

HR Toolkit:

Preparing your HR Strategy for 2026

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Conversation Flow



1

Why is HR strategy important and how do you craft a good strategy?



2

What are the priorities informing HR strategies in 2026?



3

Which objectives and metrics should be in your HR Strategy for 2026?

What is the first thing that comes to mind when you hear the word “HR Strategy”?





1

Why is HR Strategy important and how do you craft a good HR Strategy?

Why is HR Strategy important?

#clarity

#criteria

#commitment

12%

of organizations are ranked as “leading” in how they align workforce and talent strategies

What do you think is the biggest reason why HR strategies don't deliver value?

- A. They are too generic
- B. There are no clear metrics and KPIs
- C. They do not give clarity
- D. They are not aligned with the business



What does the data tell us about successful HR Strategies?

Insight 1:

Good HR Strategies follow an iterative approach

Insight 2:

Good HR Strategies use internal and external data sources

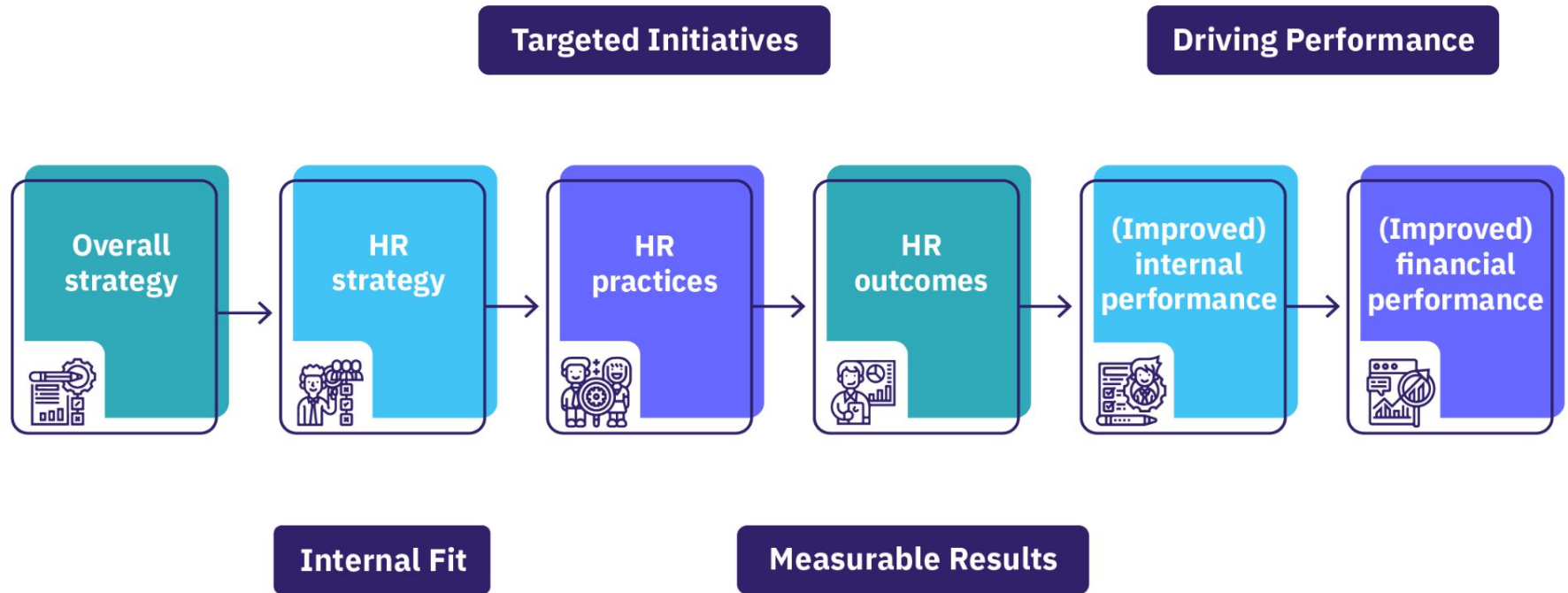
Insight 3:

Good HR Strategies are simple with a clear stakeholder-focused narrative

Insight 4:

