



Leadership Vision for 2025

Top 3 Strategic Priorities for Recruiting Leaders

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Leadership Vision for Recruiting Leaders in 2025

Recruiting leaders are navigating a complex landscape shaped by several key trends. CEOs prioritizing growth, AI deployment challenges and shifting labor market pressures on talent strategies are influencing how the best organizations are recruiting talent to achieve business goals.

To address these challenges, recruiting leaders' top-recommended actions should be:

- Reshape the function to drive efficiency and value.
- Expand talent pipelines to support business growth.
- Transform recruiting delivery through tech innovation.

Use this research to stay ahead, achieve your goals and lead recruiting success in 2025 and beyond.

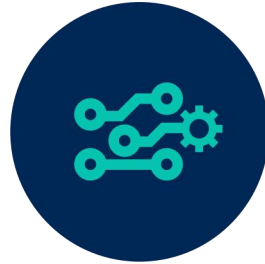
Key questions addressed:

- What are the major trends affecting recruiting leaders?
- How should recruiting leaders prepare for the year ahead?
- What skills and capabilities do recruiting leaders and their teams need to succeed?

Trends Impacting Recruiting Leaders



CEOs set their sights on growth
through transformation



AI aspirations confront
deployment realities



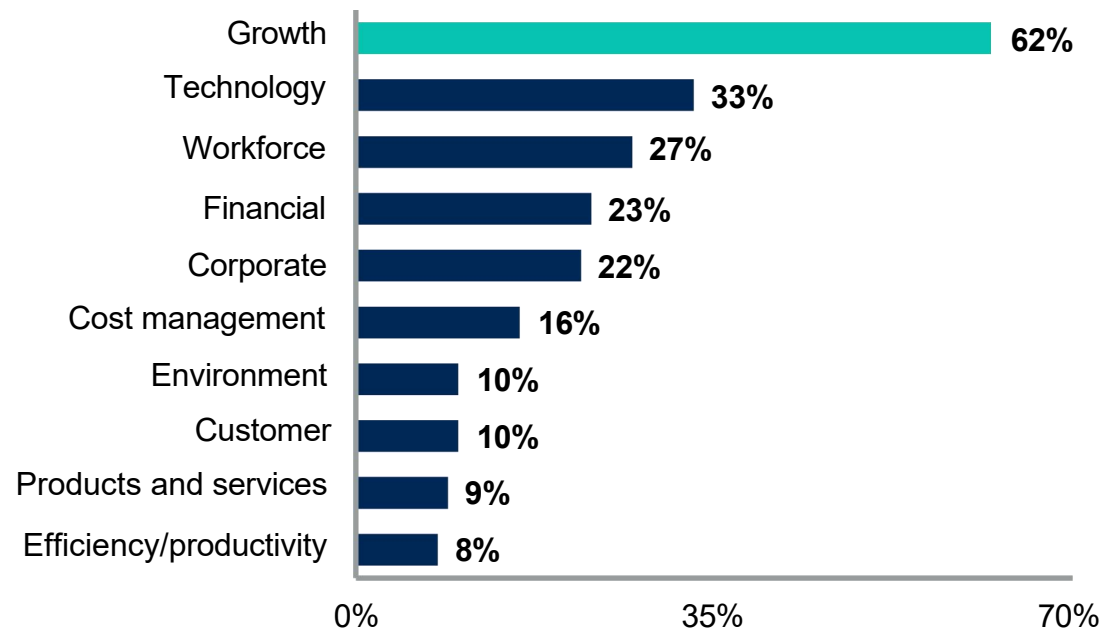
Labor market shifts put
pressure on talent strategies

Source: Gartner

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CEOs Set Their Sights on Growth Through Transformation

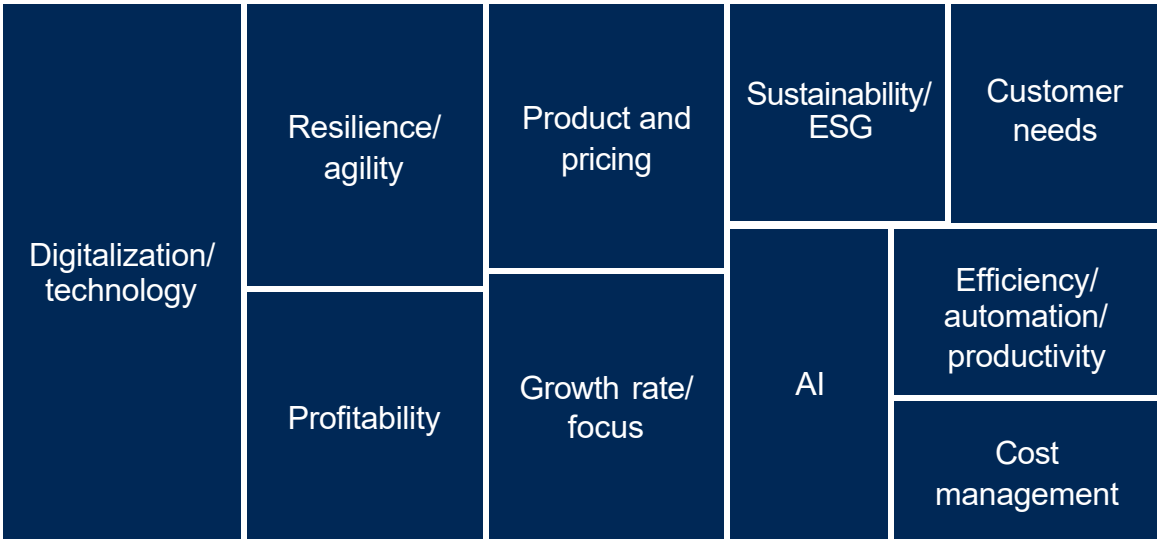
CEO Top Strategic Business Priorities for 2024-2025
Top 10 Summary of Top Three Mentions



CEOs are preparing their strategy for a new era: 79% of CEOs will have their postcrisis business strategy ready by the end of 2024.

n = 416 CEOs and senior business executives; 307 CEOs and senior business executives
Source: 2024 Gartner CEO and Senior Business Executive Survey

Changes at the Core of New-Era Business Strategy Shifts
Weighted by Prevalence of Response

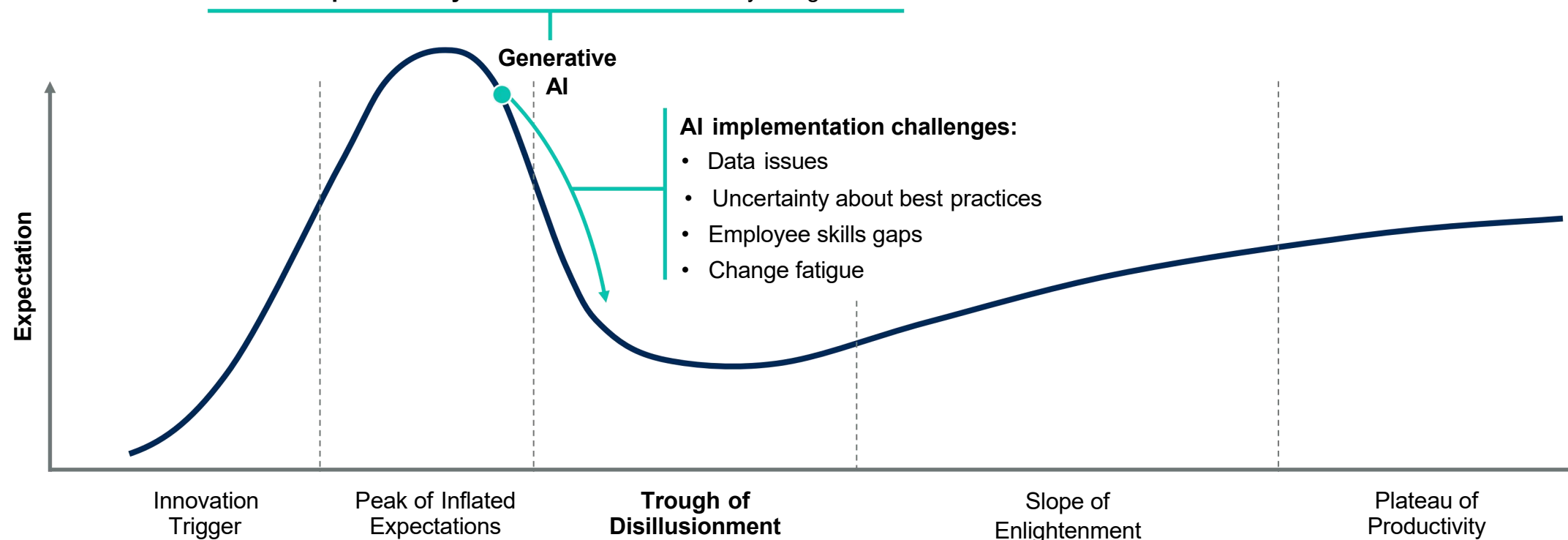


n = 339 CEOs and senior business executives
Source: 2024 Gartner CEO and Senior Business Executive Survey
Q. In a few words, what is at the core of that strategy change?

