

Gartner®

Tool: Future of Work Strategy on a Page



CHROs often struggle to create and enact a unified plan for the future of work at their organizations. Use this customizable template and example to summarize a clear strategy for responding to relevant future trends and ensure your organization's action aligns with its vision.



When to Use

Creating a comprehensive future of work strategy is a unique — but vital — challenge. Beyond near-term policy choices around GenAI strategy or an aging workforce, CHROs are responsible for monitoring relevant future trends and ensuring the organization is prepared to adapt work and the workforce. This tool, part of our suite of resources on crafting a future of work strategy, provides a structure for CHROs to chart their future of work priorities, succinctly communicate them and support their teams in acting on them.

Directions for Use

Complete each of the sections in this template to create a comprehensive snapshot of your organization's future of work strategy. Each section of the template, along with additional explanation and further Gartner resources, is outlined below and in the notes of the downloadable PowerPoint. A completed example showing one possible approach is also included.

- Future of Work Strategy Vision:** A short (fewer than 75 words) mission statement encapsulating your organization's desired state for how, when and where work is done; who or what does the work; and what is considered work. How would you ideally describe work and the workforce at your organization two to five years from now? The rest of the information included in this strategy should support this vision.
- Core Team:** A list of the key individuals comprising your dedicated future of work team or the program leads responsible for the initiatives that support your Future of Work Strategy Vision. This list helps facilitate transparency and avoids duplicative or contradictory efforts throughout the organization. See [How to Build a Dedicated Future of Work Function](#) for more information.
- Current State of Work in 20XX:** A list of between five and seven metrics that describe the current state of work at your organization, aligned to the Prioritized Future of Work Trends your organization will focus on as part of this strategy (see below). For example, if your organization is prioritizing the "Expertise Gap," a key metric to include in this section may be the percentage of critical roles with qualified internal successors identified.
- Prioritized Future of Work Trends:** The top future-oriented trends your organization will choose to focus on to achieve its Future of Work Strategy Vision. See the [HR Toolkit: 9 Future of Work Trends for 2025](#) for more information on how to choose the most relevant trends for your organization.
- Initiatives:** The primary workstreams through which your organization is responding to each of the future-oriented trends it has prioritized. More than one initiative may be associated with each trend. For example, addressing the "Expertise Gap" may involve an initiative around roles with greatest risk of lost expertise, an initiative around facilitating knowledge transfer from departing employees, and another initiative around redesigning work to reduce demand for expertise.

- **Programs:** The discrete projects that constitute each initiative. Programs should have specific and measurable objectives, a timeline and a team responsible for execution. More than one program may support each initiative.
- **Future State of Work in 20XX:** A list of between five and seven metrics that describe the ideal future state of work at your organization, aligned to the Prioritized Future of Work Trends. For example, a company prioritizing the “Expertise Gap” may include here the percentage of critical roles with qualified internal successors identified.
- **Key Milestones:** This Future of Work Strategy should be regularly updated as external conditions and internal goals evolve. Use this space to keep your strategy actionable, listing the next meeting of your future of work team, the next planned update of this strategy, or any other important upcoming milestones that impact the execution of this strategy.

Recommended Resources for Clients

- How to Build a Dedicated Future of Work Function
- Craft a Future of Work Strategy to Plan for and Shape the Future of Your Organization
- 9 Future of Work Trends for 2025
- How to Make Informed Choices When Deploying Generative AI in HR
- Hype Cycle for the Future of Work, 2024
- The Future of Frontline Work

Disclaimer: Unless otherwise marked for external use, the items in this Gartner Tool are for internal noncommercial use by the licensed Gartner client. The materials contained in this Tool may not be repackaged or resold. Gartner makes no representations or warranties as to the suitability of this Tool for any particular purpose, and disclaims all liabilities for any damages, whether direct, consequential, incidental or special, arising out of the use of or inability to use this material or the information provided herein.

Spreadsheets published by Gartner may leverage features such as pivot tables and macros that are supported in a Microsoft Windows environment and with Microsoft Excel 2007 or higher.

See Gartner Internet Browser System Requirements for more information.

Template: Future of Work Strategy on a Page

Future of Work Strategy Vision: [Insert here]					
Core Team:	Name, role	Name, role	Name, role	Name, role	Name, role
Current State of Work in	Key Future of Work Initiatives				Future State of Work in
	Prioritized Future of Work Trends	Initiatives	Programs		

Example: Future of Work Strategy on a Page

Future of Work Strategy Vision: We will prioritize supporting the well-being of our workforce to get excellent, sustainable performance even as the way we work evolves and changes.

