

# Elemental Value Consulting 2025 & Beyond Talent Management Report



**2025**



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# ELEMENTAL VALUE CONSULTING 2025 AND BEYOND TALENT MANAGEMENT REPORT

## 1. INTRODUCTION AND OBJECTIVES

In the contemporary business environment, research and continuous learning have evolved from strategic choices to fundamental necessities for adapting to rapidly changing economic and technological landscapes. At Elemental Value Consulting, we maintain a commitment to supporting our consultants in understanding the forces shaping future workforce dynamics and aligning their professional practice accordingly. We foster a culture of knowledge acquisition, collaborative learning, and intellectual discourse. These discussions, integrated with our operational workflows and professional experiences, generate insights that inform new perspectives and strategic approaches.

Elemental Value Consulting 2025 and Beyond Talent Management Report has been developed to disseminate these insights with stakeholders and business professionals. These findings serve as foundational elements in developing our strategic roadmap and designing innovative products and services.

## 2. FOUNDATION OF THE REPORT

Johann Hari, in his work *Stolen Focus*, examines the implications of accelerated and superficial information flows on individual lifestyles. Throughout this transformation, individuals and institutions develop diverse competencies to adapt to evolving conditions.

Elemental Value maintains systematic observation of changing talent and leadership expectations through long-term client collaborations. The dynamics driving fundamental transformations in labor markets are analyzed through periodic reviews and academic research. The resulting data is integrated with professional expertise in developing corporate strategies.

This approach, grounded in continuous learning and knowledge sharing combined with a commitment to excellence, established the framework for this report. This study aims to provide a valuable resource for stakeholders and evolve into formats responsive to emerging needs based on stakeholder feedback.



### 3. FUTURE WORKFORCE AND BUSINESS MODELS – GLOBAL AND TURKISH PERSPECTIVES

The business landscape is undergoing a significant transformation driven by accelerating technological developments and demographic shifts. The conditions characterized as the "new normal" continue to evolve, with each development challenging the validity of existing knowledge and practices. This dynamic necessitates the "learning – unlearning – relearning" cycle as a strategic imperative for individuals and institutions. This cycle requires organizational and individual flexibility to abandon outdated information, while critically evaluating newly acquired knowledge during the relearning process.



#### 3.1. TRANSFORMATIONS IN THE CONTEMPORARY LANDSCAPE

This report incorporates findings from 22 national and international authoritative studies, complementing Elemental Value Assessment data. The analysis identifies four principal trends expected to impact the business environment and organizational structures through 2030.

##### Trend 1: Increasing Machine Integration and Evolving Human Roles

The data in the World Economic Forum's Future of Jobs Report clearly shows the level of machine-human collaboration. As of 2025, approximately 47% of jobs are run solely by humans. However, this rate is expected to decrease significantly to 33% by 2030. On the other hand, there is an increase in the work that machines perform entirely on their own. Machines now take on tasks as independently as humans. So, in the future, we will have to be responsible not only for our own work, but also for the processes carried out by machines. In this context, new positions are expected to emerge to manage artificial intelligence agents or autonomous artificial intelligence teams.



2025	47	22	30
2030	33	34	33

Reference: WEF Future of Jobs Report 2025



### Current Context in Turkey

According to the WEF Future of Jobs Report data, 44% of employers in Turkey predict that the skills required in existing jobs will change significantly. Turkish Statistical Institute data corroborates this transformation. While the rate of artificial intelligence usage in Turkish startups was 2.7% in 2021, this rate has increased to 7.5% by 2025. Although there has been a threefold increase in proportion, it is seen that the use is still limited at the general level. However, when examined on the basis of sector and function, it is determined that the usage rates are up to 47% in some areas, while it remains at 4-5% in others. This shows that we have entered a diverse period that reflects the changing needs of different sectors and business areas. This diversity requires Human Resources departments and consultants to develop tailored approaches.

Additionally, substantial age-related variations exist in AI adoption. The average use of Artificial Intelligence is 30% between the ages of 25-34; 15.5% between the ages of 35-44; 7.1% between the ages of 45-54 and 1.7% between the ages of 65-74. We see that the usage at the age of 35, 45, 55 has decreased by half compared to the previous age group.

### Artificial Intelligence Transformation Projects in Institutions

Although working with artificial intelligence and machines is seen as a powerful lever to increase efficiency and profitability, the latest research published by the Massachusetts Institute of Technology (MIT) reveals that this expectation has not been met to a large extent. Research findings indicate that approximately 95% of AI investments have failed to deliver anticipated returns. Additional time and systematic implementation are required to translate individual productivity gains from AI applications into enterprise-level performance improvements.

