



Emerging Talent Playbook

Future-Proof Your Workforce
via the AI Native Generation

salesforce

Emerging Talent at Salesforce

Roles Are Evolving. So Are Capabilities.

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“For a lot of (early career talent), they have been told ‘well there might be difficulty getting a job for the summer or even a job after you graduate.’ But the reality is that companies like ours badly need these people. And we need to put two and two together to really show that this is going to be a part of our workforce and other workforces going forward.”

Marc Benioff interview with [Matt Berman, The Future Live](#)

AI Alone Doesn't Create Value – People Do

The real differentiator in the AI economy isn't the technology – it's your talent strategy. At Salesforce, we believe in multi-generational hiring, with emerging talent as one of the most powerful levers.

Today's emerging talent are true AI-natives. They don't just adopt AI – they understand how to collaborate with agents, redesign how work gets done, and bring colleagues along with them.

The companies that invest in emerging talent now will set the pace for the next decade. The ones that don't, will spend years trying to catch up.

In this playbook, you'll learn how to attract, assess, and activate emerging talent, harnessing their AI-native intuition to build a future-ready workforce from the inside out.

28%
of organizations have positioned employees to achieve transformative business impact from AI
Ernst & Young



-  [Learn how](#) to build an AI fluent workforce
-  [Explore the 4Rs](#) to transform your workforce for AI

The Business Case for Emerging Talent

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To lead in the AI economy, companies must prioritize “AI native” employees. Investing in emerging talent delivers measurable cost, revenue, quality and AI-readiness benefits.

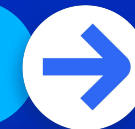
Cost Efficiency



Revenue Impact



Improved Quality



Reverse Mentorship



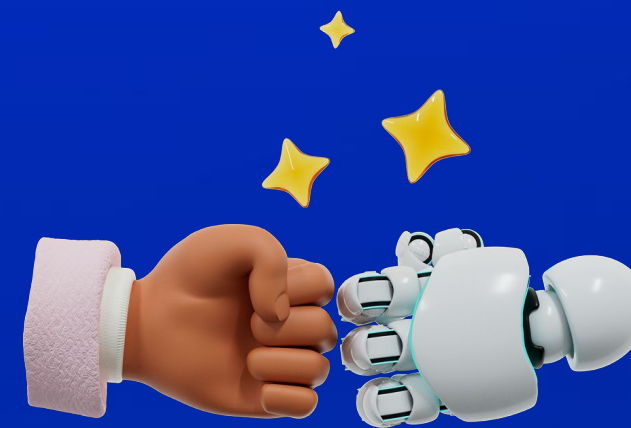
“Building” talent now costs 1/3 of “Buying” later, yielding 3x higher revenue per employee.

Source: [Josh Bersin Company](#)



AI Natives are 4x more likely to use AI daily, delivering 3x faster than legacy managers.

[Integrate.io](#)



Their AI skills result in a 40% increase in work quality, transforming deliverables into high-value revenue drivers.

[Ernst & Young](#)



Emerging talent is closing the GenAI skills gap, driving a 15.6% leap in organizational proficiency and readiness.

[PwC](#)



Emerging Talent, Your Strategic Advantage

Emerging talent — individuals at the start of their careers, often with less than five years of experience — demonstrate the most **AI-native skillset, adaptability, and a strong drive to learn.**

At Salesforce, more than 10,000 emerging professionals have been hired through our **Futureforce and Future Pathways programs** — transforming emerging talent into an **AI-fluent workforce with measurable impact.**


Salesforce Emerging Talent Pipelines

 **Internship**

New Grad Pipeline

 **Apprentice**

Earn and Learn

 **New Grad**

The Career Launch

futureforce **future pathways**

Pipeline KPIs:
Performance,
Conversion, Retention

The New Talent Contract

To harness the power of emerging talent, we need to understand their new workforce expectations.

What They Bring

What They Expect

Native AI Fluency: Intuitive understanding of Human+Agent collaboration.

Purpose-Driven Work: They want to know why the work matters.

Innovation Mindset: A willingness to break and rebuild workflows.

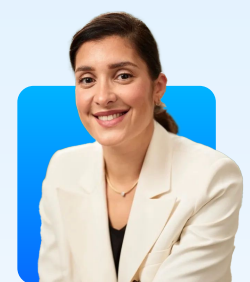
Skill-Building: Continuous learning, versus static roles.

Inclusive Collaboration: Team-first mindset that actively seeks out diverse perspectives.

Transparency: Clear feedback loops and growth paths.



“ Emerging talent learns quickly, challenges how work gets done, and pushes us to evolve faster.”

