

Aligning the HR Strategy with the Business Objectives

Company Name: CPA Australia
Industry: Professional Services
Revenue: \$170 mil (AUD) | \$100 mil (USD)
Employees: ~500



Mission-critical priority

The Chief People Officer (CPO) in the professional services industry partnered with Gartner to shape a forward-looking HR strategy that responds to recent technological advancements, operational shifts, and executive changes—ensuring the organisation is well-positioned for future growth and resilience.



How Gartner helped

- **Leveraged Gartner experts** to assess and validate CPA Australia's people-related challenges and opportunities. This support was instrumental in endorsing the People Strategy and equipping the Chief CPO with the insights and tools needed to effectively communicate it to the CEO.
- **Gartner research** on global CEO and CPO priorities provided valuable context on emerging trends, which was used to engage the Board and executive team. These insights supported the alignment of organisational priorities and helped shape focus areas for the future.
- **Gartner tools, such as the HR Maturity Assessment** enabled the CPO to evaluate the current state of the HR function and identify key maturity areas that would best support the delivery of strategic goals. This comprehensive approach laid the foundation for a targeted and future-ready People Strategy.



Outcome

With the support from Gartner, the CPO was able to:

- **Develop a clear and concise** one-page HR strategy that aligned with business objectives while using language that resonated with employees and stakeholders across the organisation.
- **Gained stakeholder buy-in** from the CEO and the board. This endorsement not only shaped the HR strategy but also led to the CPO being regularly invited to Board meetings to provide updates—reinforcing HR's strategic position at the leadership table.
- **Establish key performance indicators**, leading indicators, and relevant metrics across core focus areas, enabling better alignment of budget, activities, and resources with strategic priorities.

“Engaging Gartner was about more than just seeking advice—it was a strategic step to gain clarity, confidence, and validation. Their expert guidance helped us navigate our most pressing challenges and reaffirmed the strength and direction of our HR function.”

Marissa Alley, Chief People Officer, CPA AUstralia