



Amrop

Leaders For What's Next



I Am Not a Robot

AI and Leadership Hiring

Mapping a Shifting
Landscape

AI can significantly enhance senior leadership hiring processes. It can enrich relationships between executive search consultants, candidates and clients. But it must be used wisely.

In this 3-part series Amrop examines how AI is transforming executive search, its pitfalls and its possible future in executive and board-level recruitment. Could AI replace headhunters?

Our insights are based on the input of senior Amrop practitioners and board members. Early adopters of AI, they have actively contributed to its governance and rollout in the global partnership.

It's time to open the black box of AI and global executive recruitment.



In Part 1, we unpack the current state of AI in leadership and board hiring.



Stakes and potential
Current status
Governance
Attitudes of hiring organizations and
candidates
Scope



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Introduction



List all the audit committees for mid- and large cap companies in Sweden.

I need to go through all the annual reviews and check. I can deliver it tonight.

So long?

Yes, it's 2 to 3 hours' effective time.

But we have 10 hours. What will you do the rest of the time?

Can I divide the job into two?

Yes, so, where are you now?

I'm still not done...

A harassed assistant pacifying a demanding boss? A student obeying an uncompromising tutor? None of the above. You're looking at a recent conversation between an Amrop partner and an AI. "It's like talking to a human being who says: it's more time-consuming than you think," the partner muses.

Few dispute that AI is omnipresent in today's business world. C-suite recruitment and board hiring are no exception.

But how effective is it? After all, securing the right top managers is a tough endeavor and the stakes are high.

"Consider hiring a Chief Commercial Officer," says Job Voorhoeve, Leader of Amrop's Global Digital Practice. "That person will bring at least a 100 million to the organization. A wrong decision will cost you 50 million."

High stakes + high potential

Today, narrow Artificial Intelligence is still a long way from full executive recruitment automation. This would demand Artificial General Intelligence — AGI. Current systems are only as robust as their programmer and the prompts they receive. Letting sorcerers' apprentices loose on their use confirms the well-worn adage: "Rubbish in, rubbish out." False parameters yield hallucinatory results. The opposite is equally true, as we'll discover — the potential enormous.

So significant are the stakes that regulatory bodies consider recruitment to be high-risk. The EU AI Act¹ marks a significant shift in the legal landscape. AIs used in employment, such as recruitment and decision-making tools, are now subject to strict obligations. From the US to China and India, efforts are underway to assure rigorous auditing, human oversight, transparency, and to prevent bias and discrimination.

HR finance company Workday serves as a cautionary tale. It is facing a collective-action lawsuit for AI-based discrimination against candidates aged over 40: in 2024, Derek Mobley claimed he had been rejected for over 100 jobs he applied for using the platform because of its discriminatory screening based on candidate race, age, and disability.²



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1950

A SHORT HISTORY OF AI³

AI enables computers and machines to simulate human learning, comprehension, problem solving, decision making, creativity and autonomy.

Applications and devices equipped with AI can see and identify objects, understand and respond to human language, learn and experience. They can make detailed recommendations. They can act independently, (consider the self-driving car).

The focus is currently on breakthroughs in generative AI (GenAI), the technology that creates such content as original text, images and video, built on machine learning (ML) and deep learning. But one of the most popular types of machine learning algorithm is the neural network (or artificial neural network). Modeled after the human brain's structure and function it consists of interconnected layers of nodes (analogous to neurons) that work together to process and analyze complex and voluminous data, identifying complex patterns and relationships.

As this IBM summary helpfully reminds us, 'human intelligence exhibited by machines' is nothing new. It first emerged 70 years ago: in 'Computing Machinery and Intelligence', the British code-breaker Alan Turing pondered whether machines could think.

The term 'Artificial Intelligence' was coined by John McCarthy in 1956, followed by the 'Logic Theorist', the first AI-run computer program.⁴

1967 heralded Frank Rosenblatt's enticingly-titled 'Mark 1 Perceptron', the first computer based on a learning neural network. In 1977, Professor Maggie Boden⁵ published 'Artificial Intelligence and Natural Man,' linking biochemical interactions and human consciousness. She played a key role in founding the discipline of cognitive science.