AI Aspirations Confront Deployment Realities

GenAI's Position on the Gartner Hype Cycle™

On average, business leaders expect a **22.6% improvement in functional productivity** in the next 12-18 months by using GenAI.



n = 380 functional leaders

Source: Gartner Generative AI 2024 Planning Survey

Q: On average, what percentage change in productivity do you expect to see from the use of generative AI in your organization over the next 12-18 months?

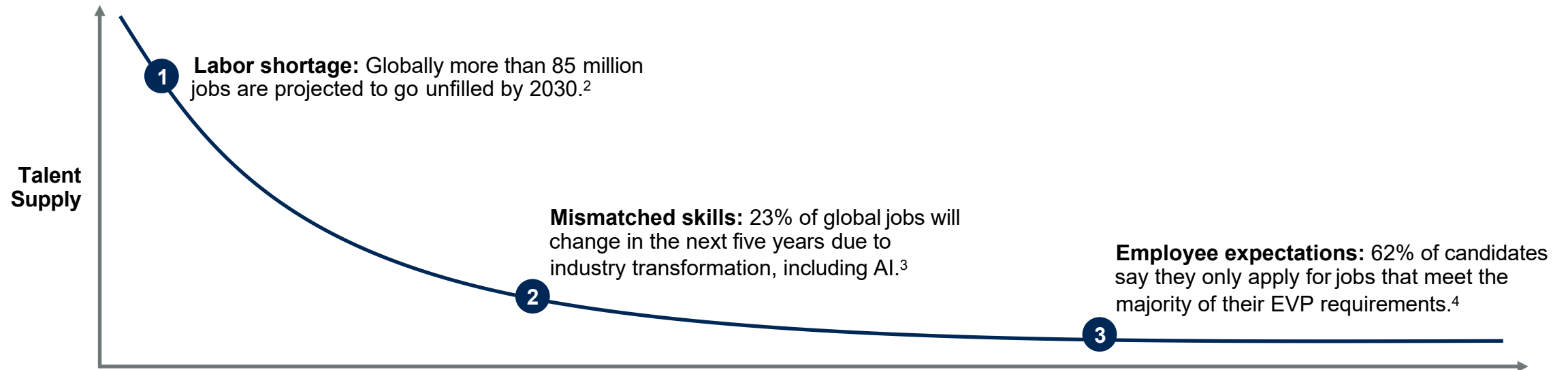
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Labor Market Shifts Put Pressure on Talent Strategies

Three Drivers of Declining Availability of Critical Talent



61% of talent management leaders agree that **the demands on talent management exceed their capacity to deliver.**¹



n = 3,435 candidates

¹2024 Gartner Modernizing Talent Management HR Leader Survey, n = 190 HR leaders. ²[The \\$8.5 Trillion Talent Shortage](#), Korn Ferry. ³[The Future of Jobs Report 2023](#), World Economic Forum.

⁴2024 Gartner Voice of the Candidate Survey (Q2).

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Our Research Process

2025 Recruiting Leader Priorities Methodology

Key Research Question:
What are recruiting leaders' top priorities for 2025?

2025 Gartner HR Priorities Survey



1,403 HR leaders
(50 recruiting leaders)



23 industries



6 regions

Recruiting Leader Interviews

2024 Gartner Recruiting Executive
and Candidate Surveys

Secondary Research and Data Analysis

Competing Pressures Strain Recruiting

Deliver scarce talent ...

81% of board directors rank business disruptions due to **talent/skills shortages** as a top risk to growth in 2024-2025.

n = 270 nonexecutive board directors, excluding "don't know"
Q: Which of the following represent the 3 biggest workforce- or workplace-related risks to the organization's growth in 2024 and 2025?
Source: 2024 Gartner Board of Directors Survey on Driving Business Success in an Uncertain World



Recruiting leader

... with fewer resources

78% of recruiting leaders face **stagnant or shrinking budgets** in 2024, compared to 52% the previous year.

n = 110 (2023), 116 (2024) HR leaders
Source: Gartner Budget and Efficiency Survey
Q: How do you anticipate HR budgets in the following areas changing over the next year?

Recruiting Leader Priorities for 2025

Top Focus Areas



Reshape the function to drive
efficiency and value



Expand talent pipelines
to support business growth



Transform recruiting delivery
through tech innovation

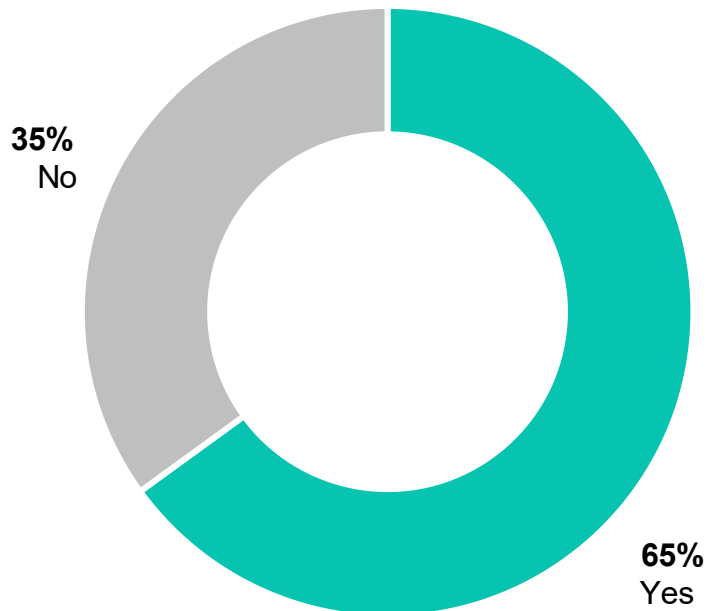
Source: Gartner

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Major Changes Yielding Neither Efficiency Nor Strategic Value

Q: Has your recruiting function undergone a major structural change in the past 3 years?

Percentage of Recruiting Executives



n = 55 recruiting leaders

Source: 2024 Gartner Recruiting Executive KPI Benchmarking Survey

Continued Challenges for Recruiting Leaders

Still inefficient



23%
of recruiting leaders are satisfied with the **efficiency of processes** in their function.

Still not viewed as a strategic partner



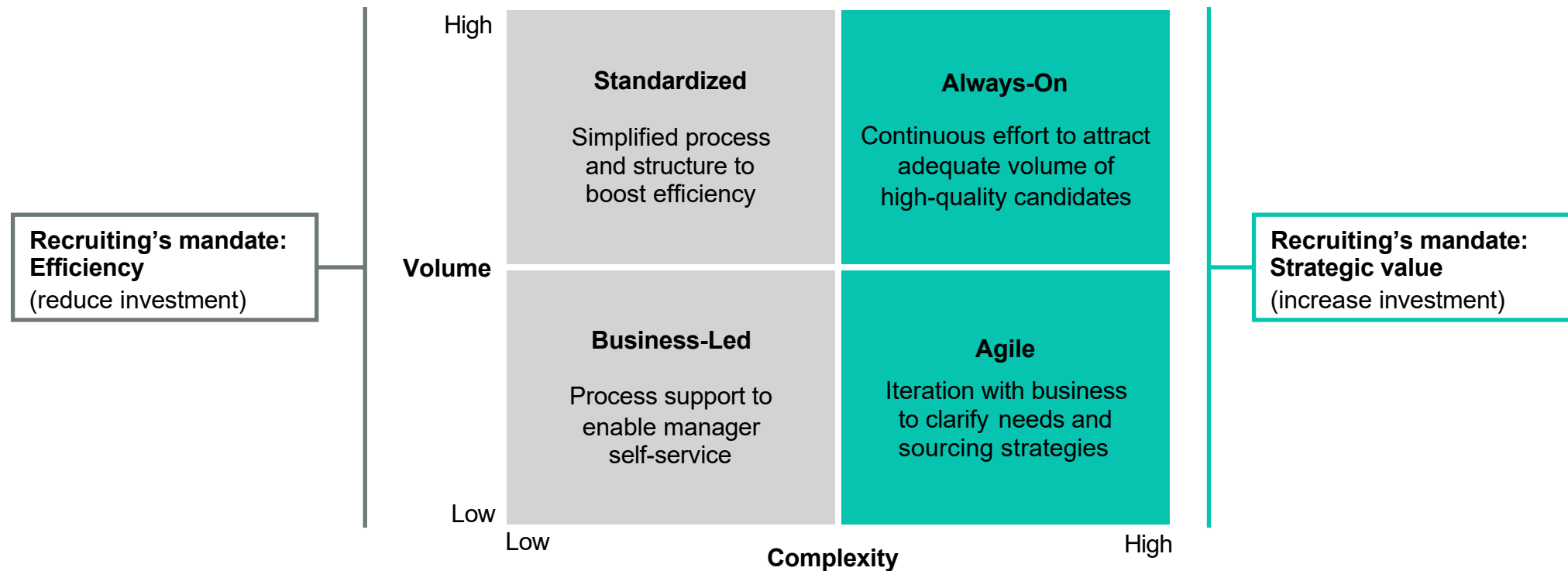
41%
of recruiting leaders say business leaders view recruiting primarily as a **service-based support function**.

