

# Top 3 Priorities for HR Leaders in 2019

Gartner surveyed 843 HR leaders globally and these 3 initiatives clearly emerged as priorities for HR.



## Build critical skills and competencies for the organization

The survey showed that building critical skills and competencies is a priority for 66% of HR leaders overall and 85% of heads of learning and development (L&D) urgently need to plan for how AI will change their workforces.

- Ineffective managers are the single biggest problem today.
- 48% of HR leaders are not effectively developing employees.
- Manager development, L&D Solutions and on-the-job learning, will be key.

### Actions:

- Identify the types of managers already in your organization.
- Focus on developing 'Connector' managers – those who connect the right people and resources at the right time.

**Connector managers are standout performance coaches, and triple the likelihood that their direct reports will be high performers.**

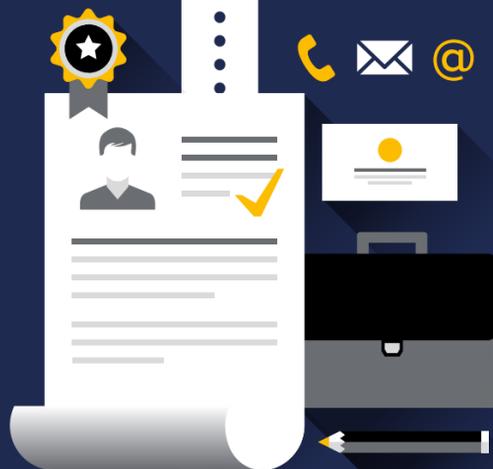
## Strengthen the current and future leadership bench

Building the leadership bench is a priority for 60% of HR leaders overall and for 78% of talent management leaders.

- 47% of HR leaders said their organization struggles to develop effective leaders.
- 45% reported their leadership bench lacked diversity.
- 45% said their succession management processes failed to yield the right leaders at the right time.

### Actions:

- Switch to demand-driven planning, to assess leadership needs
- Use this approach to enable strategic goals, not just fill potential future vacancies in current roles.



## Improve the employee experience

51% of all HR leaders and 62% of heads of diversity and inclusion said it is a priority to improve employee experience.

- The problem today is that work experiences do not match the experiences of individuals outside the workplace.
- “Employees want their 9-5 to look like their 5-9,” says Brian Kropp, Group Vice President, Gartner. “And employees’ 5-9 lives are full of seamless, effortless experiences, largely enabled by digital technologies.”

### Actions:

- Focus on what employees want, not just what they need to understand but what they truly value.
- Use tools such as surveys to gain this data.

Join us at Gartner ReimagineHR in 2019 to find out more

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