

2025 Executive Summary

Thank you, from the Conference Chair

Thank you for joining us at Gartner HR Symposium/Xpo™. What an incredible experience to be together in London.

From connecting with your peers, to discovering the latest insights from Gartner Experts and being inspired by visionary leaders, we hope you feel empowered to thrive in this environment and *accelerate workforce potential by building new foundations for performance*.

As the demands of your role continue to evolve, embrace the guidance you've uncovered to navigate shifting talent needs, redefine performance, and align people and technology strategies for real business impact.

Thank you again for your time. Your participation means so much to us. We look forward to seeing you at Gartner HR Symposium/Xpo™ 2026.

Sincerely,
Tille Verhaeghe,
Conference Chair and Managing Vice President, Gartner

Top takeaways

1

Transform work to unlock AI's full potential

Begin by augmenting existing work, targeting your biggest business challenges to ensure you're prepared to adapt processes for AI. Next, reengineer workflows by prioritizing areas with the greatest impact and use workforce planning to identify at-risk and growth roles. Then, invent new AI-driven approaches and reset expectations about what AI can realistically deliver, building a path to future growth roles and keeping your workforce ahead of shifting demand.

[Gartner Opening Keynote: Transforming How Work Gets Done – HR's New Domain in the AI Era](#)

"Organizations are twice as likely to exceed revenue goals if business units change how work gets done, rather than just empowering employees to use AI."

Harsh Kundulli,
VP Analyst,
Gartner

2

Routinize change for the workforce to thrive in volatility and uncertainty

Routinizing change demands common leadership capabilities, with HR guiding the application of development investments for maximum impact. You must clarify the value of progress, transparently share information, and persuade by emphasizing the risks of inaction. Adaptability, emotional intelligence, and coaching skills are essential for leading through any change, while revisiting competencies and re-prioritizing skill development ensures readiness for tomorrow's challenges.

[Who Are The Successful Change Leaders of Today? How to Build Change Readiness in the Era of Never-Ending Change](#)

"Leaders need to communicate that change is a journey, not a destination."

Kayla Velnoskey,
Director, Research,
Gartner

3

Drive value with an employee productivity strategy

Engage employees in shaping productivity strategies through focus groups and open conversations, while equipping managers to identify and support flight risks and underperformers. Use team exercises, recognition, and clear accountabilities to drive improvement, and regularly review engagement and compensation processes to ensure high performers are rewarded and career paths are visible - strengthening connection and collaboration across your organization.

[Measure Productivity Without Fueling Paranoia Maximize Employee Productivity by Avoiding "Efficiency Traps" Productivity Profiles: A Targeted Approach to Getting More Out of Your Workforce Mind the Margins: A CHRO's Guide to Influencing Enterprise Revenues and Costs](#)

"Involve employees in the design of productivity metrics to ensure outcomes accurately reflect their day-to-day experience."

Swagatam Basu,
Sr Director, Research,
Gartner

4

Cultivate an AI work environment to influence growth and performance

To stay ahead in the age of generative AI, focus on building agile structures that empower leaders to make informed decisions quickly. Prioritize developing foundational skills, streamline leadership roles, and foster a culture where human expertise guides AI-driven processes. By evolving your talent strategies and organizational design, you'll position your workforce for sustained growth and high performance.

[AI Is Changing How Decisions Are Made – Here's How It Will Impact Organization Design](#)

"Organizational designs will shift from coordinating work across functional siloes in the digital era, to coordinating skills and mobility across outcome siloes in the AI era."

Cian O Morain,
Sr Director, Research,
Gartner

5

Shape an organizational culture that can evolve alongside work

Revisit your values to ensure they truly reflect and support both your current and future workforce. Start real conversations with employees, using pulse surveys, focus groups, and ERGs, to uncover where values aren't landing and where connections need strengthening. Audit the employee lifecycle to identify gaps, then strategically reinforce and embed values across key processes and touchpoints. Focus on realignment, not a full reset, to build a culture that evolves with your organization.

[The Culture Strategy Reset: How to Help Your Culture Evolve and Stay Relevant Case Study Deep Dive: How One Organization Reactivated Their Culture In a High-Change Environment Engaging the Workforce Through Disruption](#)

"Shift from an *endure* to an *evolve* strategy to unlock the power of your organization's unique culture."

Jessie Knight,
VP, Research,
Gartner

6

Focus on protected growth to help employees build new skills in times of change

Begin by identifying skill gaps and blockers to internal mobility, selecting workshop participants and filtering for volatility-ready skills. Collaborate with internal communications to share a clear, prioritized skills list aligned with strategic goals. Launch confidence-building initiatives, such as workshops and digital tools, to help employees assess strengths and explore opportunities. Track progress in internal mobility and risk-taking, then embed promise-based hiring through updated policies and ongoing manager development.

[How to Support Employees in Skills-Based Transformation Skills Based: Where Organizations Are Having Success \(and Where They Aren't\) Right-Size Your Skills-Based Strategy for 2026](#)

"Skills promise is an employee's willingness and ability to learn new skills from a minimum foundation. When organizations build on promise there is a potential 28% boost in skills preparedness."

Rebecca Burton,
Sr Principal, Advisory,
Gartner

You can replay all of these sessions — and many more — over the next few months on [Conference Navigator](#).

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