



CHRO

Self-Diagnostic Results Report

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Report Roadmap

Introduction	Self-Diagnostic Overview
Executive Summary	Key Findings & Global Benchmark
Key Next Action	Next Steps for Development
Appendix	Detailed Recommendations – All Activities, Tables with Findings, Methodology

Self-Diagnostic Overview

Introduction to the Self-Diagnostics

The **Self-Diagnostic** tool fast-tracks professional development by assessing the participant’s current capabilities against Gartner’s World-Class HR Leader models, pinpointing areas of opportunity to refine personal skills or empower direct reports on their journey to becoming World-Class leaders.

Model of a World-Class CHRO: Chapter 2

Developed by members of the CHRO Global Leadership Board and Gartner researchers, the Model of a World-Class CHRO establishes a global standard for excellence in **Chief Human Resources Officers**.

The model includes **15 activities** across **5 core roles** with **3 foundational capabilities** that are assessed in this report.

Understanding the Report

The diagnostic measures two primary dimensions: **Proficiency** and **Importance**.

Proficiency

Measured on a scale ranging from 1 (low) to 5 (high), proficiency measures the extent to which the participant feels they have mastered a particular workstream.

Importance

Measured out of the total number of activities and foundational capabilities assessed, importance refers to the participant's ranking of how critical an activity or foundational capability is to achieve organizational success.



Trend Watchlist

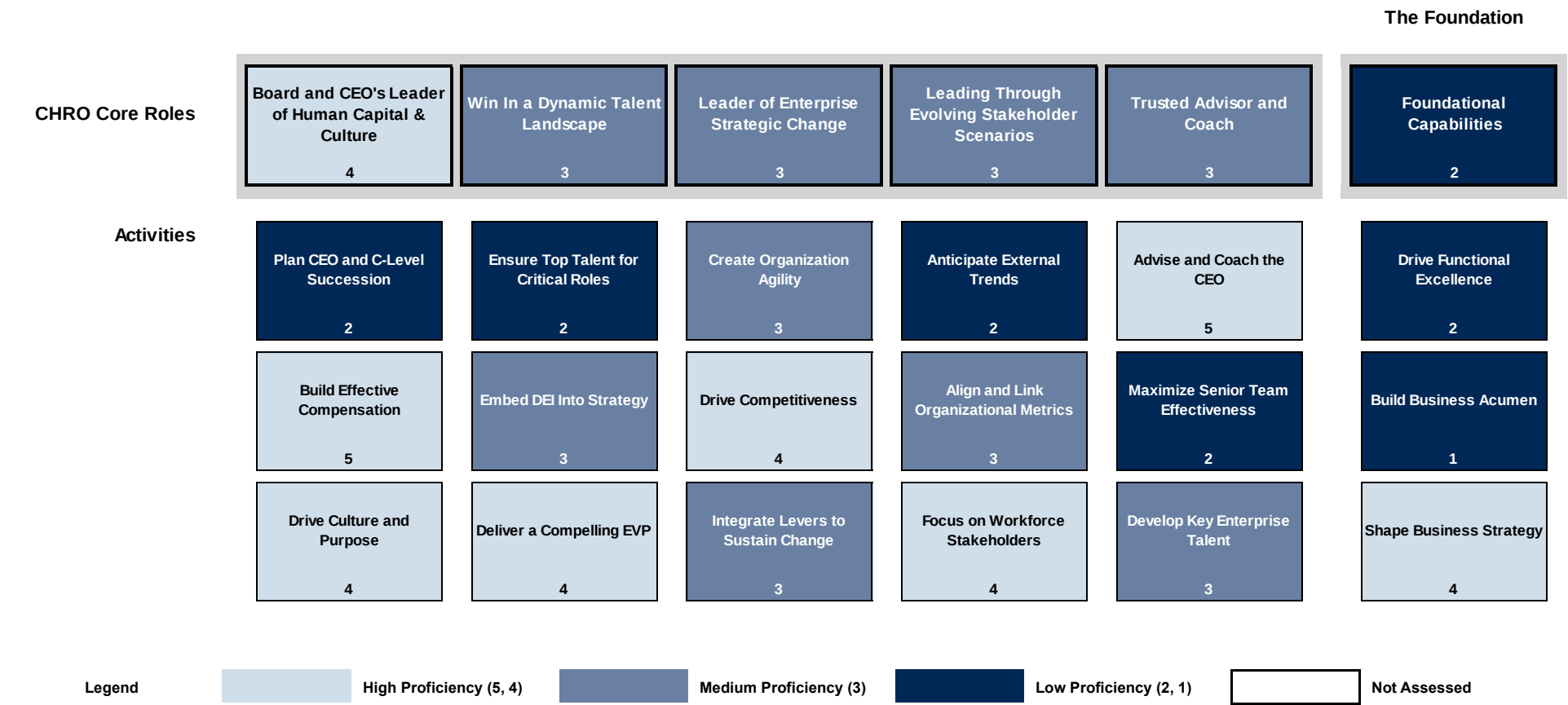
Drive Business Results				Trend Watchlist
Board and CEO's Leader of Human Capital & Culture	Win In a Dynamic Talent Landscape	Leader of Enterprise Strategic Change	Leading Through Evolving Stakeholder Scenarios	Trusted Advisor and Coach
Plan and Support CEO and C-Level Succession	Ensure Top Talent and Capabilities for Critical Roles	Create Organization Agility and Resilience Capability	Anticipate and Respond to External Trends	Advise and Coach the CEO
Build Effective Compensation Supported by Shareholders	Embed DEI into Talent and Culture Strategy	Assess and Catalyze Actions to Drive Competitiveness	Align and Link Organizational Metrics to Stakeholder Expectations	Maximize Senior Team Effectiveness
Drive Culture and Purpose	Deliver a Compelling Employee Value Proposition	Integration of Organizational Levers to Sustain Change	Focus on Workforce as a Primary Stakeholder	Coach and Develop Key Enterprise Talent
Business Acumen		Business Strategy Development		
Functional Business Leader				
Create a future-focused, technology oriented, operationally capable, and financially disciplined team to run the HR function.				

