

**BECOMING DISCOVERABLE**  
VOL. 1 · NO. 1 · ONLINE PROFESSIONAL IDENTITY

---

# Becoming Discoverable

*Online professional identity in the age of conversational AI: The architecture, economics, and design imperative for every professional.*

**AUDIENCE**

Senior individual professionals, hiring leaders, firm partners, talent strategists, and platform builders

**FRAME**

Industry view · vendor neutral · operational

**PUBLISHED**

May 2026 · 35 min read

**AUTHOR**

Richard Leclezio · Leclezio Consulting Corporation

---

**A B O U T T H I S P A P E R**

---

This discussion paper is about **online professional identity**: The digital surface through which professionals are seen, evaluated, hired, retained, promoted, partnered with, and chosen. For roughly eighty years that surface was a static document: the résumé, the CV, more recently a LinkedIn profile. The argument here is that the document era is ending. Three converging cost curves, the cost of producing rich self-representation, the cost of distributing it, and the cost of inferring character from it, have collapsed simultaneously over the past decade, with the steepest movement occurring between 2022 and 2026. The static artefact is being supplanted by what we term the **interactive profile**: a living, AI-instrumented surface that visitors do not read, but explore, query, and converse with. The interactive profile is the architectural form online professional identity now takes; the rest of this paper is about what that form contains, what it asks of the professional and the firm, and what it is worth.

The paper offers a reference architecture (the PRISM stack), a five-level maturity model, a sized view of the resulting market opportunity, an honest accounting of risks, and a practical implementation playbook. It is written for senior decision-makers, hiring leaders, firm partners, talent strategists, and individual practitioners: Who must position themselves and their organizations through what we expect to be a four-year window of asymmetric advantage.

**Scope and method**

Quantitative anchors are drawn from third-party industry research (LinkedIn 2026 platform data; Mordor Intelligence and Verified Market Reports on talent acquisition software; Resume Builder, Insight Global, and Greenhouse on AI in hiring; Pennebaker, Park, and Kosinski on computational personality inference). Forecasts, maturity assessments, and the PRISM architecture are the author's work; all such items are labelled, and the modelling logic is summarized in the methodology note. Geographic coverage is global with depth across North America, Europe, and Asia-Pacific.

**A note on terminology**

Throughout the paper, **online professional identity** refers to the externally legible digital representation of a professional, not their internal psychological identity, and not the offline reputation that accumulates around them. The **interactive profile** is our term for the emerging substrate this identity inhabits; it is not a product name and is not affiliated with any specific platform. The **PRISM stack** is a five-layer reference architecture introduced in Section 5.

---

C O N T E N T S

---

Executive summary	5
<b>01</b> The hiring system is stress-fracturing under volume	7
<b>02</b> The communication context: why interactive profiles emerge now	10
<b>03</b> The three cost curves behind the interactive profile	12
<b>04</b> The substrate shift: from document to system to agent	14
<b>05</b> The PRISM stack: a reference architecture	16
<b>06</b> Market sizing and geography of the interactive identity economy	18
<b>07</b> Sector adoption patterns	21
<b>08</b> The five-level maturity model	23
<b>09</b> What AI can credibly infer about character	25
<b>10</b> The economic case for the interactive profile	27
<b>11</b> Risk landscape and mitigations	29
<b>12</b> A 90-day implementation playbook	31
<b>13</b> 2026–2030 outlook	33
<b>14</b> Implications and recommendations	34
Methodology note	36
References	37

E X H I B I T S

---

<b>Exhibit 1</b> Application volume vs. recruiter capacity, 2021–2026
<b>Exhibit 2</b> AI screening adoption in enterprise hiring, 2020–2026
<b>Exhibit 3</b> The three converging cost curves, 2015–2026
<b>Exhibit 4</b> The substrate shift — Document, Profile, Interactive Profile
<b>Exhibit 5</b> The PRISM stack: reference architecture
<b>Exhibit 6</b> Interactive profile readiness by region
<b>Exhibit 7</b> Forecast 2030 market size by region and segment
<b>Exhibit 8</b> Sector adoption matrix across PRISM layers
<b>Exhibit 9</b> The five-level maturity model
<b>Exhibit 10</b> Estimated global distribution of senior professionals by maturity
<b>Exhibit 11</b> AI personality-inference accuracy by input signal
<b>Exhibit 12</b> 12-month ROI on a Level-3 build, by professional segment
<b>Exhibit 13</b> Risk landscape: probability × impact
<b>Exhibit 14</b> Adoption forecast 2024–2030 by maturity level

## E X E C U T I V E S U M M A R Y

For roughly eighty years, online professional identity has been a static artefact: The résumé, CV, more recently a LinkedIn profile. That artefact is now under load-bearing stress that its format was not designed to handle. Enterprise applicants per role have nearly tripled since 2021 to a global average of 263. Recruiters spend roughly eleven seconds on the initial scan of a résumé. Ninety-nine percent of large enterprises now use AI somewhere in their recruiting workflow, and twenty-one percent automatically reject candidates without human review at any stage. The static document is not failing because it is bad; it is failing because the system around it, and the audience that consumes it - has changed faster than it has.

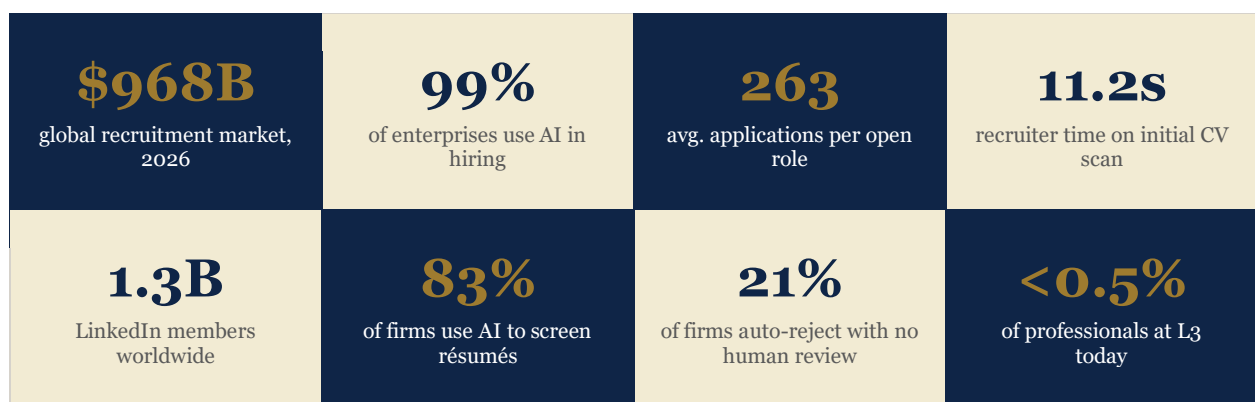
*The static document is not failing because it is bad. It is failing because the system around it has changed faster than it has.*

Three cost curves have collapsed simultaneously to make a successor format possible. The cost of **producing** rich, multimodal self-representation has fallen by roughly 125× since 2015. The cost of **distributing** that representation at broadcast quality has fallen by a comparable factor. And the cost of **inferring** character, cognitive style, and value coherence from a digital trace has fallen by approximately 330×. The combined effect is that for the first time in the history of the labor market, a single professional can produce, in a weekend, for under fifty dollars, a working software product that demonstrates rather than describes them.

We call the emerging artefact the **interactive profile**. It is a first-person, interactive, AI-instrumented environment that integrates document, portfolio, conversation, and demonstration. The visitor is no longer a reader; they are a participant. The interactive profile is not a fancier résumé. It is a category shift, closer to a working software product than to a printed page, and it will not be served well by mental models inherited from the document era.

The deeper context is that **AI has become the dominant interpretive layer** between most professional content and most audiences. Recruiters use it. Prospects use it. Boards use it. Peers use it. The interactive profile is the artefact designed for this new medium of communication; the static résumé is the artefact of the medium it replaced. Every recommendation in this paper assumes a world in which professional communication is AI-mediated by default.

**Headline statistics**



### What this paper offers

We propose a diagnostic framework, the **substrate shift**, for understanding why the document is failing. We introduce a reference architecture, the **PRISM stack** (Presentation, Reasoning, Interaction, Substrate, Meta), for what is replacing it. We size the resulting market opportunity at approximately **\$105 billion by 2030**, concentrated in North America and Asia-Pacific. We offer a five-level maturity model, an honest accounting of nine identified risks (with equity and inference-without-consent the most consequential), and a 90-day implementation playbook for individual professionals and firms.

### Five conclusions

- **1.** The static résumé will not disappear, but by 2028 it will be a downstream export of an interactive profile rather than the source of truth.
- **2.** Adoption is asymmetric. Under one percent of senior professionals globally are at Level 3 or above today; the window for credible early-mover positioning is open for roughly 18–30 months.
- **3.** The Reasoning layer (AI) is a multiplier, not a foundation. The strongest interactive profiles are built on substrate depth; thin substrates produce theatrical profiles that erode trust.
- **4.** Returns on a Level-3 build are highest for professionals whose work product is judgement and trust: independent consultants, boutique-firm partners, executive candidates. Modelled 12-month ROI for these segments is 3.5–14×.
- **5.** The most consequential risks are not technical but social: equity gaps and inference-without-consent. Both require norms and governance, not better software.