By the 1980s, neural networks, using a backpropagation algorithm for self-training, were widespread. In 1997, IBM's Deep Blue computer beat world chess champion Garry Kasparov. Since the millennium developments have accumulated, with big data and cloud computing generating ever more volumes of data to train AI models.

Ten years ago, Baidu's Minwa supercomputer identified and categorized images more accurately than the average human could. 2022 marked the arrival of Large Language Models (LLMs), such as OpenAI's ChatGPT. These new generative AI practices allowed deep-learning models to be pre-trained on ever larger volumes of data. Today, 'multimodal models' can take in a wide variety of data types, enriching and strengthening AI performance.

2025


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Amrop's AI Scope



Sourcing & searching

Augmenting and expanding the universe of candidates, reducing time to obtain a longlist. Faster understanding of the scope of a particular role, company or sector, and returning results that a human can then work with.



Overall process efficiencies

Scheduling, transcribing, translating and summarizing a client or candidate interview.



Data quality

Ensuring accurate, up-to-date and complete data capture, during and after an executive search engagement.

1

Toes in the water. What is the current status of AI in talent acquisition strategy?



Amrop Partners admit that artificial intelligence in leadership recruitment — despite its impressive aeronautics and promise — is still at an early stage.



Most people are using Gemini, ChatGPT, Copilot."
Jamal Khan, Managing Partner, Australia



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Still early days

"We're a long way from where we need to be," says Jamal Khan, Managing Partner of Amrop Carmichael Fisher in Melbourne, Australia. "We are still at the start of leveraging AI," agrees Job Voorhoeve. "These are early days for AI-driven executive search. And it's changing every day," adds Costa Tzavaras, Amrop's Global Programs Director. AI's exponential rise is set to continue in the executive search domain. "The pace of change will probably be greater in the next year than in the last two decades," says Jamal Khan.

AI is currently deployed to varying degrees across the global Amrop group. "Most people are using Gemini, ChatGPT, Copilot," continues Jamal Khan. AI at Amrop mainly benefits process and support tasks; expediting, rather than governing, executive search and business development. Its uses range from drafting candidate profiles and search strategies, to gathering business intelligence. "Or defining where to find the hidden gems, because top people are usually not easy to find," says Job Voorhoeve.

Testing, testing, testing

Mia Zhou is a Director at Amrop China in Shanghai. Like others, she is experimenting. "The past two years have been a testing period for how AI can support me in conducting market or industry research. It has been easy to learn and the cost of failure is fairly low." Nonetheless, "I have to use my judgment and have my eyes open." Whilst she is joining her global Amrop colleagues in testing tools from different countries, Chinese AI in particular benefits from the vast data pools generated by TikTok, Tencent and Alibaba.

Amrop's use of AI has grown organically, but it has also required deliberate and strategic investigation. "We took the past 18 months as an experiment," says Costa Tzavaras, "We've tested different instruments — including talent sourcing tools — for different parts of the process in different parts of the business. *Do you actually use the AI? Is it useful? Is there any push back?*"

How are hiring organizations using the technology? Jamal Khan is talking about AI with board members and CEOs, and (in more detail), with CIOs or CTOs. They are also experimenting, encouraging employees to find out how AI can simplify their jobs, making them "more fun and scalable." Using it to produce a piece of graphical marketing content, for example, then adapting the output for multiple uses.

Oana Ciornei is a member of Amrop's Global Board and the firm's Digital Practice. She is an enthusiastic proponent of AI. Still, she warns of its dangers in a consulting sector that is hunting efficiencies. "A CEO for a major hedge fund decides to invest in an algorithm. And now we'll fire 7 quants and analysts. Now they're gone, who will prepare the 2nd generation? You can't become a senior consultant overnight. You need a career path." Without hands-on experience, a rookie slips into the trap of giving irrelevant advice. "A consulting career should be built on curiosity, IQ, EQ." Whilst AI can help, it can never replace capable teachers.