Core Team:	CHRO	Head of Talent Analytics	Head of Total Rewards	Head of L&D	Head of Communications
-------------------	------	--------------------------	-----------------------	-------------	------------------------


Current State of Work in 2024	Key Future of Work Initiatives			Future State of Work in 2026
Top Metrics Describing Initial State	Prioritized Future of Work Trends	Initiatives	Programs	Top Metrics Describing End State
<ul style="list-style-type: none"> 40% of employees in critical roles eligible for retirement within three years 25% of critical roles with qualified internal successors identified 25% of manager time spent documenting employee performance 65% of employees expressing loneliness in engagement surveys 55% of workforce interacting with colleagues outside of their own team more than once a week 	<p>Expertise gap intensifies as retirements surge and tech disrupts</p> <ul style="list-style-type: none"> Organizations are caught in an expertise supply crisis with large wave of potential retirements 	<ol style="list-style-type: none"> Identify roles with greatest risk of lost expertise Facilitate knowledge transfer from departing employees Redesign work to reduce demand for expertise 	<ol style="list-style-type: none"> Assess which teams at your organization have the highest retirement risk Solicit vendor proposals for tools to capture and disseminate employee expertise Pilot an apprenticeship program to transfer critical knowledge quickly 	<ul style="list-style-type: none"> 25% of employees in critical roles eligible for retirement within three years 60% of critical roles with qualified internal successors identified 10% of manager time spent documenting employee performance (including reviewing bot output) 35% of employees expressing loneliness in engagement surveys 85% of workforce interacting with colleagues outside of their own team more than once a week
	<p>Employees embrace bots over bosses in the pursuit of fairness</p> <ul style="list-style-type: none"> Employees are embracing the idea that AI tools can increase — rather than erode — fairness in the workplace 	<ol style="list-style-type: none"> Evaluate potential performance management bot vendors Build trust with employees over all performance management 	<ol style="list-style-type: none"> Evaluate any algorithmic performance management offered by your existing vendors Establish mechanisms for employees to report feedback related to bot or manager performance management Add questions on performance management fairness to employee surveys 	
	<p>Loneliness becomes a business risk, not just a well-being challenge</p> <ul style="list-style-type: none"> When employees are lonely — when they don't feel camaraderie or belonging — their performance suffers 	<ol style="list-style-type: none"> Assess loneliness risk by employee persona Implement connection support within benefits strategy Increase manager accountability for employee connection 	<ol style="list-style-type: none"> Create organizationwide collaboration norm templates for managers to customize for their teams Implement collaboration audits as part of project reviews Communicate how existing benefits offerings can be used for increasing social connections 	

Key Future of Work Milestones

- A. Complete retirement risk assessment for critical roles: February 2025
- B. Kick off performance management vendor RFP: June 2025
- C. Launch collaboration audits program: August 2025
- D. Meet to discuss future of work strategy for 2026: 4Q25

Actionable, objective insight


Explore these additional complimentary resources and tools for HR leaders:



Toolkit
9 Future of Work Trends for 2025

Explore actionable guidance for HR leaders to successfully achieve superior talent outcomes and drive growth.


[Download Toolkit](#)



Webinar
The Gartner Top 9 Future of Work Trends for 2025 and Beyond

Explore the 9 trends that will have the greatest impact on the workforce in 2025 and expert guidance to achieve superior talent outcomes.

[Watch Now](#)



eBook
2025 CHRO Leadership Vision

Discover the top 3 strategic priorities for CHROs in 2025 and the actions you can take to successfully lead your teams and HR in the coming year.

[Download Now](#)

Already a client?
Get access to even more resources in your client portal. [Log In](#)

Connect With Us

Get actionable, objective insight to deliver on your mission-critical priorities. Our expert guidance and tools enable faster, smarter decisions and stronger performance. Contact us to become a client:

U.S.: 1 855 811 7593

International: +44 (0) 3330 607 044

[Become a Client](#)

Learn more about Gartner for HR

gartner.com/en/human-resources

Stay connected to the latest insight



Attend a Gartner conference

[View Conference](#)

© 2024 Gartner, Inc. and/or its affiliates. All rights reserved. Gartner is a registered trademark of Gartner, Inc. and its affiliates. This publication may not be reproduced or distributed in any form without Gartner's prior written permission. It consists of the opinions of Gartner's research organization, which should not be construed as statements of fact. While the information contained in this publication has been obtained from sources believed to be reliable, Gartner disclaims all warranties as to the accuracy, completeness or adequacy of such information. Although Gartner research may address legal and financial issues, Gartner does not provide legal or investment advice and its research should not be construed or used as such. Your access and use of this publication are governed by [Gartner's Usage Policy](#). Gartner prides itself on its reputation for independence and objectivity. Its research is produced independently by its research organization without input or influence from any third party. For further information, see "Guiding Principles on Independence and Objectivity." CM_GBS_3347831

Gartner[®]