



Technology Trends 2026: A Hiring Manager's Perspective

How market signals, technology shifts, and workforce realities are reshaping hiring decisions



Table of Contents

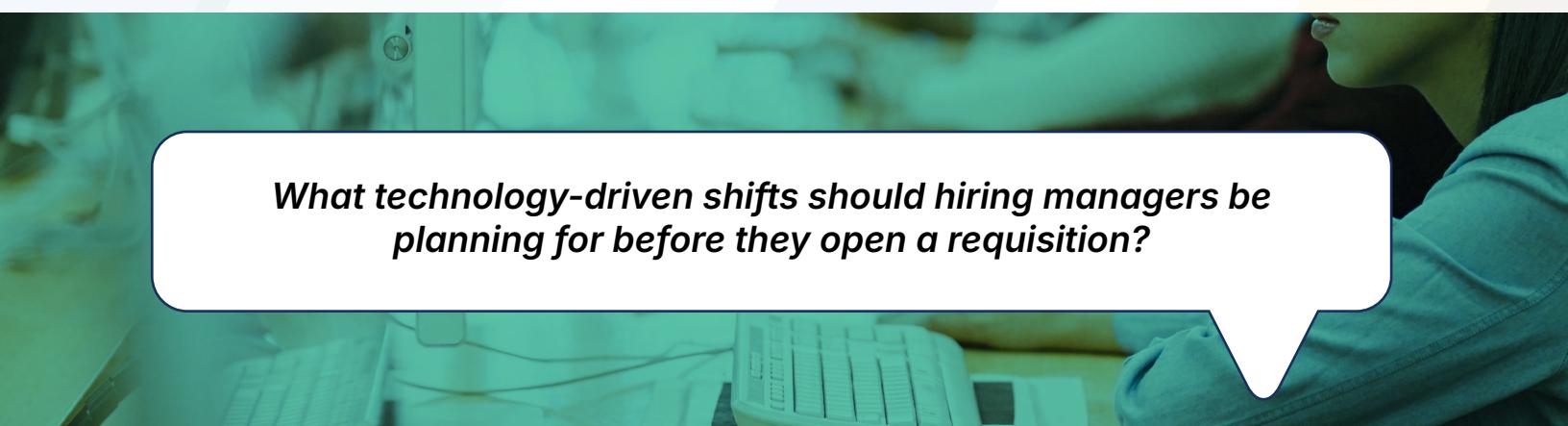
<u>Executive Summary</u>	3
<u>What We're Hearing in the Market</u>	4
<u>Technology Trends Shaping Hiring in 2026</u>	5
1. <i>AI Moves from Tools to Embedded Workflows</i>	5
2. <i>Security, Risk, and Compliance Become Workforce Design Issues</i>	6
3. <i>Data Fluency Becomes a Baseline Skill</i>	7
4. <i>Hybrid and Distributed Work Require Intentional Role Design</i>	8
5. <i>The Blended Workforce Becomes the Default Model</i>	9
6. <i>Hiring Managers Are Asked to Do More with Fewer People</i>	10
<u>What This Means for Hiring in 2026</u>	11
<u>Why Procom</u>	12

Executive Summary

Technology is advancing at a pace that's fundamentally changing how organizations hire, structure teams, and deliver work. As we move into 2026, hiring managers are moving beyond simply filling roles: they're making strategic workforce decisions that directly impact performance, risk, and growth.

The most successful organizations are not chasing every new technology, however. Instead, they are focusing on how technology changes how work gets done, and what that means for the talent they need.

This report outlines the key technology trends shaping hiring decisions in 2026 and translates them into practical workforce implications for hiring managers. It is designed to complement Procom's [2026 Recruitment Playbook](#) by answering a critical upstream question:



What technology-driven shifts should hiring managers be planning for before they open a requisition?

Across industries, six clear trends are emerging:

- AI is becoming embedded into everyday workflows, not isolated tools
- Security, compliance, and risk are now core workforce design considerations
- Data fluency is becoming a baseline expectation across roles
- Hybrid and distributed work models require intentional role design
- Blended workforces are becoming the default operating model
- Hiring managers are being asked to deliver more with fewer, more adaptable teams

Together, these trends signal a shift from transactional hiring toward strategic workforce planning, where the right mix of skills, flexibility, and partnership matters much more than headcount alone.