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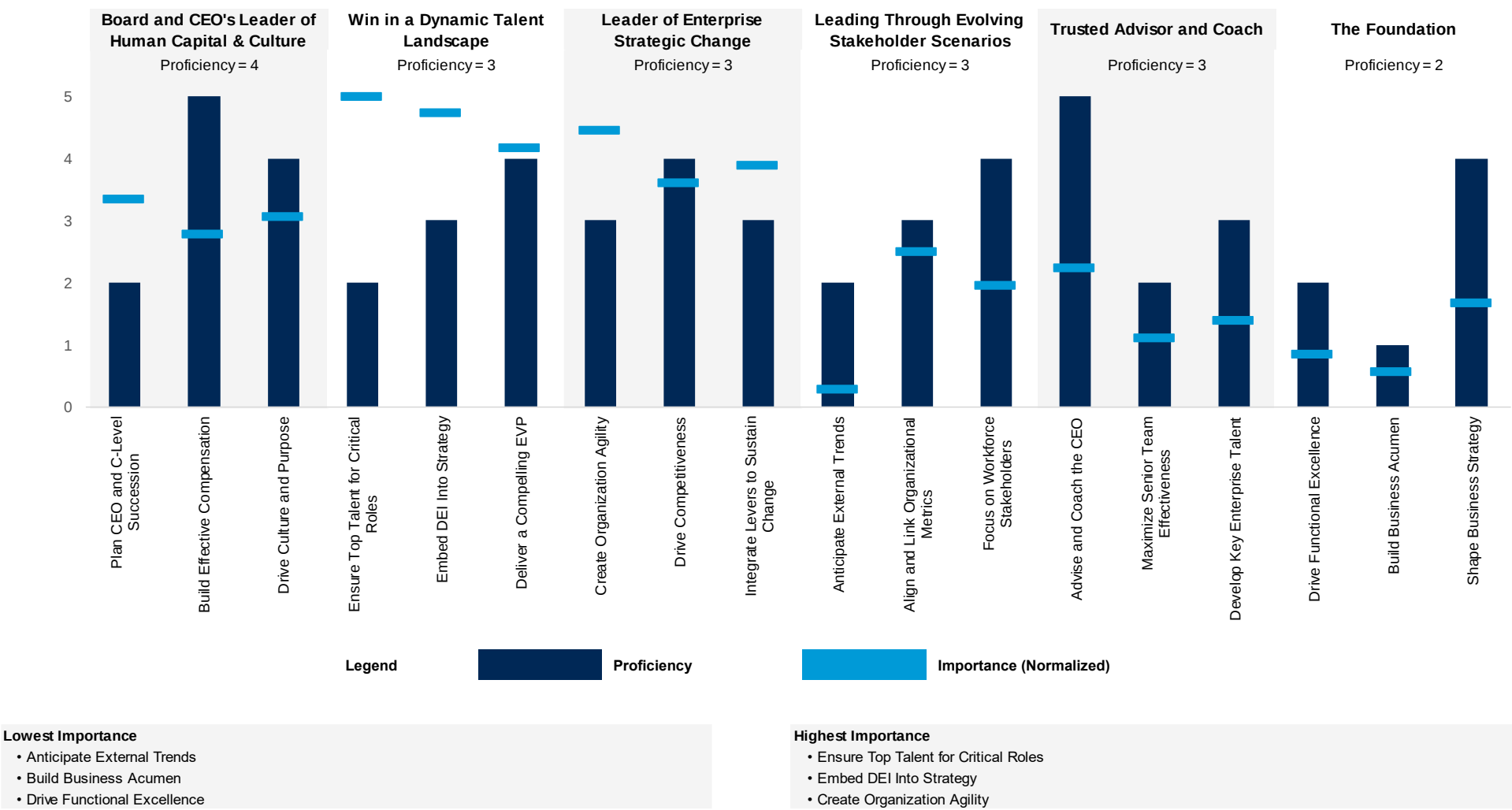
What is the Level of Proficiency in the Role?

