

Leadership Vision for 2025

Top 3 Strategic Priorities for Recruiting Leaders

tation, including all supporting materials, is propresary to Gartner, Inc. and/or its affiliates and is for the sole contain information that is confidential, proprietary or otherwise legally protected, it may not be further copied,

Gartner

特别提醒



行业交流分享群

分享:可获取人资行业的报告、方案及其他学习资源,上新群内通知

交流: 求职、找人、找资源、找供应商







免责声明

第三方声明:本报告所有内容(数据/观点/结论)整理于网络公开渠道,均不代表我司立场,我司不承担其准确性、完整性担保责任。

侵权处理承诺:如报告内容涉嫌侵权,请 立即联系客服微信,我司将在核实后第一 时间清理相关内容并配合处理



Leadership Vision for Recruiting Leaders in 2025

Recruiting leaders are navigating a complex landscape shaped by several key trends. CEOs prioritizing growth, Al 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' toprecommended 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



Al aspirations confront deployment realities

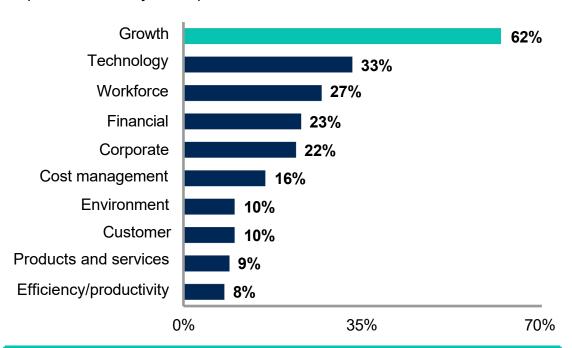


Labor market shifts put pressure on talent strategies

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



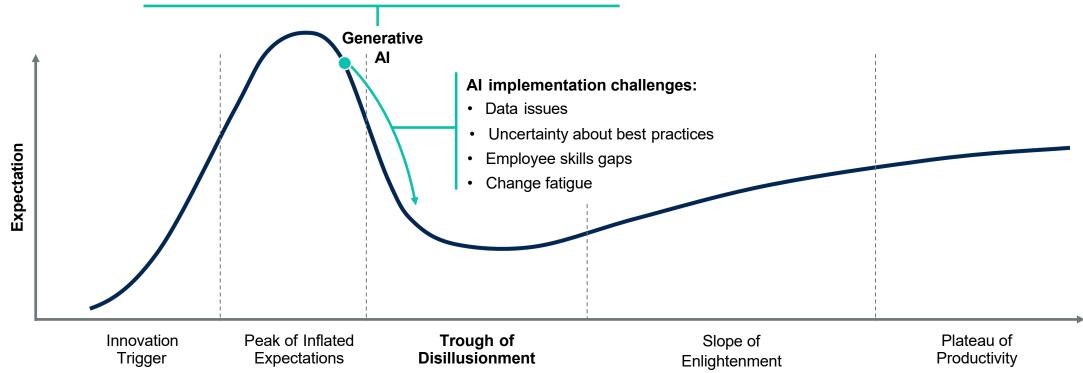
n = 339 CEOs and senior business executives Source: 2024 Gartner CEO and Senior Business Executive Survey Q. In a few words, what is at the core of that strategy change?



Al Aspirations Confront Deployment Realities

GenAl'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 GenAl.