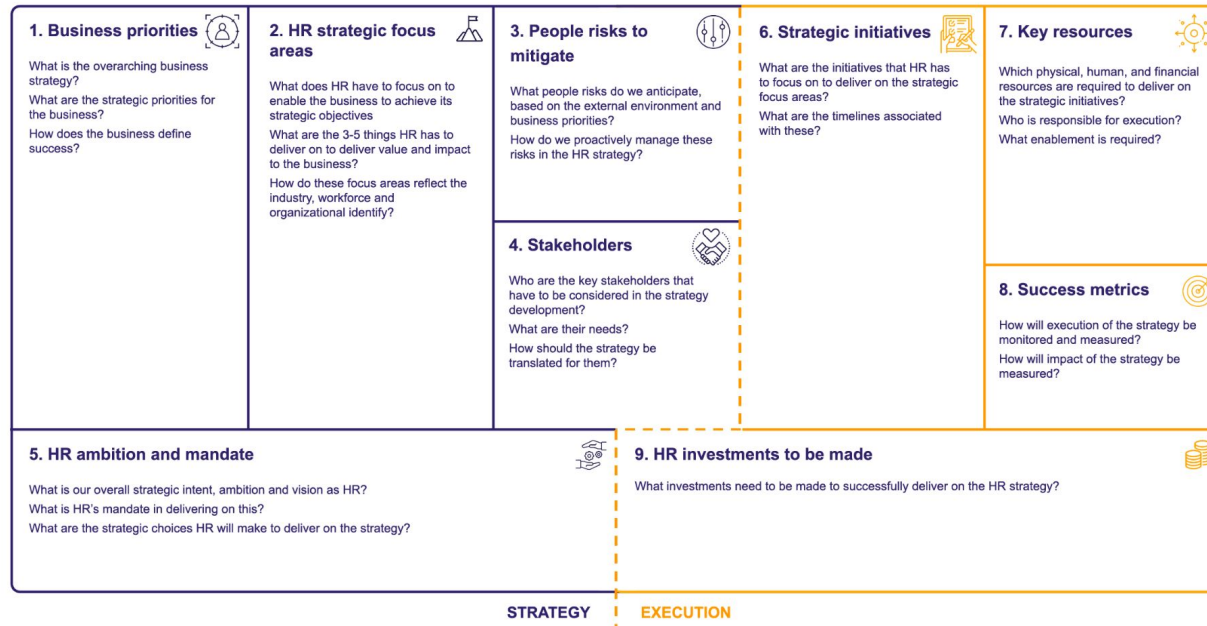
Good HR Strategies are embedded in the HR Value Chain and aligned to business strategy

Embedding HR Strategy into the Value Chain and aligning with Business



Embedding HR Strategy into the Value Chain and aligning with Business

The HR Strategy Canvas



The HR Strategy Canvas Tool and Template

HR Strategic Plan Template Collection



HR Strategy Canvas

1. Business priorities	2. HR strategic focus areas	3. People risks to mitigate	6. Strategic initiatives
5. HR ambition and mandate		4. Stakeholders	

HR Strategy on a Page

Instructions

Complete the various sections of the strategy on a page, using the information you have gathered in the HR Strategy Canvas. Be critical about what you include.

Strategic ambition

In 2-3 sentences, what do we want to achieve and why is this important?

Strategic focus areas

To achieve our overarching strategy, what will we collectively focus on (3-5 things)?

- 1.
- 2.
- 3.
- 4.
- 5.

Key initiatives and success measures

What will we be delivering in line with our strategic focus areas?

How will we know that we have been successful?

Our values and beliefs

What do we fundamentally believe about our people, what experiences are we crafting and how do they contribute?

Tips and considerations

You now have a basis for communicating your HR strategy in a simple, concise and relevant way. By adapting the core messaging of the strategy to various audiences, their needs are addressed and it creates clarity around the HR strategy's value and impact.

To optimize the process, make sure to consider the following best practices:

1

Make the HR strategy visible

Think about existing mechanisms for communication that can be used to keep the HR strategy visible and top-of-mind. This can include using a tagline in HR communications, making it visible on the intranet or providing quarterly updates on progress. Reach out to the marketing team for ideas and support!

2

Distinguish the HR strategy from strategic planning

It is easy to lose sight of the overarching HR strategy and shift into implementation planning. Without the HR strategy context, strategic planning becomes overly focused on execution and risks losing impact and value. When talking about interventions, timelines and accountabilities, ensure that the strategic links are always made clear.

3

Iterate and adapt the HR strategy

In constantly changing environments, it is expected that your HR strategy might change and need to evolve in response to new needs. Use measurement and metrics to monitor the success of your strategy and iterate focus areas or key initiatives to ensure relevance. The strategic ambition of the HR strategy and the underpinning values and beliefs should remain a constant guiding framework that informs decisions and focus areas within the HR strategy.

Telling a compelling story

Regardless of your audience, telling a compelling story helps to simplify the message, ensure that the core message is conveyed and clearly outlines what is expected or can be expected as next steps. You can use this simple formula to craft a compelling story:

Context and purpose: Why does it matter to your audience? Why should they pay attention? How is it relevant to them?

Process: What inputs and/or data did you consider, which steps did you take or how did you get to the main point. This is a powerful way to build credibility.