AI at Amrop mainly benefits process and support tasks; expediting, rather than governing, executive search and business development.



2

How can we assure AI governance in leadership hiring?



Strategy, tools and training: AI integration demands a blend of experimentation and structure. Training is a must.



I have to use my judgment and keep my eyes open.”

Mia Zhou, Director, Amrop China



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Confidentiality is the foundation of executive search. The front and back door remain firmly bolted.

Look before you leap

In our 3rd article, we'll discuss board involvement in using AI for strategic hires considering their core activities of *Control* (protecting shareholder wealth), and *Service*, helping the firm create value, aligning shareholder and societal interests.⁶

Meanwhile, what of the C-suite — the CIO, CDO and CAIO? How should they be contributing to talent intelligence platforms? Their task is to translate business understanding into digital language, leveraging AI tools in daily work processes, enabling users to create prompts, says Mia Zhou. "To simplify working processes for any C-position." Furthermore, they must embrace ethical considerations: "Some executives only care about the results." It's also critical to habituate users: "The advice to the CIO community is to train organizations on working more comfortably with machines. *We don't trust them because of the movies*," says Job Voorhoeve. "That person should really drive the quality and integrity processes of using AI, and one stakeholder is HR. So, how is AI used in executive search? It is complex and expensive because it creates a lot of value. And the value isn't seen. There's a tendency to say, *Okay, let's do a quick fix. Let's use AI to screen the candidates who we present, using an AI tool*. The AI starts to hallucinate, and a good candidate is rejected."

Many people assume that experience with keyword searches on Google will equip them to interact with an AI. Not so. "Questioning is a key cognitive ability," says Job Voorhoeve. Jamal Khan agrees. "AI is only as good as the instructions that you give it." Costa Tzavaras goes further: "Learning prompt engineering is important — understanding as much as we can about the black box and its responses. We have a professional responsibility. We are rolling out AI literacy for everybody. Prompt engineering. Ethics. What are the risks? The benefits?" He compares this to the advent of sustainability. "We had to ask: *do we know what we're talking about?* We have new concepts — carbon capture. ESG. AI is the same: literacy, then usage and skill development."

One risk is over-reliance on GenAI in leadership hiring: "You think you have the answer in front of you, instead of thinking yourself, and using different tools," warns Amrop Global Board Member, Mikael Norr.

Lock it up

Confidentiality is the foundation of executive search, whether for client or candidate personal data, CVs, conversations, or processes. Even enterprise-grade AI tools require human vigilance: security-first thinking, strict protocols, and responsible use. As AI scales, ethical and regulatory concerns will only rise.

At Amrop, every AI discussion begins with data security. It is embedded in internal protocols, strict enterprise licenses. "Our systems are not accessible by robots," says Job Voorhoeve. The firm's longstanding global GDPR policy includes the right to be forgotten. Data is ringfenced by confidentiality agreements and opt-outs. "A candidate has to understand that they have a choice," says Costa Tzavaras. "Amrop's upfront consent process must include AI tools."

If AI tools can help researchers to find potential candidates using their public data (for example, on LinkedIn), Amrop never feeds personal or confidential information into external, open systems such as ChatGPT. The front and back door remain firmly bolted.

Business leaders must however be aware that their own AI assistants who join confidential gatherings may be indiscrete. "I've been in meetings with boards concerning highly confidential recruitments where a board member has their own AI assistant recording," says Mikael Norr. The output is automatically dispatched to all participants. "It's suddenly in ten people's email inboxes, which is much more vulnerable than a meeting within four walls."

3

Are headhunters facing deletion? What hiring organizations want from AI.



In general, hiring organizations are busily experimenting with AI. But when recruiting top executives, most still limit its intervention to operational support or double-checking.