n = 39 heads of recruiting

Source: 2024 Gartner Recruiting Executive KPI Benchmarking Survey

Focus Resources Where Recruiting Provides Strategic Value

Multimodal Recruiting Operating Model

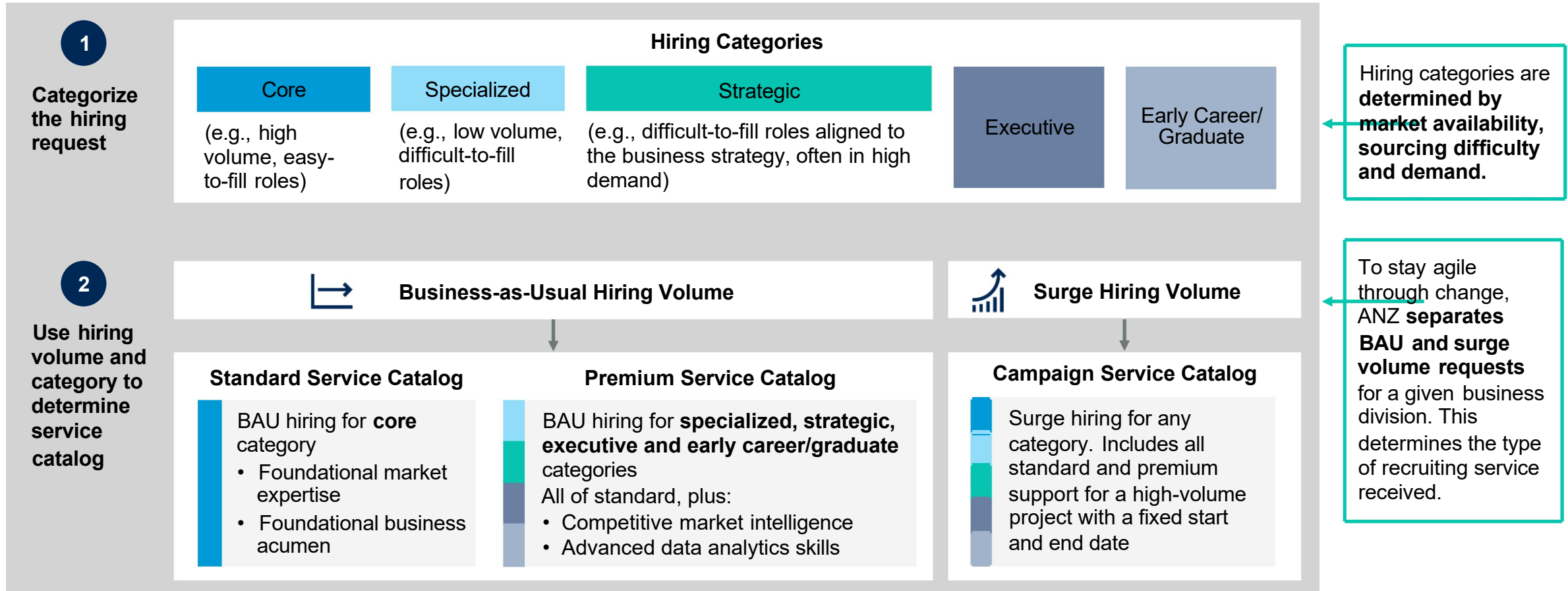


Source: Gartner

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Provide Recruiting Services Only Where Valuable

ANZ's Recruiting Service Standardization Process

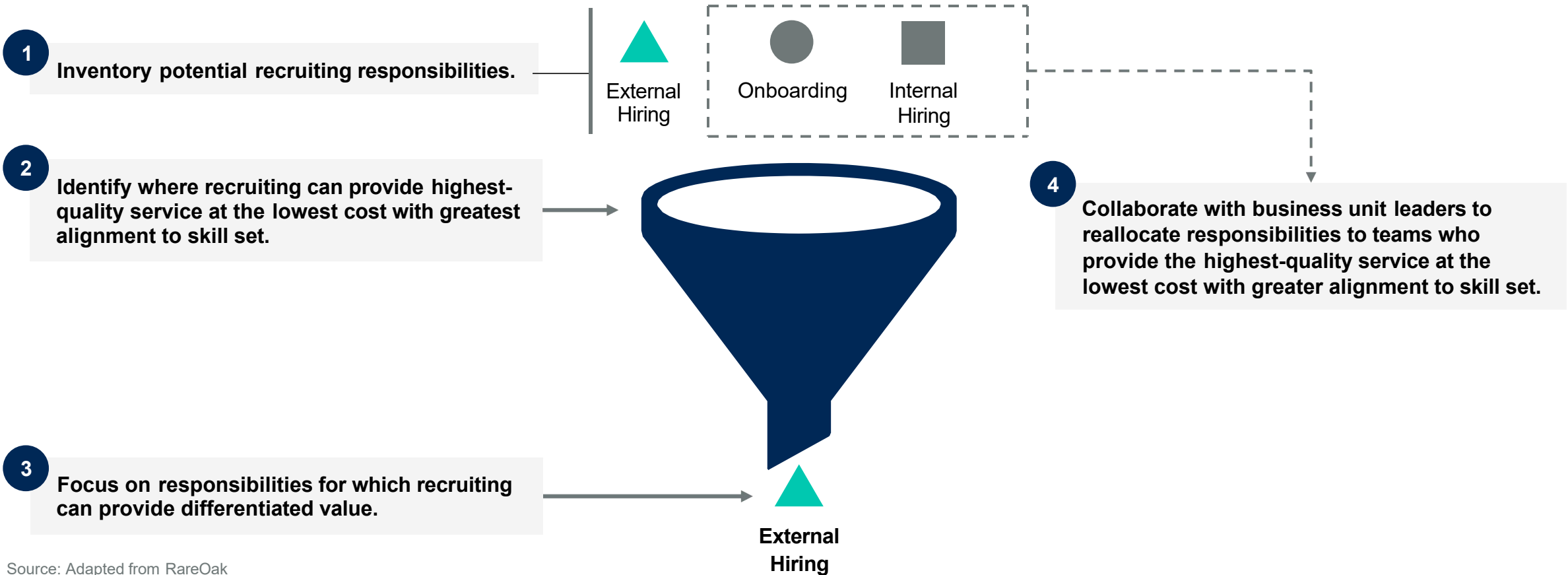


Source: Adapted from ANZ

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Focus Recruiting on Responsibilities With Differentiated Value

RareOak*,s Impact-Driven Recruiting
Illustrative



Source: Adapted from RareOak

* Pseudonym

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Recommended Actions

Assess

- ✓ **Segment** roles based on hiring volume and complexity to determine where to emphasize efficiency versus strategic value.
- ✓ **Determine** where the recruiting function provides differentiated value based on where it is uniquely positioned to deliver high-quality service.

Plan

- ✓ **Articulate** a segmented strategy by identifying the functional capabilities needed to deliver each type of hiring and the staff, technology and processes needed.
- ✓ **Define** service-level tiers that focus premium services on hard-to-fill roles to target scarce resources efficiently and set clear expectations with the business.

Execute

- ✓ **Map** key stakeholders and their potential concerns about change, and engage them at the moments most critical to their source of resistance.
- ✓ **Evolve** metrics and dashboards to communicate recruiting's strategic value to the organization.

Shrinking Talent Pools — and Recruiting Budgets

Concern About Impact of Ongoing Talent Shortages

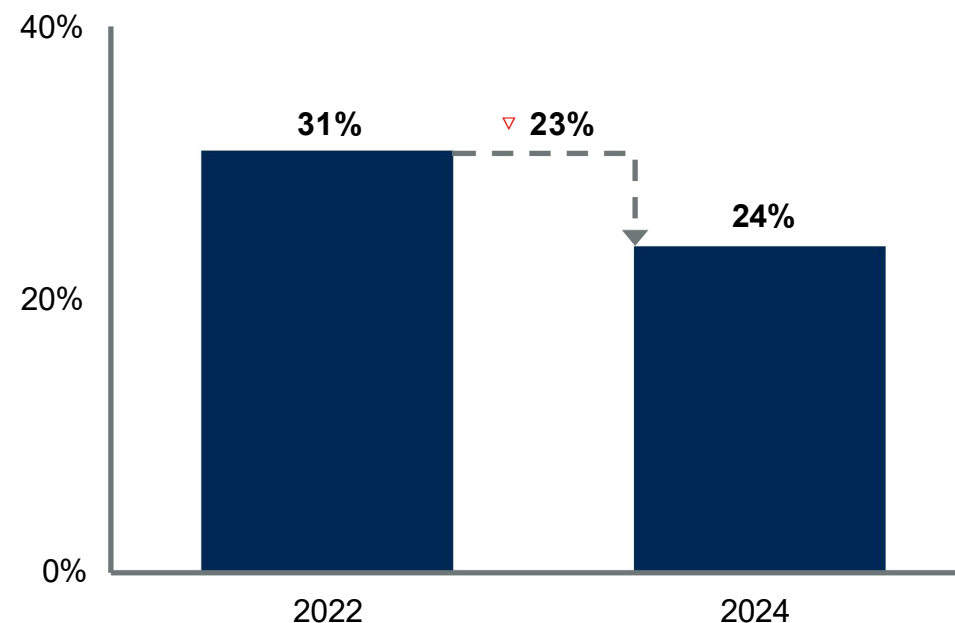
Percentage of Recruiting Executives



n = 55 recruiting executives
Source: 2024 Gartner Recruiting Executive KPI Benchmarking Survey

