



Leadership Vision for 2025

Top 3 Strategic Priorities for Talent Management Leaders

Leadership Vision for Talent Management Leaders in 2025

Talent management leaders are navigating a complex landscape shaped by several key trends. CEOs prioritizing growth, AI deployment challenges and shifting labor market pressures on talent strategies are influencing how the best organizations are managing talent to achieve business goals.

To address these challenges, talent management leaders' top-recommended actions should be:

- Modernize talent management to meet organizational skills needs.
- Accelerate the readiness of the leadership bench.
- Grow talent for engagement and performance.

Use this research to stay ahead, achieve your goals and lead talent management success in 2025 and beyond.

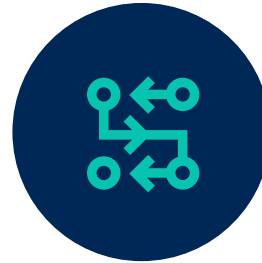
Key questions addressed:

- What are the major trends affecting talent management leaders?
- What are talent management leaders' top priorities for the year ahead?
- What skills and capabilities do talent management leaders and their teams need to succeed?

Trends Impacting Talent Management Leaders



CEOs set their sights on growth through transformation



AI aspirations confront deployment realities

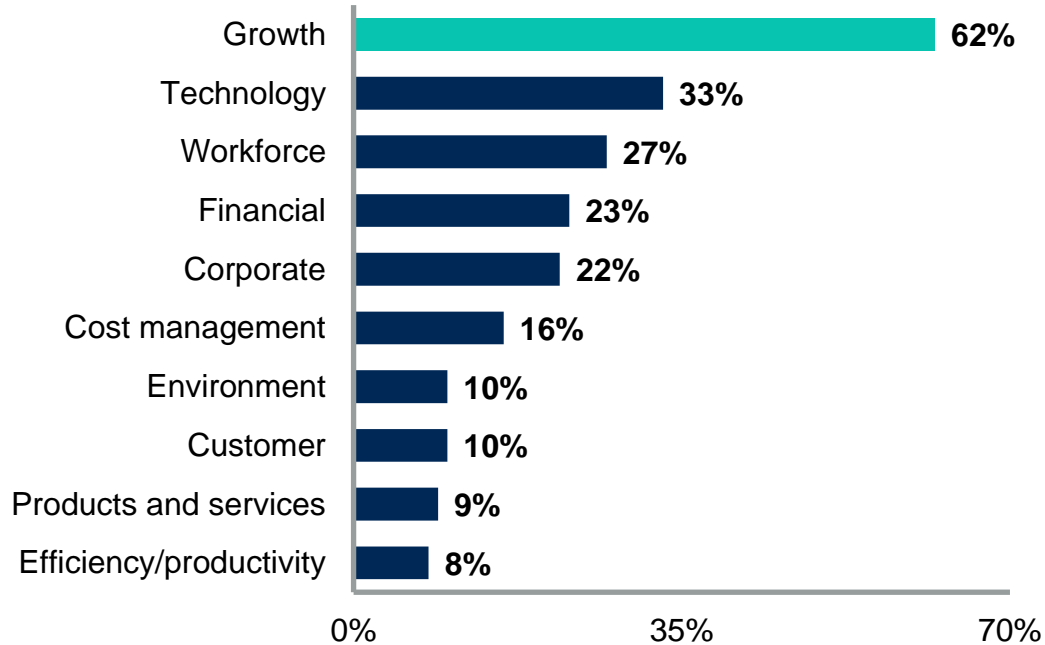


Labor market shifts put pressure on talent strategies

CEOs Set Their Sights on Growth Through Transformation

CEO Top Strategic Business Priorities for 2024-2025

Top 10 Summary of Top Three Mentions



CEOs are preparing their strategy for a new era: 79% of CEOs will have their postcrisis business strategy ready by the end of 2024.

n = 416 CEOs; 307 CEOs
Source: 2024 Gartner CEO and Senior Business Executive Survey

Changes at the Core of New-Era Business Strategy Shifts

Weighted by Prevalence of Response

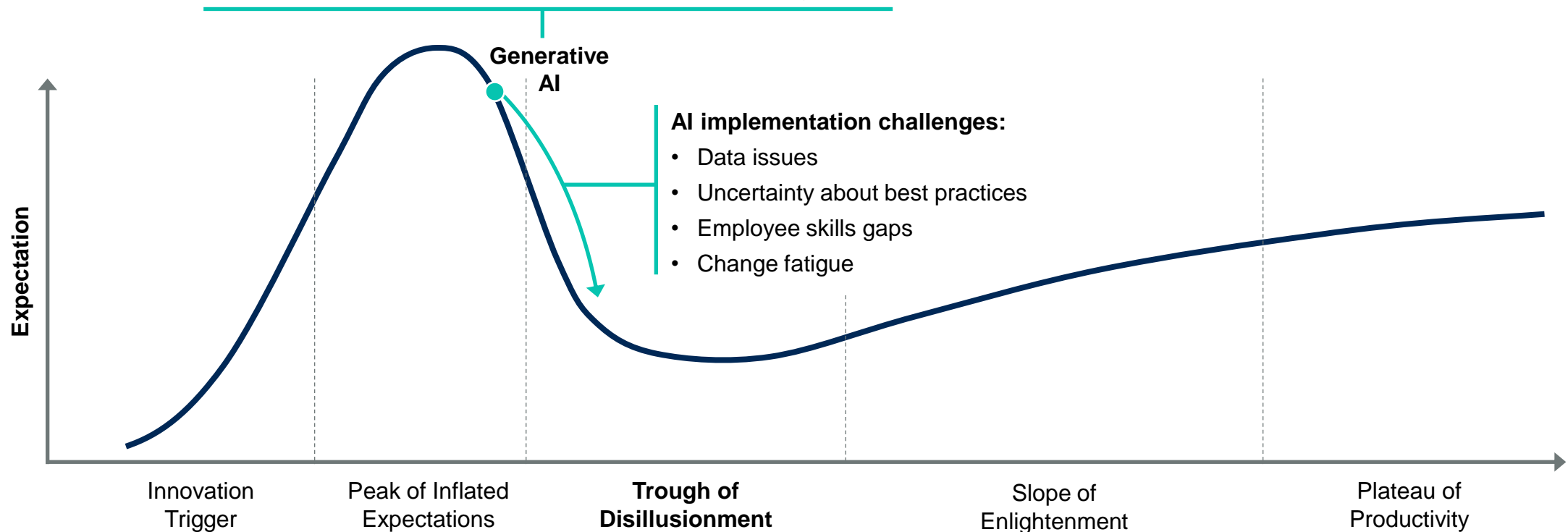


n = 339 CEOs
Source: 2024 Gartner CEO and Senior Business Executive Survey

AI Aspirations Confront Deployment Realities

GenAI's position on the Gartner Hype Cycle™

On average, business leaders expect a **22.6% improvement in functional productivity** in the next 12-18 months by using GenAI.



n = 380 functional leaders

Source: Gartner Generative AI 2024 Planning Survey

Q: On average, what percentage change in productivity do you expect to see from the use of generative AI in your organization over the next 12-18 months?

