

Gartner[®]

Gartner ReimagineHR Conference Key Take-Aways

11 – 12 September 2023 | London, U.K.

23 – 25 October 2023 | Americas

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Letter From the Conference Chair

We're honored to have hosted this year's largest-ever **Gartner ReimagineHR Conference**, filled with insightful presentations and forward-thinking conversations provided by an accomplished cohort of CHROs and HR leaders, and an array of leading HR solution providers.

Through the extreme disruption of the past three years, organizations have shown remarkable innovation and experimentation. HR has led the way in transforming work models, boosting accountability for employee well-being and equity, and expanding the boundaries of what leaders previously thought their people, systems and technologies could achieve.

At this year's conference, we explored how the best HR leaders will harness and direct the creative momentum their workforces have generated to unlock new dimensions of human performance. Through these efforts, HR will continue to lead the way in ensuring their organizations deliver value through the next disruption and beyond.

We hope you left the conference feeling energized, with new connections, and armed with the data-backed insights needed to overcome today's most pressing challenges and make strategic, bold decisions for the business.

We look forward to welcoming you back to Gartner ReimagineHR Conference 2024:

17 – 18 September 2024 | London, U.K.

28 – 30 October 2024 | Orlando, FL



Ania Krasniewska

Conference Chair and Group Vice President, Gartner

Conference Features

Explore the 2023 program, filled with live, interactive and engaging sessions where attendees learned from Gartner experts, progressive HR practitioners and their peers in the easy-to-navigate Gartner Conference Navigator.



Interactive sessions

Attendees joined interactive roundtables to discuss challenges with peers and share best practices and participated in Ask the Expert sessions to get their questions answered by a Gartner expert.



One-on-one meetings

Attendees met with a Gartner expert for a 30-minute, private consultation to address their most pressing challenges and pressure-test their 2024 strategies.



Networking

Attendees grew their professional network and discovered how others are tackling the challenges they face every day, joining peer-to-peer discussions organically throughout the conference.



The CHRO Circle

This exclusive experience for CHROs enabled a high level of information exchange and peer interaction on high-priority topics during CHRO-only roundtable sessions.



Data-driven insights

Attendees received real-world examples and data-backed research across breakout sessions and heard case studies from HR solution providers during Solution Provider sessions.

Attendee Demographics

Gartner ReimagineHR Conference 2023 brought together nearly 5,600 HR leaders from around the globe to discuss the future of the hybrid work world.

EMEA



Job title level

CHRO **9%**
 VP **32%**
 Director **21%**
 Manager **15%**



Top 5 industries

Banking, finance and insurance **29%**
 Manufacturing **20%**
 Government **12%**
 Services **9%**
 Technology and telecom **9%**



Top 5 countries

U.K. **31%**
 U.S. **8%**
 Germany **7%**
 Netherlands **7%**
 Switzerland **7%**

Americas



Job title level

CHRO **12%**
 VP **28%**
 Director **28%**
 Manager **14%**
 Other **18%**



Top 5 industries

Manufacturing **20%**
 Banking, finance and insurance **19%**
 Government **14%**
 Services **10%**
 Technology and telecom **10%**



Company Size

XX- Large. **46%**
 X-large **13%**
 Large **10%**
 Medium **7%**
 Small **7%**
 Government. **8%**
 Other **1%**

Gartner Opening Keynote

Staying Bold: How HR Can Unlock Human Performance in Any Context



Ania Krasniewska
Conference Chair and Group Vice President, Gartner



Brent Cassell
VP, Advisory, Gartner

HR is leading the way in transforming work models, embracing workforce flexibility and boosting accountability for employee well-being and equity.

In this Gartner Opening Keynote, Anna Krasniewska and Brent Cassell explored how HR leaders must continue to boldly and intentionally enable their organizations to keep breaking boundaries — expanding what people, systems and technologies can achieve — even without crisis driving them to action.

Key take-aways

- The role of the HR leader is now something bigger and more influential:



83% of HR leaders say they are **expected to do more** as compared to three years ago.



74% of HR leaders report that their organizations **rely more heavily on them**.



70% of HR leaders say they have **more opportunities for impact**.



58% say they have **more authority** to determine organizational priorities.