Investment in Branding and Sourcing

Percentage of Overall Recruiting Expenses

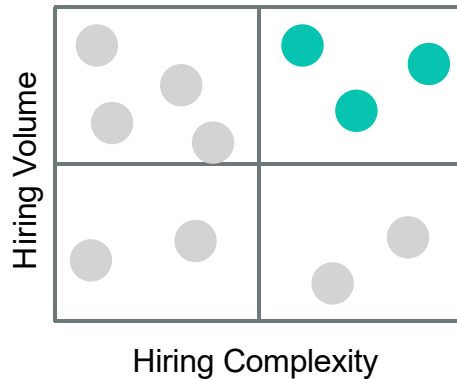


n = 34 (2022), 46 (2024) recruiting leaders
Source: 2022, 2024 Gartner Recruiting Executive KPI Benchmarking Survey

Use Data-Driven Sourcing to Expand Pipelines Efficiently

3 Keys to Selective Sourcing and Potential Data Sources

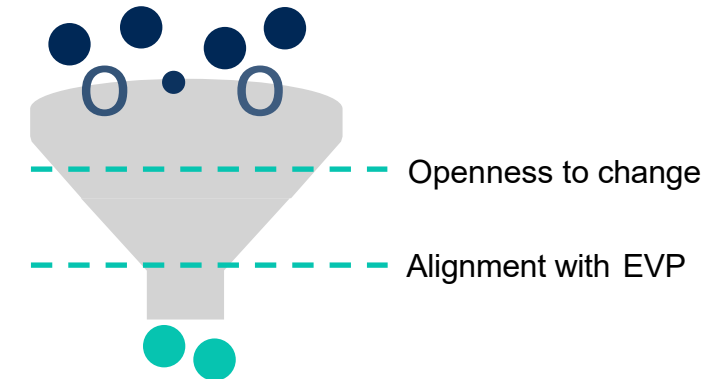
Selectively Deploy Sourcing for Critical Scenarios



Selectively Identify Less Competitive Talent Pools



Selectively Engage Candidates Most Likely to Convert



Offer acceptance rates, competitor hiring volume and reviews, hiring forecast



Location supply and demand, declines in demand for adjacent roles/functions



Recent promotion or work anniversary, increased posting on professional sites, similar EVP to current employer

Source: Gartner

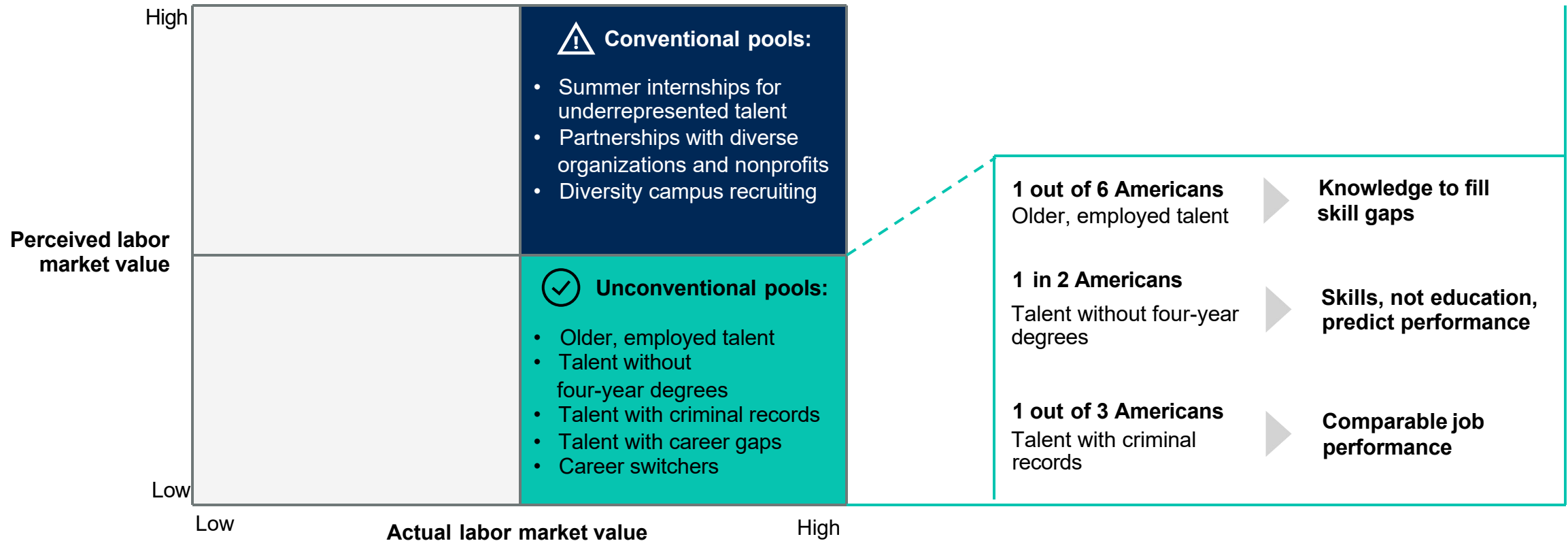
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Low Competition for Undervalued Qualified Talent

Typical and Unconventional Sources of Diverse Talent



Source: [Americans With Criminal Records](#), Sentencing Project; [2020 Census: 1 in 6 People in the United States Were 65 and Over](#), Census Bureau; [Census Bureau Releases New Educational Attainment Data](#); Census Bureau

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Expand Points of Entry Through “Buy + Build” Strategies

Examples of Nontraditional Hiring Pathways



Source: Gartner

Recommended Actions

Assess

- ✓ **Identify** roles with insufficient pipelines of high-quality talent through analysis of applicant volume, time to fill, new-hire retention and other top metrics.
- ✓ **Evaluate** your employment brand strength and job design against competitors and candidates' top priorities.

Plan

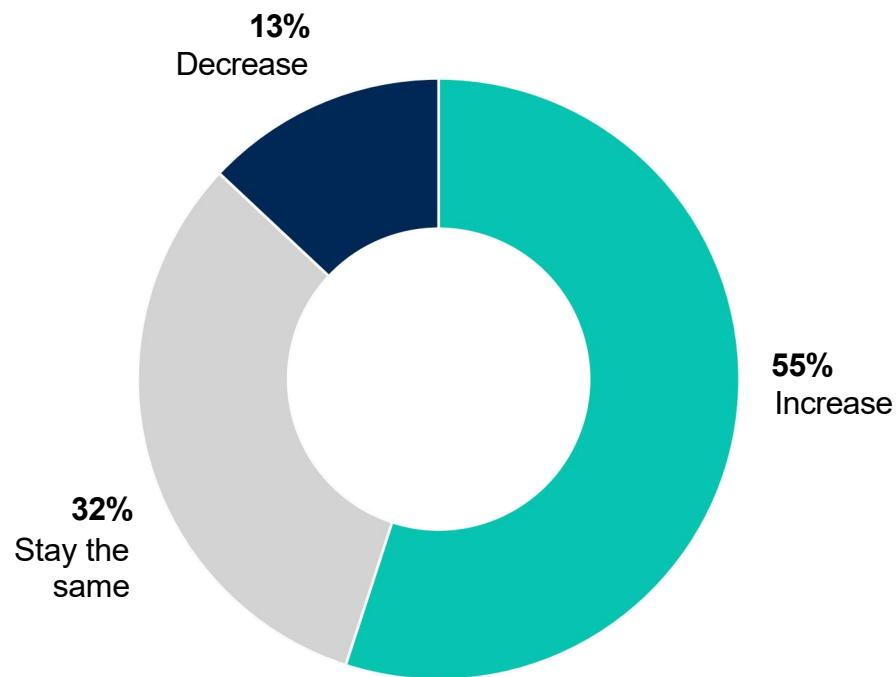
- ✓ **Partner** with L&D and talent management leaders to explore additional talent strategies for critical roles, including internal mobility and upskilling new hires with adjacent skills.
- ✓ **Define** criteria for receiving sourcing team support and support levels (e.g., labor market analysis, name generation, initial screening).

Execute

- ✓ **Redesign** the needs definition process to empower recruiters to challenge hiring manager assumptions with labor market data.
- ✓ **Monitor** sourcing strategy effectiveness through segmented data analysis to identify high-value channels, talent competitors and unconventional profiles.