According to the Boston Consulting Group's global research covering more than 1,000 companies, it was determined that companies that have achieved a small number of success in artificial intelligence transformation allocate only 20% of their investment to technology and 10% to algorithms; however, they focus approximately 70% on "people and processes". These research findings indicate that organizations unable to enhance their AI utilization capabilities will not achieve returns on technological investments.

Briefly, business models are evolving at unprecedented velocity, with artificial intelligence as the primary catalyst. For current business professionals, no previous technological advancement has generated comparable levels of excitement and concern regarding workplace integration.

Digital "AI colleagues" will soon function alongside human workers, creating hybrid business structures combining human creativity and intuition with AI-enabled processing speed. Successful organizations will simultaneously develop human potential while embracing technology. Future leaders will be those capable of effectively managing both human and artificial intelligence.

### **HR and Leadership Responsibilities:**

HR and Leaders bear significant responsibility for developing employee AI competencies to accelerate investment returns on corporate performance. At this point, Business Unit Leaders and HR need to work hand in hand and act as strategic partners.

- Leaders and Human Resources professionals should demonstrate courage in adopting perspective- changing approaches
- Transformation is motivated by necessity and curiosity. HR and Leaders should cultivate personal curiosity and explore methods to enhance employee enthusiasm, significantly improving transition efficiency

### **Emerging HR Positions:**

- Positions that enable digital employees and human employees to adapt to each other;
- Learning & Development and HR employees who will spread the artificial intelligence perspective and usage skills in the organization;
- Roles will need to be created to coach/mentor leaders who will manage digital roles.

### **New HR System Requirements:**

In this transformation, it will be essential to establish continuously functioning systems in order to make the correct measurement and monitor it. The basis of these systems will be the adaptation skills of the employees, the courage to change and the ability to reflect on their performance by using technological opportunities effectively.



## Trend 2: Declining Academic Skills

UNICEF's 2025 Child Welfare Report contains remarkable warnings for OECD member countries, including Turkey. When long-term trends are examined, certain progress has been made in child welfare after 2000. For example, the decrease in child mortality rates and the increase in schooling rates are among these developments. However, the 2018-2022 period demonstrates stagnation or decline in certain indicators. In particular, the decrease in life satisfaction, the decline in academic skills and the increase in the rate of overweight children, together with the impact of multiple global crises (climate crisis, conflicts, pandemic, demographic change and digital transformation), make child welfare more fragile.

### The state of skills in Turkey

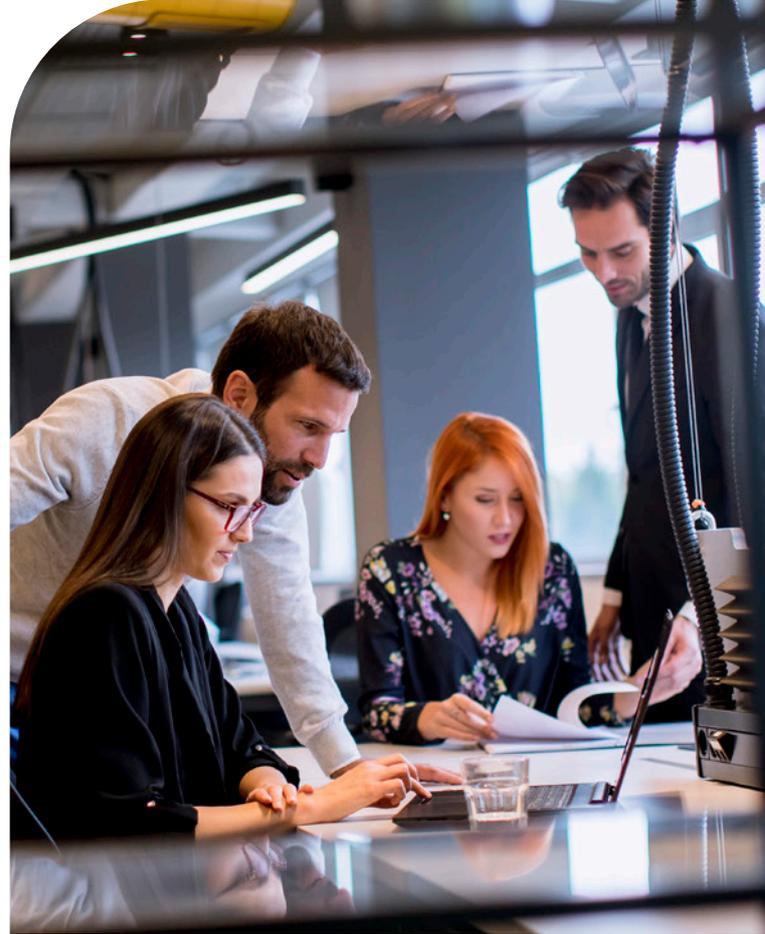
Turkey ranks 37th among 41 countries in social and academic skills. For Turkey, this situation indicates that an integrated approach is required not only to academic outcomes but also to mental health, social skills and quality of life indicators in assessment and evaluation systems. Sustainable strengthening of child welfare depends on the restructuring of education policies on the axes of resilience to crises, combating inequality and social-emotional learning.