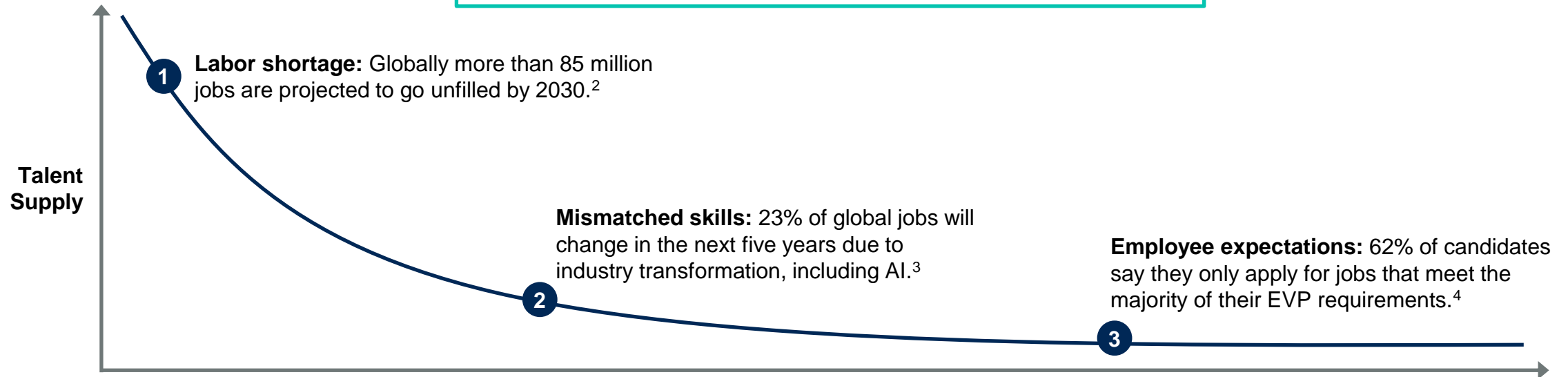
RESTRICTED DISTRIBUTION

Labor Market Shifts Put Pressure on Talent Strategies

Three Drivers of Declining Availability of Critical Talent



61% of talent management leaders agree that **the demands on talent management exceed their capacity to deliver.**¹



n = 3,435 candidates

¹2024 Gartner Modernizing Talent Management HR Leader Survey, n = 190 HR leaders. ²[The \\$8.5 Trillion Talent Shortage](#), Korn Ferry. ³[The Future of Jobs Report 2023](#), World Economic Forum. ⁴2024 Gartner Voice of the Candidate Survey (Q2).

RESTRICTED DISTRIBUTION

Our Research Process

2025 Talent Management Priorities Methodology

Key Research Question:

What are talent management leaders' top priorities for 2025?

2025 Gartner HR Priorities Survey



168 Talent Management Leaders
1,235 HR Leaders



23 industries



6 regions

Talent Management Leader Interviews

Secondary Research and Data Analysis

Source: Gartner

RESTRICTED DISTRIBUTION

7 © 2024 Gartner, Inc. and/or its affiliates. All rights reserved.

Talent Management Leader Priorities for 2025

Top Focus Areas



Modernize talent management to meet organizational skills needs



Accelerate the readiness of the leadership bench

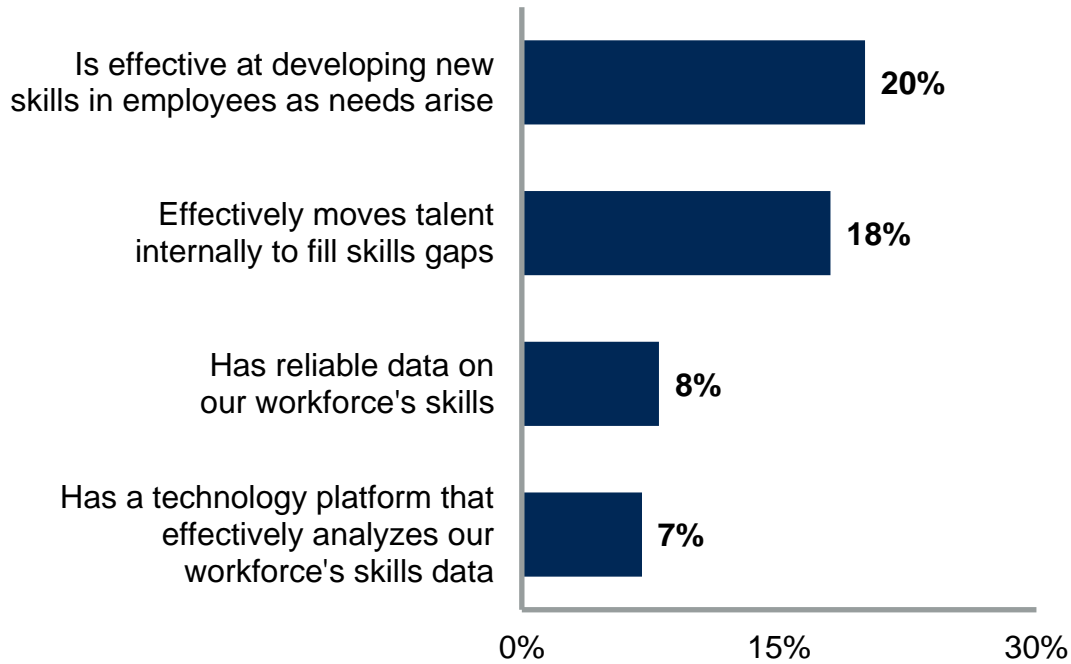


Grow talent for engagement and performance

Talent Management Not Keeping Pace With Business Strategy

High Rigidity in Talent Management

Percentage of HR Leaders Who Agree Their Organization ...