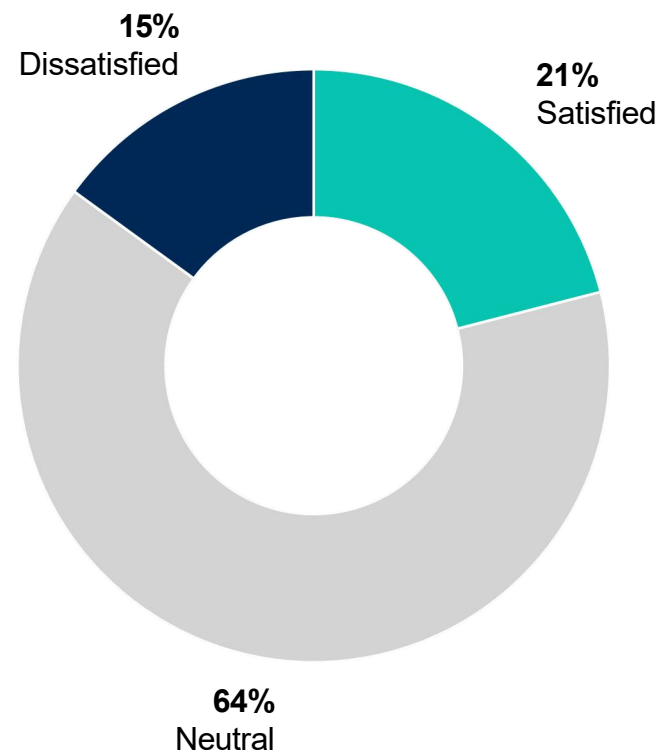
Increased Tech Investments Not Yielding Results

Change in Recruiting Tech Spend in the Next 12 Months
Percentage of Recruiting Executives



n = 47 recruiting executives
Source: 2023 Gartner Recruiting Innovations Survey

Satisfaction With Effectiveness of Recruiting Technology
Percentage of Recruiting Executives

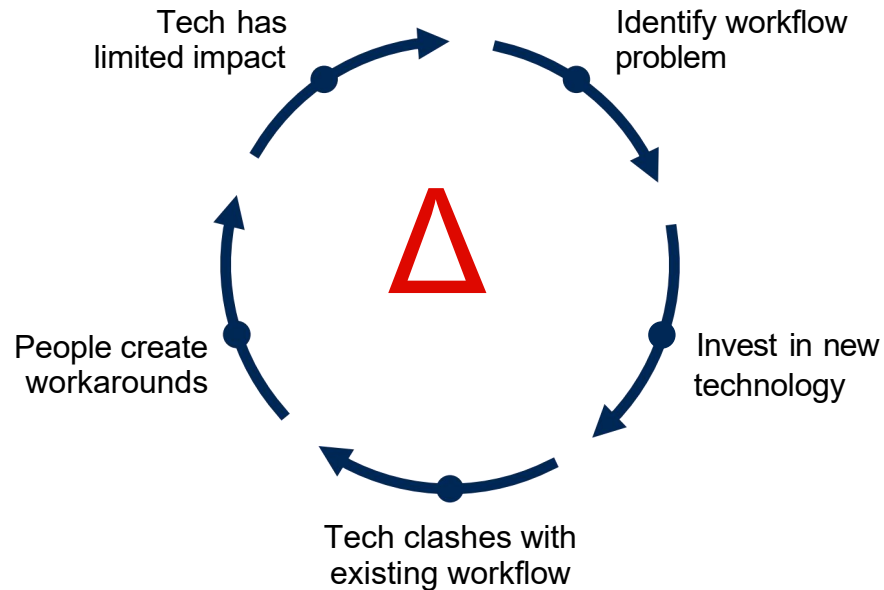


n = 39 recruiting executives
Source: 2024 Gartner Recruiting Executive KPI Benchmarking Survey

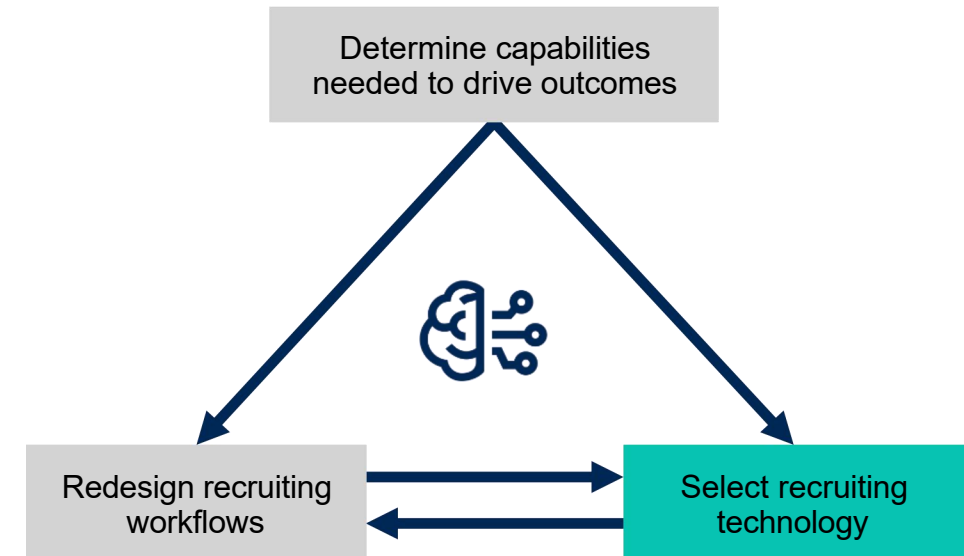
Redesign Workflows Around Tech Capabilities

Approaches to Determining Where to Invest in Tech

Typical Approach: Repair Existing Workflows



New Approach: Redesign Tech-Enabled Workflows



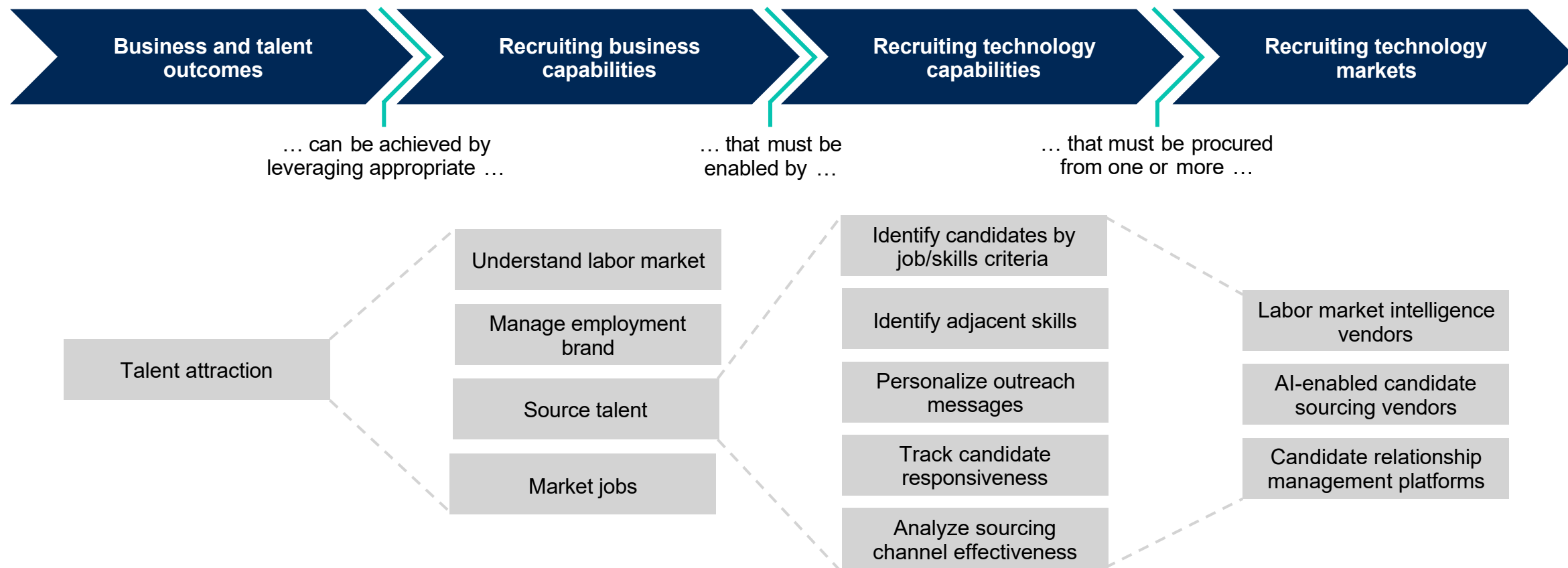
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Prioritize Technology to Achieve Strategic Outcomes

