10 Things Workers Want CIOs to Know

Tori Paulman

Gartner.®

"If I had asked people what they wanted, they would have said faster horses."

Henry Ford

(Supposedly)

Gartner®

"If there is any one secret of success, it lies in the ability to get the other person's point of view and see things from **that person's angle** as well as **from your own.**"

Henry Ford (for real this time)

Gartner

10?

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Growth

Innovation

01

New Beginnings

Leadership

Gartner

Enable Worker's Growth and New Beginnings

1 How do they perceive and value IT?

2 What are their experiences with applications?

3 How do they learn and use their digital skills?

4 What are their preferences for the future of work?

With Your Innovation and Leadership

Gartner.

Key Insights (and Surprises) From the 2022 Gartner Digital Worker Experience Survey

1

How do they perceive and value IT?

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What are their experiences with applications?

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How do they learn and use their digital skills?

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What are their preferences for the future of work?

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01

Who Are the Top Three Executives Who Have the Most Positive Impact on Overall Employee Experience?

CEO   **CFO**   **COO**   **CMO**   **CHRO**   **CIO**

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CIOs Have More Influence on Positive EX Than the CHRO

Executives With the Most Positive Influence on Overall Employee Experience

Sum of Top Three Ranked and First Choice
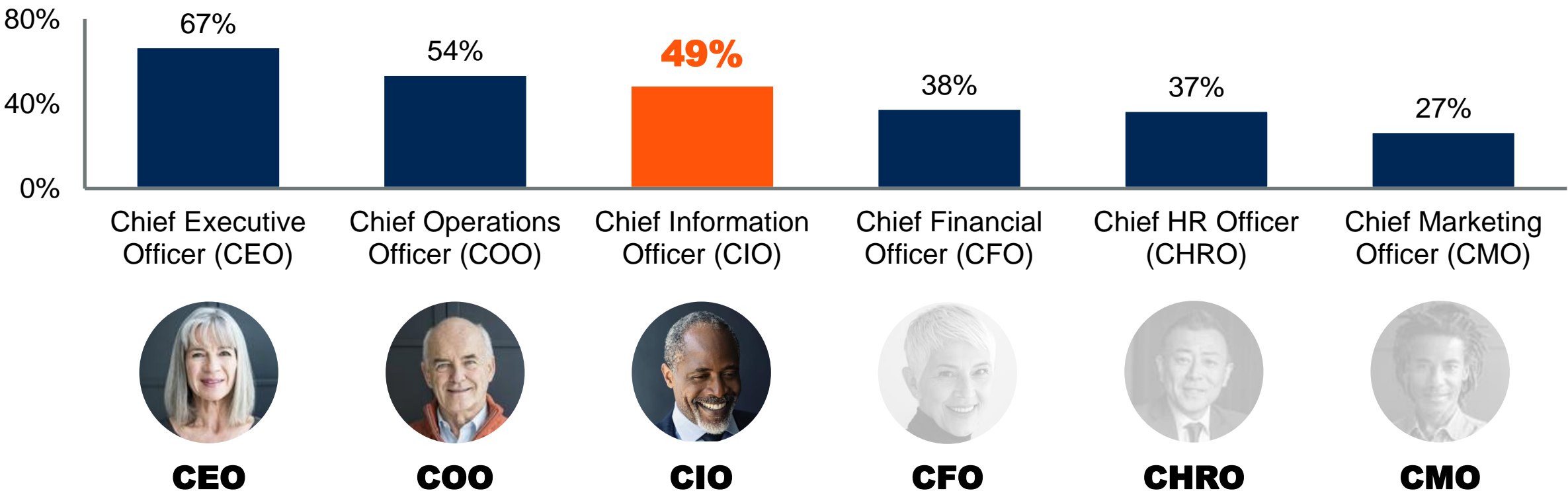
n = 4,238; All digital workers excluding not sure

Q. Who are the top three executives, whose policies and actions have had the most positive influence on your employee experience?

Source: 2022 Gartner Digital Worker Survey

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02

What Impact Can the CIO Have on Employee Satisfaction and Intent to Stay?

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Overall, Workers Sentiment About IT Is Positive

Likeliness to recommend their organization based on modern technology and engaged IT staff
Percentage of respondents

NPS of 22

	NETS:
Promoters	41%
Passives	40%
Detractors	19%

Not at all likely → Extremely likely
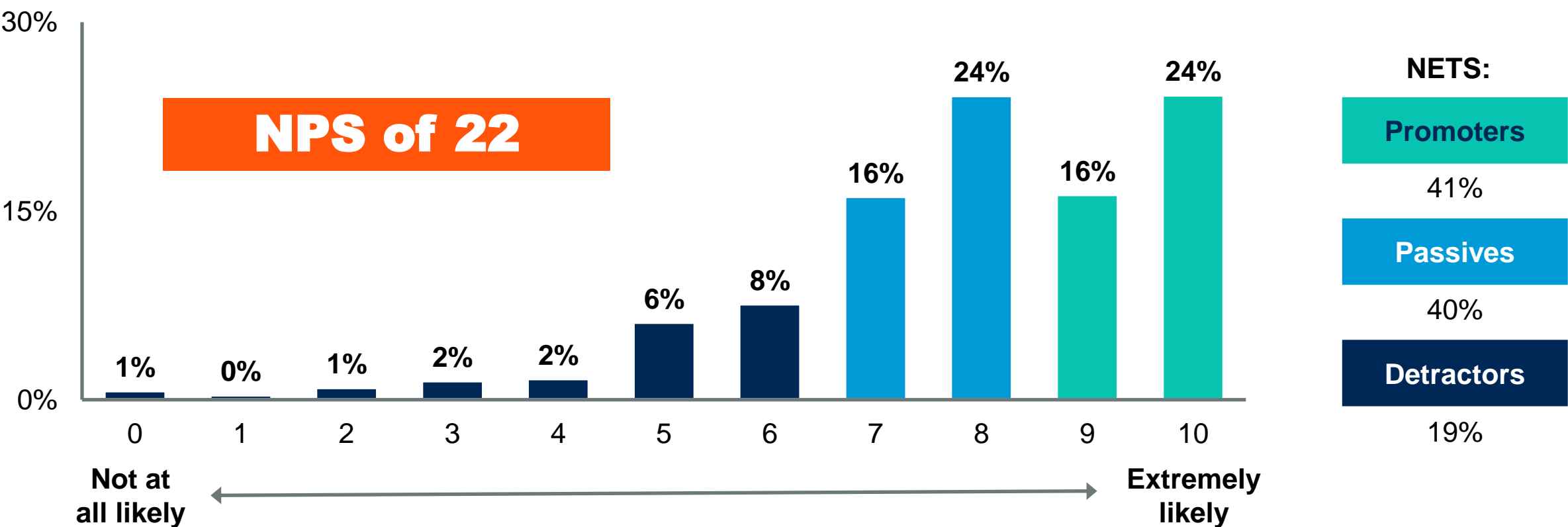
n = 4,861; All digital workers