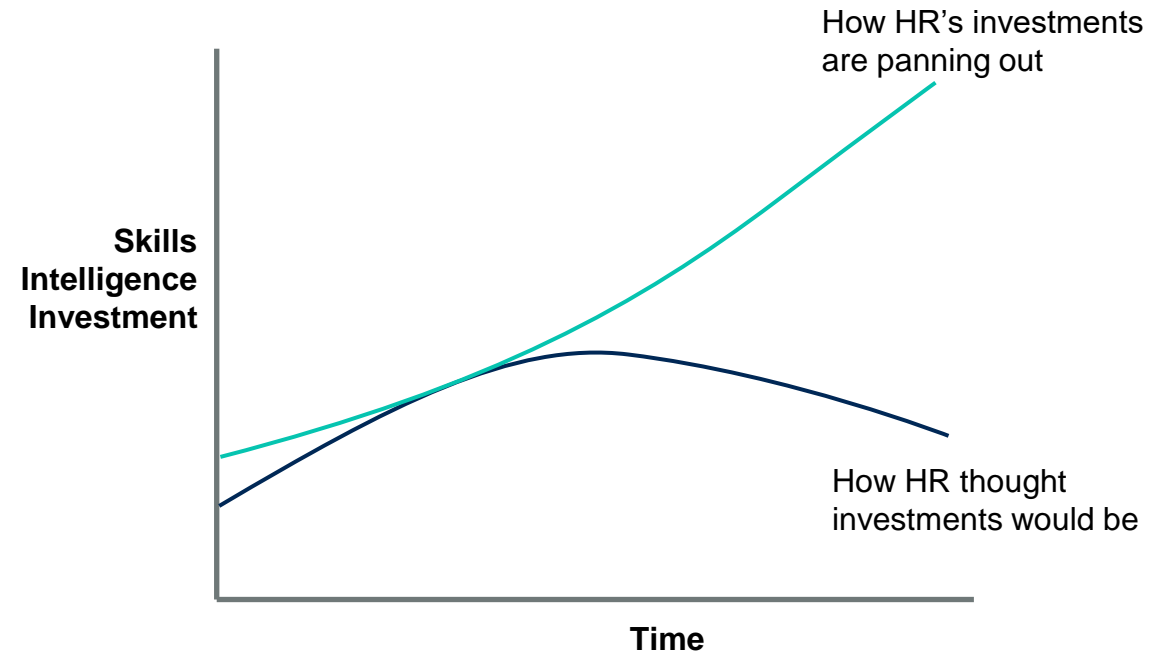


n = 190 HR Leaders

Source: 2024 Gartner Modernizing Talent Management HR Leader Survey

Investments in Skills Intelligence Diverging From Expectations

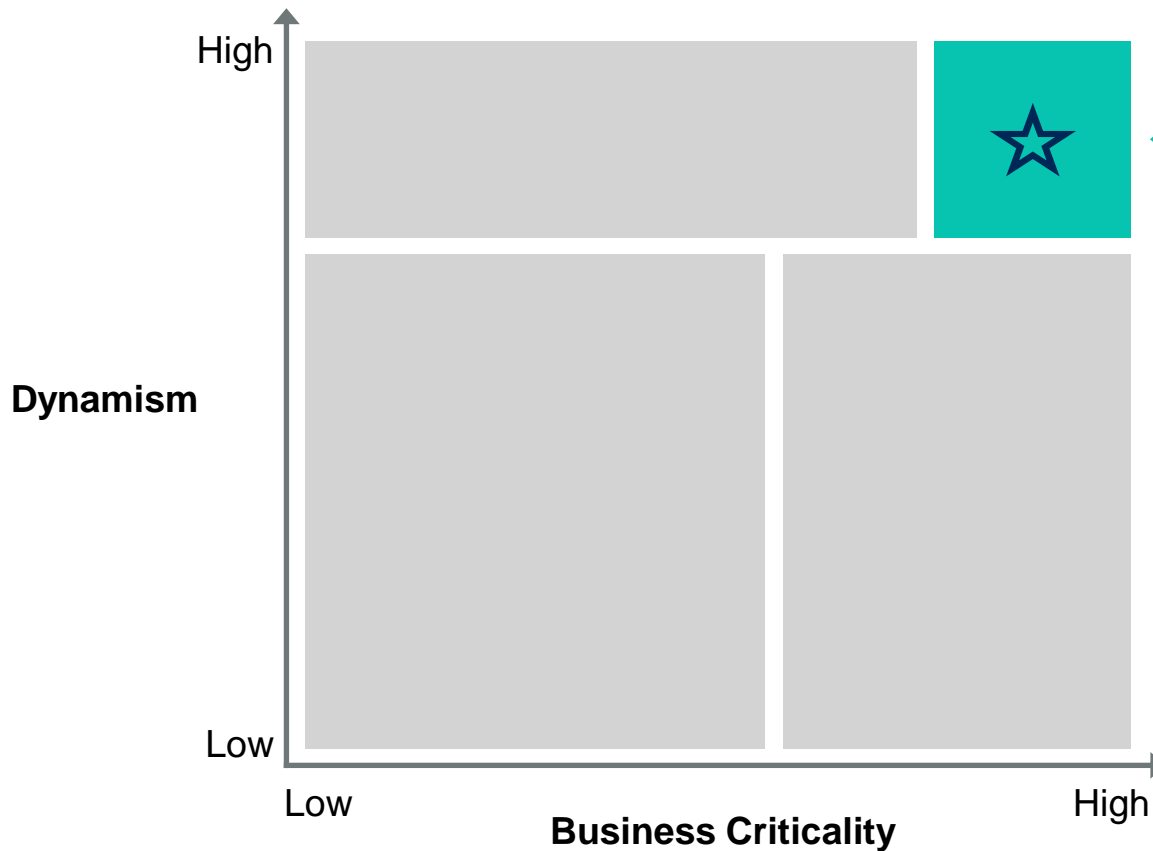
Illustrative




Target Skills Intelligence Investments to Drive Talent Readiness

Investments Concentrated on a Small Number of Roles

Impact on Talent Readiness / Fluidity



Concentrating skills intelligence investments on a **small set of roles** with **high business criticality and dynamism**.

 +10% on talent readiness*

n = 3,375 employees

Source: 2024 Gartner Modernizing Talent Management Employee Survey

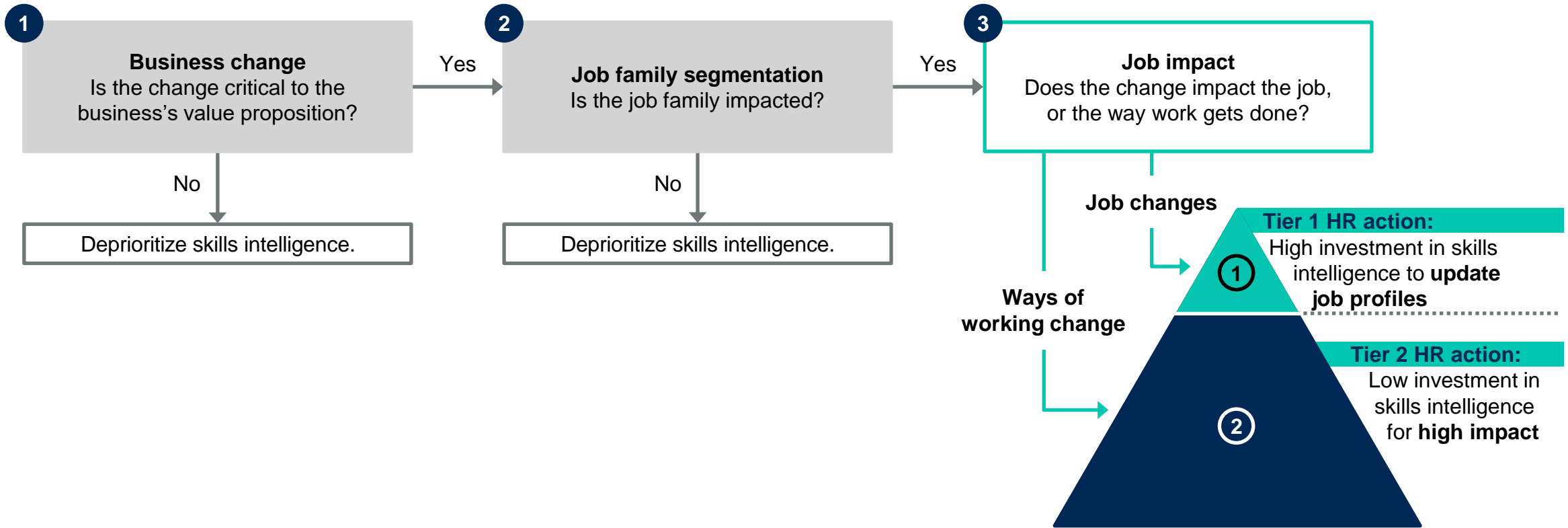
* Talent readiness is defined as the workforce's ability to respond to changing business needs whenever and however they come.

Tier Skills Intelligence for Optimal Investment



Set Investment Tiers Based on How Jobs Change

Wolters Kluwer's Job Impact Tier Decision Tree



Source: Adapted From Wolters Kluwer

RESTRICTED DISTRIBUTION



Orchestrate the Best-Fit Skills Technology Portfolio

AI-Enabled Skills Management Vendor Landscape

Good  Poor

Skills-Based Talent Mgmt. Technology Solutions	Skills-Based Talent Management Technology Capabilities						
	Skills ontologies & taxonomies	Skills inference	Skills validation	Skills recommendations	Skills translation	Skills reporting & analytics	Data & metadata mgmt.
HCM suites	Good	Good	Fair	Good	Fair	Fair	Good
Talent acquisition tech. solutions	Fair	Fair	Fair	Good	Fair	Fair	Fair
Learning technology solutions	Fair	Fair	Good	Good	Fair	Fair	Fair
Internal talent marketplace solutions	Good	Good	Fair	Good	Fair	Good	Fair
Labor market intelligence solutions	Fair	Fair	Fair	Poor	Fair	Good	Poor
AI-enabled skills mgmt. solutions	Good	Good	Good	Poor	Good	Good	Good
Other enterprise applications	Fair	Fair	Fair	Fair	Fair	Fair	Good
Consulting solutions	Fair	Poor	Poor	Good	Poor	Poor	Fair

Source: Gartner

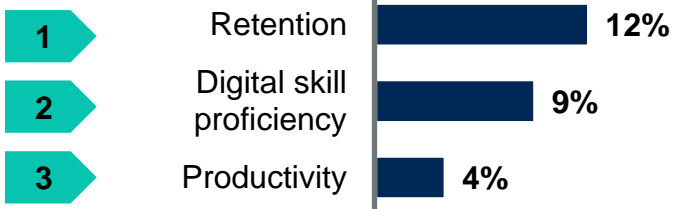
RESTRICTED DISTRIBUTION

Prioritize Outcomes, Not Activities

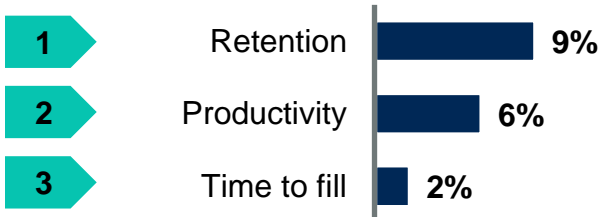
1 Talent management (TM) compiles results from stakeholder-HRBP interviews.