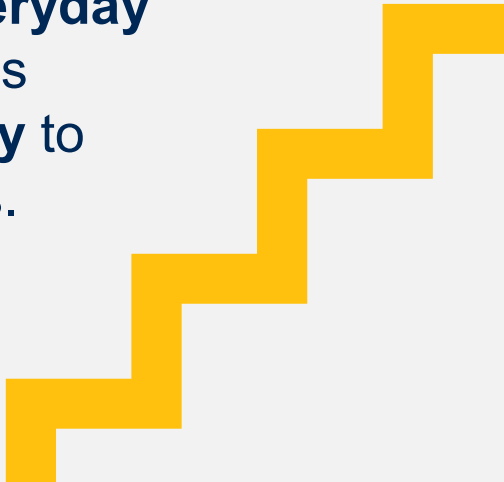
- “HR leaders have a moment now to redefine and reshape how work is done, but they are grappling with the question: **Is it reckless to continue to be bold, to challenge convention when external forces are no longer forcing our hand?**”
- “Becoming everyday bold requires HR leaders not just to take action but to prepare — **to create the conditions every day to confidently and competently break boundaries** when needed.”

Gartner Opening Keynote (Continued)

Staying Bold: How HR Can Unlock Human Performance in Any Context

Three key components to build this muscle of everyday boldness: stability, trust and momentum.

- Organizations that offer personal, professional and strategic stability to their workforce observe a **59% rise in employee engagement**.
- Organizations that proactively demonstrate trust **increase employee discretionary effort by 39%**, and employees at those organizations are 4.1x more likely to constantly look for ways to do their job better.
- At organizations with high momentum, employees are **6x more likely to be confident in the future success of their organization**.



Employees at **everyday bold** organizations are **6x more likely** to be top performers.

Agenda Tracks

At the conference, attendees explored an array of content and Gartner research specifically designed for CHROs and their direct reports, across eight agenda tracks.

Track A. Reimagine the Role of the CHRO

CHROs must boldly lead amid shifted workforce boundaries, unlocking human performance that improves business impact and functional effectiveness. CHROs gain insights on taking a human approach to AI and automation, evolving their approach to hybrid work, and navigating demands for both increased productivity and an improved employee experience.

Track D. Reimagine Recruiting

Labor market volatility and economic uncertainty has made recruiting operations particularly vulnerable and unstable. In this track, recruiting executives gain insights and practices on how to build a more targeted, skills-based talent attraction strategy, backed by sound AI and technological investments, and adaptable to change.

Track B. Reimagine Learning and Development

Faced with economic uncertainties, cost pressures and scarce and expensive talent, L&D leaders must continuously adjust to new workplace trends, reset priorities and continue to expand their thinking. L&D leaders gain actionable guidance to successfully meet the organizations' capability demands, develop managers for employee success and lead their business to new paths of growth.

Track E. Reimagine Talent Analytics

Talent analytics is essential to how HR executives evaluate and assess their current and future ability to sustain performance and influence business strategy across the organization. In this track, talent analytics professionals learn how to boldly leverage data and analytics to retain in-demand talent and measure outcomes across all aspects of the employee experience.

Track C. Reimagine Talent Management

Talent attraction, engagement, development and retention have become increasingly difficult and critical in today's competitive and disrupted talent landscape. In this track, talent leaders discover bold strategies for refilling depleted talent pools and pipelines, quickly addressing workforce capability gaps, and improving employee engagement and productivity through continuous disruption.

Agenda Tracks (Continued)

Track F. Reimagine Total Rewards

Persistent inflation, a rapidly shifting salary landscape and high rates of employee turnover have placed the total rewards function at the center of some of the most critical business challenges. This track provides guidance on how to balance the needs of an increasingly rewards-focused workforce with the longer-term sustainability of the business through enhanced communications, improved operational efficiency and bold, data-driven actions that optimize rewards spend.

Track G. Reimagine Diversity, Equity and Inclusion

With more vocal pushback on diversity, equity and inclusion (DEI) efforts, HR leaders must rethink their traditional approaches to creating and managing a diverse, inclusive and equitable work environment. In this track, DEI professionals learn how to hold stakeholders accountable for progress, how to leverage new tools and technology, and how to create a truly diverse and representative workforce.

Track H. Reimagine HR Tech

HR leaders must balance the need to deliver business transformation for greater performance and talent outcomes, while operating with rigorous fiscal discipline. This track provides insight on how to set up HR technology strategy, selection, implementation and operation activities to improve talent and business outcomes, while optimizing the benefits.