Elemental Value assessment center data reveals parallel findings: participant "Positive" ratings in recruitment and promotion Assessment Centers declined from 59% in 2023 to 50% in 2024. This decline is more pronounced in mid-level management positions.

Observations indicate that the primary cause of this decline is the reduction in reading, comprehension, and critical thinking capacity. International reports confirm declining reading comprehension skills.

In summary, organizations and leaders who do not passively follow the directions of artificial intelligence but use it effectively in line with their own strategic goals and business priorities will be successful in this transformation process. Actors who develop "Openness to Learning" and "Critical Thinking" competencies will gain a significant competitive advantage in this process.

Looking at the Elemental Value data, it is seen that the success rate for the expert levels is 70% on average, while the success rate for the Manager level remains at a mediocre level of 58%, according to the results of the personality inventory conducted in the first 9 months of 2024 and 2025. While this success rate is positive at the expert level, it is noteworthy that the general ability test results at a similar level are well below the level of 60% and above, which is considered successful with a rate of 45%.



### HR and Leadership Responsibilities

- Raising awareness of employees about the use of artificial intelligence on an individual scale without waiting for it to be used on a corporate scale
- Measurement and continuous improvement of cognitive skills.
- Creating a working culture that encourages the use of new ideas and new information, is open to learning, and has high curiosity.
- Creating a work culture that allows transparent, open communication, free thought and creativity, where critical thinking can flourish.

### Trend 3: The Multi-Generational Workforce Era has started and will continue

While the average life expectancy of newborns globally was 32 years in the 1900s, this period has more than doubled to 71 years as of 2021. According to World Health Organization data, although there was a decrease in life expectancy in all regions except the Western Pacific countries in the 2019-2020 period, it has started to increase again as of 2021. For the same year, the average life expectancy was recorded as 71 years on a global scale and 76 years in Europe.

#### Current Context in Turkey

Turkish Statistical Institute data indicate that life expectancy at birth increased from 72 years in 2000 to 78.1 years in the 2022–2024 period. This increase shows that Turkey now has an ageing population structure. In parallel with the worldwide trend, the proportion of the elderly population in Turkey is also increasing. According to estimates, elderly individuals make up 9.8% of the world's population; In Turkey, this rate is 9.7%. With this rate, Turkey ranks 68th among 167 countries according to the proportion of the elderly population. According to current classifications, individuals up to the age of 38 are defined as "young" and between the ages of 38 and 55 as "experienced youth"; Old age begins after the age of 65.

This demographic shift has generated significant, enduring workplace effects. Four different generations are now working concurrently—an unprecedented phenomenon in business history. However, for the first time in Turkey, new generations do not have a similar advantage in terms of education level, although they are more numerous than previous generations.

In summary, the demographic profile of employees and leaders has undergone a significant transformation, and this trend is expected to continue in the coming period.



