

The Gartner logo is positioned in the top left corner of the page. The background of the entire page is a photograph of a building's exterior, featuring a light grey upper section and a bright blue lower section. A white spiral staircase is visible on the right side of the image. Two vertical blue bars are placed on either side of the main title text.

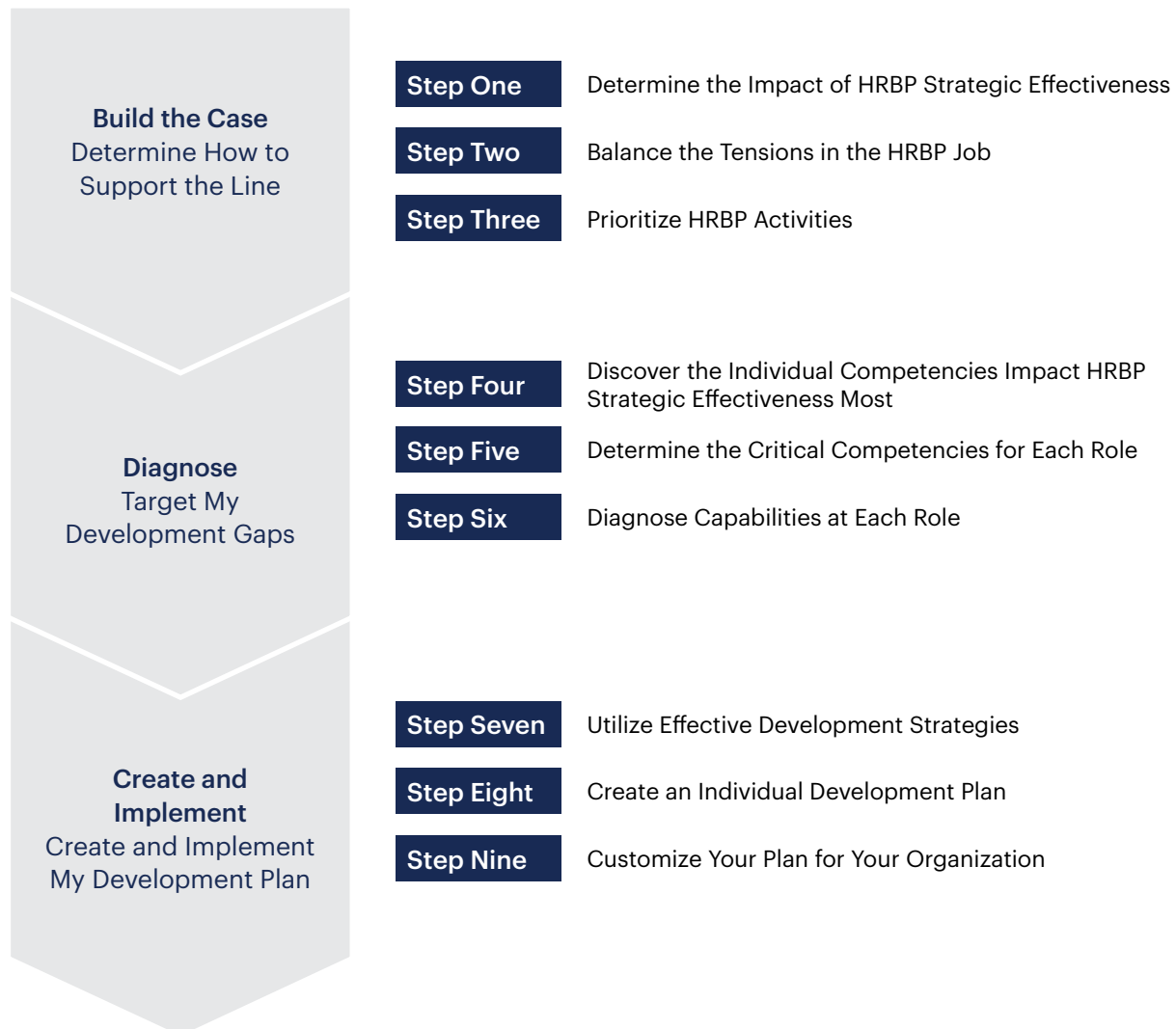
Gartner®

Gartner for HR

# **A Nine-Step Process to Improve HR Business Partner Performance**

# HR business partner competency workbook

Review this nine-step process to improve HRBP performance.

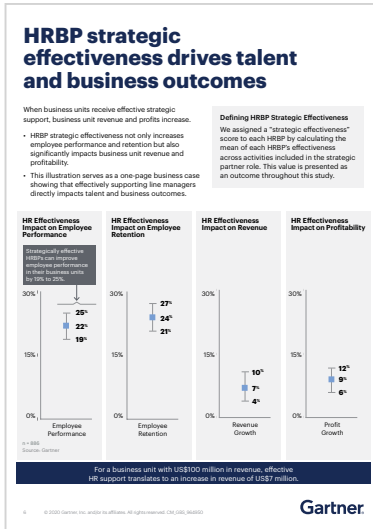


# HRBP competency workbook: Build the case

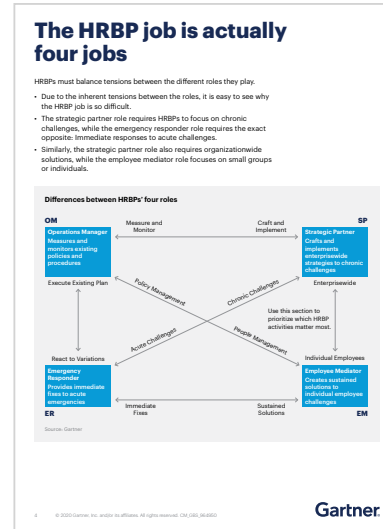
Build the Case  
Determine How to Support the Line

Diagnose  
Target My Development Gaps

Create and Implement  
Create and Implement My Development Plan



Use this section to learn about the impact that effective support has on the business.



Use this section to determine why effective support is so challenging.