Q. Imagine that a friend is interviewing at your company, and you know that working with modern technology and an engaged IT staff is important to them.
How likely would you be to recommend they work there?
Source: 2022 Gartner Digital Worker Survey

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CIO Strategies That Have Impact on NPS

49%

My organization taps into my **digital skills to a large extent**

n = 2,509

39%

CIO's policies have the most positive influence on overall employee experience

n = 684

−6%

IT only approached for support with technical issues

n = 1,895

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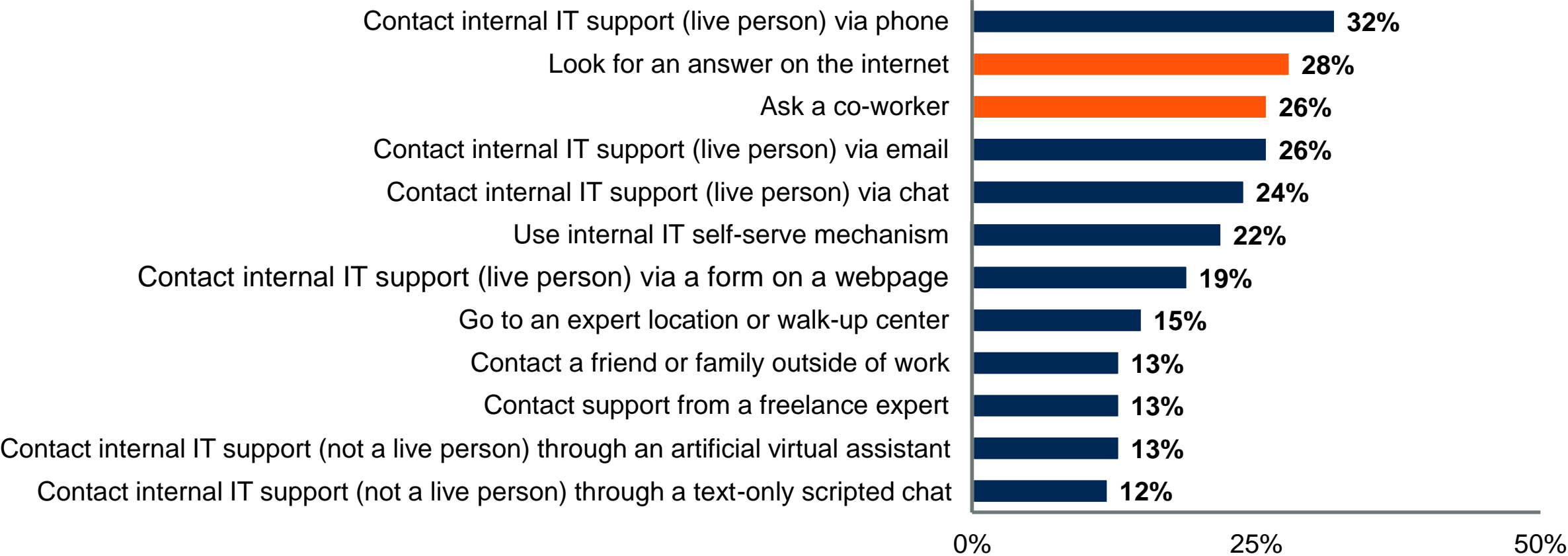# Modern Technology and Engaged IT Staff Impacts Intent to Stay

83%

Promoters

74%

Intend to Stay or Grow Next Three Years

Detractors

58%

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03

Are Workers Growing More or Less Reliant on IT Support Channels?

Gartner.