The graphic below summarizes the proficiency level for each activity and foundational capability based on your responses. Dark shading indicates a development area to improve in and light shading indicates a strength to leverage. The proficiency level for each core role at the top is determined by averaging the proficiency level of each activity or foundational capability within that role.



How Do Proficiency and Importance Compare?

The graph below indicates whether the level of proficiency is currently above, below or in line with the level of importance you gave each activity.



Importance (Normalized): Importance ranking was normalized on a 1 (Low) to 5 (High) scale to compare against proficiency which is also on a 1 (Low) to 5 (High) scale.

How Your Results Compare to the Global Benchmark

The activities below are listed in order of which they appear in the model. Use this table to compare your proficiency & importance ranking for each activity against the Global Benchmark.

Under proficiency, highlighted in blue are the activities with the top three biggest gaps between your proficiency rating and the Global Benchmark. For Importance, highlighted are your top three and the Global Benchmark's top three activities. When considering the difference in importance from the benchmark, keep in mind that importance is based on the organization's priorities.

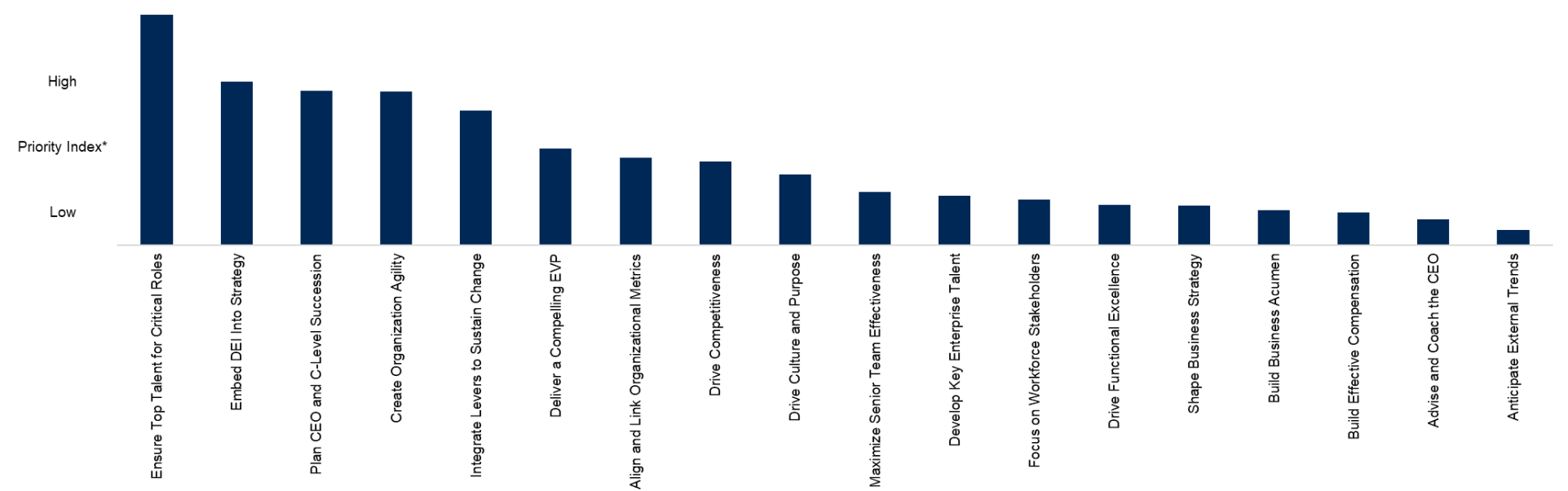
Any activities or foundational capabilities that appear blank were not assessed.

CHRO Role	Activity & Foundational Capability	Your Proficiency	Global Benchmark Proficiency	Your Importance Ranking	Global Benchmark Ranking
Board and CEO's Leader of Human Capital & Culture	Plan CEO and C-Level Succession	2	2.93	7	6
	Build Effective Compensation	5	3.83	9	12
	Drive Culture and Purpose	4	3.20	8	1
Win in a Dynamic Talent Landscape	Ensure Top Talent for Critical Roles	2	3.19	1	2
	Embed DEI Into Strategy	3	2.65	2	13
	Deliver a Compelling EVP	4	3.28	4	7
Leader of Enterprise Strategic Change	Create Organization Agility	3	2.37	3	4
	Drive Competitiveness	4	3.61	6	15
	Integrate Levers to Sustain Change	3	3.01	5	9
Leading Through Evolving Stakeholder Scenarios	Anticipate External Trends	2	3.32	18	16
	Align and Link Organizational Metrics	3	3.18	10	14
	Focus on Workforce Stakeholders	4	3.49	12	18
Trusted Advisor and Coach	Advise and Coach the CEO	5	4.06	11	5
	Maximize Senior Team Effectiveness	2	3.53	15	3
	Develop Key Enterprise Talent	3	2.81	14	11
The Foundation	Drive Functional Excellence	2	3.24	16	10
	Build Business Acumen	1	3.86	17	17
	Shape Business Strategy	4	3.47	13	8

Global Benchmark: Responses were collected from 3 March 2023 through 30 September 2024 and contain responses from 348 CHROs.

What are the Top Development Opportunities?

The development priorities are ranked below based on the proficiency and importance levels. The top development priorities appear on the left, while aspects of the role to invest less time in or to delegate to others appear on the right.