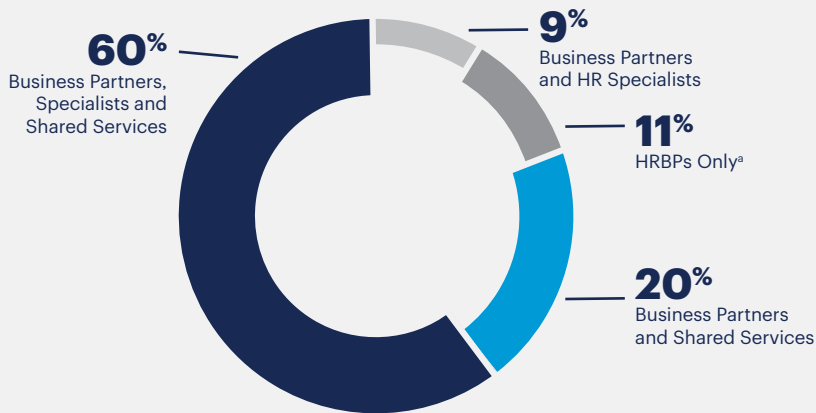


Use this section to prioritize which HRBP activities matter most.

# HRBPs have the greatest impact on talent outcomes

Within the HR function, business partners have the biggest impact on talent outcomes, regardless of service delivery model.

## Prevalence of HR Service Delivery Models



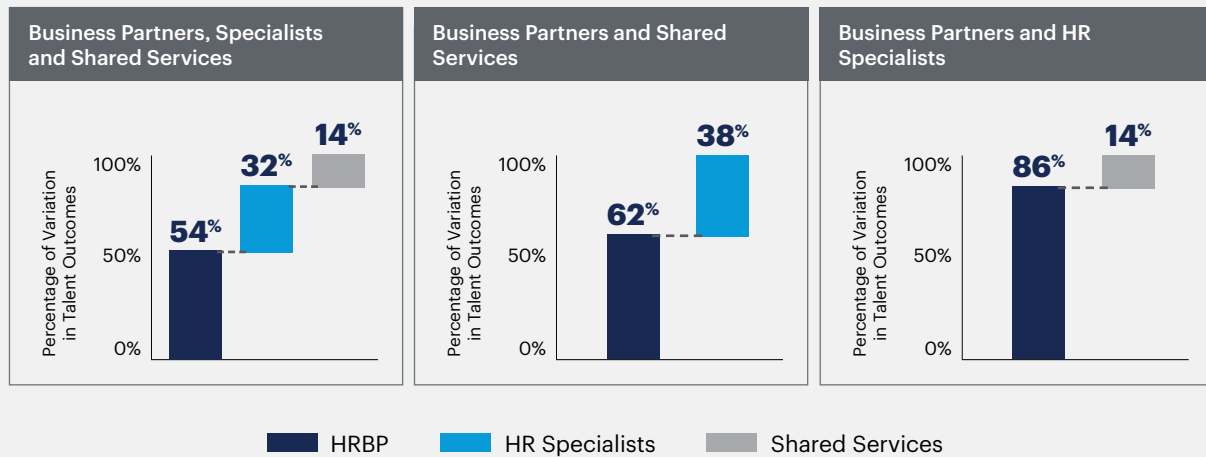
n = 1,536

<sup>a</sup> In this model, 100% of the impact on talent outcomes is attributable to HRBPs.

