



Gartner®

Chief HR Officer Leadership Vision 2022

3 Strategic Actions for Success

From Chris Howard, Chief of Research, Gartner

As we head into 2022, we continue to feel the human toll of the global pandemic, but we already know it has been a watershed period in which attitudes and norms have permanently shifted — in our everyday lives and at work.

Living through COVID-19 has increased social awareness — as have growing demands for equity for those who are underrepresented.

Businesses have also changed. For many organizations, the pandemic has catalyzed digital business initiatives as we adapt to the demands of employees, customers and other stakeholders, who were forced into new digital options that they have now come to favor.

B2B purchasers are happy to buy digitally, without a sales representative; B2C consumers are buying off social media platforms; employees are physically distributed and communicating asynchronously — and IT infrastructures must secure the organization despite this “anytime, anyway, anywhere” way in which we’re operating.

You and your team may be burning out, and it’s never been more important to prioritize your time and energy.

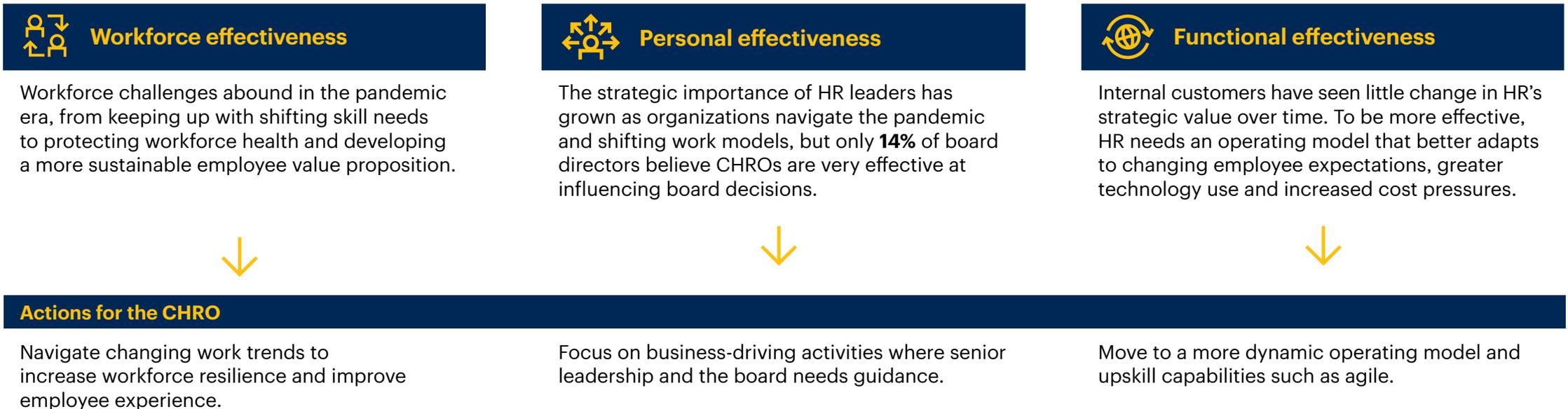
In your role as a leader, you’ve now spent months adapting to change and delivering new solutions at speed. You and your team may be burning out, and it’s never been more important to prioritize your time and energy. To help with that, Gartner Leadership Vision provides top-level guidance to leaders and their teams on where to focus — based on our data-driven research.

We’re providing detailed insights to our clients across dozens of roles, and we’re now excited to share excerpts with the business community beyond our clients. We hope this will help you to focus discussions with your teams, peers and other leaders, so you can more quickly and effectively diagnose priorities and actions, especially as you solidify your strategic plans for 2022.



