

# HR Strategy on a Page

A customizable template for CHROs to create and communicate their HR strategy to the C-suite

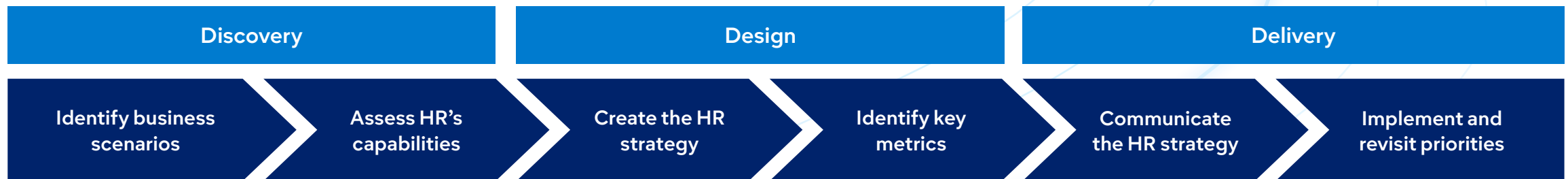
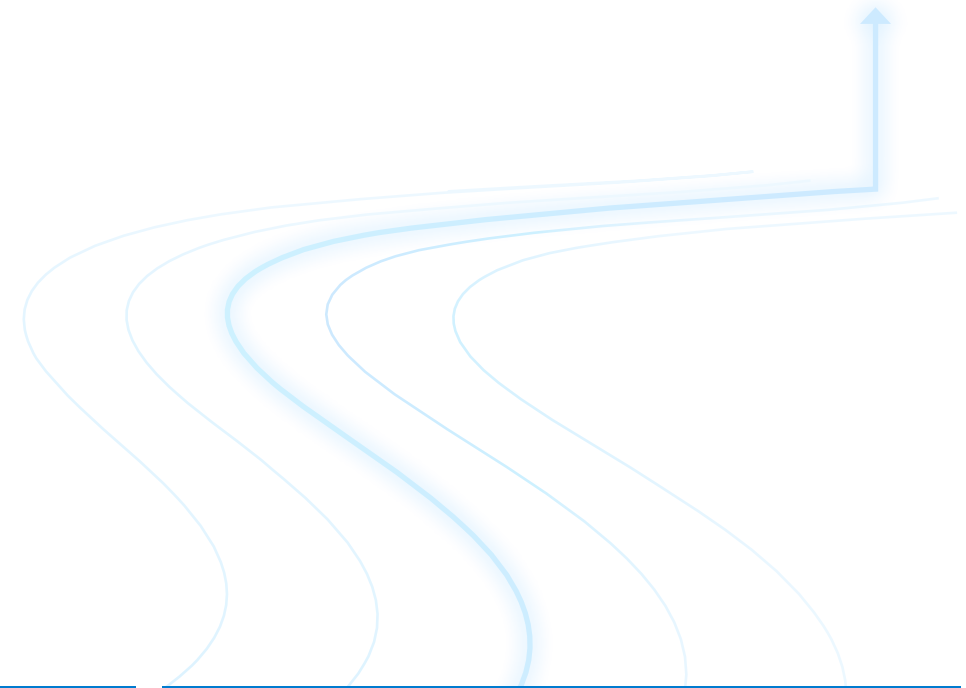


