# 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

**Head of HR** Strategic Talent Leaders HR Problem-Solver Pool **Next Generation COEs** 

HR COO **HR Operations and Service Delivery Team Shared Services** People Relations Managers Human Capital Intelligence HR Technology Team

Source: Gartner 771986\_C



# Figure 2: HR Functional Maturity Matrix

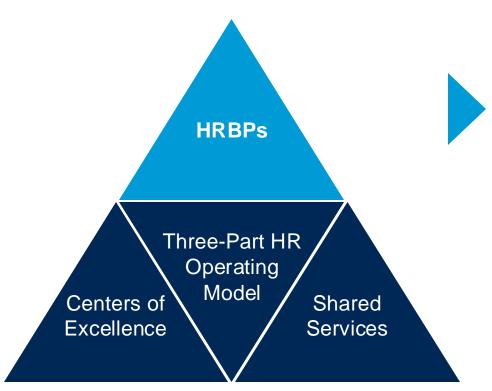


Source: Gartne 771160\_C



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

#### **Three-Part HR Operating Model**



Source: Gartner 781472\_C

The HR Operating Model of the Future



# Figure 4: Mapping Strategic Talent Leader Interest and Skills

Identifying Talent for the Strategic Talent Leader Role

High interest

Low interest



#### **Train and support**

Have career conversations, clarify strategic responsibilities and provide training and support



#### Strategic talent leaders

Senior strategic HRBPs with the skills, abilities and interest to serve as strategic talent leaders



#### **Functional turnover**

Strategic talent leader role is not a good fit; other roles in HR or organization may be more appropriate



#### Keep temporarily or convince to stay

Have career conversations, allow for job crafting, involve in change management and keep for transition period

Insufficient skills

Highly skilled

Strategic skills

Source: Gartner 807915\_C



Strategic interest

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