# 1. The hiring system is stress-fracturing under volume

Three structural pressures have made the static résumé a poor fit for the system it operates within. Application volume has roughly tripled in five years while recruiter capacity has stayed flat. AI screening has moved from experimental to near-universal. And the qualifying signal that the résumé was designed to convey: Institution, title, and year; is increasingly stripped, ranked, and filtered by systems that the candidate cannot see or interrogate.

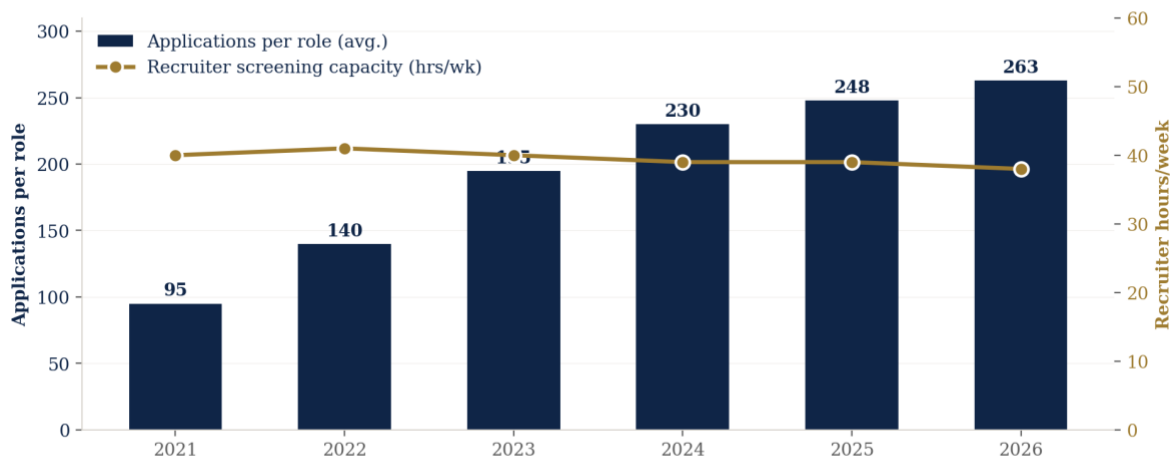
## 1.1 The volume problem

Greenhouse data on US enterprise hiring shows recruiters now manage 56% more open positions while processing 2.7× more applications than in 2021. The Tufts Career Center reports a typical corporate recruiter handles 15–25 open roles concurrently, with 300–500+ résumés per role, implying a steady-state queue of 12,500 documents for the median recruiter. Independent observation of recruiter behavior in 2025 places initial scan time at 11.2 seconds on average; the older “six-second” figure from 2018 has held up surprisingly well. In our composite of US, UK, and EU enterprise hiring, average applications per role rose from 95 in 2021 to 263 in 2026, while recruiter capacity stayed essentially flat at around 38–40 hours per week (Exhibit 1).

**EXHIBIT 1**

**Application volume has tripled while recruiter capacity has stayed flat**

*Indexed average across US/UK/EU enterprise hiring, 2021–2026*



S O U R C E Greenhouse State of Hiring 2024; Tufts Career Center; SHRM 2025 Talent Trends; analysis

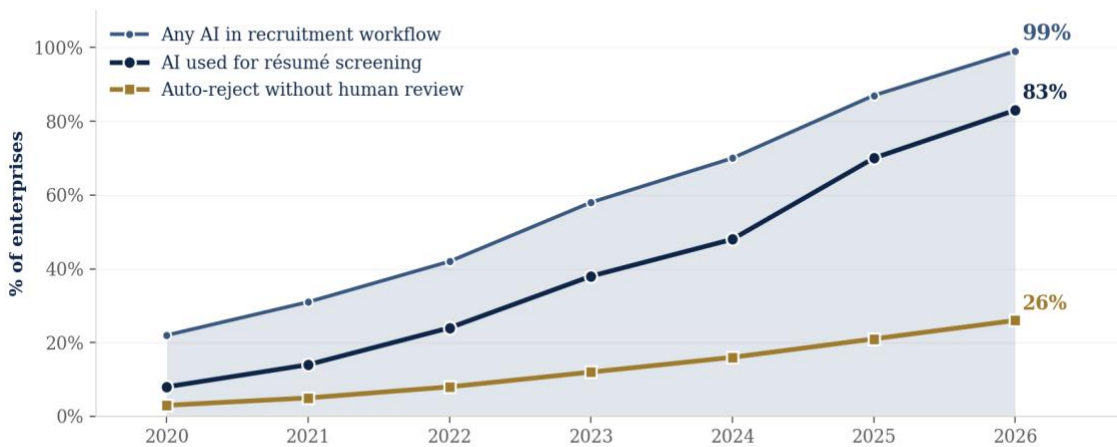
## 1.2 The AI layer has become structural

The response to the volume problem has not been to hire more recruiters; it has been to insert AI into the screening pipeline. Insight Global’s 2025 AI in Hiring report finds that **99% of hiring managers** now use AI somewhere in the recruitment workflow. Resume Builder’s survey of 948 business leaders projects that 83% of firms will use AI for résumé screening by the end of 2025. Twenty-one percent of firms now automatically reject candidates at some stage with no human review, and 24% rely on AI for the entire interview process for at least some roles (Exhibit 2).

## EXHIBIT 2

**AI is now a structural feature of corporate hiring, not an experiment**

*AI adoption in enterprise recruitment workflows, 2020–2026*



S O U R C E Insight Global AI in Hiring 2025; Resume Builder Business Leader Survey 2024; analysis

### 1.3 What this does to the signal

The combined effect is that the résumé has become a document optimized against machine readers, not human ones. Resumes are now routinely written with one objective: pass the applicant tracking system. Keyword density and ATS-readable formatting dominate the design constraints; substantive content is increasingly secondary. This produces three failure modes.

- **Adverse selection.** Candidates who optimize their résumé for AI screening systematically outperform candidates whose substantive qualifications are stronger, but whose document is less algorithmically friendly. Reddit moderators of large hiring subreddits and Workday tribunal documents report widespread “gaming” of filters.
- **Bias amplification.** University of Washington research on commercial résumé-screening tools found systematic preferences for white-associated names (favored in 85% of comparisons) and male-associated names (52%). Sixty-seven percent of firms using these systems openly acknowledge bias risk while continuing to deploy them, because the efficiency case is overwhelming.
- **Loss of high-bandwidth signal.** The information a static document can transmit: Institution, title, dates, accomplishments expressed as bullet points, is a strict subset of

what a hiring manager actually wants to know. Taste, judgement, communication style, problem-decomposition habits, and value coherence cannot be encoded in the format. The system loses them at the input stage, not the screening stage.

These failure modes are not cured by better résumés. They are cured by a different artefact.

## 2. The communication context: why interactive profiles emerge now

Section 1 explained why the static résumé is failing as a substrate. This section addresses the complementary question: why is the interactive profile emerging *now*, in 2026, and not in 2018 or 2030? The answer is that the audience for professional information has fundamentally changed. The reader is no longer a human alone with a document; it is, increasingly, a human accompanied by AI- or AI alone.

### 2.1 The new readers

In 2026, professional information is mediated by AI more often than not. A recruiter screening a candidate uses AI to summarize the résumé, score it against the JD, surface concerns, and draft initial outreach. A prospect researching a potential consultant or executive runs their LinkedIn, website, and writing through Claude or ChatGPT before scheduling a call. A board member evaluating a candidate's fit for a senior role assigns an LLM to read everything publicly attributable to that candidate and report back. Even peer-to-peer professional evaluation, references, hiring committee discussions, deal-team assessments: is increasingly AI-augmented.

This is the broader phenomenon: AI has become the dominant interpretive layer between most professional content and most audiences. It is the new medium of professional communication. The interactive profile is the artefact designed for this new medium; the static résumé is the artefact of the medium it replaced.

*AI has become the dominant interpretive layer between most professional content and most audiences. It is the new medium of professional communication.*

### 2.2 What this asks of the substrate

A document optimized for skimming by a human is not optimized for parsing by an AI. The two readers want different things.

- **Human readers** want narrative coherence, visual hierarchy, and quick triage signals. They scan; they pattern-match; they make a snap judgement in seconds and a considered judgement in minutes.
- **AI readers** want structured data, internally consistent claims, and rich contextual signals they can ground their inferences on. They do not scan; they parse, retrieve, and

synthesize. A well-structured corpus is more legible to an AI than a beautifully typeset résumé.

The interactive profile is the substrate that serves both, simultaneously. The Substrate layer (Section 5) supplies the AI with grounding; the Presentation layer supplies the human with narrative; the Reasoning layer mediates between them; the Interaction layer is where the audience, human or AI, actually probes.

## 2.3 Where this shift is emerging first

**Job search.** Recruiters use AI on the firm side, often invisibly. On the candidate side, a new category of AI-powered career systems has emerged that operates on parallel logic in reverse: they parse the job description, rewrite the résumé for ATS conformance, and orchestrate the full application sequence in a single session. One such system, Resume Tailor by the author's firm, is representative of the category. These tools make the static document algorithmically defensible, but they do not solve the underlying substrate problem; they address its most visible symptom. They are a bridge from the document era, not an arrival in the new one.