n = 380 functional leaders

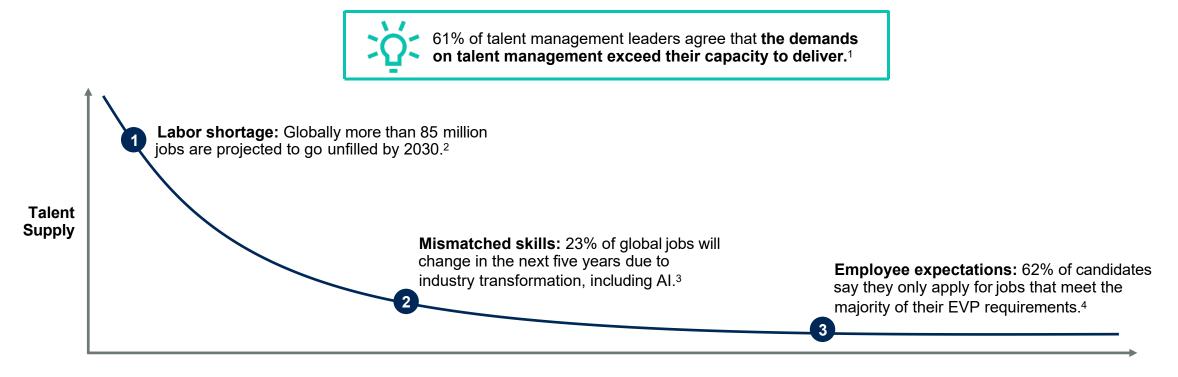
Source: Gartner Generative AI 2024 Planning Survey

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?



Labor Market Shifts Put Pressure on Talent Strategies

Three Drivers of Declining Availability of Critical Talent



n = 3,435 candidates

¹2024 Gartner Modernizing Talent Management HR Leader Survey, n = 190 HR leaders. <u>2The \$8.5 Trillion Talent Shortage</u>, Korn Ferry. <u>3The Future of Jobs Report 2023</u>, World Economic Forum. ⁴2024 Gartner Voice of the Candidate Survey (Q2).



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



... 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

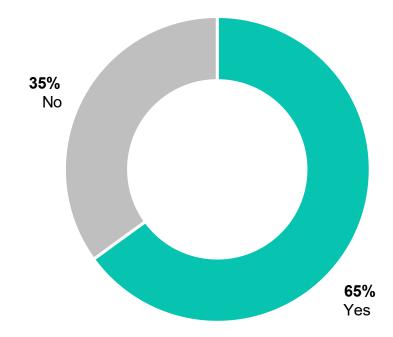
Expand talent pipelines to support business growth **Transform recruiting delivery** through tech innovation

TRENDS / PRIORITIES / CAPABILITIES

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%

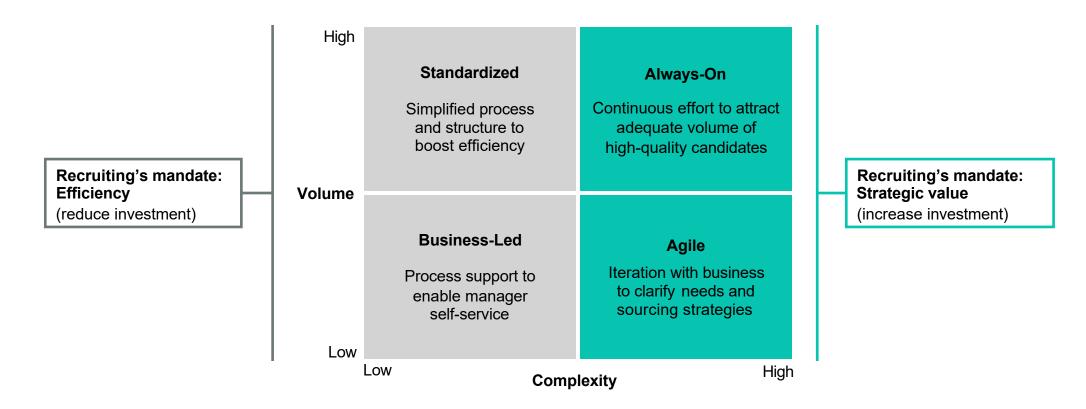
of recruiting leaders say business leaders view recruiting primarily as a **service-based support function**.

