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The Top Priorities for HR Leaders in 2021



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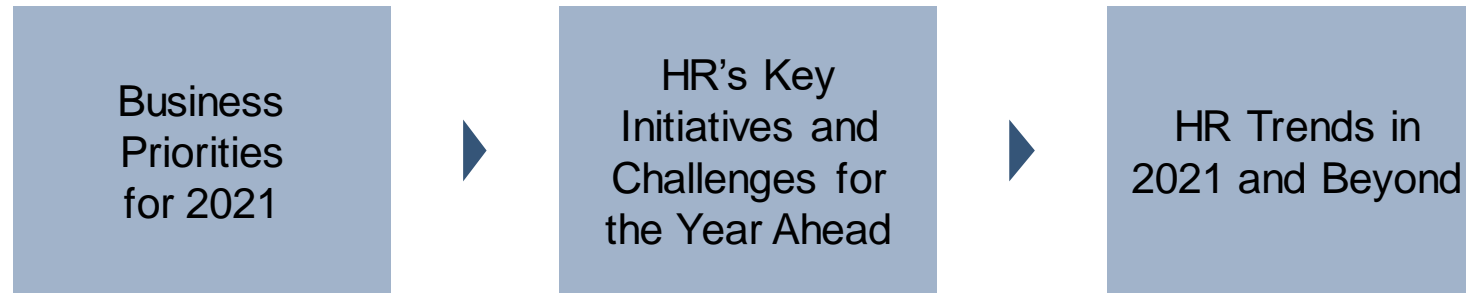


Mark Whittle

VP, Advisory



Roadmap



Polling Question 1 of 2

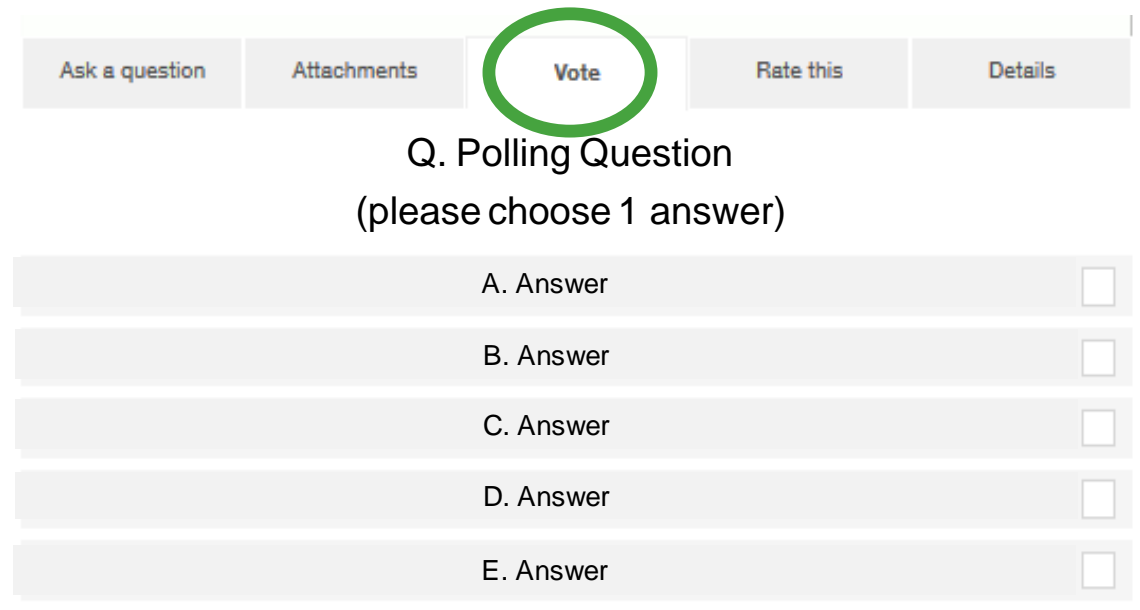
In an environment of ongoing disruption and uncertainty, how are you thinking about the value of setting annual HR priorities?

- A. Annual HR priority setting should continue to be the main driver**
- B. Annual HR priorities should be complemented with semiannual or quarterly reviews**
- C. Annual HR priorities should be replaced by quarterly HR priorities**
- D. HR priority setting should be monthly or ad-hoc**

How to participate in our polling

If you are in full screen mode – click Esc
The poll question is on the “Vote” tab.
Please click the box to make your selection.
Upon voting you will see the results.

Thank you!



The screenshot shows a navigation bar with five tabs: 'Ask a question', 'Attachments', 'Vote', 'Rate this', and 'Details'. The 'Vote' tab is highlighted with a green circle. Below the tabs, the question 'Q. Polling Question' is displayed with the instruction '(please choose 1 answer)'. There are five answer options, each with a radio button: 'A. Answer', 'B. Answer', 'C. Answer', 'D. Answer', and 'E. Answer'.

Roadmap

**Business
Priorities
for 2021**



HR's Key
Initiatives and
Challenges for
the Year Ahead



HR Trends in
2021 and Beyond

Gartner's 2021 HR Priorities Survey

We surveyed executives across multiple HR leadership roles to assess their priorities and expected challenges in 2021.