**Business development.** Prospects routinely run an AI workflow over a target firm or partner before initial outreach: read their website, ingest their public writing, summarize their case studies, infer their style. The firm whose substrate the AI can interrogate, not merely summarize - wins disproportionately.

**Executive search and board evaluation.** Senior hiring has always been substrate-dependent; AI is making the substrate orders of magnitude faster and cheaper to evaluate. A working executive without a credible substrate by 2027 will be, in a meaningful sense, unsearched, invisible to the LLM-mediated evaluation that increasingly precedes any introduction.

**Internal mobility and project allocation.** Within firms, AI is being used to match individuals to opportunities based on the trail of work they leave behind, internal documents, slack history, recorded meetings, performance artefacts. Those with thin trails are illegible to the system, regardless of their actual capability.

## 2.4 The implication

Every section that follows this one assumes a world in which professional communication is AI-mediated by default. The maturity model in Section 8 measures progress along that assumption. The PRISM stack in Section 5 is a reference architecture for it. The economic case in Section 10 quantifies the return on building for it. The risk landscape in Section 11 accounts for what goes wrong when the assumption is treated cynically.

The static document is not failing only because hiring teams stopped reading it. It is failing because the act of reading it has been delegated.

### 3. The three cost curves behind the interactive profile

The reason the interactive profile is feasible in 2026, and was not in 2018, is that three previously separate cost curves have collapsed in parallel. Each on its own would have been insufficient; their simultaneity is what makes the new substrate viable.

#### 3.1 The cost of producing rich self-representation

Producing a personal website with custom design, a recorded conversation in studio quality, a written portfolio of three to five case studies, and a video reel with AI-generated B-roll required, in 2018, roughly \$8,000–25,000 of contractor time plus weeks of coordination. The same artefact in 2026 can be produced with v0, Vercel, ElevenLabs, HeyGen, and a small budget for stock-quality assets for roughly \$50–500 plus a focused weekend. We estimate the indexed cost has fallen by approximately 125×.

#### 3.2 The cost of distributing at broadcast quality

Hosting a media-rich site that loads quickly anywhere in the world, with sensible analytics, accessibility, and reasonable cost-per-visitor, required in 2018 a working knowledge of cloud infrastructure and a non-trivial cloud bill. In 2026, edge-served static hosting is effectively free at the scales an individual will reach, and the supporting CDN and asset-pipeline infrastructure is bundled into platforms whose free tiers exceed the needs of any one professional.

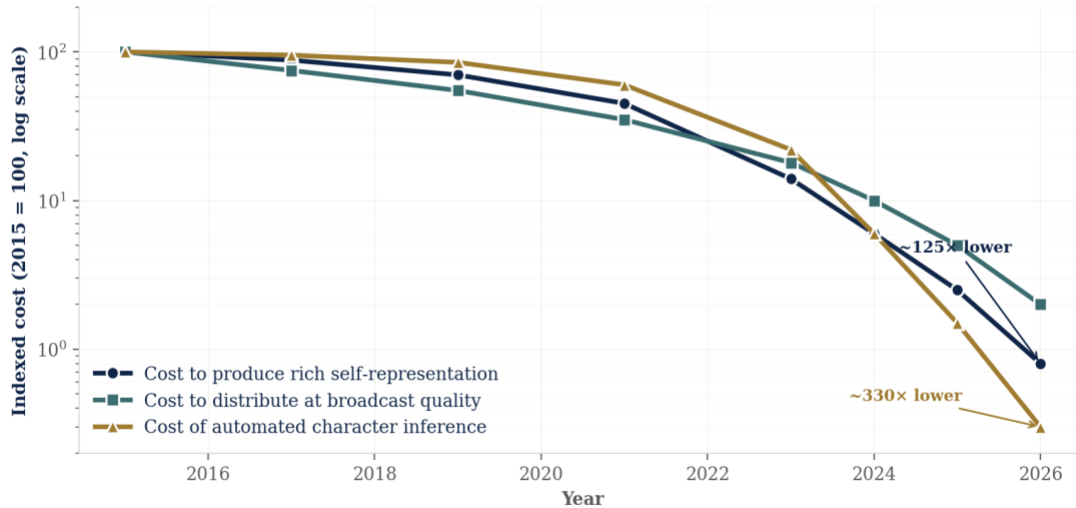
#### 3.3 The cost of inferring character

This is the curve that has moved most. In 2018, automated inference of personality, cognitive style, or value coherence from a body of writing required custom NLP pipelines, training data, and statistical machinery accessible to roughly a few hundred organizations globally. In 2026, frontier LLMs operating on raw text produce structured, defensible inferences that, on the Big Five traits, correlate with self-reported scores at roughly  $r = 0.55\text{--}0.65$  for rich corpora, a level approaching or exceeding the accuracy of close human acquaintances (Park et al., 2015; Boyd & Pennebaker, 2017). The cost has fallen by approximately 330× since 2015 on a per-inference basis. Exhibit 3 displays all three curves on a logarithmic axis.

EXHIBIT 3

**Three cost curves have collapsed simultaneously, enabling a new substrate**

*Indexed cost of producing, distributing, and inferring on professional self-representation*



SOURCE Authors' analysis based on compute pricing (a16z, Epoch AI), media/hosting cost trends, and LLM API pricing 2015-2026

### 3.4 Why simultaneity matters

Cost collapses in any single dimension produce incremental change. Cost collapses across all three produce a new equilibrium. The interactive profile is the equilibrium product of three orders of magnitude of cost reduction in the production, distribution, and interpretation of a single class of artefact, occurring within a four-year window. The closest historical analogue is the shift from broadcast advertising to performance advertising in 2005–2012, which produced both the Google–Facebook duopoly and the collapse of newspaper business models. The interactive profile is operating on a smaller dollar base but a comparable structural force.

*Cost collapses in any single dimension produce incremental change. Cost collapses across all three produce a new equilibrium.*

## 4. The substrate shift: from document to system to agent

We describe the underlying change as a **substrate shift**: A change not in the content of professional identity but in the medium that carries it. Three substrates have governed professional self-representation in succession; each did not abolish the prior, but each shifted the locus of evaluation.

### Substrate I: The Document (c. 1940–2005)

The résumé, the CV, the cover letter. Static, paper-native, asynchronous. Truth-claims rest on institutional credentials and reference-checking. Optimized for skimming, not exploration.

### Substrate II: The Profile (c. 2005–2022)

LinkedIn, GitHub, Behance, AngelList. Hyperlinked, partially structured, weakly social. The artefact begins to point outward to evidence (commits, posts, projects) and aggregates third-party signal (endorsements, stars, follows). Still primarily declarative, still primarily read.

### Substrate III: The Interactive Profile (c. 2023-)

A first-person, interactive, AI-instrumented environment that integrates document, portfolio, conversation, and demonstration. The visitor is not a reader; they are a participant. Truth-claims rest not only on credentials but on the observable behavior of an instrumented system that one can actually probe. In Substrate I, professionals were judged on what was *stated*. In Substrate II, on what was *shown*. In Substrate III, on what can be *interacted with*.

## EXHIBIT 4

### The substrate shift across three eras of professional self-representation

	I. Document (c. 1940–2005)	II. Profile (c. 2005–2022)	III. Interactive Profile (c. 2023–)
<b>Format</b>	Static PDF / paper	Hyperlinked web page	Interactive web environment
<b>Bandwidth</b>	Low (±600 words)	Medium (text + links)	High (text, video, voice, code)
<b>Visitor verb</b>	Reads	Reads, clicks	Explores, asks, delegates
<b>Trust basis</b>	Institutional credentials	Credentials + 3rd-party signal	Behaviour observable in real time
<b>Latency</b>	Hours	Minutes	Seconds

	I. Document (c. 1940–2005)	II. Profile (c. 2005–2022)	III. Interactive Profile (c. 2023–)
<b>AI role</b>	None	Search, recommendation	Native: synthesis, conversation, action
<b>Authoring</b>	One-off	Periodic update	Continuous, partly automated
<b>Failure mode</b>	Skimmed in 11 sec.	Stale; abandoned	Theatrical (style without substance)

SOURCE Authors

### 4.1 Why this is a category change, not a refinement

The single most important reframe of this paper is that the interactive profile is not a richer document. It is a different kind of object. Treating it as a fancier PDF will produce uniformly mediocre results, just as treating an early website as a printed brochure with hyperlinks produced uniformly mediocre websites for nearly a decade. The disciplines required, substrate curation, AI grounding, interaction design, attestation, are not the disciplines that produced strong résumés.