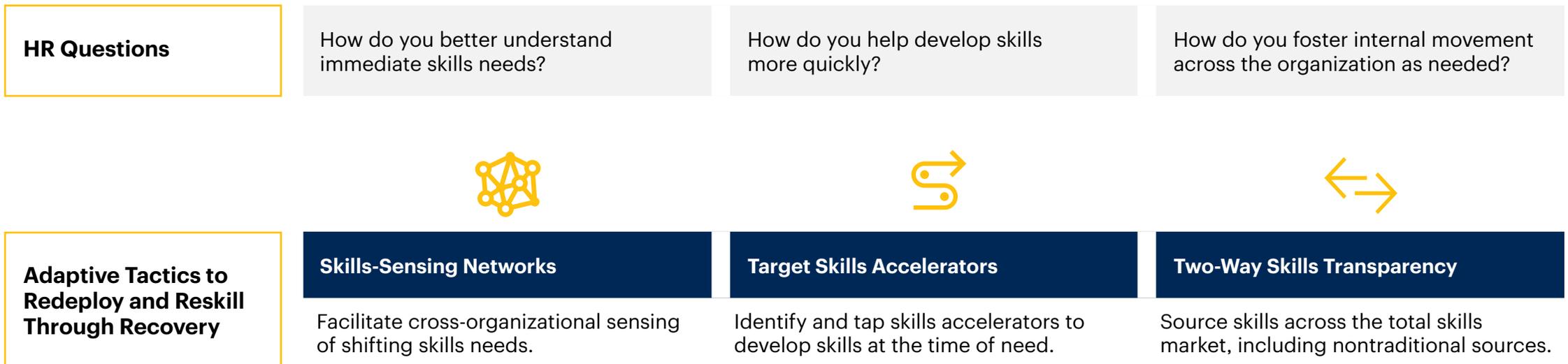
Chris Howard
Chief of Research, Gartner

Three Key Areas of Focus for Chief HR Officers (CHROs) in 2022



Manage Skills Through a Dynamic Approach

Headed into 2022, building critical skills and competencies is a priority for 59% of HR leaders — and the challenge is complex. The total number of skills required for a single job is increasing at 6.3% annually. HR needs a more dynamic approach to sensing the skills required — especially for critical roles.



Improve Workforce Health to Drive Organizational Resilience

The **COVID-19** pandemic has placed resilience center stage. The scale of disruption to ways of working has highlighted to organizations and **CHROs** the importance of embedding resilience as a key goal and success metric for their HR and talent strategies.

Components of Gartner’s Measure of Workforce Health



Healthy Employees

- Physical Well-Being
- Financial Well-Being
- Work-Life Balance
- Stress Level
- Burnout Level
- Exertion Level



Healthy Relationships

- Trust in Teams
- Employee-Manager Relationship Quality
- Trust in Leadership
- Psychological Safety
- Collaboration



Healthy Work Environment

- Innovation
- Responsiveness
- Development Opportunity
- Change Receptivity
- Inclusion

Source: Gartner

Gartner Model of Workforce Resilience



Sustaining or growing performance through disruption without damaging the health of the workforce

Healthy Employees + Healthy Relationships + Healthy Work Environment

Ensure Employees Feel Understood and Valued

CHROs must reinvent their employee value proposition to deliver to employees a holistic deal that feels more human. This reflects what employees say they want:

- 82% want their organization to see them as a person, not just as an employee.
- 68% want their organization to care about their family.
- 62% want their organization to care about their community.

The Human Deal

Help employees to strengthen their family and community connections, not just work connections.

Take actions on societal and cultural issues; don't just make statements about "purpose."



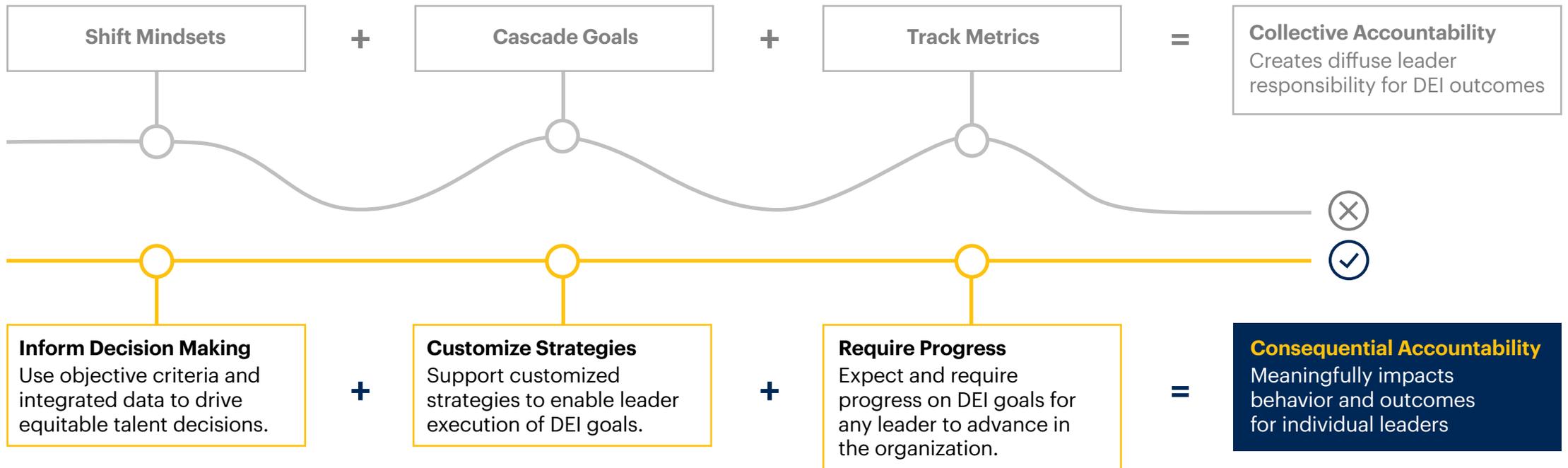
Give employees flexibility over where, when, how much, how and with whom they work.