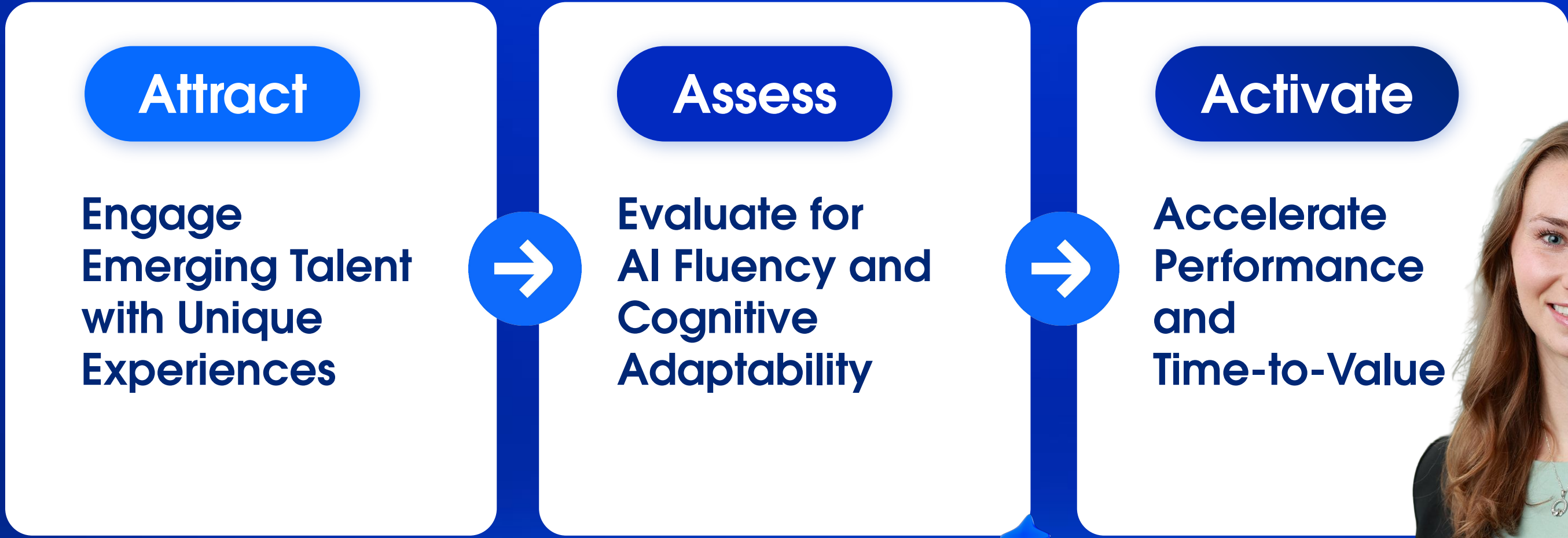


Nathalie Scardino
President &
Chief People Officer
at Salesforce

85% 2027 Emerging talent university hires enrolled in AI courses
Salesforce Survey, 2027

The 3As Framework: Mobilizing Emerging Talent

At Salesforce, we operationalize our Emerging Talent strategy through a simple 3A framework.

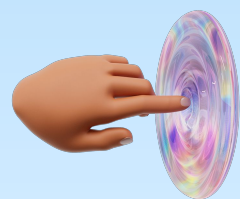




Attract → **Assess** → **Activate**

Attract Emerging Talent

Engage emerging talent with unique experiences.



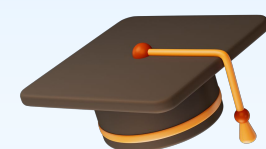
Activated Office Experiences

Onsite faculty and student experiences, with direct exposure to leaders, product innovation and culture.



Applied Innovation Challenges + Product Immersion

Hands-on proficiency with products they will build, sell and deploy through AI curriculum and Agentforce hackathons.



Skill Building

AI fluency and credentials with access to Trailhead, Humans+Agent curriculum, and academic partnerships.



Candidate Event In Action Futureforce AI Challenge



100 Participant NPS
(Net Promoter Score)

The Futureforce AI Challenge empowered India's top engineering talent to dream bigger – diving into an Agentforce hackathon to create new AI solutions, collaborating boldly through Slack.

Attract →

Assess →

Activate

Assess for Top Skills to Succeed with AI

Resumes are No Longer the Differentiator Methods to Predict Success

Behavioral Techniques	Use the STAR method to gauge how candidates use AI to improve speed, quality, and decision-making.
Culture “Add” vs. “Fit”	Don't hire to replicate. Prioritize diverse perspectives that challenge assumptions and uncover blind spots.
Core Competencies	Assess for agile learning, human judgment, and execution quality over pedigree.