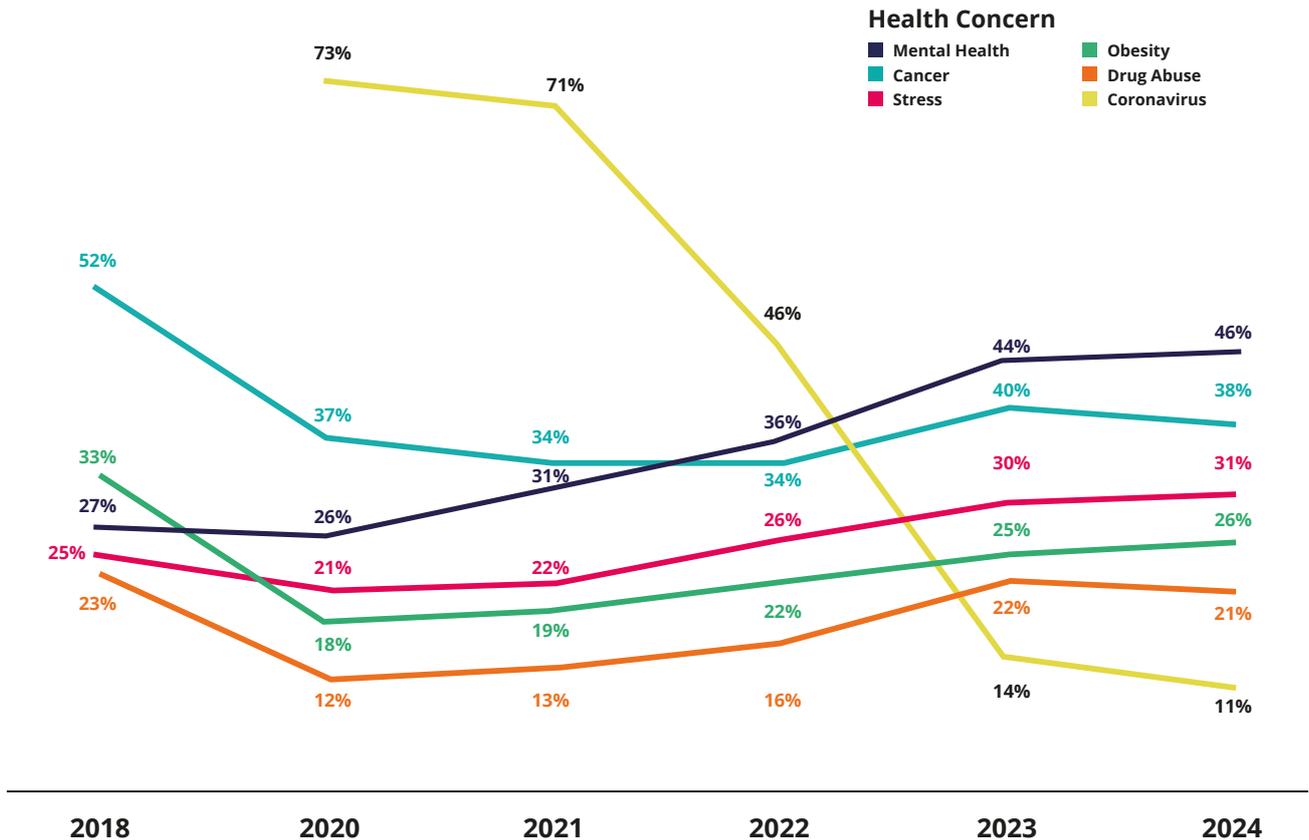
#### HR and Leadership Responsibilities

- Designing learning and development resources for diverse generational audiences
- Establishing academies focused on upskilling and reskilling development programs
- Integrating skill-based, micro-program assessment and evaluation throughout learning and development processes

**Trend 4: Challenging economic and living conditions are driving significant shifts in business culture and organizational environments.**

The global economy entered a challenging period with the pandemic. The disruptive digital transformation process that started simultaneously with the Covid-19 pandemic and the subsequent introduction of artificial intelligence to individual use has transformed business life at a speed beyond predictions. The adaptation difficulties created by the rapid spread of machine-human collaboration, combined with the uncertainties caused by wars and economic contraction, have had serious social and institutional effects.

According to IPSOS' 2024 Health Service Report, mental health issues, which became the biggest health concern globally in 2023, maintained this position in 2024. While the proportion of individuals who considered mental health as their top health concern was 27% in 2018, this rate has increased to 45% as of 2024.



This trend, termed the "Pandemic of Unhappiness," reflects individual reactions to rapid social and technological changes. Anticipated resilience and endurance capabilities did not develop to the expected levels during the pandemic. According to Deloitte's 2025 Gen Z and Millennial Survey, only 6% of Gen Z identify achieving leadership positions as their primary career objective. Young professionals increasingly avoid senior roles associated with high stress and anxiety, orienting toward alternative career paths.

66% of women and 58% of men report stress. Generation Z women represent the most challenged demographic, with 40% globally experiencing daily sadness or hopelessness for extended periods.

**Current Context in Turkey**

According to IPSOS' 2024 research, stress levels in Turkey are at the highest level with a high rate of 76%. Among the 31 countries in the survey, Turkey is the country with the highest number of mental illnesses after the USA, with a rate of 38%.

To summarize, the motivations and perceptions of life of the new generations (GenZ and Millennials), who did not have the hope of "achieving better living standards" than the previous generation for the first time with the difficult living conditions, have changed dramatically compared to previous generations (Gen Y, X). We are in a period where the motto "work hard to achieve your goals", which has come from the very beginning of corporate life, has become meaningless. Because the "goal" in question is no longer a place to go. This brings with it two results:

- 1- Elevated turnover rate
- 2- Expanding talent gap in leadership positions.

Companies are focusing more on standard practices for well-being and psychological safety in their definition of "success" for sustainable performance.

### **HR and Leadership Responsibilities**

- Redefining "success" and "career" concepts.
- Leaders need to understand the importance of employee development and to improve themselves in this regard.
- As leadership is transforming, HR provide coaching to leaders.