Featured Sessions

Strategically Positioning HR for Innovation

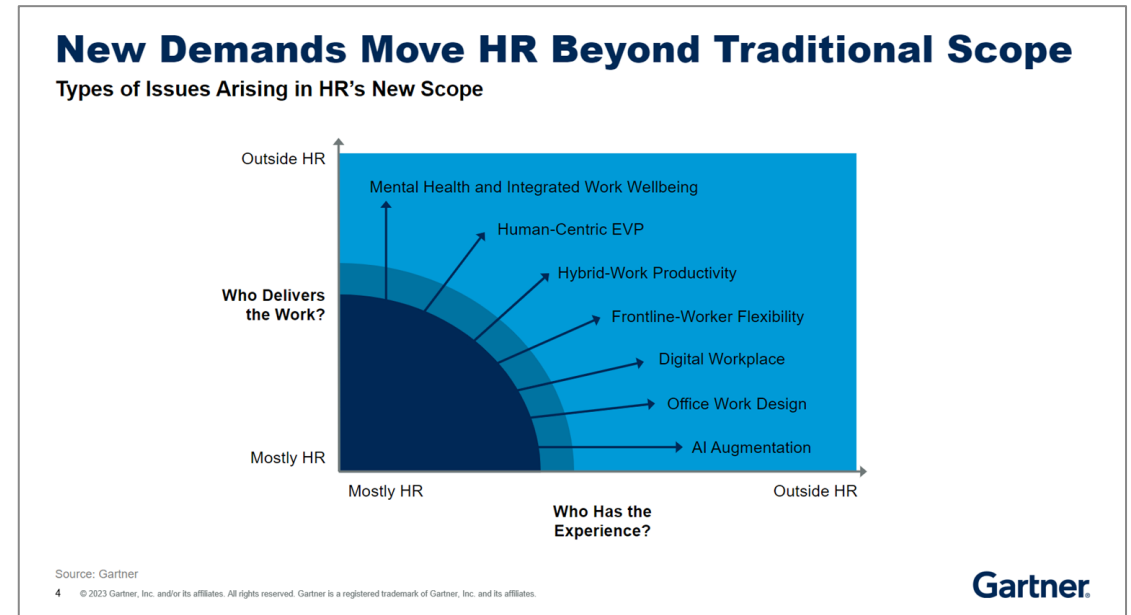
In addition to interactive sessions and keynotes, attendees gained access to a selection of breakout sessions led by Gartner experts. Explore a few of the most popular sessions from the 2023 conference.



Christopher Long
VP, Advisory

HR organizations are under tremendous pressure to deliver new solutions to a growing set of unique challenges, like setting up hybrid work environments or taking a stand on social issues. New solutions require innovation, yet few HR leaders believe their current operating models truly allow them to innovate.

In this session, Christopher Long examined how progressive HR leaders position their functions to maximize innovation by developing partnerships, managing stakeholder expectations and removing negative incentives to innovation.



Featured Sessions

Strategically Positioning HR for Innovation (Continued)

Recommendations

Define innovation's value to HR



Answer the questions:

- **What** will HR innovation seek to solve?
- **How** does innovation align with our business strategy?
- **How** will innovation help HR employees?

Embed innovation networks in HR



- **Remove** innovation silos by targeting cross-functional talent for HR.
- **Grow** HR's innovation networks by collaborating with key functions.

Structure innovation processes for HR



- **Establish** innovation decision criteria to derisk innovation and develop targeted experimentation.

Want to dig deeper? Explore these related resources:

Webinar: [Deliver World-Class HR in the New World of Work](#)

Research: [HR Operating Model: Revolutionize HR and Adapt to Change](#)

eBook: [A New Strategic Vision for HR's Expanding Role](#)

Featured Sessions

Drive Growth Through an Internal-First Recruiting Strategy



Vitorio Bretas

Director, Advisory

With growing pressure on the external labor market, companies need internal talent more than ever. In this session, we explored how to revamp your recruiting process to put internal talent first, improving retention while reducing recruiting costs.

Vitorio Bretas defined an “internal-first” recruiting strategy as a strategy that prioritizes internal candidates at every stage of the hiring process, and identified two target outcomes:

- **“Bottom-up.”** Getting more employees applying to internal jobs without recruiting intervention
- **“Top-down.”** Recruiters actively sourcing more internal candidates for open roles

Internal Hiring Goes Beyond the Bottom Line

Hiring external vs. Hiring internal
\$3,036 vs. **\$2,072**

Retains skills, commitment, organizational knowledge, and networks.