# HR strategic planning demands new approaches

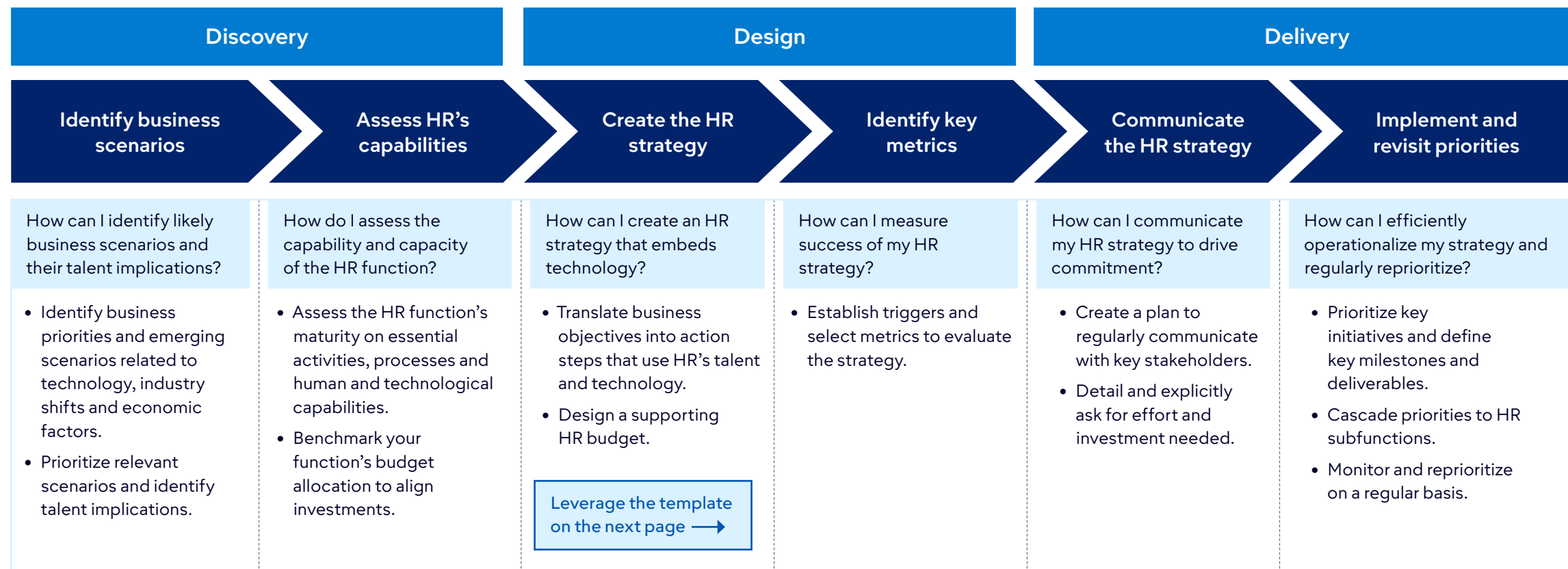
HR strategic planning is becoming increasingly difficult due to constant change, rapid advances in HR technology, the growing influence of AI and shifting priorities among business leaders. Traditional methods that only align HR with business goals are no longer flexible enough for today’s environment.

To succeed in 2026 and beyond, CHROs need a more dynamic approach — one that anticipates multiple future scenarios, evaluating how new technologies like AI can support HR’s goals and regularly reviewing their portfolio strategy to stay on track. By doing this, HR can respond quickly to disruptions, use resources more effectively and demonstrate measurable impact.

CHROs who act now will strengthen HR’s credibility, improve alignment with business strategy and position HR to capture AI-driven value. Those who wait risk misaligned investment, widening capability gaps and losing influence in key business decisions.





