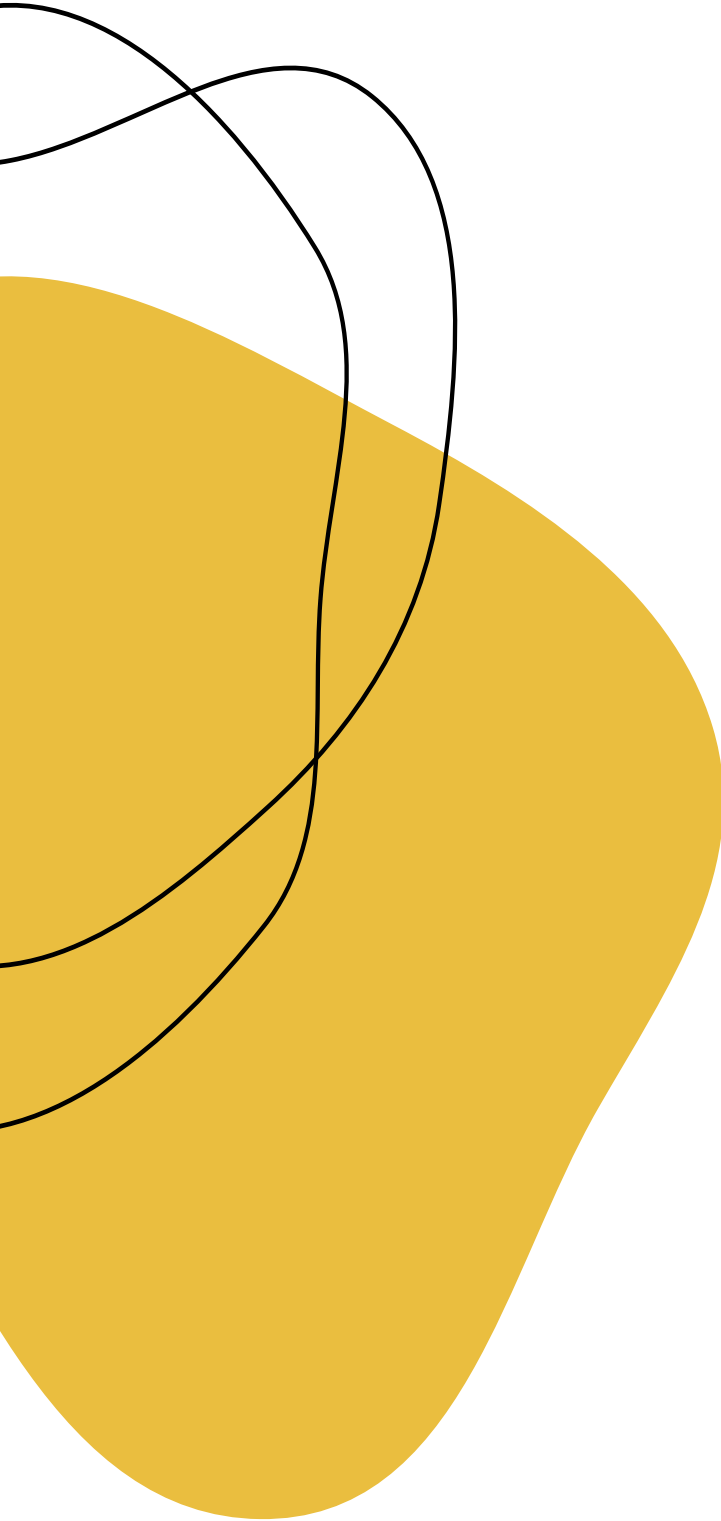
The answer is not always found in the job description.

Or in the market.

Sometimes it is found in how signals are being interpreted.

This is where awareness becomes important again.

Not to control the system.



But to recognize that behavior within the system influences outcomes.

Because once leaders understand this, they begin to ask different questions.

Are we seeing candidates who are the best fit?

Or candidates who are the most active?

Are we unintentionally favoring speed over quality?

Are we missing candidates who are less visible but equally capable?

These questions change how pipelines are evaluated.

They create more thoughtful conversations.

And they reduce the risk of assuming that visibility equals quality.

This also highlights a broader shift.

Talent strategy is no longer just about defining roles and evaluating candidates.

It is about understanding the environment in which those candidates are being surfaced.

Because that environment is influencing outcomes.

Whether it is acknowledged or not.

Leaders do not need to become experts in algorithm design.

But they do need to recognize that signals matter.

Speed matters.

Engagement matters.

And those factors are shaping what they see.

Even when they are not looking for them.

What Leaders Can Do

Leaders do not need to control the system.

But they can influence how its outputs are interpreted.

They can slow down early decisions.

They can ask whether the pipeline reflects the full market, or just the most active candidates.

They can engage talent acquisition teams in conversations about how candidates are being surfaced.