In 2020 — Workers Wanted to Solve Their Own Issues

Methods to Resolve Issues With Digital Technology

Sum of Top Three Ranks

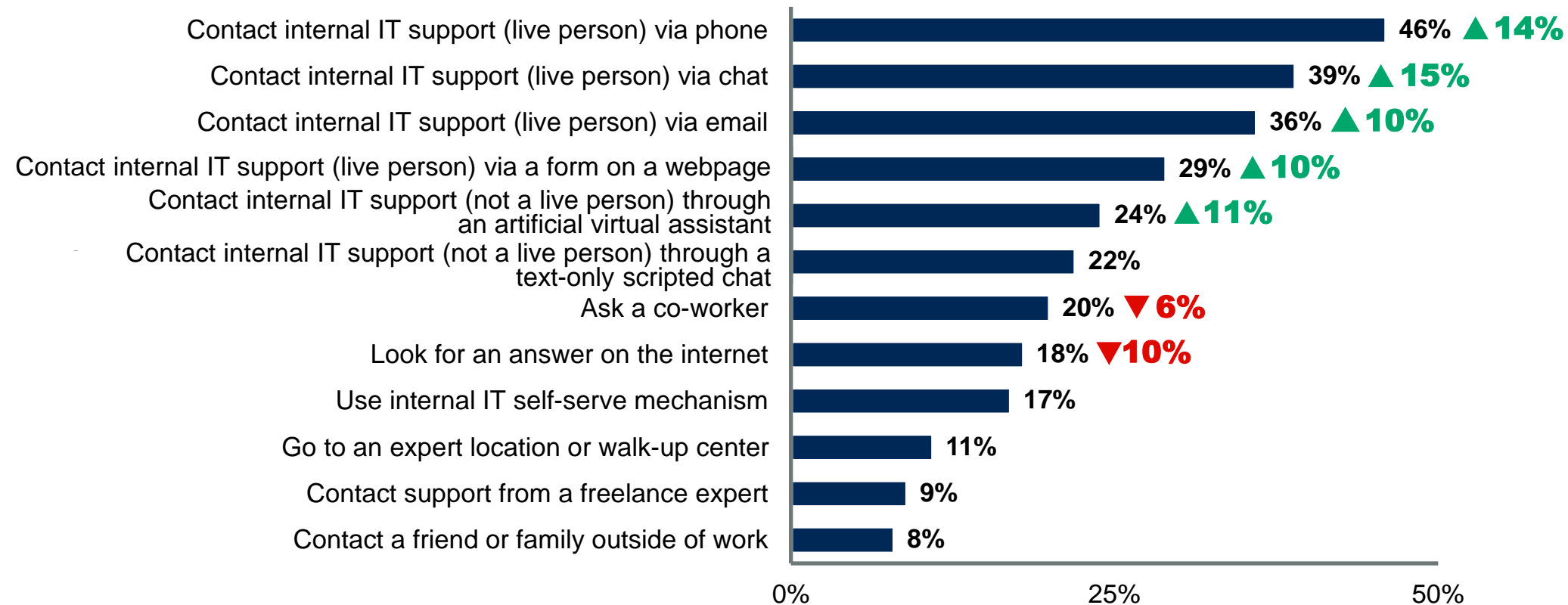| Method	Percentage
Contact internal IT support (live person) via phone	32%
Look for an answer on the internet	28%
Ask a co-worker	26%
Contact internal IT support (live person) via email	26%
Contact internal IT support (live person) via chat	24%
Use internal IT self-serve mechanism	22%
Contact internal IT support (live person) via a form on a webpage	19%
Go to an expert location or walk-up center	15%
Contact a friend or family outside of work	13%
Contact support from a freelance expert	13%
Contact internal IT support (not a live person) through an artificial virtual assistant	13%
Contact internal IT support (not a live person) through a text-only scripted chat	12%

n = 5,522; All digital workers

Q. If you had an issue with the digital technology you use for work, how would you prefer to solve it?

Source: 2020 Gartner Digital Worker Survey

Gartner

Surprise! Workers Are More Reliant on IT for Support

Methods to Resolve Issues With Digital Technology
Sum of Top Three Ranks

Method	%	Change
Contact internal IT support (live person) via phone	46%	▲14%
Contact internal IT support (live person) via chat	39%	▲15%
Contact internal IT support (live person) via email	36%	▲10%
Contact internal IT support (live person) via a form on a webpage	29%	▲10%
Contact internal IT support (not a live person) through an artificial virtual assistant	24%	▲11%
Contact internal IT support (not a live person) through a text-only scripted chat	22%	
Ask a co-worker	20%	▼6%
Look for an answer on the internet	18%	▼10%
Use internal IT self-serve mechanism	17%	
Go to an expert location or walk-up center	11%	
Contact support from a freelance expert	9%	
Contact a friend or family outside of work	8%	

Why?

Expertise of Person

Speed of Resolution

n = 5,522; All digital workers
Q. If you had an issue with the digital technology you use for work, how would you prefer to solve it?
Source: 2020 Gartner Digital Worker Survey

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04

Are Workers Willing to Accept Monitoring for Personal Benefits?

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Spectrum of Monitoring Trust With Workers

Badge Report

"We want to know who's coming into the office and who's not."

"We want to understand how people feel about their workplace."

Low Trust   **High Trust**
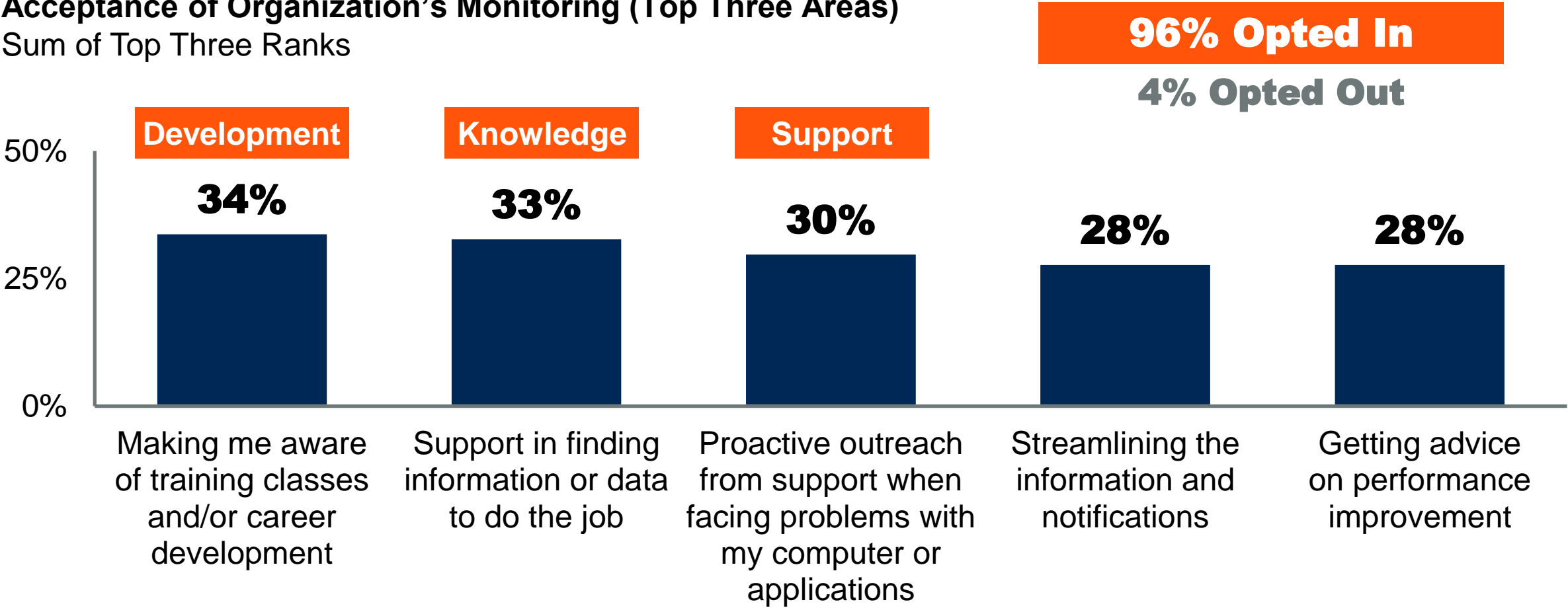
"We want to know who is working and who isn't."

