

Talent Management in the Age of Technology

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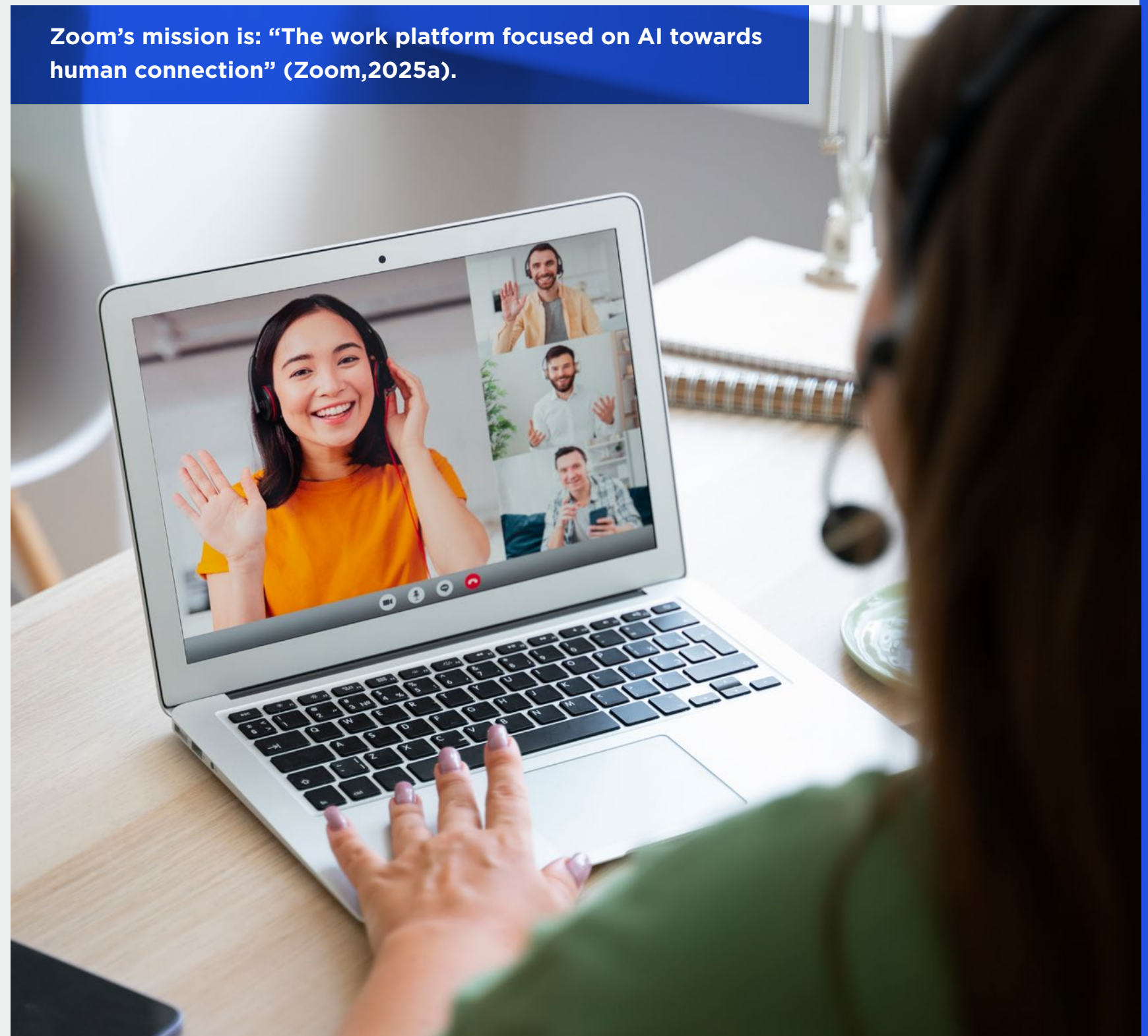
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CONNECTION STARTING POINT

In an increasingly interconnected world, technology bridges physical distances. Zoom, a platform that has become synonym of virtual communication, has transformed the way we relate, cooperate, and work. Even when Zoom has transformed us as society, as an industry it has had to make organizational changes, among other things, talent management, an issue with new barriers, such as precisely the difficulty to find and retain talent, additional to remote performance assessments and maintaining employees' commitment. Technology is alienating humans from the office; how will talent management processes be also affected?

Zoom Video Communications, Inc., the dynamic and competitive technological industry, has consolidated as a leading platform in unified communications. Founded in 2011, the company has experienced remarkable growth, especially during the COVID-19 pandemic.

Image. Freepik, 2025.



In today's context, talent management processes operate within a fragile setting: brittle, anxious, non-linear, and incomprehensible, elements that describe the BANI model (Bello, 2023). Organizations are facing apparently solid systems that can be fractured before unforeseen events and affect the attraction, development, and retention of talent.