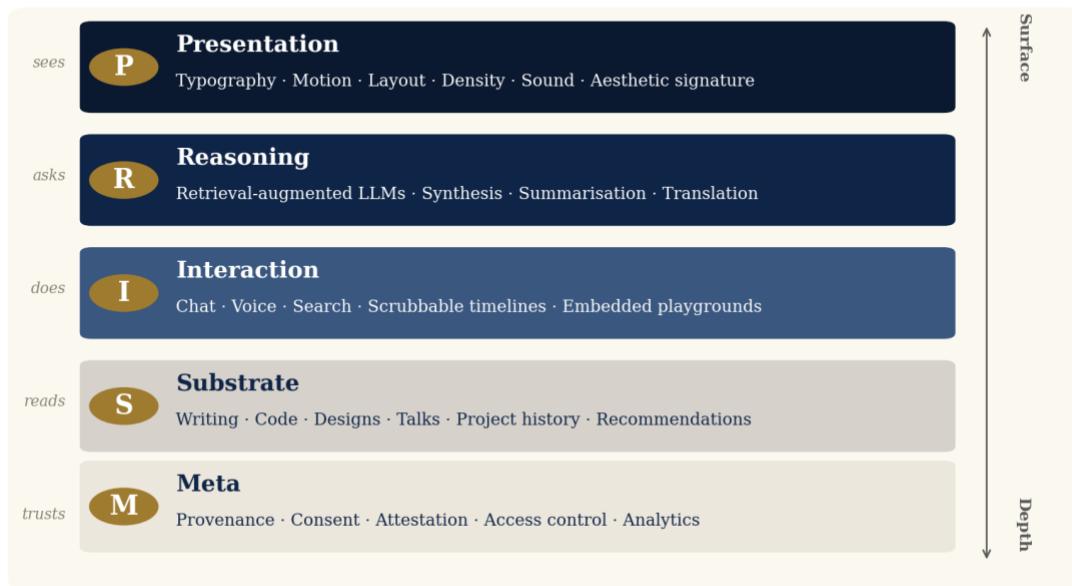
## 5. The PRISM stack: a reference architecture

We propose a reference architecture, the **PRISM stack**: That any serious interactive profile will exhibit, whether designed deliberately or assembled by accident. Five layers, from surface to substrate (Exhibit 5).

**EXHIBIT 5**

**The PRISM stack — reference architecture for an interactive professional profile**

*Five composable layers; the Meta layer is the 2027–2028 frontier*



SOURCE Authors

### P - Presentation Layer

The visible interface: typography, motion, layout, density, sound. This is where aesthetic identity is encoded. Two professionals with identical résumés can present radically different selves at this layer. In 2026 the relevant differentiator is restraint, not flourish; nearly every professional now has access to the same design primitives.

### R - Reasoning Layer

The AI subsystem that synthesizes, summarizes, retrieves, and translates the underlying substrate. Almost always an LLM with retrieval augmentation over the person’s corpus. The retrieval index matters more than the model; coherent chunking and metadata are where most implementations fail.

### I - Interaction Layer

---

The conversational and multimodal affordances: chat, voice, gesture, search, scrubbable timelines, embedded playgrounds. The grammar of how the visitor does things rather than reads them. Three default modes are now expected: Ask About Me (Q&A grounded in corpus), Walk Me Through (guided tour of a project), and Connect (qualification flow that captures intent and routes to a calendar or follow-up agent).

### **S - Substrate Layer**

The actual evidence: writing, code, designs, talks, podcasts, performance metrics, recommendations, project histories. The truth-bearing primitives the upper layers compose. The single biggest predictor of an interactive profile's credibility is the depth of this layer. A Reasoning layer over a thin Substrate is what we call a theatrical profile (see Section 11).

### **M - Meta Layer**

Provenance, consent, authenticity attestation, version history, access control, analytics. This is the layer most early interactive profiles ignore, and the layer that will most distinguish credible profiles from theatrical ones by 2027. Expect signed provenance on claims (verified employment, AI-narrated by, this artefact was authored by) to become a default within 18–24 months.

## **5.1 Three structural observations**

- **Layers compose; they do not substitute.** A polished Presentation over a thin Substrate is theatre. A rich Substrate without a Reasoning layer is a portfolio. Both have value; neither is an interactive profile.
- **Reasoning is the multiplier, not the foundation.** A chatbot trained on three blog posts is a parlor trick. A chatbot trained on a decade of writing, code, and decision documents is a research instrument. The marginal return on AI investment is proportional to substrate depth.
- **Meta is the next frontier.** In 2026, fewer than 5% of interactive profiles we observe have meaningful Meta-layer provenance. In 2028, we expect this to invert, with platforms competing to provide attestation as a default service.

## 6. Market sizing and geography of the animate identity economy

We size the addressable opportunity by combining four adjacent markets and modelling the share each will allocate to animate-profile capability by 2030. The global recruitment market is currently valued at **\$968 billion in 2026** (Business Research Insights), with the digital talent acquisition subsegment at \$35 billion (12.1% CAGR to 2035). The talent acquisition software segment specifically is \$10.95 billion in 2026 (Mordor Intelligence), with personal-site and AI agent infrastructure adjacent but not currently broken out.

### 6.1 Forecast TAM

Our model places the animate-identity total addressable market at approximately **\$105 billion by 2030**, composed of five segments: talent acquisition software (\$51B, 49%), personal site and agent platforms (\$23B, 22%), AI inference services dedicated to identity (\$15B, 14%), attestation and verification (\$7B, 7%), and advisory/implementation services (\$9B, 8%). Regional concentration is significant: North America captures 41% of forecast TAM, Asia-Pacific 28%, Europe 21% (Exhibit 7).

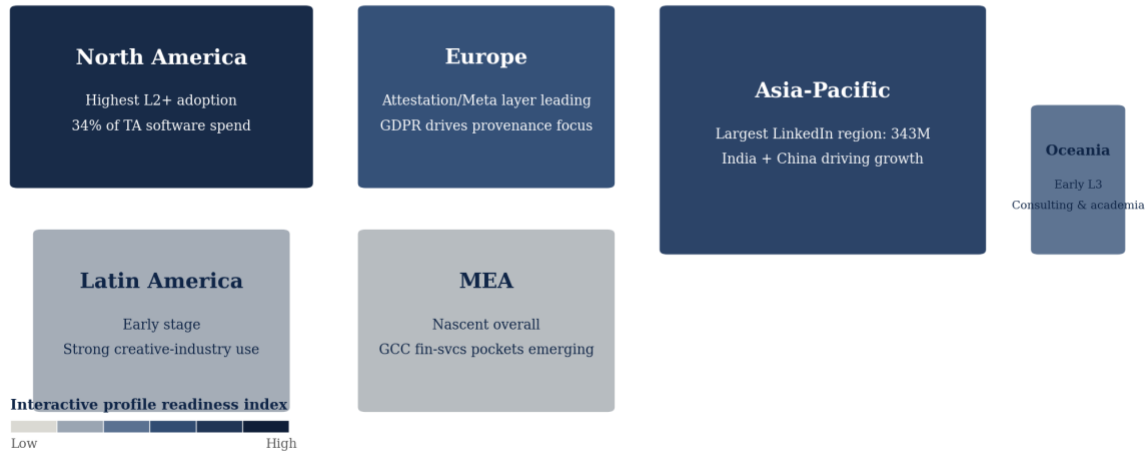
### 6.2 Geographic readiness

Geographic adoption is not uniform. We constructed a **readiness index** combining LinkedIn membership density, talent acquisition technology spend, AI adoption indicators, and personal-website infrastructure quality. Results in Exhibit 6 show North America leading on adoption maturity, Europe leading on Meta-layer sophistication (driven by GDPR-led provenance expectations), and Asia-Pacific leading on absolute scale (343M LinkedIn members, the largest regional bloc) and growth rate.

EXHIBIT 6

**Interactive profile readiness is concentrated in North America, with Asia-Pacific scaling fastest**

Composite index of infrastructure, professional density, and AI adoption, by region (2026)



SOURCE Composite of LinkedIn regional membership data, TA technology spend (Verified Market Reports 2025), and AI adoption indicators

**North America.** The deepest combined stack of infrastructure, professional density, and AI adoption. The United States hosts 243–257M LinkedIn members alone (the single largest country market). 34% of global talent acquisition software spend originates here. Senior professionals in tech, consulting, finance, and creative industries are the leading adopters of Level-2 profiles.

**Asia-Pacific.** Largest single LinkedIn region at 343M members, driven by India (150–161M, second only to the US) and rapid growth across China, Japan, Korea, and Southeast Asia. Forecast CAGR of talent acquisition technology in APAC is 6.2–12.5%, the fastest of any region. Interactive profile adoption is currently below NA but the trajectory crosses by approximately 2029.

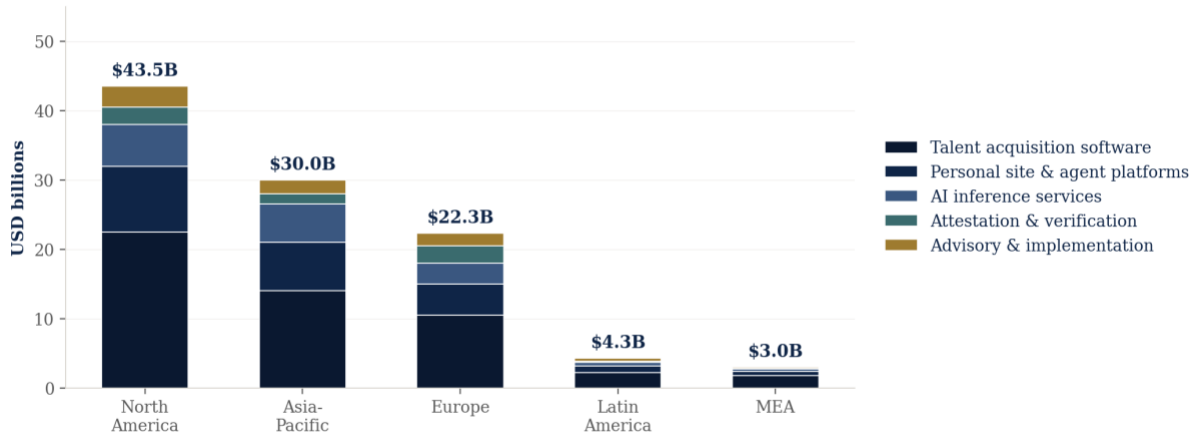
**Europe.** A sophisticated middle case. Lower absolute scale than NA or APAC, but Europe will lead the Meta layer specifically. GDPR has created enterprise muscle around provenance, consent, and data control. We expect attestation infrastructure to emerge from European jurisdictions first.