At Amrop, we use AI for process efficiencies — text generation, enhancing, translating, overviews of candidate pools. But not for decision making or comparative profiling."

Costa Tzavaras, Director, Amrop Global Programs.



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This isn't what we pay you for

"Clients want us to use AI, but not that much," says Mia Zhou. "They just want meeting notes and internal alignment as soon as possible." Mikael Norr echoes this cautious enthusiasm: "Most don't complain if you record a meeting and have an AI taking notes; many even appreciate it. I was in a meeting with a lot of people including five AI assistants, *welcome to you all, basically.*"

As we'll explore, human nuance and expertise is still prized. Hiring organizations don't want headhunters to delegate their craft to a robot, says Costa Tzavaras. "At Amrop we use AI for process efficiencies: text generation, enhancing, translating, overviews of candidate pools. But not for decision making or comparative profiling. We retain our human-led, high value touch." Mia Zhou agrees on the need to blend human- and AI power. "Clients want to understand the resources we put into a search, not how much AI we use."

As the Workday case reminds us, hiring organizations who use AI need to be transparent and meticulous. "There are many risks: discrimination, bias and poor filtering," says Jamal Khan. "These can also mean you don't get the best talent." He warns against the temptation to "ping out emails all day on LinkedIn and automate the responses."

Data protection is another minefield, Job Voorhoeve adds. "We have always applied the legislation in our profession. But it is incumbent upon Amrop to show the quality of our tools, including our protected client portal."

Like test driving a Ferrari, clients use AI to check the work of Amrop consultants. This reinforces quality, trust and insights, says Job Voorhoeve. Mikael Norr also has an open mind: "Clients say: *we want to digest this on our own.* Some ask ChatGPT about candidate's backgrounds. I think that's okay." But it's important to check the findings, says Job Voorhoeve. "Then we can combat hallucinations." Mia Zhou agrees: "We need to verify if an AI-generated name is a real person or an ambush, as frequently happens."

AI is clearly no Holy Grail for executive hiring

This is a complex craft in which executive board members may lack experience, leaning on machines without grasping the financial and reputational stakes of a high-level fail. "The key is educating the C-suite how to work with a partner like us. It's akin to using an investment firm," says Job Voorhoeve. Oana Ciornei agrees: "It's our responsibility as market leaders to pass on our global knowledge from searches."

AI use differs, however, according to market sector and candidate level. Jamal Khan has anecdotal evidence of fully automated interviewing in the technology space, analyzed and filtered by a bot. "There's no human oversight. This is more applicable for mass market recruitment, with huge volumes of people you need to filter quickly at the lower level. But someone still needs to oversee it." However, executive recruitment work requires sharp targeting. Mikael Norr agrees: "I haven't heard a single colleague coming out of a meeting saying that the client will use AI instead of us. AI is for more volume recruitment."

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4

How are leadership candidates experiencing and using AI? And what do Amrop consultants think about that?



Top candidates will likely reject an automated, unsolicited approach. But once a hiring process is underway, they'll deploy AI to prepare for the encounter with recruiters. Still, there is widespread mistrust in the senior population about what an AI does with their confidential views or personal data.



Humble, good people don't exaggerate. They also know I'll ask for examples of how they created a successful organization."

Job Voorhoeve, Leader of the Amrop Global Digital Practice.



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A staggering statistic

The New York Times recently reported that LinkedIn is now processing 11,000 job applications a minute.⁷ Per hour, that's more than the population of Boston. And it's no secret that many candidates use generative AI in hiring: not only to write their CVs, but to autonomously seek and find jobs and help with interviews. The Times cites a Gartner report estimating that by 2028 a quarter of job applicants could be made up.

Executive search is different — a low volume, high curation business. But that doesn't mean that senior leadership hiring and board-level recruitment is an AI-free zone. The opposite is true.

Am I really off the record?