- 800+ participating
- 60 countries
- All major industries represented

Participation by Role



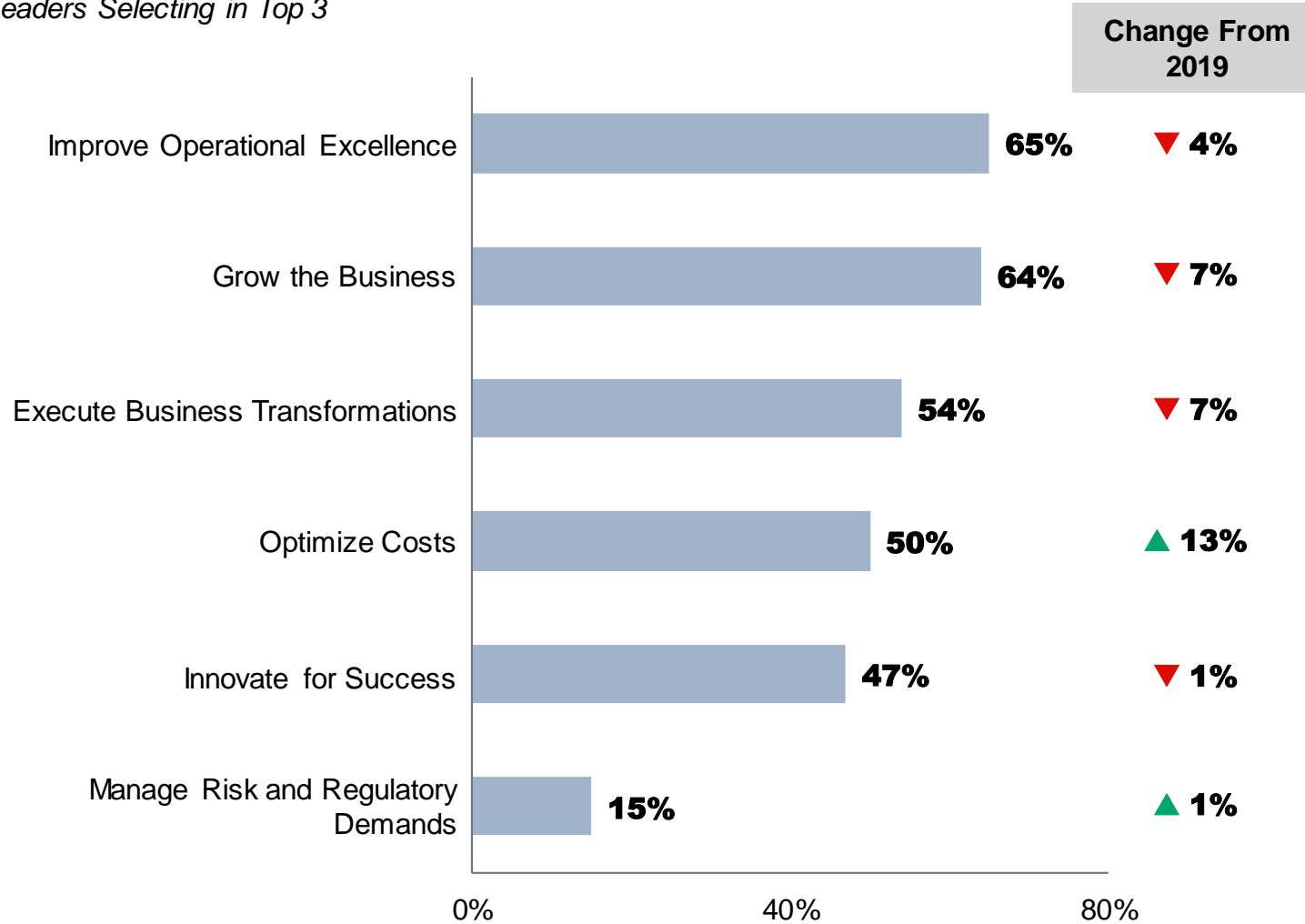
n = 874 HR Leaders

Source: 2021 Gartner HR Priorities Survey

Organizations Prioritize Growth, But Costs In Greater Focus

Top Organizational Priorities for 2021

Percentage of HR Leaders Selecting in Top 3



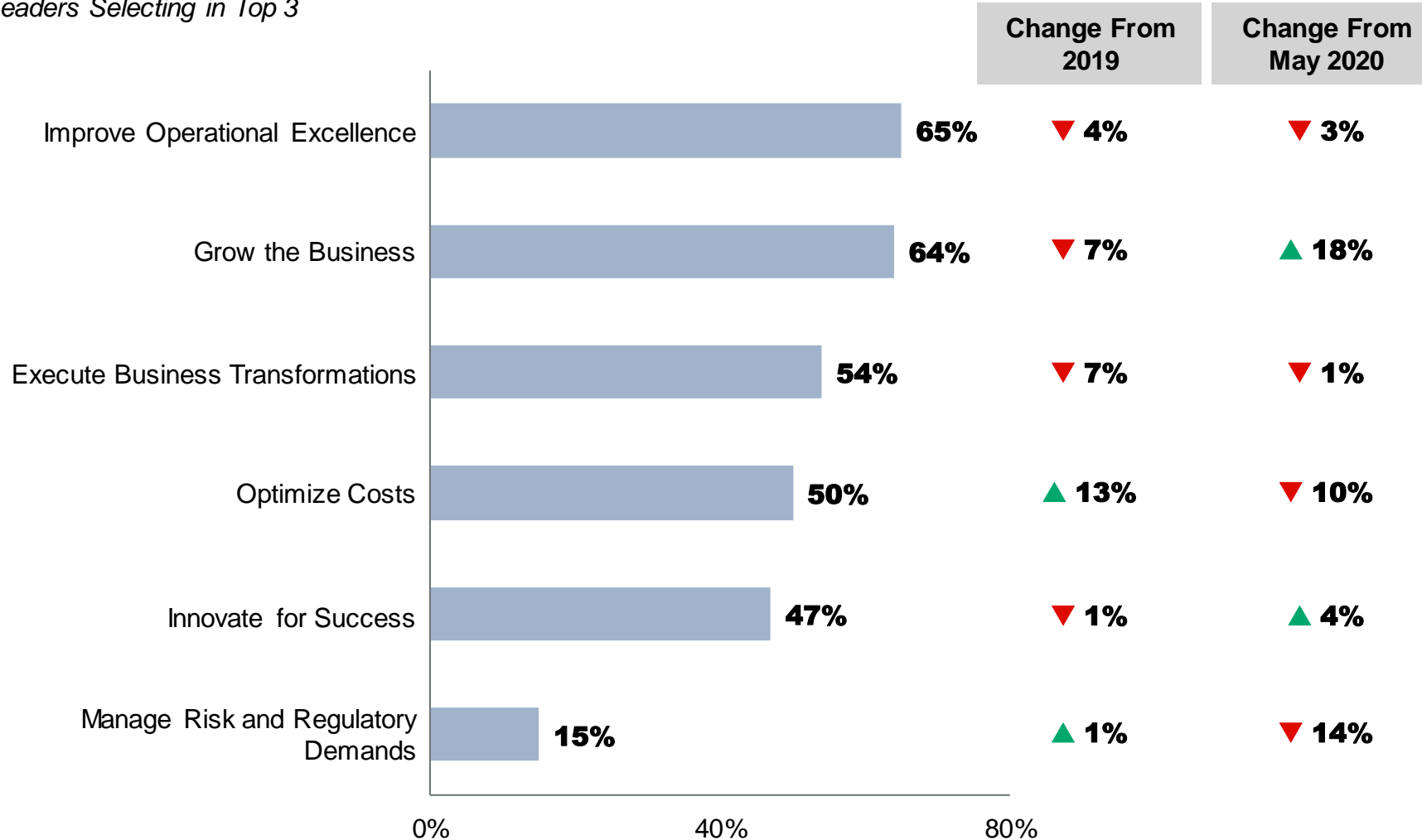
n = 874 HR Leaders

Source: 2021 Gartner HR Priorities Survey

Organizations Prioritize Growth, But Costs In Greater Focus

Top Organizational Priorities for 2021

Percentage of HR Leaders Selecting in Top 3



n = 874 HR Leaders

Source: 2021 Gartner HR Priorities Survey

Top Ten HR Key Initiatives For 2021

Top Key Initiatives Selected by HR Leaders to Support Their Organizational Priorities

Top 10 Key Initiatives for 2021	Percentage of HR Leaders Prioritizing
1 Building critical skills and competencies	68%
2 Organizational design and change management	46%
3 Current and future leadership bench	44%
4 Future of work	32%
5 Employee experience	28%
6 Diversity and inclusion	26%
7 Technology for my function	20%
8 Performance management	19%
9 Recruiting	18%
10 Strategy and management of my function	17%

n = 767 HR Leaders

Source: 2021 Gartner HR Priorities Survey

Polling Question 2 of 2

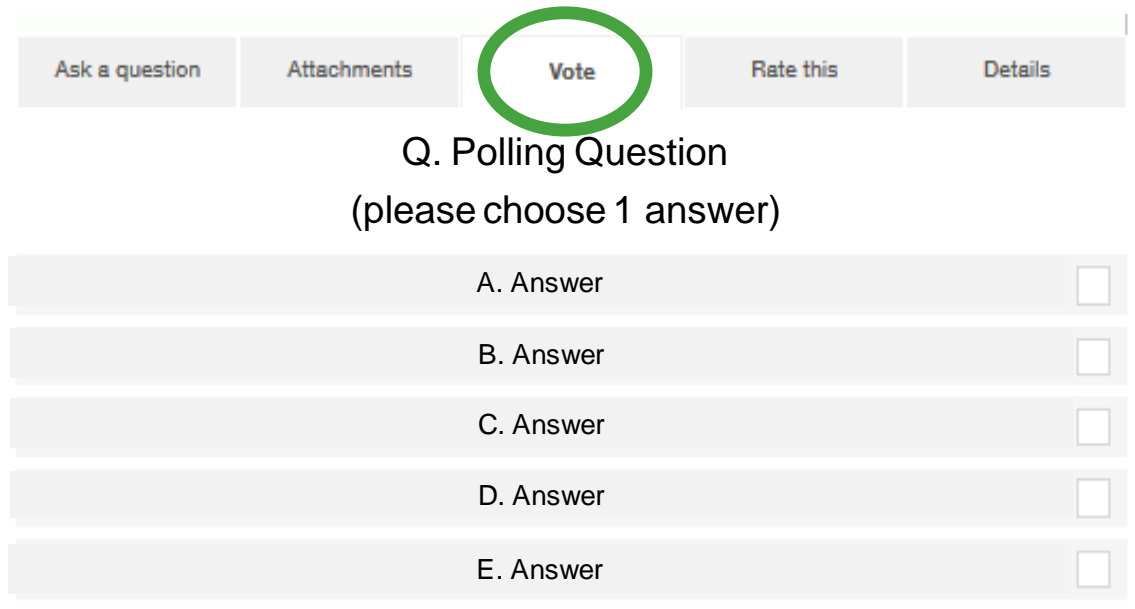
What is your top HR priority for 2020?

- A. Building Critical Skills and Competencies
- B. Current and Future Leadership Bench
- C. Diversity and Inclusion
- D. Employee Experience
- E. Future of Work

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A. Answer	<input type="checkbox"/>
B. Answer	<input type="checkbox"/>
C. Answer	<input type="checkbox"/>
D. Answer	<input type="checkbox"/>
E. Answer	<input type="checkbox"/>

Top Challenge in Each Top KI

Top Challenges Reported by HR Leaders

Building Critical Skills and Competencies

"We don't know what skill gaps our current employees have."



Organizational Design and Change Management

"Our managers aren't equipped to lead change."



Current and Future Leadership Bench

"Our leadership bench is not diverse."



Future of Work

"We do not have an explicit future of work strategy."



Employee Experience

"Our employee engagement and employee experience strategies are not working."



Roadmap

Business
Priorities
for 2021



**HR's Key
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HR Trends in
2021 and Beyond

Roadmap

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HR Trends in
2021 and Beyond

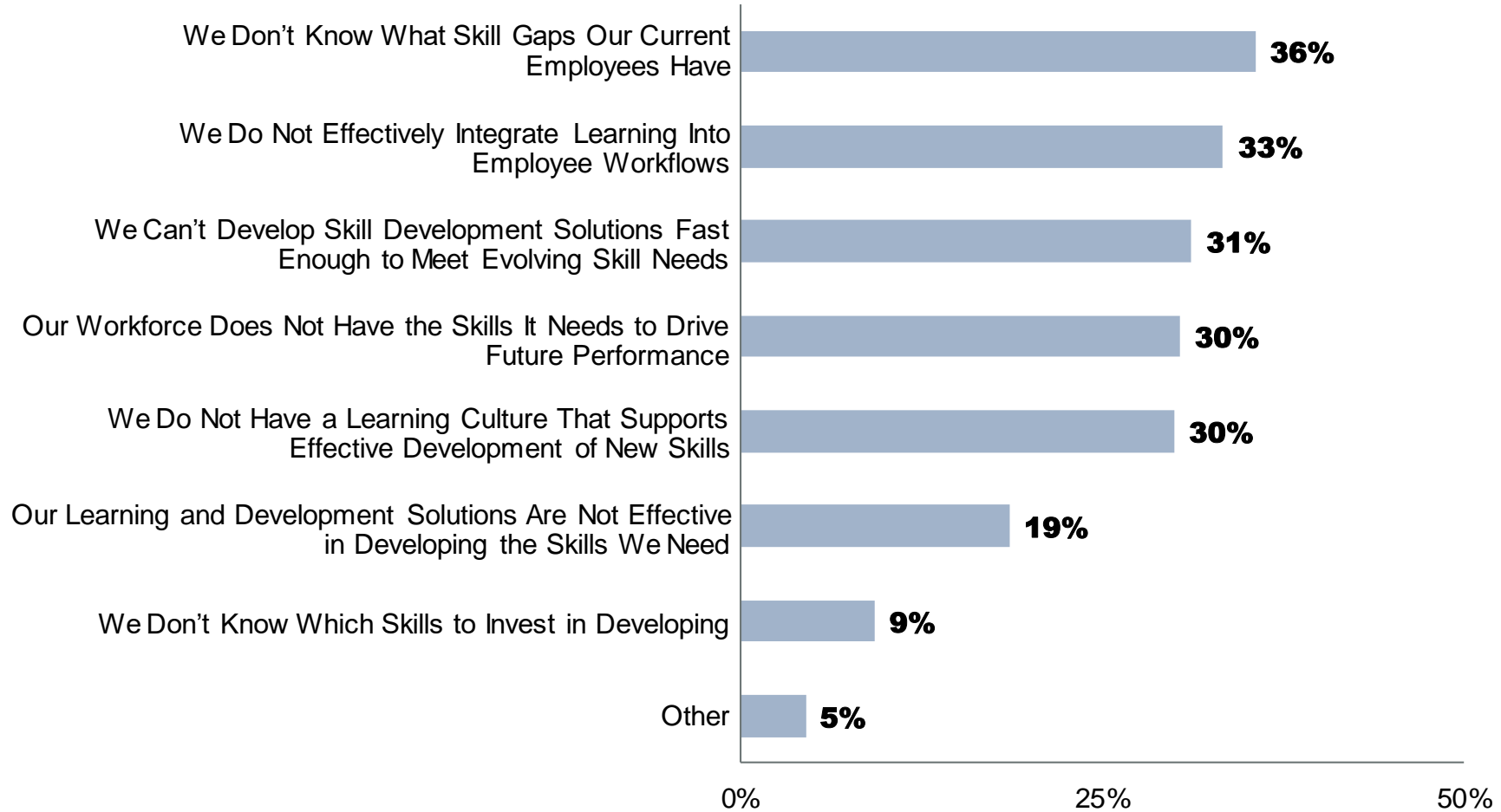
Top 5 Key Initiatives

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- 2 Organizational Design and Change Management
- 3 Current and Future Leadership Bench
- 4 Future of Work
- 5 Employee Experience

Problem Today: Skills Gaps Expanding

Top Problems for HR Leaders

Percentage of HR Leaders, Among Those Selecting “Building Critical Skills and Competencies”