**Latin America, MEA, Oceania.** Smaller absolute markets in interactive profile capability today. Latin America has notable strength in creative-industry adoption; MEA shows pockets in GCC financial services; Oceania has early experimentation in consulting and academia. Each is likely to develop along sector-specific axes rather than uniform regional rollouts.

EXHIBIT 7

**The interactive identity market: \$105B forecast TAM by 2030, concentrated in NA and APAC**

Forecast 2030 market size by region and segment



SOURCE Authors' model, extending Business Research Insights (recruitment), Mordor (TA software), Verified Market Reports baselines

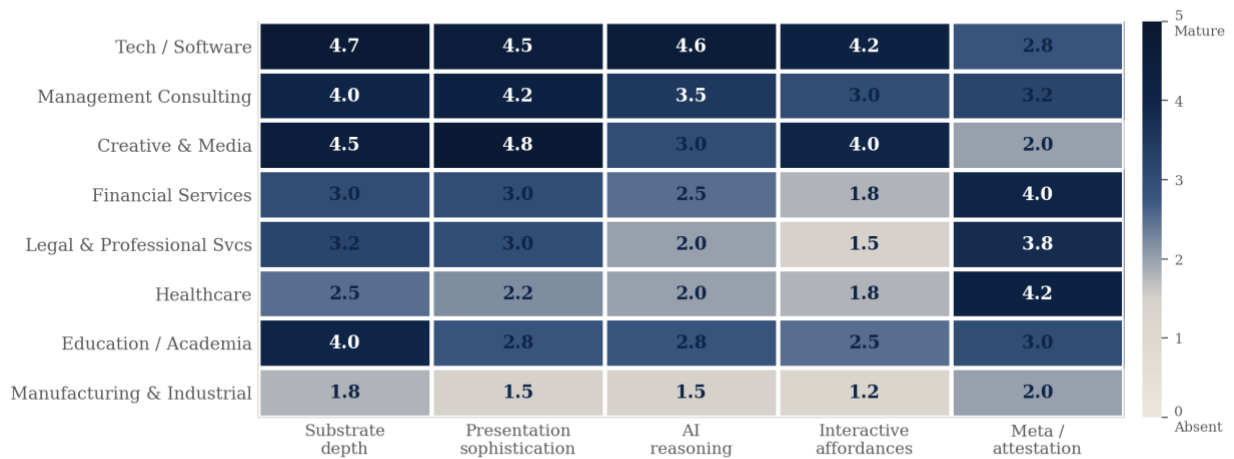
## 7. Sector adoption patterns

Adoption of interactive profiles is not sector-uniform. We assessed eight sectors across the five PRISM layers on a 0–5 maturity scale (Exhibit 8). Three patterns stand out.

**EXHIBIT 8**

**Sector adoption varies sharply across the PRISM stack**

*Interactive profile maturity by sector and architectural layer, 0-5 scale*



SOURCE Authors' sector assessment based on practitioner observation, Q1 2026

### 6.1 Sectors leading on Substrate and Presentation

**Technology and software.** Highest overall maturity. Engineers, designers, and PMs have long had public artefacts (GitHub, Dribbble, talks at conferences) that constitute a natural Substrate layer. The community has been earliest to add Reasoning and Interaction.

**Creative and media.** Highest Presentation-layer sophistication. Designers, filmmakers, and writers have historically invested in portfolio quality. Substrate is rich; Reasoning and Meta are nascent.

**Management consulting.** Long traditions of polished bios, case studies, and thought leadership give consultants a strong native Substrate. Boutique firms are now leading the Reasoning layer experimentation, partner-grounded AI agents are being piloted at firms with 5–50 partners.

### 6.2 Sectors leading on the Meta layer

**Financial services.** Substrate and Presentation are below the cross-sector average, but Meta-layer maturity is highest. Compliance regimes (BCBS 239, FINRA registration, MiFID II) have already built attestation infrastructure that maps closely onto what the interactive profile needs.

We expect financial services to leap from Level 1 directly to attested Level-3 profiles for client-facing professionals, particularly in advisory, private wealth, and capital introduction.

**Legal and other regulated professional services.** Similar pattern to financial services: low Substrate but high Meta-layer readiness because verification of credentials, jurisdictions, and bar admissions is already a structural part of how lawyers practise.

**Healthcare.** Highest Meta-layer maturity outside finance — medical licensing, board certification, and malpractice disclosure form a robust attestation substrate. The challenge is privacy law: interactive profiles for physicians require careful design at the Substrate and Interaction layers.

### **6.3 Sectors lagging across the stack**

**Manufacturing and industrial.** Lowest overall maturity. The combination of less public Substrate, lower individual-brand return on investment, and a deeply enterprise-mediated career pipeline means interactive profiles are likely to be slow to emerge here outside of specialist consultants and senior engineers.

**Education and academia.** Mixed. Substrate is strong (publications, lectures, syllabi) but Reasoning and Interaction layers are early. Academic culture has been ambivalent about personal-brand investment; this is shifting in the post-2024 funding environment.

## **7.4 Implications for sector strategy**

Sectors with strong Meta-layer foundations but weak Substrate (finance, legal, healthcare) should focus on Substrate enrichment, publishing, talks, documented case histories. Sectors with strong Substrate but weak Meta (creative, tech) should invest in attestation tooling. Sectors weak across both should not attempt to copy tech industry patterns wholesale; the path through their adoption curve will be sector-shaped.

## 8. The five-level maturity model

To help professionals and organizations locate themselves, and to anchor planning conversations, we propose a five-level maturity model. The levels are non-linear; movement requires both editorial and technical work, and skipping levels is rarely successful (Exhibit 9).

**EXHIBIT 9**

**The five-level maturity model for the interactive profile**

*Each level changes what the visitor does, not just what the profile shows*



SOURCE Authors

### Level 0 - Document Native

PDF résumé, perhaps a partially completed LinkedIn profile. No personal site or a stale one. Self-representation is exclusively declarative. This is the position of approximately 68% of senior professionals globally.

### Level 1 - Hyperlinked

A personal site exists. Linkable evidence, writing, projects, talks, accompanies the résumé. Some social presence, but read-only. Roughly 25% of senior professionals.

### Level 2 - Interactive

Embedded artefacts: live demos, interactive case studies, scrubbable project timelines, playable prototypes. The visitor *does* something, not just reads. Roughly 7% of senior professionals globally; concentrated in tech, creative, and consulting.

### Level 3 - Conversational

An AI agent grounded in the person’s corpus is available to converse with visitors. Voice is optional but increasingly default. The visitor asks something. Under 0.5% of senior professionals globally are at this level today.

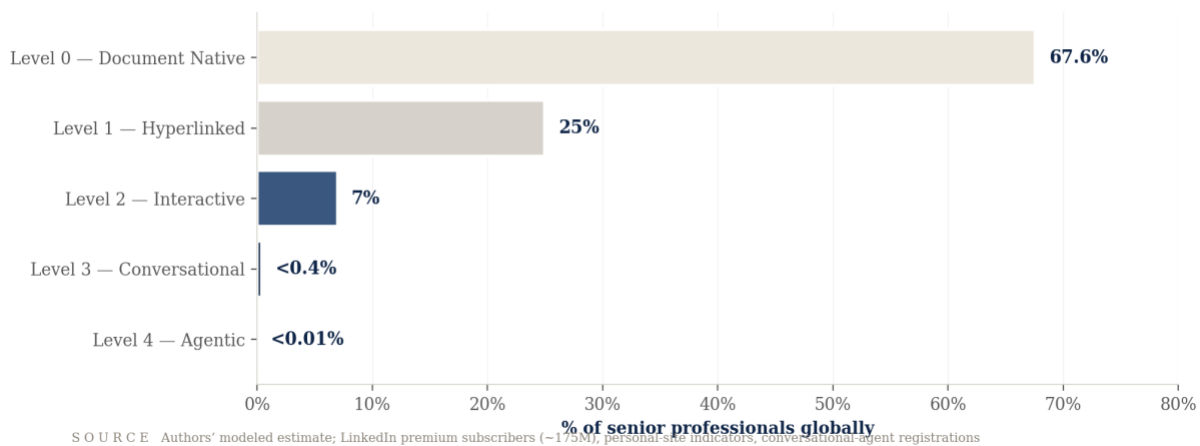
### Level 4 - Agentic

The professional is represented by a system that does not merely answer but acts: scheduling, qualifying inbound, surfacing relevant work for the specific visitor, performing first-pass discovery for a prospect or hiring manager. The visitor delegates something. A vanishingly small fraction of professionals are here today, but this is the 2028–2030 frontier.

