Gartner ReimagineHR Conference Key Take-Aways

15 – 16 September 2022 | EMEA
24 – 26 October 2022 | Americas

The Premier Conference for CHROs and Their HR Executive Teams

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We are truly honored to have hosted this year’s largest-ever Gartner ReimagineHR Conference, filled with insightful presentations and forward-thinking conversations with an incredible cohort of CHROs and HR leaders and an array of leading HR solution providers.

Organizations today operate in a fracturing, complex environment. Hybrid work, now permanent for over 90% of organizations, means fewer in-person touchpoints. Elevated turnover is eroding the depth and length of work relationships, and greater reliance on digital channels has led to increased fatigue and burnout. More broadly, polarization in communities echoes in the workplace: 44% of employees actively avoid some coworkers because of their political views. Between hybrid work, digital fatigue, elevated turnover and political polarization, HR leaders are faced with new challenges as the erosion of quality work relationships becomes a lasting legacy of the pandemic era.

This year at Gartner ReimagineHR Conference, we explored how HR leaders can help their organizations create fresh opportunities to get employees pulling in new directions, find greater authenticity, creativity and connection amid fragmentation — and ultimately reach even higher levels of performance.

We hope that all attendees left the conference feeling energized with new connections and armed with the data-backed insights needed to overcome these pressing challenges and harness the full potential of their evolving workplace as they work toward building a more human organization.

We look forward to welcoming you back to Gartner ReimagineHR Conference in 2023.
Conference Features

Explore the 2022 program, which was filled with live, interactive and engaging sessions where attendees learned from Gartner experts, progressive HR practitioners and their peers in the easy-to-navigate Gartner Conference Portal.

Interactive sessions
Attendees joined interactive roundtables to discuss challenges with peers and share best practices, and participated in ‘Ask the Expert’ sessions to get their questions answered by a Gartner expert.

The CHRO Circle
This exclusive experience for CHROs enabled a high level of information exchange and peer interaction on high-priority topics during CHRO-only roundtable sessions.

One-on-one meetings
Attendees met with a Gartner expert for a 30-minute, private consultation to address their most pressing challenges and pressure-test their 2022 strategies.

Data-driven insights
Attendees received real-world examples and data-backed research across 35+ breakout sessions, and heard case studies from HR solution providers during Solution Provider sessions.

Networking
In addition to interactive sessions, the new Braindate platform allowed attendees to connect virtually in small-group, peer-to-peer meetings on specific topics of their choice.

Top one-on-one inquiry topics — EMEA
1. Future of Work
2. HCM Technology Transformation
3. Employee Experience
4. HR Function Strategy and Management
5. Leader and Manager Effectiveness

Top one-on-one inquiry topics — Americas
1. Employee Experience
2. Diversity, Equity and Inclusion
3. HR Function Strategy and Management
4. Future of Work
5. Recruiting
Attendee Demographics

The 2022 Gartner ReimagineHR Conferences brought together over 4,000 HR leaders from around the globe to discuss the trends shaping the future of work.

### EMEA

**Job title level**
- VP: 34%
- CHRO: 11%
- Director: 21%
- Manager: 18%

**Top 5 industries**
- Banking, finance and insurance: 34%
- Manufacturing: 15%
- Technology and telecom: 15%
- Government: 12%
- Business services: 7%

**Top 5 countries**
- U.K.: 37%
- Germany: 9%
- Netherlands: 9%
- U.S.: 8%
- Switzerland: 4%

### Americas

**Job title level**
- VP: 31%
- Director: 26%
- CHRO: 15%
- Manager: 14%

**Top 5 industries**
- Banking, finance and insurance: 22%
- Manufacturing: 21%
- Government: 14%
- Technology and telecom: 10%
- Healthcare: 10%

**Top 5 countries**
- U.S.: 88%
- Canada: 6%
- Brazil: 1%
- Mexico: 1%
- U.K.: 1%
Gartner Keynote

Pulling Together: How Great Organizations Succeed in a Fragmenting World

Brian Kropp  
Distinguished VP, Chief of HR Research

Brent Cassell  
VP, Advisory

Kimberly Shells  
Director, Advisory

Organizations and their workforces are facing an unprecedented range of fragmenting forces — permanent hybrid work, elevated turnover rates, drops in employee trust in leaders and the uncertainty of rapid digital transformation. These forces can pull employees apart from their colleagues, their organizations and their work.