An example of the latter is the decree signed by Donald Trump upon assuming the Presidency of the United States, ordering the federal agencies to hinder DEI (Diversity, Equity, and Inclusion) programs both in the private sector and in universities, as well as to monitor and verify its compliance (Price & Miller, 2025). Having the DEI initiatives under the government's surveillance and subject to investigation can result in companies that promote inclusion facing obstacles and having their employees feeling unprotected and demotivated by not having an environment that fosters equity.

Uncertainty generates anxiety in both leaders and employees, encumbering strategic decision making related to human talent.



Image. Freepik, 2025.

The competition for qualified professionals is intense and candidates' expectations have evolved; they are looking for work opportunities and additionally, alignment to the company's values and culture.

RAPID GROWTH

The COVID-19 pandemic was a turning point for Zoom, experiencing unprecedented growth in the use of their video-conference platforms. According to Rogelio Rocha, director of UpMarket & Vertical for Mexico and the Caribbean, the number of users worldwide increased 400% in this period, going from 75 million to 300 million since late 2019 to mid-2022 (EFE, 2022).

At the end of the pandemic lockdown, Zoom faced a decrease in the use of their services. According to Thorbecke (2023), in February 2023 the company confirmed laying off 15% of their staff (1,300 employees) as part of a realignment to adapt to the new market conditions and improve their

Image. Freepik, 2025.



Zoom's growth was reflected in the massive adoption of remote and hybrid working models, and in the up to fivefold increase of the time devoted to video-conferencing solutions (Zoom, 2025b).

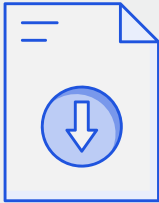
profitability. Additionally, Zoom's CEO announced that they would gradually eliminate their "annual profitability share plan"

in the next two years and reduce the number of shares presented to new employees (Andrés, 2024).

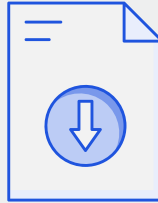


Starting 2024, they cut the senior management compensation. Tough, but necessary decisions enabled them to refocus on their Mission with more readiness, to boost efficiency by migrating workloads from the public cloud to their data centers. They made additional savings to consolidate suppliers' expenses, prioritizing hiring talent and limiting travel. The result was that in 2024 the operating cash flow grew 24% and the GAAP gross margin 76.2%, an additional 130 base points regarding 2023 (Zoom, 2004f).

Talent management models in accelerated growth contexts are fragile, and to survive, companies like Zoom must immediately adapt to the circumstances. In this context, hybrid work models have gained ground as a consolidated trend.



See “current strategy” [HERE](#).



See “the problem of talent” [HERE](#).

Image. Pikisuperstar in Freepik, 2025.



According to Gallup (Veracol, 2025), the companies that adopt the hybrid work model experience a 21% increase in job satisfaction.

NEW TRENDS

According to the Mexico Talent RH report, (Arioac & Colegio de Innovación en Recursos Humanos [CORH], 2024), in 2025, key trends in talent management include the transition towards hybrid work schemes, the development of critical abilities, and the technological adoption in human resources.

Another important topic is the need to strengthen technical and leadership skills to face the constant technological changes. The report highlights that 39% of the companies believe to be ready to adapt to technological disruptions. On the other hand, tools like communication, essential for the implementation of hybrid and remote schemes, is still an underestimated priority. Actually, the adoption of technology in human resources strategic tasks, like per-

Image. Garetsvisual in Freepik, 2025.



Even when on-site work is still predominant, 37% of talent leaders are interested in hybrid schemes that respond to the expectations of the millennial and centennial generations.

formance management and data analysis, is still low; this reflects a gap between the perception of a pro-technological culture and its practical application.

Aspects such as diversity, inclusion, and welfare at work are becoming more

visible as strategies to increase employees' commitment and to improve the work environment. Even when only 36% of the companies implement well-being programs, these initiatives have demonstrated boosting both the employee's experience and operational effectiveness.



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According to Deloitte's (2024) Gen Z and Millennial 2024 survey, other factors that must be considered are that these generations have divided perceptions regarding the policies to return to the office; some highlight the benefits, like more commitment and cooperation, whereas others refer to being more stressed and less productive. Regarding Generative Artificial Intelligence (GenAI), it is perceived as a tool that will ease working methods and balance the personal and working life. Nevertheless, they express their concern for the belief that the GenAI automation will eliminate working opportunities. Before this, they are pursuing learning new skills or finding jobs that are less vulnerable to automation; many point out that their employers are not duly preparing them for these changes.

These trends reflect a transit towards more integral and strategic approaches in talent management, and they consolidate as priorities for the organizations that pursue to remain competitive in a dynamic and challenging atmosphere.

LOOKING FOR ZOOMIES

1. How does the BANI atmosphere influence the strategic talent management decisions in the technological industry?
2. Which strategies could Zoom implement to differentiate itself in a competitive labor market and attract highly qualified talents to turn them into *zoomies*?
3. According to current trends, how can hybrid schemes and the expectations of the new generations influence the Zoom capacity to retain their key *zoomies*?
4. What effect will Trump's executive order to eliminate DEI programs have on Zoom regarding key talent turnover and the work environment?



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