Rankings

CIO



Finance talent leader (TL)



2 TM and HRBPs analyze results to identify highly ranked outcomes.

3 TM uses results to decide whether to defer, continue or start activities.

Outcome	Votes	Ranking	Activities	Action
Retention	12	1st	Employee sentiment analysis	Continue
			Career management portal	Start
Time to fill	2	7th	University recruitment	Defer
			EVP marketing	Defer

Source: Adapted from The Hanover

RESTRICTED DISTRIBUTION

Recommended Actions

Assess

- ✓ **Partner** with business stakeholders to identify the most dynamic, business-critical roles that warrant targeted skills intelligence.
- ✓ **Create** a vision for how AI will optimize and/or transform talent management at your organization to identify priority technology capabilities.

Plan

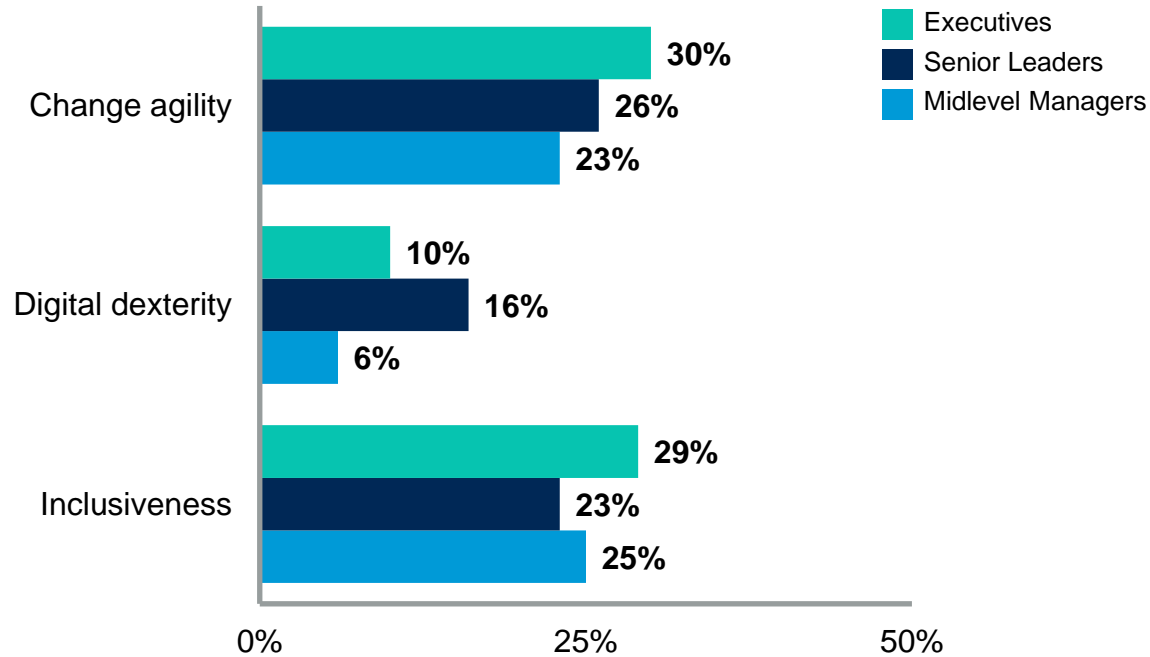
- ✓ **Set** collective talent priorities in partnership with the business, by collecting feedback on critical talent outcomes, not initiatives.
- ✓ **Invest** differentiated skills intelligence effort into highly dynamic, business-critical roles to assess current workforce capability and best-fit build/buy/borrow interventions.

Execute

- ✓ **Defer** activities that do not advance prioritized talent outcomes while scaling those that do.
- ✓ **Integrate** talent management COE teams and workflows around prioritized outcomes.
- ✓ **Invest** in the best-fit technology portfolio of internal and external AI solutions to meet your skills vision.

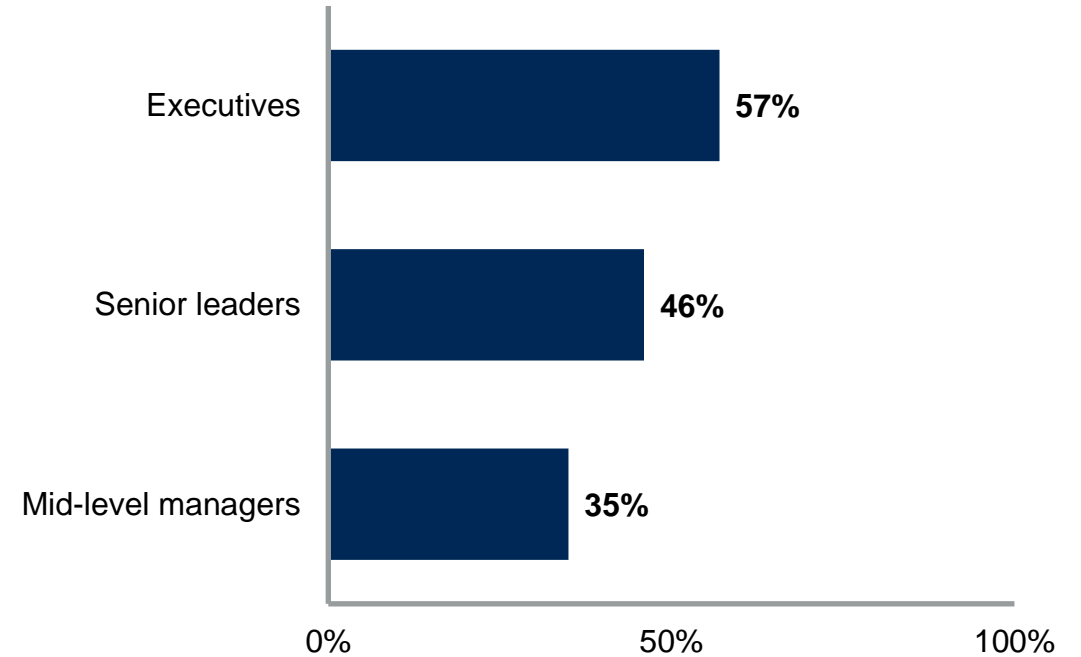
Low Leadership Bench Readiness

Leaders Reporting Capability as a Key Strength At Each Leadership Level



n = 287 Division Heads & SVPs; 407 VPs & Directors; 297 Midlevel Managers
 Source: 2024 Gartner Leadership Development Leader Survey

HR Leader Satisfaction in Each Leadership Level
 Percentage of HR Leaders Reporting Satisfaction