And they can reinforce an important distinction:

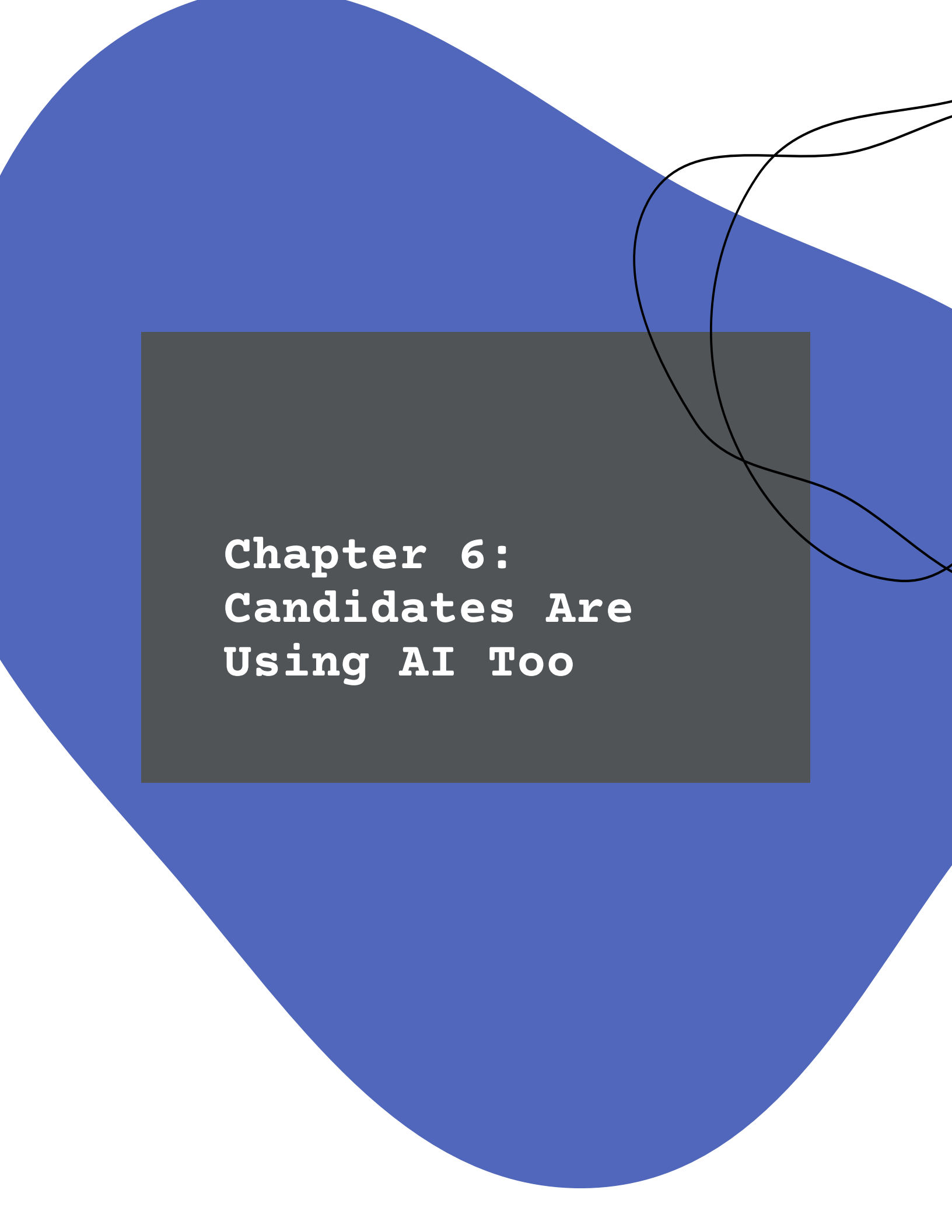
The most visible candidates are not always the most qualified.

These actions do not change the system.

But they change how leaders respond to it.

And that shift improves outcomes.





**Chapter 6:  
Candidates Are  
Using AI Too**

The conversation around algorithms often focuses on how organizations use them.

How systems filter candidates.

How platforms prioritize visibility.

How technology influences hiring decisions.

But there is another side to this shift.

Candidates are adapting.

And in many cases, they are adapting faster than organizations.

Artificial intelligence is no longer just a tool used by companies.

It is being used by candidates throughout the hiring process.

To write résumés.

To optimize profiles.

To tailor applications.

To prepare for interviews.

To research companies.

To generate responses.

This changes the dynamic.

Candidates are no longer presenting themselves the way they naturally would.

They are presenting optimized versions of themselves.

Versions shaped to align with systems.

Versions designed to pass filters.

Versions built to increase visibility.

This does not mean candidates are misrepresenting themselves.

But it does mean the way they present their experience is evolving.

AI tools can:

Rewrite experience using stronger language

Insert keywords aligned with job descriptions

Structure information to match how systems parse data

Generate polished responses to common interview questions

This creates a new layer of complexity.

Because now, both sides of the hiring process are influenced by technology.

Systems are filtering candidates.  
Candidates are optimizing for those systems.  
And leaders are making decisions within that environment.

This introduces a new challenge.