"We need to know if we are helping people be productive."

"If outcomes are being met, we don't care where people are working."

Productivity Monitoring

Gartner

Top 5 Ways Workers Would Accept Monitoring in Return for Assistance

Acceptance of Organization's Monitoring (Top Three Areas)
Sum of Top Three Ranks

Development — 34% — Making me aware of training classes and/or career development

Knowledge — 33% — Support in finding information or data to do the job

Support — 30% — Proactive outreach from support when facing problems with my computer or applications

28% — Streamlining the information and notifications

28% — Getting advice on performance improvement

96% Opted In

4% Opted Out

n = 4,643; All digital workers excluding not sure
Q. In which of the following job-related aspects would you accept your organization's monitoring in return for assistance?
Source: 2022 Gartner Digital Worker Survey

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CIO Leadership and Innovation to Improve Perception and Value of IT

- Invest in emerging support channels that leverage **generative AI and a conversational user interface** (CUI) to improve efficiency and expertise without a live agent.

- Implement DEX tools to measure and **proactively improve the performance** of devices, apps and network connections, and measure employee sentiment.

- Ensure **radical transparency** and **privacy by design** by giving employees opportunities to opt into monitoring in exchange for **something that helps them.**

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Key Insights (and Surprises) From the 2022 Gartner Digital Worker Experience Survey

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05

Do Applications Make It **Easier or Harder** to Get Work Done?

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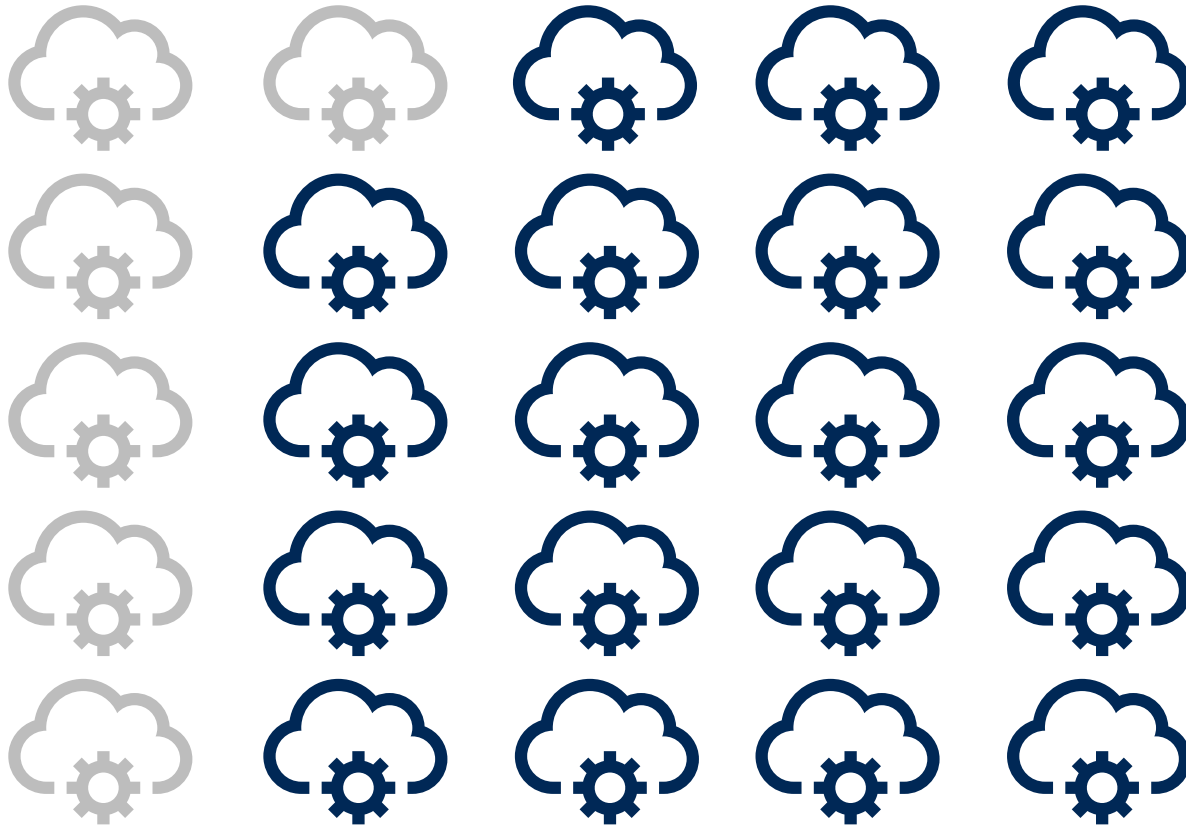
11 Average Number of Applications Used Is Growing

36% of Employees Report Using **11-25** Applications for Work

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5% of Employees Report Using

26+

Applications for Work

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32%

of workers **made the wrong decision** due to lack of awareness.
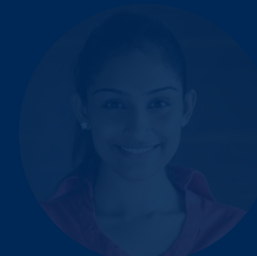
Gartner

