Recruiting Leader Leadership Vision 2022
3 Strategic Actions for Success
From Chris Howard, Chief of Research, Gartner

As we head into 2022, we continue to feel the human toll of the global pandemic, but we already know it has been a watershed period in which attitudes and norms have permanently shifted — in our everyday lives and at work.

Living through COVID-19 has increased social awareness — as have growing demands for equity for those who are underrepresented.

Businesses have also changed. For many organizations, the pandemic has catalyzed digital business initiatives as we adapt to the demands of employees, customers and other stakeholders, who were forced into new digital options that they have now come to favor.

B2B purchasers are happy to buy digitally, without a sales representative; B2C consumers are buying off social media platforms; employees are physically distributed and communicating asynchronously — and IT infrastructures must secure the organization despite this “anytime, anyway, anywhere” way in which we’re operating.

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In your role as a leader, you’ve now spent months adapting to change and delivering new solutions at speed. You and your team may be burning out, and it’s never been more important to prioritize your time and energy. To help with that, Gartner Leadership Vision provides top-level guidance to leaders and their teams on where to focus — based on our data-driven research.

We’re providing detailed insights to our clients across dozens of roles, and we’re now excited to share excerpts with the business community beyond our clients. We hope this will help you to focus discussions with your teams, peers and other leaders, so you can more quickly and effectively diagnose priorities and actions, especially as you solidify your strategic plans for 2022.
Three Key Areas of Focus for Recruiting Leaders in 2022

### Workforce trends complicate recruiting

Only **23%** of HR leaders believe that most employees will continue working in their current organization after the pandemic ends. Only **31%** believe their current employees are satisfied with the employee value proposition (EVP). Quality hires with the right skills are scarce.

### Recruiting has to elevate its strategic value

COVID-19 accelerated what was already a growing need to future-proof work design and cascade that down to employment branding.

### The recruiting function must adapt to be effective

75% of recruiting executives agree that the recruiting function needs to be more agile than it was three years ago.

### Actions for the recruiting leader

- **Ensure the EVP is competitive — and shape the workforce with skills-based recruiting.**
- **Be a strategic partner and communicate the recruiting value story.**
- **Create a more responsive recruiting function, laser-focused on the needs of the business.**

Source: Gartner
Gartner data shows that 65% of candidates have discontinued a hiring process due to an unattractive EVP.

Recruiting leaders can contribute to making sure the organization reinvents the EVP to be more focused on the whole person, what they need in their life and the feelings that the EVP evokes.

The Human Deal

- Help employees to strengthen their family and community connections, not just work connections.
- Take actions on societal and cultural issues; don’t just make statements about “purpose.”
- “I feel understood…”
- “I feel autonomous…”
- “I feel invested…”
- “I feel cared for…”
- “I feel valued…”
- Deeper Connections
- Radical Flexibility
- Shared Purpose
- Personal Growth
- Holistic Well-Being

- “I feel understood…”
- “I feel autonomous…”
- “I feel invested…”
- “I feel cared for…”
- “I feel valued…”

- Give employees flexibility over where, when, how much, how and with whom they work.
- Provide employees with opportunities to grow as people, not just as professionals.
- Don’t just provide employees with holistic well-being offerings; make sure they use them.

Source: Gartner
Adopt Consequential Accountability for DEI

Many organizations currently focus their diversity, equity and inclusion (DEI) approach on collective accountability, but that doesn’t produce real results on DEI outcomes. Recruiting must be an active participant in HR efforts to hold leaders accountable, using a DEI approach that leads to consequential accountability.

- Shift Mindsets
- Cascade Goals
- Track Metrics

Collective Accountability
Creates diffuse leader responsibility for DEI outcomes

Inform Decision Making
Use objective criteria and integrated data to drive equitable talent decisions.

Customize Strategies
Support customized strategies to enable leader execution of DEI goals.

Require Progress
Expect and require progress on DEI goals for any leader to advance in the organization.

Consequential Accountability
Meaningfully impacts behavior and outcomes for individual leaders

Source: Gartner
Recruiting Leader Leadership Vision 2022: 3 Strategic Actions for Success

Shape the Workforce With Skills-Based Recruiting

Four shifts are integral to the move to skills-based recruiting.

Don’t assume that a single individual can know exactly how skills will evolve over time.

Don’t just define profiles — listing qualifications that bundled together form a role.

Don’t just look for skills in traditionally reliable pools.

Don’t assess only those skills needed now.

Build a Dynamic Skills Approach
Facilitate dynamic cross-organizational networks to sense shifting skills needs.

Distill Roles Into Skills
Reengineer the “needs” definition around the skills acquisition decision.

Target Total Skills Market
Source skills across all talent with those skills, including nontraditional sources.

Assess for Skills Mobility
Assess for competencies and skills needed beyond the current role.