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



Focus Resources Where Recruiting Provides Strategic Value

Multimodal Recruiting Operating Model

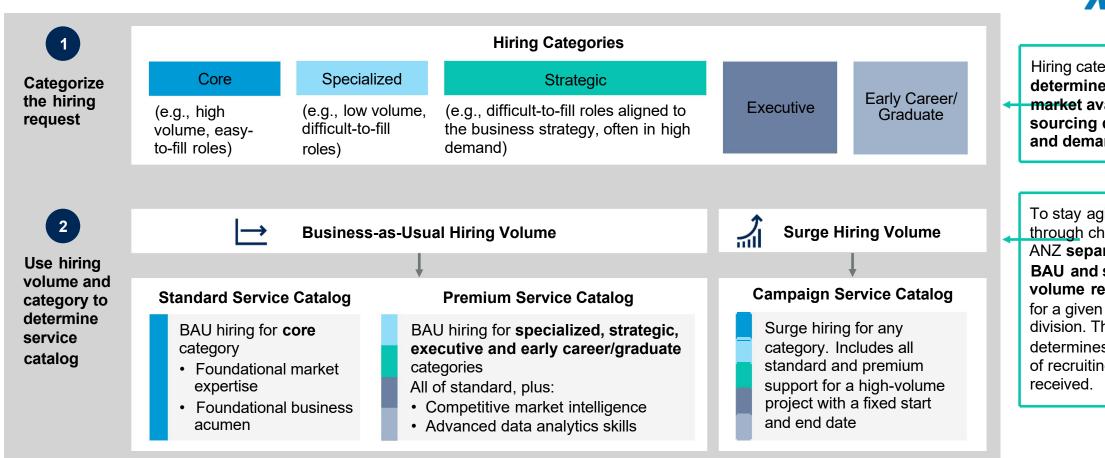




Provide Recruiting Services Only Where Valuable

ANZ's Recruiting Service Standardization Process





Hiring categories are determined by market availability, sourcing difficulty and demand.

To stay agile through change, ANZ separates **BAU** and surge volume requests for a given business division. This determines the type of recruiting service

Source: Adapted from ANZ

Focus Recruiting on Responsibilities With Differentiated Value

RareOak*,s Impact-Driven Recruiting

Illustrative



Inventory potential recruiting responsibilities.

Identify where recruiting can provide highestquality service at the lowest cost with greatest alignment to skill set.

External Hiring

Onboarding

Internal

Hiring

External

Hiring

Collaborate with business unit leaders to reallocate responsibilities to teams who provide the highest-quality service at the lowest cost with greater alignment to skill set.

Focus on responsibilities for which recruiting can provide differentiated value.

Source: Adapted from RareOak

* Pseudonym

RESTRICTED DISTRIBUTION

13 © 2024 Gartner, Inc. and/or its affiliates. All rights reserved.



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

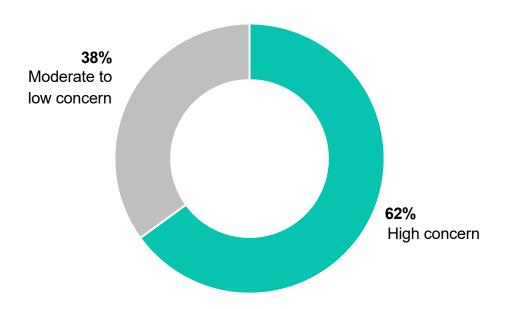
- Map key stakeholders and their potential concerns about change, and engage them at the moments most critical to their source of resistance.