Main message: What is the core message you want to land? What are the 3 big takeaways you want to leave them with?

Call to action: What is your ask from the audience and what happens next? What do you want them to do with the information that you shared?



2

**What are the
priorities informing
HR strategies in
2026?**

5 Priorities for 2026

1

Co-lead organizational AI transformation

2

Reinvest AI capacity gains into growth

3

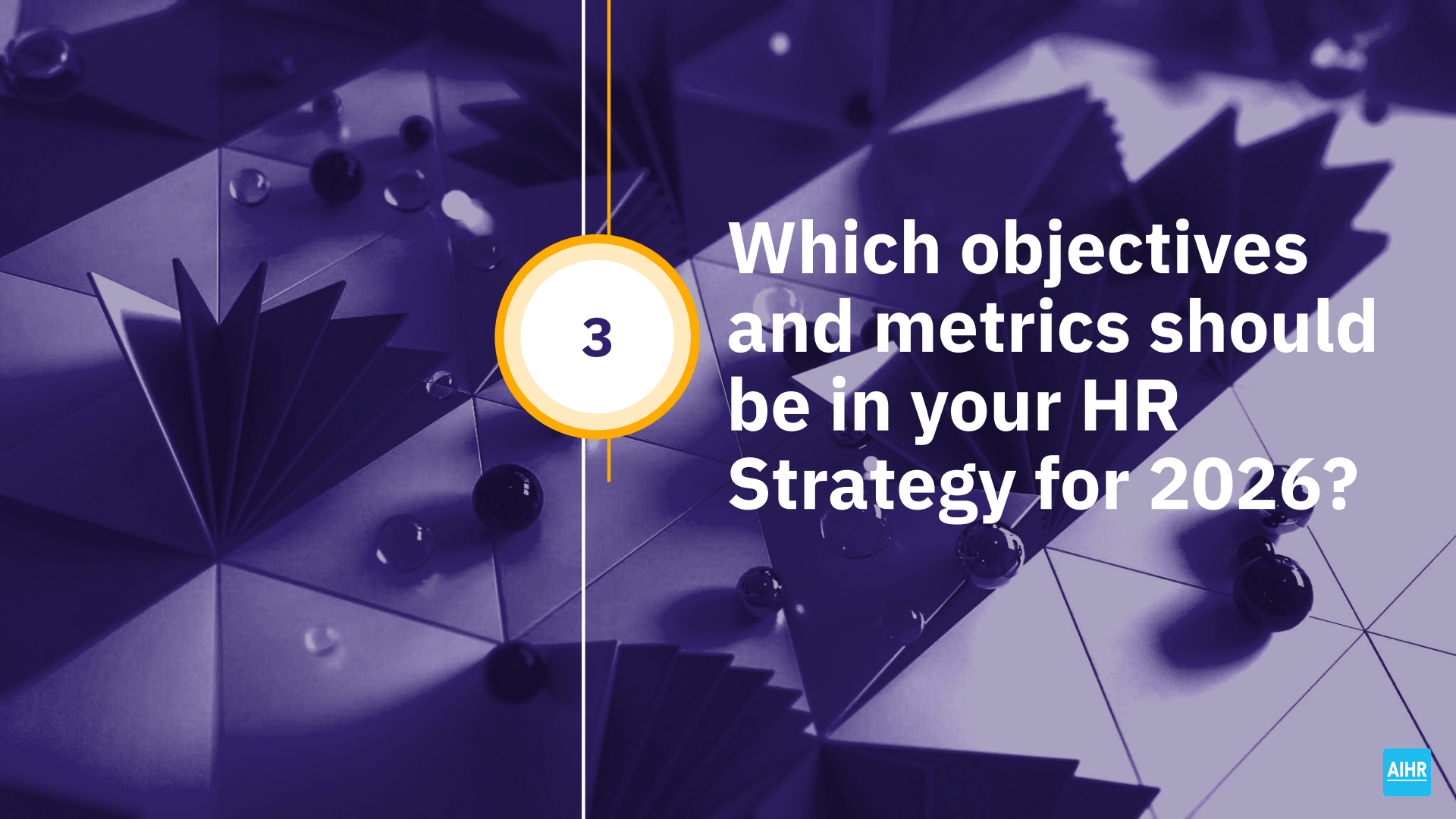
Redesign HR for cross-functional work

4

From headcount to skill count

5

Build AI fluency as a core HR capability



3

**Which objectives
and metrics should
be in your HR
Strategy for 2026?**

HR Strategy Key Initiatives for 2026



Drive AI
Adoption



Create a Change-
Ready organization



Deliver HR Excellence,
every day

#1 Unlock AI responsibly



The AI Chasm

Phase 1 Resistance

- Fear of job loss and reduced autonomy.
- Leadership messages unclear, fragmented, or contradictory.
- Low trust in data, tools, vendors.
- Experimentation seen as risky, not rewarded.