Source: Gartner

## HRBP Role Most Critical for Effective Line Support

Percentage of variation in talent outcomes explained

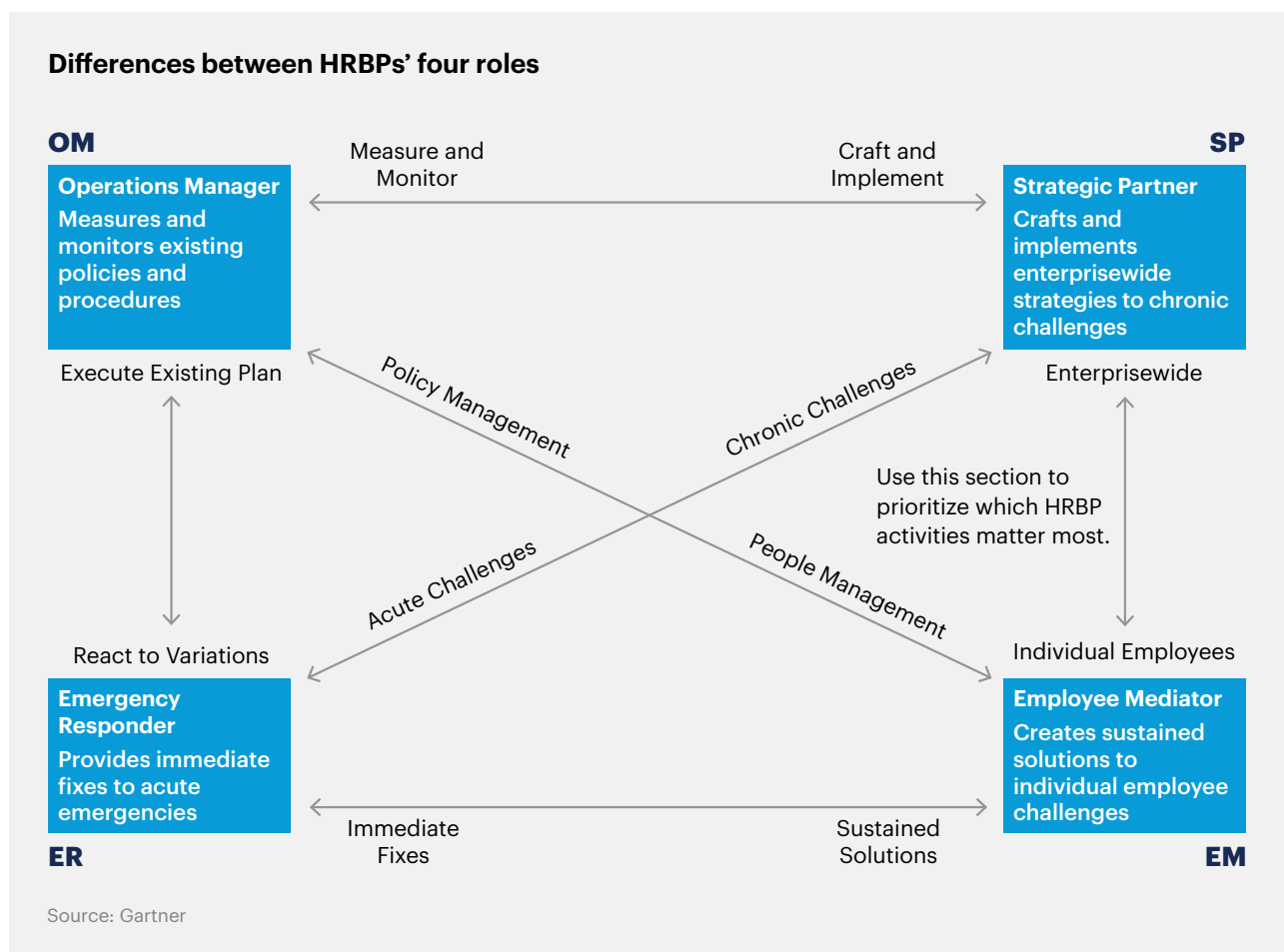


Source: Gartner

# The HRBP job is actually four jobs

HRBPs must balance tensions between the different roles they play.

- Due to the inherent tensions between the roles, it is easy to see why the HRBP job is so difficult.
- The strategic partner role requires HRBPs to focus on chronic challenges, while the emergency responder role requires the exact opposite: Immediate responses to acute challenges.
- Similarly, the strategic partner role also requires organizationwide solutions, while the employee mediator role focuses on small groups or individuals.



# HRBP activities are grouped within the four key roles

All activities HRBPs engage in when supporting the line can be grouped into the four roles.

- With so many conflicting responsibilities, how should you spend your time? Which skills and competencies are the most important to develop? solutions, while the employee mediator role focuses on small groups or individuals.

## Strategic Partner

- Developing the next generation of leaders
- Refocusing organizational structure on strategic objectives
- Understanding how HRBPs can support the business
- Understanding the talent needs of the business
- Adjusting HR strategies to respond to changing business needs
- Prioritizing across HR needs
- Identifying talent issues before they impact the business
- Identifying new business strategies
- Identifying critical HR metrics
- Creating a vision for talent strategy in the business unit
- Assessing the HR implications of strategic options
- Representing the business unit's talent interests within the organization

## Operations Manager

- Communicating organizational culture to employees
- Assessing employee attitudes
- Tracking trends in employee behaviors
- Designing HR programs to support organizational culture
- Communicating policies and procedures to employees
- Keeping the line updated on HR initiatives

## Emergency Responder

- Quickly responding to line manager questions
- Quickly responding to complaints
- Responding to manager needs
- Responding to employee needs
- Preparing for different situations

## Employee Mediator

- Managing competing personalities in the organization
- Managing conflict between employees
- Managing conflict between managers
- Responding to organizational changes
- Resolving political problems in the execution of business plans

■ Greatest impact on talent outcomes

Source: Gartner

# HRBP strategic effectiveness drives talent and business outcomes

When business units receive effective strategic support, business unit revenue and profits increase.

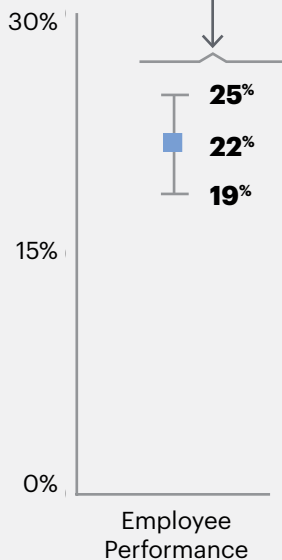
- HRBP strategic effectiveness not only increases employee performance and retention but also significantly impacts business unit revenue and profitability.
- This illustration serves as a one-page business case showing that effectively supporting line managers directly impacts talent and business outcomes.

## Defining HRBP Strategic Effectiveness

We assigned a “strategic effectiveness” score to each HRBP by calculating the mean of each HRBP’s effectiveness across activities included in the strategic partner role. This value is presented as an outcome throughout this study.

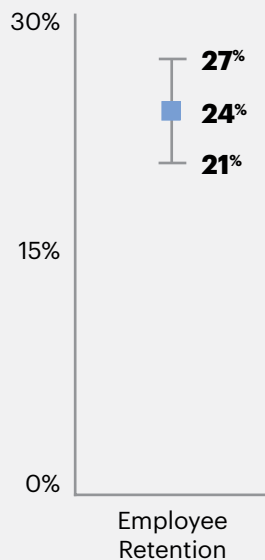
### HR Effectiveness Impact on Employee Performance

Strategically effective HRBPs can improve employee performance in their business units by 19% to 25%.

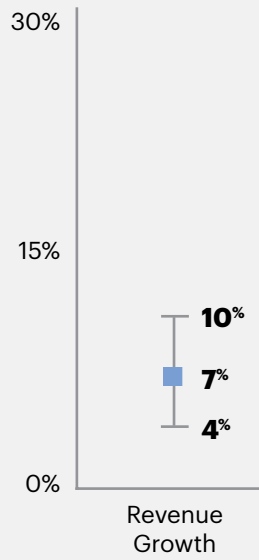


n = 886  
Source: Gartner

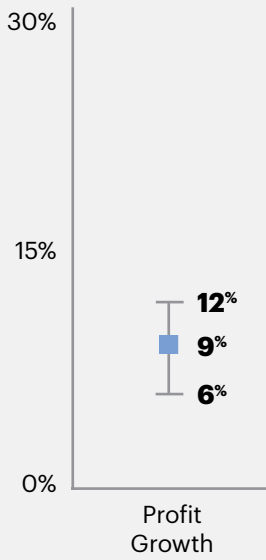
### HR Effectiveness Impact on Employee Retention



### HR Effectiveness Impact on Revenue



### HR Effectiveness Impact on Profitability



For a business unit with US\$100 million in revenue, effective HR support translates to an increase in revenue of US\$7 million.

# HRBP competency workbook: Diagnose



Build the Case  
Determine How to Support the Line

Diagnose  
Target My Development Gaps

Create and Implement  
My Development Plan

### Most strategically effective HRBPs have critical competencies

Demonstration of key competencies is important for HRBP strategic effectiveness.