Your Top Development Opportunities

- Ensure Top Talent for Critical Roles
- Embed DEI Into Strategy
- Plan CEO and C-Level Succession

Global Benchmark's Top Development Opportunities

- Create Organization Agility
- Drive Culture and Purpose
- Ensure Top Talent for Critical Roles

*The Priority Index is the gap between proficiency and importance. An activity with high importance and low proficiency will have a large gap and more likely to be listed as a top development area.

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Overall Summary for Development Planning

Top 5 Development Priorities

These are opportunities to unlock your full potential. Focus on 2-3 areas for targeted growth. Consider:

- How do these activities align to the strategic goal of the organization?
- If I invest time in this activity, will it help build my brand both internally and externally?

Strengths to Leverage

These are the areas where you shine. Celebrate your accomplishments and use them as a foundation for further development. Consider:

- How can you leverage your strengths in new ways?
- Can you mentor or train others in areas where you excel?

Places to Find Efficiencies

Low-importance tasks can eat up valuable time. The activities listed are areas where you can optimize your workflow. Consider:

- Can you delegate or automate tasks?
- Can you streamline existing processes to save time and effort?
- Consider using time management techniques to prioritize effectively.

	Development Priorities (Low Proficiency, High Importance)	Strengths to Leverage (High Proficiency)	Places to Find Efficiencies (Low Importance)
1	Ensure Top Talent for Critical Roles	Build Effective Compensation	Anticipate External Trends
2	Embed DEI Into Strategy	Advise and Coach the CEO	Build Business Acumen
3	Plan CEO and C-Level Succession	Drive Culture and Purpose	Drive Functional Excellence
4	Create Organization Agility	Deliver a Compelling EVP	Maximize Senior Team Effectiveness
5	Integrate Levers to Sustain Change	Drive Competitiveness	Develop Key Enterprise Talent

What are the Next Steps for Development?

Understand Your Results

- Review your overall summary for development planning (Pg 12).
- Celebrate your Strengths to Leverage and make note of the Places to Find Efficiencies.
- Use the Global Benchmarks to compare against other CHROs and how it may change your priorities (Pg 7).
- Look to the Appendix to better understand your top development priorities.

Connect for Your Growth

- Discuss your results with your leader and agree on the 2-3 top priorities for the next 3-6 months.
- Block time regularly with your leader to consider your progress, get feedback and course correct as needed.
- Identify who else in your personal network you can leverage to provide advice and guidance as you go.

Take Action

- Choose 2-3 activities to focus on for your personal development.
- Set SMART goals (Specific, Measurable, Achievable, Relevant, Time-bound) for each area.
- Break down each goal into smaller, actionable steps.

How Gartner Can Help

Contact your Gartner representative to:

- Discuss general support and design a long-term plan based on your priorities.
- Schedule a conversation with a Gartner expert to review your results and your development plan.

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Activities Titles & Overview

Model of a World-Class CHRO Activities	Abbreviated Title	Activity Overview
Plan and Support CEO and C-Level Succession	Plan CEO and C-Level Succession	Page 14
Build Effective Compensation Supported by Stakeholders	Build Effective Compensation	Page 16
Drive Culture and Purpose	Drive Culture and Purpose	Page 18
Ensure Top Talent and Capabilities for Critical Roles	Ensure Top Talent for Critical Roles	Page 20
Embed DEI into Talent and Culture Strategy	Embed DEI Into Strategy	Page 22
Deliver a Compelling Employee Value Proposition	Deliver a Compelling EVP	Page 24
Create Organization Agility and Resilience Capability	Create Organization Agility	Page 26
Assess and Catalyze Actions to Drive Competitiveness	Drive Competitiveness	Page 28
Integration of Organizational Levers to Sustain Change	Integrate Levers to Sustain Change	Page 30
Anticipate and Respond to External Trends	Anticipate External Trends	Page 32
Align and Link Organizational Metrics to Stakeholder Expectations	Align and Link Organizational Metrics	Page 34
Focus on Workforce as a Primary Stakeholder	Focus on Workforce Stakeholders	Page 36
Advise and Coach the CEO	Advise and Coach the CEO	Page 38
Maximize Senior Team Effectiveness	Maximize Senior Team Effectiveness	Page 40
Coach and Develop Key Enterprise Talent	Develop Key Enterprise Talent	Page 42
Functional Business Leader (Foundational Capability)	Drive Functional Excellence	Page 44
Business Acumen (Foundational Capability)	Build Business Acumen	Page 46
Business Strategy Development (Foundational Capability)	Shape Business Strategy	Page 48