Source: Gartner
Improve Workforce Health to Drive Organizational Resilience

The COVID-19 pandemic has placed resilience center stage. The scale of disruption to ways of working has highlighted to organizations, CHROs and recruitment leaders the importance of embedding resilience as a key goal and success metric for their HR and talent strategies.

Gartner Measure of Workforce Health Has Three Components

- Healthy Employees
  - Physical Well-Being
  - Financial Well-Being
  - Work-Life Balance
  - Stress Level
  - Burnout Level
  - Exertion Level

- Healthy Relationships
  - Trust in Teams
  - Employee-Manager Relationship Quality
  - Trust in Leadership
  - Psychological Safety
  - Collaboration

- Healthy Work Environment
  - Innovation
  - Responsiveness
  - Development Opportunity
  - Change Receptivity
  - Inclusion

Gartner Model of Workforce Resilience

Workforce Health Lessons for Recruitment Leaders

- Resilience is a (direct) team sport.
- Purpose is personal.
- Fixing hard work matters more than rewarding it.

Source: Gartner
Effectively Communicate the Value of Recruiting

If your company is ... | ... worried about changing talent needs | ... digitalizing products, channels or operations | ... questioning recruiting’s value to organizational growth | ... cutting costs | ... frustrated with recruiting efficiency and interactions
--- | --- | --- | --- | --- | ---
Your value story for recruiting should be: | Competing for critical talent | Supporting digital innovation | Enabling strategic projects and business outcomes | Successfully controlling costs | Improving core/foundational operations

Aligned metrics to present to the business
- Talent pipeline volume
- Turnover and performance data
- Percentage of hires from high-value targets
- Labor market supply for critical talent segments
- Time to add new talent to digital operations
- Critical project vacancies
- Percentage of new talent acquired with digital skill set
- Labor market supply for digital talent
- Leader feedback on recruiting strategic partnership
- Revenue generated from new hires
- Quality of hire
- Hiring forecasts and deviations to forecasts
- Vendor cost containment and agency cost reduction
- Reduced costs-per-hire ratio
- Vacancy cost calculations
- Optimal recruiter requisition load achieved
- Hires per recruiter
- Candidate satisfaction
- Requisitions requiring rework
- Quality of hire

Source: Gartner
Build Agility Into Your Recruiting Function

The best organizations strive to embed three components as they consider how to make the recruiting function more agile.

**Adaptive Planning**
Create dynamic, iterative hiring forecasts to sense emerging demand shifts.

**Reconfigurable Teams**
Structure your teams to build the flexibility required to meet changing demand.

**Responsive Processes**
Create processes that enable flexibility according to changing conditions.

**Remember:** Changing an HR strategy or structure won't mean anything unless your organization has HR employees who are able to support and implement the change. Effective talent advisors (see next page) are critical, for instance, to the success of the recruiting function and to HR as a whole.
Acquire the Capabilities to Be a Talent Advisor — A Decision Influencer, Not an Order Taker

Three sets of capabilities (demand-side, supply-side and operational) underpin the two key roles that talent advisors must play.

Talent Advisor 2.0 Model

- **Demand-Side Capabilities**
  - Firmwide Talent Strategy Knowledge
  - Firm-Specific Business Acumen
- **Key Roles**
  - Hiring Manager Influencer
  - Candidate Career Coach
- **Supply-Side Capabilities**
  - Labor Market Expertise
  - Pipeline Management
- **Operational Capabilities**
  - Process Optimization
  - Data Judgment

Source: Gartner
Next Steps for Recruiting Leaders

**Adjust** your EVP to meet emerging candidate expectations by focusing on the whole person, not just the employee.

**Focus** on shaping — not replacing — the workforce by leveraging the total skills market.

**Establish** consequential accountability for DEI in your function to accelerate progress on DEI goals.

**Build** resilience by prioritizing workforce health over workforce performance, focusing on shared accountability and teamwork to avoid burnout.

**Upgrade** executive and leadership recruiting by leveraging data on skills trends and taking a 360-degree approach to the “needs” definition.

**Elevate** your personal impact by focusing on recruiting’s value story in accordance with your current context.

**Organize** your recruiting function to be more agile by experimenting with adaptive planning, reconfigurable teams and responsive processes.
Actionable, objective insight

Explore these additional complimentary resources and tools for HR leaders:

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<td><strong>Advancing Recruiting’s Value Through Uncertain Times</strong>&lt;br&gt;Shape the workforce to meet changing business needs with insights from 6,500+ candidates and hiring managers.</td>
<td><strong>Build a Better Strategic Plan for Your Function</strong>&lt;br&gt;Turn your strategy into action with our tools and templates.</td>
<td><strong>Future of Work Reinvented</strong>&lt;br&gt;Reinvent where, when and how we work to maximize employees’ engagement and productivity.</td>
<td><strong>Gartner Business Quarterly</strong>&lt;br&gt;Stay up to date with the most compelling research on organizational issues that cut across the C-suite.</td>
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