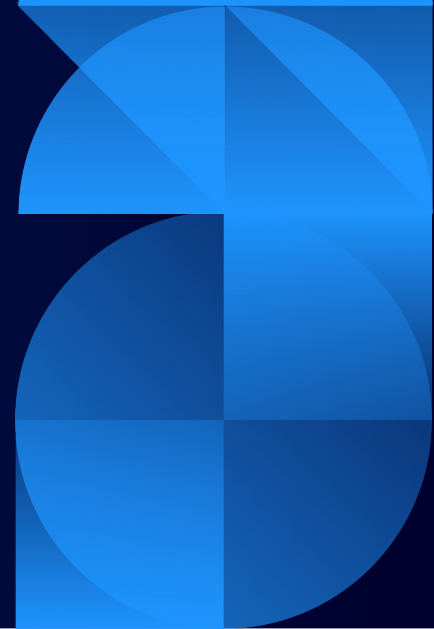


2026 Executive Summary



A message from the Conference Chair

Do you feel empowered to navigate fresh challenges and discover new opportunities in an ever-changing world?

We look forward to working with you to lead work transformation, prepare your work and workforce for success, and unlock new possibilities for growth in the artificial intelligence era.

We hope to see you at Gartner HR Symposium/Xpo 2027.

Sincerely,



Tille Verhaeghe
Conference Chair and Managing Vice President,
Gartner



Top takeaways

1

Turn AI into new sources of business value

A once-in-a-generation technology creates value only when you apply it to outcomes that were previously out of reach. Move beyond experimentation by identifying where AI can address strategic priorities, unlock new possibilities, and propel the business forward. Focus on your investment opportunities that deliver meaningful business impact and align technology decisions with the outcomes you want to create.

"This is not just a technological shift — it is a shift in what humans will do. It is a uniquely HR opportunity to empower people to create what was previously impossible."

Arj Bagga,
VP Analyst,
Gartner

CV Viverito,
Sr Director Analyst,
Gartner

2

Lead workforce transformation through work redesign aligned with value creation

AI-driven workforce transformation requires more than automating tasks or pursuing cost efficiencies. While automation can improve efficiency, you should map current AI use, identify high-impact HR opportunities, and redesign work around the value you want to create. Start with expansion rather than elimination by using AI to augment human expertise. Then redesign processes, teams, and roles to support higher-value work. Measure progress by the “value created per person” and prepare employees for evolving roles.

“Value, it’s not just a co-driver on its own. Human readiness, as you can imagine, is also a really big deal. Both are sitting in the front seat by the time you get to redesign and execution.”

Kabeh Vaziri,
Managing Vice President,
Gartner

3

Protect the uniquely human advantage for long-term performance

As the owner of human capital and culture, you should create explicit protections around human value as AI becomes more prevalent. Efficiency gains should not come at the expense of culture, engagement, connection, judgment, expertise, or trust. Design AI-enabled workflows to preserve meaningful human interaction, equip managers to build connected teams, and strengthen psychological safety. Protecting these uniquely human factors will support retention, productivity, innovation, and long-term performance.

“If we want our organizations to run at full strength, we can’t focus solely on automating for efficiency and performance at all costs. We have to intentionally design connection back into the organization.”

Rachael Dix,
Director Analyst,
Gartner

4

Focus on building high-impact and adaptable skills to close gaps and evolve quickly

Despite significant investment in skills, organizations often see limited returns. Focus on a smaller number of high-impact, adaptable skills that close critical gaps and improve performance. Build these capabilities through hiring, learning, and real-work experiences, not training alone. As AI becomes more prevalent, strengthen employees’ critical thinking and independent judgment so they can question and validate AI-generated outputs.

“L&D succeeds when we stop thinking like a learning provider and start operating like a workforce reinvention engine.”

Rebecca Burton,
Sr Principal Analyst,
Gartner

5

Revamp leader development to deliver through continuous change

The leadership models that created success in the pre-AI era will not reliably create success in the AI era. Revamp leader development to help managers set clear priorities, build trust, and support teams through ongoing change. Understand how AI affects your work and use it responsibly while preserving the judgment, empathy, and communication that help teams perform.

“Being able to keep your eyes on the truly valuable long-term prize and zealously protect it from bright, shiny objects is critical if a leader is going to apply AI to drive productivity.”

Jonathan Tabah,
Director Analyst,
Gartner

6

Partner with the CIO and C-suite peers to tackle AI transformation together

AI transformation requires you to work with technology leaders. Partner with the CIO and your C-suite peers to bring expertise into AI initiatives, understand the impact on people and work, and identify costs early. By aligning priorities and making decisions together, you can move AI beyond experimentation and apply it where it creates meaningful value for the organization.

“The greatest barriers to AI value lie beyond technology, creating an opportunity for CHROs to shape how work, workforce, and organizations transform.”

Rachel Juley,
Sr Director Analyst,
Gartner

7

Commit to HR transformation to meet enterprise AI ambitions

CHROs who transform their HR functions with AI will be better positioned to support enterprise growth and workforce transformation. Move beyond AI literacy by redesigning how HR work gets done, building practical experience with AI, and preparing employees for changing roles. Treat AI as an operating-model transformation, not simply a technology initiative, and focus on delivering measurable value for your organization and workforce.

“Your AI HR transformation doesn’t have a go live date. Instead, it’s an ongoing exercise.”

Hanne Nieberg,
Sr Director Analyst,
Gartner



Save the Date!

Join us 5-7 October 2027 in London, U.K. for [Gartner HR Symposium/Xpo](#), and don't miss the added value of attending with your team.

You can also take a look at our [calendar](#) to explore the range of conferences we hold to find those most relevant to you and your organization.

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