Phase 2 Experimentation

- Small pilots run by motivated early adopters.
- Usage sporadic, outcomes promising but anecdotal.
- Learning focused on individual experimentation.
- Individual power users benefit most from AI.



Phase 3 Decision

- Clear evidence of value from prioritized pilots.
- Trade-offs discussed: cost, risk, control, speed.
- Governance model drafted with roles and boundaries.
- Leadership alignment reached on scope and pace.

Phase 4 Integration

- AI embedded into standard workflows and policies.
- New skills, roles, and routines institutionalized.
- Continuous improvement refine models & processes.
- AI provides operational reliability.

95% of organizations

High-ROI AI

#1 Unlock AI responsibly



HR Initiatives

Update HR practices for "AI Aptitude"

Drive AI literacy across the organization

Formalize "shadow AI" into enterprise workflows

Decentralize AI Governance to "Power Users"

KPIs

**100% of Role Descriptions Updated
AI fluency part of competency framework**

% of employees are AI proficient

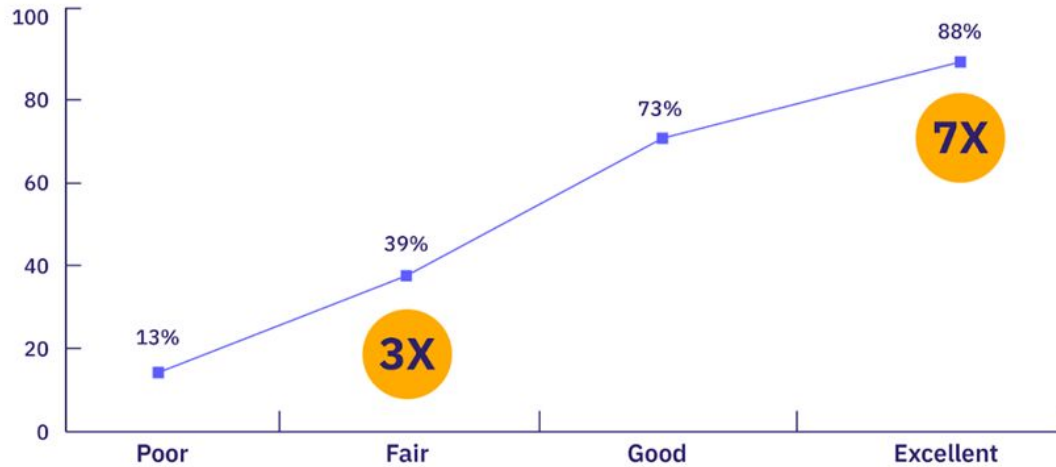
70% of HR queries are answered by AI

**5+ Pilots are pushed towards Production
Employee Sentiment regarding AI tooling**

#2 Create a Change- Ready organization



Correlation of Change Management Effectiveness with Meeting Objectives



Percent of Respondents That Met or Exceeded Objectives

Source: Resource Hub

#2 Create a Change- Ready organization



HR Initiatives

Shift from Headcount to Skill-Based Planning

Launch Continuous Listening (VoE) Platforms

**Strengthen Leadership
Resilience & Development**

Optimize Well-being for Workforce Resilience

KPIs

**Internal Mobility Rate
% of Critical Skill Coverage in Workforce**

**Employee Engagement Score
Feedback Action Rate**

**Leadership Readiness Score
Succession coverage ratio**

**Well-being Index
% absence / time and attendance**

#3 Deliver HR Excellence every day



Common HR Challenges in Strategy Execution

There are three typical obstacles organizations face in delivering impact through strategy. HR must play a strategic role in helping remove these.



Obstacle 1

Translating strategy into tangible action



Obstacle 2

Execution is a people problem



Obstacle 3

Successful strategy execution requires constant adjustment

#3 Deliver HR Excellence every day



HR Initiatives

**Modernize Recruitment &
Onboarding Operations**

Enhance Reward Transparency & Flexibility

Digitize Learning & Development Delivery

Optimize Internal Talent Mobility

KPIs

New Hire Satisfaction

**Perceived Pay Equity
Benefit utilization rate**

**Digital Platform Adoption
Skill Acquisition Rate**

**Internal Fill Rate
Talent Retention**

How can you set your strategy up for success?



Connection

Ensure your value drivers are **connected** to business strategy & internally aligned



Clarity

Create **clarity** with your stakeholders on why these metrics matter



Compelling

Tell a **compelling** story that helps to put the measures into context



Cadence

Ensure a set **cadence** of review, measure and feedback to monitor progress



**Any
questions?
Ask away!**