Shrinking Talent Pools — and Recruiting Budgets

Concern About Impact of Ongoing Talent Shortages

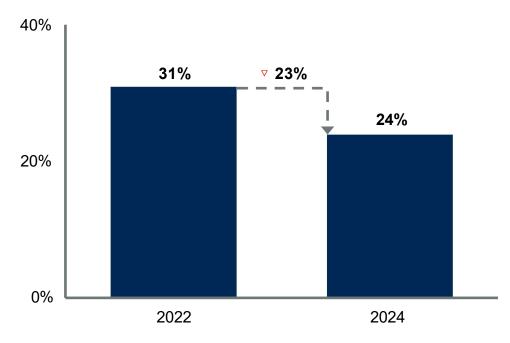
Percentage of Recruiting Executives



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

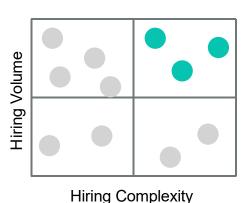


TRENDS / PRIORITIES / CAPABILITIES

Use Data-Driven Sourcing to Expand Pipelines Efficiently

3 Keys to Selective Sourcing and Potential Data Sources

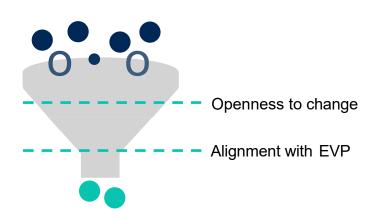
Selectively Deploy Sourcing for Critical Scenarios



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

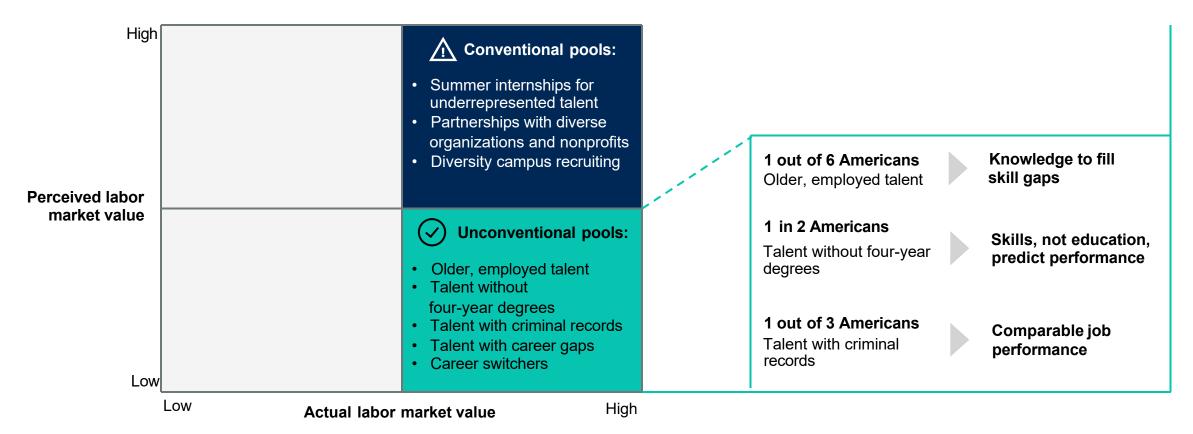


Recent promotion or work anniversary, increased posting on professional sites, similar EVP to current employer



Low Competition for Undervalued Qualified Talent

Typical and Unconventional Sources of Diverse Talent

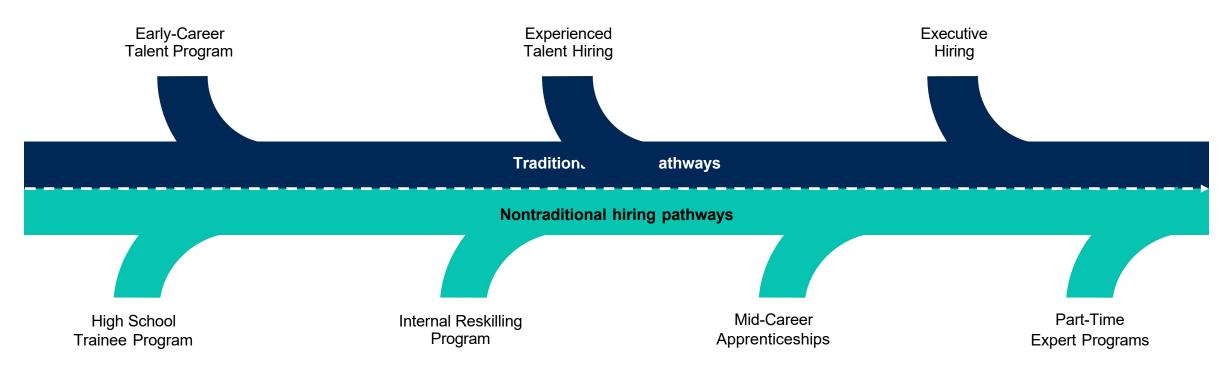


Source: Americans With Criminal Records, Sentencing Project; 2020 Census: 1 in 6 People in the United States Were 65 and Over, Census Bureau; Census Bureau Releases New Educational Attainment Data: Census Bureau