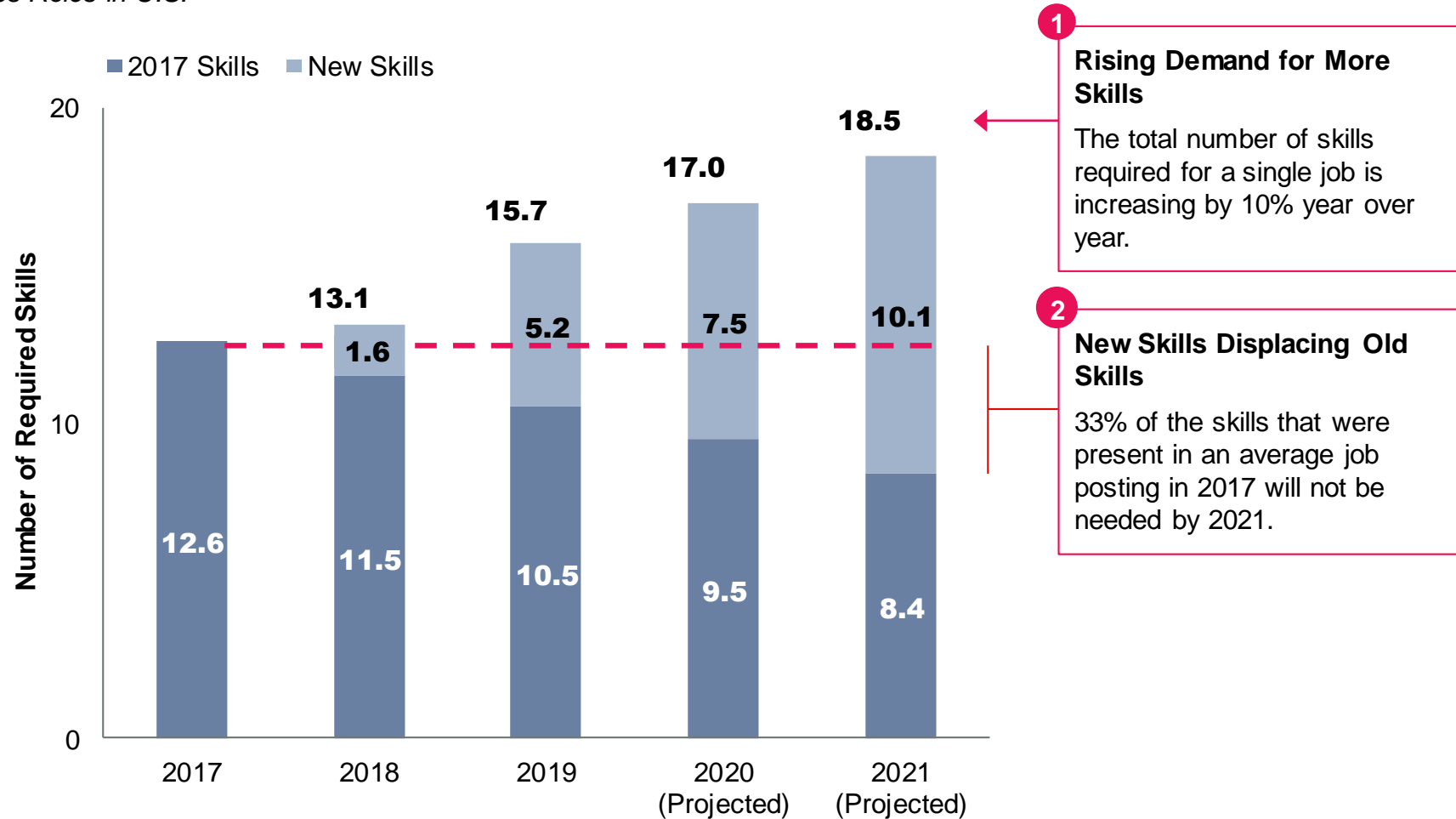


n = 506 HR Leaders

Source: 2021 Gartner HR Priorities Survey

More Skills and New Skills

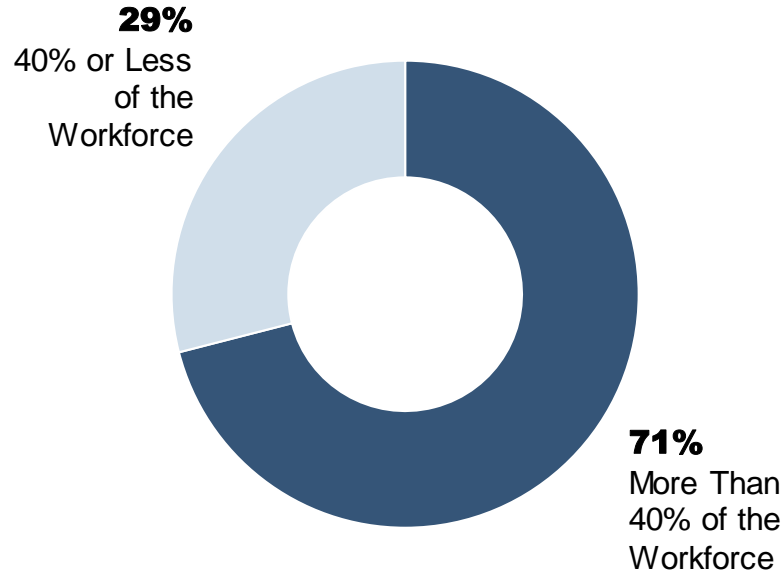
Average Skills Required per Job Posting
IT, Finance and Sales Roles in U.S.



n = 13,166,410 (2019); 12,008,840 (2018); 9,991,265 (2017) job postings
Source: Gartner TalentNeuron

Employees Have Had to Reskill More Quickly

Percentage of the Workforce That Has to Use New Skills as a Result of COVID-19



n = 113 L&D professionals
Source: Gartner Coronavirus Polling on Learning and Development



"I moved into a new role because of layoffs."



"My organization had to redeploy my team to another area of the business. I am in a brand new role for me."



"I have never worked virtually before and am now managing a remote team."



"I have had new responsibilities added to my plate because we are short-staffed but I don't have experience with these tasks."



"My company is cross-training us on different roles in case a colleague gets sick or everyone can't come in at the same time."

Emerging, Evolving and Expiring Skills

Selected Examples of Reskilling Needs



Emerging Skills

- Amazon Web Services
- Artificial Intelligence
- Robotic Process Automation



Evolving Skills

- Virtual Team Collaboration
- Java
- Quantitative Modeling



Expiring Skills

- Numeracy and cashiering
- Manual product sorting
- Linux

n = 6,510 Employees

Source: 2020 Gartner Shifting Skills Survey

From Predictive to Dynamic

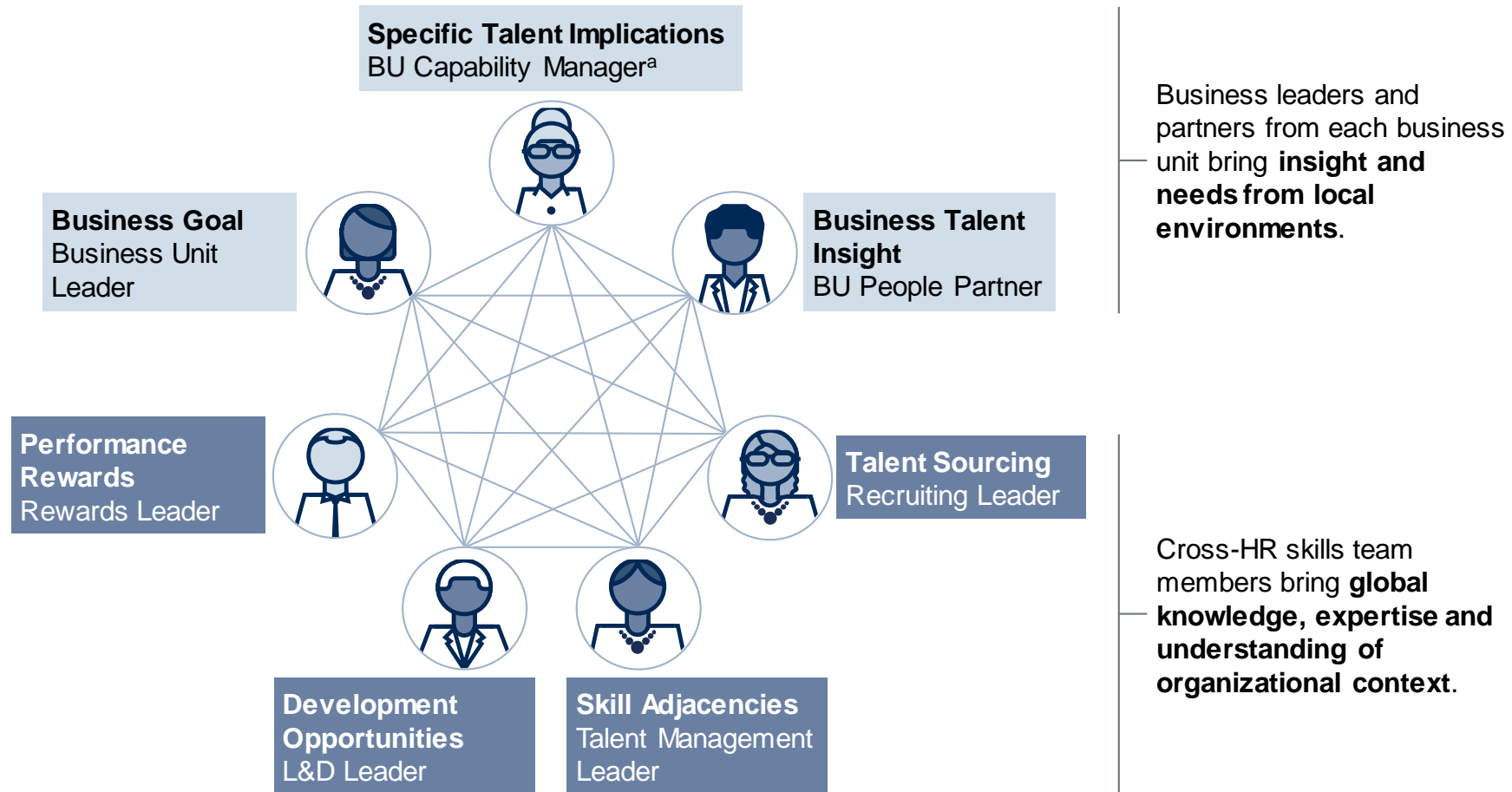
Goals of Predictive and Dynamic Skills Approaches

	Predictive	Dynamic
Who	✗ The learning and development function is primarily responsible for addressing organizational skill needs.	✓ HR facilitates a collaborative network of cross-organizational skills stakeholders to sense and monitor shifting skills.
What	✗ Focused on identifying a fixed set of future skills.	✓ Focused on implementing transparent systems and strategies to nimbly respond to any skill need as it arises.
Why	✗ Develop future skills before shortages arise.	✓ Prepare employees to pivot skills as needs clarify.
How	✗ Develop new learning solutions that target future skill needs.	✓ Leverage existing resources to iterate and course correct solutions to fit today's environment.
Motto	"No room for error, we strive to get ahead of the skills we think you'll need."	"Ready to be wrong, we're optimized toward always-on sense and response."

Source: Gartner

Collaborate on Strategy and Skill Implications

Key Insights of Cross-HR Skills Team Members



Source: Adapted From Lloyds Banking Group

^a The **Capability Manager** sits in the business unit, has HR knowledge and has time to document the skill implications of business goals.