Plan CEO and C-Level Succession

Note: This is an example – each activity has an overview page

Development Priority	Activity	Proficiency	Importance	Global Benchmark Average	
				Proficiency	Importance
3	Plan and Support CEO and C-Level Succession	2	7	2.93	6

According to your results, this is a HIGH PRIORITY AREA.

(n=348)

Next Steps for Development

- Create a leadership portfolio with your top leaders to present to the new CEO or C-Suite executive. Include a history of their strengths and performance gaps to help them get a holistic picture of talent at the organization.
- During the new CEO or C-Suite executive onboarding, schedule regular multi-hour meetings with your CEO to discuss talent, leadership strengths and leadership styles.
- Create an onboarding process that helps your new CEO or C-Suite executive understand who they need to meet and when, the key relationships they should prioritize, key business insights and unspoken culture realities.
- Ensure leaders put together a deep dive template of their business so they can succinctly provide a picture of the state of talent in their business unit. Work with your business leaders to ensure these templates are as strong as possible.

Questions for Reflection

Based on your current maturity, as a next step you should connect the CEO/C-Suite executive to non-obvious stakeholders that are critical to the organization.

- How do I identify “critical stakeholders” at my organization?
- How can I enlist the support of senior leaders to identify critical stakeholders?
- Have I set up meetings between these stakeholders and the new CEO/C-Suite executive?

Plan CEO and C-Level Succession

Resources to Develop Yourself and Team

- [CEO Succession: Lessons Learned From Global CHROs](#)
- [Ignition Guide to Conducting CEO Succession Planning](#)
- [Tool: Business Case Template for CEO Succession Planning](#)
- [CHROs Should Help Their Boards Create a Strong CEO Succession Plan](#)

Note: Some recommended content may not be available as part of your current Gartner subscription.

Activities Ranked by Development Priority

Development Priority	Activity	Proficiency	Importance	CHRO Role
1	Ensure Top Talent for Critical Roles	2	1	Win in a Dynamic Talent Landscape
2	Embed DEI Into Strategy	3	2	Win in a Dynamic Talent Landscape
3	Plan CEO and C-Level Succession	2	7	Board and CEO's Leader of Human Capital & Culture
4	Create Organization Agility	3	3	Leader of Enterprise Strategic Change
5	Integrate Levers to Sustain Change	3	5	Leader of Enterprise Strategic Change
6	Deliver a Compelling EVP	4	4	Win in a Dynamic Talent Landscape
7	Align and Link Organizational Metrics	3	10	Leading Through Evolving Stakeholder Scenarios
8	Drive Competitiveness	4	6	Leader of Enterprise Strategic Change
9	Drive Culture and Purpose	4	8	Board and CEO's Leader of Human Capital & Culture
10	Maximize Senior Team Effectiveness	2	15	Trusted Advisor and Coach
11	Develop Key Enterprise Talent	3	14	Trusted Advisor and Coach
12	Focus on Workforce Stakeholders	4	12	Leading Through Evolving Stakeholder Scenarios
13	Drive Functional Excellence	2	16	The Foundation
14	Shape Business Strategy	4	13	The Foundation
15	Build Business Acumen	1	17	The Foundation
16	Build Effective Compensation	5	9	Board and CEO's Leader of Human Capital & Culture
17	Advise and Coach the CEO	5	11	Trusted Advisor and Coach
18	Anticipate External Trends	2	18	Leading Through Evolving Stakeholder Scenarios