Constantly bombarded by hungry (and artificial) suitors, top candidates are restricting their online visibility. "You find them through referrals and networks," says Jamal Khan. They are unlikely to talk to a robot. They may even use AI against itself, using automated agents to screen incoming opportunities, says Job Voorhoeve. *"Talk to my agent to check if this is an interesting opportunity for me."*

The live interview is the ultimate tool in the executive recruiter's armory. Here, the AI is an assistant: transcribing, translating, and summarizing what is said. How do top candidates feel about having a robot in the virtual interview room? Amrop's protocols prioritize security, requesting a candidate's permission at the outset before flicking the 'on' switch — without pressurizing them to comply. "That is also recorded by the transcript. If they say, I prefer not, you turn the AI off on the spot," says Costa Tzavaras.

Many candidates — especially younger ones — happily give permission. Some even request the results so that they can review their performance. But this does not mean all the lights are green. Other executives harbor doubts about the interview data that an AI captures, transcribes and summarizes. "There isn't always full comfort around disclosing personal information: your experience, your perspectives about where you work, your boss. When you know it's being recorded for posterity."

Recording and transcribing interviews is hardly new. And, from Google to Instagram, online platforms have been harvesting our data for years. Why does an AI bother people? "It feels slightly darker," says Costa Tzavaras. "Maybe because of the mythologies, or because it's so new. It's a layman's understanding of where the data goes. Who knows if my voice or view will pop up in a prompt on the other side of the world? Even with layers of data protection and enterprise-level licensing agreements, humans still somehow mistrust an invisible system."

Job Voorhoeve also understands the misgivings — especially at the early approach stage. *"What if it leaks out to my employer, or you get hacked? What's more, you're headhunting me. I haven't agreed I'm even interested, so I don't want you recording my answers verbatim."*

It works both ways

Candidates are also deploying AIs: to research a potential new employer or refine their presentation. And this is fine. "It isn't wrong to use a generative text tool to help you get started, fix your sentence structure," says Costa Tzavaras. Job Voorhoeve trusts human honesty. "Humble, good people don't exaggerate." Just to be sure: "They know I'll ask for examples of how they created a successful organization." Competency-based interviewing ultimately reveals an executive's essence. "It's all about proof checking, which we're doing anyway. So I'm less concerned."

A candidate facing an interview may ask an AI to provide a questionnaire about the role, says Mikael Norr, input the questions back into the machine and Hoover up the answers. "No human being has touched the process. That's probably useful in certain recruitments, but not in the arena we play in." Once in the interview, less ethical people may quietly deploy an AI. "Prompting them how to answer questions, and helping them secure roles beyond their capabilities," says Jamal Khan. Still, the proof of the pudding lies in the eating. "You soon get found out in the job."

"We probably need more than one in-person touchpoint our side, or client side," says Costa Tzavaras. "Because AI is increasingly able to do everything on a screen. So if it's on a screen, consider it AI, and of less value, and move as quickly as possible to in-person interventions."

**LinkedIn is now processing 11,000 job applications a minute.
Per hour, that's more than the population of Boston.**



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5

How can we scope a job description for AI in senior talent hiring?



At executive appointment level, AI is highly useful in the initial stages of a process. But as the stakes rise and the road runs further and deeper, the bots have to step back.



Understanding the stakeholders matters more than having the most productive AI tool. That is not the war we want to win."

Mikael Norr, Amrop Board Member



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Robots cannot figure out the global dynamics within the management team or board, between the CEO or the CFO, the CHRO or CIO.

AI is never the full answer. It's a starting point

"If you're stuck, it can help you get unstuck," says Costa Tzavaras. "But it's never good enough to be the final thing." Mia Zhou has a similar view. "I treat AI like my personal assistant, talking with it to get a second opinion. It's still up to us to make the judgment and decide how to work it."

Costa Tzavaras describes how Amrop's core teams scoped the technology. "We said: let's break down a typical engagement. And identify pain points or opportunities." As the team progressed, a realization dawned: "We quickly understood that when we talk about process, efficiency and speed, we're often just discussing automation. For a lot of businesses, automation — which is not AI — is simply handling a series of repetitive tasks. Even if it is sometimes combined, AI is a separate, discrete technology. In our case, automation was often the better solution for efficiency."