What We're Hearing in the Market

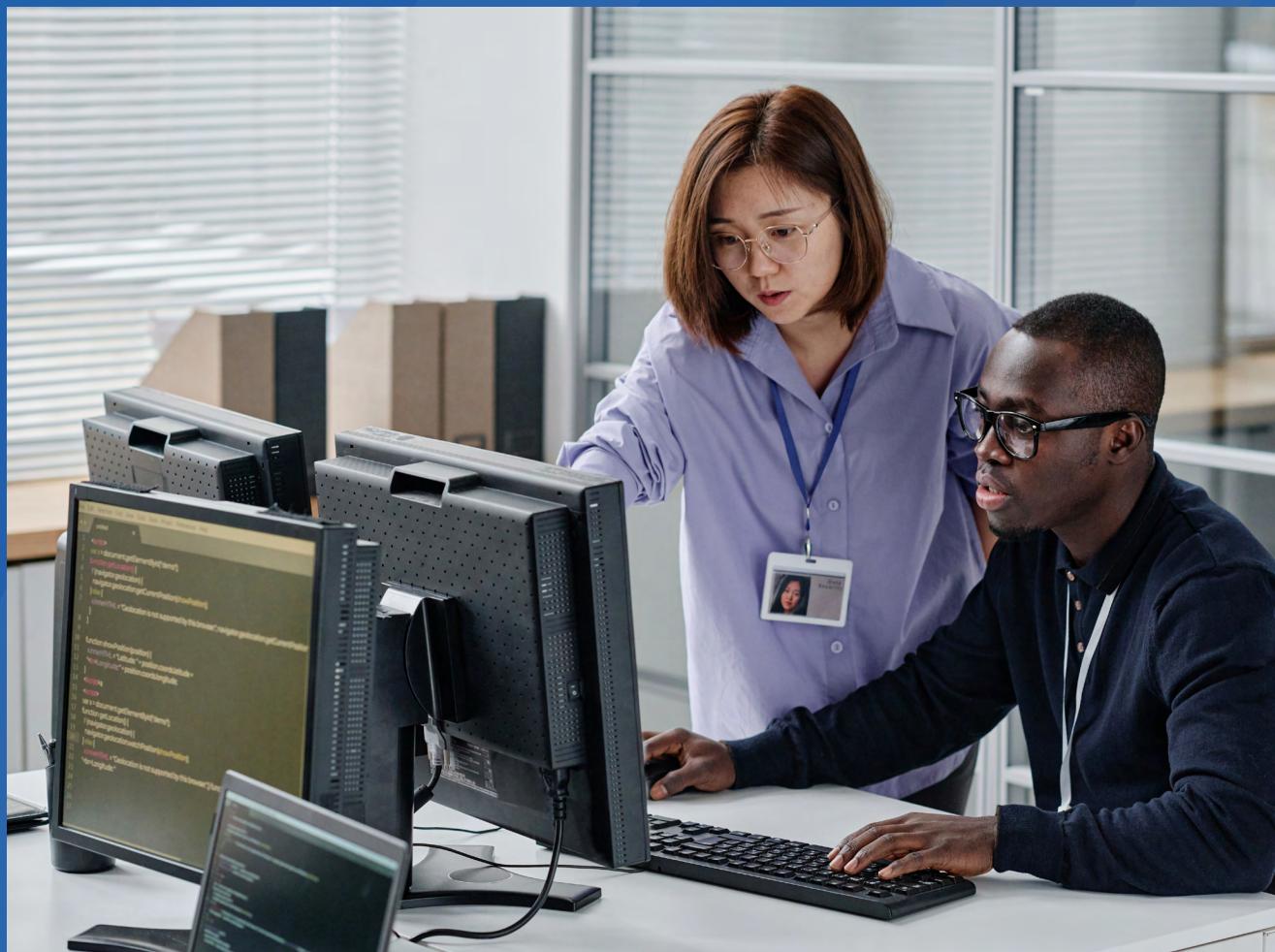
Across Procom's client and candidate conversations, a consistent theme is emerging: hiring managers are under pressure to make faster decisions with higher stakes.

Technology investments are accelerating, but talent availability has not kept pace. New platforms promise productivity gains, yet teams are struggling to operationalize them without the right skills in place. At the same time, risk, whether related to security, compliance, misclassification, or fraud, has become more prominent and less forgiving.

Hiring managers are asking different questions than they were even two years ago:

- *Do we need to hire this skill permanently, or bring it in for a defined outcome?*
- *Can this work be done remotely without increasing risk?*
- *How do we ensure AI and automation improve performance rather than create new vulnerabilities?*

The result is a shift away from role-by-role hiring toward workforce decisions that consider speed, flexibility, and long-term impact.



Technology Trends Shaping Hiring in 2026

AI Moves from Tools to Embedded Workflows

Artificial intelligence is no longer a standalone capability used by specialists. In 2026, AI is increasingly embedded into enterprise platforms such as IT service management, ERP, CRM, cybersecurity, and HR systems.

For hiring managers, this changes the talent equation. The need is not solely for AI experts, but for professionals who can work effectively alongside AI-enabled systems and understand their outputs, limitations, and implications for decision-making.

