



# **Leadership Vision for 2024**

**Top 3 Strategic Priorities for  
Talent Management Leaders**

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# Leadership Vision for Talent Management Leaders in 2024

An “unsettled” employee-employer relationship, skills shortages, transformative technology and pressure for efficiency are shaping how the best organizations will manage their talent in 2024.

In this context, talent management leaders' top priorities for 2024 are:

- Leader and manager development
- Promoting internal mobility and career growth
- Delivering an employee experience that retains key talent

Talent management leaders can use this research to stay ahead of major workforce trends and lead their teams toward a successful future.

## Key questions addressed:

- ① What are the major trends affecting talent management leaders?
- ① How should talent management leaders prepare for the year ahead?
- ① What skills and capabilities do talent management leaders and their teams need to succeed?

# Trends Impacting Talent Management Leaders



**“Unsettled”  
Employee-Employer  
Relationship**



**Persistent  
Skills  
Shortages**



**Transformative  
Technology  
Innovations**



**Pressure for  
Operational  
Efficiency**

Source: Gartner


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# “Unsettled” Employee-Employer Relationship

Organizations		Employees
<ul style="list-style-type: none"> <li>• <b>75%</b> have an <b>on-site attendance requirement</b>.</li> <li>• <b>26%</b> report their <b>employees fully comply</b>.<sup>a</sup></li> </ul>	<b>Flexibility Controversy</b>	<b>Almost half</b> say the <b>costs</b> of going to the office <b>outweigh the benefits (only 12% disagree)</b> . <sup>b</sup>
<b>58%</b> are <b>confident they can meet their performance targets</b> in the coming year. <sup>c</sup>	<b>Productivity Anxiety</b>	<b>45%</b> worry they <b>can't sustain their current level of performance</b> over the next year. <sup>c</sup>
The average annual <b>number of enterprise changes has increased from 2 to 10</b> since 2016. <sup>d</sup>	<b>Transformation Deficit</b>	<b>43%</b> are <b>willing to change</b> their behavior to support organizational transformation (down from 74%). <sup>d</sup>
<b>63%</b> trust their employees. <sup>e</sup>	<b>Mutual Mistrust</b>	<b>53%</b> trust their organizations. <sup>e</sup>

<sup>a</sup> Source: 2022, Benchmark With Gartner: How HR Leaders Navigate Return to Workplace Pressures and Other Challenges, November 16, n = 51

<sup>b</sup> Source: 2022 Gartner Hybrid Collaboration Survey, n = 3,524

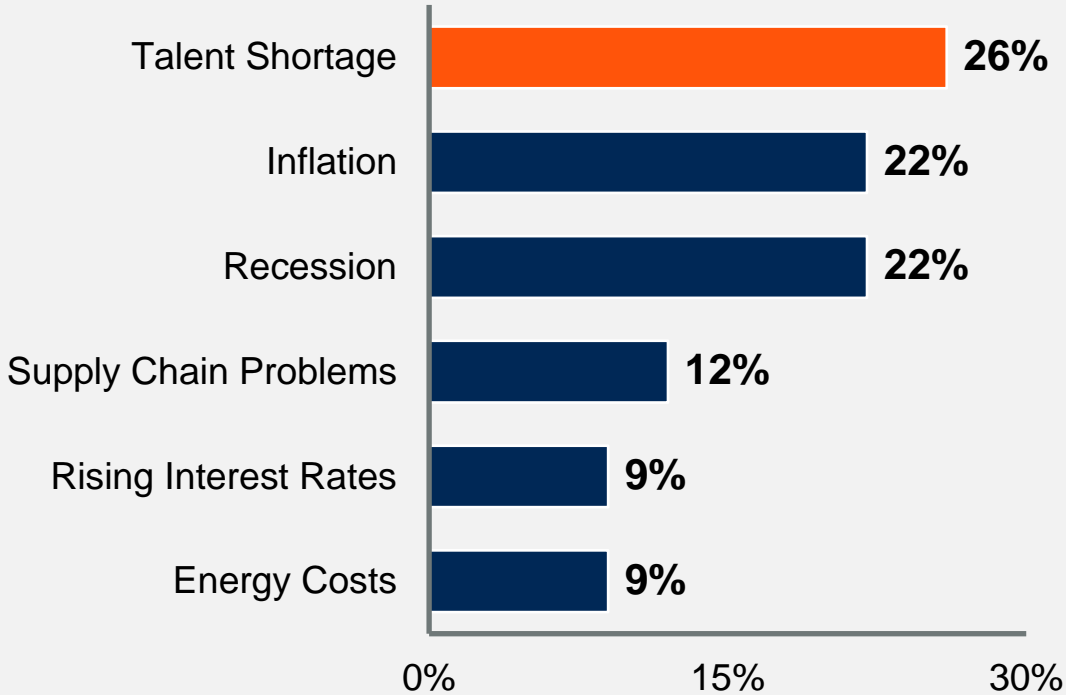
<sup>c</sup> Source: 2023 Gartner Achieving High Performance Survey, n = 228 remote capable employees

<sup>d</sup> Sources: Gartner 2016 Workforce Change Survey, n = 6,686 employees; Gartner 2022 Workforce Change Survey, n = 3,548 employees; Gartner Organizational Effectiveness and HR Professionals Key Priorities Survey, n = 3,497 employees

<sup>e</sup> Sources: 2023 Gartner ReimagineHR HR Leader Survey, n = 287 HR leaders; 2023 Gartner ReimagineHR HR Leader Survey, n = 3,540 employees

# Persistent Skills Shortages

## Severity of Damage to Business Outlook Percentage of CEOs' Ranking Factor as Most Damaging



n = 312 CEOs and senior executives  
Q. Rank the six items in order of the severity of their impact on the outlook for your business, from most damaging to least damaging.  
Source: 2023 Gartner CEO and Senior Business Executive Survey

## Perceptions of Skills Shortage Percentage of HR Leaders



83% of HR leaders say they struggle to find **enough talent** with the skills they need.