Provide employees with opportunities to grow as people, not just as professionals.

Don't just provide employees with holistic well-being offerings; make sure they use them.

Adopt Consequential Accountability for DEI

Many organizations currently focus their diversity, equity and inclusion (DEI) approach on collective accountability, but that doesn't produce real results on DEI outcomes. HR should hold leaders accountable, using a DEI approach that leads to consequential accountability.



Source: Gartner

Model of a World-Class CHRO

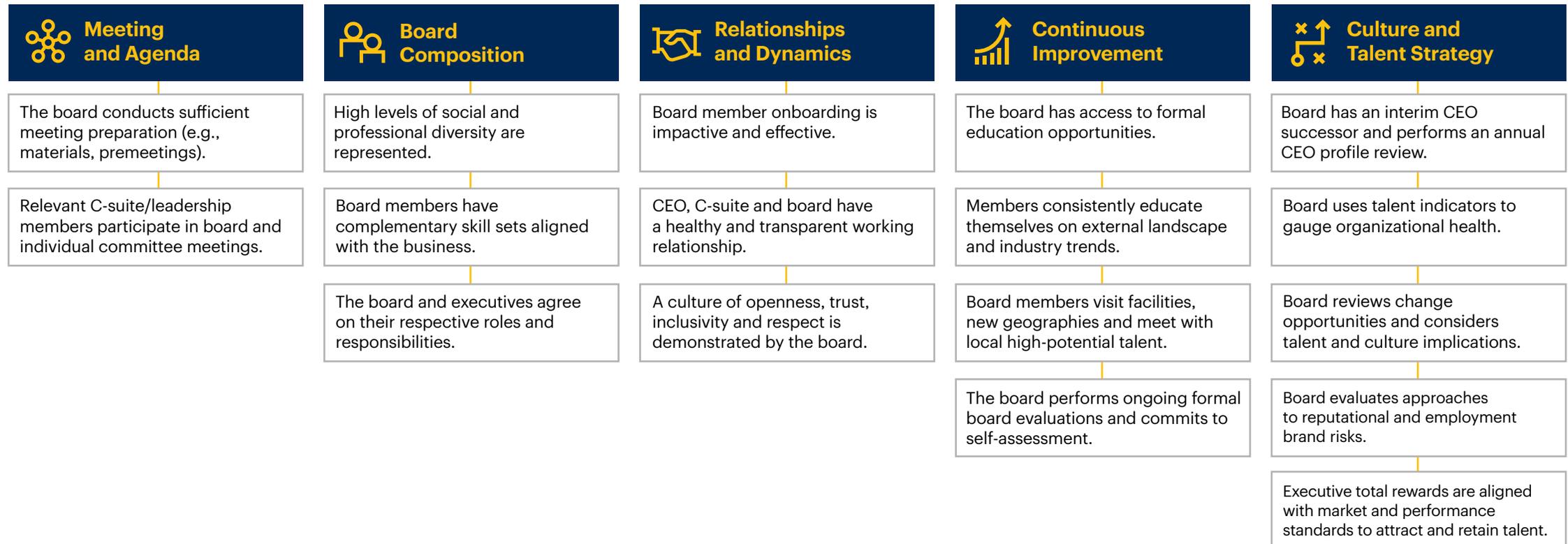
Today's environment requires new emphasis on business-driving activities for a hybrid world.

 = new emphasis

Drive Business Results				
Board's Leader of Human Capital	Creator of Talent Strategy	Enterprise Change Leader	Driver of Culture and Purpose	Trusted Advisor and Coach
Plan and support CEO succession.	Ensure critical role staffing.	Challenge the status quo.	Link purpose to culture.	Advise and coach the CEO.
Build shareholder-supported executive compensation.	Design talent management processes.	Plan strategic enterprise changes.	Measure and communicate the culture.	Maximize senior team effectiveness.
Surface and respond to external trends.	Direct strategic workforce planning.	Manage stakeholders and advocate for employees.	Hold leadership accountable for the culture promise.	Coach and develop key enterprise talent.
Business Acumen Understand the business model, financials, external markets and customers.		Business Strategy Development Shape and influence business strategy and partner with executive peers to move the organization forward.		
Functional Business Leader Create a future-focused, financially disciplined team to run the HR function.				