Example of Recruiting Technology Capability Mapping



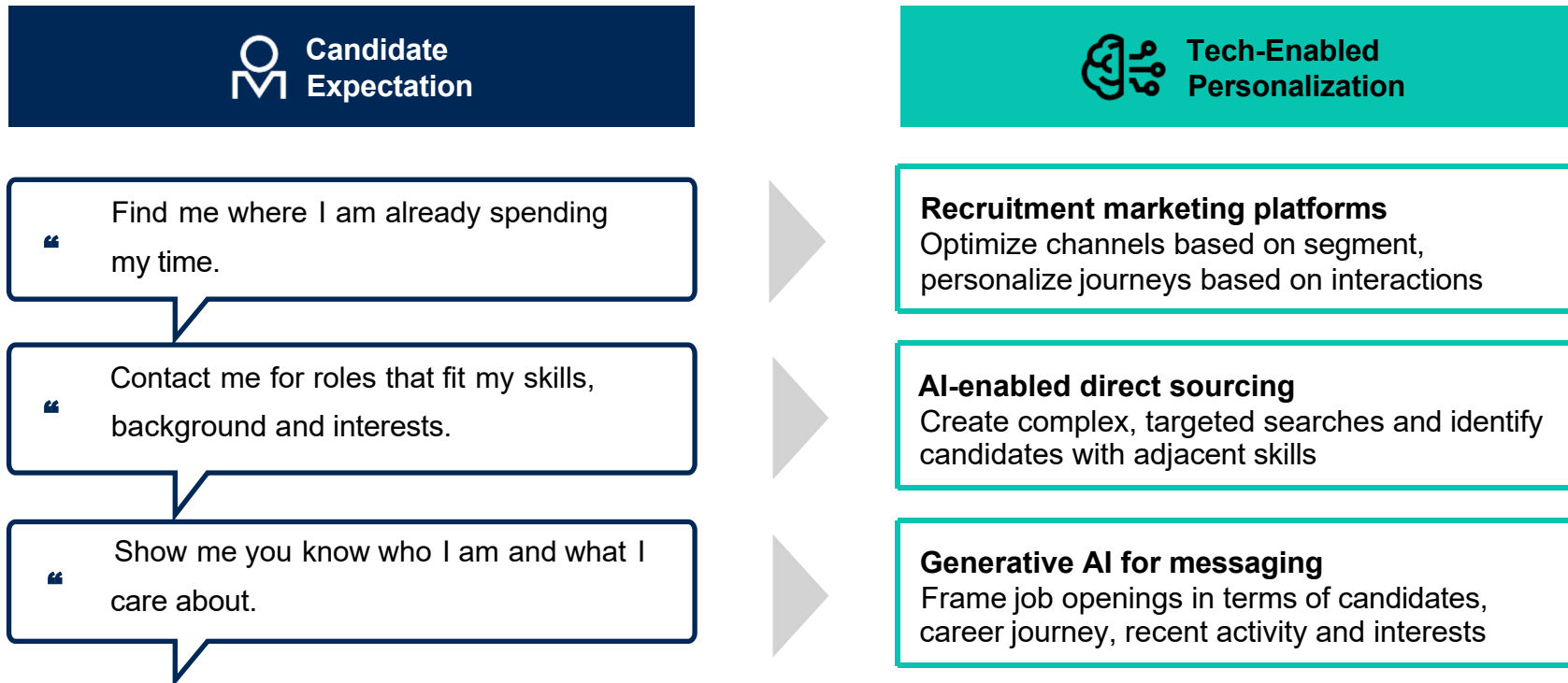
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Challenge Assumptions About What Technology Can Do

Case in Point: Personalization Possible Through Tech, Not Just Humans



Source: Gartner

Recommended Actions

Assess

- ✓ **Map** the recruiting business capabilities needed to achieve key outcomes and strategic goals, in partnership with key stakeholders and end users.
- ✓ **Explore** emerging and maturing tech solutions to understand their capabilities and identify opportunities to rethink operational decisions (e.g., structure, role design, workflows).

Plan

- ✓ **Prioritize** tech opportunities based on strategic impact and long-term value, along with criteria such as ease of integration and cost effectiveness.
- ✓ **Engage** end users of TA technology (e.g., recruiters, hiring managers) in planning and implementation to build shared ownership and create effective new processes.

Execute

- ✓ **Monitor** the impact of new technologies on key outcomes such as time to fill, candidate experience and recruiter time spend on high-value tasks.
- ✓ **Track** changes in the recruiting tech landscape continually to identify opportunities for experimentation and optimization.