57% of HR leaders say skills shortages are undermining their ability to sustain **corporate performance**.

n = 59 HR leaders  
Source: 2023 Benchmark With Gartner: Affirmative Action, Apprenticeships and Candidate Expectations (23 August)

# Transformative Technology Innovations



## Employees Expect to Use AI

**170 million+ people** were immediate users of ChatGPT at home.<sup>a</sup>



## More Disruptive Tech Is Imminent

**93% of HR leaders** agree that new flash tech trends will be more frequent in the next three years.<sup>c</sup>



## Leaders Expect Implementation of AI

**68% of executives** agree that the benefits of AI outweigh the risks.<sup>b</sup>



## But HR Involvement Remains Limited

**Only 22% of HR leaders** are highly engaged in enterprisewide discussions on GenAI.<sup>d</sup>

<sup>a</sup> Source: Gartner Generative AI: The Basics

<sup>b</sup> Q. Do you believe the benefits of generative AI outweigh the risks?

Source: Beyond the Hype: Enterprise Impact of ChatGPT and Generative AI Webinar Polls, 21 April 2023, n = 1,079

<sup>c</sup> Q. Please indicate to what extent you agree with the following statements. The number of new flash technology trends (e.g., generative AI, metaverse, blockchain, etc.) arising will become more frequent within the next three years.

Please indicate to what extent you agree with the following statements. As a result of flash technology trends (e.g., generative AI), I am now having to make decisions on whether to adopt and implement it into HR or not.

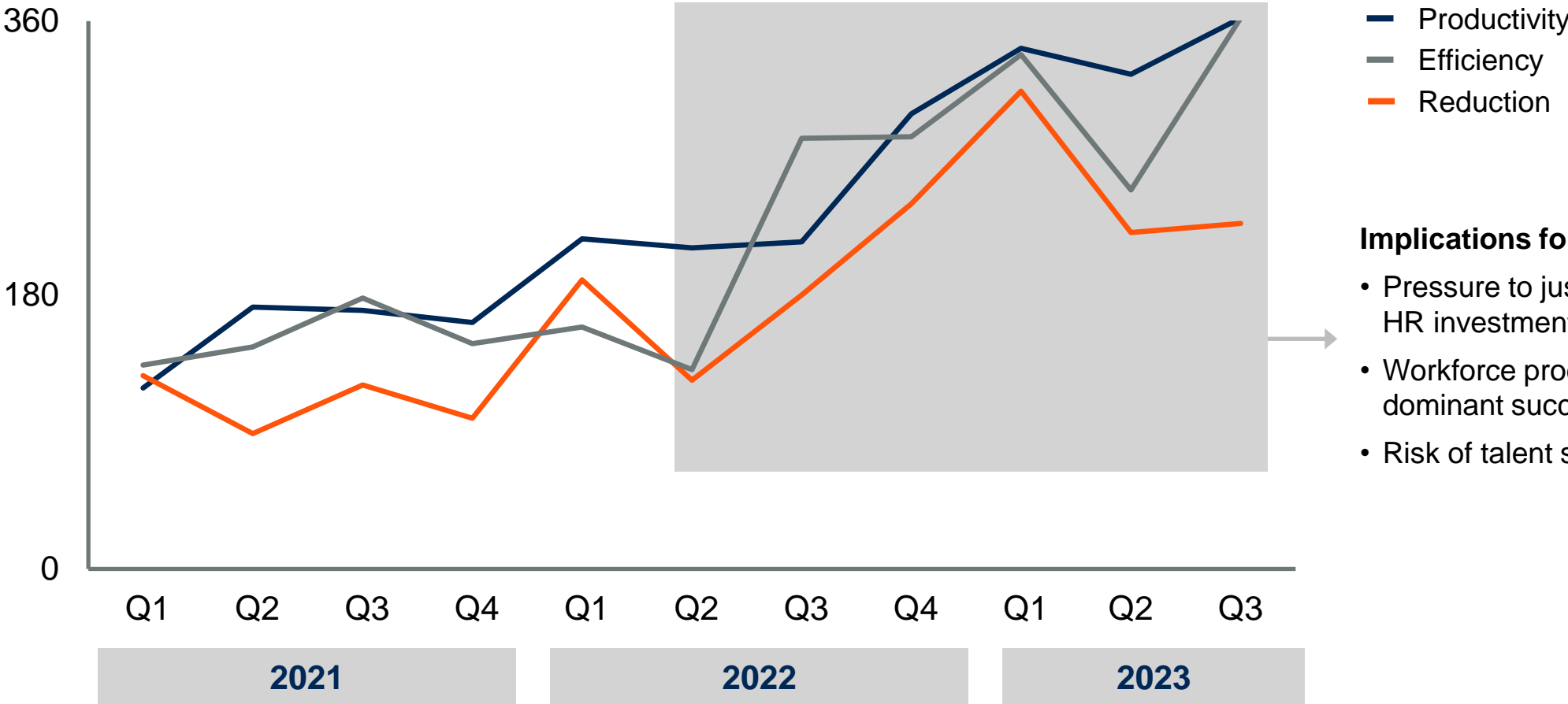
Source: 31 May 2023 Gartner Benchmark: Persistent Talent Shortages, Sustaining DEI and Other Emerging Issues, n = 74

<sup>d</sup> Q. As an HR leader, how engaged are you in enterprisewide discussions around use of GenAI?