36%

of workers **miss or fail to notice** important updates due to number of apps or volume of information produced.
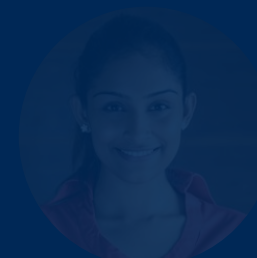
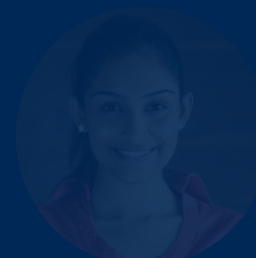n = 4,734 to 4,802; All digital workers excluding not sure/not applicable

Q. Select how often you have encountered the following situations in your organization

Source: 2022 Gartner Digital Worker Survey

Footnotes: The following percentages have been calculated by summing up responses for sometimes, frequently, usually, always

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45%

of workers' **struggle with irrelevant notifications.**

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47%

of workers **struggle to find the information** or data needed to do their job.

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The Greater the Number of Applications Used, The Greater the Problems Workers Encounter

Problems Encountered (By Number of Applications Used)

Percentage of Respondents

■ 1-5   ■ 6-10   ■ 11-15   ■ 16 or More   ▲12%

60% —

56%

37%

30% —

22%

15%

0% —

Struggled to find information to effectively perform my job

n = varies; All digital workers excluding not sure/not applicable
Q. Select how often you have encountered the following situations in your organization. Percentages
Percentages represent the sum of respondents answering always, usually or frequently. Those responding never, rarely, occasionally, or sometimes account for the remainder of 100% for each bar in the graph.
Q. How many applications, including applications accessed through web browsers, do you use at work?
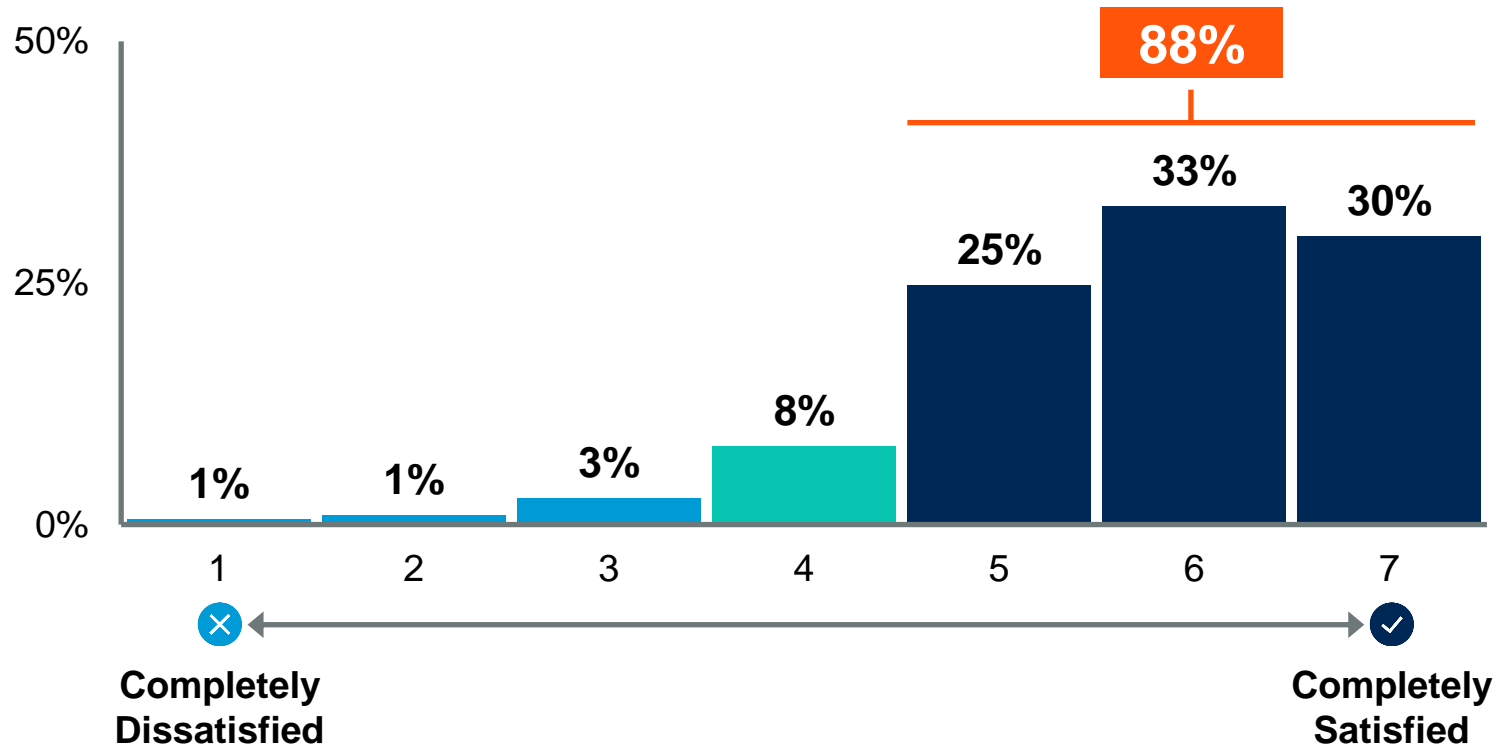Source: 2022 Gartner Digital Worker Survey

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06

How Satisfied Are Workers With the Applications IT Provides?