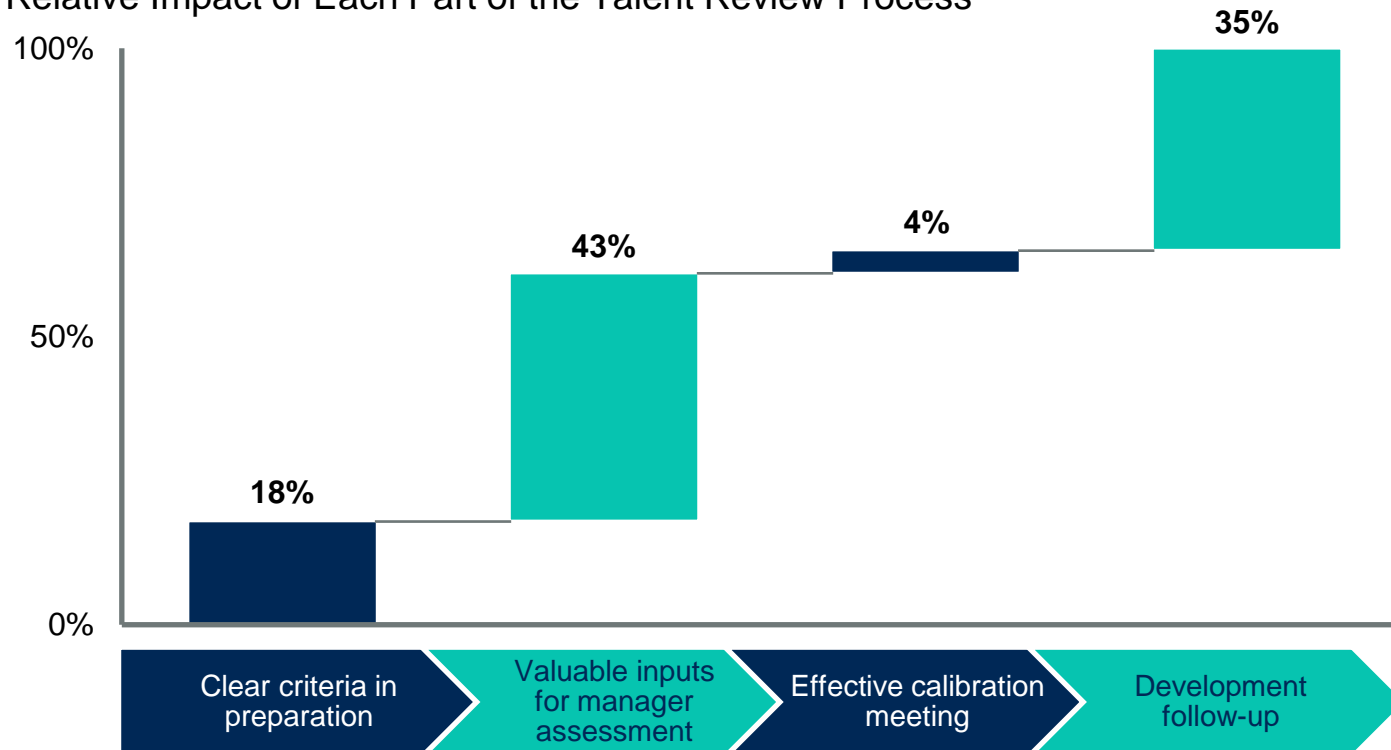


n = 162 Talent Management & L&D Leaders
 Source: 2024 Gartner Leadership Bench Strength and Leader Learning HR Leader Survey

Make Talent Reviews Actionable to Strengthen the Bench

Maximum Impact of Effective Talent Reviews on Leadership Bench Strength

Relative Impact of Each Part of the Talent Review Process



Two Keys to High-Impact Talent Reviews

- 1 Challenge manager's understanding of their talent during assessment; don't just make it effortless.
- 2 Embed development planning in all stages of the talent review; don't leave managers to do it themselves at the end.

n = 1,898 Manager who participated in Talent Reviews
Source: 2024 Gartner Talent Reviews and Promotions Survey

RESTRICTED DISTRIBUTION

16 © 2024 Gartner, Inc. and/or its affiliates. All rights reserved.

Maximize the Returns on Your Leadership Development

Case in Point: Insight From Hallmark 6

Top 5 Moments VPs/Directors Want Targeted Support:

- 1 Lead my team through a major organizational change
- 2 Adapt in response to a significant change in role expectations
- 3 Manage a high-risk situation
- 4 Make a strategic decision that impacts the direction of multiple teams for the first time
- 5 Implement a new technology within the business

n = 407 VPs and Directors

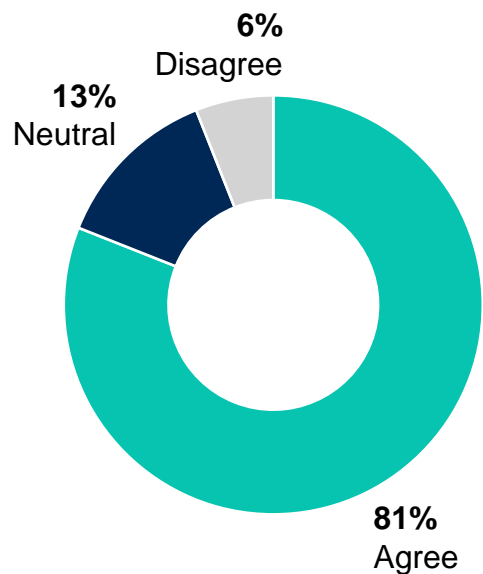
Source: 2024 Gartner Leadership Development Leader Survey



Source: Gartner





Make the Manager Job Manageable

“Our managers are overwhelmed by the growth of their job responsibilities.”



n = 90 Talent Management Leaders
Source: 2025 Gartner HR Priorities Survey

How to Redefine the Role of the Manager

	 Reset role expectations	 Rebuild the pipeline	 Rewire habits	 Remove process hurdles
What	Reset role expectations	Rebuild the pipeline	Rewire habits	Remove process hurdles
How	Realign manager responsibilities to best-fit connections and tasks.	Equip employees to self-discover if management is right for them.	Build long-term habits, not just skills, to sustainably change manager behaviors.	Eliminate processes that get in the way of managers' highest-value work.

Source: Gartner

Recommended Actions

Assess

- ✓ **Audit** the effectiveness of your talent review process focusing on the quality of the assessment and development support provided to managers.
- ✓ **Check** your leadership development programs against Gartner's 7 Hallmarks to identify the highest ROI interventions to accelerate development.

Plan

- ✓ **Upgrade** the inputs provided to managers conducting talent reviews by ensuring the data challenges managers' understanding of their talent.
- ✓ **Build** differentiated/high-touch leadership development support around leaders' high-risk, high-stakes moments.
- ✓ **Reset** manager role expectations to the highest-impact tasks and connections, to increase their experiential learning.

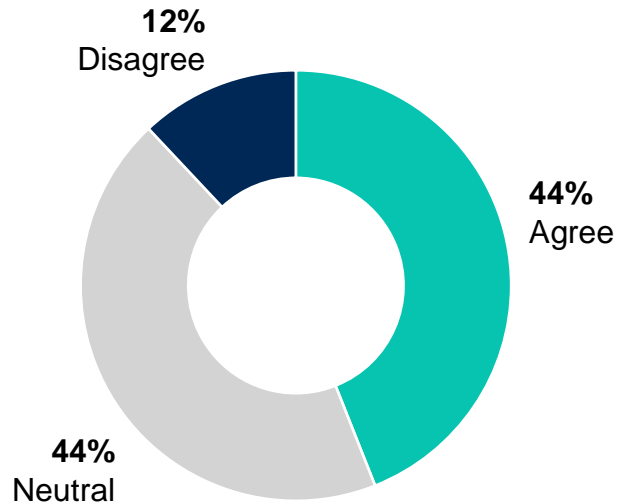
Execute

- ✓ **Reserve** in-person leadership training for connection and action learning, not content.
- ✓ **Prioritize** in-role stretch assignments and site visits over job rotations to accelerate leadership development.
- ✓ **Rebuild** the pipeline of future leaders by equipping talent to self-discover if management is right for them and providing individual contributor tracks for those who opt out.