Source: 21 June 2023 Gartner Benchmark Special Edition — Navigating the Workforce Impact of Generative AI, n = 167

# Pressure for Operational Efficiency

Prevalence of Efficiency-Related Keywords in S&P 100 Earnings Calls



- Implications for HR Leaders**
- Pressure to justify the value of HR investments
  - Workforce productivity, the dominant success measure
  - Risk of talent supply disruptions

n = 855 earnings transcripts  
 Source: Analysis of all S&P 100 Company Earnings Calls Transcripts, Jan 1, 2021 – Aug 31, 2023



# Head of Talent Management Priorities for 2024

## Top Focus Areas

- 1 Leader and Manager Development
- 2 Career Management and Internal Mobility
- 3 Employee Experience Measurement and Delivery
- 4 Talent Management Structure and Strategy
- 5 Succession and HIPO Management
- 6 Workforce and Talent Planning
- 7 Organizational Culture
- 8 Change Management
- 9 HR Technology
- 10 Recruiting



n = 52 Heads of Talent Management

Q: In your own words, please tell us the top 3 priorities you are responsible for executing in the next 12-18 months and  
Q: [For each of three custom priorities shared] Please select the two key areas in which you will focus to support that priority

Source: 2024 Gartner HR Priorities Survey

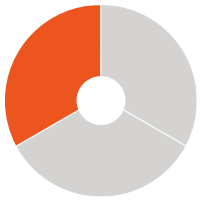
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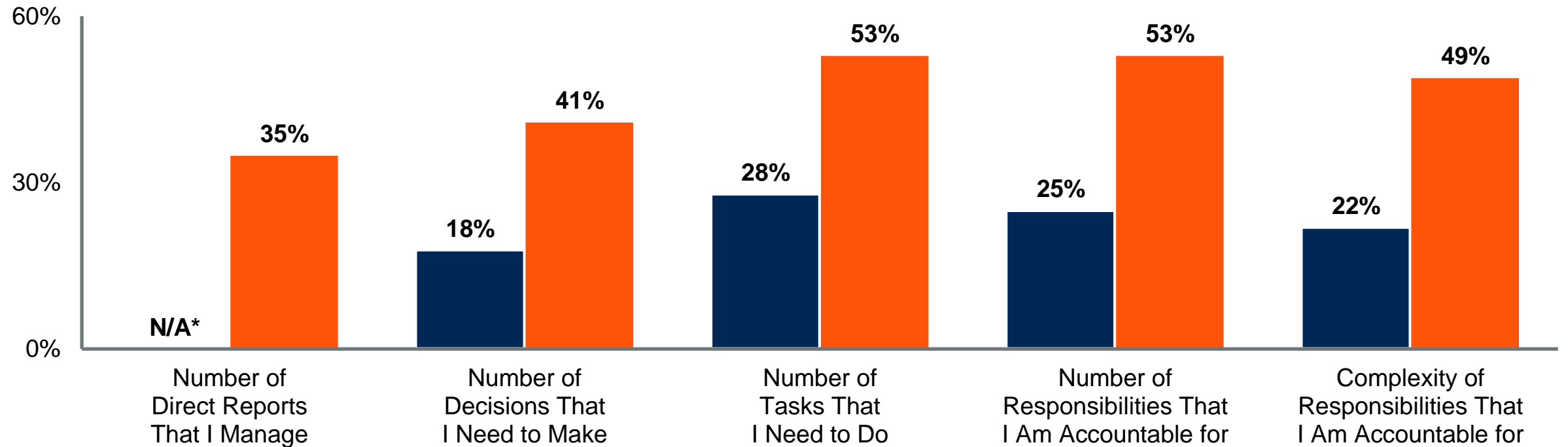
# Managers Are Overwhelmed

Increase in Responsibilities, Compared to Before the Pandemic

Percentage of Respondents Reporting an Increase



■ Individual Contributors ■ Managers



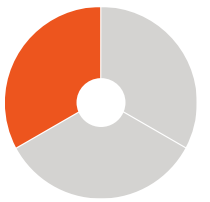
n = 2,812 individual contributors; 3,544 managers

Source: 2022 Gartner Building an Organization of Great Managers Employee Survey

\* Manager only question

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# Connectors Make the Job More Manageable



Connectors Make Three Connections



The **Employee** Connection

Overinvest in employee diagnosis.



The **Team** Connection

Facilitate peer-to-peer skills sharing on their team.



The **Organization** Connection

Connect employees to best-fit people and opportunities.

✓ **Saves time for managers** by distributing the responsibility of developing employees.