Two Focus Areas for Capability Development

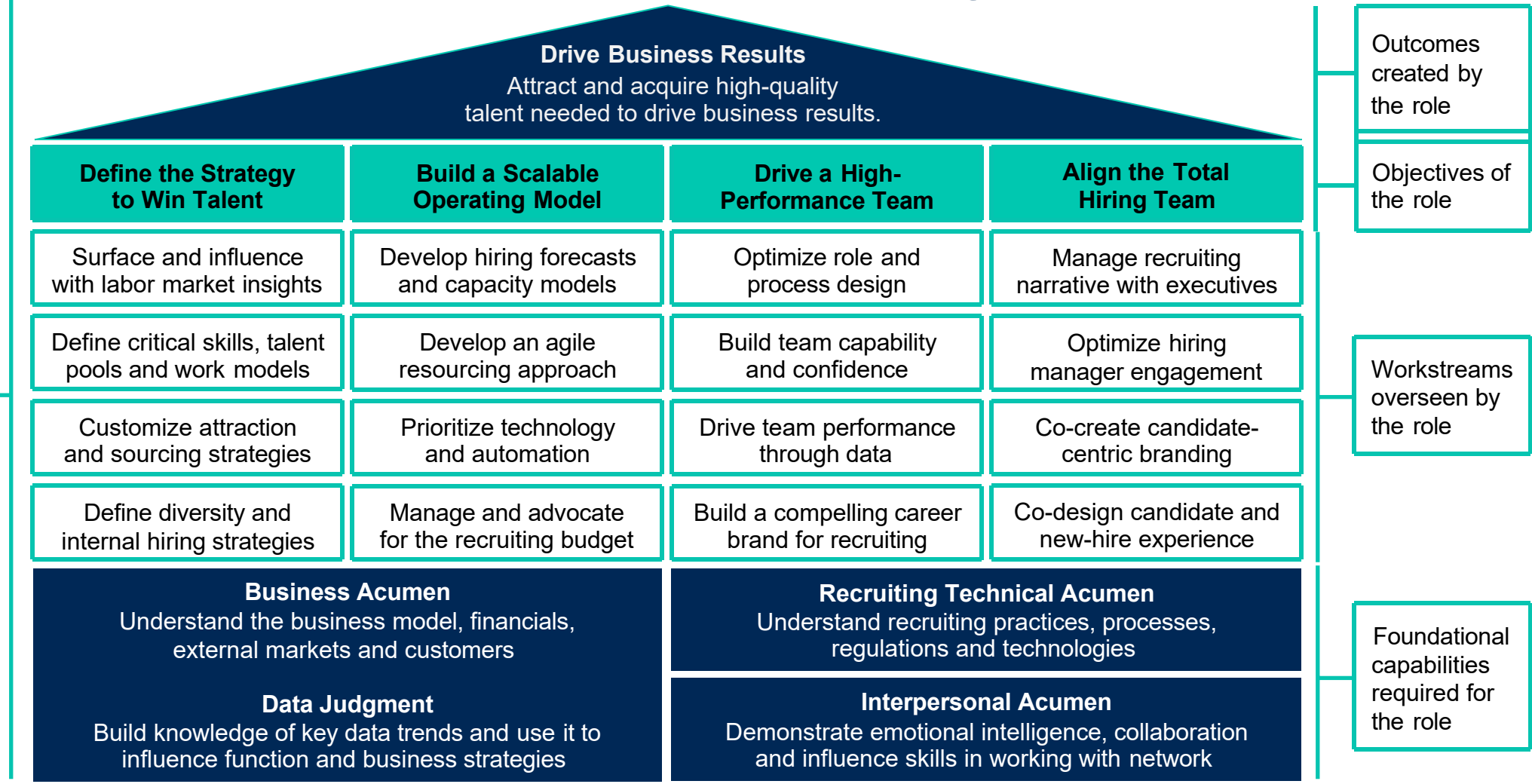


Source: Gartner

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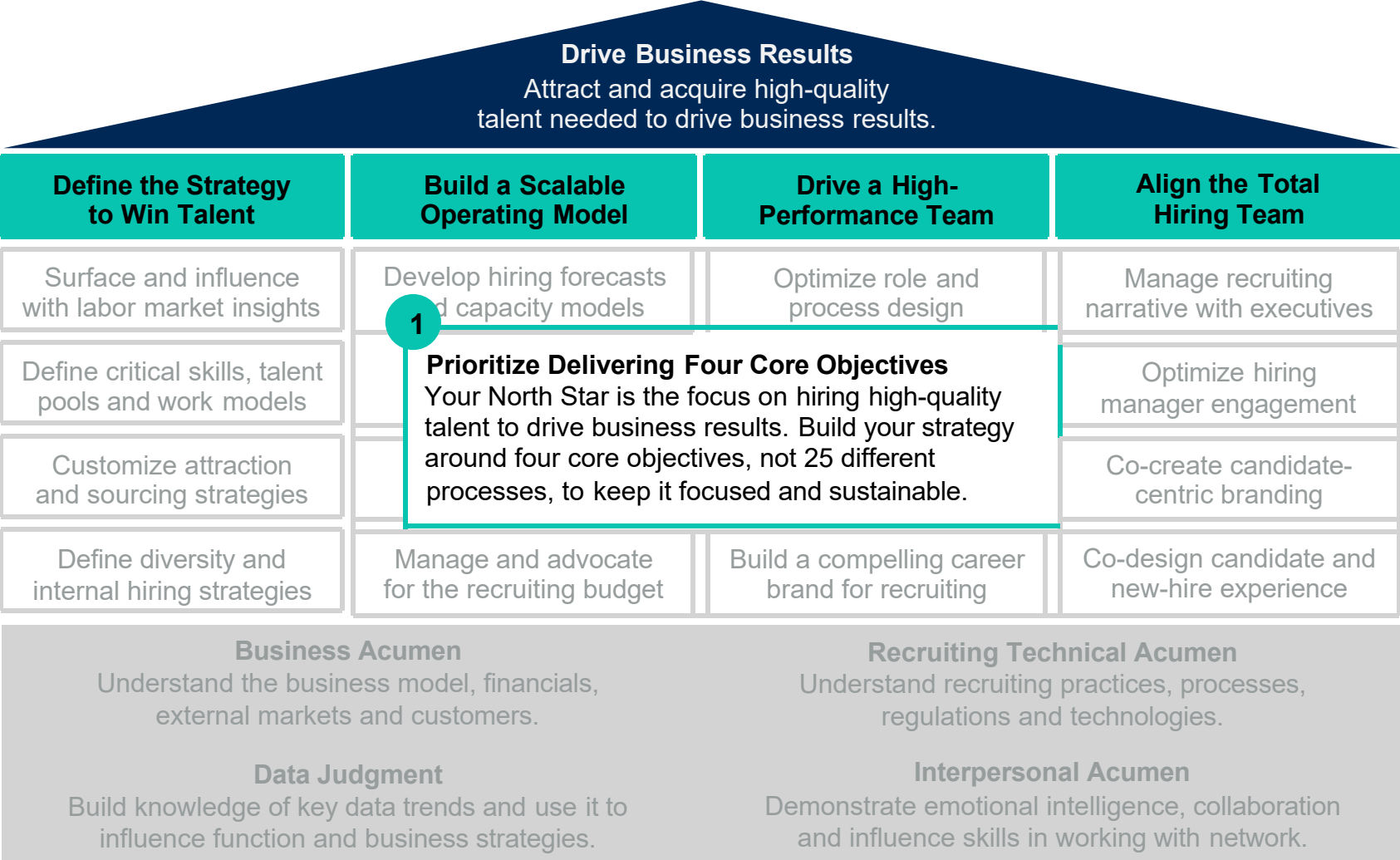
Model of a World-Class Head of Recruiting



Source: Gartner

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1. Never Lose Your North Star



Source: Gartner

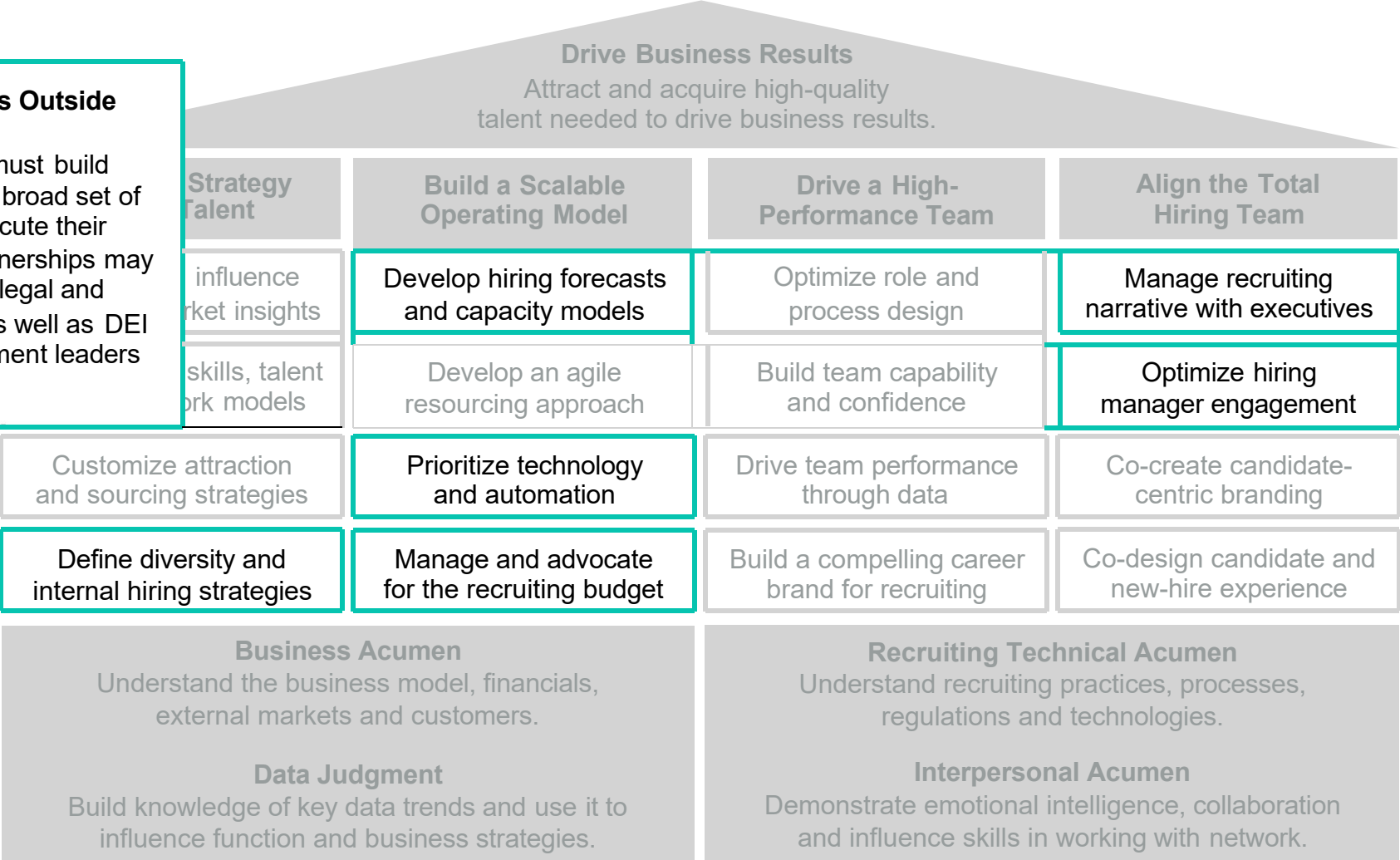
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2. Engage Partners Across the Enterprise

2

Leverage Networks Outside Recruiting

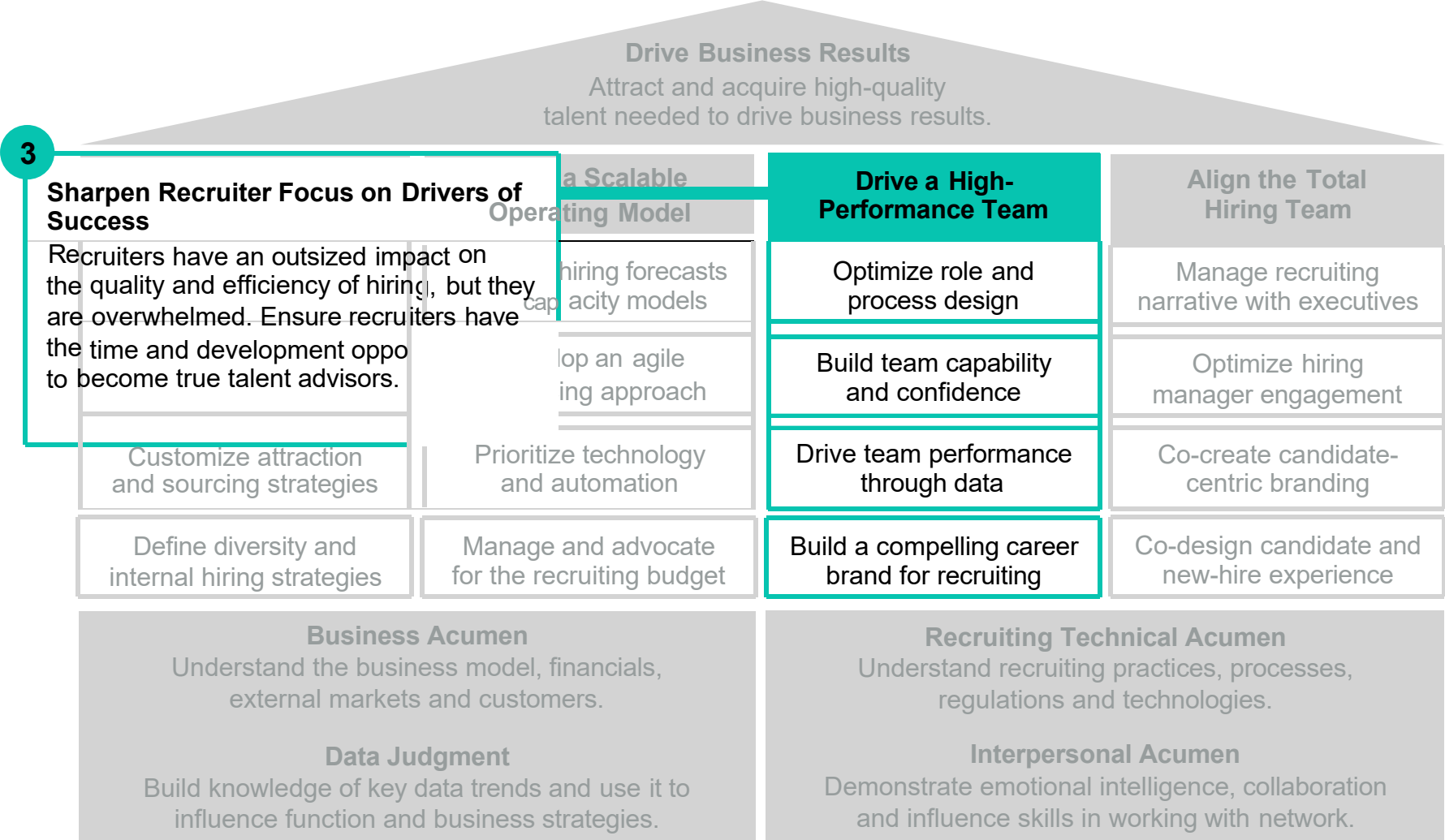
Recruiting leaders must build relationships with a broad set of stakeholders to execute their strategies. Key partnerships may include finance, IT, legal and business leaders, as well as DEI and talent management leaders in the HR function.