Talent Dissatisfied With Growth and Don't See a Path

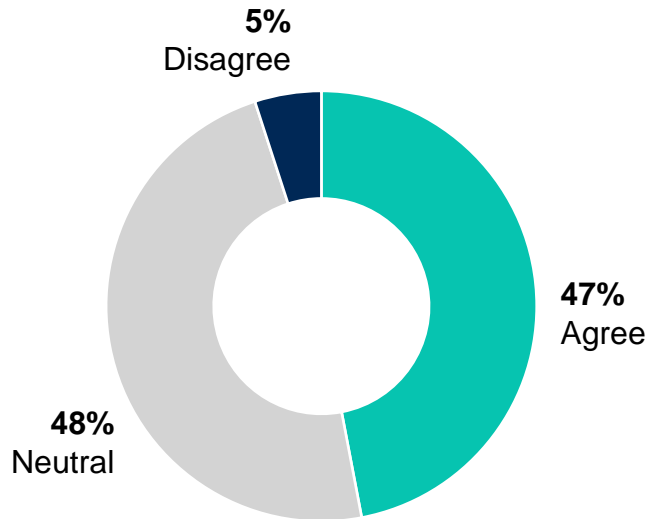
“I am satisfied with the pace at which I am growing within my organization.”

Percentage of Employees



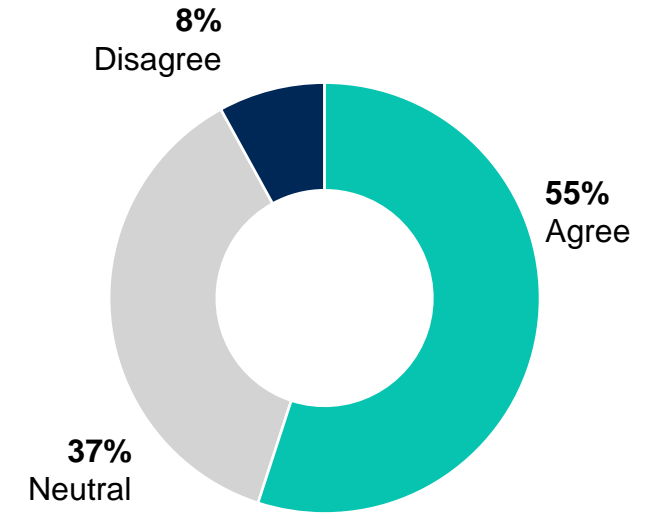
“I know what skills different roles across the organization require.”

Percentage of Employees



“I can build a long-term career at my current organization.”

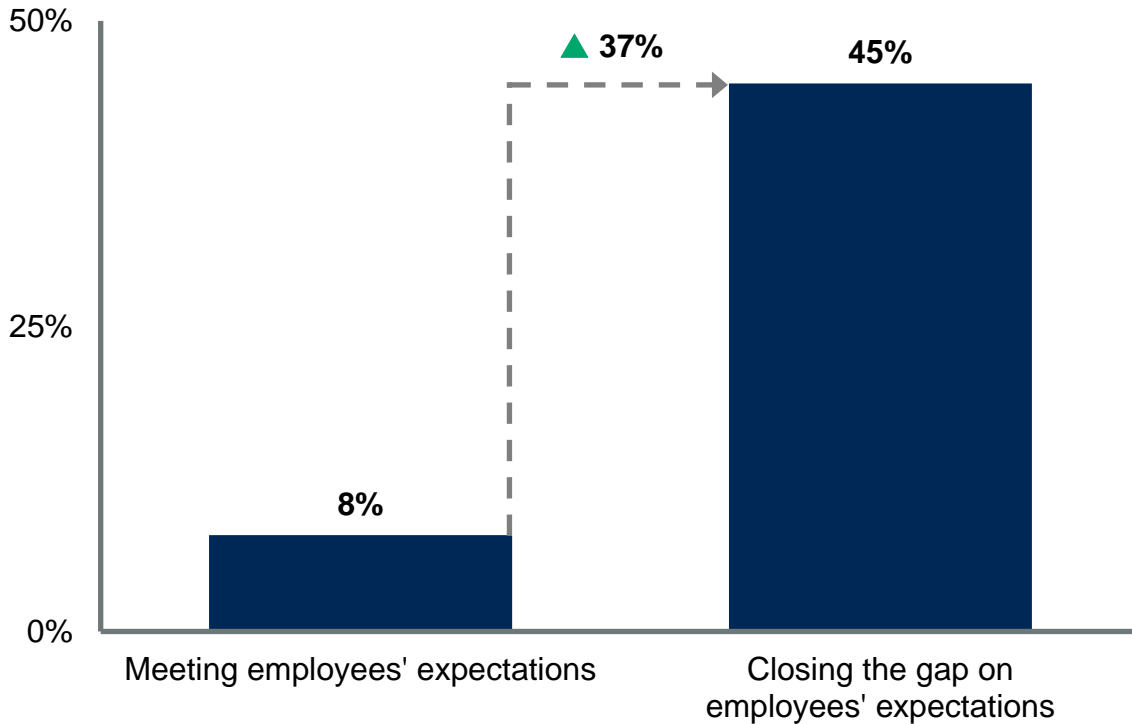
Percentage of Employees



n = 3,375 employees
Source: 2024 Gartner Modernizing Talent Management Employee Survey

Close the Gap on Career Growth Expectations to Drive Engagement

Maximum Impact of Closing the Employee Career Growth Expectations Gap on Employees Feeling Support



n = 3,500 employees
Source: 2023 Gartner Talent Development and Career Management Employee Survey

3 Ways to Close the Expectations Gap



Identify what employees value in and out of work



Help employees navigate all possible options for **growth**



Transparently communicate what is feasible for the organization to deliver (and **manage against potential consequences**)

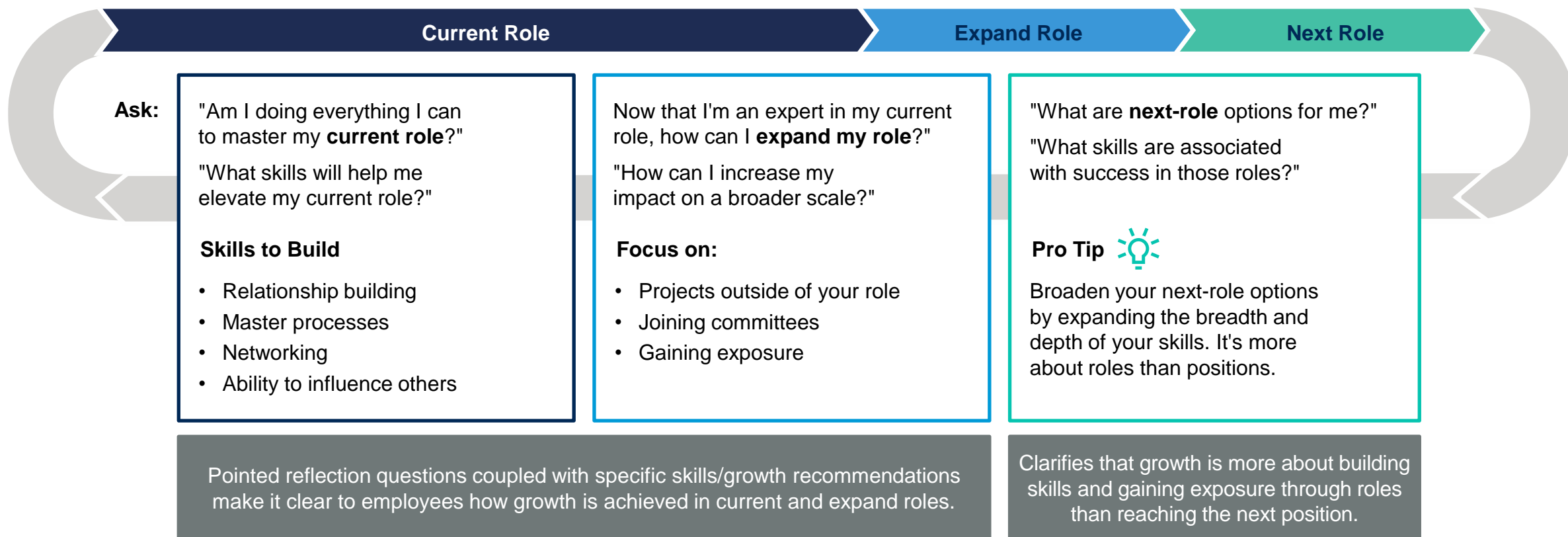
Source: Gartner



Be Transparent About How to Expand and Grow

MACU's Conversation Guide to Help Employees Understand How Growth Is Gradually Achieved

Illustrative



Source: Adapted from MACU

RESTRICTED DISTRIBUTION

Drive Mobility by Addressing the Costs, Not Just the Benefits

Top Barriers To Internal Mobility



Employees Don't Pursue Mobility

Employees' No. 1 barrier for mobility is they do not find internal roles appealing.



