

# AI Roadmap for HR

A roadmap to craft a successful and  
adaptive AI strategy for HR



# How can CHROs strategically prioritize and implement AI initiatives that drive value?

In today’s tech environment, the pace of change is so staggering that understanding, leveraging and scaling AI solutions is now an imperative for organizations seeking a competitive edge. AI is no longer a driver of business value, but a key differentiator and disruptor across industries.

The solution to effectively evaluating, managing and prioritizing AI initiatives lies in adopting a comprehensive strategic framework that uses a structured guide for planning, sequencing and executing AI activities that align with business objectives.

This resource provides CHROs with Gartner guidance to plan and sequence tasks for AI to be successfully delivered within the HR function, including high-level activities, dependencies and sequencing for one of six capabilities, “AI strategy for the HR function.”



Gartner clients can access full insights into the sequencing of tasks across each of the six capabilities in the “[Tool: AI Roadmap for HR](#).” [Explore becoming a Gartner client, today.](#)

## AI roadmap for the HR function at a glance

|                                                     | — Initial activities —                                                                        |                                      |                                      | — Advanced activities —                    |                                      |
|-----------------------------------------------------|-----------------------------------------------------------------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------------|--------------------------------------|
| AI strategy for the HR function                     | Analyze AI trends and impact on HR                                                            | Set AI vision and ambition           | Measure HR function readiness for AI | Develop and align the AI strategy document | Continually evolve the AI strategy   |
| AI value for the HR function                        | Source and prioritize AI use cases                                                            | Form an HR AI governance team        | Define AI's role at the              | Separate workflows from tools              |                                      |
|                                                     | Define and align the AI roadmap for HR                                                        | Source and prioritize AI use cases   | Analyze AI trends and impact on HR   | Form an HR AI governance team              |                                      |
| AI impact on work in the HR function organization   | Promote new AI use cases in HR workflows                                                      | Define AI's role at the              | Define AI's role at the              | AI use cases at the                        | Define AI's role at the              |
|                                                     | Augment existing ways of working with AI                                                      | Analyze AI trends and impact on HR   | Form an HR AI governance team        | Analyze AI trends and impact on HR         | Define and align the AI roadmap      |
| AI people and culture for the HR function           | Conduct an HR workforce sentiment and readiness assessment, and assess the impact of AI on HR | Analyze AI trends and impact on HR   | Separate workflows from tools        | Source and prioritize AI use cases         |                                      |
|                                                     | Implement AI literacy training and upskilling, and measure effectiveness                      | Define AI's role at the system level | Analyze AI trends and impact on HR   | Form an HR AI governance team              |                                      |
| AI governance for the HR function governance        | Form an HR AI governance team                                                                 | AI use cases at the                  | Conduct an HR workforce              | Define AI's role at the                    | Conduct an HR workforce              |
|                                                     | Participate in the enterprise AI governance council                                           | Separate workflows from tools        | Conduct an HR workforce              | Analyze AI trends                          | Define AI's role at the system level |
| AI data and systems for the HR function engineering | Design AI solutions as part of the HR technology strategy                                     | Conduct an HR workforce              | Form an HR AI governance team        | Define AI's role at the                    | Define and align the AI roadmap      |
|                                                     | Define AI's role at the system level                                                          | AI use cases at the                  | Define AI's role                     | Form an HR AI governance team              | Conduct an HR workforce              |
|                                                     | Separate workflows from tools                                                                 | Define AI's role at the              | AI use cases at the                  | Define AI's role                           |                                      |

Source: Gartner

## AI strategy: Urgency drivers for CHROs and their teams



Only **10%** of C-Level executives and senior leaders believe that CHROs have strong AI-savviness relative to what their organizations need in 2026 or 2027.



Only **18%** of CHROs have realized significant or transformational business value from AI.



**88%** of CHROs say they are not fully prepared to incorporate AI in their operating models.



Median HR functional budget spend on AI in 2025 was **10%** of the HR budget.