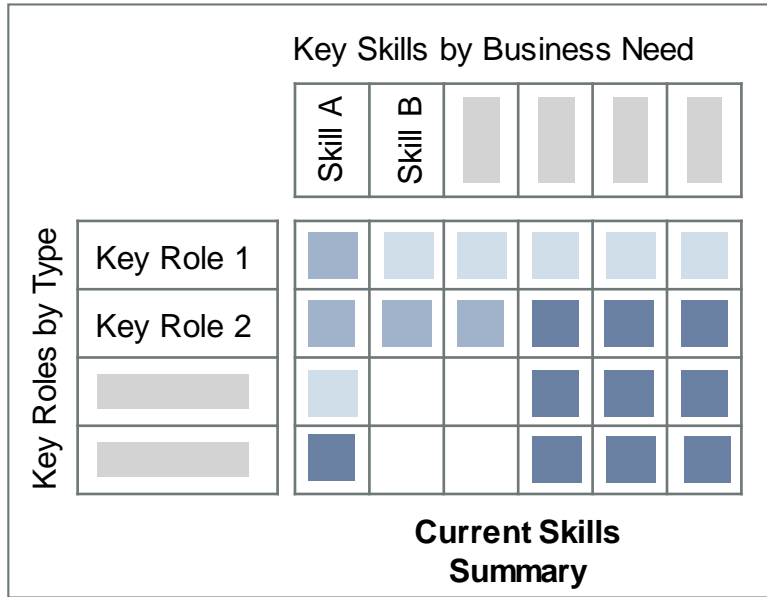


Provide Flexible Planning Inputs and Interventions

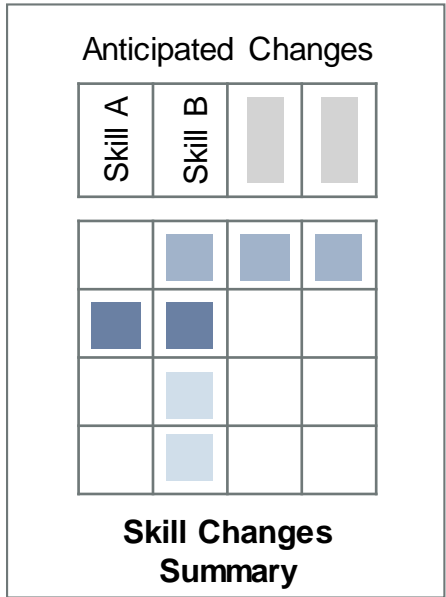
Business Unit Skill Planning Assessment

Illustrative

1 Establish a Simple Baseline of Current Skills



2 Identify Changes From Baseline to Fulfill Strategy



- Advanced Proficiency
- Basic Proficiency
- Intermediate Proficiency
- Skill not relevant to role

Source: Adapted From Lloyds Banking Group

Hallmarks of Flexible Skill Planning Inputs

- ✓ **Directional:** Assessment includes only key roles (e.g., more than 50 employees) and key skills for each business unit.
- ✓ **Imperfect:** Business leaders estimate skill proficiency using a simple scale.
- ✓ **Iterative:** Capability Managers test and validate skill implications with business leaders.



Roadmap

Business
Priorities
for 2021



**HR's Key
Initiatives and
Challenges for
the Year Ahead**



HR Trends in
2021 and Beyond

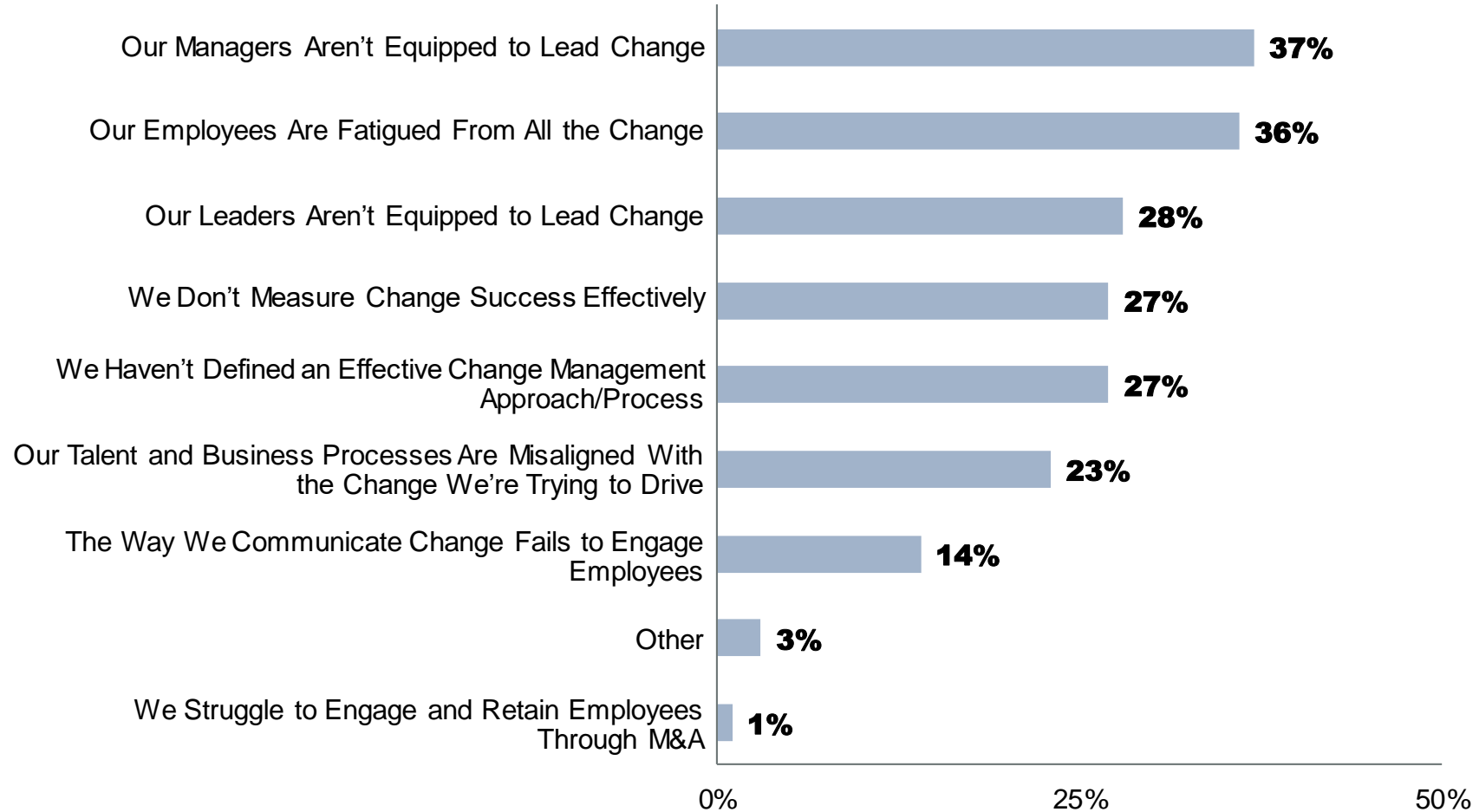
Top 5 Key Initiatives

- 1 Building Critical Skills and Competencies
- 2 Organizational Design and Change Management**
- 3 Current and Future Leadership Bench
- 4 Future of Work
- 5 Employee Experience

Problem Today: Failure to Handle Change

Top Problems for HR Leaders

Percentage of HR Leaders, Among Those Selecting “Organization Design and Change Management”



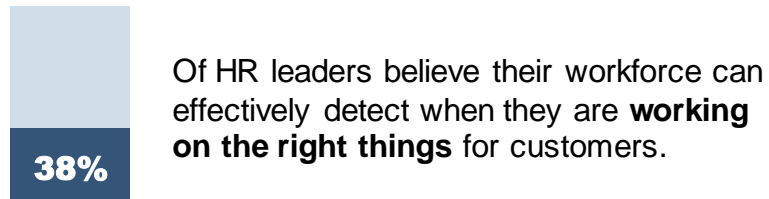
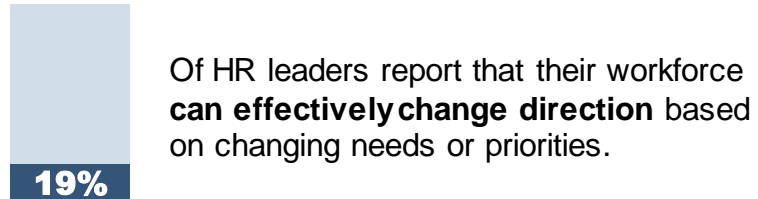
n = 339 HR Leaders

Source: 2021 Gartner HR Priorities Survey

Widespread Struggle to Respond to Changing Needs

HR and Employee Perceptions

Few **HR leaders** report that their organizations quickly respond to changing needs

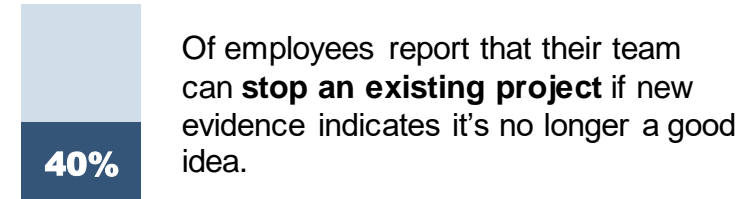
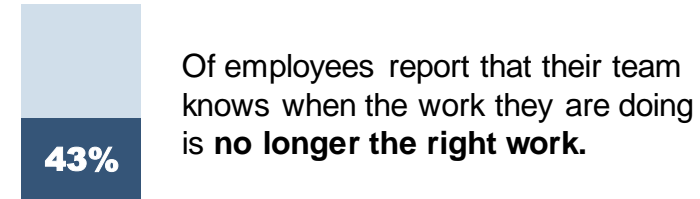


n = 71 leaders

Source: 2020 Gartner Workforce Responsiveness Survey for HR Leaders

Note: The remaining parts of each graph represent the HR leaders that think otherwise.