Develops well-rounded leaders.



Reduces time to productivity.

Reduces reliance on the external labor market.

Quickly fill critical vacancies.

Satisfy employee desire for career development opportunities (and improve retention).

n = 55 recruiting executives (external cost per hire),
54 recruiting executives (internal cost per hire)

Source: 2023 Gartner Recruiting Executive KPI Benchmarking Survey
 Note: Cost per hire is calculated by dividing total recruiting costs (listed on the previous page) by the total number of hires. Effective sample size can differ slightly depending on the number of respondents answering the questions.

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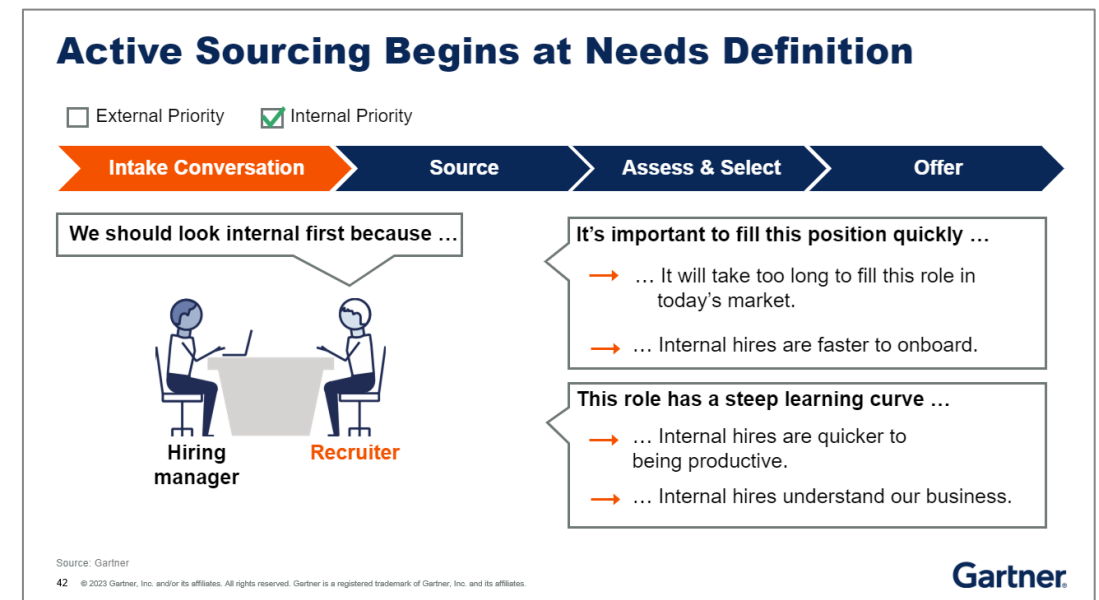
Featured Sessions

Drive Growth Through an Internal-First Recruiting Strategy (Continued)

Recommendations

Evaluate how active your approach is to an “internal-first” recruiting strategy, asking yourself these five questions:

- ① Can your recruiters contact passive internal candidates? If so, do they know it?
- ① Can your recruiters access data on internal candidates (skills, performance, etc.)?
- ① Are your recruiters encouraged or incentivized to source internal candidates?
- ① How often does internal hiring come up in “needs definition” conversations?
- ① Is there a defined process for internal candidate sourcing?