Expand Points of Entry Through "Buy + Build" Strategies

Examples of Nontraditional Hiring Pathways





Recommended Actions

Assess

- ldentify 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.

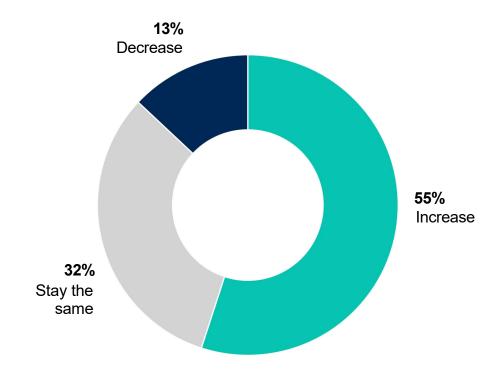


TRENDS / PRIORITIES / CAPABILITIES

Increased Tech Investments Not Yielding Results

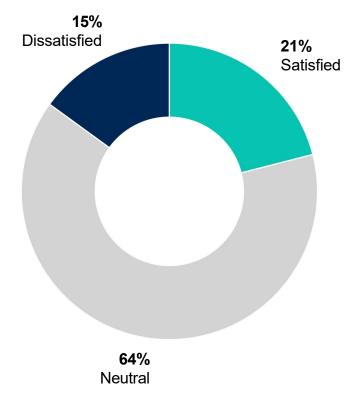
Change in Recruiting Tech Spend in the Next 12 Months

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



TRENDS / PRIORITIES / CAPABILITIES

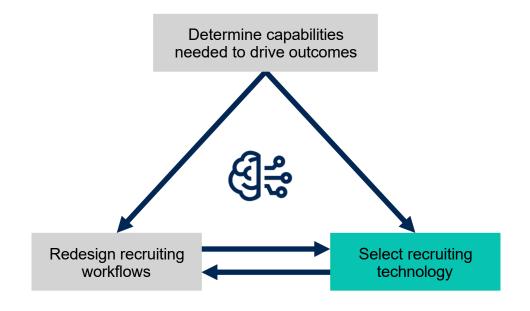
Redesign Workflows Around Tech Capabilities

Approaches to Determining Where to Invest in Tech

Typical Approach: Repair Existing Workflows

Identify workflow Tech has limited impact problem People create Invest in new workarounds technology Tech clashes with existing workflow