Employees report the same problems in their teams



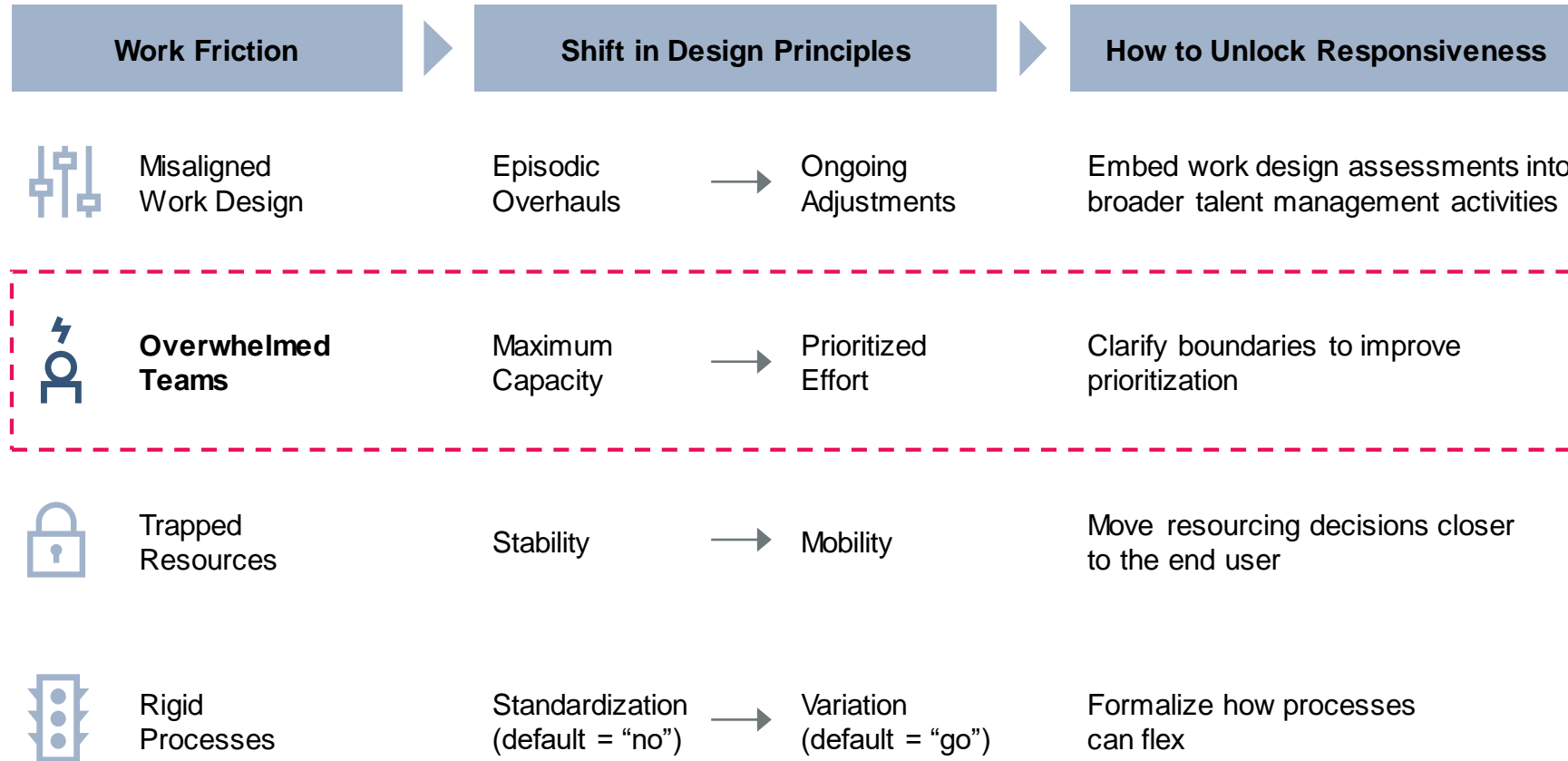
n = 5,003

Source: 2020 Gartner Workforce Responsiveness Survey

Note: The remaining parts of each graph represent the employees that think otherwise.

Four Key Causes of Work Friction

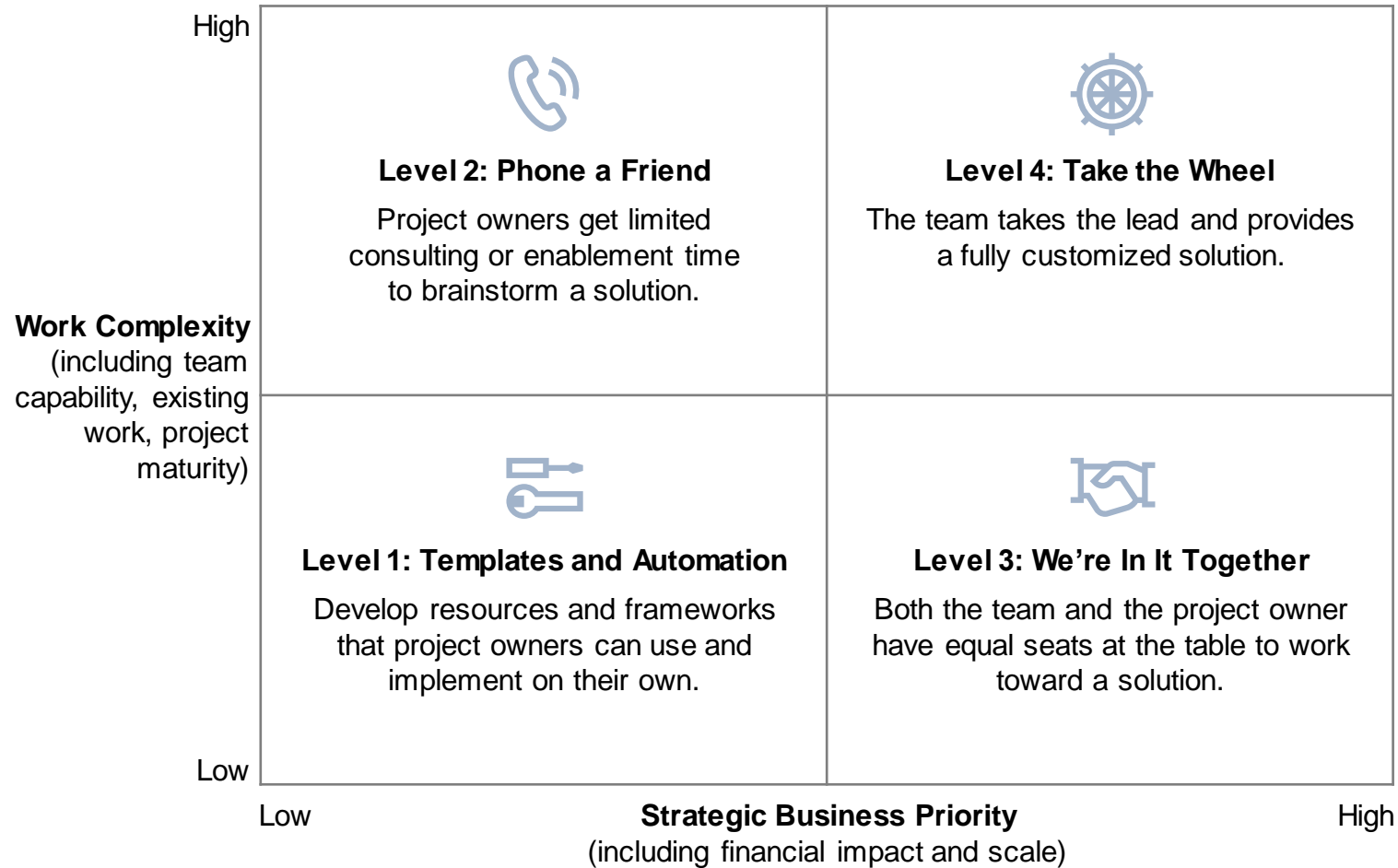
Four Key Work Design Shifts



Source: Gartner

Invest Effort Proportionate to Potential Business Impact

Workday's Effort Tier Criteria



Source: Adapted From Workday



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HR Trends in
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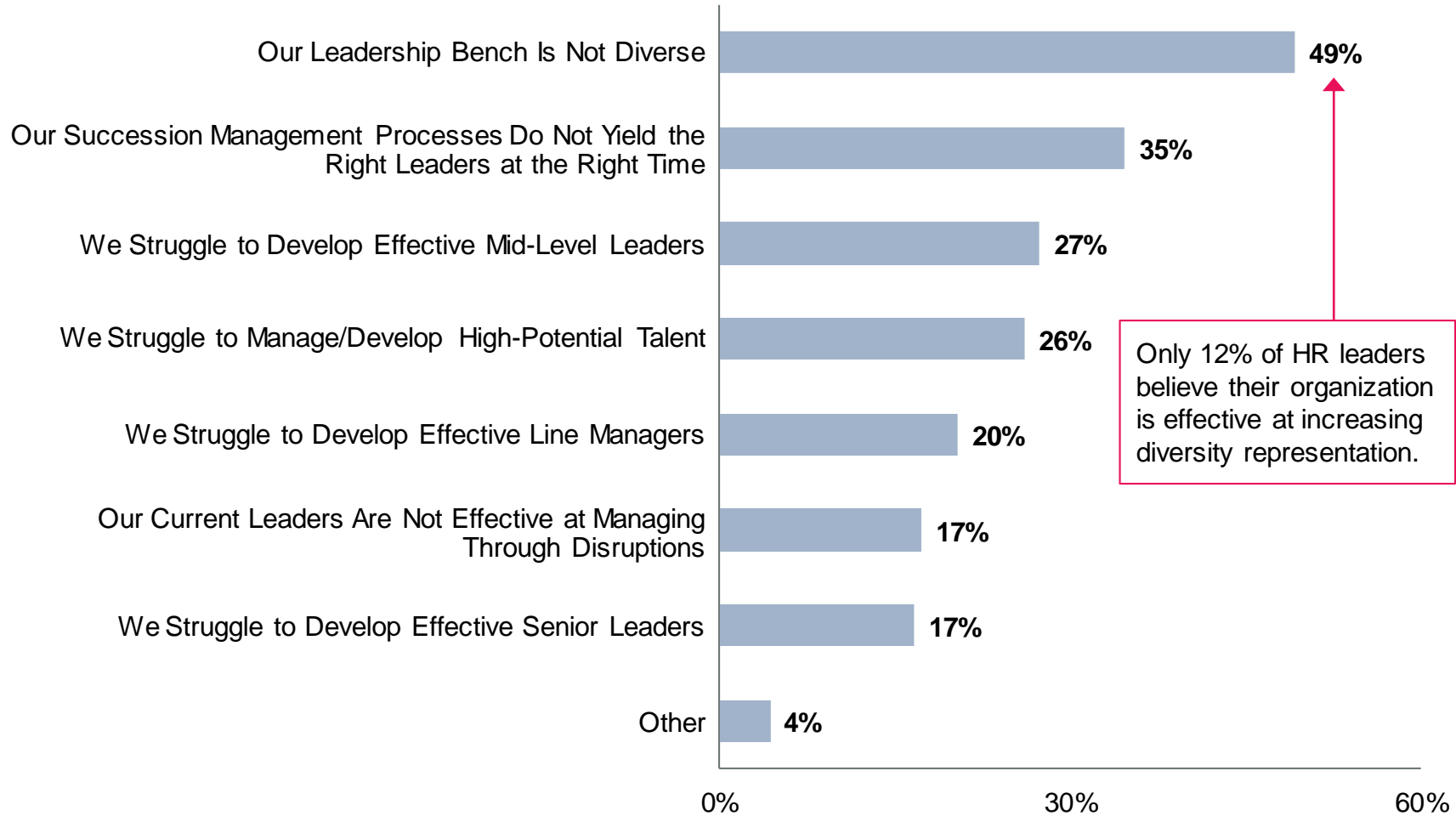
Top 5 Key Initiatives

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- 5 Employee Experience

Problem Today: Advancing the Right Talent

Top Problems for HR Leaders

Percentage of HR Leaders, Among Those Selecting “Current and Future Leadership Bench”