✓ **Takes the pressure off** of managers to always be the expert at every skill.

Job manageability is **5x more effective** than skill proficiency in improving manager effectiveness.

n = 3,186 managers; 6,356 employees

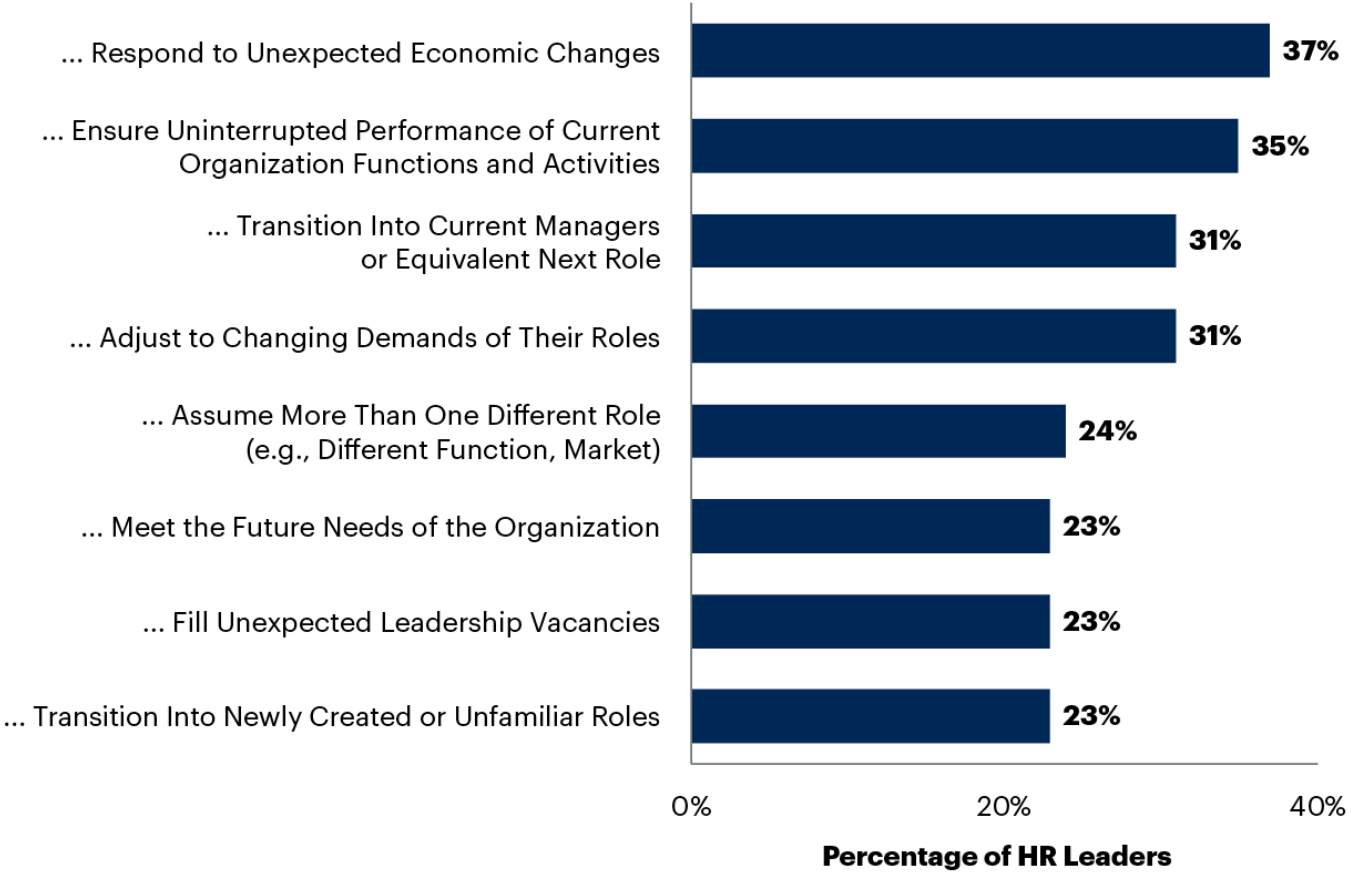
Source: 2023 Gartner Building an Organization of Great Managers Manager Survey; 2022 Gartner Building an Organization of Great Managers Employee Survey

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# Low Confidence in Rising Leaders



How Confident Are You That Your Organization Has Rising Leaders Who Can ...



n = 62 HR Leaders  
Source: 2022 Gartner Leadership Development HR Leader Survey – 785306\_C

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# Leaders Need a New Approach



2024 Trends and Their Impact on Core Leader Responsibilities

	Core Leader Responsibility		
	 <b>Role-Model Behavior</b>	 <b>Support Teams</b>	 <b>Deliver Results</b>
Prior Approach	<b>Professional</b> Enabling workplace boundaries	<b>Employees</b> Addressing work needs	<b>Efficient</b> Managing standardized workflows
Emerging Challenges	Anxiety, confusion and mistrust in the employee-employer relationship	Blurring boundaries, fatigue and uncertainty as organizations grapple with skills shortages and productivity demands	Variety in/transformation of work norms as organizations cope with skills shortages and adapt to disruptive technologies
New Approach	<b>Personal</b> Enabling safe self-expression at work	<b>People</b> Addressing life needs	<b>Individualized</b> Managing tailored, flexible workflows

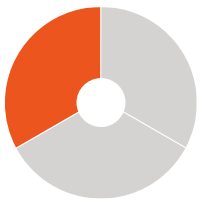
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# The Human-Centric Leader

Components of Human-Centric Leadership



**Authentic**

Act with **purpose** and enable **true self-expression**, for both themselves and their teams.