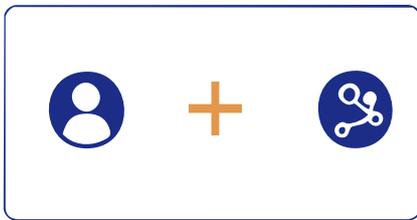
### **3.2 FUTURE BUSINESS TRENDS**

According to the World Economic Forum's Future of Jobs Report 2025, 22% of the workforce will transform by 2030, creating 170 million new positions while eliminating 92 million jobs—yielding net growth of 78 million positions. Goldman Sachs's March 2023 article "The Potentially Large Effects of Artificial Intelligence on Economic Growth" projects 300 million job losses during this transformation.

Studies conducted globally and in Turkey indicate this trend will manifest as AI-driven job opportunity decreases (2025-27) followed by increases.

Microsoft's 2025 Work Trend Index Annual Report examines how business models are shaped by artificial intelligence. The report summarizes the reflection of human-artificial intelligence collaboration on working life in three stages. In the first stage, which we are all familiar with and are currently experiencing, artificial intelligence helps people work faster and increases productivity by assisting them.

Frontier Firm, whose name we will hear more frequently in the coming period, will create teammates from artificial intelligence agents in the second stage. In other words, the "digital colleagues" of the people in a team will also take on certain tasks. In the third phase, which is aimed to be reached in 2-5 years, a business model will be reached in which artificial intelligence agents perform all tasks and people control workflows by simply determining direction. In other words, digital employees will carry out processes end-to-end under human leadership.



### Phase 1

## Human with assistant

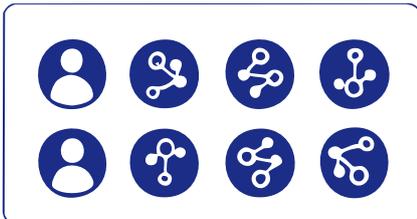
Every employee has an AI assistant that helps them work better and faster



### Phase 2

## Human-agent teams

Agents join teams as "digital colleague," taking on specific tasks at human direction



### Phase 3

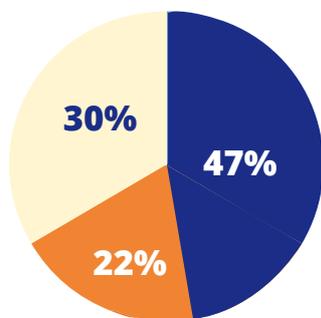
## Human-led, agent-operated

Humans set direction and agents execute business processes and workflows, checking in as needed

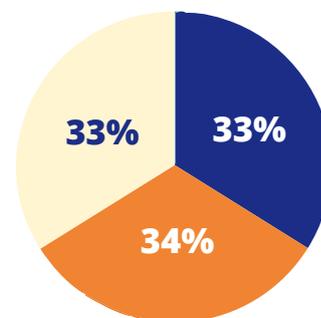
Reference: Microsoft 2025 Work Trend Index Annual Report

These predictions are in line with the results of the Future of Jobs Report 2025 on the evolution of human-machine collaboration.

2025 WORK TASKS PROPORTION



2030 WORK TASKS PROPORTION



■ Human  
■ Machine  
■ Machine-Human Collaboration

According to the results of the research, the current job rates as of 2025 are as follows: 47% human, 22% machine, 30% human and machine collaboration

The 2030 projection is as follows: 33% human, 34% machine, 33% human and machine collaboration

In order to adapt to this change, new competencies such as digital literacy, data analysis and complex problem solving come to the fore.

This trend indicates that the demand for business professionals working collaboratively with artificial intelligence will increase. Human creativity, evaluative capability, and emotional intelligence combined with AI-enabled data processing generate more efficient outcomes through human-machine collaboration.