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Workers Are Largely Satisfied With Applications but Their Satisfaction Is Declining

Satisfaction With Work Applications, 2022
Scale: 1 = Completely Dissatisfied to 7 = Completely Satisfied

88%

1	2	3	4	5	6	7
1%	1%	3%	8%	25%	33%	30%

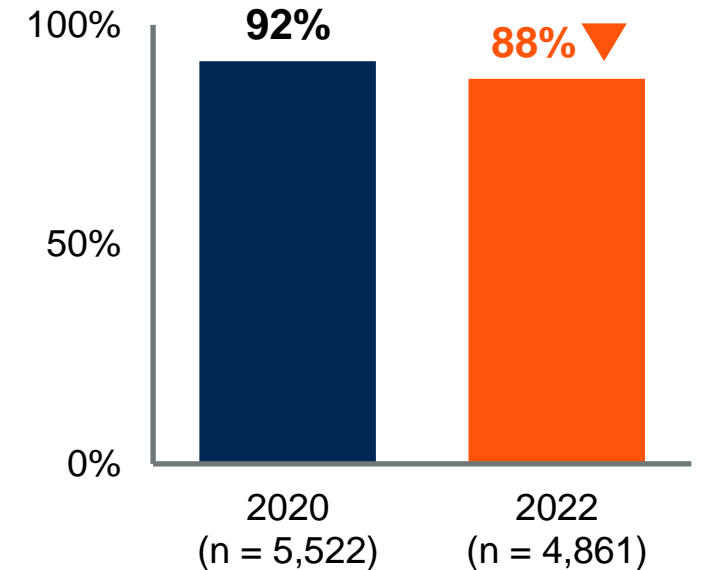Completely Dissatisfied → Completely Satisfied

n = 4,861; All Digital Workers
Q. How satisfied are you with applications your organization requires you to use for WORK purposes? — 'Applications'
Source: 2022 Gartner Digital Worker Survey

Satisfaction With Work Applications, 2022 vs. 2020

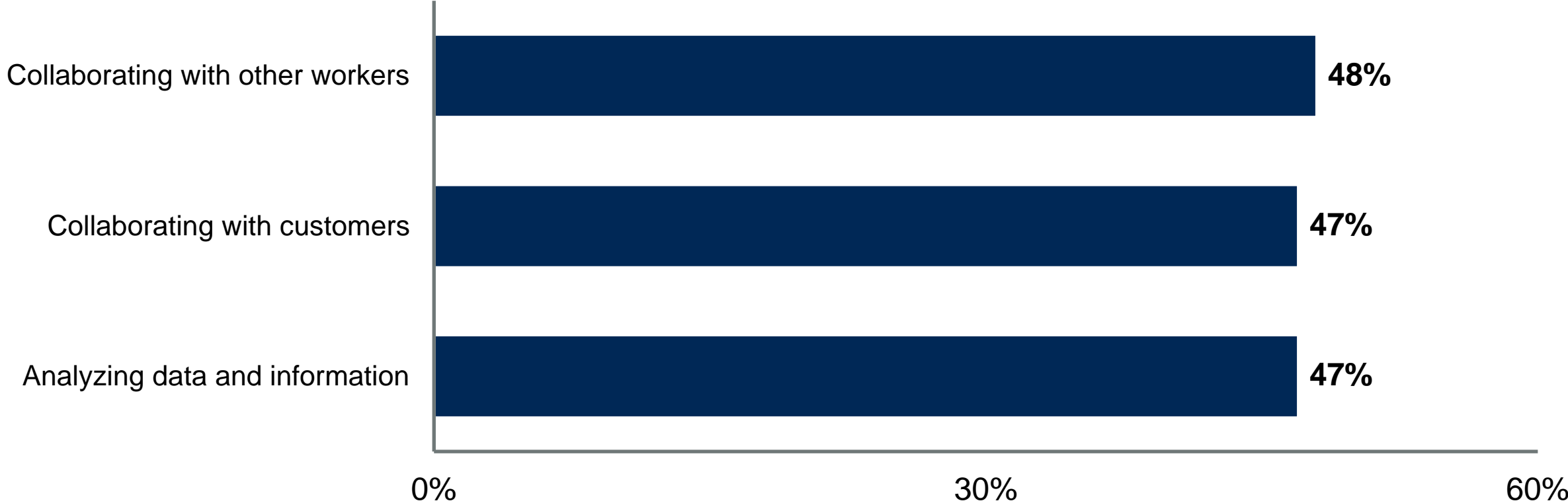| 2020 (n = 5,522)	2022 (n = 4,861)
92%	88% ▼

Net of top three boxes on a seven-point satisfaction scale

Note: Only comparable countries of 2020 and 2022 are included in the analysis (US, UK, China and India)

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Nearly Half of Workers Use Personal Applications to Collaborate or Analyze Data

Use of Personally Obtained Applications

Percentage of Respondents

Collaborating with other workers	48%
Collaborating with customers	47%
Analyzing data and information	47%

