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The CHRO Report

Gartner answers top CHRO challenges

3Q26



Delivering business value through the AI workforce transition

Going into the second half of 2026, CHROs remain focused on the AI transition, both within their functions and throughout the organization. AI adoption is reshaping roles and redefining the skills needed for success, whether or not HR is an active partner in guiding that transition.

CHROs must take the lead on redesigning jobs, updating leadership competencies and change management strategies, and evolving organizational culture to keep up with the rapid pace of change in how work is getting done. At the same time, they must lead a smooth and successful AI transition for HR itself, including the choice of technology, AI governance and redesigning workflows and processes for an AI-enhanced function.

To help CHROs navigate these priorities, this report highlights the latest Gartner insights into:

- How to redesign work for the AI era
- How to strategically implement AI in HR
- How to drive AI transformation while maintaining performance, culture and engagement

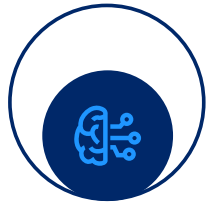
Use this edition of the CHRO Report to enhance decision making in 2026 and strengthen your enterprise impact.





How can organizations redesign work for the AI era?

AI is reshaping jobs across the enterprise, often without HR's direct involvement. Currently:



56%

of employees say they are already using AI for a core responsibility at work.



40%

of CHROs report that their enterprise has already redefined job roles or skills due to AI-driven changes.

If organizations simply overlay AI onto legacy processes without deliberate work redesign, they risk missing out on gaining the full value from the AI opportunity. Worse still, they risk creating bad jobs: Jobs that are unsustainable or undesirable because they are overly monotonous, isolating or cognitively taxing. Failure to proactively manage this shift can lead to elevated talent costs, attrition and delayed AI value.

What your peers are asking

AskGartner

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How can organizations prepare for the skills the workforce will need in AI?

How can organizations assess, implement and measure the impact of GenAI in workforce management?"

[Learn More About AskGartner ↗](#)

Design the AI-augmented workforce and redefine jobs

Organizations need CHRO leadership to detect where AI-driven work changes are creating bad jobs and guide the business to create better ones as work continues to change. To monitor where these jobs are emerging, CHROs can use the Gartner “Good Jobs Target,” which maps how AI is changing jobs on two dimensions:

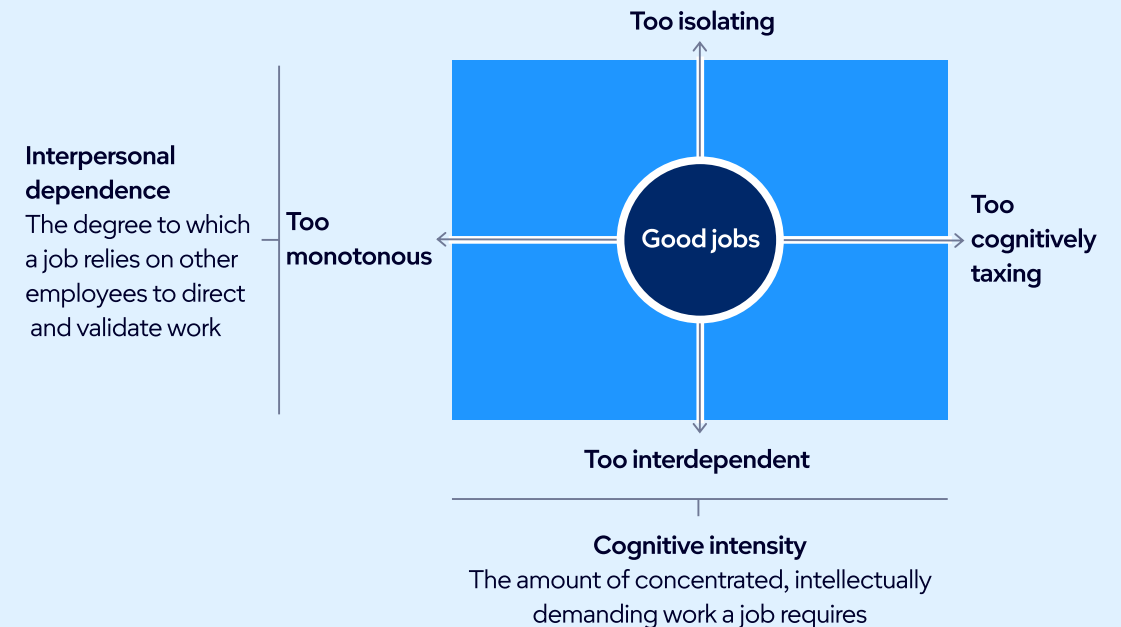
1. **Cognitive intensity** — the amount of concentrated, intellectually demanding work a job requires
2. **Interpersonal dependence** — the degree to which a job relies on other employees to direct and validate work

If AI drives a job too far toward the extreme end of either spectrum, organizations risk performance declines, escalated talent costs and delayed AI value — problems that will fall to CHROs to mitigate.