How do you evaluate authenticity?

How do you differentiate between:

Well-presented experience

And actual capability?

Because the gap between those two is becoming harder to see.

A candidate may appear highly aligned on paper.

Their résumé may match the job description closely.

Their responses may be polished and structured.

Their profile may be optimized.

But those signals are no longer purely organic.

They may be assisted.

Generated.

Refined through tools.



Again, this is not inherently negative.

It is a natural response to the environment.

But it does change how leaders should think about evaluation.

Because traditional signals are becoming less reliable.

A well-written résumé no longer guarantees strong experience.

A polished answer no longer guarantees depth of thinking.

A strong profile no longer guarantees real-world execution.

This requires a shift.

From evaluating how candidates present themselves...

To evaluating how they think, respond, and operate.



It requires leaders to move beyond:

Surface-level alignment

And into:

Deeper understanding.

This is where interviews become more important, not less.

But not in their traditional form.

Not as a checklist of questions.

Not as a validation of what is already on paper.

But as a way to explore:

How candidates think

How they make decisions

How they respond when faced with ambiguity

How they handle real-world scenarios

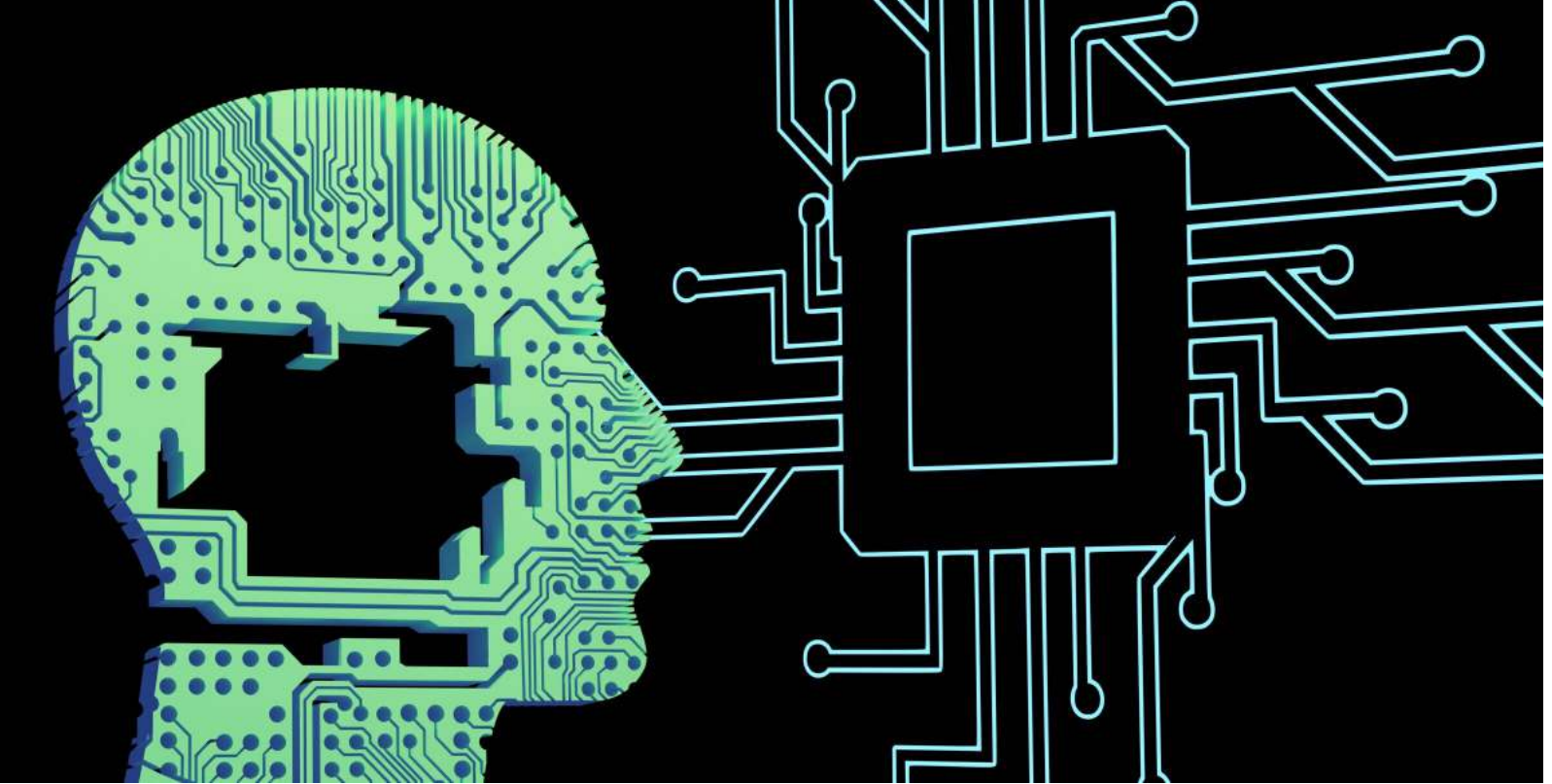
Because those are harder to optimize.