New Approach: Redesign Tech-Enabled Workflows

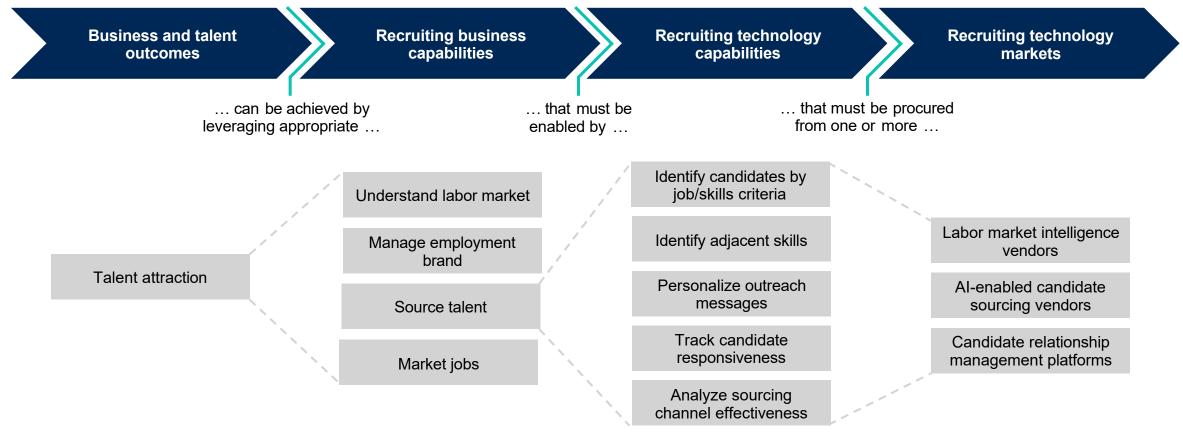


Source: Gartner

Gartner

Prioritize Technology to Achieve Strategic Outcomes

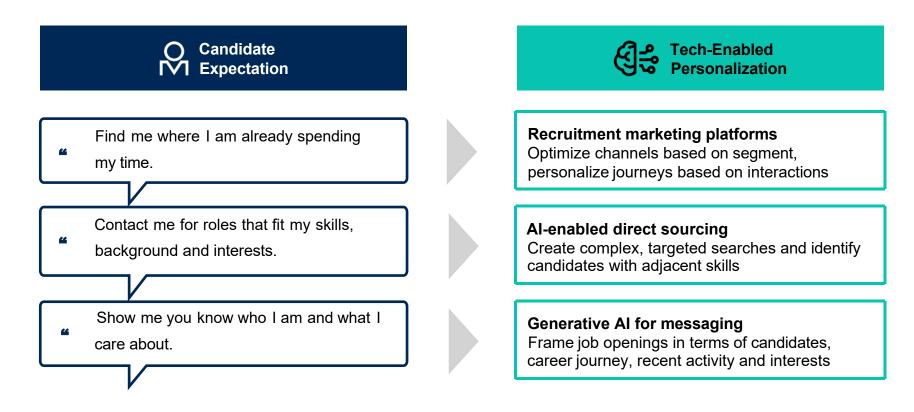
Example of Recruiting Technology Capability Mapping





Challenge Assumptions About What Technology Can Do

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





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







Model of a World-Class Head of Recruiting

Outcomes Drive Business Results created by Attract and acquire high-quality the role talent needed to drive business results. Align the Total **Define the Strategy Build a Scalable** Objectives of **Drive a High**to Win Talent **Operating Model Performance Team Hiring Team** the role Surface and influence Develop hiring forecasts Optimize role and Manage recruiting and capacity models with labor market insights narrative with executives process design Define critical skills, talent Develop an agile Build team capability Optimize hiring pools and work models and confidence resourcing approach Workstreams manager engagement overseen by Customize attraction Drive team performance Co-create candidatethe role Prioritize technology and sourcing strategies and automation through data centric branding Define diversity and Co-design candidate and Manage and advocate Build a compelling career for the recruiting budget brand for recruiting new-hire experience internal hiring strategies **Business Acumen Recruiting Technical Acumen** Understand the business model, financials, Understand recruiting practices, processes, Foundational regulations and technologies external markets and customers capabilities required for **Interpersonal Acumen Data Judgment** the role Demonstrate emotional intelligence, collaboration Build knowledge of key data trends and use it to and influence skills in working with network influence function and business strategies