**Empathetic**

Show genuine **care, respect** and concern for employees' **well-being**.



**Adaptive**

Enable **flexibility** and support that fit team members' **unique needs**.



**Human Leadership**

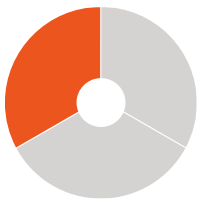
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# Recommended Actions for Talent Mgmt. Leaders



## Assess

- **Review** human-centric leadership principles against your organization's current leadership competencies and expectations.
- **Audit** your leadership development program with the Head of L&D against human-centric leadership principles.
- **Evaluate** your manager enablement program with Senior HRBP(s) to identify where you are/can be focusing on job manageability rather than skill proficiency.



## Plan

- **Redesign** your talent review process to assess future leadership potential based on human-centric leadership principles.
- **Build** buy-in and support among the C-suite and board for a change in talent assessment, in tandem with the CHRO.
- **Create** a change mgmt. plan to enable functional leaders to embrace updated norms for assessing future leader potential.



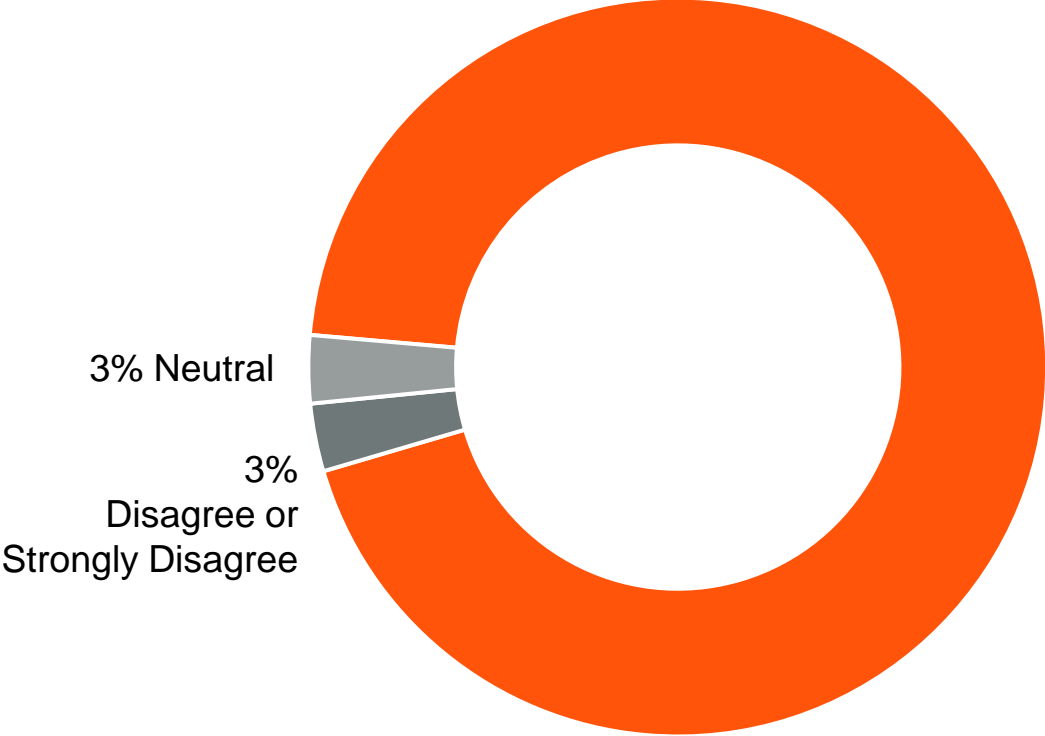
## Execute

- **Roll out** updated talent review process and update your high-potential and succession management pipelines.
- **Reset** manager role expectations toward being Connectors and resilience builders and remove process hurdles facing those behaviors.
- **Update** the board on progress of rebuilding your succession management pipeline, in tandem with the CHRO.

Source: Gartner

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# Focusing on Visibility Into Career Paths



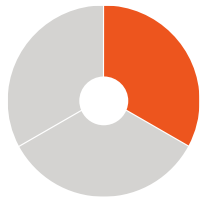
**95% of Talent Management Leaders** agree or strongly agree that **unclear career paths** are a barrier to delivering on their top priorities.

n = 39 TM Leaders  
Question: Please rate the extent to which you agree or disagree that "Career paths at our organization are unclear for many employees" will be a barrier to successfully executing on your Career Management/Internal Mobility priorities  
Source: 2024 HR Leaders Agenda Poll  
Note – Number may not add up to 100 due to rounding