The role of the people manager, in particular, is poised for significant transformation. As AI absorbs administrative busywork such as scheduling, status reports and meeting summaries, the manager’s role evolves from simply guiding team performance to becoming an orchestrator of human-AI workflows and a steward of a blended workforce.

The Gartner “Good Jobs Target”

Two dimensions for evaluating job quality

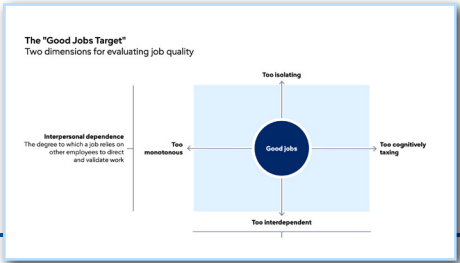


Source: Gartner

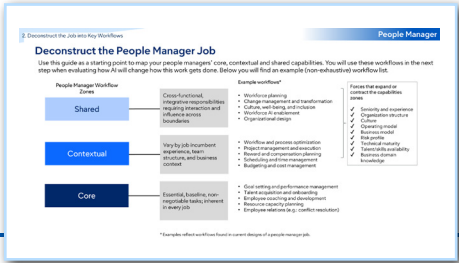
How CHROs work with Gartner



Use frameworks like the Gartner “Good Jobs Target” to map how AI alters the cognitive intensity and interpersonal dependence of roles, intervening before jobs become unsustainable.



Proactively redesign the people manager job by deconstructing their workflows, distributing tasks between humans and AI, and shifting their focus toward empathetic leadership, coaching and AI oversight.



Schedule a call with a Gartner analyst to discuss how AI is changing roles in your organization and develop a strategy for ensuring AI adoption makes employees’ and managers’ jobs better, not worse.

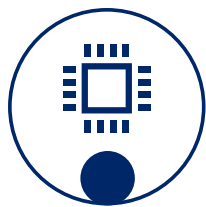


Katie Sutherland
Senior Director Analyst

How can organizations strategically implement AI in HR?

As AI capabilities expand, CHROs face increasingly complex choices regarding whether to buy, blend or build their HR AI ecosystem:

- **Buy** means using vendor-delivered AI largely within vendors' available configurations.
- **Blend** means extensively tailoring vendor capabilities with unique organizational context, data or orchestration.
- **Build** means developing custom AI capabilities with substantial internal ownership.



Only
12% of HR leaders report that the majority of their AI capabilities are deployed through custom-built solutions.

What your peers are asking

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How can organizations strategically implement AI in HR to enhance productivity, value and adapt to emerging trends and challenges?

What are the key steps and best practices for establishing an effective and scalable AI governance framework in organizations?

[Learn More About AskGartner ↗](#)

Implement AI technology, strategy and governance in the HR function

CHROs must carefully balance speed, strategic fit, risk and cost. While buying embedded AI offers faster time-to-value for mature HR use cases, blending or building AI might be necessary when HR needs deeper organizational fit, stronger compliance or strategic differentiation.

AI in HR is advancing faster than governance structures around it. While 95% of CHROs report having AI initiatives, only 26% of AI leaders say their organization has fully integrated AI governance structures providing strong oversight.

This gap leaves HR exposed to critical risks regarding data privacy, bias and regulatory noncompliance. At the same time as they are making AI technology choices and redesigning HR processes for AI-enabled work, CHROs must also move quickly to establish effective AI governance to mitigate these risks.



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 —

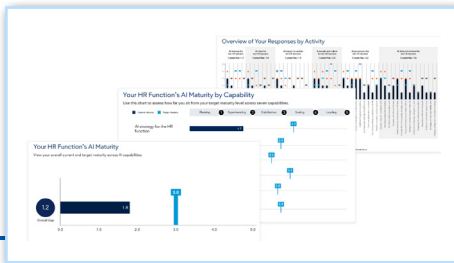
AI strategy for the HR function	Analyze AI trends and impact on HR	Set AI vision and ambition	Measure HR function readiness for AI	Develop and align the AI strategy document	Continually evolve the AI strategy
AI value for the HR function	Source and prioritize AI use cases	Form an HR AI governance team	Define AI's role	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 system level	Define AI's role at the system level	AI use cases at the system level	Define AI's role at the system level
	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	Form an HR AI governance team	AI use cases at the system level	Conduct an HR workforce readiness assessment	Define AI's role at the system level	Conduct an HR workforce readiness assessment
	Participate in the enterprise AI governance council	Separate workflows from tools	Conduct an HR workforce readiness assessment	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 readiness assessment	Form an HR AI governance team	Define AI's role at the system level	Define and align the AI roadmap
	Define AI's role at the system level	AI use cases at the system level	Define AI's role	Form an HR AI governance team	Conduct an HR workforce readiness assessment
	Separate workflows from tools	Define AI's role at the system level	AI use cases at the system level	Define AI's role	

Source: Gartner

How CHROs work with Gartner



Use Gartner AI Maturity Assessment for HR to establish your HR function's current maturity and match future efforts to desired priorities. Schedule a call with a Gartner analyst to identify the next best actions to take.