Source: Gartner

Recruiting

leader



1. Never Lose Your North Star

Drive Business Results Attract and acquire high-quality talent needed to drive business results. Align the Total **Define the Strategy Build a Scalable** Drive a Highto Win Talent **Operating Model Performance Team Hiring Team** Develop hiring forecasts Surface and influence Optimize role and Manage recruiting with labor market insights d capacity models narrative with executives process design **Prioritize Delivering Four Core Objectives** Define critical skills, talent Optimize hiring Your North Star is the focus on hiring high-quality pools and work models manager engagement talent to drive business results. Build your strategy around four core objectives, not 25 different Customize attraction Co-create candidateprocesses, to keep it focused and sustainable. and sourcing strategies centric branding Build a compelling career Co-design candidate and Define diversity and Manage and advocate for the recruiting budget brand for recruiting new-hire experience internal hiring strategies **Business Acumen Recruiting Technical Acumen** Understand the business model, financials, Understand recruiting practices, processes, external markets and customers. regulations and technologies. Interpersonal Acumen **Data Judgment** Build knowledge of key data trends and use it to Demonstrate emotional intelligence, collaboration influence function and business strategies. and influence skills in working with network.

2. Engage Partners Across the Enterprise

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.

Drive Business Results

Attract and acquire high-quality talent needed to drive business results.

Strategy Build a Scalable Falent Operating Model

Develop hiring forecasts and capacity models

Prioritize technology

and automation

Develop an agile resourcing approach

Drive a High-Performance Team

Optimize role and process design

Build team capability and confidence

Drive team performance through data

Build a compelling career brand for recruiting

Align the Total Hiring Team

Manage recruiting narrative with executives

Optimize hiring manager engagement

Co-create candidatecentric branding

Co-design candidate and new-hire experience

Customize attraction and sourcing strategies

Define diversity and

internal hiring strategies

influence

rket insights

skills. talent

ork models

Manage and advocate for the recruiting budget

e || Bu et ||

_

Business Acumen

Understand the business model, financials, external markets and customers.

Data Judgment

Build knowledge of key data trends and use it to influence function and business strategies.

Recruiting Technical Acumen

Understand recruiting practices, processes, regulations and technologies.

Interpersonal Acumen

Demonstrate emotional intelligence, collaboration and influence skills in working with network.

3. Get the Most From Your Recruiting Team

Drive Business Results

Attract and acquire high-quality talent needed to drive business results.

Sharpen Recruiter Focus on Drivers of Success

Recruiters have an outsized impact on the quality and efficiency of hiring, but they are overwhelmed. Ensure recruiters have the time and development oppoto become true talent advisors.

Customize attraction and sourcing strategies

Define diversity and internal hiring strategies

of Operating Model

hiring forecasts acity models

lop an agile ing approach

Prioritize technology and automation

Manage and advocate for the recruiting budget

Drive a High-Performance Team

Optimize role and process design

Build team capability and confidence

Drive team performance through data

Build a compelling career brand for recruiting

Align the Total Hiring Team

Manage recruiting narrative with executives

Optimize hiring manager engagement

Co-create candidatecentric branding

Co-design candidate and new-hire experience

Business Acumen

Understand the business model, financials, external markets and customers.

Data Judgment

Build knowledge of key data trends and use it to influence function and business strategies.