### The stakes have never been higher for CHROs and their teams to develop an AI strategy that delivers business impact:

- Expectations of business impact from AI by CEOs and boards are at their peak.
- CHROs are under pressure, as the window to prove AI's value in HR and to their organizations is rapidly closing.
- AI raises the stakes on governance and data risks, including system architecture, data security and observability, and decision rights for AI use in HR.
- CHROs need to build an AI initiatives portfolio moving beyond productivity gains.

### Questions your peers are asking:

- What should my AI investment strategy be?
- What are the transformative AI use cases and opportunities?
- How should we measure success along our AI journey?

Source: Gartner

## 3 key questions for phasing the development of AI strategy and prioritizing initiatives in the HR function

**1** How can you prioritize AI projects in HR to align with business strategy and maximize impact?

**2** What are the key costs, risks and value opportunities associated with each initiative?

**3** Who are the critical stakeholders and teams required to drive HR's AI strategy and execution?

## What are the key stages for developing an AI strategy for the HR function?

This roadmap shows the sequence of activities for the “AI strategy for the HR function” capability. A successful, adaptive and business-focused AI strategy for HR requires defining a clear vision and ambition, informed by AI trend analysis, to measure AI readiness and identify capability gaps. This groundwork leads to an initial AI in HR strategy document, formalizing goals, vision, roles, risks and adoption plans, which must align with the enterprise, central AI and HR functional strategies.



Did you know as a Gartner client you can use the AI Maturity Assessment for HR to effectively determine your function's AI maturity and plot those steps? [Explore becoming a Gartner client](#), today.

Analyze current AI trends and impacts on HR



Set your AI vision and ambition



Measure HR's functional readiness for AI



Develop and align an AI strategy document



Continually evolve the AI strategy



## Analyze current AI trends and impacts on HR

### Actions to take:

Assess AI trends and key developments to determine how they will impact HR's ability to deliver services and organizational value.

Perform a strategic gap analysis to compare your HR function's current AI capabilities against those of your competitors.

Prioritize identified AI trends and categorize initiatives based on their strategic intent and differentiated impact across various HR processes.

Identify where AI can generate the greatest business value across the HR function.

Summarize the key trends and their potential impact in a short report.

### Sample of Gartner client resources include:

#### Insights

- Explore critical HR AI insights to make progress on your AI transformation journey: Top Insights on AI for CHROs.

#### Hype Cycle

- Gain insight into the latest AI in HR innovations, their maturity levels, associated risks and their competitive advantages: Gartner Hype Cycle™ for AI in Human Resources.

#### Tool

- Identify where AI can generate the greatest business value across the HR function: Prioritize HR Processes for AI Transformation.

+ more

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## Set your AI vision and ambition

### Actions to take:

Understand your organization's goals, HR strategy and prioritized outcomes to tailor an appropriate vision.

Identify and formulate an AI vision that answers the question about the importance of AI to the HR function, given the above context.

Ensure that the vision is actionable and relatable across every role within your function.

Validate and calibrate this vision statement in a discussion with senior leadership.

Leverage the vision to define guiding principles that at a minimum address goals, value, risks, adoption and alignment.

### Sample of Gartner client resources include:

#### Case study

- Leverage real-world examples to enable ideation on the art of the possible: AI and Generative AI Case Study Snapshots.

#### Executive Partner Consultation

- Collaborate with your Gartner Executive Partner to explore and validate AI use cases by leveraging their insights and experiences from other organizations.

#### Tool

- Formalize an HR-focused AI strategy that aligns with organizational goals and delivers business value: Develop an HR-Focused AI Strategy.

+ more

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## Measure HR's functional readiness for AI

### Actions to take:

Use the Gartner framework to measure the HR function's AI maturity.

Run a baseline assessment to identify functional gaps between current and target state. If possible, benchmark this against similar organizations.

Gather feedback from a diverse set of stakeholders around the current state of AI within the function.

Identify priority capability gaps for being able to achieve the AI vision (this will inform the rest of the roadmap).

### Sample of Gartner client resources include:

#### Insights

- Begin planning your AI strategy by understanding: The Pillars of a Successful AI Strategy.

