

A photograph of two women sitting at a table in a bright, modern office setting. The woman on the right is smiling and looking towards the woman on the left. They appear to be in a collaborative meeting. The background shows large windows with a view of greenery outside.

Gartner®

Gartner for HR Leaders

# Human-Powered Enterprise Assessment

# Why the human enterprise wins

Chief HR officers (CHROs) and their leadership teams face a turning point. During the pandemic, employee empathy and human-centric management approaches ruled the day. Today, a different argument is gaining strength: It's time to close that chapter, return to normal and "get back to work."

While it's tempting to relapse into old ways of relating to the workforce before sustained lockdowns and the prospect of digital and AI reshaping vast swaths of work, doing so puts organizations at risk of pursuing strategies that hold back, rather than power, employee and organizational performance.

Human-powered enterprises view creating the conditions for human success at work as HR's top priority and a strategic pillar of their organization's success. To realize this opportunity, CHROs and other HR leaders must help their organizations create the conditions for human performance at work. That can only happen if they recognize that employees need their help and support to deliver their best work.

The payoff is worth it. Human-powered enterprises perform better. When employees deliver their best work, organizations deliver their best results, too.

There are six key pillars that differentiate human-powered enterprises from other organizations. To discover how far your organization is on its human-powered enterprise journey, check any boxes in the below assessment that are relevant to your function's current situation.

# How far are you on your human-powered enterprise journey?

## Employee value proposition (EVP)



My organization recognizes that work is only one aspect of employees' lives and needs to harmonize with family, friends, hobbies and other aspects of life.

My organization designs its EVP to foster positive feelings toward work by investing to provide greater flexibility in working conditions, opportunities for personal growth, shared purpose, well-being and deeper connections to the organization.

## Workforce well-being



My organization recognizes that work itself can negatively impact employee well-being by increasing feelings of employee frustration, fatigue and futility.

My organization embeds opportunities for rest, greater flexibility and employee agency into work so employees can sustainably perform at their best.

## Diversity and belonging



My organization measures diversity and belonging among employees at different seniority levels.

My organization has audited recurring work processes to understand and maximize employee belonging.

## Leadership



My organization seeks to understand and address the emotional barriers to being an effective leader today, such as doubt about role fit, fear of making mistakes and stress from competing demands and new expectations.

My organization offers a compelling career track for high-performing individual contributors that does not involve becoming a people leader.

## Workplace



My organization ensures employees have conditions in their workplace that enable them to perform their personal best — whether in-office or remotely.

My organization supports intentional and productive connections for employees across different workplaces, geographies and styles (e.g. setting collaboration times, principles for productive meetings, etc.).

## Technology/AI



My organization allows employees to play an active role in identifying and creating AI solutions to ease their day-to-day work.

My HR team is equipped to work with business stakeholders and provide differentiated support to employees and teams, aligning with AI investment strategies in the business where appropriate.

# Understanding your results

Box selection	Recommendations
All boxes checked	Congratulations! Your organization practices all of the key pillars of a human-powered enterprise.
If you were unable to check all the boxes within any pillar	Your organization is on its way to becoming a human-powered enterprise. Explore the below recommendations specific to each pillar to continue your journey. Start with pillars where you are most likely to garner organizational support. If you can demonstrate quick wins or progress in one or two areas, you are more likely to get buy-in for other areas that may be more challenging for your organization.

## Get started

### Employee value proposition



- 1. Make radical flexibility natural, easy and expected:** Establish guiding principles to create a culture of flexibility within the workforce to ensure everyone can take advantage of flexible work.
- 2. Build inclusion — and deeper connections — into workflows:** Create personas, based on employee feedback and stories, to provide tangible proxies for employee segments and more fully understand others' experiences.
- 3. Support the personal growth of all employees:** Partner individuals — irrespective of tenure, location or performance history — with neutral and unbiased career coaches whose primary responsibility is to the individual.

### Workforce well-being



- 1. Create norms that promote proactive rest:** Instill an ethic of embedding proactive rest into work by helping teams to manage workloads and build in recovery time.
- 2. Adapt your organization to encourage flexibility:** Support employees and teams to decide together how they will use their flexibility as a group to prevent collaborators from making misaligned choices.
- 3. Guide employee agency to support high performance:** Make expectations for high performance more clear and transparent and recognize performance as it occurs.

## Diversity and belonging



- 1. Partner to deliver an EVP that makes employees feel cared for:** Partner with other leaders — including total rewards, talent management and middle managers — to deliver a human deal EVP.
- 2. Inventory your talent processes to understand the presence of bias:** Interview HR leaders and employees to understand whether your recruiting, performance management and succession processes support a more diverse workforce.
- 3. Measure the sense of belonging your employees feel:** Measure your organization's current state of belonging and the extent to which it is integrated in business processes. Employee engagement pulses and surveys — especially with questions focused on psychological safety — can help measure belonging.

## Leadership



- 1. Publicly recognize and celebrate different leadership styles:** Identify whether your organization has a widely recognized common style of leadership. Ensure that communications, rewards systems and senior leaders celebrate a variety of leadership styles and models across the organization to support authenticity for all current leaders, aspiring leaders and employees.
- 2. Equip leaders with powerful questions:** Support leaders in demonstrating sincere empathy through targeted questions to understand employees' unique needs and help them move forward. Emphasize the importance of not just asking questions, but also helping employees take action to overcome challenges.
- 3. Expose leaders to the hardest parts of a leader's job:** Avoid accidental leaders by ensuring aspiring leaders understand and experience some of the most challenging aspects of leaders' jobs.

## Workplace



- 1. Co-create workplace guidelines and allow employee choice:** Create workplace autonomy by partnering with business leaders to develop employee workplace guidelines, not requirements, based on the level of flexibility employees need to complete work tasks.
- 2. Identify components of frontline jobs that can be done virtually:** Frontline employees also benefit from increased flexibility and autonomy. Determine which activities within their roles can be done from different locations and provide choice and flexibility when possible.
- 3. Provide guidance on how to use different office spaces for different types of work:** Be intentional in workspace design strategy by determining how employees use different spaces and what spaces they need. Partner as needed with real estate and business leaders.

## Technology/AI



- 1. Enable human skill-centered jobs through AI:** Align HR and enterprise business goals around current and future job skills needed.
- 2. Deploy the human-AI partnership in the HR function:** Incorporate transformation building blocks into your technology roadmap and create opportunities to inspire HR staff to think beyond its traditional roles.
- 3. Drive positive employee engagement and performance:** Take concrete steps during technology implementation to reduce fatigue.

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