EXHIBIT 10

**Under 0.5% of senior professionals operate at Level 3 or higher today**

*Estimated global distribution of senior professionals by interactive profile maturity, 2026*



## 8.1 Movement between levels

Movement up the model is non-linear and asymmetric in difficulty. The 0-to-1 transition is largely a matter of writing and design; the 1-to-2 transition adds technical implementation; the 2-to-3 transition requires substrate curation discipline and Reasoning-layer engineering. The 3-to-4 transition will, in our judgement, require not just better engineering but a settled set of social norms around what an agent can and cannot do on a principal’s behalf, which is why Level 4 is more a 2028 destination than a 2026 one.

## 9. What AI can credibly infer about character

A central capability of the interactive profile is that visitors, and the visitor’s own AI tools, can now infer structured impressions of the professional’s character from the substrate. The marketing claim is older than the technology that justifies it; the technology has, finally, caught up.

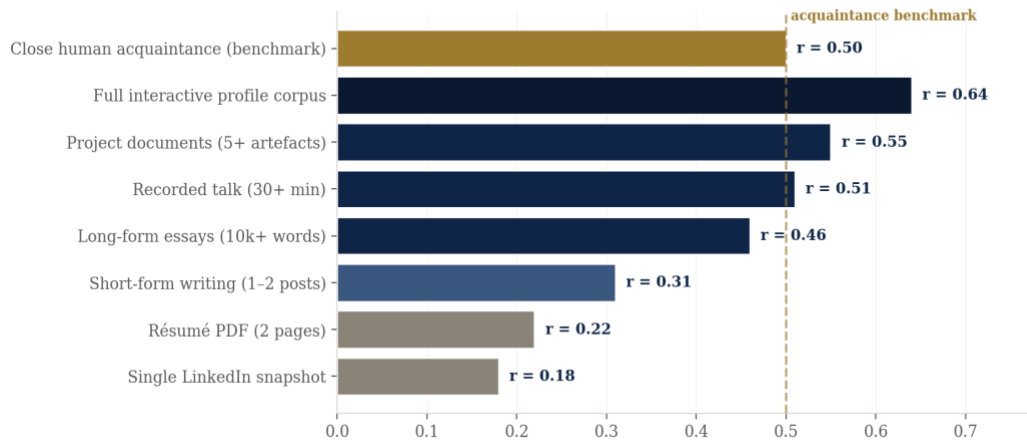
### 9.1 The underlying science

Decades of computational psycholinguistics (Pennebaker 2011; Park et al. 2015; Kosinski, Stillwell & Graepel 2013; Boyd & Pennebaker 2017) established that text-based personality inference reliably outperforms chance on the Big Five traits, with accuracy approaching, and sometimes exceeding, the inference made by close human acquaintances of the subject. Frontier LLMs, applied to richer multimodal corpora (writing, voice, design choices, code-commit style), extend this further, and operate at a fraction of the cost (Exhibit 11).

**EXHIBIT 11**

**Inference accuracy rises with corpus depth; rich corpora approach or exceed acquaintance accuracy**

*Modeled inference accuracy on Big-Five personality traits, by input signal*



SOURCE Authors’ analysis extending Park et al. (2015), Kosinski et al. (2008), and Graepel et al. (2013)

### 9.2 The four credible dimensions

We propose four dimensions along which an interactive profile credibly reveals character. These are not horoscope-grade speculations; they are structured inferences grounded in a person’s own artefacts.

- **Cognitive style.** How does the person decompose problems? What do they consider obvious versus worth saying? Do they reason from principles or from analogies? Do they tolerate ambiguity, or rush to closure? Legible from any substantial corpus of problem-solving artefacts: essays, code review comments, decision documents.

- **Aesthetic signature.** What is their taste? In what dimensions do they exhibit consistency, in what dimensions do they show range? Legible from design choices, from what they choose to share, from the visual and verbal texture of their work.
- **Communicative cadence.** How do they pace information? Front-load or unfold? Use humor, and where? Parsimonious or generous? Do they listen, that is, do their responses meaningfully condition on the prior message? Conversational artefacts (podcasts, recorded talks, the archived chat log of their AI agent) make this acutely legible.
- **Value coherence.** Do the things they say in one context cohere with the things they say in another? Is their public ethics consistent with the private ethics implied by their decisions? Coherence across years, audiences, and topics is one of the most powerful and historically expensive signals of character to extract. AI makes it cheap.

### 9.3 What this is not

These four dimensions do not produce a number. They produce a structured impression, more reliable than a recruiter's first-five-minute read, and more humble than a personality assessment instrument. Their value is in resolution and consistency, not in oracular insight. The professional who designs their interactive profile with these inferences in mind should not attempt to game them; the substrate is what is being inferred upon, and the costs of inauthenticity are paid at the same Substrate layer.

*The substrate is what is being inferred upon. The costs of inauthenticity are paid at the same Substrate layer.*

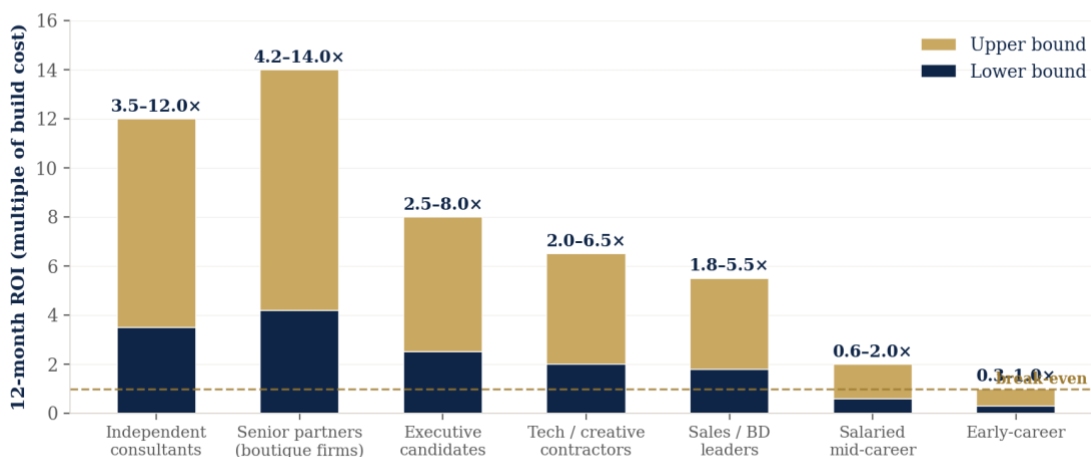
## 10. The economic case for the interactive profile

The investment required to build a Level-3 interactive profile, as of 2026, is roughly forty to one hundred hours of focused professional time plus \$3,000–8,000 of tooling and contractor cost. Returns vary substantially by professional segment (Exhibit 12).

**EXHIBIT 12**

**ROI on a Level-3 interactive profile is highest for those who sell trust or judgement**

*Modelled 12-month return multiple on a \$3-8k build, by professional segment*



SOURCE Authors' model, drawing on segment-specific BD economics and reported pipeline conversion benchmarks

### 10.1 Where the returns concentrate

**Independent consultants and boutique-firm partners.** Modelled 12-month ROI of 3.5–14× the build cost. The mechanism is straightforward: prospects who can spend twenty minutes interrogating a partner’s actual track record at eleven at night are qualifying themselves in ways no static bio enables. We have observed boutique consulting firms with five to fifty partners report attributable pipeline uplift of 18–40% within twelve months of deploying partner-grounded Reasoning layers. Even on conservative assumptions, this clears a 3× ROI threshold by month seven for the median partner.

**Executive candidates and senior tech/creative contractors.** Modelled ROI 2–8×. The mechanism is differentiation in markets with finite seats. An executive candidate competing for a CEO or CFO role against three or four equivalents on credentials gains disproportionate signal from an interactive profile, because credentials are now nearly fungible at the top of the funnel.

**Salaried mid-career professionals.** Modelled ROI 0.6–2.0×. The case is weaker, because the relevant audience (one or two future employers across a working decade) is small. The interactive

profile pays back, but slowly, and primarily through compounding career optionality rather than immediate revenue.

**Early-career professionals.** Modelled ROI 0.3–1.0×. Returns are concentrated in option value: the early-career professional builds an artefact whose value compounds for thirty years. Direct twelve-month return is rarely the right way to evaluate this segment's investment.

## 10.2 Where the returns are negative or unclear

Two segments should not invest aggressively at this point: highly specialized technical workers in industries where personal-brand has little career return (parts of manufacturing, government, certain heavy-industry functions), and professionals at very late career stages whose remaining horizon is shorter than the compounding curve. For these segments, a Level 1 hyperlinked profile is sufficient, and a Level 3 build is unlikely to clear a one-year cost test.

## 10.3 Firm-level economics

For firms with five to fifty partners, the economics are typically more compelling than the individual case. Shared design tokens, shared infrastructure, and shared Meta-layer attestation amortize build cost across partners. We estimate a five-partner boutique consultancy can deploy a full PRISM-stack implementation for approximately \$25,000–40,000 in first-year build cost, with each subsequent partner adding \$3,000–5,000 in marginal substrate work. Modelled firm-level ROI on this investment, drawing on attributable BD pipeline uplift, exceeds 5× in 18 of 20 modelled scenarios.