- Eighty-five percent of top HRBPs have the competencies necessary for the role, while only 21% of average HRBPs have these critical competencies.
- The following section will identify what competencies to focus on and then look at ways to develop those competencies with the largest room for improvement.

**Percentage of Strategically Effective HRBPs Possessing Critical Competencies**

85%  
Strategically Effective HRBPs Possess Critical Competencies

15%  
Average HRBPs Possess Critical Competencies

**Percentage of Average HRBPs Possessing Critical Competencies**

79%  
Average HRBPs Possess Critical Competencies

21%  
Strategically Effective HRBPs Possess Critical Competencies

© 2020 Gartner, Inc. and/or its affiliates. All rights reserved. CM\_GBS\_964950

**Gartner**

Use this section to determine specific competencies for each role.

### HRBP career diagnostic

**Access the HRBP Career Diagnostic**

Access the Career Diagnostic in the HRBP Portal. After answering a series of questions about your activities as an HRBP you will review a custom results report prioritizing specific competencies for development. The competencies suggested will also link to individual development plans and resources intended to support each area of development.

**Gartner**

**HRBP Career Diagnostic**

By participating in this survey you understand the following:

**Confidentiality Statement**  
Gartner and its business development information identified in this survey is managed in that party's interest when reported to its clients. You will have control over who can see the information you provide, and where applicable, will have reasonable steps in place to correct, amend, or delete information that is no longer accurate.

**Survey Administration and Research Purpose**  
Gartner and its business development information identified in this survey is managed in that party's interest when reported to its clients. You will have control over who can see the information you provide, and where applicable, will have reasonable steps in place to correct, amend, or delete information that is no longer accurate.

**Research Resources and This Survey**  
This survey is part of a research project that will be used to create a report on the survey results. Results will be shared with the organization and will be used to create a report on the survey results. Results will be shared with the organization and will be used to create a report on the survey results.

**Additional Information**  
Gartner and its business development information identified in this survey is managed in that party's interest when reported to its clients. You will have control over who can see the information you provide, and where applicable, will have reasonable steps in place to correct, amend, or delete information that is no longer accurate.

Personal information we collect is subject to the Gartner Privacy Policy.

© 2020 Gartner, Inc. and/or its affiliates. All rights reserved. CM\_GBS\_964950

**Gartner**

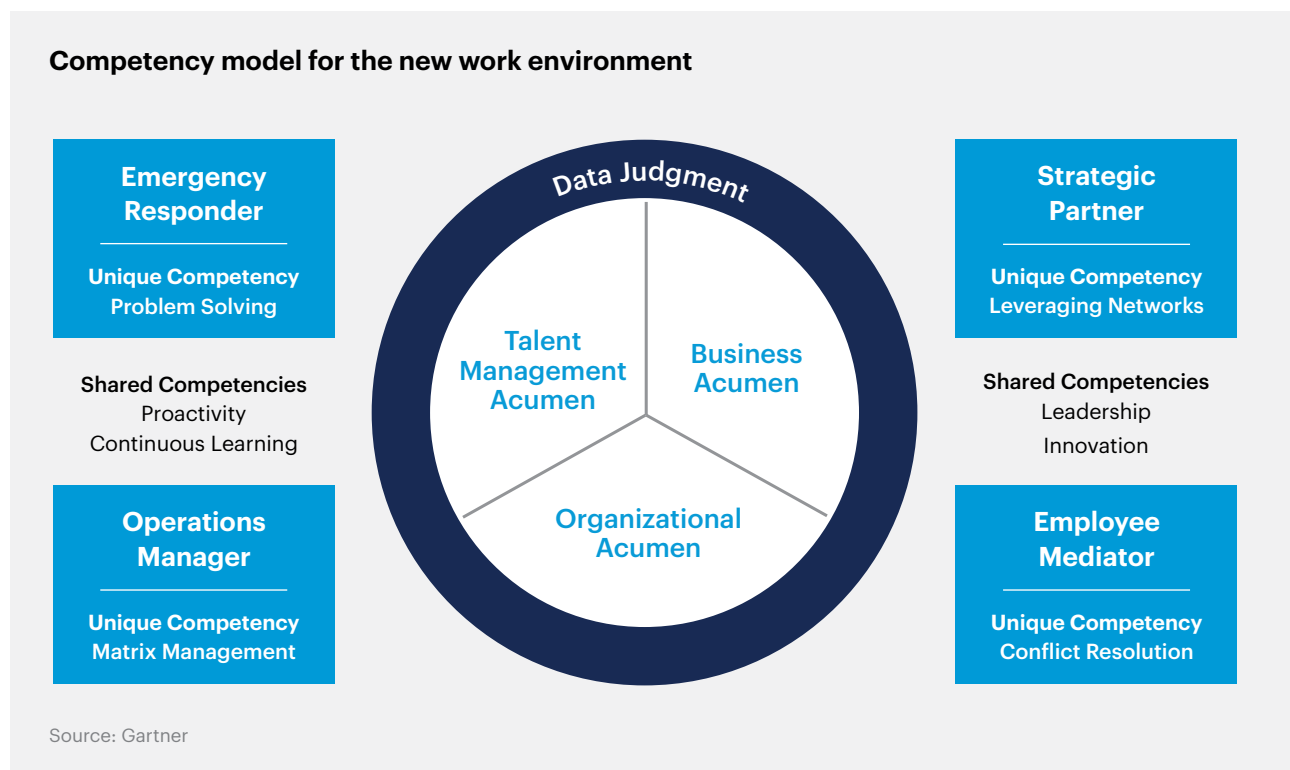
Use this section to learn which individual competencies matter most.



# The best HRBPs possess key competencies for the new work environment

The best HRBPs apply judgment to the influx of talent data, maintain an enterprise view, and leverage their networks to adapt to change and achieve better business unit results.

- HRBPs who effectively support the line possess several unique competencies for each of the four roles.
- Each competency is connected with one or more of the roles of the HRBP; some competencies are unique to the role, whereas some are shared across two roles.
- Business, talent management, and organizational acumen are partnered with data judgment at the center of the model because of their critical importance.