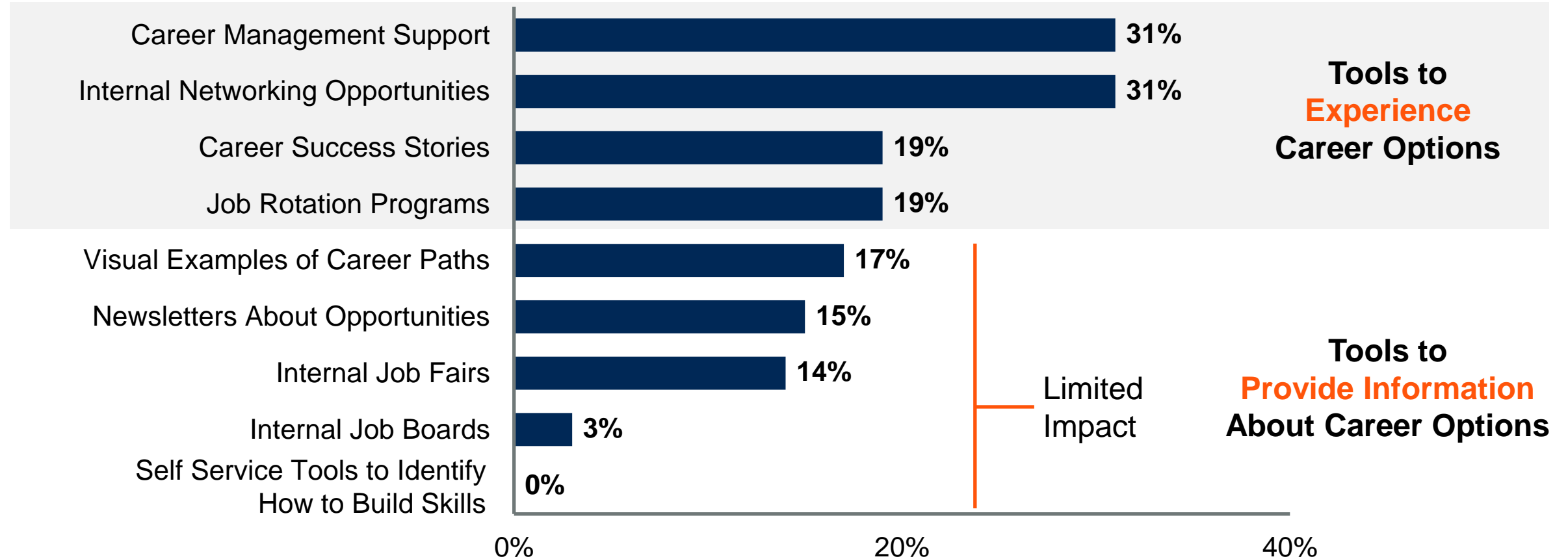
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# Experience, Not Visibility, Matters Most



Maximum Impact of Each Tool on Employee Confidence in Careers



Note: Q: "I am confident I will have a successful career at my organization."

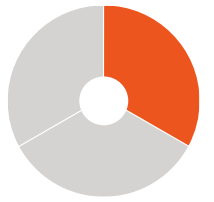
n = 3,370 Employees

Source: 2022 Gartner New Talent Landscape and Career Pathing Survey

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# Build Experiences Around Project-Based Mobility



## Legacy Ways of Organizing Work

1. Organize teams around tasks
2. Stable skills needs
3. Career ladders

Focus on **role-based**  
internal mobility



## Agile Ways of Organizing Work:

1. Organize teams around outcomes
2. Fast changing skills needs
3. Career portfolios

Focus on **project-based**  
internal mobility

Internal Talent Marketplaces play an increasingly important role in facilitating mobility.

Employees who agree their organization provides internal mobility are 1.43x more likely to report **higher intent to stay** and 2.46x more likely to report **higher engagement**.

n = 3,370 Employees

Source: 2022 Gartner New Talent Landscape and Career Pathing Survey

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# Recommended Actions for Talent Mgmt. Leaders



## Assess

- **Assess** how effectively career mgmt. support at your organization guides employees how to experience different career options.
- Find the **root cause** of employee barriers to understanding, applying for and undertaking internal projects.
- **Audit** your skills ecosystem and data sources to decide what may feed into matches and recommendations in an internal talent marketplace prior to vendor evaluation.



## Plan

- **Consult** your strategic workforce plan to identify the most critical skills to build via project-based mobility.
- **Build** a change management plan for driving managers to proactively connect their teams with career opportunities.
- **Evaluate** talent marketplace vendors by assessing user experience, ability to incorporate diverse sources of data and skills ontologies.



## Execute

- **Reset** manager role expectations to create space for career coaching and measure it in your managers' performance evaluations.
- **Align** learning offerings to organizational skills gaps identified from your internal talent marketplace
- As it gets adopted, **market** your project-based internal mobility as an essential, growth-focused part of your differentiated EVP.

Source: Gartner

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# Retention: A Critical Objective



Top Head of Talent Management Priorities For The Next 12-18 months.  
Select Head of Talent Management Responses



Retention via EX and EVP is the most prevalent priority cited by Heads of Talent Management in their own words.

n = 52 Heads of Talent Management

Q: In your own words, please tell us the top 3 priorities you are responsible for executing in the next 12-18 months.