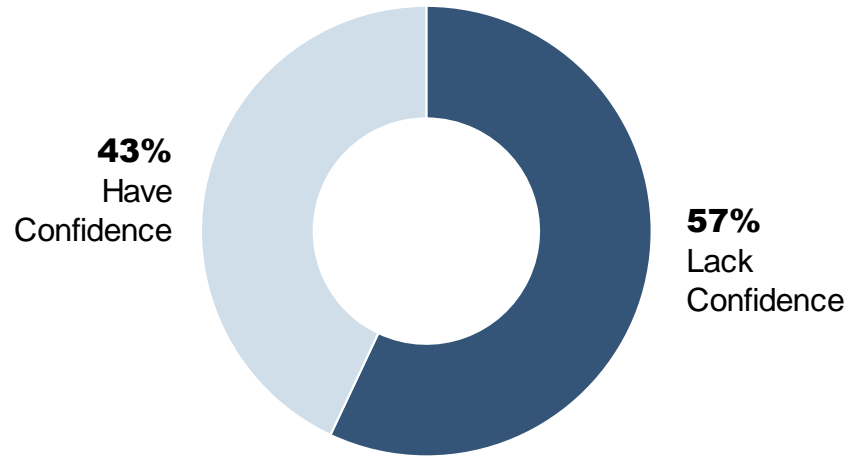
n = 329 HR Leaders

Source: 2021 Gartner HR Priorities Survey

A Crisis of Confidence and Trust

Manager Confidence in Developing the Skills Employees Need Today

Percentage of Managers

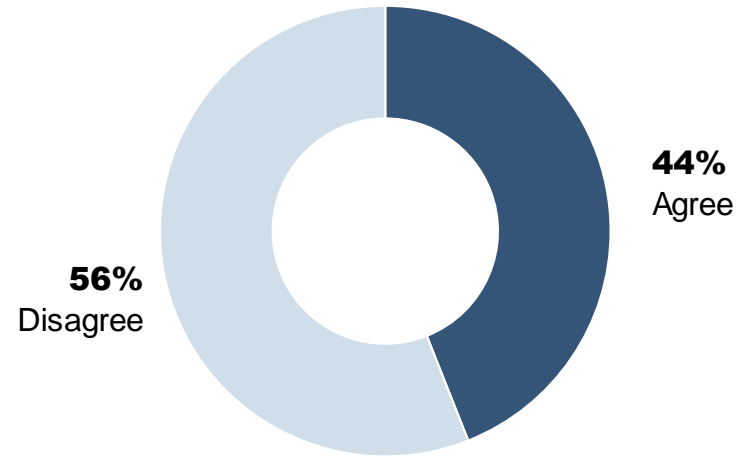


n = 355

Source: 2020 Gartner Leadership Survey for Managers

"I trust my organization's leaders and managers to navigate a crisis well."

Percentage of Employees



n = 839

Source: 2020 Gartner Leadership Survey for Employees

Lack of Advancement Driven by Organizational Barriers

Primary Barriers to Lack of Advancement of Underrepresented Talent



Unclear career paths and steps to advancement



Not enough exposure to senior leaders



Lack of mentors or career support

n = 113 HR Leaders

Source: 2020 Gartner Advancing Underrepresented Talent Survey

“Our systems and processes are designed for the majority group. For us to increase diversity representation at the top, we need to **mitigate bias and address other organizational barriers** to create an equal opportunity for advancement.”

HR Leader, Mining Organization

Benefits of Diversity Networking

Correlation between Diversity Networking and Talent and Business Outcomes

Compared to organizations that are not using diversity networking programs, those that are using them are ...



1.3x likely to report they are effective at **increasing diverse employee engagement.**



2.0x likely to report they are effective at **improving organizational inclusion.**



3.4x likely to report they are effective at **increasing opportunities for talent mobility.**

n = 113 HR leaders

Source: 2020 Gartner Advancing Underrepresented Talent Survey

Equip Employees to Network

Fortive's 10 Cups Networking Framework

10 Cups Initiative		FORTIVE
Networking With Purpose: To broaden our networking circle, it is important to be intentional and purposeful when thinking of who to reach out to. Here are general guidelines to consider as you continue to evolve your networking circle (virtual networking is also strongly encouraged).		
3 Types of Networks You Need to Succeed <ul style="list-style-type: none">• Operational: individuals who help you get the job done.• Strategic: individuals who will provide you insights and knowledge into the opportunities, threats and challenges that are associated with your business so you can effectively prepare for the future.• Development: who do you need to know to help you continue to grow, who you know determines what you get to do, and what you get to do will determine what you get to know.		
3 Rules to Networking at Work <ul style="list-style-type: none">• Build outward, not inward.• Go for diversity, not size.• Go beyond familiar faces.	3 Tips for Better Networking <ul style="list-style-type: none">• Don't be self-promoting.• Don't be afraid to ask, and be ready to give.• Always say thank you.	
For the Introvert Get out of your Comfort Zone: A Guide for the Terrified Developing the courage to take a leap into networking can be overwhelming for some but necessary. Moving beyond our comfort zones is how we can best learn and grow. Here are two ways to get past your fears of networking. <ul style="list-style-type: none">• Understand what's in it for you to motivate yourself.• Customize your approach so that it works for you.		

Source: Adapted From Fortive

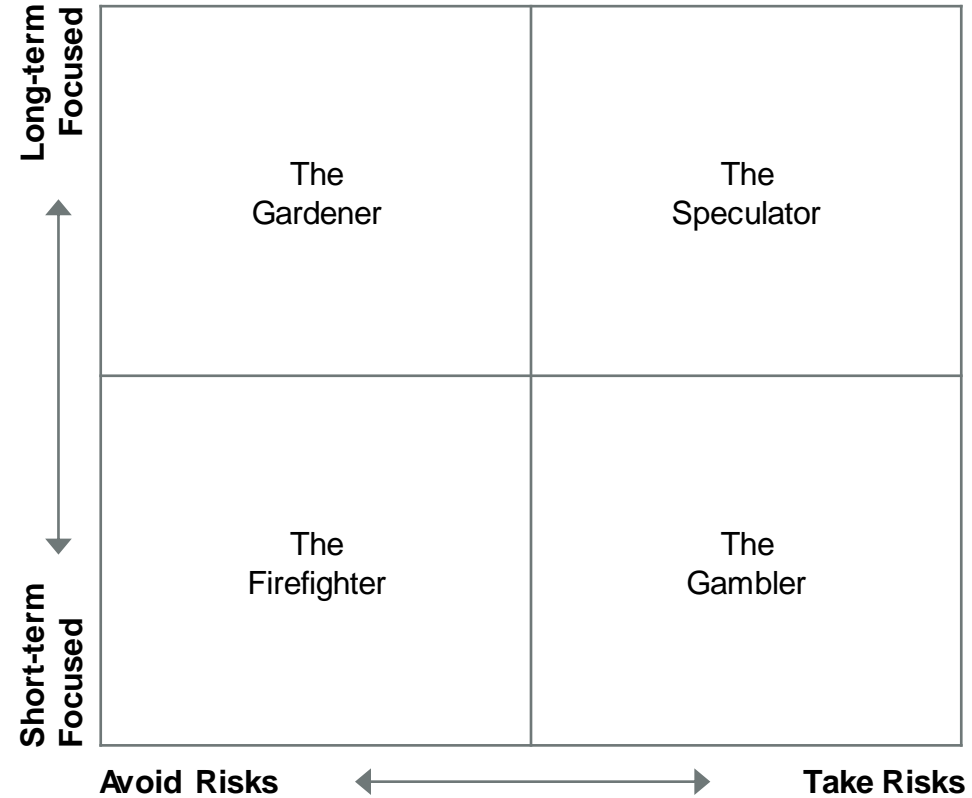
1 Demystify Effective Networking: Fortive teaches employees how to build different types of networks based on their needs and to connect with others who are diverse and unfamiliar.

2 Customize Networking Support: Fortive provides employees with ways to tailor their networking approach based on their different communication styles and personalities.



Diverse Leadership Mentality

Overview of Aviva's Individual Growth Profiles



To facilitate the desired discussion, personas are aligned to relevant dynamics (like risk-taking appetite).

Source: Adapted From Aviva



Roadmap

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Priorities
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HR Trends in
2021 and Beyond

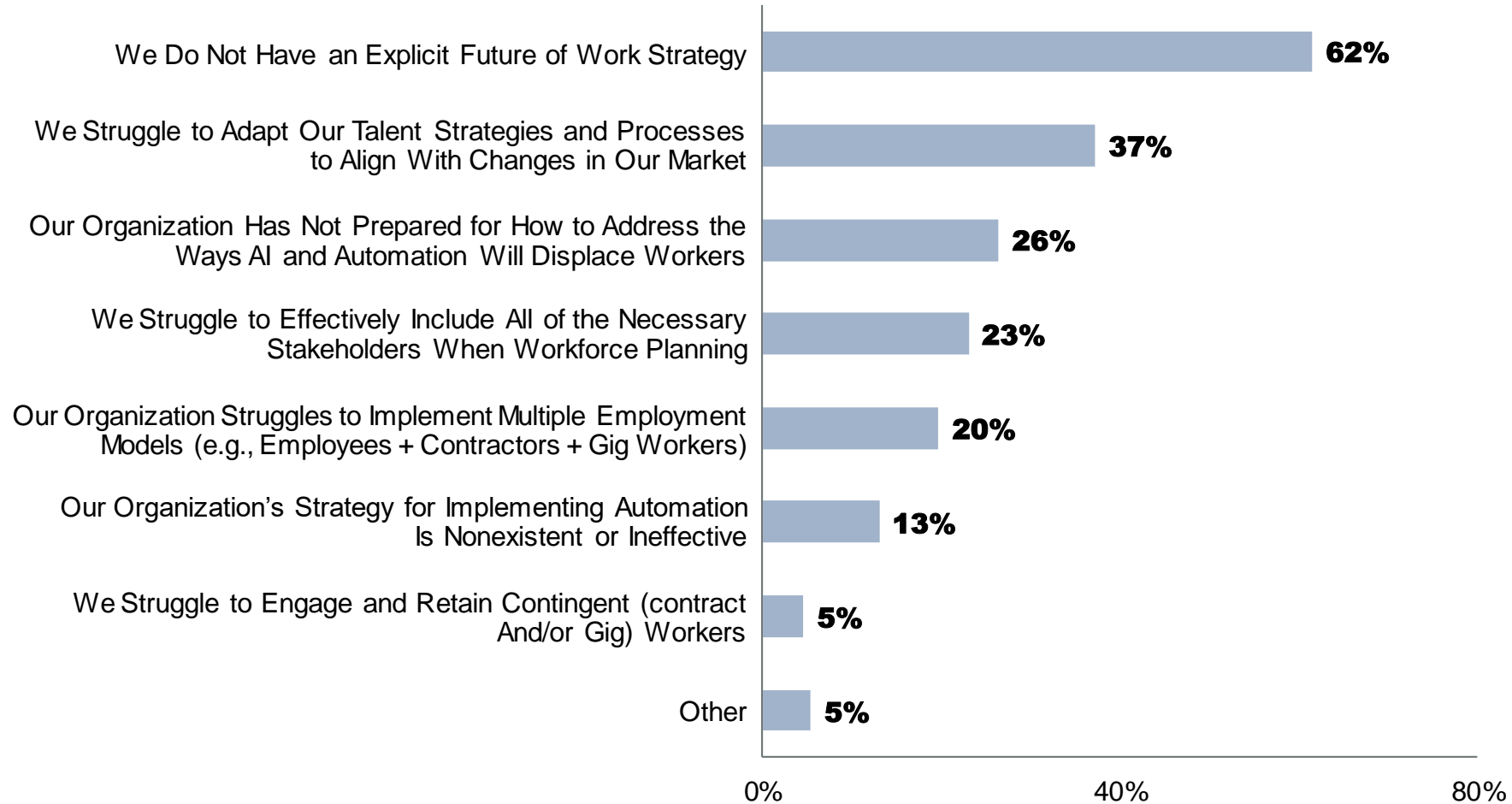
Top 5 Key Initiatives

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Problem Today: Knowing Where to Start

