

Defining and Introducing the Strategic Talent Leader Role in the HR Function

Summary

CHROs must enhance HR's strategic capabilities to efficiently meet evolving business needs. This research defines the role of the strategic talent leader, highlights how it fits into the HR operating model and provides CHROs a roadmap for adding this role into the HR function.

Key Findings

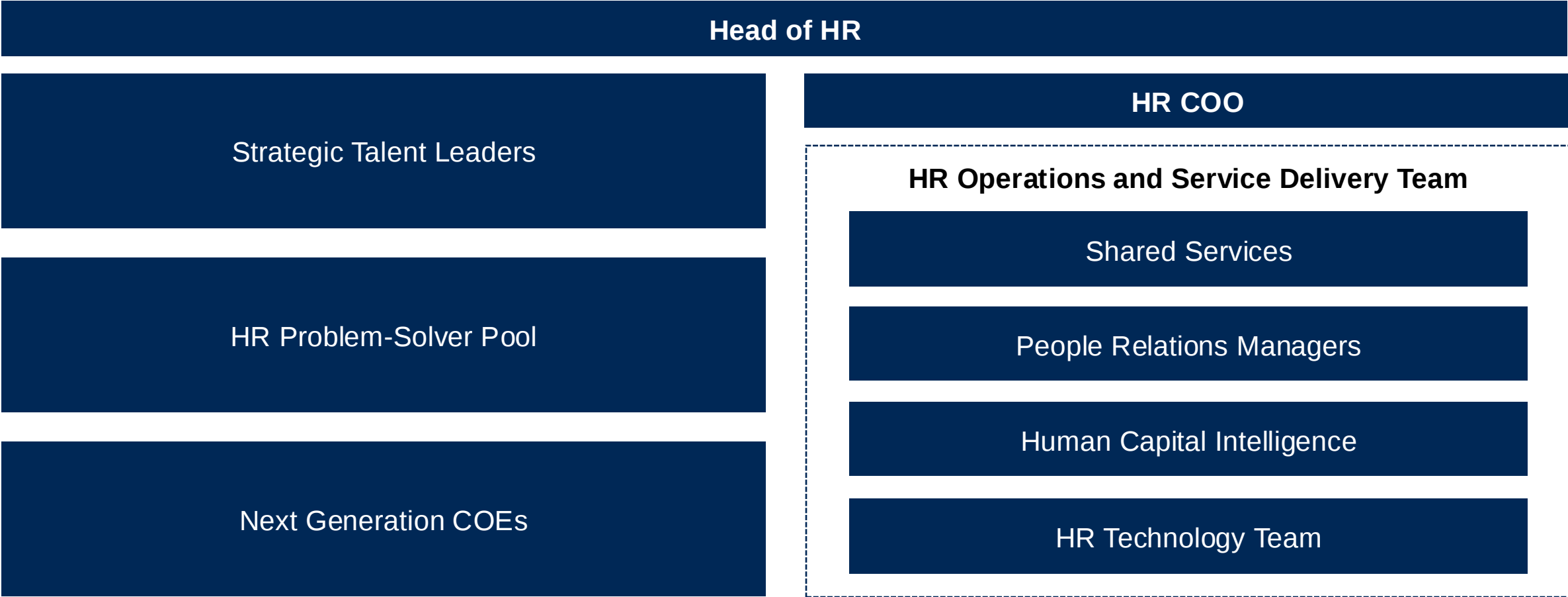
- Only 24% of respondents to the 2023 Gartner Q3 CHRO Survey agree their current HR structure separates transactional and strategic HR tasks appropriately. Without clear separation of responsibilities, HR business partners (HRBPs) default to completing operational tasks rather than leading strategic efforts.
- The strategic talent leader role may also be called “people strategy leader,” “senior strategic HRBP” or “business unit head of HR.” It is a strategic HR role that is aligned with a specific business unit or function and owns the HR strategy for that group.
- Securing buy-in from business leaders is critical to ensuring that business leaders see their aligned strategic talent leader as an equal thought partner in shaping business decisions.
- Stakeholders require consistent, targeted communication to stay informed of changes and align with HR’s strategic vision.

Recommendations

To successfully introduce the strategic talent leader role in the HR function, CHROs should do the following:

- Define the role and its utility by outlining the required skills and responsibilities needed in your organizational context.
- Prepare for the transformation by ensuring a foundation of operational efficiency, defining the strategic talent leader role at your organization and securing buy-in.
- Execute the transformation by reallocating operational work, moving appropriate individuals into the strategic talent leader role and communicating the change along the way.