In this keynote we explored how great organizations will both successfully pull their workforces together and push ahead in new ways by becoming more human. Human organizations cultivate excellent performance because they enable employees to be their best and care for them through the worst.

Key take-aways

Organizations are facing a diverse and challenging array of fragmenting forces, exacerbated by pandemic-driven changes to work. Organizations are searching for ways to pull together as:

- Turnover will be 20% higher moving forward.
- Up to 81% of the eligible workforce will be hybrid or remote.
- Only 43% of employees trust leaders to act in employees’ best interests.
- The average employee spends 9% of their time switching between apps.

When employees experience a range of fragmentations in their workplace, organizations face profound impacts: Employees are 57% less likely to be high performers, 83% less likely to be on a collaborative team and 68% less likely to stay at the organization.
Gartner Keynote (continued)

Key Components of a Human Organization

**Intentional Interactions**, rather than simply expecting employees to spend more time together, give the support for employees to engage authentically at work.

**Patient Growth**, not just skills training, gives employees the confidence and creativity for employees to build fulfilling work lives.

**Proactive Rest** that fuels employees before they are depleted gives them the energy to do great work together.

Organizations with all three components:

4x as likely to exceed revenue, profit and customer satisfaction goals
Gartner Keynote

CEO Talent Champions

Recognizing CEOs who lead their organizations to superior talent outcomes.

Gartner CEO Talent Champions are executives of organizations that have publicly demonstrated a commitment to talent outcomes. Our analysis places these CEOs in an elite group whose organizations represent the most talent-oriented 1% of the Russell 3000 U.S. Index over the past two years.* Our research explores what these CEOs have done in their respective roles to support these exemplary talent outcomes.

Maintaining an engaged, productive workforce has long been a key driver of organizational and financial success. In a volatile and uncertain environment marked by intense competition for talent and multiple, overlapping shocks CEOs are looking to their CHROs more than ever for advice and partnership to drive organizational success.

Uncover the four lessons identified by Gartner’s CEO Talent Champions.

Lesson No. 1: Discover for yourself
Invest significant personal time absorbing qualitative perspectives from all levels of the organization.

Lesson No. 2: Insist on candor
Value and foster candid and open relationships and be receptive to all feedback.

Lesson No. 3: Accelerate decisions through values
Use organizational values to guide decisions that are related to people.

Lesson No. 4: Overinvest in explaining why
Don't shy away from sharing real challenges and ensuring employees understand why decisions were made.

Want to dig deeper? Explore these related resources:

Read Now: CEO Talent Champions Report — featuring a 5th lesson and guidance for CEOs and CHROs on improving talent outcomes at their organizations.

Webinar: CHROs, Improve Talent Outcomes With Guidance From CEO Talent Champions

*The Russell 3000® U.S. Index measures the performance of the largest 3,000 U.S. companies representing approximately 97% of the investable U.S. equity market.
Guest Keynotes: EMEA

2 Years: 1 Idea to 2 Billion Doses — What a Team Can Do in Extremis

Catherine Green
Associate Professor, Nuffield Department of Medicine, Head of Clinical Biomanufacturing, University of Oxford

In this keynote, Catherine Green, Associate Professor, discussed the integral role that she and her team played in the development of the Oxford University AstraZeneca COVID-19 vaccine. Throughout the process, Catherine’s and her team’s skills of resilience, motivation, collaboration and agility were consistently challenged, while manufacturing the vaccine for clinical trials under the glare of the global media spotlight.