Top Problems for HR Leaders

Percentage of HR Leaders, Among Those Selecting “Future of Work”

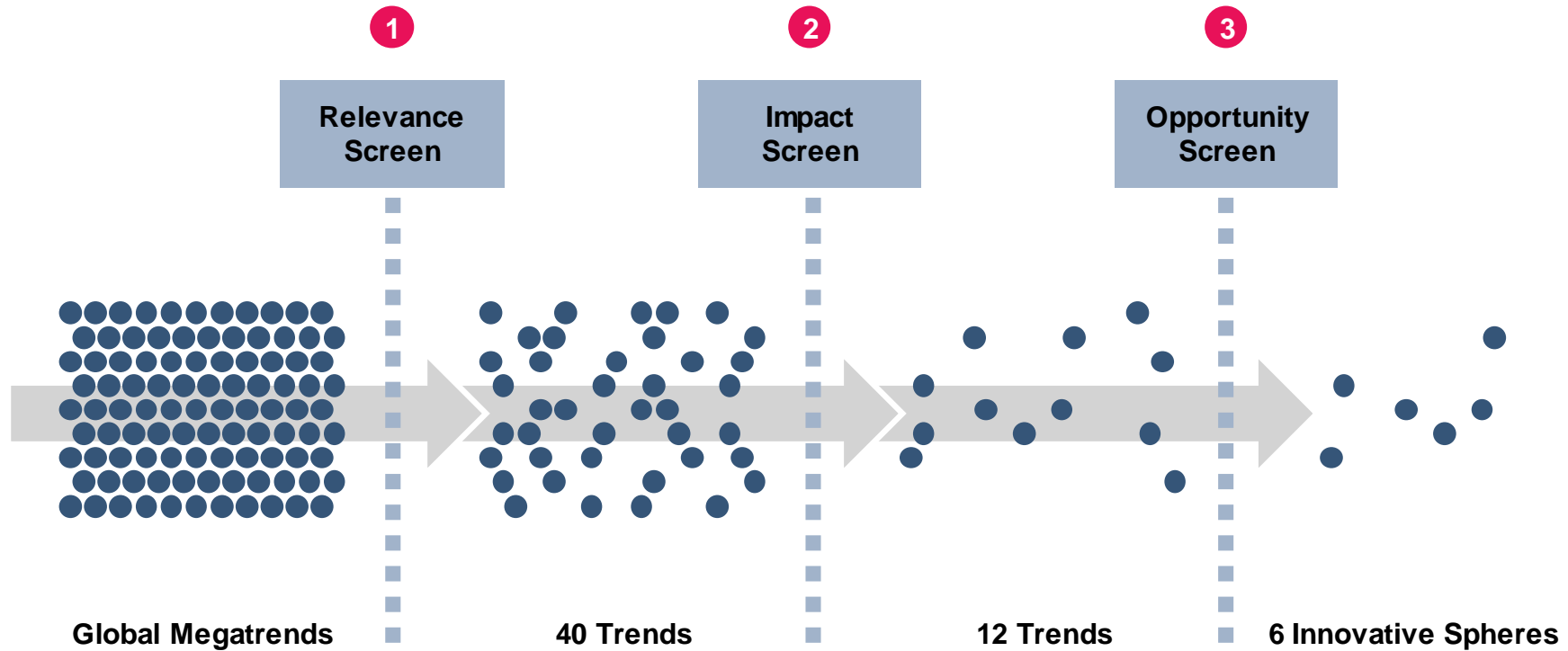


n = 239 HR Leaders

Source: 2021 Gartner HR Priorities Survey

Identify Future of Work Trends Relevant to the Business

3 Screens to Test for the Growth Potential of Megatrends

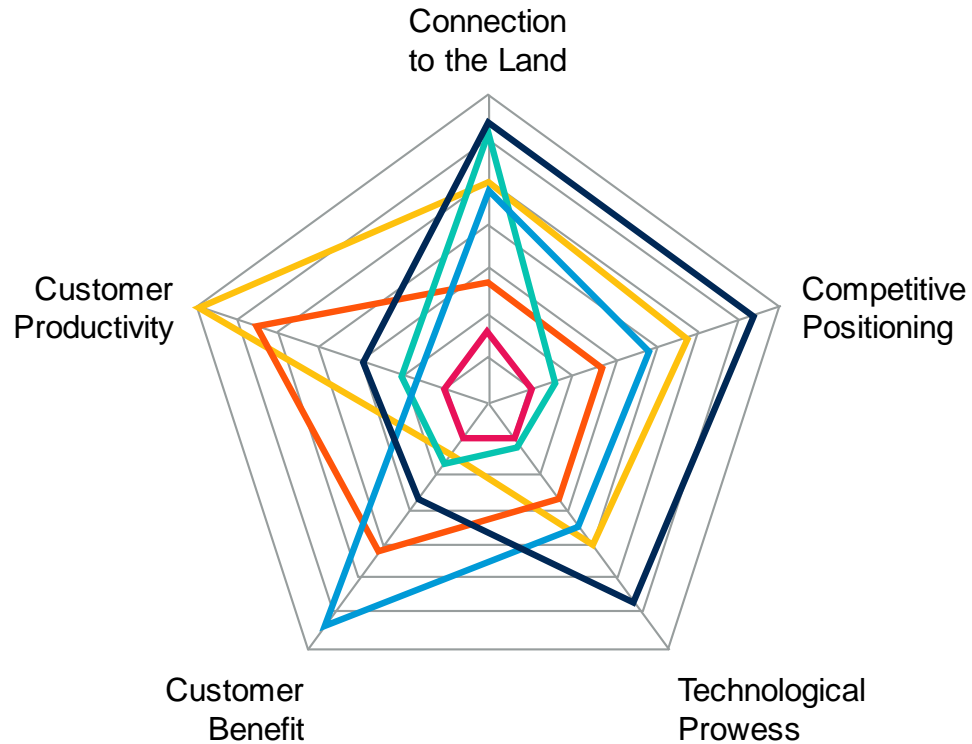


Source: Adapted From John Deere



Assess Impact on Organization's Core Competencies

Core Impact Assessment
Illustrative



Trends

- 1. Unethical Use of Employee Data
- 2. Falling Barriers to Access
- 3. Automation of the Manager Role
- 4. Elimination of On-the-Job Learning
- 5. Radical Transparency
- 6. Rising Demand for Remote Work

Source: Adapted From John Deere



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HR Trends in
2021 and Beyond

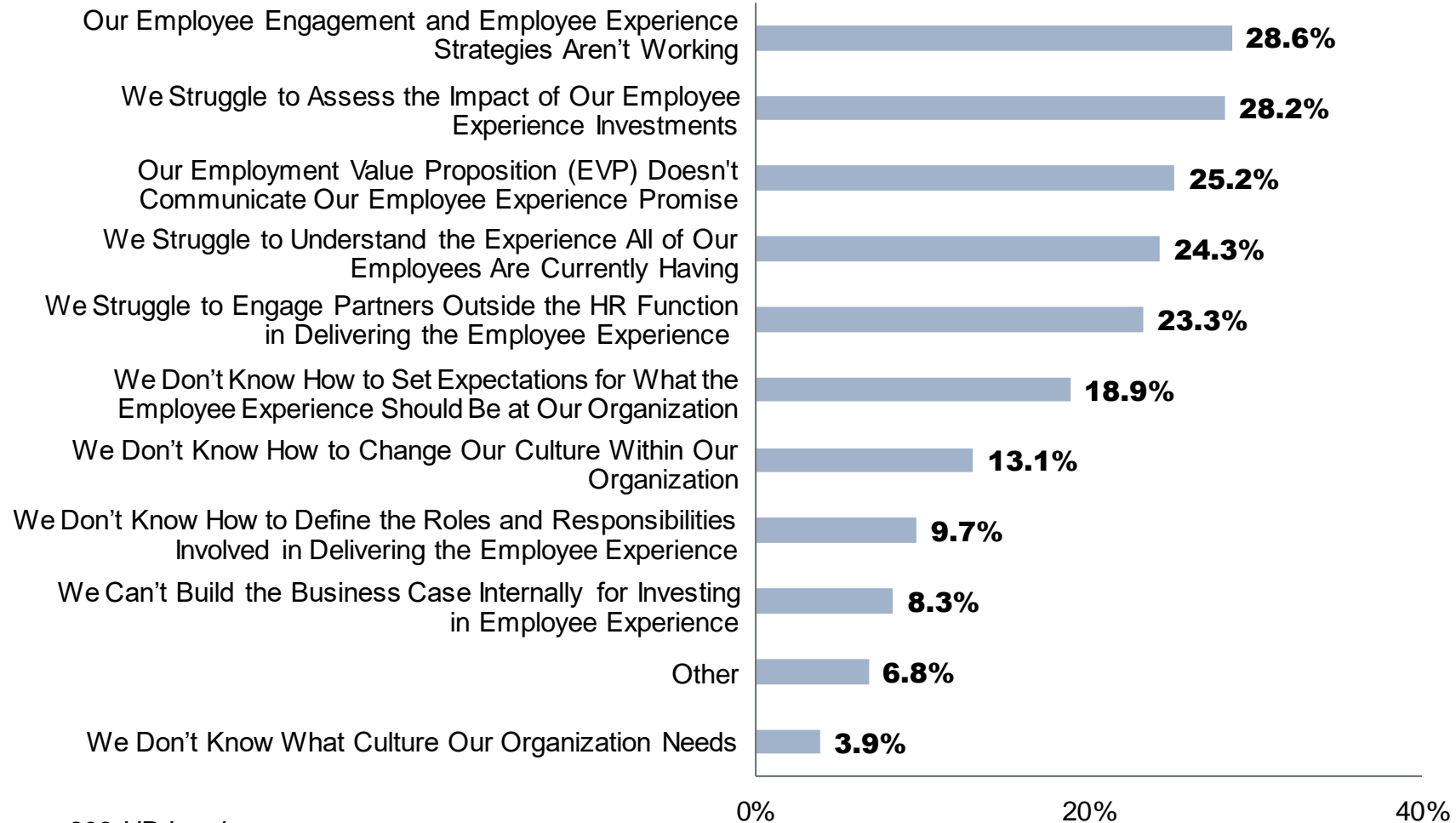
Top 5 Key Initiatives

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- 5 **Employee Experience**

Problem Today: Planning the Future Employee Experience

Top Problems for HR Leaders

Percentage of HR Leaders, Among Those Selecting “Employee Experience”