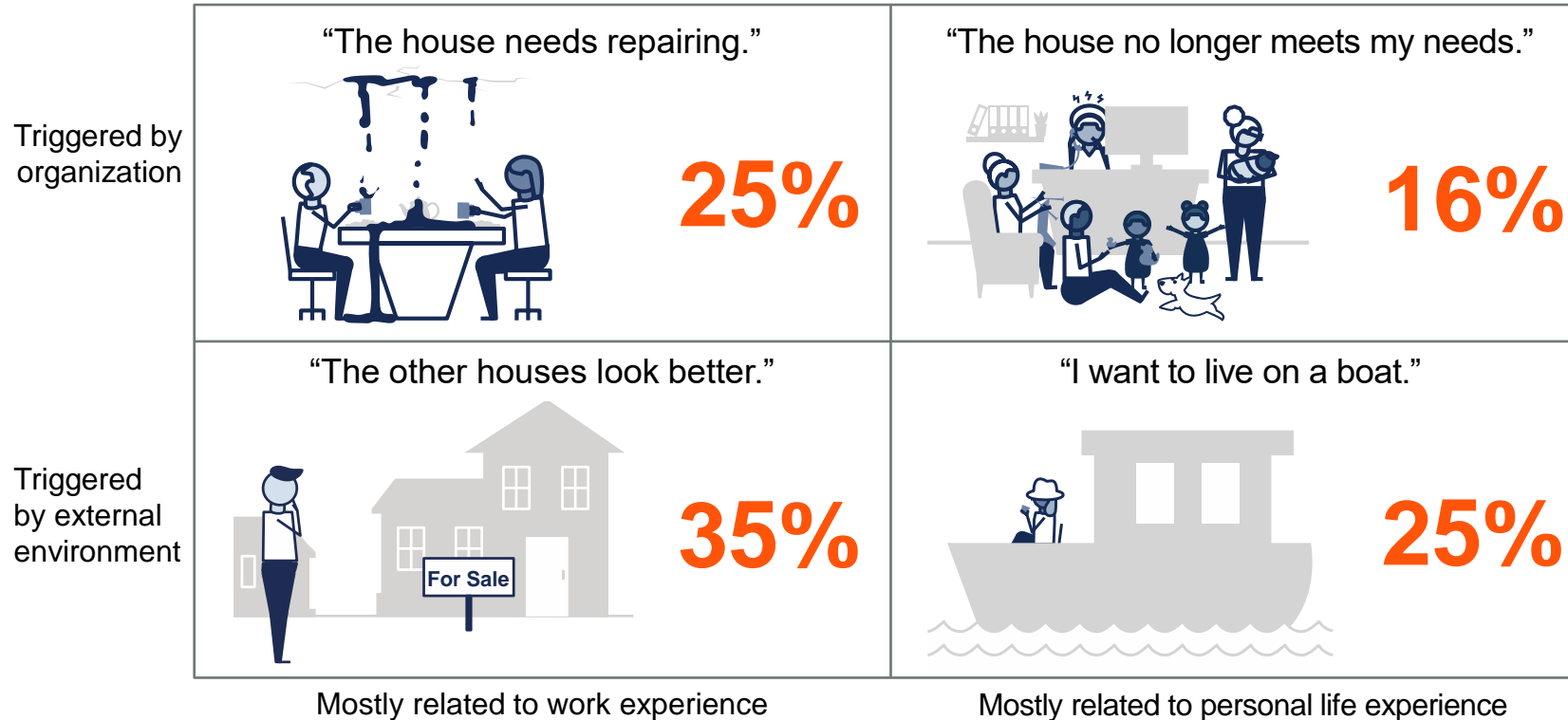
Source: 2023 Gartner HR Priorities Survey

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# A Framework for Understanding Attrition



Reason for Seeking Another Position  
Primary Reason Given by Active Jobseekers



n = 397 employees actively looking for a new job opportunity

Q: What's the primary reason you are looking for another position?

Source: 2023 Gartner Modern Employee Experience and HIPO Development Survey

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# Talent Management Actions to Retain Talent



Triggered by organization	<p style="text-align: center;"><b>Fix What's Broken</b></p> <ul style="list-style-type: none"> <li>• Ensure managers give their teams proactive career growth guidance.</li> <li>• Make the manager job manageable.</li> <li>• Develop human leaders.</li> </ul>	<p style="text-align: center;"><b>Humanize Your EVP</b></p> <ul style="list-style-type: none"> <li>• Use goal setting and ongoing feedback to create shared purpose.</li> <li>• Support managers and leaders devolve autonomy to teams.</li> </ul>
Triggered by external environment	<p style="text-align: center;"><b>Selectively Outcompete</b></p> <ul style="list-style-type: none"> <li>• Use talent/workforce planning reviews to identify and target critical talent segments.</li> <li>• Update employee listening to capture engagement drivers for hybrid work.</li> </ul>	<p style="text-align: center;"><b>Double-Down on Recruiting Efforts</b></p>
Mostly related to work experience		Mostly related to personal life experience

# Recommended Actions for Talent Mgmt. Leaders



## Assess

- **Audit** your core talent management processes for employee pain points that should be fixed to improve EX.
- **Evaluate** your organization's EVP based on the emotional response employees gain from working at your organization.



## Plan

- **Embed** talent risk assessments into talent planning and talent review processes to surface critical retention interventions.
- **Assess** and identify manager populations most at risk of fatigue and underserving their teams.



## Execute

- **Engage** your HIPOs and future leaders via career conversations to humanize your talent management efforts with critical talent.
- **Align** learning offerings and development programs for critical talent segments with the areas where you will outcompete your competitors.