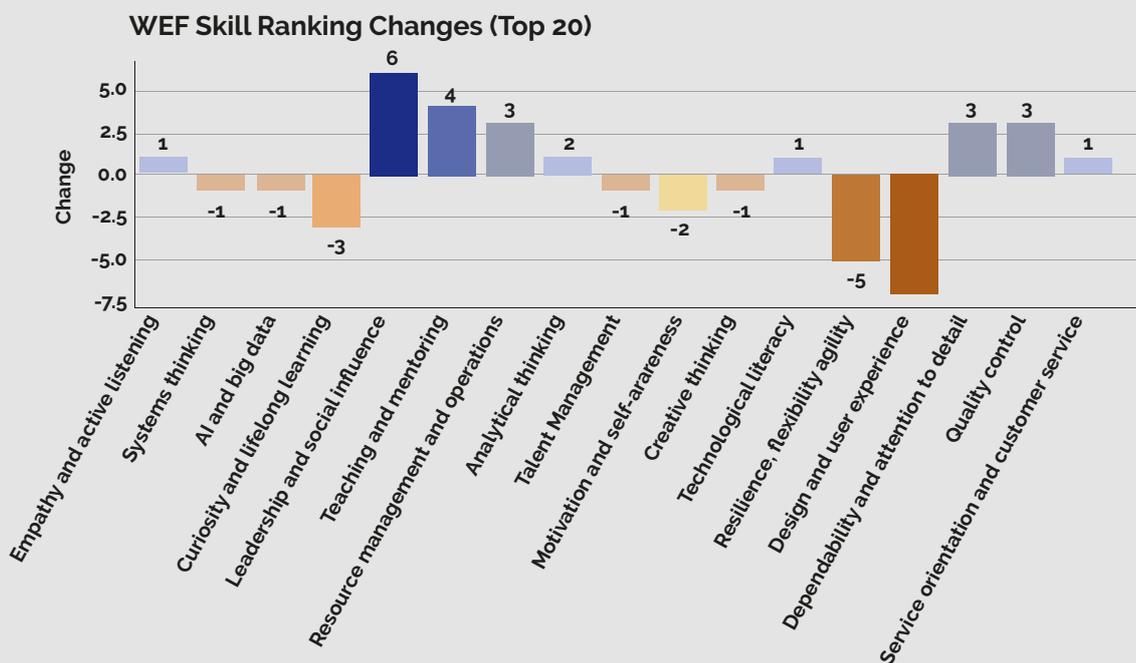
### 3.2.1 EMERGING SKILLS

According to data from the World Economic Forum (Future of Jobs Report 2025), over 1,000 employers from 55 countries surveyed predict that 39% of employees' core skills will change by 2030. The fact that this rate was stated as 44% in the 2023 report makes the decrease in the 2025 projection remarkable. One possible reason for this trend is that businesses are increasingly investing in continuous learning, upskilling and reskilling programs that enable them to more accurately predict and manage future skills requirements.

When we compare the rising skills of the WEF Report for 2023 and 2025, the "Analytical thinking" skill maintains its first place.

"Creative thinking," skill second in 2023, declined to fourth in 2025, replaced by "Resilience, flexibility and agility."

"Leadership and social influence" skill rose from ninth (2023) to third (2025).



#### The Biggest Change in the Top 20 Skills:

- Leadership and social influence: Great rise (+6 positions)
- Dependability and attention to detail (-7 positions) and "Quality Control" (-5 positions)

#### New entrant in the top 10:

"Talent Management" and "Service orientation and customer service" skills both climbed three spots each to enter the top 10 list for 2025.

#### Fastest decline:

"Dependability and attention to detail" (-7 positions) and "Quality Control" (-5 positions)

These findings emphasize the critical importance of integrating technical competencies and technological literacy with leadership capabilities. Curiosity, lifelong learning, and adaptability serve as foundational anchors enabling holistic application of these skill sets. Effective operation of the "Learn – Unlearn – Relearn" cycle requires strengthened analytical thinking and critical inquiry competencies. In today's business environment characterized by rapidly emerging methodologies often implemented without adequate testing, these competencies are vital for balanced risk management and sustainable outcomes.

### 3.2.2. EVOLUTION OF THE EMPLOYEE CONCEPT

The rise of artificial intelligence in the world creates a two-concept employee mass as human and digital employees. In parallel with this;

- Human resources professionals should position themselves to be responsible for the resource management of both human and digital employees;
- Human Resources leaders should develop capabilities to lead AI and digitalization transformation
- Companies should redefine the performance metrics for human and digital employees.

Understanding AI's position and limitations is critical in career competition with artificial intelligence. AI represents a technological tool contributing to human success. Professionals viewing this development as work-transforming rather than job-eliminating technology will achieve success.

Developing human skills to guide AI learning and task execution is critical in the new business environment.

#### **The career success of human employees will depend on the following key issues:**

- 1-Development by focusing on human strengths: Critical and analytical thinking, curiosity, courage, emotional intelligence, leadership, working with ethical principles
- 2-Awareness and development of relatively weak humane areas: Resilience, self-awareness

Easily automated professions will likely disappear through technologies including AI and machine learning, while demand for new professions such as big data expertise and AI/machine learning specialists will increase rapidly. Human-centered skills including leadership, adaptability, and complex problem-solving will remain critical.

As previously noted, while Elemental Value personality inventory success rates for expert levels in the first nine months of 2024 and 2025 reached 70%, general ability test results at comparable levels remained significantly below the 60%+ success threshold at only 45%.