Featured Sessions

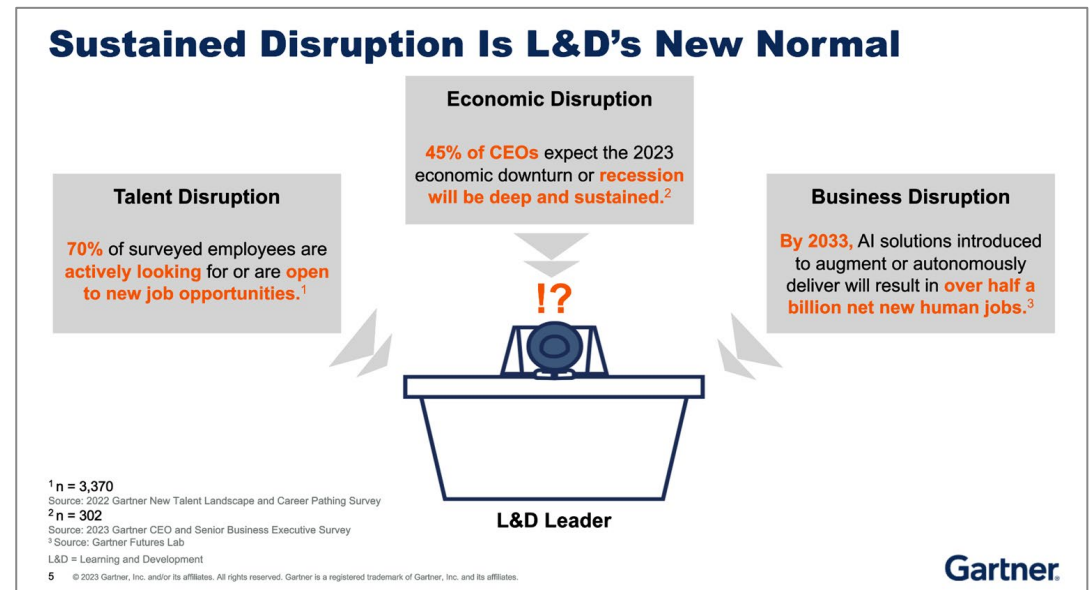
Shockproof Your L&D Function by Building Team Culture and Agility



Katie Sutherland
Director, Advisory

Continuous disruption is here to stay, and it is L&D's responsibility to make sure the workforce is equipped to weather these storms. To do this effectively, L&D functions must first look internally and equip themselves for resilience.

In this session, Katie Sutherland explored ways L&D leaders can shockproof their function and lead the business on new paths to growth by building functional agile processes, prioritizing L&D skills development and designing for optimization and impact.



Featured Sessions

Shockproof Your L&D Function by Building Team Culture and Agility (Continued)

Recommendations

- ✓ **Learn from failure.** Take an experimental approach, “fail fast, learn fast,” and acknowledge that failure is a part of growth.
- ✓ **Embrace ambiguity.** Explore multiple possibilities so the right solution can reveal itself without restricting creativity.
- ✓ **Iterate continually.** Continually improve solutions through feedback, rather than focusing on getting the “perfect” solution at once.

Want to dig deeper? Explore these related resources:

Research

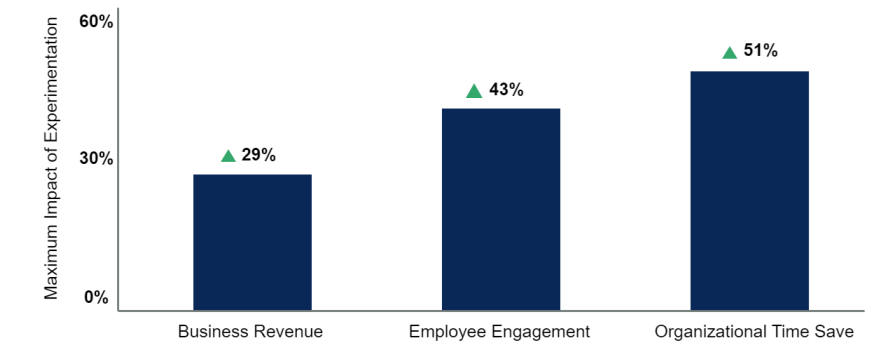
[HR Operating Model: Revolutionize HR and Adapt to Change](#)

Webinar

[Predict How Trends and Disruptions Impact Your Organization](#)

Agility & Experimentation Boost Business Results

Maximum Impact of Experimentation



n = 531 HR Employees

Source: 2023 Gartner HR Functional Excellence HR Employee Survey

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To build resilience to thrive in the age of disruption, leaders need to:

1. **Examine** the team culture and create an L&D environment that truly fosters experimentation and growth, getting the team comfortable with trying new things and making mistakes.
2. **Create** iterative L&D processes that drive innovation.