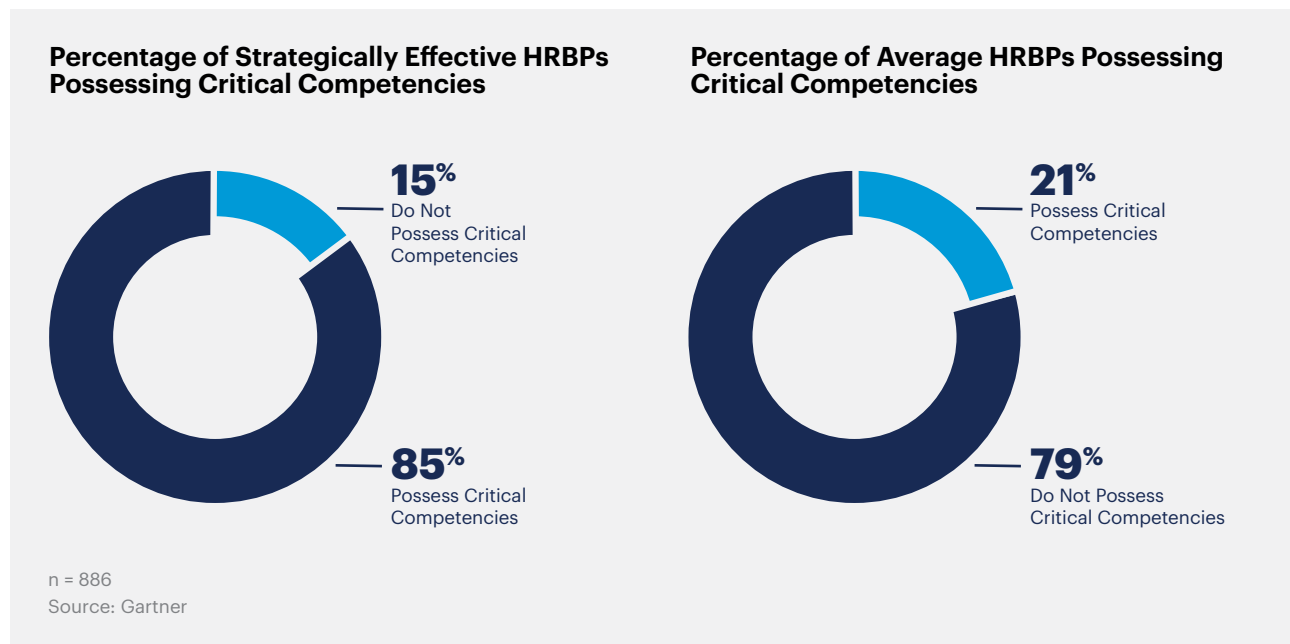


HRBPs supporting the business in a complex work environment must apply their competencies toward effectively managing ongoing change and enabling agility. All critical competencies across the four roles play a part in supporting the changing organizational environment.

# Most strategically effective HRBPs have critical competencies

Demonstration of key competencies is important for HRBP strategic effectiveness.

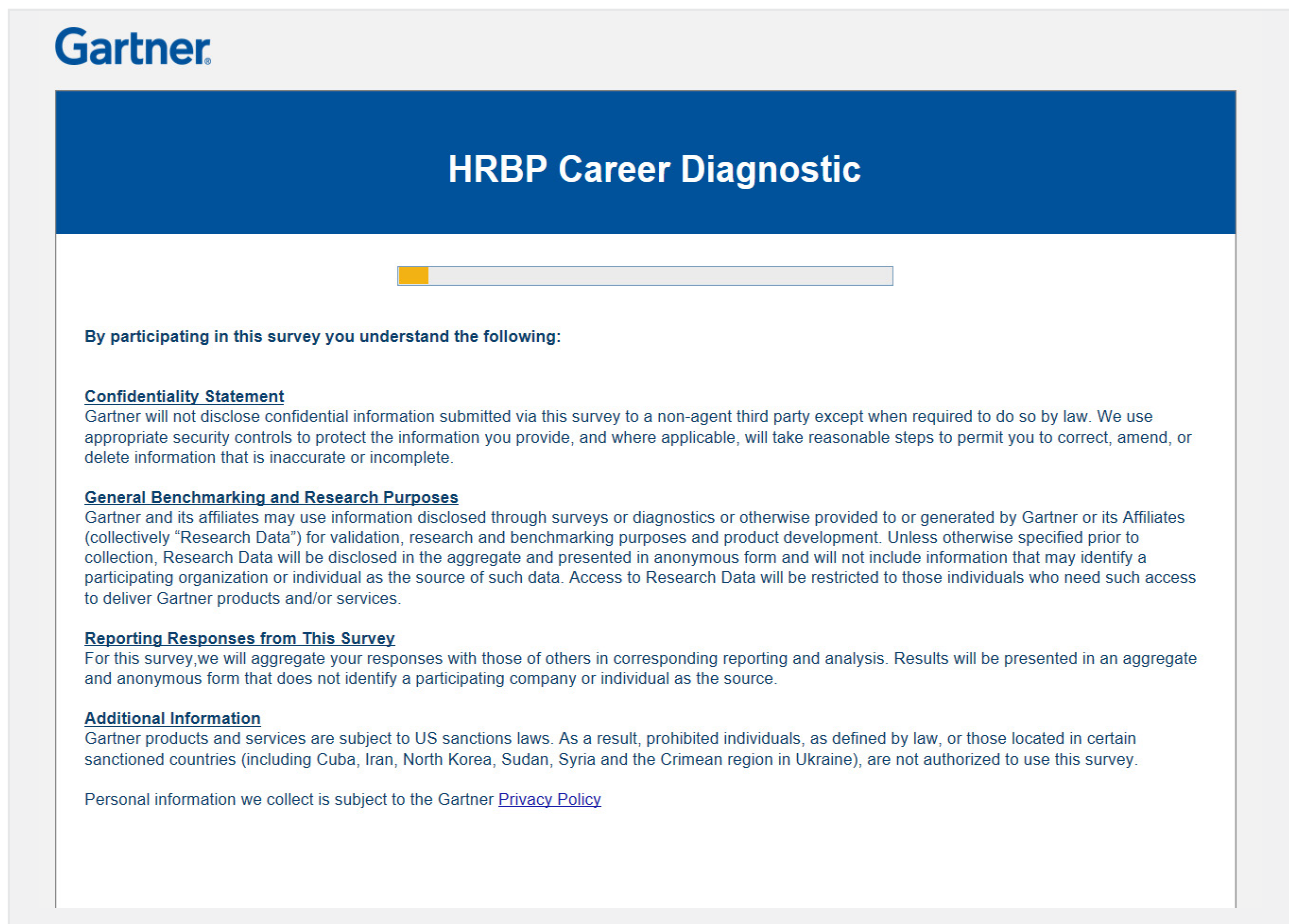
- Eighty-five percent of top HRBPs have the competencies necessary for the role, while only 21% of average HRBPs have these critical competencies.
- The following section will identify what competencies to focus on and then look at ways to develop those competencies with the largest room for improvement.