Harder to script.

Harder to generate.

What Leaders Can Do

Leaders do not need to eliminate the use of AI.



But they do need to adjust how they evaluate candidates.

They can shift from asking questions that validate experience...

To asking questions that require real-time thinking.

They can explore how a candidate approaches a problem, not just how they describe one.

They can introduce scenarios that require explanation, not preparation.

And they can pay attention to how candidates respond when they need to go beyond a rehearsed answer.

Because while AI can help candidates prepare...

It cannot replicate how someone thinks in the moment.

The more polished the response, the more important it is to go one layer deeper.

## Talent Strategy in the Age of Algorithms

This shift moves evaluation away from polished responses...

And toward real capability.

This also reinforces an earlier point.

Leaders cannot rely solely on what they are shown.

Not by the system.

And not by the candidate.

They must engage more intentionally.

Ask better questions.

Create space for real thinking.

And look for signals that are harder to manufacture.

This is the next evolution of talent strategy.



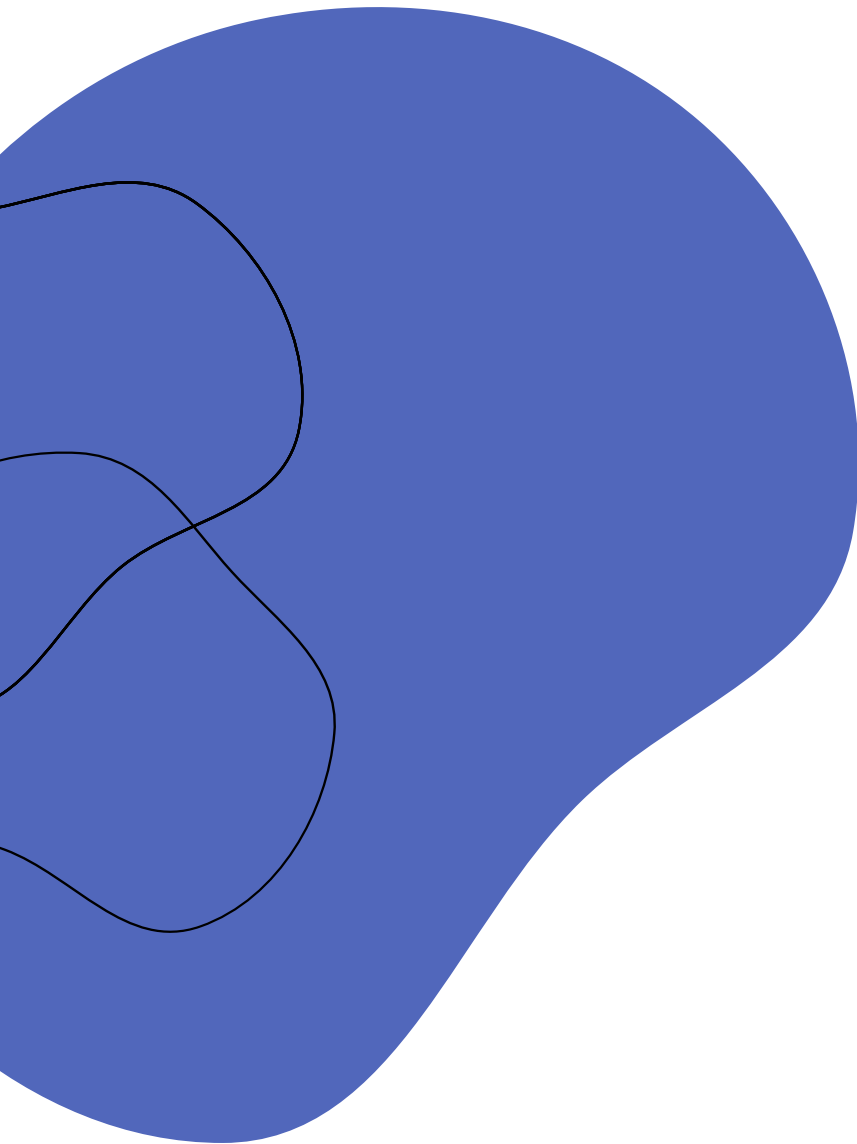
It is no longer just about understanding systems.

It is about understanding how people are adapting to them.

Because when both sides are influenced by technology, the process becomes more complex.