Featured Sessions

How to Respond Quickly to Technology Trends, Starting With GenAI

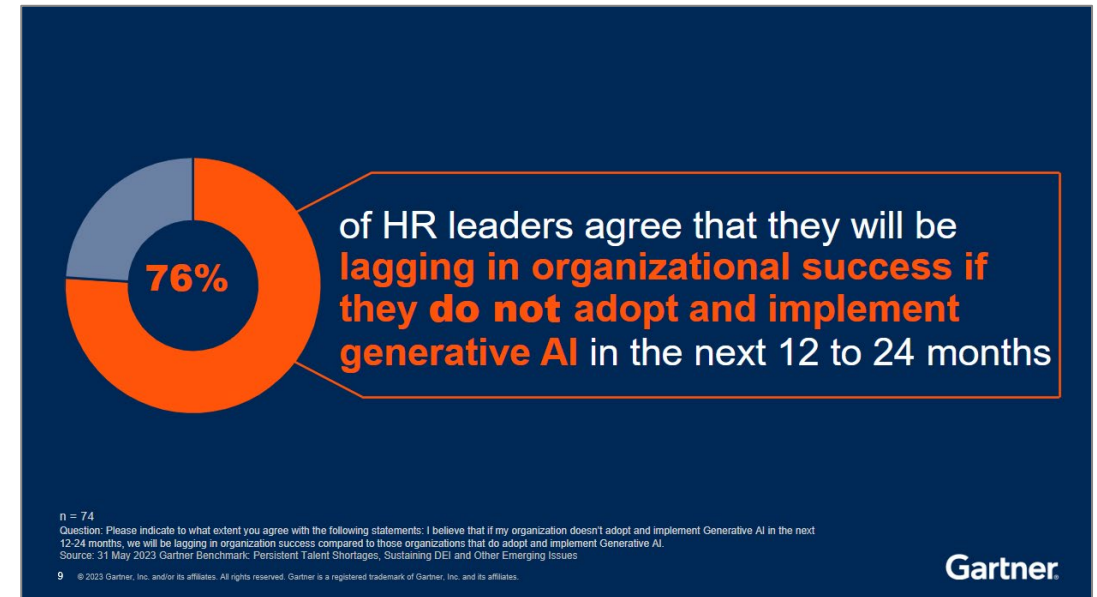
**Eser Rizaoglu**

Senior Director Analyst

Multiple HR leaders are becoming the first port of call for their opinions on technology trends, which have become more and more frequent over the past few years.

In this session, Eser Rizaoglu used the example of GenAI to help leaders understand how to respond to technology trends and which key criteria could be used to make your assessment of any new future technology trends.

It's crucial that HR leaders have a structured approach to assessing new tech trends like generative AI, as most leaders are having to do this when they find themselves at the Peak of Inflated Expectations of the Gartner Hype Cycle™. If they do not make decisions regarding technological trends, someone else within the organization will do so on their behalf.



Featured Sessions

How to Respond Quickly to Technology Trends, Starting With GenAI (Continued)

Recommendations

Follow a structured approach, using this three-step framework, to assess new technology trends:

- ✓ **Distinguish hype from reality**
 - **Harness** collective insights.
 - **Understand** solution reality and dispel hype.
 - **Build** a steering committee to have a coordinated approach.
- ✓ **Establish the potential of GenAI and its benefits for HR**
 - **Identify** your key goals, expected benefits and key impacts.
 - **Identify** potential benefits of selected individual use cases.
 - **Build** a use-case prism to prioritize options.
- ✓ **Assess and score against success criteria**
 - **Identify** key determinants for success.
 - **Measure** against key Gartner considerations for HR leaders.
 - **Remember** HR's role in technology is key: Don't miss the opportunity.

3 Key Steps to Building a Response Plan



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Want to dig deeper? Explore these related resources:

Research Toolkit

[AI in HR: A Guide to Implementing AI in Your HR Organization](#)

Back at the Office

After reviewing the research and recommendations presented at Gartner ReimagineHR Conference 2023, attendees can develop clear action items to implement in the future.

To get the most from the conference experience and to share insights with colleagues, we suggest these next steps:



Revisit

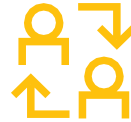
Session content is available on Gartner Conference Navigator.

[London](#) | [Orlando](#)



Recap

From the notes you made during the presentations, create a 30-, 60- and 90-day action plan with your team.



Circle back

With your new connections, use the hashtag **#GartnerHR** to keep the conversation going.



Follow up

Send us questions/comments about the research covered at the conference [here](#).

Save the date for next year's Gartner ReimagineHR Conference

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Continue the conversation with **#GartnerHR**

 **Learn More**