Key take-aways
• “...an extraordinary effort by tens of thousands of people globally. It came about because people in a crisis came together to try to make a difference.”
• “We have to do better at vaccine equity next time this comes around.”
• “Given what we know, next time we can go faster. We’ve build on what we do, data improves, science improves, tech improves, and we would be able to do better next time.”

Busting Myths About Being Female

Lucy Cooke
New York Times Best-Selling Author; Award-Winning Documentary Filmmaker and Broadcaster, National Geographic Explorer

In this session, Lucy Cooke, zoologist and best-selling author of *Bitch: A Revolutionary Guide to Sex, Evolution and the Female Animal*, dispelled Victorian sexist stereotypes and told the truth about what it really means to be female with wild tales from the animal queendom. Lucy’s revelations will make you think differently about our perceptions and expectations of all female animals, including women.

Key take-aways
• “Females are just as competitive, dominant, promiscuous, dynamic and varied as males. It’s just for centuries scientists didn’t want to, or couldn’t see them that way.”
• “A revelation has been brewing in the way we see the female animal.”
• “I think that the time has come to ditch these damaging and frankly deluded binary stereotypes.”
• “Females refuse to conform to archaic stereotypes. Our appreciation of this fact can only enrich our understanding of the natural world and our empathy for one another as humans.”
Plugging Into Your Potential

J.R. Martinez
Veteran, Actor, New York Times Best-Selling Author

J.R. Martinez explored the power of goal setting, staying motivated and developing the perseverance that will get you to your destination. Each fork in the road is a chance to make a decision that will take you either closer or farther from your goal. If you choose correctly, there are endless possibilities. And, while keeping focused on your goal is a good thing, you shouldn’t do it to the point of “getting stuck.”

Key take-aways
• “The next opportunity I have to interact with a complete stranger, I’m going to show up. I know that’s an opportunity to potentially give them what they need but also to receive the gift that stranger’s going to give me.”
• “Let’s continue to find ways to connect with one another. See more from the surface. Dig a little bit. If you’re not curious — try to be. If you do these things you’ll grow.”

Disability & Innovation

Haben Girma
Author of Haben: The Deafblind Woman Who Conquered Harvard Law

Disabled people are the largest historically underrepresented group, numbering over one billion worldwide. Reaching a group of this scale creates value for everyone. Organizations that prioritize accessibility benefit by gaining access to a much larger audience, improving the experience for both disabled and nondisabled people, and facilitating further innovation. Haben Girma shared how she became an advocate and what we can do to make our communities more inclusive.

Key take-aways
• “We need employers to work harder to remove ableism — all the assumptions and barriers that are keeping the disabled from getting jobs.”
• “Disability is an opportunity for innovation. If you can’t do something one way there are alternative ways to do things.”
• “Inclusion is a choice. You can choose to adapt to the world around you.”

Your Brain Is Good at Inclusion ... Except When It’s Not

Dr. Steve L. Robbins
Chief Curiosity Cultivator, S.L. Robbins and Associates

Dr. Robbins dug into the hard-wired human need to belong — and what happens when that need is not met. HR leaders walked away with a clear DEI strategy, the positive impact it will have on their organization and how it will empower their teams and key stakeholders to view DEI as vital to success, not just something that is an afterthought.

Key take-aways
• “If I had to reimagine HR, we need to get people to practice — not just give them information. If they don’t practice they will never acquire the skills needed to create a caring culture.”
• “Inclusion is all about caring. Do you see patterns of caring behavior or culture at your organization? If you don’t — will you work to get people to practice that?”
Agenda Tracks

At the conference, attendees explored an array of content and Gartner research specifically designed for CHROs and their direct reports, across eight agenda tracks.

**Track A. Reimagine the Role of the CHRO**

CHROs learned how to work with senior stakeholders and empower their teams to lead as we build a strong future in an increasingly fragmented world. This track provided CHROs insights on how to reimagine collaboration, leadership and engagement to drive performance of their teams and organizations.

**Track B. Reimagine Learning and Development**

The skills and capabilities that employees need to succeed are changing rapidly. In this track, HR executives discovered the most effective and scalable strategies to target development priorities, build new skills and equip employees at all levels of the organization for the future.