# HRBP career diagnostic

## Access the HRBP Career Diagnostic

Access the Career Diagnostic in the HRBP Portal. After answering a series of questions about your activities as an HRBP, you will review a custom results report prioritizing specific competencies for development. The competencies suggested will also link to individual development plans and resources intended to support each area of development.



**Gartner**

## HRBP Career Diagnostic

By participating in this survey you understand the following:

**Confidentiality Statement**  
Gartner will not disclose confidential information submitted via this survey to a non-agent third party except when required to do so by law. We use appropriate security controls to protect the information you provide, and where applicable, will take reasonable steps to permit you to correct, amend, or delete information that is inaccurate or incomplete.

**General Benchmarking and Research Purposes**  
Gartner and its affiliates may use information disclosed through surveys or diagnostics or otherwise provided to or generated by Gartner or its Affiliates (collectively "Research Data") for validation, research and benchmarking purposes and product development. Unless otherwise specified prior to collection, Research Data will be disclosed in the aggregate and presented in anonymous form and will not include information that may identify a participating organization or individual as the source of such data. Access to Research Data will be restricted to those individuals who need such access to deliver Gartner products and/or services.

**Reporting Responses from This Survey**  
For this survey, we will aggregate your responses with those of others in corresponding reporting and analysis. Results will be presented in an aggregate and anonymous form that does not identify a participating company or individual as the source.

**Additional Information**  
Gartner products and services are subject to US sanctions laws. As a result, prohibited individuals, as defined by law, or those located in certain sanctioned countries (including Cuba, Iran, North Korea, Sudan, Syria and the Crimean region in Ukraine), are not authorized to use this survey.

Personal information we collect is subject to the Gartner [Privacy Policy](#)

# HRBP competency workbook: Create and implement

Build the Case  
Determine How to Support the Line

Diagnose  
Target My Development Gaps

Create and Implement  
Create and Implement My Development Plan

## HRBP development grid

Developing the unique and shared competencies for each role is essential. The grid below shows some of the most effective development strategies for each role. The development strategies are based on the unique and shared competencies for each role. It is essential to develop the competency that is the core asset of each role, not just to focus on being "better" at the activities composing that role.

Development Experiences for Unique Competencies	
<b>Leveraging Networks</b>	
<b>Strategic Partner</b>	<ul style="list-style-type: none"> <li>Build relationships with business partners in other functions to provide integrated strategic solutions.</li> <li>Understand workflow within the HR function to identify areas for better coordination during new challenges.</li> </ul>
<b>Quality Assurance</b>	
<b>Employee Mediator</b>	<ul style="list-style-type: none"> <li>Lead small-scale talent initiatives that may be conflict prone, such as performance calibration sessions, pay increase conversations, etc.</li> <li>Provide training customized to the negotiation skills relevant to your organization.</li> </ul>
<b>Matrix Management</b>	
<b>Operations Manager</b>	<ul style="list-style-type: none"> <li>Understand key talent workstreams both in and out of the HR function to determine potential opportunities.</li> <li>Meet with key partners within HR monthly to reflect on system successes and challenges and to keep ahead of system changes.</li> </ul>
<b>Problem Solving</b>	
<b>Emergency Responder</b>	<ul style="list-style-type: none"> <li>Work on mock projects where you think through a step-by-step solution on how to address a potential business/unit challenge.</li> <li>Build a "go-to" group of cross-functional peers in IT, legal and compliance, finance and shared services who may be able to provide quick solutions to certain problems.</li> </ul>

Continued to next page

© 2020 Gartner, Inc. and/or its affiliates. All rights reserved. CM\_GBS\_964950

Gartner

Use this section to learn the most effective development strategy for each role and competency.

## Sample HRBP individual development plan (IDP)

Creating an individual development plan is the first step to make results actionable as it relates to being an effective strategic partner. These IDPs are populated with the most effective development strategies for each role/competency combination. Insert the action steps for each development objective, work with your manager to define what success looks like and enter in the appropriate check-in date. Each IDP contains links to specific resources to assist each objective (online version only).

Below is a sample of an individual development plan for improving leadership as it relates to being an effective strategic partner. These IDPs are populated with the most effective development strategies for each role/competency combination. Insert the action steps for each development objective, work with your manager to define what success looks like and enter in the appropriate check-in date. Each IDP contains links to specific resources to assist each objective (online version only).

Individual Development Plan (IDP) - Business Acumen

**Key Strength of the Business Environment to Improve Talent and Business Outcomes**

Name: \_\_\_\_\_ Title: Department: \_\_\_\_\_

Manager: \_\_\_\_\_ Date: \_\_\_\_\_

Development Objective	Action Steps	Manager Support	Resources	Success Measure	Target Completion Date
1. Develop a deeper understanding of my business unit's strategy and challenges.	<ul style="list-style-type: none"> <li>1. Develop a deeper understanding of my business unit's strategy and challenges.</li> <li>2. Organize business bag lunches with key peers other than HR to have a regular discussion on business performance and needs.</li> <li>3. Read trade and business journals on an ongoing basis to keep abreast of new trends.</li> <li>4. Read a relevant business article or case study and present a summary to your team or lead a discussion.</li> </ul>	<ul style="list-style-type: none"> <li>2. Schedule check-ins to talk about business trends, challenges, and strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Business Partnerships Development Initiative</li> <li>Illustrative Learning Centers Assess Business Needs Topic Center</li> </ul>	<ul style="list-style-type: none"> <li>3. Receive line feedback on your application of business unit understanding on HR support.</li> <li>4. ...</li> </ul>	12/31/2020

Suggested development objectives

Manager support for each objective

The target completion date and manager support for each objective

Continued to next page

© 2020 Gartner, Inc. and/or its affiliates. All rights reserved. CM\_GBS\_964950

Gartner

Use this section to create an actionable individual development plan (IDP).