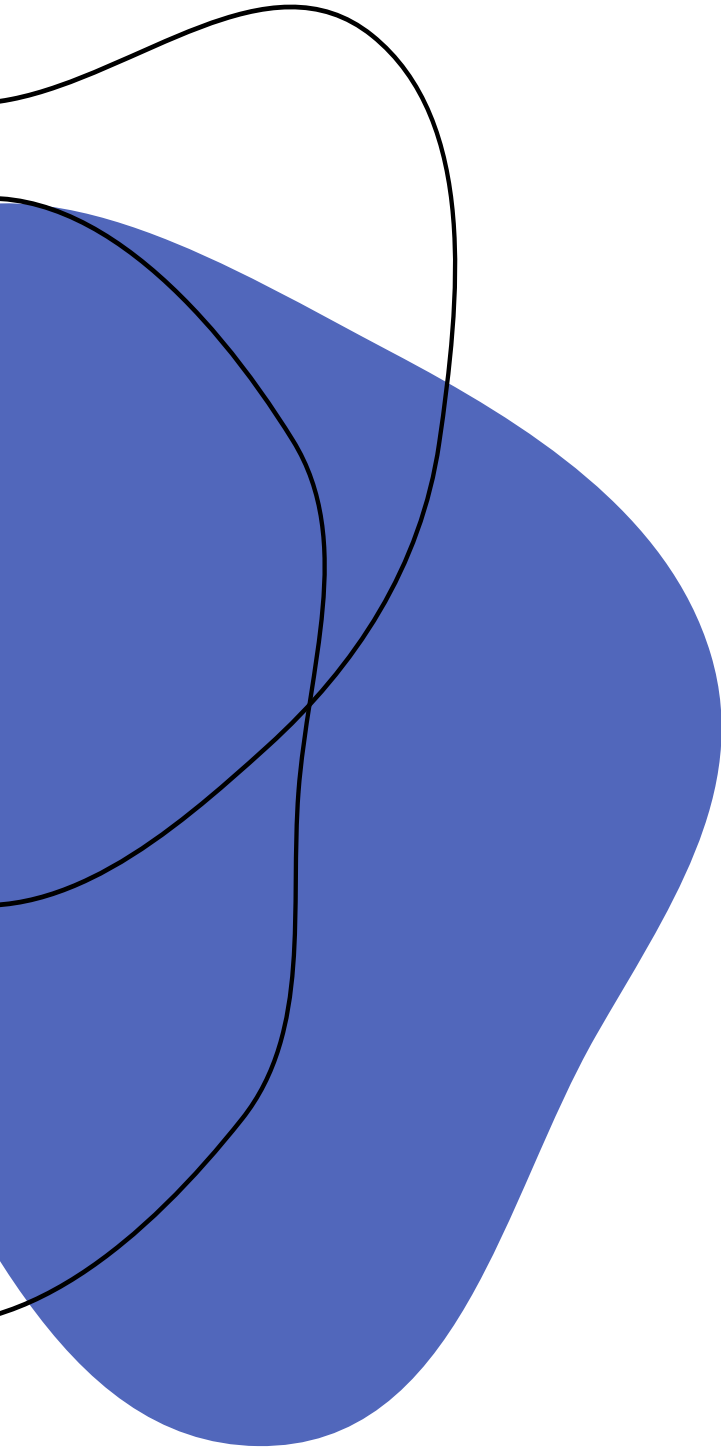
And the role of leadership becomes more important.

Not less.



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**Chapter 7:  
Leadership Blind  
Spots**



By this point, most leaders recognize that something has changed.

They understand that systems influence visibility.

They see that candidates are being filtered before they are reviewed.

They begin to recognize that inputs, signals, and behavior all play a role in shaping outcomes.

And yet, even with that awareness...

There are still blind spots.

Not because leaders are unaware.

But because the assumptions they have relied on for years are still influencing how they think.

The first blind spot is this:

Believing that visibility equals quality.

Leaders see a group of candidates.

They assume that group represents the strongest available talent.

But as we have seen, visibility is shaped.

Filtered.

Influenced by inputs, signals, and behavior.

What is visible is not always what is best.

And what is best is not always what is visible.

The second blind spot is overconfidence in the process.

Leaders trust that the system is working as intended.

That candidates are being surfaced accurately.

That the process is producing the right outcomes.

But most leaders are not close enough to the process to evaluate that assumption.

They see the output.

They do not see how it was created.

And without that visibility, it is easy to assume alignment where it may not exist.

The third blind spot is relying too heavily on presentation.

Strong résumés.

Polished answers.

Well-structured profiles.

These signals have traditionally been indicators of capability.

But in an environment where both systems and candidates are optimizing for visibility, those signals are less reliable.

What looks strong is not always strong.

And what appears aligned is not always accurate.

The fourth blind spot is assuming consistency.

Leaders often believe that the process is applied evenly.

That candidates are evaluated the same way.

That decisions are made using consistent criteria.

But when multiple layers of influence exist – systems, signals, timing, behavior – consistency becomes harder to maintain.

And small inconsistencies compound over time.

The fifth blind spot is underestimating their own role.

Leaders may believe that because they are not involved in the systems, their influence is limited.

But that is not the case.

They define roles.

They approve inputs.

They make final decisions.

And they shape how the process is interpreted.

Their influence is not in controlling the system.

It is in how they respond to it.

This is where the shift happens.

Not in gaining full visibility.

Not in controlling every variable.

But in recognizing that leadership behavior still matters.

More than ever.

Because in a process shaped by multiple layers of influence, clarity becomes critical.

Alignment becomes essential.