Activities Ranked by Proficiency

Development Priority	Activity	Proficiency	Importance	CHRO Role
16	Build Effective Compensation	5	9	Board and CEO's Leader of Human Capital & Culture
17	Advise and Coach the CEO	5	11	Trusted Advisor and Coach
9	Drive Culture and Purpose	4	8	Board and CEO's Leader of Human Capital & Culture
6	Deliver a Compelling EVP	4	4	Win in a Dynamic Talent Landscape
8	Drive Competitiveness	4	6	Leader of Enterprise Strategic Change
12	Focus on Workforce Stakeholders	4	12	Leading Through Evolving Stakeholder Scenarios
14	Shape Business Strategy	4	13	The Foundation
2	Embed DEI Into Strategy	3	2	Win in a Dynamic Talent Landscape
4	Create Organization Agility	3	3	Leader of Enterprise Strategic Change
5	Integrate Levers to Sustain Change	3	5	Leader of Enterprise Strategic Change
7	Align and Link Organizational Metrics	3	10	Leading Through Evolving Stakeholder Scenarios
11	Develop Key Enterprise Talent	3	14	Trusted Advisor and Coach
3	Plan CEO and C-Level Succession	2	7	Board and CEO's Leader of Human Capital & Culture
1	Ensure Top Talent for Critical Roles	2	1	Win in a Dynamic Talent Landscape
18	Anticipate External Trends	2	18	Leading Through Evolving Stakeholder Scenarios
10	Maximize Senior Team Effectiveness	2	15	Trusted Advisor and Coach
13	Drive Functional Excellence	2	16	The Foundation
15	Build Business Acumen	1	17	The Foundation

Activities Ranked by Importance

Development Priority	Activity	Proficiency	Importance	CHRO Role
1	Ensure Top Talent for Critical Roles	2	1	Win in a Dynamic Talent Landscape
2	Embed DEI Into Strategy	3	2	Win in a Dynamic Talent Landscape
4	Create Organization Agility	3	3	Leader of Enterprise Strategic Change
6	Deliver a Compelling EVP	4	4	Win in a Dynamic Talent Landscape
5	Integrate Levers to Sustain Change	3	5	Leader of Enterprise Strategic Change
8	Drive Competitiveness	4	6	Leader of Enterprise Strategic Change
3	Plan CEO and C-Level Succession	2	7	Board and CEO's Leader of Human Capital & Culture
9	Drive Culture and Purpose	4	8	Board and CEO's Leader of Human Capital & Culture
16	Build Effective Compensation	5	9	Board and CEO's Leader of Human Capital & Culture
7	Align and Link Organizational Metrics	3	10	Leading Through Evolving Stakeholder Scenarios
17	Advise and Coach the CEO	5	11	Trusted Advisor and Coach
12	Focus on Workforce Stakeholders	4	12	Leading Through Evolving Stakeholder Scenarios
14	Shape Business Strategy	4	13	The Foundation
11	Develop Key Enterprise Talent	3	14	Trusted Advisor and Coach
10	Maximize Senior Team Effectiveness	2	15	Trusted Advisor and Coach
13	Drive Functional Excellence	2	16	The Foundation
15	Build Business Acumen	1	17	The Foundation
18	Anticipate External Trends	2	18	Leading Through Evolving Stakeholder Scenarios

Methodology Details

Calculation of Development Priority

The development priority rank is calculated by finding the unique normalized gap between your perceived proficiency and importance. The diagnostic does this by:

- Finding the inverse of the proficiency score to ensure low scores and high scores for both proficiency and importance mean the same thing (low being good and high being bad).
- Normalizing the proficiency and importance scores so they are both on a zero-to-one scale. This ensures proficiency and importance have the same weight when calculating the rank.
- Calculating a gap score by multiplying the normalized proficiency and importance together.
- Breaking any ties by adding a slight weight to the gap score based on the original importance score. This ensures activities with the same gap score are ranked as more important if their importance was higher.