The AI Fluent Profile Interview Cheat Sheet

Trait	Green Flag	Yellow Flag
Problem Solving	“I partnered AI to build it.”	“I built it manually.”
Adaptability	“I tried Tool X, it failed, so I pivoted to Tool Y.”	“I waited to find out what to do.”
Curiosity	“I built a side project to test a new concept.”	“I learned what was required.”



Internships prove future potential
Providing real-time validation prior to full-time hiring.



Attract → Assess → **Activate**

Activate Performance

Hire in cohorts, drive success with on-target programming.



1 Pre-Hire Activation

Human+Agent and Slack immersion before Day 1, accelerating onboarding.

2 Intentional Onboarding

AI Fluency keynotes on Agentforce, problem solving, and the critical skills needed to succeed.

3 High Impact Execution

Project ownership that fuels rapid time-to-impact and enterprise success.

4 Reverse Mentorship

Senior leaders provide context; Emerging Talent identifies AI solutions



Program in Action Futureforce Tech Launchpad

During this training-based pre-internship program, participants dive into an innovative full-stack web development curriculum and 1:1 mentorship, transforming promising students into Salesforce-ready talent.

- Weeks 1-2: The AI Assisted Architect**
- Weeks 3-5: Scalable System Orchestration**
- Weeks 6-10: Engineering at Scale Capstone**

100% 2025 FTL Conversion Rate



Attract → Assess → **Activate**

Cultivate AI-Multipliers

Emerging talent provides valuable **Reverse Mentorship**, exchanging their fresh perspectives for colleagues' institutional wisdom. They can help close the AI fluency gap across teams and in the workforce.



Operational Rigor
Subject Matter Leadership
Process Scalability

AI Execution
Rapid Experimentation
Modernized Perspectives

Enterprise Strategy
Resource Sponsorship
Business Intelligence



Up Next: Emerging Talent drives measurable impact.





Accelerate Sales Velocity

AI-Native sales talent bypass traditional growth and deliver exponential revenue impact, leveraging AI to scale value and reach peak productivity at a velocity that redefines the legacy sales curve.

“AI hasn't just sped up my workflow; it's raised the floor on the quality of my work. By offloading the 'admin' tasks like drafting and data-summarizing, I'm able to spend my mental energy on the complex problem-solving my customers actually care about.”



Allison

Account Executive
3 years at Salesforce

148% Yearly Attainment

#1 Org user of Agentforce

#1 Small Business AE (South) of the Year

SDR → BDR → AE

44% Faster Path to AE

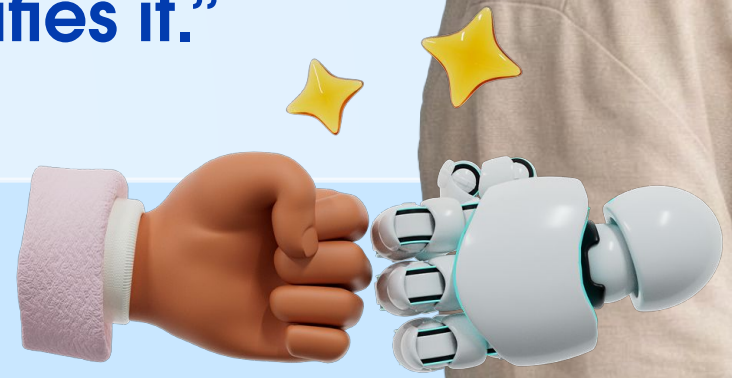
24 Months to AE



Drive Faster Time-to-Value

Forward Deployed Engineers (FDEs) bypass technical bottlenecks to deliver enterprise-grade AI at scale and deliver faster time-to-value for 150K+ enterprise customers.

“Tasks that once took 30 minutes now take under one. But the real impact isn’t speed — it’s focus. I spend less time on busy work and more time solving real problems. AI doesn’t replace my thinking, it amplifies it.”



Yatin

Forward Deployed Engineer
4 months at Salesforce



98% Faster Context Retrieval

85% Faster Technical Onboarding

3x Faster Prototyping



Prototype Success

Solution Engineers leverage AI-partnered delivery to bypass prototyping bottlenecks, accelerating MVP cycles and scaling strategic value for internal stakeholders.

Ireoluwa

Associate Solution Engineer (SE)
3 years at Salesforce

“From surfacing the right insights at the right time to helping me tailor demos that speak directly to a customer business challenges, I'm able to move faster, stay sharper, and ultimately deliver more value.”



£1.4M ACV Influenced

3x Deal Value Increase

60% Reduced Build Time on Demos





Architect Product Innovations

Product Managers (PMs) architect the future of AI-first products, delivering customer-centric innovation across Salesforce's most complex and high-impact product organizations.

“The traditional boundaries of the PM role are blurring. With AI, I’m synthesizing customer feedback, drafting technical specs, and prototyping in a single flow that collapses weeks of back-and-forth into hours. No longer am I just handing off requirements; I’m building with my engineers and designers in a much more profound way.”