**Track C. Reimagine Talent Management**

As organizations become more fragmented, talent management has grown more complex and disconnected at a time when the need for more connection in the workforce has never been greater. This track provided HR leaders insights on how to reimagine talent management and workforce engagement strategies, including career pathing, performance management, change management, workforce planning and succession planning.

**Track D. Reimagine Diversity, Equity and Inclusion**

Diversity, equity and inclusion (DEI) has a whole new set of challenges in today’s polarized and fractured environment. In this track, DEI executives learned how to continue to make progress by uniting the organization, pulling resistors in and adapting to what DEI means in a hybrid world.

**Track E. Reimagine Recruiting**

Surging hiring volumes and high turnover have stretched the recruiting function to its limits. Labor market dynamics make it difficult to source quality talent amid shifting candidate expectations. In this track, recruiting executives learned about the most effective strategies to compete for talent in today’s new recruiting environment.
Agenda Tracks (continued)

Track F. Reimagine Total Rewards
The new talent landscape requires innovative rewards approaches to attract, engage and retain critical talent. In this track, HR executives learned how to optimize their rewards plan design and communications to meet the needs of a diverse and dispersed workforce.

Track G. Reimagine Talent Analytics
The tools and methods used by talent analytics professionals must evolve to reflect how the employee experience is changing in an increasingly hybrid work environment. In this track, talent analytics professionals explored ideas and insights to progress a human capital analytics strategy designed to drive employee engagement, retention and performance.

Track H. Reimagine HR Tech
A comprehensive HR technology strategy is essential to attract, connect and develop an agile workforce for a hybrid world. In this track, HR executives explored the evolving HR technology market and how to harness innovation for greater talent outcomes and a more meaningful employee experience.

Read what attendees had to say

“This was a great event, and I appreciated the sessions; it was great to see senior and experienced speakers sharing knowledge.”

“It was a great opportunity to attend Gartner ReimagineHR Conference, which provides all of us with current and new trends in the HR world.”

“I had an amazing experience at the Gartner ReimagineHR Conference 2022 with a lot of not only interesting but very useful learning material. Varied topics made it even more interesting — even for someone that’s relatively new to the HR field.”
Featured sessions: How to Sustain Team Cohesion in a High Turnover Environment

In addition to interactive sessions and keynotes, attendees gained access to a selection of breakout sessions led by Gartner experts. Explore a few of the most popular sessions from the 2022 conference.

High cohesion almost doubles a team’s ability to navigate disruption. Hybrid work has made it even more important, as workers interact more with team members, and less with their weak ties. Our higher turnover environment means that team connections are constantly threatened. HR leaders learned how to maximize team cohesion in a world where teams are increasingly important and yet continually in flux.

Relative Impact of Connection Type on Team Cohesion Scores

41% Interpersonal Connection

59% Intrapersonal Connection

n = 3,678 employees
Source: 2021 Gartner Workforce Resilience Employee Survey
How to Sustain Team Cohesion in a High Turnover Environment (continued)

The Three Facets of Team Cohesion

Social Cohesion

Social cohesion is being drawn to each other and forming interpersonal relationships.

Emotional Cohesion

Emotional cohesion is being drawn to the team because of how it makes you feel. Do you feel safe? Do you feel welcome? Do you feel seen as a person? Do you feel like you’re part of something bigger than yourself? Does the team make you feel like you are serving a greater purpose that you believe in?

Task Cohesion

Task cohesion happens when we’re drawn to the work itself. Not the purpose of the work, not the outcome, but the actual processes, the structures and the roles that have been set up to get work done.

Recommendations

- Help employees connect to purpose by identifying where their personal purpose overlaps with that of the organization.
- Foster an environment where team members feel safe to be themselves by getting intentional about team health.
- Continually update processes to make work “friendly” by identifying and resolving bottlenecks in key processes.