Considering the results of the Factors Personality Inventory 2024 and 2025 performed in Elemental Value talent assessment projects, the following statement is remarkable:

#### **"Self-confidence" emerges as the most critical common development area.**

It is observed that the lack of self-confidence, which is a basic issue, plays a gag role in the development of all personal and technical skills



### 3.2.3. EVOLUTION OF THE LEADERSHIP CONCEPT

As the world evolves, leaders must reassess their approaches and competencies to maintain and enhance team impact. Depression rates have increased substantially. According to the 2024 IPSOS Global Healthcare report, 30% of Turkey's population identifies mental health as a primary health concern. The rate of people who consider stress as one of the main problems is 40%.

Increased future anxiety and diminished economic expectations among younger business professionals compared to older generations negatively impact happiness, job satisfaction, and loyalty. Leaders must work more intensively to create appropriate psychological environments enabling potential realization and motivation enhancement. Leadership increasingly emphasizes values, creating psychological security for mental health and well-being. Rather than aggressive, competitive, critical, and demanding leadership, encouraging, visionary, goal-oriented, appreciative, and reliable leadership is required. At this point, emotional intelligence, cultural intelligence and coaching skills stand out as critical competencies for leaders.

In this period, when the influence of young employees in terms of numbers and skills is decreasing compared to previous generations, it is becoming increasingly difficult to find employees and managers who can meet business needs in the market. Potential-based team building and training gain importance. In this context, understanding, developing, and preparing talent for the future becomes a challenging test for leaders. Leaders must understand which skills require measurement and development. Understanding employee potential, objectively measuring skills, and providing coaching/mentoring aligned with development goals represent essential effective leadership characteristics.

Considering the 2024- 2025 PAPI3+ Personality Inventory results for assessment projects held by Elemental Value for mid-level and senior leadership roles,

- The most critical developmental area is **"Emotional Restraint"**;
- The strongest motivation is **"Need to be noticed"**.

These two strong tendencies reveal that a self-centered management approach is still the dominant understanding. Unfortunately, it seems difficult for leaders to be successful in providing the psychological security that young employees need with the current habits and motivations. It is critical for companies to prepare employees on these issues before they take on leadership roles. The transformation needed in leadership is now a goal that can only be achieved by training the employees in management.

Beyond these leadership skills, competencies enabling success in big data and rapidly evolving technological environments are paramount. Producing innovative solutions requires creating realistic strategies through professional data processing and interpretation, critically evaluating AI tool solutions rather than accepting them uncritically. Leaders must integrate development activities outside comfort zones to continuously improve problem-solving, critical thinking, data-based, and intuitive decision-making skills.

Understanding technological development effects on business and team environments is increasingly important. Senior managers and HR professionals must closely monitor trends and courageously encourage internal adoption in ruthlessly competitive business environments requiring rapid technological adaptation. Assimilating AI and machine collaboration perspectives is necessary, while remaining aware of risks associated with uncritically accepting and implementing AI tool outputs, and managing them effectively.

## **Leadership Trends in 2025 and Beyond**

### **Leadership Trend – 1:**

#### **Emotional Intelligence, Coaching skills, Cultural Intelligence**

Leadership stands out with values that will create psychological security for mental health and well-being. Rather than aggressive, competitive, critical, and demanding leadership, encouraging, visionary, goal-oriented, appreciative, and reliable leadership is required.

### **Leadership Trend – 2:**

#### **Understanding Talent, --> Assessment, --> Development, and Future-Readiness**

Talent Management skills appeared in the WEF top 20 skills for the first time. Identifying needed employees and managers is increasingly difficult—finding the right person for positions has become challenging. Consequently, leaders must function as talent managers. Organizations maintaining mid-level managers in operational positions consuming 90% of their time on business management will lag in talent development and productivity.

Only the leaders, developing the following competencies can build effective teams:

- \* Skill Assessment
- \* Skill Development
- \* Coaching/Mentoring for development objectives

Employee assessment and coaching skills stand out among the indispensable leadership qualities. As in the current business life, those who apply coaching with the perspective of revealing the potential of the other person will come to the fore instead of thinking in a narrow scope such as motivating coaching skills and opening them with questions.



## Leadership Trend – 3: Synchronous Leadership for Human and Digital Employees

In the new era, the need for leadership that human beings have never experienced, such as understanding people, understanding artificial intelligence employees, and creating good teamwork from the interaction of two types of employees, will gradually manifest itself. In order to prepare for this great transformation, it is important for leaders to integrate development activities that will take them out of their comfort zones into their lives.