0%　　　　30%　　　　60%

n = 4,799; All digital workers excluding not sure

Gartner

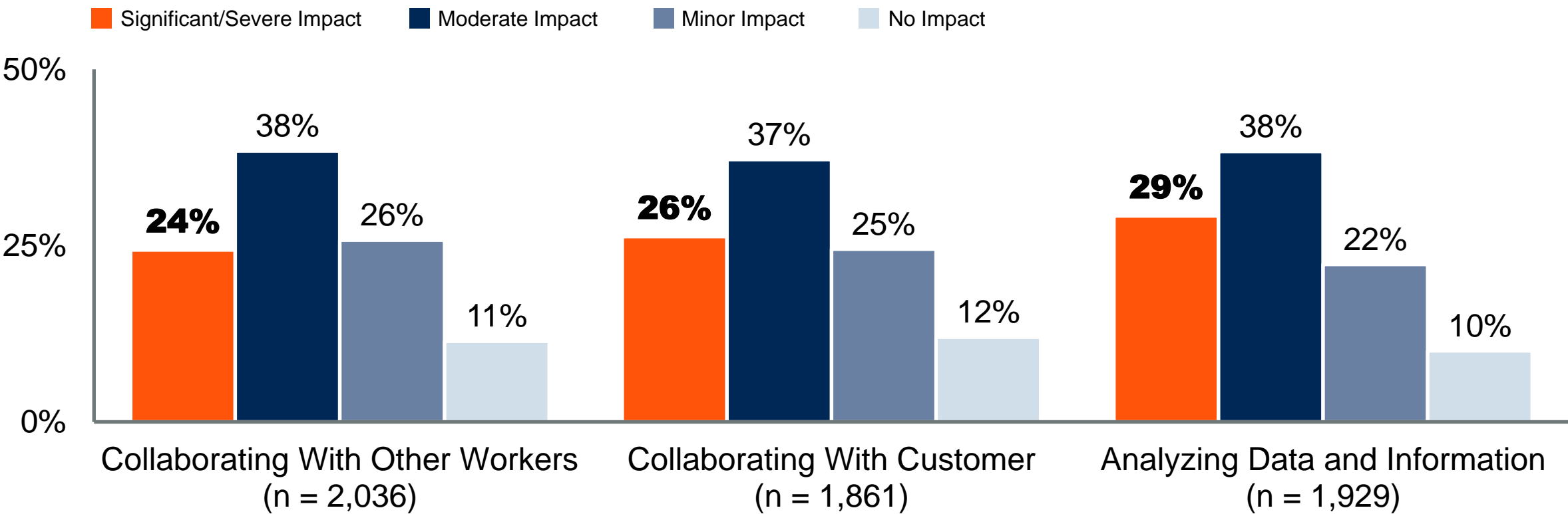# Half of the Workers Customizing, Building, or Buying Tools to Collaborate or Analyze Data

Primary Use of Digital Technology
Percentage of Respondents
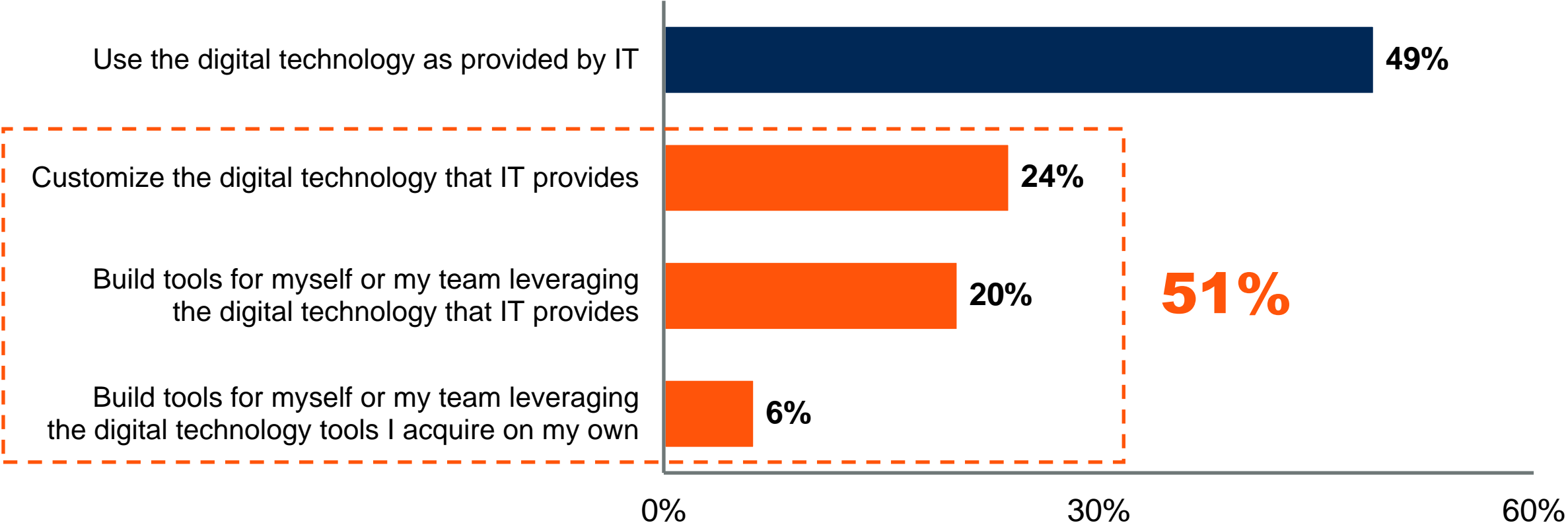
n = 4,799; All Digital Workers excluding Not sure
Q. How do you primarily use digital technology in your organization?
Source: 2022 Gartner Digital Worker Survey
Footnotes: Percentages may not add up to 100%

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CIO Leadership and Innovation to Improve Experiences With Applications

- Publish a list of **endorsed tools** for business processes with linked resource guides and help teams **create "how we work" strategies** to reduce application duplication.

- Implement an **intake form** for personal applications and a **transparent vetting** system which includes the voice of the employee.

- Leverage **emerging technologies** such as generative AI, digital adoption platforms, and workstyle analytics to help employees **find information**, **make decisions** and **decrease distraction**.

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07

How Many Workers Are Building Their Digital Skills?

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Largest Shift in Proficiency in Expert Workers Raises Overall Proficiency

Proficiency With Digital Technology

Percentage of Respondents

3%
A Novice

15%
An Expert

28%
Developing Knowledge

69%

2019
(n = 4,913)

54%
Proficient

▲ **5%**

3%
A Novice

20%
An Expert

23%
Developing Knowledge

74%

2022
(n = 4,861)