#### Analyst Consultation

- Get support from a Gartner AI analyst in building and vetting your plan for AI literacy and for defining AI and setting realistic expectations with other leaders.

#### Tool

- Establish your HR function's current AI maturity, find priority gaps and receive recommended next steps across six key capabilities associated with HR AI maturity: [AI Maturity Assessment for the HR Function](#).

+ more

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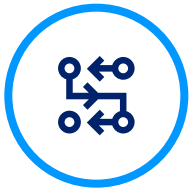
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## Develop and align an AI strategy document

### Actions to take:

Engage with HR leadership team and other relevant stakeholders (e.g., IT), collect and review the organization's overall AI strategy and long-term ambition.

Collaborate with HR, IT and AI teams to align on shared goals, clarify roles and ensure buy-in.

Formulate a risk assessment and adoption plan for the implementation of AI in the HR function while outlining a high-level investment approach (deciding whether to leverage existing technology, buy or build).

Develop a comprehensive presentation for executive approval and to gain funding.

Ensure alignment is bidirectional as changes in business strategy and AI trends shift.

### Sample of Gartner client resources include:

#### Benchmark

- Evaluate and enhance your organization's capabilities in leveraging AI: Gartner AI Maturity Model.

#### Executive Partner Consultation

- Leverage your Gartner Executive Partner's assistance to connect one to one with a peer who is in a similar place in their AI journey and with whom you can collaborate.

#### Tool

- Explore guidance and key components to construct an effective AI strategy for your HR function: Develop an HR-Focused AI Strategy.

+ more

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## Continually evolve the AI strategy

### Actions to take:

Set up a process that triggers a revision to the HR-AI strategy when HR/technology/industry trends change significantly or the business strategy shifts. This can include a periodic annual refresh independent of changes.

Define a plan to refresh, including the analysis required (e.g., external trend analysis, maturity assessment), stakeholders to be involved and the key activities to update the strategy.

### Sample of Gartner client resources include:

#### Insights

- Assess impact using Gartner frameworks for cost, risk and value analysis for AI.

#### Must-Attend conferences

- Network and explore how your peers are evolving their AI strategies at a live Gartner HR Symposium/Xpo™ conference.

+ more

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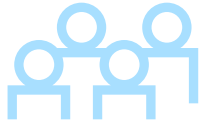
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## Who needs to be involved?

Essential HR leadership roles for developing a successful AI strategy



### **Chief human resources officer**

Oversees the partnership between all HR leaders when transforming the function and communicates the HR strategy and its value to senior and functional leaders.

### **Head of talent management**

Develops the right internal skills for driving the HR functional transformation; adapts and evolves service delivery with focus on driving employee experience; works with peer HR leaders on integrating service delivery model.

### **Head of talent acquisition**

Hires the right internal skills for driving the HR functional transformation; adapts and evolves service delivery with focus on driving employee experience; works with peer HR leaders on integrating service delivery model.

### **Head of learning and development**

Builds the right internal skills for driving the HR functional transformation; adapts and evolves service delivery with focus on driving employee experience; works with peer HR leaders on integrating service delivery model.

### **Head of HR technology**

Focuses HCM technology on driving strategic impact and operational excellence; drives service delivery standardization and automation efforts.

### **Head of talent analytics**

Uses data to help understand how to drive strategic impact and operational excellence; works with peer HR leaders on integrating analytics into service delivery.

# Gartner clients have access to always-on AI insights



# Actionable, objective insights

Explore these additional complimentary resources and tools:



**Webinar**

How CHROs Win With HR AI

Explore analyst insights for anchoring AI to outcomes and delivering value beyond pilots.

[Watch Now](#)



**Template**

CHRO Guide for HR Transformation

Use this customizable, step-by-step template to create your 2026 HR transformation agenda.

[View Guide](#)



**Tool**

AI Use Case Insights Tool

Discover, evaluate and prioritize AI use cases in HR to drive real business impact.

[Learn More](#)



**Tool**

Gartner HR AI Maturity Assessment

Objectively assess your HR function's AI maturity and gain access to best-in-class roadmaps.

[Learn More](#)

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