Liz

Senior Product Manager
2 years at Salesforce

- ◆ ◆ **5x** Faster Customer Insights to Requirements
- 3x** Acceleration in Technical Validation and Spec Readiness
- 90%** Faster High Fidelity Prototyping and Execution



Activate Customer Solutions

Account SEs bridge the gap between technology and business impact, driving AI adoption through demos and customer activation at scale.

“By embedding AI into my daily workflow, I’ve achieved significant efficiencies across technical research, customer discovery, and the creation of personalized demo environments. This efficiency drives a ‘High-Velocity Proposal Cycle’ for rapid feedback loops to ensure our solutions perfectly align with customer needs.”



Suzu

Associate, Account SE
4 years at Salesforce

- 60% Reduction in Research Time
- 50% Faster Demo Prototyping
- 3x Faster Discovery & Insights

Dashboard: Your Success Defined



Defined
% of Emerging Talent Contribution

Evaluated
% of Applicants Meeting Skills + Adaptability Criteria

70 NPS
Net Promoter Score

Attract Define expectations and KPIs prior to hiring. Distribute accountability across business, recruiting, and HR.

Fewer Interviews
50%
Offer Ratio

Faster Hiring
25%
Days to fill

Time to Productivity KPI Delivery

Conversion Readiness Indicator

Assess Structured pathways produce effective employees with deeper loyalty.

Performance % Meeting or Exceeding Expectations

18-36
Months to Promotion Movement Rate

2x
Retention Rate for Long Term ROI

Activate Accelerate enterprise success with high-velocity candidate performance.

Note: Data shown are for illustrative purposes only.



Companies that Build AI Native Talent Now Will Define the Next Decade



Drive Immediate Impact



Problem-Focused Partnerships

Deploy talent to solve bottlenecks and establish success metrics.



Strategic Deployment

Data-backed sourcing to secure a competitive edge in global AI acceleration.



Precision Assessment

Verify AI fluency alongside human judgment to ensure every hire is future-ready.

Create Lasting Results



Evidence-Based Success

Performance data repositions emerging talent as a mission-critical, cost effective workforce strategy.



Institutional Loyalty

A sustainable pipeline of internal advocates – deeply aligned with company mission.



The Acceleration Loop

Emerging talent becomes the company-wide engine of digital evolution.

Key Word Glossary



Playbook Significance

Emerging Talent	The most future-ready demographic – digital natives known for their learning adaptability in the dynamic AI landscape.
AI-Native	A generation that grew up with AI embedded in their daily lives. What sets them apart isn't just familiarity – it's the ability to learn, unlearn, and adapt as the tools keep evolving.
AI Fluency	The ability to confidently collaborate with AI – using it to accelerate work, improve judgment, and drive measurable business outcomes.
Legacy Thinking	Entrenched processes and mental models rooted in “how we’ve always done it” – often slowing innovation, AI adoption, and new ways of working.
Reverse Mentorship	A structured approach where AI-native talent coach senior leaders on emerging technologies and digital behaviors – accelerating enterprise-wide adoption.

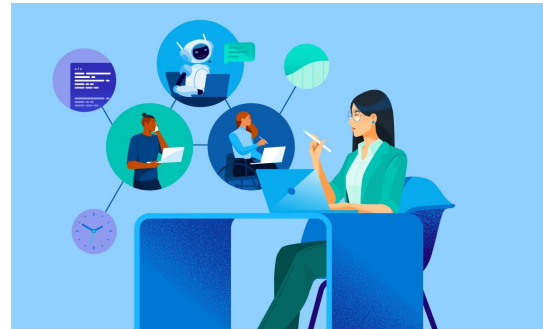
Hiring emerging talent fuels an AI-first culture from the ground up.
AI-natives are the critical hiring demographic to keep pace with an ever-changing, AI-driven world.
Emerging Talent possess native AI fluency that can bridge the gap between strategy and impact.
Emerging talent challenge legacy workflows — accelerating modernization and new ways of working.
Flips the script, making Emerging Talent teachers as well as learners.

Resources



Blog

[The 4Rs to Building the Human + Agent Workforce](#)



Blog

[For CEOs, AI Fluency Is the New MBA](#)



Blog

[The Secret to Beginning Your Career During the Era of AI Starts at Salesforce](#)

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Salesforce Emerging Talent

Building the Workplace of Tomorrow

We're not waiting for the next generation to arrive. They're already here – deploying AI at scale, rewriting what's possible, and building products used by millions.

[Apply Now](#)



Glassdoor's Best Workplaces in Tech and AI

Glassdoor, 2026



Best Employers for New Grads

Forbes, 2025