Source: Gartner

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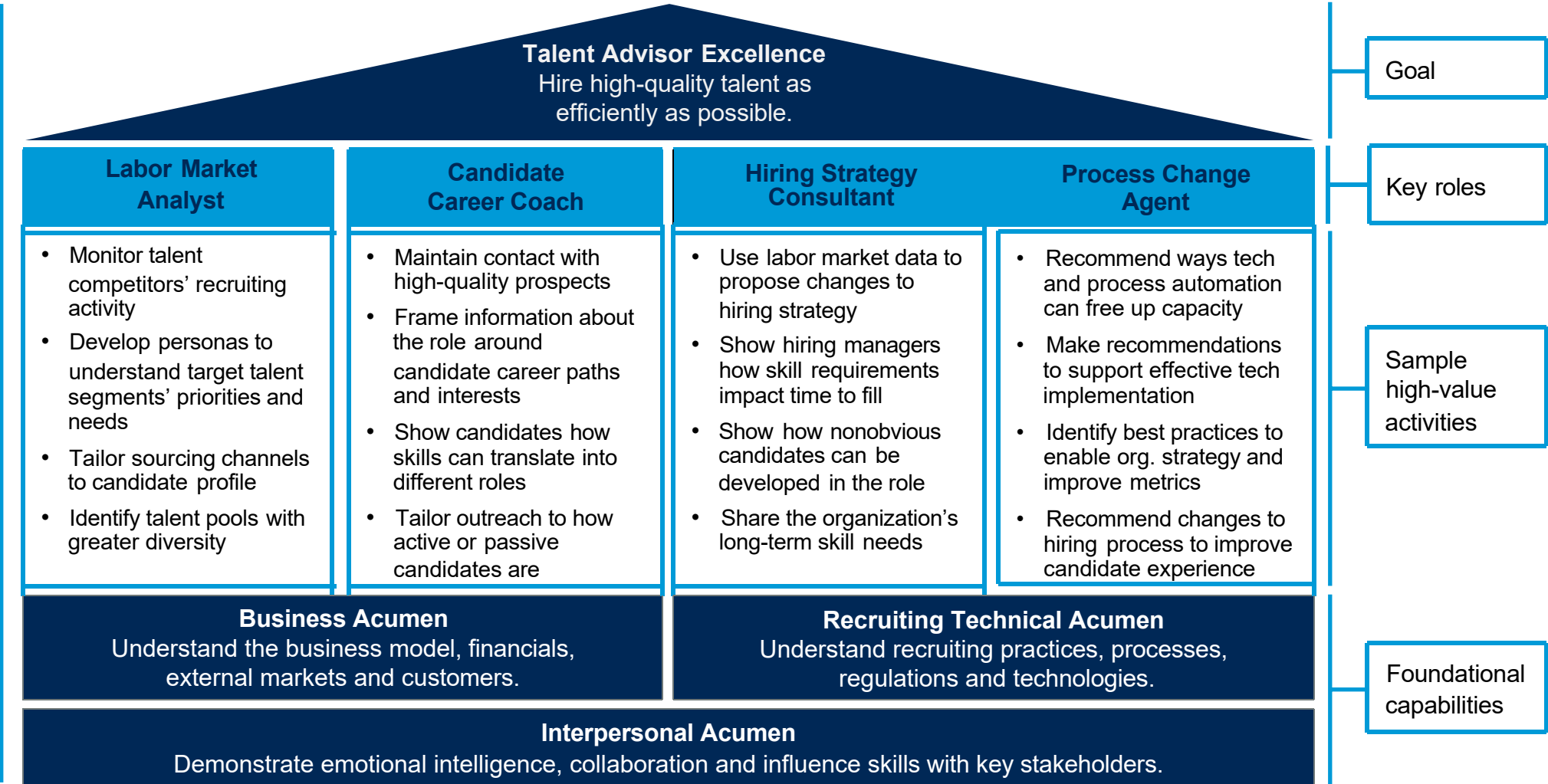
3. Get the Most From Your Recruiting Team



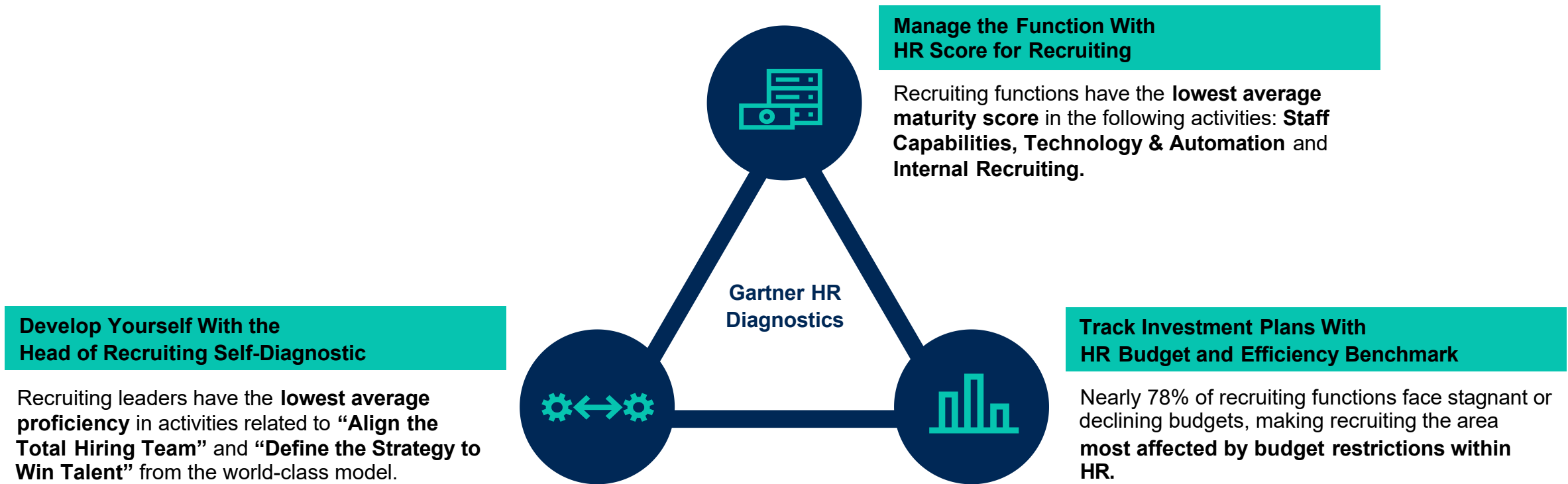
Source: Gartner

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Model of a World-Class Talent Advisor



Identify Your Gaps With Gartner HR Diagnostics



Want to see how you and your function compare with peers?

Use the Head of Recruiting Self-Diagnostic, HR Score for Recruiting, and HR Budget & Efficiency Benchmark tools.

Source: Head of Recruiting Self-Diagnostic (n = 52 heads of recruiting); HR Score for Recruiting (n = 108 HR organizations); 2023 HR Budget & Efficiency Benchmark (n = 99-113 HR leaders)

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Actionable, objective insight

Position your organization for success. Explore these additional complimentary resources and tools for HR leaders:

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Reinvent Your Talent Strategy

Discover actionable insights to meet the need for scarce and emerging skills and sustain corporate performance.



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Tool

Employee Diagnostic Suite

Uncover what's working with your employees and what needs improvement to increase employee engagement and retention.

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Webinar

3 Keys to Build an Agile and Efficient Recruiting Function

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Report

Labor Market Trends

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