And intentional decision-making becomes the differentiator.

What Leaders Need to Do Differently

Leaders do not need to become experts in technology.

But they do need to become more intentional in how they engage with the hiring process.

They need to question what they are seeing.

Not assume it is complete.

They need to explore how candidates are being surfaced.

Not just evaluate the ones in front of them.

They need to go deeper in conversations.

Not rely on surface-level signals.

They need to align more clearly on what success looks like.

Not assume it is understood.

And they need to recognize that their role is not passive.

It is active.

Even if they are not managing the system directly.

Because in the end, the system does not make the final decision.

Leaders do.



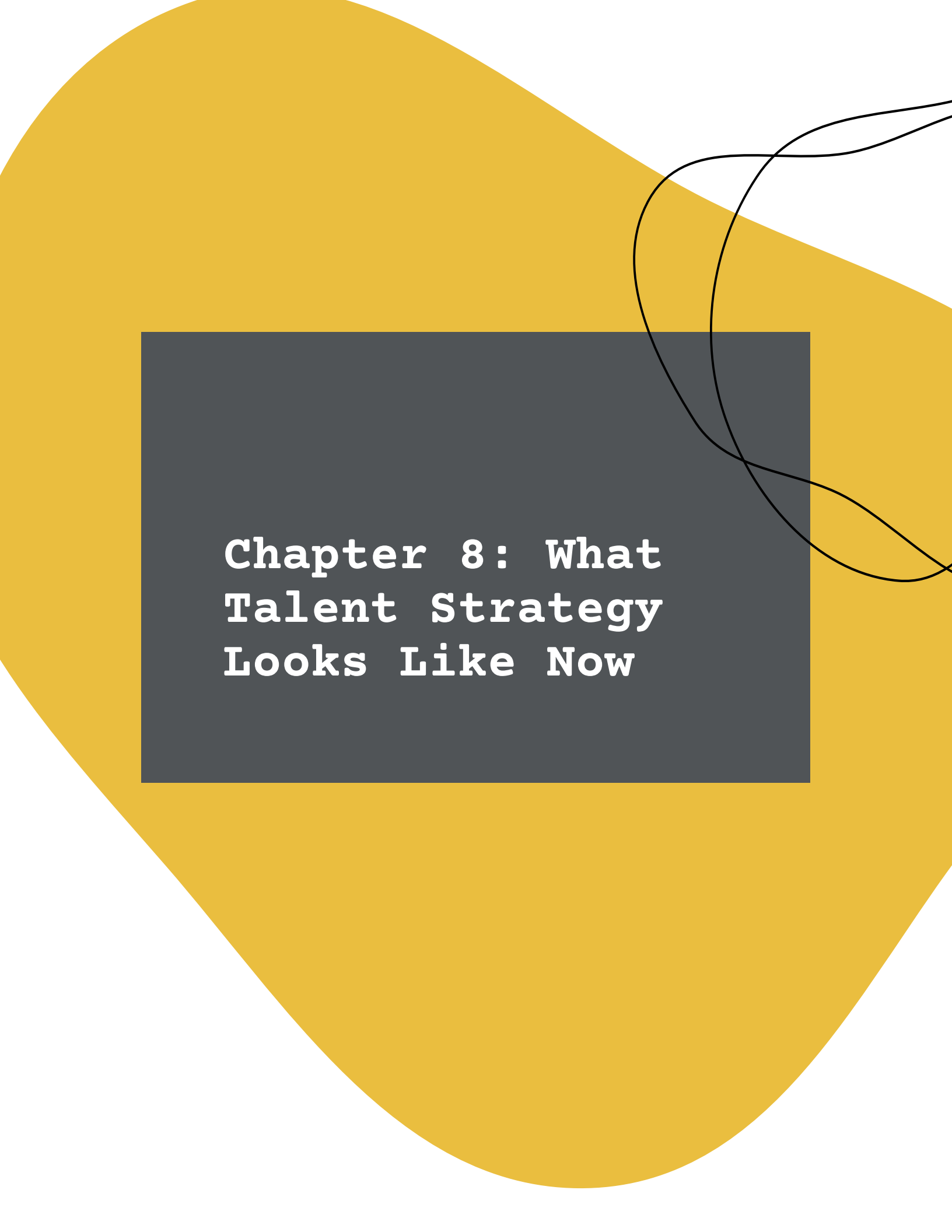
And those decisions shape teams.

They shape performance.

They shape culture.

The systems may influence the process.

But leadership defines the outcome.



**Chapter 8: What  
Talent Strategy  
Looks Like Now**

## Talent Strategy in the Age of Algorithms

At this point, the question is no longer whether talent strategy has changed.

It has.

The question is what leaders do with that reality.

Because understanding the system is not the goal.

Responding to it differently is.

Talent strategy is no longer defined by process alone.

It is defined by awareness.

Awareness of what is influencing visibility.

Awareness of how candidates are being filtered.

Awareness of how signals, timing, and behavior shape outcomes.

And awareness of how candidates themselves are adapting.