# HRBP development grid

Developing the unique and shared competencies for each role is essential

The grid below shows some of the most effective development strategies for each role. The development strategies are based on the unique and shared competencies for each role. It is essential to develop the competency that is the core asset of each role, not just to focus on being “better” at the activities composing that role.

## Development Experiences for Unique Competencies

Leveraging Networks	
<b>Strategic Partner</b>	<ul style="list-style-type: none"> <li>• Build relationships with business partners in other functions to provide integrated strategic solutions.</li> <li>• Understand workflow within the HR function to identify areas for better coordination during new challenges.</li> </ul>
Conflict Resolution	
<b>Employee Mediator</b>	<ul style="list-style-type: none"> <li>• Lead small-scale talent initiatives that may be conflict-prone, such as performance calibration sessions, pay increase conversations, etc.</li> <li>• Receive training customized to the negotiation skills relevant to your organization.</li> </ul>
Matrix Management	
<b>Operations Manager</b>	<ul style="list-style-type: none"> <li>• Understand key talent workstreams both in and out of the HR function to determine potential breakdowns.</li> <li>• Meet with key partners within HR monthly to reflect on system successes and challenges and to keep ahead of system changes.</li> </ul>
Problem Solving	
<b>Emergency Responder</b>	<ul style="list-style-type: none"> <li>• Work on mock projects where you think through a step-by-step solution on how to address a potential business/talent challenge.</li> <li>• Build a “go-to” group of cross functional peers in IT, legal and compliance, finance and shared services who may be able to provide quick solutions to certain problems.</li> </ul>

Continued to next page

# HRBP development grid

(continued)

## Development Experiences for Shared Competencies

	Leadership	Innovation
<b>Strategic Partner</b>	<ul style="list-style-type: none"> <li>Lead the development and implementation of a new HR initiative that solves a business problem.</li> <li>Build a strong rapport with key senior leaders within the business unit to establish position as a thought partner.</li> </ul>	<ul style="list-style-type: none"> <li>Establish extracurricular networking groups (e.g., parents, runners, minority groups) for employees who would not normally interact to meet and share ideas.</li> <li>Use your peer network to develop a list of best practices and new HR methods to drive business impact at competitor organizations; periodically update this.</li> </ul>
<b>Employee Mediator</b>	<ul style="list-style-type: none"> <li>Seek a leadership mentor who can guide you on your specific leadership development gaps.</li> <li>Lead a workshop for managers to identify and resolve common employee challenges.</li> </ul>	<ul style="list-style-type: none"> <li>Host monthly team-building exercises between large teams where employees can provide ideas to generate better working relationships between groups.</li> <li>Host cross-functional empathy seminars so that employees can understand the workflows of peers who they work with indirectly or infrequently.</li> </ul>
	Proactivity	Continuous Learning
<b>Operations Manager</b>	<ul style="list-style-type: none"> <li>At the beginning of each year, write down all key stakeholders you will work with across the year and ensure you understand how their work is structured.</li> <li>Set up periodic meetings with peers across functions to discuss potential business and organizational challenges that may come up in the next three to six months.</li> </ul>	<ul style="list-style-type: none"> <li>Host lunch and learns between business partners in other functions to develop understanding of corporate workflows for strategic initiatives.</li> <li>Network with peers outside the organization to learn best practices.</li> </ul>
<b>Emergency Responder</b>	<ul style="list-style-type: none"> <li>Work with direct reports to build an escalation chain for internal crises.</li> <li>Assign activity and decision accountability for all projects and meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Meet regularly with partners in legal and compliance functions to learn the legal implications of employee emergencies.</li> <li>Review quarterly trends to identify possible areas of concern.</li> </ul>

Continued to next page

# HRBP development grid

(continued)

Developing the shared competencies for all roles is critical

The grid below shows some of the most effective development strategies for the four critical competencies shared between all four roles.

## Development Experiences for Shared Competencies

### Data Judgment

- Meet with cross-functional peers and ask them how they would interpret specific metrics; use their feedback to interpret your data.
- Meet with your analytics team (and cross-functional peers) to identify all the sources of data available in your organization.

### Talent Management Acumen

- Look for stretch assignment opportunities to work on talent management activities where you have less experience.
- Proactively reach out to experts in your function to get their advice on specific talent management challenges you are facing.

### Business Acumen

- Prepare quarterly summaries of key business trends and relevant news articles to share within the HRBP community.
- Meet with peers outside your organization to share insights on business environment and challenges.

### Organizational Acumen

- Connect with your HRBP peers in different business units to share insights on priorities and challenges across business units; look for opportunities to replicate something from another part of the organization in your business unit.
- Set up a dedicated check-in with your line partner every month to discuss only updates and progress against business unit goals, shifting priorities and new challenges.

# Sample HRBP individual development plan (IDP)

Creating an individual development plan is the first step to make results actionable

Below is a sample of an individual development plan for improving leadership as it relates to being an effective strategic partner. These IDPs are populated with the most effective development strategies for each role/competency combination. Insert the action steps for each development objective, work with your manager to define what success looks like and enter in the appropriate check-in date. Each IDP contains links to specific resources to assist each objective ([online version only](#)).