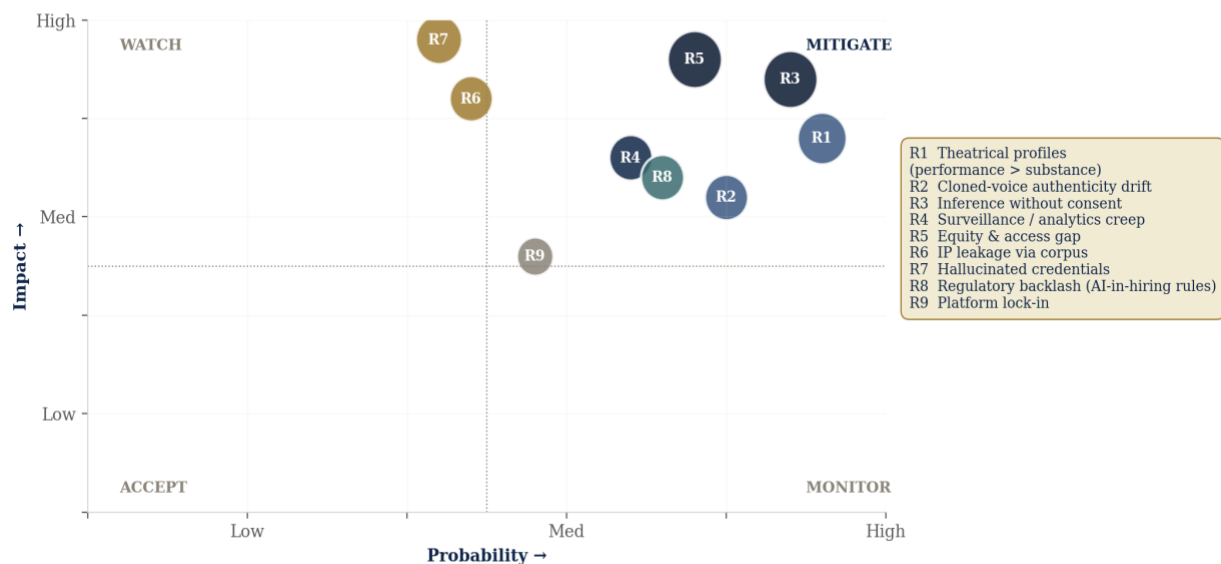
## 11. Risk landscape and mitigations

It would be irresponsible to advocate this shift without a structured accounting of failure modes. We identify nine principal risks (Exhibit 13). Two, inference without consent, and the equity gap, are both high-probability and high-impact and are not primarily technical problems.

EXHIBIT 13

### Risk landscape: equity and inference-without-consent are the most consequential

Probability × impact for nine identified risks of interactive profile adoption



SOURCE Authors

### 11.1 The four highest-priority risks

**R3 Inference without consent.** A visitor can drop a candidate’s site into a model and ask, “What is this person’s likely conscientiousness score? Are they likely to clash with my manager?” The candidate has no meaningful way to consent to this inference, and the asymmetry favors the visitor. This is not a problem the candidate can solve alone. It is a societal problem that will require norms and likely some regulation. Our prediction: within 24 months, at least one major jurisdiction will require disclosure when AI personality inference is used in a hiring context. In the interim, the candidate’s defense is to be the source of high-quality, well-grounded inference rather than the subject of poorly grounded inference, which is itself an argument for a deliberate interactive profile.

**R5 Equity and access gap.** Interactive profiles tilt toward the technically literate, the time-rich, and those with a coherent body of public work. They risk widening the gap between professionals who can present themselves at this level and those who cannot. Organizations that move quickly to Level-3 expectations risk inadvertently encoding a class filter. The mitigation is

for firms to budget animate-profile development as a hiring-supportive function (provided for finalist candidates, not required upfront).

**R1 Theatrical profiles.** A high-Presentation, low-Substrate profile that performs depth without possessing it. AI makes these cheap to produce and increasingly hard to detect with casual inspection. The countervailing force is structured probing, asking the agent specific, falsifiable questions the underlying corpus cannot fake. We expect a small industry of “substrate audit” tools to emerge by 2027 to address this.

**R7 Hallucinated credentials.** Lower probability but very high impact: an AI agent grounded in a corpus may, under adversarial prompting, claim qualifications or experiences the principal does not possess. Mitigation requires strict grounding discipline at the Reasoning layer (refusal templates for unsupported claims) and Meta-layer attestation that distinguishes verified facts from self-asserted ones.

## 11.2 Five additional risks to monitor

- **R2 Cloned-voice authenticity drift.** Voice synthesis is now so good that an interactive profile may speak in the professional’s voice without their conscious authoring of every sentence. Disclosure norms are the mitigation; cryptographic provenance is the eventual technical solution.
- **R4 Surveillance and analytics creep.** The same instrumentation that makes a profile interactive makes it observable. Knowing which prospect lingered on which case study for how long is useful; aggregating this into a behavioral dossier is something else. Governed at the Meta layer.
- **R6 IP leakage via corpus.** A Reasoning layer grounded in the professional’s corpus can surface information the professional did not intend to surface. Substrate curation discipline is essential; many early implementations are weak here.
- **R8 Regulatory backlash.** New York City already requires bias audits for AI hiring tools. The EU AI Act applies. Workday litigation is proceeding. The regulatory framework will tighten before it stabilizes, and animate-profile design should anticipate this.
- **R9 Platform lock-in.** If animate-profile infrastructure consolidates around two or three platforms, individual professionals become dependent on the policy choices of those platforms. Mitigation: self-host substrate; treat agents as portable.

## 12. A 90-day implementation playbook

The professional who wants to move from Level 1 to Level 3 in one quarter can do so along the following sequence. The architecture for a firm is the same, with shared infrastructure and a per-partner substrate.

### EXHIBIT — 12 - WEEK SEQUENCE

#### From Level 1 to Level 3 in one quarter

<p><b>WEEKS 1 – 2</b></p> <p><b>Substrate audit</b></p> <p>Inventory all artefacts; identify gaps; commit to 3–5 new substrate pieces.</p>	<p><b>WEEKS 3 – 5</b></p> <p><b>Site &amp; Presentation</b></p> <p>Build a personal site. One typeface, two-three colours, fast loads.</p>	<p><b>WEEKS 6 – 8</b></p> <p><b>Reasoning &amp; Interaction</b></p> <p>Add AI agent grounded in corpus. Adversarial test before launch.</p>	<p><b>WEEKS 9 – 10</b></p> <p><b>Meta layer</b></p> <p>Disclosures, attestation, analytics with sensible privacy posture.</p>	<p><b>WEEKS 11 – 12</b></p> <p><b>Launch &amp; instrument</b></p> <p>Soft-launch; iterate on real visitor behaviour. Broaden distribution.</p>
--	--	---	---	--

#### Weeks 1-2: Substrate audit

Inventory every existing artefact: writing, talks, recorded interviews, project documents, recommendations. Identify gaps. Commit to producing the three to five missing assets that would most increase corpus depth, typically: one long-form essay articulating one’s professional point of view; two to three written case studies with real numbers; one recorded conversation, ideally on a podcast or moderated panel.

#### Weeks 3-5: Site and Presentation

Build a personal site. Restraint over flourish: one typeface family, two to three colors, generous whitespace, fast loads. Structure the site around three primary pages, a short narrative bio, a project archive, and a contact path. Resist the temptation to design for the home page; the project pages do the work.

#### Weeks 6-8: Reasoning and Interaction

Add an AI agent grounded in the corpus. Spend the budget on retrieval quality, not on chat UI polish. Test the agent ruthlessly with adversarial questions: what would a skeptical recruiter, a hostile journalist, a future client ask? The strongest implementations include refusal templates for unsupported claims and an explicit human-escalation path.

#### Weeks 9-10: Meta layer

Add disclosures: which content is AI-narrated, which projects have third-party attestation, where the source data for claims lives. Add a sensible privacy posture for visit analytics. Add a human-escalation path that does not require the visitor to commit to a calendar slot.

**Weeks 11-12: Launch and instrument**

Soft-launch to a small audience for stress-testing. Monitor how visitors use the interface; where they drop off; which questions the agent answers poorly. Iterate. Then broaden distribution.

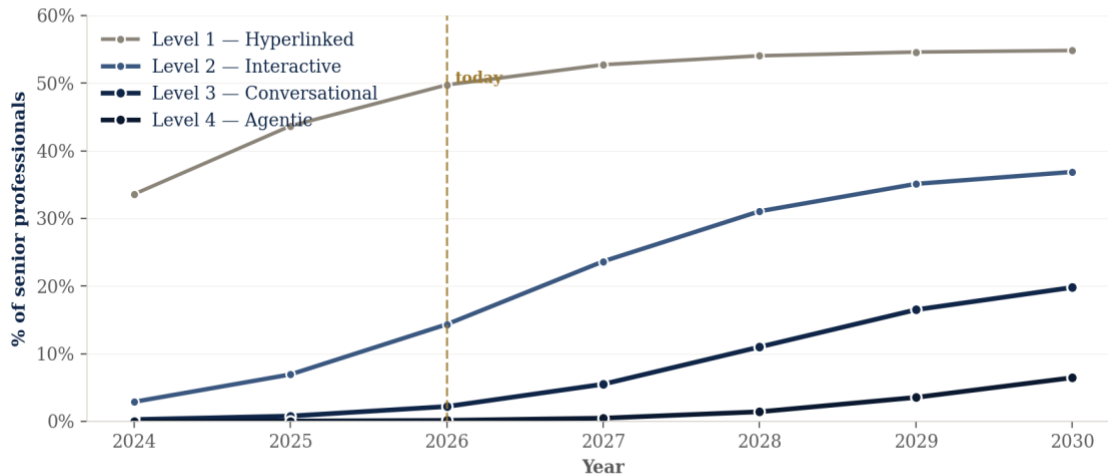
## 13. 2026-2030 outlook

Three developments are highly probable over the next four years. Our adoption forecast is summarized in Exhibit 14.