Figure 1: The HR Operating Model of the Future



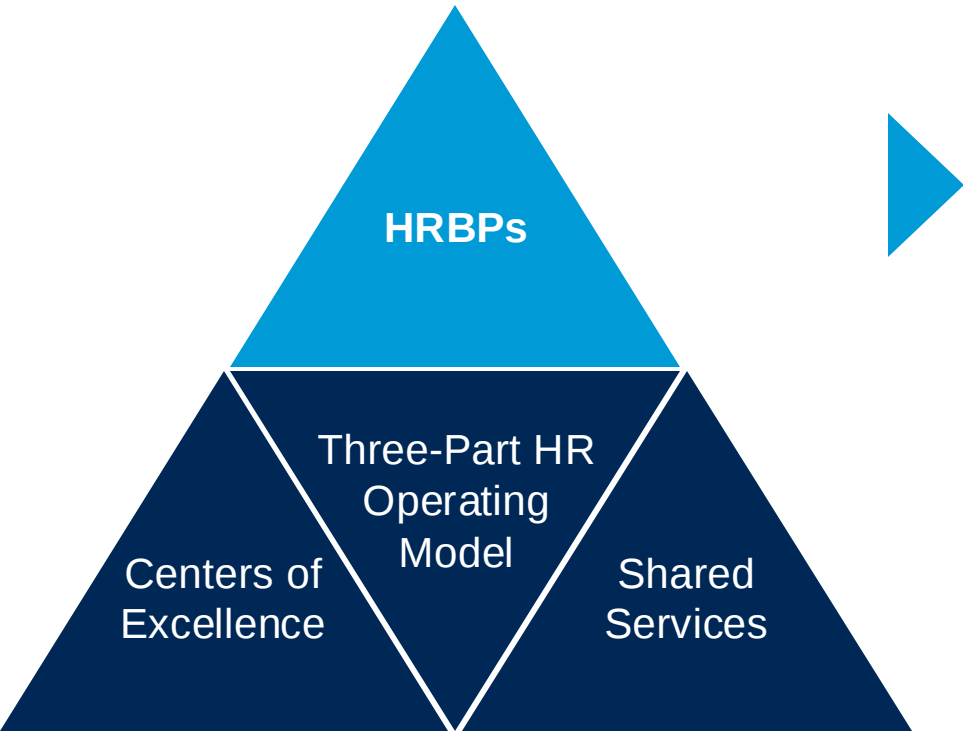
Source: Gartner
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Figure 2: HR Functional Maturity Matrix



Figure 3: Realignment of HRBPs in the HR Operating Model of the Future

Three-Part HR Operating Model



Source: Gartner
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The HR Operating Model of the Future