Focus on Key Differentiators of Board Success

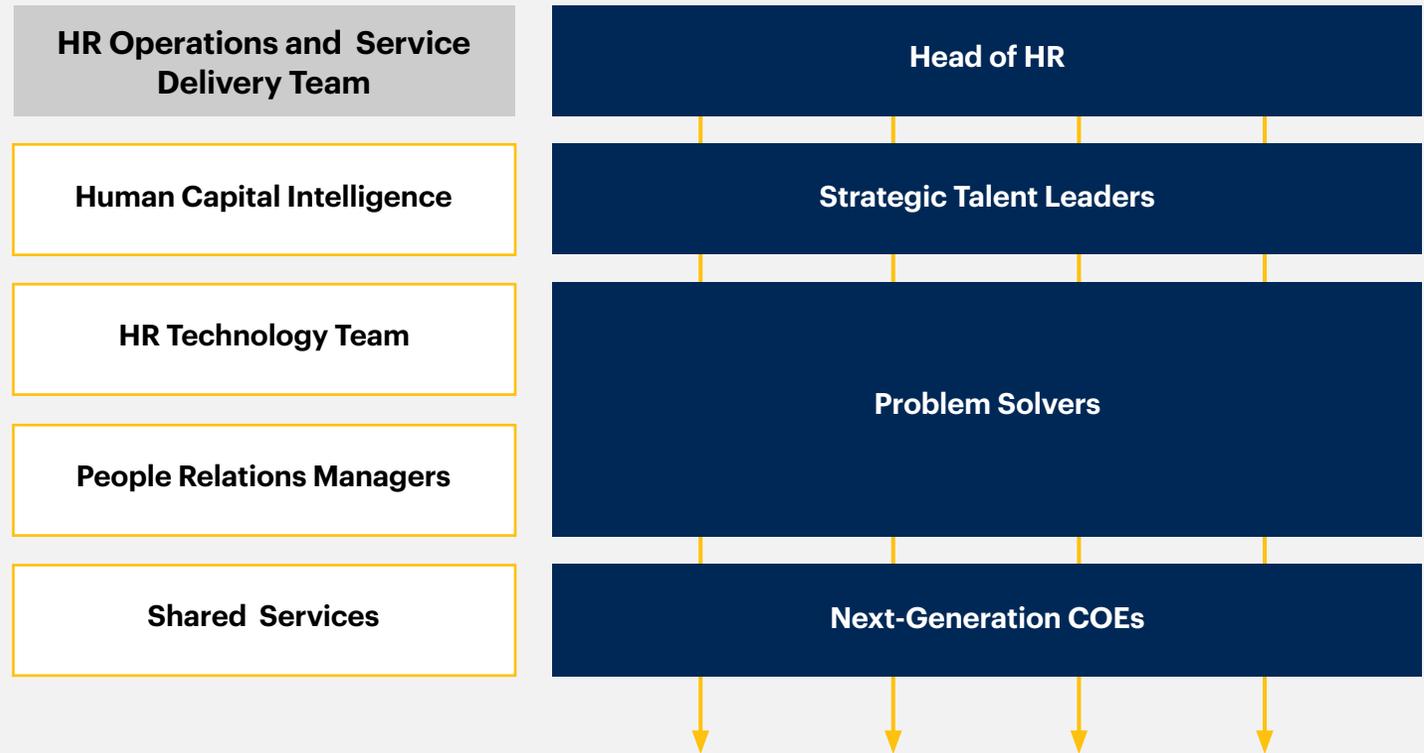
A framework of board key activities will help CHROs identify where to spend more time supporting the board.



Develop a Flexible HR Team

The typical operating model for HR is the Ulrich Model — utilizing HR business partners, centers of excellence (COEs) and shared services.

An alternative, more flexible operating model can help CHROs adjust to the increasing use of technology, changing employee expectations and increasing cost pressures.