Establish an HR AI governance team to discover active AI capabilities, categorize them by risk tier and create clear escalation ladders for high-risk processes.



Evaluate your **HR AI roadmap** to determine when to buy, blend or build based on required speed, control and strategic differentiation.

[illegible]



How can organizations drive AI transformation while maintaining performance, culture and engagement?

Rapid AI developments are outpacing leaders' ability to translate technical potential into business value, leaving 63% of leaders feeling unprepared to drive their organizations' AI objectives, according to HR leaders.

Traditional leadership competency models are too static and inflexible to meet the demands of the AI era.



86%

of HR leaders believe traditional competencies need to be updated to effectively equip leaders.

What your peers are asking

AskGartner

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What are effective strategies and practices for transforming and sustaining organizational culture change?

How can performance management processes be adapted to strengthen alignment and connectedness with organizational culture?

[Learn More About AskGartner ↗](#)

Evolve leadership, learning and change management for the AI disruption

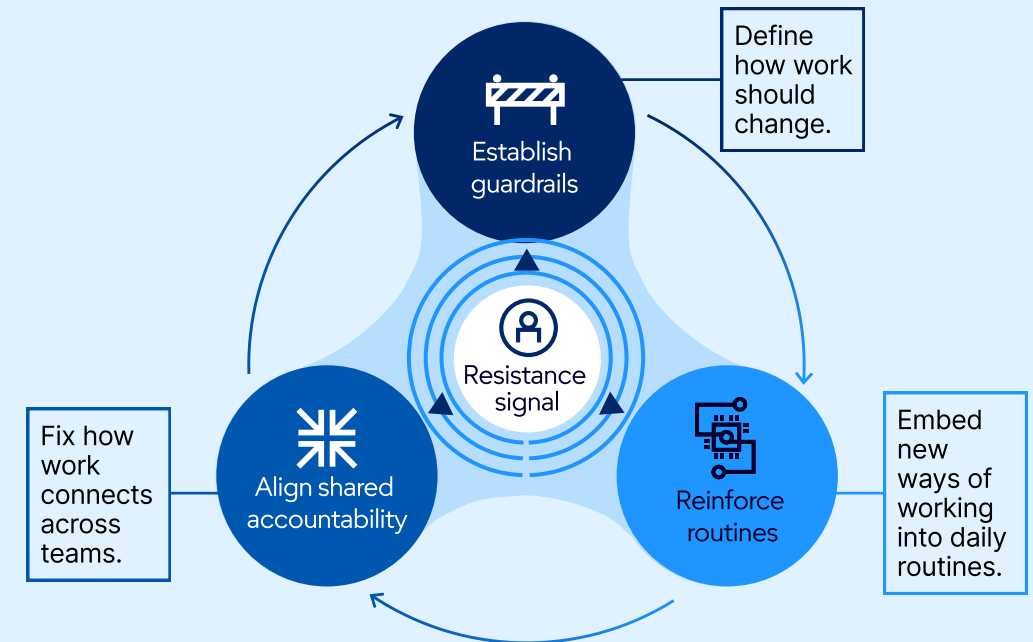
Organizations that successfully build leader behaviors to encourage AI adoption are **2.3x more likely** to realize meaningful business value from their AI investments.

AI transformations often fail because leaders treat them as isolated technology rollouts and fall back on traditional change management strategies to manage them. Traditional change management assumes a rational progression toward a fixed endpoint, but this assumption breaks down during continuous AI disruption. This misalignment is creating friction: **47% of employees** who are expected to use AI resist it as part of their daily jobs.

The Gartner Establish, Reinforce and Align (ERA) model helps organizations manage the ripple effects caused by AI by targeting the failure points of traditional change management.

AI is a permanent condition of continuous work redesign, requiring leaders to shift from managing tool adoption to creating conditions that make AI-enabled work the default path.

The ERA Model: Reshaping work conditions for continuous change



Source: Gartner

How CHROs work with Gartner



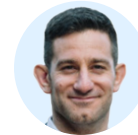
Consider AI's impact on how employees learn, not just what they learn. Use AI to scale peer expertise and encourage sharing of skill and knowledge gaps alongside human interaction.



Update leadership development frameworks to equip people leaders with outcomes-based capabilities essential for AI transformation, prioritizing capabilities based on business needs and goals.



Schedule a call with a Gartner analyst to identify opportunities and strategies to transform your organization's approach to leadership and change management.



Jonathan Tabah
Director Analyst

CHRO mission-critical priorities (MCPs)

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