

CHRO Action Guide: Maximize Employee Productivity

Objective: Maximizing employee productivity



 Boost employee productivity by executing these 4 HR actions.

1

Become a productivity partner

Finding: Direct HR involvement greatly boosts productivity.

HR action: Play an active partnership role to shape productivity initiatives.

2

Define HR's role in AI enterprise strategy

Finding: AI usage does not guarantee productivity.

HR action: Center employees in AI plans to address productivity leaks.

3

Reframe the return-to-office (RTO) debate

Finding: Hybrid and on-site employees are equally productive.

HR action: Focus on how work gets done and not where work gets done, to build a productivity-focused team environment.

4

Focus on data context over data quantity

Finding: What matters most is having data context.

HR action: Prioritize the context of data before the quantity of data to inform productivity decisions.

Action plan: Maximizing employee productivity



 **Boost employee productivity by executing these 4 HR actions.**

1. Play an active partnership role to shape productivity initiatives.	• Update your HR strategy to make productivity an explicit priority. • Identify cross-functional stakeholders currently driving productivity decisions to uncover how HR can join the conversation and add value. • Determine employee needs (e.g., trust, opportunity to grow) to guide future decision making on productivity initiatives.
2. Center employees in AI plans to address productivity leaks.	• Develop guidelines for the ethical use of AI in partnership with employees. • Create foundational learning materials on AI's enterprise implications to equip employees for AI exploration. • Conduct workshops and brainstorming sessions with employees to tailor AI solutions toward applications that employees themselves say improve productivity.
3. Focus on how work gets done and not where work gets done, to build a productivity-focused team environment.	• Equip teams to create a list of shared principles for collaboration that drive collective team productivity. • Create fluidity across teams to encourage sharing of complementary skills and offer access to peer mentoring, developing more capable teams. • Facilitate open and candid exchange of feedback among team members on performance to determine the skills and behaviors needed to boost productivity.
4. Prioritize the context of data before the quantity of data to inform productivity decisions.	• Establish a process for transparent measurement and reporting of productivity data to create a nonpunitive environment for discussing productivity outcomes. • Involve managers and employees in the creation of role-specific productivity metrics. • Add space for local perspectives and contextual details in any widely shared productivity dashboards to ensure data is interpreted fairly.

Get started: Maximizing employee productivity



Reflect on the current state of productivity expectations and needs at your organization.

- 1 What are the explicit productivity expectations from the CEO or board at your organization?

- 2 What has HR already done thus far to directly drive employee productivity?

- 3 What are the most pressing employee needs (e.g., resources, skills) required to keep pace with productivity expectations at your organization?

Get started: Maximizing employee productivity



Evaluate which recommended productivity actions to prioritize for your organization.

- 4
- Prioritize recommended productivity actions by rating HR’s current effectiveness (1 = does not meet criteria; 5 = fully meets criteria) across focus areas and then determining which opportunities are highest priority for your organization.

Focus area	Recommended action	Current state score	Priority
Become a productivity partner	HR plays an active partnership role to shape productivity initiatives.	1-5	Low/medium/high
Define HR’s role in AI enterprise strategy	HR centers employees in AI plans to address productivity leaks.	1-5	Low/medium/high
Reframe the return-to-office (RTO) debate	Focus on how work gets done and not where work gets done, to build a productivity-focused team environment.	1-5	Low/medium/high
Focus on data context over data quantity	Prioritize the context of data before the quantity of data to inform productivity decisions.	1-5	Low/medium/high

Get started: Maximizing employee productivity



Review the elements behind Gartner working measure of employee productivity as you embark on creating role-specific productivity metrics for your organization.

Employee efficiency

Indicators of employee efficiency

- Speed/timeliness of delivery
- Quality of outputs
- Consistency of work



Employee value creation

Indicators of employee value creation

- Customer/stakeholder satisfaction
- Strategic alignment of skills and priorities
- Observable impact and influence of work



Employee productivity

A function of role-specific indicators of employee efficiency and value creation

Examples

- Salesperson: Completion rate of high-priority site visits
- Software engineer: Rate of projects delivered on schedule

Examples

- Salesperson: Sales conversion rate from high-priority site visits
- Software engineer: Customer satisfaction (e.g., NPS)

Get started: Productivity partnership



Answer the following questions to articulate how HR can play the role of productivity partner at your organization.

- 1 Who is currently leading productivity conversations at your organization? In what ways can you envision HR partnering with them?

- 2 How can HR link productivity initiatives to the organization's mission?

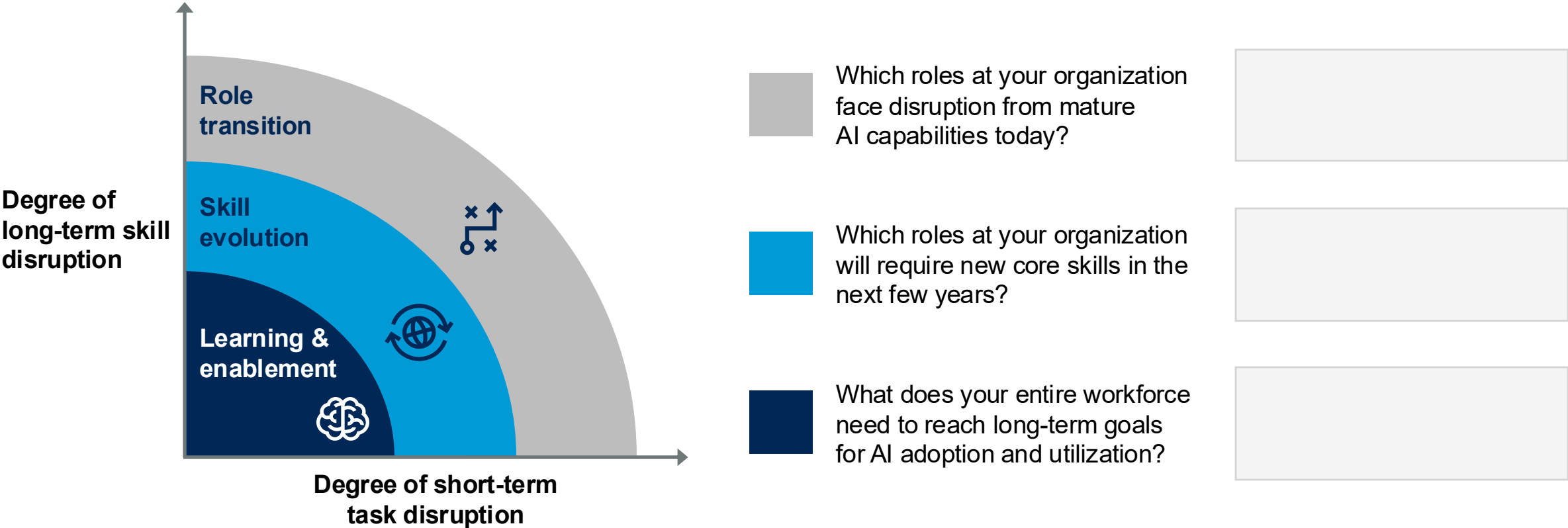
- 3 How can HR elevate talent trade-offs, risks and considerations into C-suite conversations about productivity?

- 4 How can HR safeguard the employee experience amid pressure to “do more with less”?

Get started: AI's productivity impact



Review the following framework to start diagnosing which roles at your organization are particularly exposed to AI-based disruption.



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