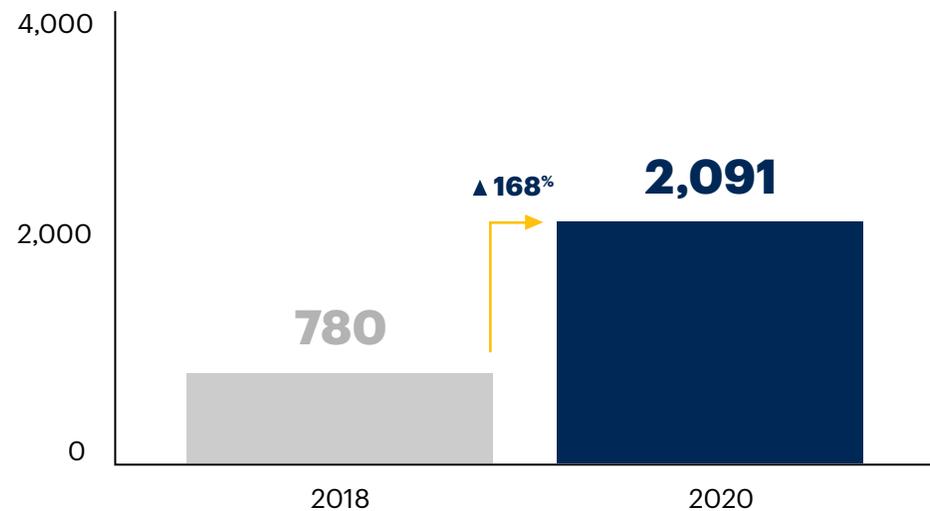


Shift HR Skills and Incorporate Agile

Regardless of functional structure, CHROs need the right staff with the most suitable skills. Gartner data shows a shift in recent years toward more demand for skills related to diversity recruitment and agile approaches.

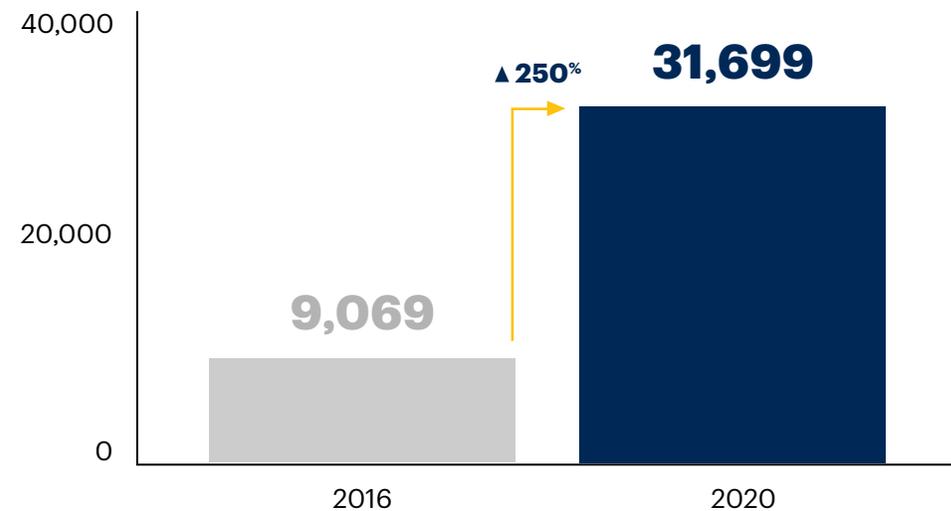
Increase in Job Postings in HR Function With Diversity Recruitment Skills

Number of job postings



Increase in Job Postings in HR Function Containing “Agile”

Number of job postings



Source: Gartner TalentNeuron™

Next Steps for CHROs



Prepare to take on greater accountability for driving innovation and executing business transformations in a hybrid work model.



Foster long-term workforce resilience by reassessing workforce support offerings to drive workforce health, not just performance.



Accelerate progress on DEI goals by establishing consequential accountability for DEI in your organization's leaders.



Support the development of a hybrid work model by using human-centric design to offer flexible experiences, enable intentional collaboration and drive empathy-based management.



Elevate your personal and board impact by targeting CHRO-driven differentiators of board success.



Organize your HR function to achieve its goals of agility, customer centricity and operational efficiency.

Actionable, objective insight

Explore these additional complimentary resources and tools for HR leaders:

 <p>Research Top 5 Priorities for HR Leaders in 2022</p> <p>Learn about actionable and objective insights to tackle your top HR challenges.</p> <p>Download Report</p>	 <p>Research Build a Better Strategic Plan for Your Function</p> <p>Turn your strategy into action with our tools and templates.</p> <p>Download Templates</p>	 <p>Resource Hub Future of Work Reinvented</p> <p>Reinvent where, when and how we work to maximize employees' engagement and productivity.</p> <p>Learn More</p>	 <p>Journal Gartner Business Quarterly</p> <p>Stay up to date with the most compelling research on organizational issues that cut across the C-suite.</p> <p>Download Now</p>
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