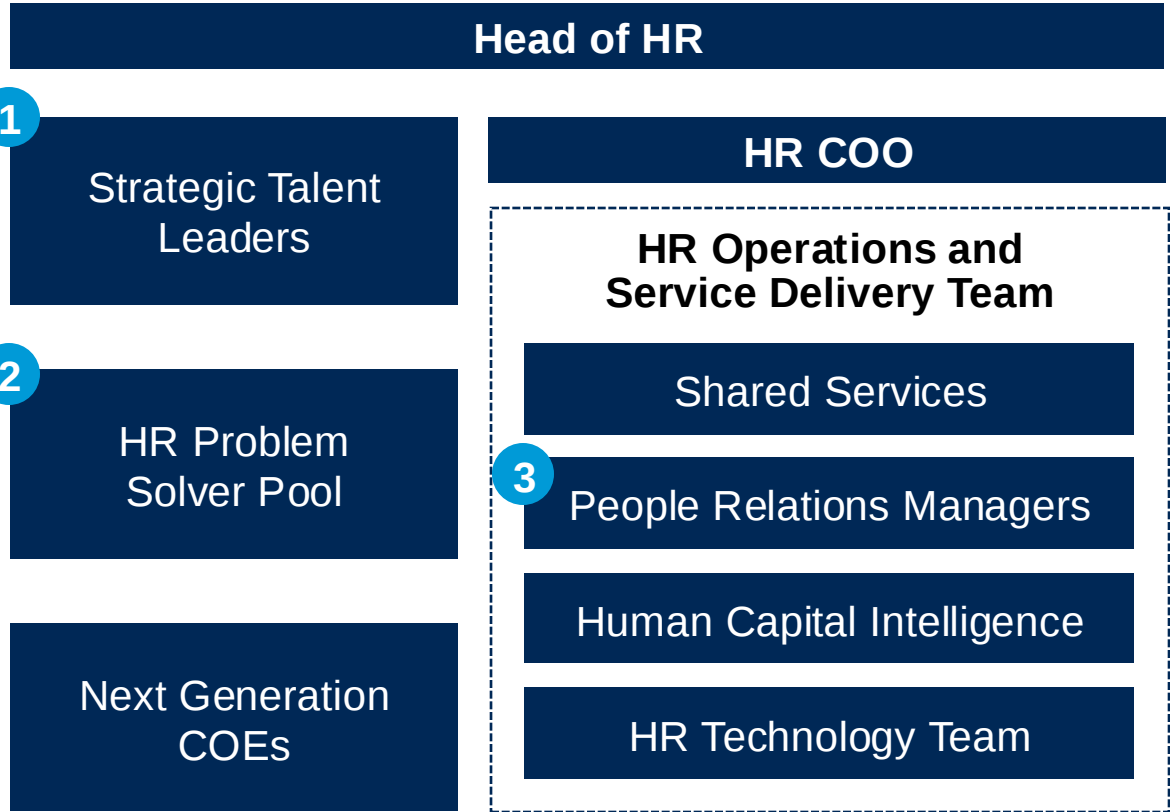
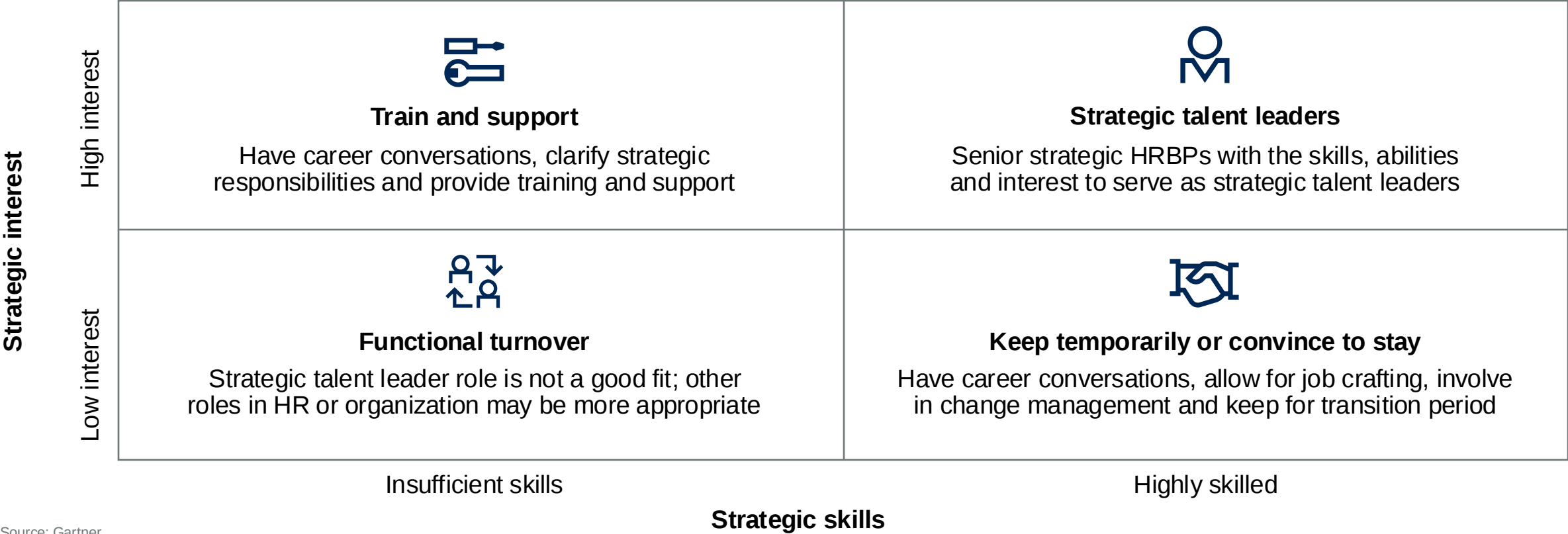


Figure 4: Mapping Strategic Talent Leader Interest and Skills

Identifying Talent for the Strategic Talent Leader Role



Source: Gartner
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