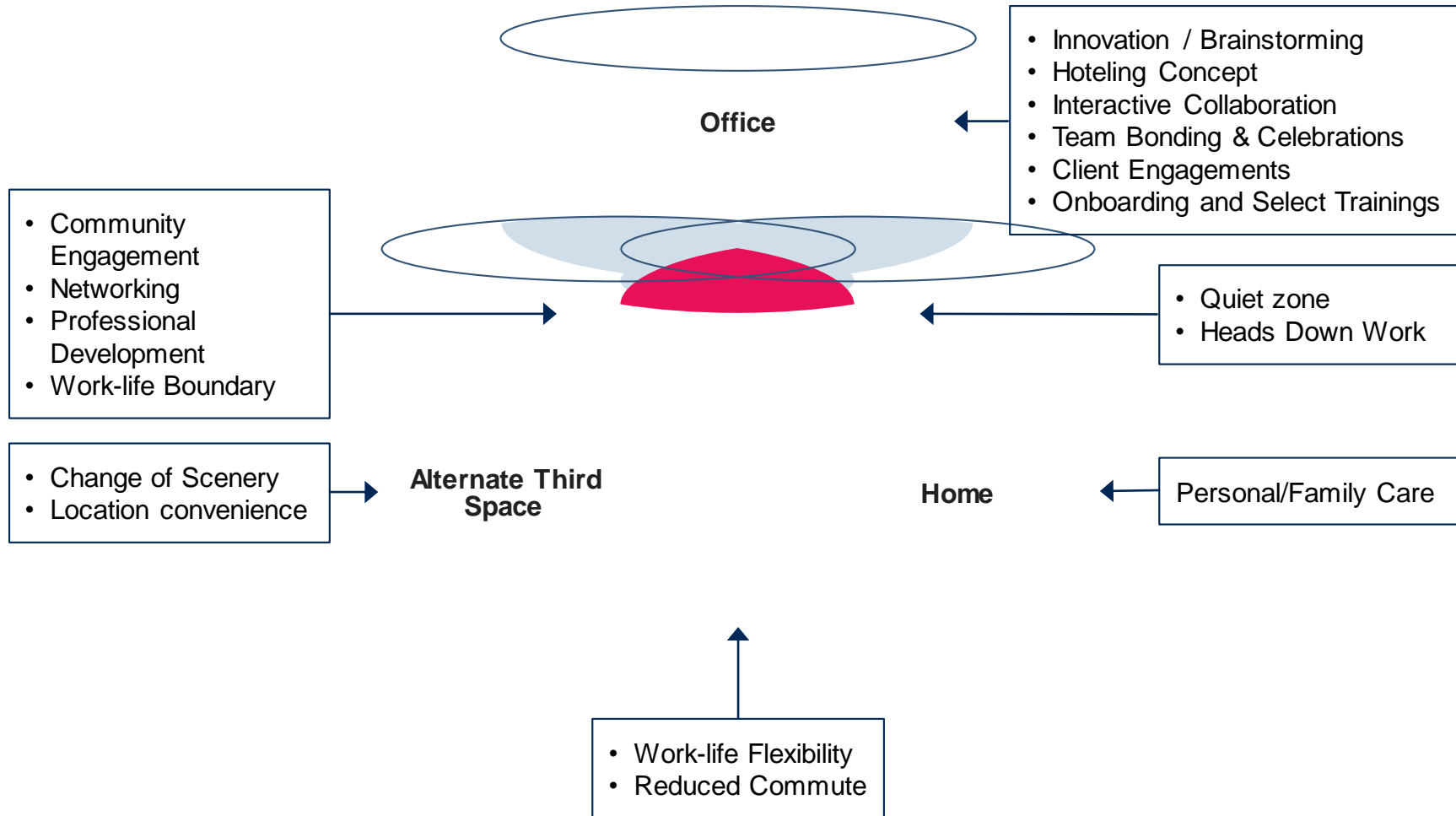
n = 206 HR Leaders

Source: 2021 Gartner HR Priorities Survey

Hybrid Workforce: Locations Offer Different Value

The Changing Value Proposition of the Office Due to the Expansion of Remote Working Post-COVID19

3-5 Year Lens

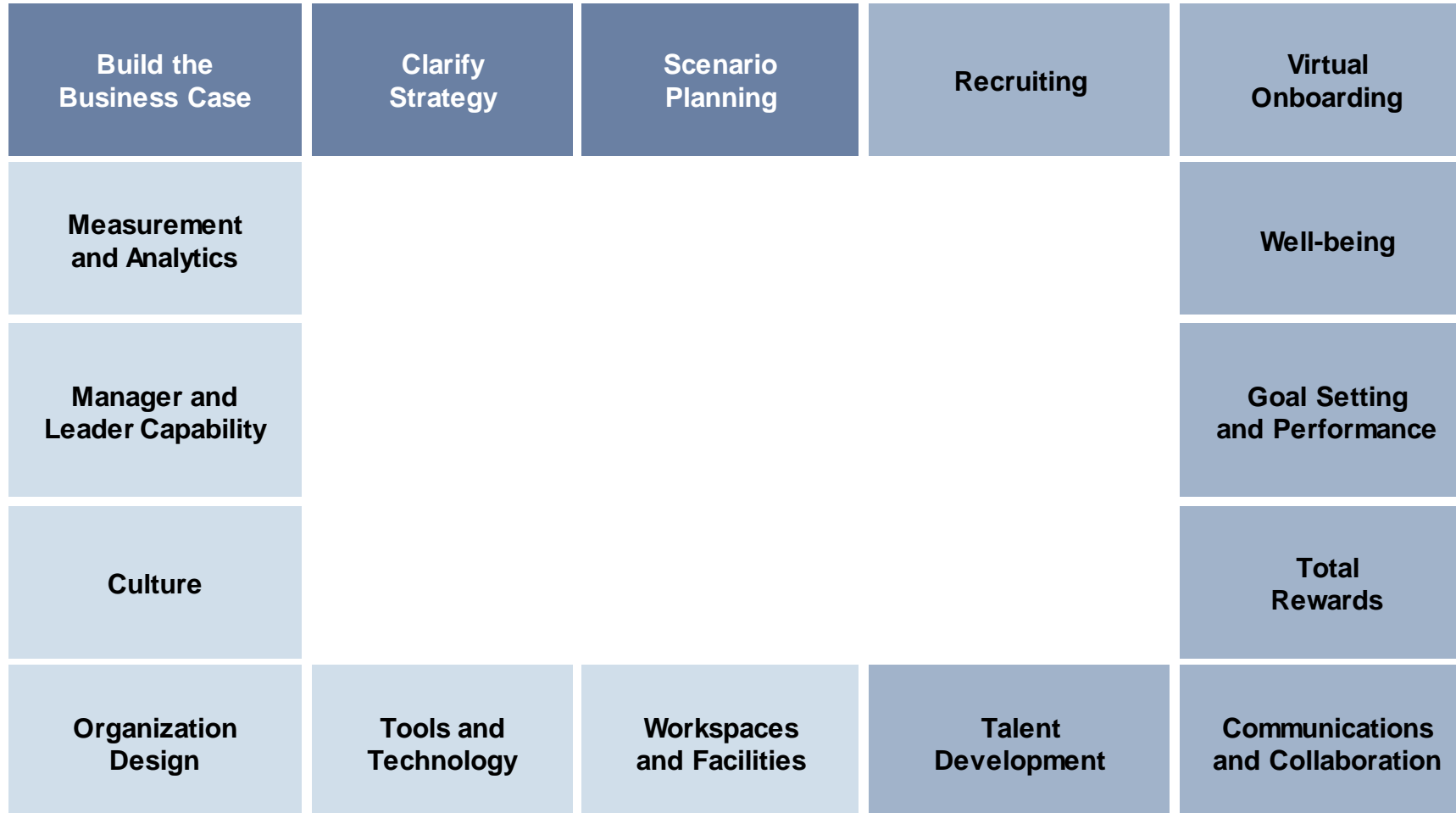


Source: Gartner

Hybrid Workforce Requires Coordinated Effort

The Hybrid Workforce Roadmap

■ Economics ■ Employee Experience ■ Enablement



Source: Gartner

Note: See [Appendix](#) for detailed roadmap.

The Three E's of a Hybrid Workforce

Elements of the Hybrid Workforce



The Economics

Building the Business Case
for a Hybrid Workforce

What is the business case and strategy for creating, extending, or expanding a hybrid workforce?

- ✓ Reduced operating costs
- ✓ EVP alignment
- ✓ Expanded and lower cost talent pools

Source: Gartner



Employee Experience

Adapting the Employee
Lifecycle for a Hybrid Workforce

Where and how do we invest in the employee lifecycle for greatest returns on a hybrid workforce?

- ✓ Improved employee engagement
- ✓ Expanded career options
- ✓ Improved well-being



Organizational Enablement

Ensuring the Hybrid
Workforce is Fully Supported

How do we ensure continuous improvement of our workforce in a Hybrid model?

- ✓ Reduced facility costs
- ✓ Reduced compensation costs

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**HR Trends in
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HR Trends To Watch in 2021

Overview of Post-COVID-19 Future of Work Trends



Accelerated Trends

- Remote work increases
- Expanded data collection
- Employer as social safety net
- Contingent worker expansion



New Impacts

- Separation of critical skills and critical roles
- Humanization (and dehumanization) of workers
- Emergence of new top-tier employers



Pendulum Swings

- Shift from designing for efficiency to designing for resilience
- Increase in organization complexity

Source: Gartner

Gartner's Key Themes for 2021

Sample Gartner Research Topics for 2021



The New World of Remote

As the reality of remote work becomes true, HR must move beyond simple questions of how remote work works to more important questions of critical managerial and leadership roles and responsibilities, new organization structures, and virtual HR strategies to create effective organizations that operate in the hybrid work environment of the future.



Building a Diverse Leadership Bench

Despite the attention placed on building a more diverse workforce, progress has been slow and halting. The speed of this approach can no longer be sustained as the workforce and communities that organizations operate in expect more.

Source: Gartner



Efficient Resilience

HR leaders now realize that efficient organizations are actually fragile organizations. Rather striving for efficiency, leading HR organizations now realize they need to build resilient organizations, leaders and employees that are able to bounce back and thrive during disruptions.



The New EVP

Employees expectations of their employers have shifted. Mental health, purpose, and social responsibility are now critical components of the value proposition. HR executives must navigate the new realities of the labor market to meet their talent needs and the expectation of their employers.

Ask your questions



The image shows a user interface for asking a question. At the top, there are four tabs: 'Ask a question', 'Attachments', 'Rate this', and 'Details'. The 'Ask a question' tab is highlighted with an orange border and an orange arrow pointing to it from the left. Below the tabs, the text 'Ask a question' is displayed. Underneath is a large text input field with the placeholder text 'Type your question here...'. At the bottom right of the form, there is a 'Send Question' button, which is also highlighted with an orange border and an orange arrow pointing to it from the left.

Coming Soon! **Top 5 Priorities for HR Leaders in 2021**

Learn more about how to address each HR priority for 2021. This report, coming out 10/23 will detail:

- The top five initiatives CHROs and HR leadership are prioritizing for 2021
- How changes in the business landscape will impact each of these priorities
- Actions HR leadership should take to address each priority in the year ahead



Available 10/23!

5 Ways for HR to Build a More Resilient Organization

As organizations move from initial COVID-19 response to a more sustainable game plan, they increasingly need to anticipate, strategize, plan and execute at speed. Discover the 5 actions HR leaders must take to build a more resilient organization capable of withstanding disruption and capturing competitive advantage in uncertainty.



[Download Guide](#)

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