Individual Development Plan (IDP): Business Acumen

Using insight of the business environment to improve talent and business outcomes

Name: \_\_\_\_\_

Title, Department: \_\_\_\_\_

Manager: \_\_\_\_\_

Date: \_\_\_\_\_

Development Objective	Action Steps	Manager Support	Resources	Success Measures	Target Completion Date
1. Develop a deeper understanding of my business unit's strategy and challenges.	<ul style="list-style-type: none"> <li>a. Prepare quarterly summaries of key business trends and relevant news articles to share within the HRBP community.</li> <li>b. Organize brown bag lunches with line peers after a town hall for a follow-up discussion on business performance and trends.</li> <li>c. Read trade and business journals on an ongoing basis to keep abreast of new trends.</li> <li>d. Read a relevant business article or case study and present a summary to your team or lead a discussion.</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule check-ins to talking about business trends, challenges, and strategy.</li> </ul>	Strategic Business Partnerships Development Template Illustrative Action Learning Exercises Assess Business Needs Topic Center	<ul style="list-style-type: none"> <li>a. Positive line feedback on your application of business unit understanding on HR support.</li> <li>b. ...</li> </ul>	12/31/2020

Suggested development objectives

Manager support for each objective

The target completion date and manager support for each objective

Continued to next page



# Sample HRBP individual development plan (IDP)

(continued)

Development Objective	Action Steps	Manager Support	Resources	Success Measures	Target Completion Date
2. Develop a deeper understanding of the external business environment.	<p>a. Create a community of practice with peers in finance, strategy and the line to informally share insights on business trends and challenges.</p> <p>b. Meet with peers outside your organization to share insights on business environment and challenges.</p>	<ul style="list-style-type: none"> <li>Encourage participation in external networks.</li> <li>Connect with peers outside your business unit or function.</li> </ul>	<p>The Competitive Intelligence Playbook</p> <p>External Market Assessment</p>	<p>a. Recognition from line leaders of being a strong thought partner and advisor on strategic and competitive decisions.</p> <p>b. ...</p>	...
<p>Organization-specific action steps to accomplish development objectives</p>					
3. Apply business fundamentals and principles to inform solutions to talent challenges in your business unit.	<p>a. Build a business case for a new project or initiative (start with a mock or low-risk project).</p> <p>b. Establish ongoing knowledge-sharing relationships with strategy stakeholders to shape departmental goals and objectives.</p>	<ul style="list-style-type: none"> <li>Provide opportunities to work on projects that require direct application of strategy understanding.</li> </ul>	<p>HR Strategic Planning Topic Center</p> <p>HR Budget Scenario Planning</p> <p>Improving the Business Skills of HR Staff</p>	<p>a. Recommendation of solutions to build critical capabilities that are key to effective execution of business strategy.</p> <p>b. ...</p>	...

Organization-specific success measures to be agreed on by direct manager

# An IDP for every development area

Similar to the previous page, we have developed an IDP for every possible intersection of the competencies that relate to each role. You may use these IDPs to begin building your development action plan, or utilize the online versions detailed below. Focus on the IDPs for the role in the Assess section that was your largest development opportunity.

When using the self-assessment tool and customizable IDPs, you have the added capability to automatically assess your effectiveness at the various roles and competencies. The self-assessment tool will also link directly to online version of the IDP.

Individual Development Plan (IDP): Business Acumen					
Using insight of the business environment to improve talent and business outcomes					
Name: _____		Title, Department: _____			
Manager: _____		Date: _____			
Development Objective	Action Steps	Manager Support	Resources	Success Measures	Target Completion Date
1. Develop a deeper understanding of my business unit's strategy and challenges.	<ul style="list-style-type: none"> <li>a. Prepare quarterly summaries of key business trends and relevant news articles to share within the HRBP community.</li> <li>b. Organize brown bag lunches with line peers after a town hall for a follow-up discussion on business performance and trends.</li> <li>c. Read trade and business journals on an ongoing basis to keep abreast of new trends.</li> <li>d. Read a relevant business article or case study and present a summary to your team or lead a discussion.</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule check-ins to talking about business trends, challenges, and strategy.</li> </ul>	Strategic Business Partnerships Development Template  Illustrative Action Learning Exercises  Assess Business Needs Topic Center	<ul style="list-style-type: none"> <li>a. Positive line feedback on your application of business unit understanding on HR support.</li> <li>b. ...</li> </ul>	12/31/2014
2. Develop a deeper understanding of the external business environment.	<ul style="list-style-type: none"> <li>a. Create a community of practice with peers in Finance, Strategy and the line to informally share insights on business trends and challenges.</li> <li>b. Meet with peers outside your organization to share insights on business environment and challenges.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage participation in external networks.</li> <li>• Connect with peers outside your business unit or function.</li> </ul>	The Competitive Intelligence Playbook  External Market Assessment	<ul style="list-style-type: none"> <li>a. Recognition from line leaders of being a strong thought partner and advisor on strategic and competitive decisions.</li> <li>b. ...</li> </ul>	...
3. Apply business fundamentals and principles to inform solutions to talent challenges in your business unit.	<ul style="list-style-type: none"> <li>a. Build a business case for a new project or initiative (start with a mock or low-risk project).</li> <li>b. Establish ongoing knowledge-sharing relationships with strategy stakeholders to shape departmental goals and objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide opportunities to work on projects that require direct application of strategy understanding.</li> </ul>	HR Strategic Planning Topic Center  HR Budget Scenario Planning  Improving the Business Skills of HR Staff	<ul style="list-style-type: none"> <li>a. Recommendation of solutions to build critical capabilities that are key to effective execution of business strategy.</li> <li>b. ...</li> </ul>	...

## About Gartner

Gartner, is the world's leading research and advisory company and a member of the S&P 500. We equip business leaders with indispensable insights, advice and tools to achieve their mission-critical priorities today and build the successful organizations of tomorrow.

Our unmatched combination of expert-led, practitioner-sourced and data-driven research steers clients toward the right decisions on the issues that matter most. We are a trusted advisor and an objective resource for more than 15,000 enterprises in more than 100 countries — across all major functions, in every industry and enterprise size.

To learn more about how we help decision makers fuel the future of business, visit [gartner.com](http://gartner.com).

### Contact Us

**Phone: 1 866 913 8102**

**Email: [hrleaders@gartner.com](mailto:hrleaders@gartner.com)**

**Web: [gartner.com/en/human-resources](http://gartner.com/en/human-resources)**