This does not require leaders to become technical experts.

But it does require them to become more intentional.

More curious.

More engaged.

The role of leadership in hiring has shifted.

It is no longer about participating at the end of the process.

It is about shaping how the process is understood.

Leaders must move from:

Assuming visibility

To questioning it

From:

Trusting the pipeline

To understanding how it was built

From:

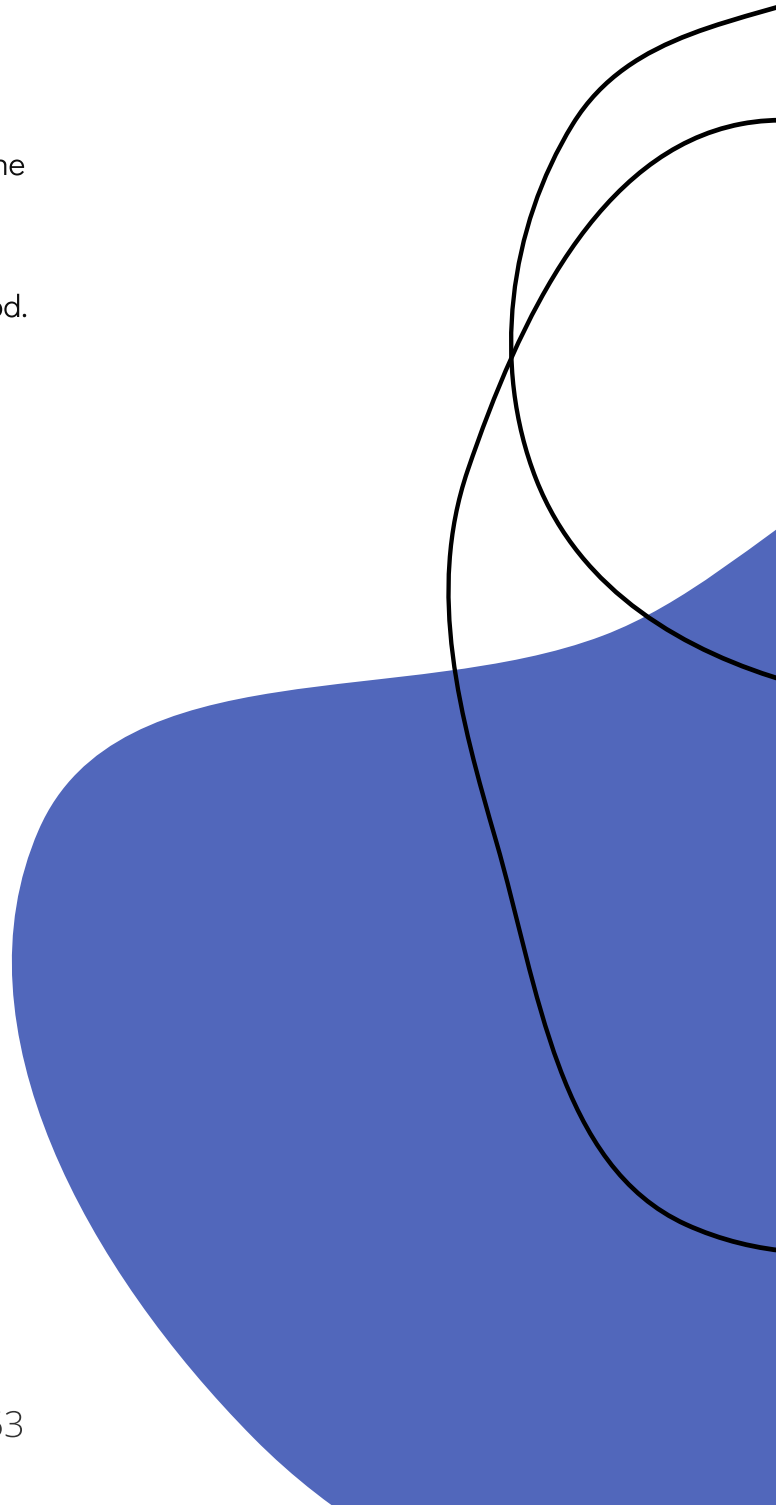
Evaluating presentation

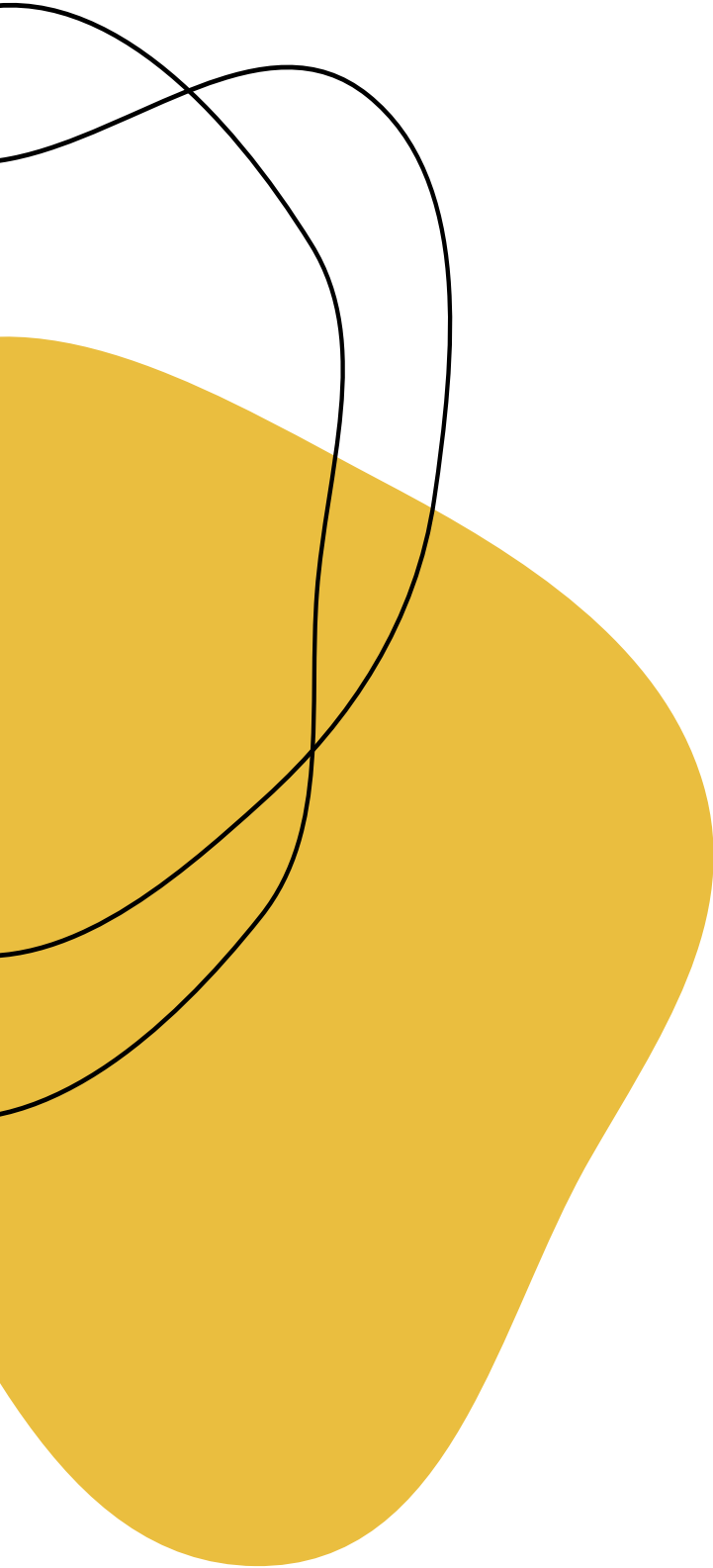
To exploring capability

From:

Moving quickly

To making deliberate decisions





And from:

Delegating hiring  
To owning outcomes

This is what modern talent strategy requires.

Not control over every system.

But clarity in how decisions are made within  
them.

Because the environment will continue to evolve.

Systems will become more advanced.

Candidates will become more sophisticated.

And the process will become more complex.

But one thing will remain constant.

Leaders will still be responsible for the decisions.

And those decisions will still shape the  
organization.

They will determine who joins.

Who leads.

Who influences others.

And ultimately, what the organization becomes.

This is why this matters.

Not because of technology.

But because of impact.

Talent strategy is not about keeping up with tools.

It is about making better decisions in a changing environment.

And that responsibility does not sit with systems.

It sits with leaders.

Using Technology to Your Advantage

The goal is not to push back on these systems.

Or to question whether they should exist.

They are now part of the environment.

And when used well, they can be a significant advantage.

They can expand reach.

They can increase efficiency.

They can create more consistency in how candidates are evaluated and surfaced.

But only if they are understood.

Strong leaders do not resist new technology.

They support it.

They recognize its value.

And they focus on how to use it more effectively.

They ensure their inputs are clear.

They align expectations before roles are ever introduced into the system.

They engage more intentionally in how outputs are interpreted.

And they treat the system as a tool to enhance decision-making—not replace it.

Because the advantage is not in the technology itself.

It is in how it is used.

Organizations that embrace this shift thoughtfully will move faster.

See more clearly.

And make better decisions.

Not because the system is perfect.

But because leadership is intentional.

Final Thought

You may not control what the system shows you.

But you are still responsible for what you choose from it.

And that choice defines everything that follows.



## Talent Strategy...

Talent Strategy in the Age of Algorithms," leaders are urged to confront the hidden influences of algorithms in hiring processes, which shape candidate visibility and selection well before human judgment comes into play. This book emphasizes the critical need for awareness in talent strategy, as leaders must recognize that their decisions are based on a filtered reality that can obscure the best talent. By understanding the dynamics of visibility, filtering, and prioritization, leaders can make more informed choices that enhance their organization's hiring outcomes and overall culture.