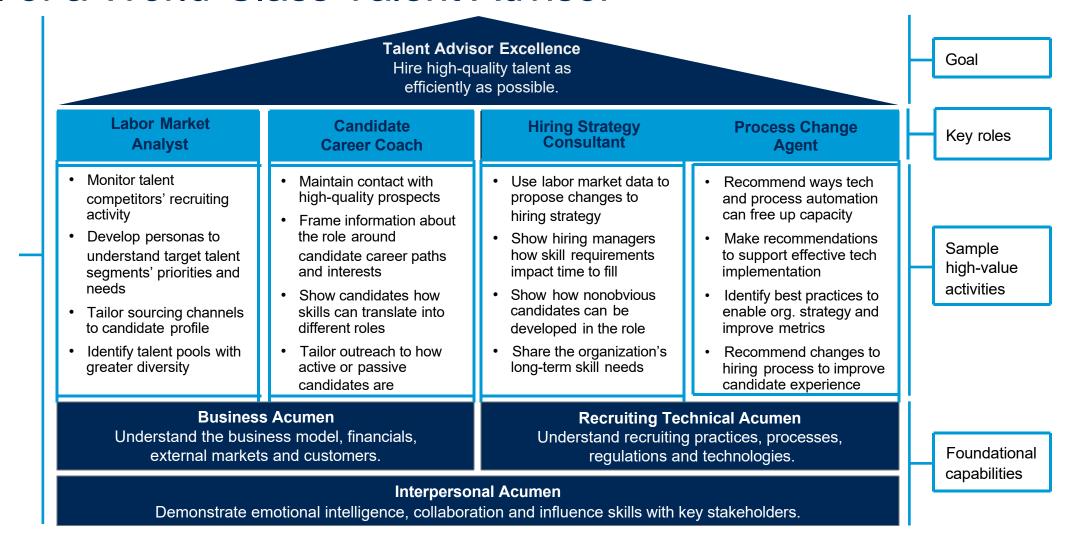
Recruiting Technical Acumen

Understand recruiting practices, processes, regulations and technologies.

Interpersonal Acumen

Demonstrate emotional intelligence, collaboration and influence skills in working with network.

Model of a World-Class Talent Advisor



Source: Gartner

Recruiting

team



Identify Your Gaps With Gartner HR Diagnostics

Manage the Function With HR Score for Recruiting Recruiting functions have the lowest average maturity score in the following activities: Staff Capabilities, Technology & Automation and Internal Recruiting. Track Investment Plans With HR Budget and Efficiency Benchmark Nearly 78% of recruiting functions face stagnant or declining budgets, making recruiting the area most affected by budget restrictions within HR.

Develop Yourself With the Head of Recruiting Self-Diagnostic

Recruiting leaders have the **lowest average proficiency** in activities related to "Align the **Total Hiring Team"** and "Define the Strategy to
Win Talent" from the world-class model.

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

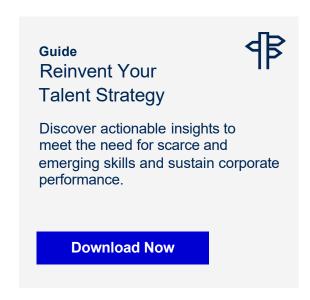
Use the Head of Recruiting Self-Diagnostic, HR Score for Recruiting, and HR Budget & Efficiency Benchmark tools.

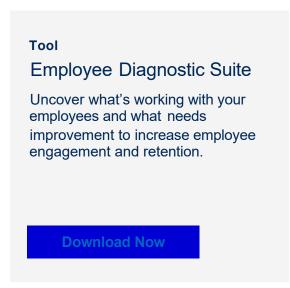
Source: Head of Recruiting Self-Diagnostic (n = 52 heads of recruiting); HR Score for Recruiting (n = 108 HR organizations); 2023 HR Budget & Efficiency Benchmark (n = 99-113 HR leaders)

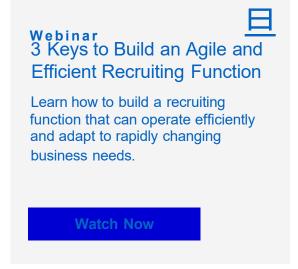


Actionable, objective insight

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









Already a client? Get access to even more resources in your client portal. Log In



特别提醒



行业交流分享群

分享:可获取人资行业的报告、方案及其他学习资源,上新群内通知

交流: 求职、找人、找资源、找供应商







免责声明

第三方声明:本报告所有内容(数据/观点/结论)整理于网络公开渠道,均不代表我司立场,我司不承担其准确性、完整性担保责任。

侵权处理承诺:如报告内容涉嫌侵权,请 立即联系客服微信,我司将在核实后第一 时间清理相关内容并配合处理



Connect With Us

Get actionable, objective insight to deliver on your mission-critical priorities. Our expert guidance and tools enable faster, smarter decisions and stronger performance. Contact us to become a client:

U.S.: 1 855 811 7593

International: +44 (0) 3330 607 044

Become a Client

Learn more about Gartner for HR Leaders

gartner.com/en/human-resources

Stay connected to the latest insights







Attend a Gartner conference

View Conference