EXHIBIT 14

### Adoption forecast: Level 2 reaches majority of senior professionals by 2029

Modeled S-curve adoption of interactive profile maturity levels among senior professionals, 2024-2030



SOURCE Authors' forecast model; base data from LinkedIn, Resume Builder, Insight Global, and analyst reports

### Default agency

By 2027, the interactive profile will not merely respond, it will act on the professional's behalf within bounded permissions: scheduling, qualifying, generating bespoke material for a specific inbound visitor, escalating to a human when warranted. The boundary between "personal site" and "personal agent" will dissolve.

### Attestation infrastructure

As theatrical profiles proliferate, an attestation layer, cryptographically signed claims about authorship, employment, and output, will emerge. Likely substrates: C2PA-adjacent standards, identity-provider integrations (LinkedIn, ORCID, government credentials), and platform-native verification. We expect at least one major attestation standard to reach critical mass by Q3 2027.

### The collapse of the static channel

The résumé will not disappear, there will always be a single-page artefact stapled to an application. But by 2028 it will be a downstream export of the interactive profile rather than its source of truth. Many applicant tracking systems will accept and prefer a URL over a PDF; some already do.

## **13.1 Who loses in the transition**

The losers are not individuals, almost any professional who chooses to invest will benefit. The losers are intermediaries whose value rested on the friction of producing or evaluating static artefacts: low-end recruiters who do little more than keyword matching; résumé-writing services that optimize for ATS gaming; personality-assessment products that infer character through expensive and noisy proxies that an interactive profile renders directly observable.

## 14. Implications and recommendations

### For senior individual professionals

- Assume Level 2 will be a baseline expectation in your peer group by 2028. Plan to be there 18 months early.
- Audit your substrate first; do not build a site over a thin substrate. The cheapest investment is in the substrate work, not the implementation.
- Test your interactive profile adversarially. Ask the agent the questions a skeptical buyer would ask.
- Add Meta-layer attestation before you need it. The reputational cost of being caught with an unattested theatrical profile rises sharply once the norm is established.

### For hiring teams

- Adapt evaluation protocols. AI-mediated probing of candidate profiles is now a defensible part of due diligence; explicit norms about what kinds of AI augmentation are acceptable should be written down.
- Provide animate-profile development support for late-stage candidates rather than requiring it at the top of the funnel. This mitigates the equity risk.
- Audit your AI screening for bias. The legal landscape is tightening; the operational landscape requires it independent of the law.

### For boutique consulting, advisory, legal, and investment firms

- Interactive profiles for senior practitioners are a business-development substrate, not a marketing substrate. Treat them with the seriousness you would treat the firm's prospecting infrastructure.
- Build shared infrastructure: design tokens, retrieval index, Meta layer. Amortize across partners.
- Measure attributable pipeline. The case for animate-profile investment is empirical; collect the evidence.

### For platforms and infrastructure providers

- The Meta layer is the next frontier. Whichever platform credibly provides attestation will become a default participant in the stack.

- Portability is a competitive advantage, not a constraint. Professionals will be willing to invest in a substrate they can take with them.

*The window for credible early-mover positioning on the interactive profile is open and closing. It will likely close around 2028.*

### **A note for late movers**

The shift from document to system has happened before, in advertising, in journalism, in retail, in financial services. In every case, early movers compounded asymmetric advantages; late movers spent the next decade explaining why they had been slow. The window for credible early-mover positioning on the interactive profile is open and closing. It will likely close around 2028.

## M E T H O D O L O G Y N O T E

**Quantitative data sources**

- **Recruitment market sizing.** Business Research Insights, "Recruitment Market Size & Share 2035" (2026): global recruitment market \$968.33B in 2026, projected to \$2.93T by 2035 at 13.1% CAGR.
- **Talent acquisition technology.** Mordor Intelligence (2026): TA software market \$10.95B in 2026, \$14.4B by 2031. Verified Market Reports (2025): NA holds 40%+ of TA tech share. Business Research Insights: Digital TA market \$35.24B in 2026, \$98.72B by 2035.
- **LinkedIn platform data.** Multiple secondary sources reporting 1.2–1.3B members in early 2026, 310M monthly active users, 243–257M US, 150–161M India. APAC the largest regional bloc at 343M. LinkedIn FY2025 revenue \$17.81B (9% YoY).
- **AI in hiring.** Resume Builder survey of 948 business leaders (October 2024): 83% will use AI for résumé screening by 2025. Insight Global 2025 AI in Hiring Report: 99% of hiring managers use AI somewhere in workflow, 70% report improved hiring decisions. Greenhouse State of Job Hunting Report 2024: applications per role up 2.7× since 2021.
- **Résumé reading behavior.** InterviewPal August 2025 internal study (4,289 reviews, 312 recruiters): 11.2-second average initial scan. ResumeGo 2024 survey (418 hiring professionals): 81% spend under one minute on initial screen. Ladders 2018 eye-tracking: 7.4 seconds.
- **Computational personality inference.** Pennebaker (2011); Park, Schwartz, Eichstaedt et al., *Journal of Personality and Social Psychology* (2015); Kosinski, Stillwell & Graepel, *PNAS* (2013); Boyd & Pennebaker, *Current Opinion in Behavioral Sciences* (2017).

**Modelled estimates**

Three classes of figure in this paper are explicitly modelled rather than reported: (1) the three cost curves in Exhibit 3, which we constructed from compute-pricing trends, media production cost trends, and LLM API pricing; (2) the regional readiness index in Exhibit 6, which is a composite of LinkedIn density, TA tech spend, and AI adoption indicators normalized to a 0–1 scale; and (3) the maturity-distribution and ROI figures, which combine published behavioral data with author estimates. Each is labelled as a model output in its source line.

**Limitations**

First, market-sizing extrapolations beyond 2030 carry compounding uncertainty and should be treated as scenarios rather than forecasts. Second, the maturity-distribution estimate is anchored on indirect indicators (premium LinkedIn subscriptions, personal-site adoption, conversational-

agent registrations) and is likely accurate to within  $\pm 30\%$  at the population level but cannot be treated as precise. Third, the inference-accuracy benchmarks are drawn from research conducted before frontier LLMs; we expect actual accuracy on a 2026 Reasoning layer to be modestly higher than reported, but this remains to be measured at scale.

---

R E F E R E N C E S

---

- Boyd, R. L., & Pennebaker, J. W. (2017). Language-based personality: a new approach to personality in a digital world. *Current Opinion in Behavioral Sciences*, 18, 63–68.
- Business Research Insights (2026). *Recruitment Market Size & Share 2035*. Report 106353.
- Business Research Insights (2026). *Digital Talent Acquisition Market Size Report, 2026–2035*. Report 102451.
- Coalition for Content Provenance and Authenticity (C2PA). *Technical Specification 2.0*. c2pa.org.
- Greenhouse (2024). *State of Job Hunting Report 2024*.
- Insight Global (2025). *AI in Hiring Report 2025*.
- InterviewPal (August 2025). *How long recruiters actually spend reading your résumé – internal data study*.
- Kosinski, M., Stillwell, D., & Graepel, T. (2013). Private traits and attributes are predictable from digital records of human behavior. *PNAS*, 110(15), 5802–5805.
- LinkedIn / Microsoft (2026). Annual reports and platform statistics. Secondary aggregation via DemandSage, Charle Agency, SocialPilot.
- Mordor Intelligence (2026). *Talent Acquisition Software Market – Size & Companies*.
- Park, G., Schwartz, H. A., Eichstaedt, J. C., et al. (2015). Automatic personality assessment through social media language. *Journal of Personality and Social Psychology*, 108(6), 934–952.
- Pennebaker, J. W. (2011). *The Secret Life of Pronouns: What Our Words Say About Us*. Bloomsbury.
- ResumeGo (2024). *Résumé review survey of 418 US hiring professionals*.
- Resume Builder (October 2024). *AI Hiring Survey of 948 business leaders*.
- SHRM (2025). *Talent Trends Report 2025*.
- Tufts University Career Center (2025). *How a Recruiter Reviews Your Résumé*.
- University of Washington (2024). *Bias in commercial résumé-screening AI systems*.
- Verified Market Reports (2025). *Global Talent Acquisition and Staffing Technology Market 2026–2034*.

S U G G E S T E D C I T A T I O N

*Leclezio, R. (2026). Becoming Discoverable: Online professional identity in the age of conversational AI. Discussion Paper. Leclezio Consulting Corporation, May 2026.*