Managers Hoard Talent

Just 1 in 2 managers say they want employees to grow their career even if it means losing talent on their team.

High-Impact Solutions



Mobility Risk Transparency

Provide employees with personally relevant risk information for rational mobility decisions.

Internal Mobility Rating

Equip managers to lessen their personal downsides of mobility that cause talent hoarding.



Employees 4.6x more likely to say it is easy to change jobs outside their current business unit



Employees 8.5x more likely to say internal mobility processes are fair



+19% on talent readiness

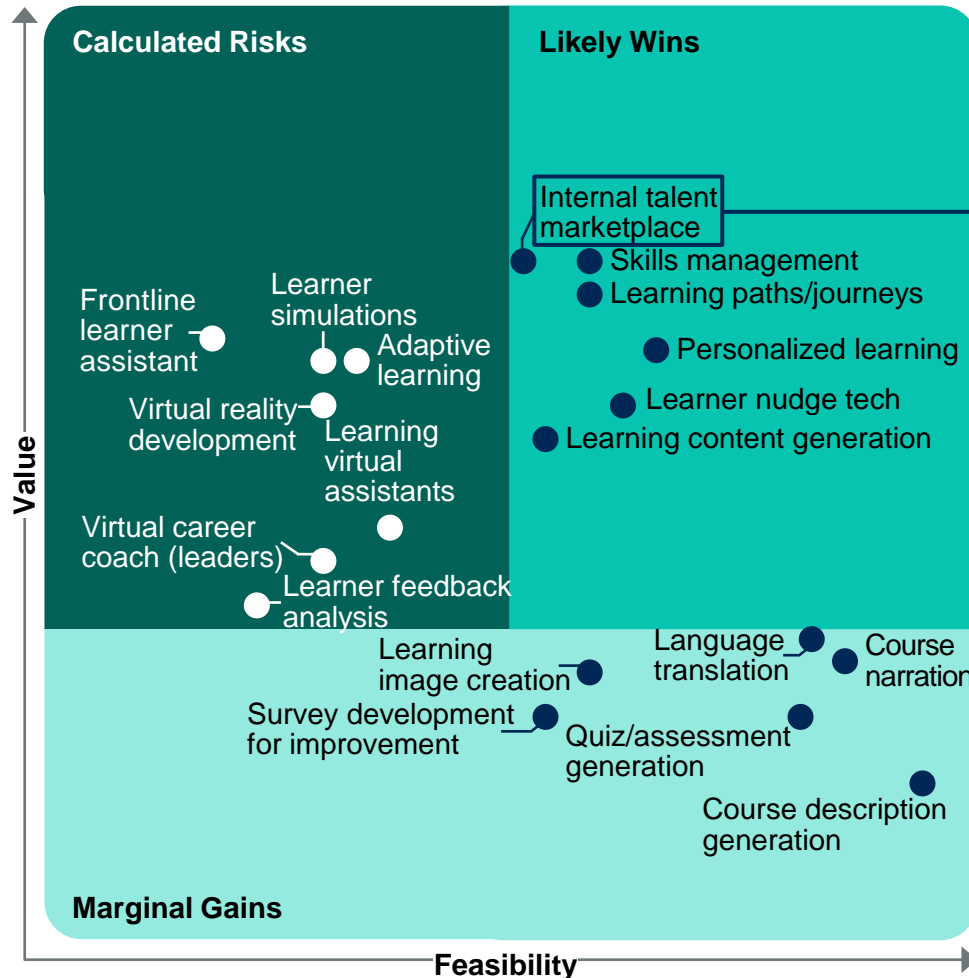
n = 3,375 employees, 1,176 managers
Source: 2024 Gartner Modernizing Talent Management Employee Survey

RESTRICTED DISTRIBUTION

23 © 2024 Gartner, Inc. and/or its affiliates. All rights reserved.

Focus AI-Enabled Growth Investments on Likely Wins

AI Use-Case Comparison for L&D



Case in Point: 5 Steps to Launch an Internal Talent Marketplace

- 1 Define your primary objective and plan to pilot the associated use cases
- 2 Identify the right stakeholders based on your use case
- 3 Outline the ideal processes, system touchpoints and user experience
- 4 Select technology by focusing RFI/RFP requirements on current and future needs
- 5 Plan for postimplementation needs and challenges

Source: Gartner

RESTRICTED DISTRIBUTION

Recommended Actions

Assess

- ✓ **Score** your existing career path guidance against the clarity with which it communicates what growth will require and the degree to which it addresses the perceived costs of making lateral moves.
- ✓ **Identify** the moments that matter for managers to give their talent good career and growth guidance, and for leaders and HR to prompt managers to consider moves for their talent.

Plan

- ✓ **Evaluate** “likely-win” learning technology investments based on value and feasibility. And make investment decisions based on specific target use cases related to growth.
- ✓ **Create** updated training and resources for your managers to give them the confidence to be transparent with their teams about how growth to promotion is actually achieved.

Execute

- ✓ **Embed** employee mobility ratings into talent review processes to make it easier for your managers to accept talent from other teams and more likely to know when they need to send their talent.
- ✓ **Pilot** learning tech investments (e.g., internal talent marketplaces) and iterate to find solutions to scale new manager and employee behaviors.
- ✓ **Sustain** manager effectiveness at growth conversations through updated role design, performance appraisals and ongoing training.

Talent Management Is a Tangled Web of Activities ...