### 3.3. THE FUTURE OF TALENT MANAGEMENT

Talent management has evolved beyond recruitment and performance processes to building workforces capable of rapid adaptation with high learning agility. Digitalization, AI, and hybrid work models require organizations to manage "learning desire" alongside "measuring potential." Successful future organizations will not only identify appropriate position candidates but will also identify and develop individuals with high development capacity. This requires shifting HR's strategic focus from skills to behaviors, from roles to potential.

Human resources, partnering with leadership, will catalyze this transformation. Actual talent pool capacity will be revealed through data-based measurement tools, personality inventories, and assessment centers. Programs increasing individual awareness, strengthening cultural adaptation, and systematically developing leadership potential will establish sustainable performance foundations. The future of talent management will be shaped by hybrid approaches, balancing technological power and human intuition.

#### HR and Leadership Responsibilities:

- Implementing potential-oriented evaluation systems
- Making data-driven, human-based talent decisions
- Integrating learning agility and resilience into new performance benchmarks
- To serve the goal of "increasing human capacity" with technology investments

### 3.3.1. THE ROLE OF ASSESSMENT AND EVALUATION

Assessment and evaluation have become an indispensable guiding compass in the decision-making processes of institutions. While rapidly increasing data volumes offer substantial potential through analytical systems, they require integration with human intuition to generate meaning. The focus of assessment tools is no longer just on performance outcomes; It also includes problem-solving approach, learning agility and ethical decision-making skills. Thus, measurement becomes not only a retrospective analysis, but also the starting point of forward-looking development strategies.

Elemental Value's experience demonstrates that accurate measurement directly affects corporate culture. Objective, multidimensional evaluations strengthen the perception of justice within the organization and increase development motivation. The need for complex problem-solving and flexibility observed in mid-level managers emphasizes the importance of considering measurement and development holistically. Assessment tools and evaluation centers indicate organizational rather than individual learning capacity.

HR and Leadership Responsibilities:

- Evolving assessment systems from performance tracking to development management
- Linking evaluation results to strategic decisions
- Supporting mid-level managers with development programs
- Integrating assessment data with the foundations of fairness and transparency of corporate culture

### 3.3.2. COACHING AND MENTORING

Coaching and mentoring represent among the most powerful organizational transformation levers. While technology accelerates processes, coaching develops self-awareness, courage, and adaptation capabilities. This balance enhances both individual performance and organizational flexibility. In the new era, leaders will learn not only to achieve business objectives but to transform thinking processes.

Elemental Value defines coaching as "the art of unlocking potential." This perspective transforms coaching from a performance-oriented technique to a learning and mindfulness-based relationship. Mentoring ensures experience transfer, cultural continuity, and leadership proliferation within organizations. The greatest organizational differentiation will result from adopting coaching and mentoring as holistic cultures rather than discrete programs.

HR and Leadership Responsibilities:

- Positioning coaching skills as core leadership development program elements
- Making mentoring systems the primary corporate knowledge transfer tools
- Disseminating coaching culture through performance management integration
- Encouraging dialogue environments, strengthening human factors in technological transformation



#### 4. CONCLUSION

The future workforce structure is evolving toward a hybrid model integrating human creativity and emotional intelligence with artificial intelligence speed, data processing capacity, and automation capabilities.

Aligned with the business world transformation pace, technical knowledge combined with ethical judgment, leadership, and strategic thinking capabilities will play critical roles in navigating increasing digital age complexities.

Future managers will assume responsibility for building robust, enduring bridges between rapidly advancing technological developments and the human spirit, which maintains its inherent pace.

In this new paradigm, organizational competitive advantage requires not only technology adaptation but also establishing talent management as a strategic priority and preparing employees at all levels for transformation. In this context, accurate human potential evaluation and systematic development should be considered primary priorities.

As Elemental Value, we project that organizations skillfully managing human-machine collaboration, establishing learning cultures, and making value-oriented decisions will emerge as leaders. We believe that people's potential, not machines' power, creates differentiation in the future business world. Through accurate measurement, appropriate development, and effective guidance, every organization can construct this future today.

In order for organizations to unlock this potential, it is critical to establish the right measurement, development and guidance mechanisms.

For effective talent management:

- Establishment of Assessment Center Systems and
- Professional Coaching Training for HR professionals and team managers are hygiene factors in terms of skill set development.

You can check out our services in detail and contact us at <https://www.elemental-v.com/> to shape your corporate strategy in this regard, create talent management solutions specific to your company and draw your roadmap.

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## Measure, Assess, and Develop.

Growth is driven by data;  
it begins with assessment  
and continues with coaching.

Connect With Us



[info@elemental-v.com](mailto:info@elemental-v.com) +90 (212) 274 00 15