Source: Gartner

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# Talent Management Is a Tangled Web of Activities

Talent Management Activities Throughout the Organization

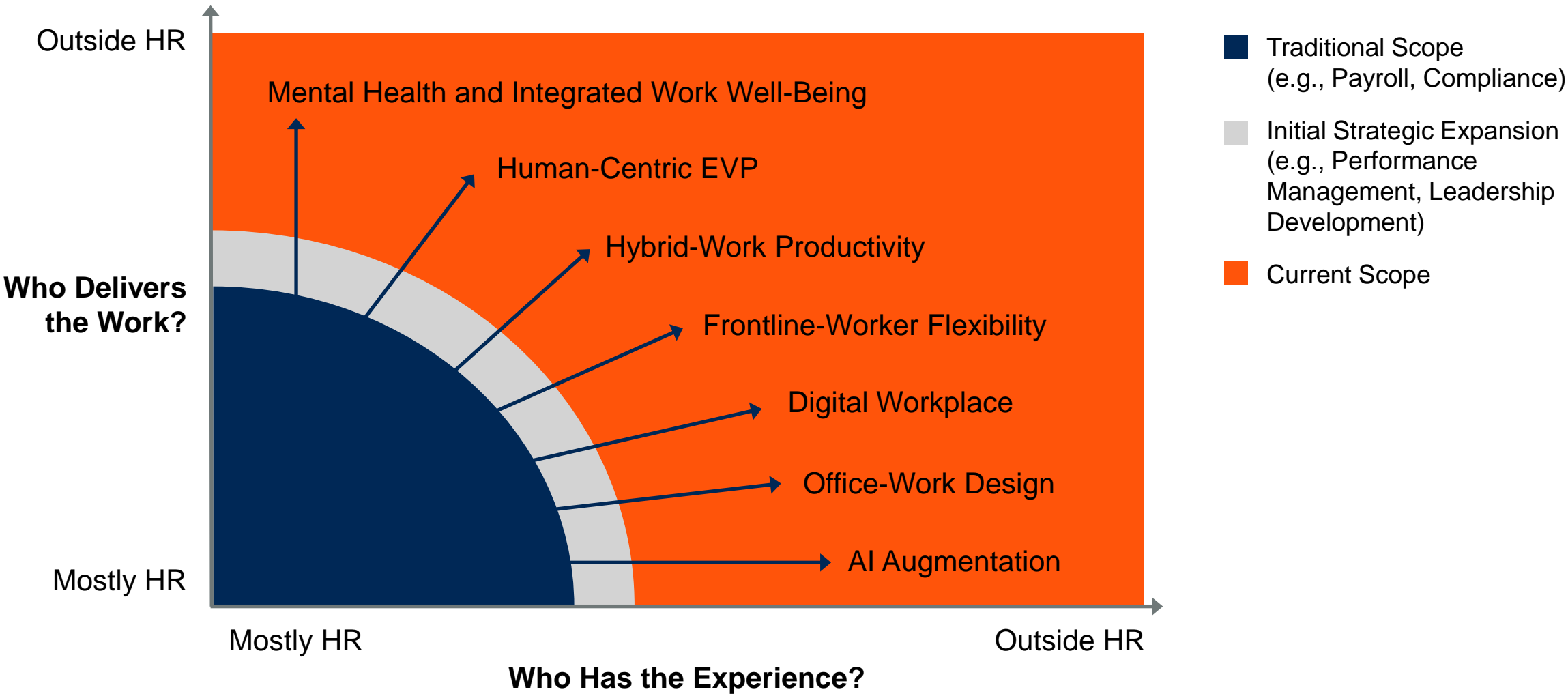


Source: Gartner

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# New Demands Move TM Beyond Traditional Scope

Types of Issues Arising in HR and TM's Expanded Scope



Source: Gartner

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# Expanded Mandate Creating Conflict and Confusion



## Prioritization

What initiatives and workstreams should we prioritize?



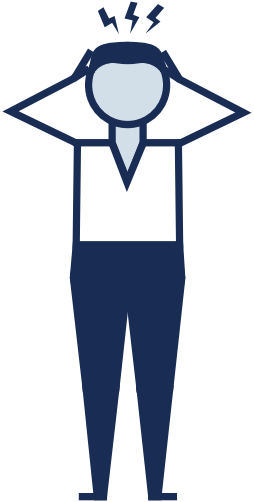
## Ownership

What should we own vs. influence?



## Services

What core “services” should we provide — and how?



“I struggle to communicate **who we are, what we do and why it matters.**”

Head of Talent, Global Manufacturer

# Model of a World-Class Talent Management Leader



Source: Gartner

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# Actionable, objective insight

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

## Action Plan



### Evolve Culture and Leadership for the Hybrid World

Use this 12-month roadmap to build cultural connectedness and develop human leaders in your organization.

[Download Plan](#)

## Guide



### Managers Are Cracking — And More Training Won't Help

Explore four HR actions to go beyond skills development and redesign the manager job for success.

[Download Now](#)

## Virtual Event



### Defining Talent Management in an Evolving Future of Work

Explore common challenges about the role of talent management in organizations today and what to do about them.

[Watch Now](#)

## Tool



### Talent Management Strategy on a Page

Customize your talent strategy with this one-page template.

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