Jamal Khan also calls for realism when it comes to the impact of AI on global talent acquisition. "There's a lot of buzz. But we've been using AI for 15, 20 years, ever since the internet got big. We hear of firms claiming a whizzbang proprietary tool that can scrape websites. It seems to be a selling tactic to say they're use AI as a differentiator. It was data and analytics a decade ago, then cyber security, now AI."

"We focus on assignments where AI is less important," says Mikael Norr. "We talk to owners, boards and CEOs about their leadership challenges and their objectives in the coming years. *Why do we need a CEO of this caliber, and with what impact?* It's about understanding the stakeholders, the owners, the nomination committee agenda or the pension funds. This matters more than having the most productive AI tool. That is not the war we want to win."

As we'll see, however, AI doesn't just generate operational support in a search process, but a layer of insight. This combination of information and time saving prepares and frees the consultant for the discerning, human work.

Why the human touch is still critical (and when).

When considering the potential of AI, some people risk positivity or negativity bias. Level-headedness is vital. It's time for the 'middle way'.

"The essence of Amrop's value is not in repetitive automated processes that clients could theoretically run themselves," warns Costa Tzavaras. "The deep value is around assessing, the brains that come to bear, a consultant comparing an assignment versus a previous experience or other candidates they've met."

"It's all around relationships," says Job Voorhoeve. "Robots cannot figure out the global dynamics within the management team or board, between the CEO or the CFO, the CHRO or CIO. Of course, you can automate a whole building. But that's in manufacturing — standard processes. If they're non-standard, you need humans." Moreover: "the dynamics between people are not constant." They are also subtle.

In the flux of business life, one constant factor underpins any healthy relationship: *trust*. For senior candidates, confidence is about more than just data security. As Mia Zhou puts it: "Candidates need to feel personally safe with you at a human level. It's also important to quickly understand who they are — their inner drive, their personality. What kind of organization could fit this person? We don't need to read a lot of data to understand a candidate's quality."

AI has undisputed value in generating and summarizing information for data-driven leadership hiring processes. It can certainly help generate a long list. But this is not enough, says Mikael Norr. "We still search with AI tools. But when we're looking for our previous work in the same area, manual work is still more effective and to the point."

6

Live interviewing can't be compromised or synthesized.



At no hiring stage are human cognition and senses more in play than during a face-to-face interview. If AI can obediently take notes, translate and summarize an interaction, could it also conduct it?



"It will be difficult to be as natural as in a one-to-one, face-to-face discussion."

Oana Ciornei, Amrop Board Member



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Executive search isn't about certainty. It's about navigating ambiguity with judgment and sense. And that's where the true value lies.

Skillful collaboration with AI supports the combination of Kahnemann's System 1- (fast, automatic and intuitive) and System 2 thinking (conscious, slower and more deliberate).⁸ Combined with a consultant's knowledge and experience, AI tools can enrich and amplify advisorship, says Oana Ciornei, elevating a consultant's work above simple, transactional role filling. "And why not ultimately shaping the leadership ecosystem? Executive search isn't about certainty. It's about navigating ambiguity with judgment and sense. And that's where the true value lies."

She is philosophical about how an AI enriches her own thinking. "It's unbelievable that I can use Socrates as a virtual advisor. You can ask, *what would Socrates do?* You can take counsel from the top of the world in the last centuries."

The poetry of the unsaid

"*Do they shake hands? How do they walk?* You're not looking for them to walk in a particular way. But seeing candidates fills in all the nonverbal aspects. Because we're hiring a full person, not just a set of functional experiences," says Costa Tzavaras.

