

# 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 Sydney.

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,  
Arj Bagga,  
Conference Chair and VP, Team Manager, 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."

Neal Woolrich,  
Director, Advisory,  
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."

Neal Woolrich,  
Director, Advisory,  
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.

[Maximize Employee Productivity by Avoiding "Efficiency Traps" Don't Lose Your Best or Settle for Less: A Targeted Approach to Getting More out of Your Workforce](#)

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

Brent Cassell,  
VP, Advisory,  
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.

[How AI Changes Human Behavior and What to Do About It Ask the Expert: Unlock AI's Potential in HR with the Right Strategy How the L&D Function Must Evolve in the Wake of GenAI](#)

"With the advent of GenAI, machines are going from being our tools to becoming our teammates."

Anna Krasniewska,  
Group Vice President,  
Gartner

# 5

### 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 Right-Size Your Skills-Based Talent Management 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](#).

## Save the date!



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