Hiring implications:

- Increased demand for hybrid skill sets (technical expertise combined with business judgment)
- Fewer roles dedicated exclusively to AI experimentation
- Greater emphasis on candidates who can adapt as tools evolve

Common pitfall:

Hiring for narrow AI skills without considering how those skills integrate into existing workflows.





Security, Risk, and Compliance Become Workforce Design Issues

As technology environments grow more complex and distributed, risk is no longer confined to IT or legal teams. Hiring decisions can introduce exposure, particularly in areas such as data access, identity management, worker classification, and remote work.

In 2026, security-aware hiring is becoming the norm. Organizations are seeking talent that understands not only how to execute work, but how to do so within defined governance and compliance frameworks.

Hiring implications:

- Growing demand for security-conscious engineers, analysts, and administrators
- Increased scrutiny of access levels, locations, and work arrangements
- Greater reliance on partners who understand regulatory and classification risk

Common pitfall:

Treating security and compliance as downstream considerations rather than factors that shape role design from the outset.

3

Data Fluency Becomes a Baseline Skill

Data-driven decision-making is no longer limited to analytics teams. In 2026, data fluency is becoming a baseline expectation across functions, from operations and finance to HR and technology roles.

Hiring managers are increasingly prioritizing candidates who can interpret data, challenge assumptions, and translate insights into action.

Hiring implications:

- Rising demand for professionals who combine execution with analytical thinking
- Declining tolerance for roles that operate without measurable outcomes
- Greater focus on decision quality rather than task completion

Common pitfall:

Overvaluing tools and dashboards while underinvesting in the skills required to use them effectively.





Hybrid and Distributed Work Require Intentional Role Design

The debate over remote versus in-office work has given way to a more practical reality: not all roles are suited to the same work model.

In 2026, leading organizations are designing roles intentionally based on the nature of the work, collaboration requirements, and risk tolerance, rather than applying blanket policies.

Hiring implications:

- Clear differentiation between location-dependent and location-flexible roles
- Improved retention when expectations are defined upfront
- Expanded access to specialized talent beyond local markets

Common pitfall:

Hiring without clarity on how and where work will actually be performed.

The Blended Workforce Becomes the Default Model

Traditional employees, contingent workers, and specialized partners are increasingly working side by side. Rather than viewing these models as alternatives, organizations are intentionally blending them to balance speed, expertise, and cost.

For hiring managers, this means thinking beyond permanent headcount and considering how different work arrangements support business outcomes.

Hiring implications:

- Greater use of contingent talent for specialized or time-bound initiatives
- Increased focus on workforce mix rather than role count
- Need for clear governance to manage risk and continuity

Common pitfall:

Defaulting to permanent hiring when flexibility or specialization may deliver better results.





Hiring Managers Are Asked to Do More with Fewer People

While technology promises efficiency, many teams are experiencing role expansion rather than reduction. As automation absorbs routine tasks, remaining work often requires higher judgment, adaptability, and cross-functional collaboration.

In 2026, performance depends less on team size and more on clarity, capability, and support.

Hiring implications:

- Increased demand for adaptable, learning-oriented talent
- Higher risk of burnout when roles are poorly scoped
- Greater importance of realistic workload design

Common pitfall:

Assuming technology alone will offset capacity constraints.

What This Means for Hiring in 2026

Hiring managers planning for 2026 should consider:

- Which roles require long-term institutional knowledge versus short-term expertise
- Where flexibility reduces risk and accelerates delivery
- How AI, data, and security considerations shape role requirements
- When partnering or engaging contingent talent is more effective than permanent hiring

Strategic workforce planning is being seen more and more as a core leadership capability.

Procom's Point of View

At Procom, we believe performance is powered by people who are supported by the right technology and governance, and when they work with a workforce model that fits.

Our role is to help hiring managers navigate complexity with confidence by translating market signals into practical hiring guidance and reducing risk through informed workforce decisions. We take pride in our ability to connect organizations with the right mix of talent, at the right time.

This Technology Trends 2026 report is designed to work alongside Procom's 2026 Recruitment Playbook, providing both the strategic context and the execution framework hiring managers need.

Take the Next Step

- Get the [2026 Salary Guide](#)
- Download the [2026 Recruitment Playbook](#)
- [Talk to an expert](#) to plan your 2026 hiring strategy with confidence





Why Procom

Procom is a global leader in talent and IT staffing and contingent workforce solutions, with over 45 years of experience as North America's leading IT staffing firm. Procom's expertise combined with an extensive network of IT professionals, enables organizations to build high-performing teams that drive successful IT implementations and solutions.

/Procom

The People Who Power Performance