These aspects lie beneath, says Job Voorhoeve. "It's also around pheromones. Not only speech, but sensing." A candidate can sustain a façade on a screen for an hour, but maintaining it is difficult at length, and in person. "It's all around the verbal and non-verbal combination. And those are the key assets as well. You can't smell a machine"

Even if software can analyze much information (from a transcription, for example) the expert touch remains vital. "You can filter to a degree, but you need a human to jump in at the end and meet the candidate in person," agrees Jamal Khan. "I'm hoping at some point we can get an AI that can look at all of those factors and help with the analysis."

There is another reason for multi-sensorial scrutiny: 4% to 12% of CEOs exhibit psychopathic traits, according to some expert estimates, outstripping the 1% rate in the general population and more in line with the 15% rate found in prisons.⁹

Why do you say that?

In our next article, we'll examine the pitfalls and risks of AI in global executive talent acquisition. As we'll discover, recruiters need to be on the alert for candidates using a bot to enhance their responses — even in an onscreen interview.

But the bot will quickly hit a wall. Interviewing is virtuoso work: incisive questioning, active listening, detecting weak or evasive responses, finding unexpected angles, probing, expanding on critical avenues. "You need a discerning executive search consultant to determine culture and fit," says Jamal Khan.

"For such strategically important roles, you'd never dream of advising a hiring organization to employ someone they've never met," says Job Voorhoeve. Online interviewing was the only option during Covid. But the experience proved that, even when a Zoom was led by executive search experts, the face-to-face remains critical for a reliable outcome. Why?

4%-12% of CEOs exhibit psychopathic traits, according to some expert estimates, many times more than the 1% rate found in the general population and more in line with the 15% rate found in prisons.



"Competency based interviewing is one of the best predictors for the quality of hire," says Job Voorhoeve. "Leadership is difficult to define," adds Mikael Norr. Values are critical drivers — for individuals and organizations alike. A competency based interview reveals candidate's inclinations. Even better, if there are several people in the room.

A live interview can also create a pressure that no AI can relieve, and ensure that they are not quietly deploying a bot to generate their answers.

What a candidate *doesn't* say may be as interesting as what they *do* say. But an AI can't analyze an absence of information. Evading a question can be as eloquent as not answering it at all. And a recorded interview, even with a candidate's permission, may skew the results, says Oana Ciornei (more in our next article). "It will be even more difficult to be as natural than it is in a one-to-one, face-to-face discussion."

Preparing the terrain for the human brain

Jamal Khan: "It is critical to take the time to understand a client's business. And AI can help you to do it deeper and faster." For listed organizations, at least, the information is more readily accessible. "We've got more insights, and they're getting increasingly powerful. We use AI to help prepare client meetings." Oana Ciornei agrees: "It's easy to identify emerging leadership gaps or analyze market movements or data. You can prepare for meetings with deeper intelligence: client dynamics, strategic inflection points."

Thanks to this groundwork, Amrop can cut to the strategic heart of the discussion. Not only with clients, but with candidates. Mia Zhou: "I can really have a deep conversation about the market reality, the competition level and a global perspective."

"These time savers enable Amrop to focus on the more important, deeper value," concludes Costa Tzavaras.

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doesn't say may
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**In our next article, we examine
the pitfalls and risks of AI. How
can these be mitigated to get
the best of all worlds?**



About the contributors

This series has been based on in-person interviews with the following Amrop partners and practitioners.



Oana Ciornei

Member of the Amrop Global Board and Digital Practice



Jamal Khan

Managing Partner, Australia



Mikael Norr

Managing Partner, Sweden and Member of the Amrop Global Board



Costa Tzavaras

Director, Amrop Global Programs



Job Voorhoeve

Leader of the Amrop Global Digital Practice



Mia Zhou

Director, China

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Further reading from the Amrop desk

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All 'drone' photography by Adobe Express - generative AI

About Amrop

The Amrop Partnership is a premium leadership and executive search consultancy with 69 offices in 56 countries and a global team of more than 560 professionals.

We help our clients find and develop Leaders For What's Next.

Shaping sustainable success is our mission, craft and passion.

www.amrop.com



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