Talent Management Activities Throughout the Organization

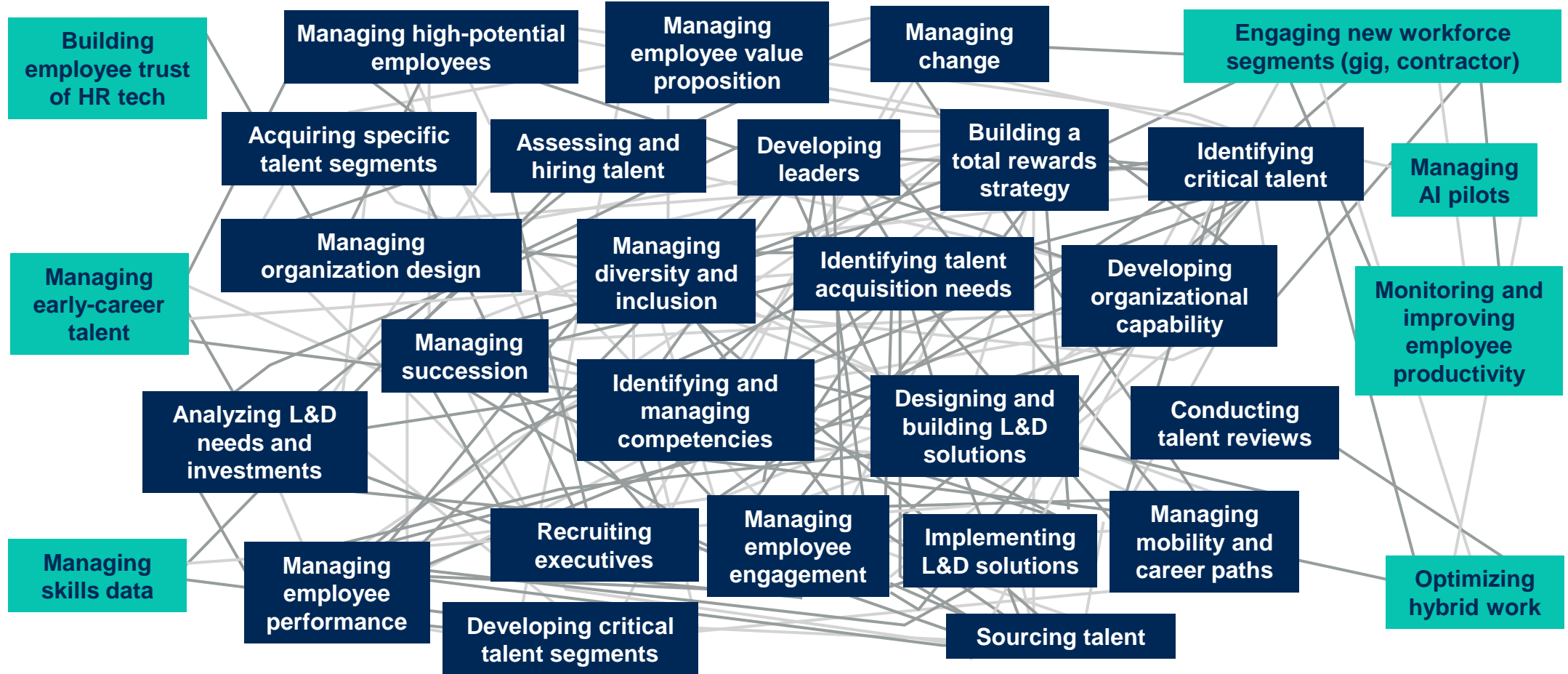


Source: Gartner

RESTRICTED DISTRIBUTION

... That Is Only Expanding


Talent Management Activities Throughout the Organization



Source: Gartner

RESTRICTED DISTRIBUTION

3 Leadership Strategies to Overcome the Overwhelm

Strategy	 Structured prioritization	 Portfolio management	 Rigorous reevaluation
Analogy	Start with less in the cart ...	Agree on what you need to cook And take out what's not useful.
Actions	<ol style="list-style-type: none"> 1. Use key questions to (re)define your value proposition and clarify where you can “play to win.” 2. Aggregate data on prioritized outcomes to drive stakeholder alignment on what’s “must win.” 	<ol style="list-style-type: none"> 1. Break long-term maturity plays into concrete short-term projects and initiatives. 2. Use governance forums to transparently prioritize with HR and business leaders. 3. Offer different service levels and partnership models to build real off-ramps for worthy work. 	<ol style="list-style-type: none"> 1. Define “success” thresholds upfront. 2. Regularly assess programs and processes against thresholds to make exit/adjustment decisions. 3. Communicate and celebrate when the function sunsets an old program or process, not just when it launches new ones.

Source: Gartner

RESTRICTED DISTRIBUTION

28 © 2024 Gartner, Inc. and/or its affiliates. All rights reserved.

Model of a World-Class Talent Management Leader

Drive Business Results
The Business Has the Talent It Needs for Performance and Growth.

Define a Flexible Talent Management Strategy	Build an Integrated Talent Management Operating Model	Deliver a Compelling Employee Experience	Drive Growth With Talent and Performance	Activate the Talent Management Ecosystem
Define the organization's talent philosophy.	Connect interrelated talent processes.	Influence EVP and employment brand design and delivery.	Optimize performance management design and delivery.	Build a talent-centric management culture.
Sense and forecast workforce capability needs.	Embed an agile, employee-centric product management approach.	Generate and act on employee listening insights.	Build, buy or borrow critical skills and capabilities.	Increase leader commitment and capability to manage talent.
Facilitate integrated strategic planning across HR subfunctions.	Develop a flexible resourcing and service delivery model.	Enable personal and career growth.	Build diverse talent pipelines and pools for critical roles.	Influence business strategy with talent knowledge.
Prioritize initiatives and co-create change strategies.	Manage and advocate for the talent management budget.	Foster an inclusive, purpose-driven workforce culture.	Unlock performance with organizational design and change management.	Automate, integrate and innovate using technology.
Business Acumen			Business Strategy Development	
Organizational and Interpersonal Acumen				
Data Judgment				

Source: Gartner

RESTRICTED DISTRIBUTION

Identify Your Gaps With Gartner HR Diagnostics

Develop Yourself With the Head of Talent Management Diagnostic

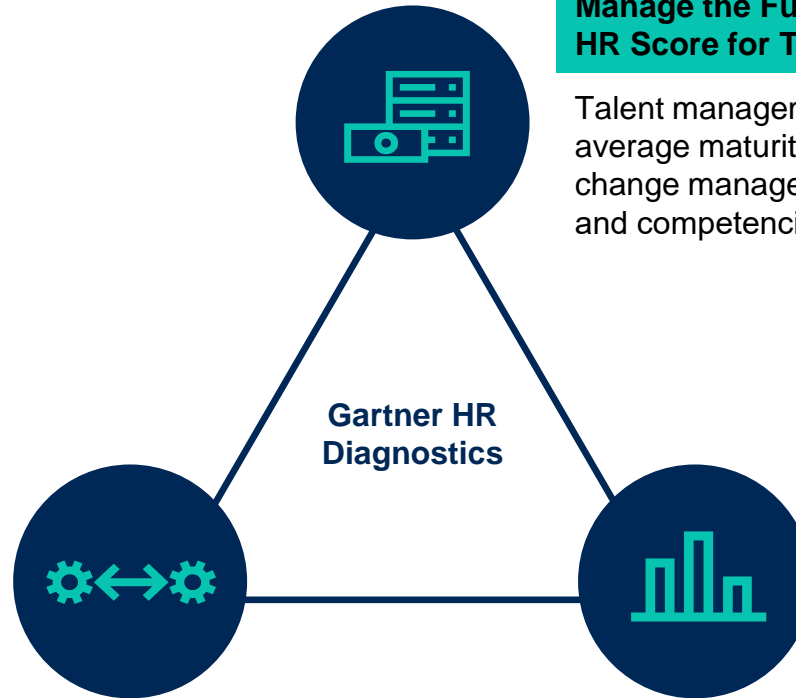
Current talent management leaders have the lowest average proficiency in activities related to “Activate the Talent Management Ecosystem” and “Deliver a Compelling Employee Experience” from the world-class model.

Manage the Function With HR Score for Talent Management

Talent management functions have the lowest average maturity score in the following activities: change management, internal mobility, and skills and competencies.

Track Investment Plans With HR Budget and Efficiency Benchmark

Talent management is the fourth-largest investment area planned for 2024; 28% percent of HR leaders state they plan to increase their talent management budget, while 63% plan to maintain current budget levels.



Want to see how you and your function compare with peers?

Use the Head of Talent Management Self-Diagnostic, HR Score for Talent Management, and HR Budget & Efficiency Benchmark tools.

Source: Head of Talent Management Self-Diagnostic (n = 28 Heads of TM); HR Score for Talent Management (n = 58 HR Functions); 2023 HR Budget & Efficiency Benchmark (n = 99-113 HR leaders)

HR Professionals Competency Model




Source: Gartner

RESTRICTED DISTRIBUTION

Actionable, objective insight


Position your organization for success. Explore these additional complimentary resources and tools for HR leaders:

Guide 

Reinvent Your Talent Strategy

Discover actionable insights to meet the need for scarce and emerging skills and sustain corporate performance.

[Download Now](#)

Tool 

Talent Management Strategy on a Page

Customize your talent management strategy with this one-page template.


[Download Now](#)

Webinar 

Improve Talent Management With a Skills-Based Approach

Explore expert insights into how a skills-first approach can better enable talent management.

[Watch Now](#)

Report 

What Generative AI Means for Your Talent Strategy

Shape your talent strategy using a framework for understanding GenAI's impact on the workforce.

[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 Leaders

gartner.com/en/human-resources

Stay connected to the latest insights



Attend a Gartner conference

[View Conference](#)

RESTRICTED DISTRIBUTION

33 © 2024 Gartner, Inc. and/or its affiliates. All rights reserved. CM_GBS_3244054

Gartner[®]