# Key steps to developing an HR strategy





Document and communicate your HR strategy

# One-page template to capture your strategic plan for easy communication



 <p><b>Vision statement</b> State where the organization wants to go and what you want to accomplish.</p> <p><b>Example:</b> Manage investments in people and technology while cultivating a positive culture and employee experience.</p>	 <p><b>Key take-aways</b> Develop a concise statement to summarize the essence of the plan, the target state and required initiatives.</p> <p><b>Example:</b> Implement a formal development program to build employees’ digital dexterity, redeploy strategic noncritical talent and identify current employees’ skills in the workforce.</p>
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Current state	Plan	Future state
<p><b>4 to 7 key metrics characterizing your current state</b></p> <p><b>Do</b></p> <ul style="list-style-type: none"> <li>Accurately measure the organization’s baseline and progress toward target state.</li> <li>Capture risks to achieving mission-critical business priorities.</li> </ul> <p><b>Don’t</b></p> <ul style="list-style-type: none"> <li>Create overly detailed metrics related to day-to-day performance.</li> </ul> <p><b>Example:</b> Retention rate for critical talent – 60%</p> <p><b>Example:</b> Successor coverage for critical positions – 60%</p>	<p><b>4 to 7 initiatives required to achieve the target end state</b></p> <p><b>Do</b></p> <ul style="list-style-type: none"> <li>Reconcile conflicting views.</li> <li>Build strong buy-in.</li> <li>Focus resources and attention.</li> </ul> <p><b>Don’t</b></p> <ul style="list-style-type: none"> <li>Push ahead without consensus and buy-in.</li> </ul> <p><b>Example:</b> Embed new hybrid work model to drive productivity.</p> <p><b>Example:</b> Launch new employment value proposition to attract new digital skill sets.</p> <hr/> <p><b>4 to 7 assumptions that must be true for the plan to succeed</b></p> <p><b>Do</b></p> <ul style="list-style-type: none"> <li>Communicate explicitly.</li> <li>Specify quantifiable thresholds.</li> <li>Allow for real-time course corrections.</li> </ul> <p><b>Don’t</b></p> <ul style="list-style-type: none"> <li>Create confusion or disagreement around basis of strategy.</li> <li>Omit risks that must be mitigated.</li> </ul> <p><b>Example:</b> Digital skill sets may only be available in labor markets outside our core locations.</p> <p><b>Example:</b> Budgets for additional reward packages will remain constrained.</p>	<p><b>4 to 7 key metrics characterizing your target state</b></p> <p><b>Do</b></p> <ul style="list-style-type: none"> <li>Describe the organization’s desired end state.</li> <li>Set goals to determine when the end state will be reached.</li> </ul> <p><b>Don’t</b></p> <ul style="list-style-type: none"> <li>Target scenarios too distant from the current state.</li> </ul> <p><b>Example:</b> Retention rate for critical talent – 85% within 6 months</p> <p><b>Example:</b> Successor coverage for critical positions – 95% by end of 20XX</p>



Document and communicate your HR strategy

# One-page template to capture your strategic plan for easy communication

 Vision statement		 Key take-aways	
<b>Current state</b>	<b>Plan</b>		<b>Future state</b>
4 to 7 key metrics characterizing your current state	4 to 7 initiatives required to achieve the target end state		4 to 7 key metrics characterizing your target state
	4 to 7 assumptions that must be true for the plan to succeed		

# Creating an HR strategy with Gartner support



## Discovery

## Design

## Delivery

Identify business scenarios

Assess HR's capabilities

Create the HR strategy

Identify key metrics

Communicate the HR strategy

Implement and revisit priorities



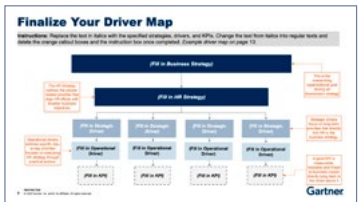
Insights: 9 Future of Work Trends for 2026 ↗



Tool: HR Score ↗



Accelerator: Create a Business-Aligned HR Strategy ↗



Tool: Align HR Strategy Metrics With Business Strategy ↗



Tool: Template for Presenting HR's Strategy to the Board ↗



Tool: Assess Risks to Stakeholder Commitment for HR Strategic Plans ↗

## Talk to a Gartner analyst

Work with an analyst to understand the approach to scenario planning and determine which external trends have the most impact on organizational strategies and talent.

Get an analyst-led debrief of the results of the HR Score and the B&S Benchmarking assessment. Partner on understanding business leader feedback on your priorities.

Work with analysts to identify common action steps and initiatives that other HR functions have taken in similar scenarios.

Collaborate with a Gartner analyst to establish triggers and select metrics to measure the success and impact of your HR strategy.

Get your strategy documents and communication plans reviewed by an analyst to refine your messaging and get sustained commitment.

Work with analysts to debrief HR Score results and leverage Gartner “Paths to Maturity” to take the right steps toward successful implementation.

# Connect with us

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