Want to dig deeper? Explore these related resources:

- On-Demand Webinar: Create Empathetic and Flexible Leaders to Retain Talent
- Article: Build Hybrid Workplaces That Support Women’s Progression to Leadership
- Template: EVP Design Template
Featured Session: Evolution of Well-Being Offerings in a Fragmented World

Brent Cassell
VP, Advisory

How does fragmentation make well-being harder to achieve for employees? This session examined why well-being is challenging today and what well-being needs to become. Brent Cassell offered insights into how we should start evolving well-being programs for the fragmented world.

Brent covered the three following key issues:
• Why is well-being participation still a challenge today?
• What does a new approach for a fragmented world look like?
• How can we design and communicate integrated well-being?

Employees who report higher levels of wellness are on average, stronger performers, more engaged and have a higher intent to stay at an organization.

Fragmentation makes wellness both more critical and more challenging. Organizations need a new solution that will help employees feel seen and connected in a rapidly fragmented landscape.
Evolution of Well-Being Offerings in a Fragmented World (continued)

Recommendations

- Package and communicate well-being offerings based on journeys through life events, not traditional pillars of well-being.
- Identify moments that matter to employees at home and at work and consider how they are impacted by world context to target support.
- Use journey mapping to integrate offerings into a program centered on critical moments to employees.
- Leverage and learn from providers who offer end-to-end support when creating and communicating integrated well-being programs.

Want to dig deeper? Explore these related resources:

Research: Driving Inclusive Well-Being for Every Employee in the Hybrid World

Article: How Major Shocks Affect Employees — and How You Can Support Them

On-Demand Webinar: The Changing Experience Culture in a Hybrid Work World
Featured Session:
Why Does Using AI Change How HR Looks at Skills?

Skills data is being promoted as the currency behind many talent processes. Emerging AI capabilities make this easier, but also lead to a proliferation of nonstandardized skills and competency data across multiple systems. Facing this confusion, HR technology leaders need a clear strategy for using AI for skills data, which will result in improved talent strategy execution and employee experience.

HR technology leaders should embrace the chaos of skills data being generated and managed by AI, while still maintaining and managing a stable core set of critical skills. Don’t limit the system’s capabilities by only allowing one narrow and standardized skills taxonomy to appear. Expect to see how similar skills map to each other rather than rigidly getting attached to a single naming convention across all systems.
HR technology leaders should look to feed the AI engine with data from different sources to improve skills data inference and matching over time. This improves user experience by generating more relevant recommendations, suggestions or identified skills.
Don’t expect perfection at first. But take an active role in making sure that the technology providers are set up to effectively improve performance. You will have to take on more manual validation work of skills data than you’d expect. However, some manual work to validate data is still better than the mountain of manual work many have experienced when collecting skills data without the use of AI technologies. Skills data feeds into many talent processes — and also work scheduling, allocation and coordination processes.

Recommendations

- Change how you think about skills data. It’s not data to be collected, stored and searched. It generates insights, matches and activity.
- Embrace the chaos of more data sources and various ontologies.
- Feed AI engines with relevant and useful data, both structured and unstructured.
- Set up governance structures to manage, oversee and validate data.
- Design a regenerative AI-enabled skills-based system for talent.

Want to dig deeper? Explore these related resource:

Research: Creating an Adaptive HR Technology Strategy
Back at the Office

After reviewing the research and recommendations presented at Gartner ReimagineHR Conference 2022, attendees can develop clear action items to implement in the future.

To get the most from the conference experience and share insights with colleagues, we suggest these next steps:

**Revisit**
session content in the Conference Portal.

**Recap**
the notes you made during the presentations and create a 30-, 60- and 90-day action plan with your team.

**Circle back**
with your new connections to keep the conversation going using the hashtag #GartnerHR.

**Follow up**
with us with questions/comments about the research covered at the conference [here](#).
Save the date for next year’s Gartner ReimagineHR Conference

11 – 12 September 2023
London, U.K.

23 – 25 October 2023
Orlando, FL

4 – 5 December
Sydney, Australia

Continue the conversation with #GartnerHR

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