54%
Proficient
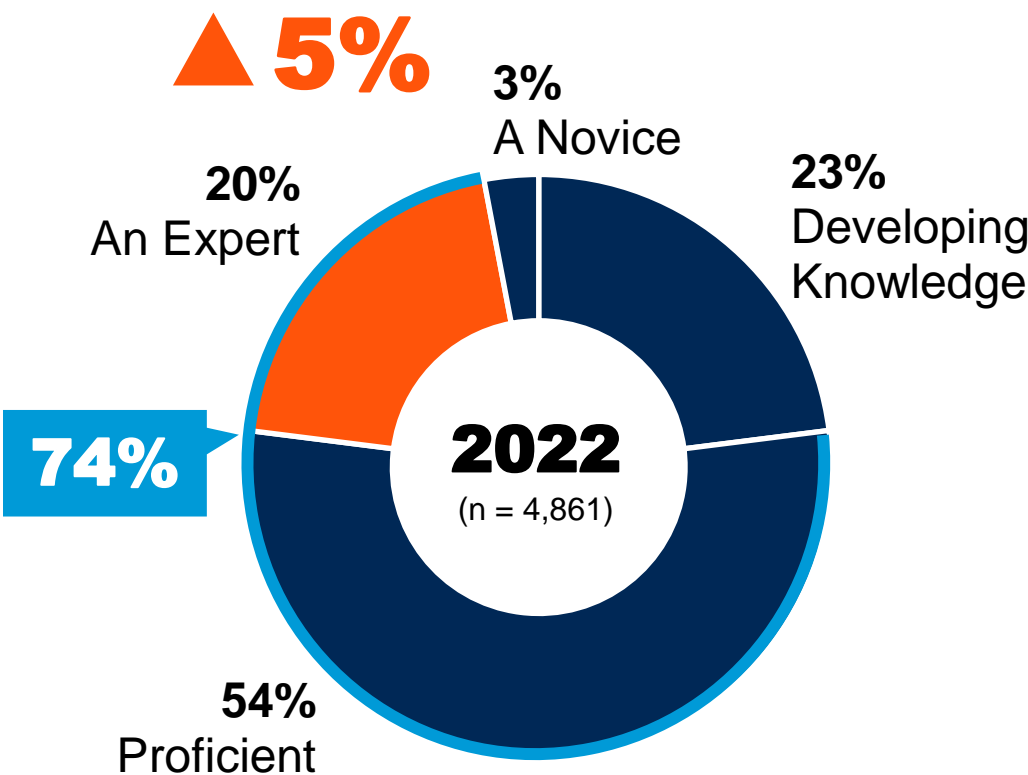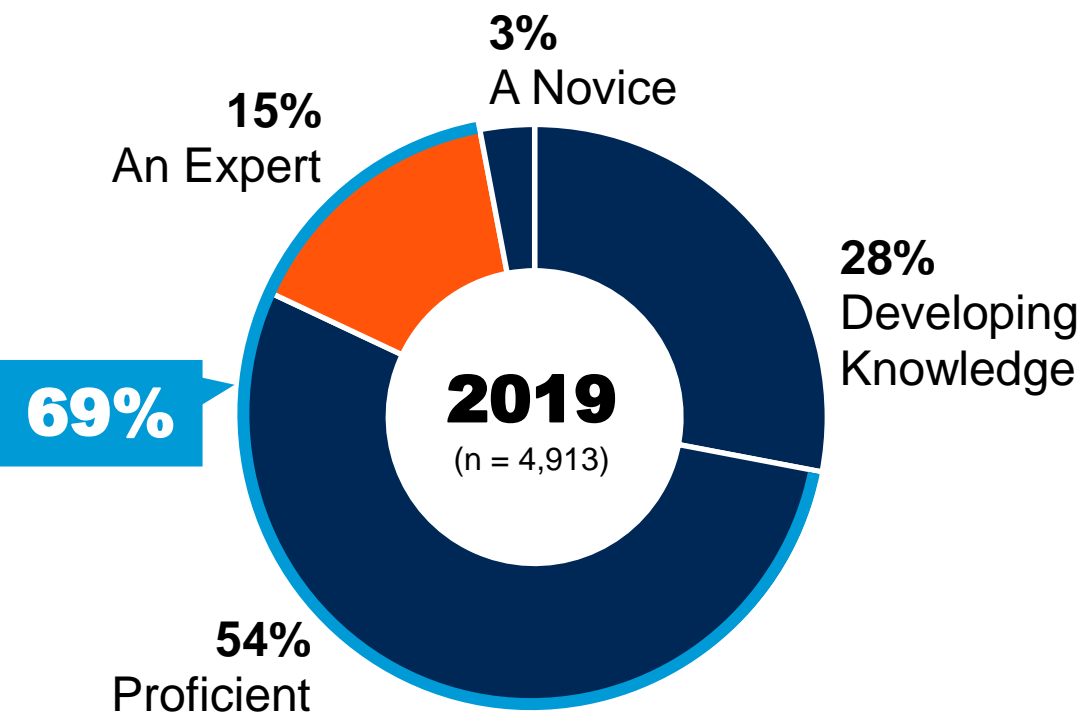
n = varies; All digital workers

Q4. Now think of the digital technology that your organization requires you to use for WORK purposes. How would you describe your proficiency?

Source: 2022 Gartner Digital Worker Survey

Note: Only comparable countries of 2019 and 2022 are included in the analysis (U.S., U.K., China and India)

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Employees Are Often Engaging With Digital Technology in New Ways

51%

Streamline work tasks by combining applications using basic automation

53%

Create context-specific channels and meetings to drive innovation

57%

Use analytics tools to build customized dashboards

49%

Manage content to reduce duplication and/or improve knowledge sharing

n = 4,734 to 4,802; All digital workers excluding not sure/not applicable
Q. Select how often you have encountered the following situations in your organization
Source: 2022 Gartner Digital Worker Survey
Footnotes: The following percentages have been calculated by summing up responses for frequently, usually, always

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And Digital Dexterity Is Growing

Categorization of Respondents

Percentage of Respondents

39%
Digital
Citizens
n = 1,883

49%
Rest

12%
Digitally
Dexterous
n = 567

	Digital Citizen	**Digitally Dexterous**
Proficiency	Developing or proficient	Expert
	+	**+**
Usage	As provided by IT	Customize or build on top of technology
		+

Engagement

- Streamline work tasks with automation
- Create context-specific collaboration channels
- Build custom dashboards
- Manage content to reduce duplications

Sometimes, frequently, usually or always

n = 4,861; All digital workers
Source: 2022 Gartner Digital Worker Survey

Gartner
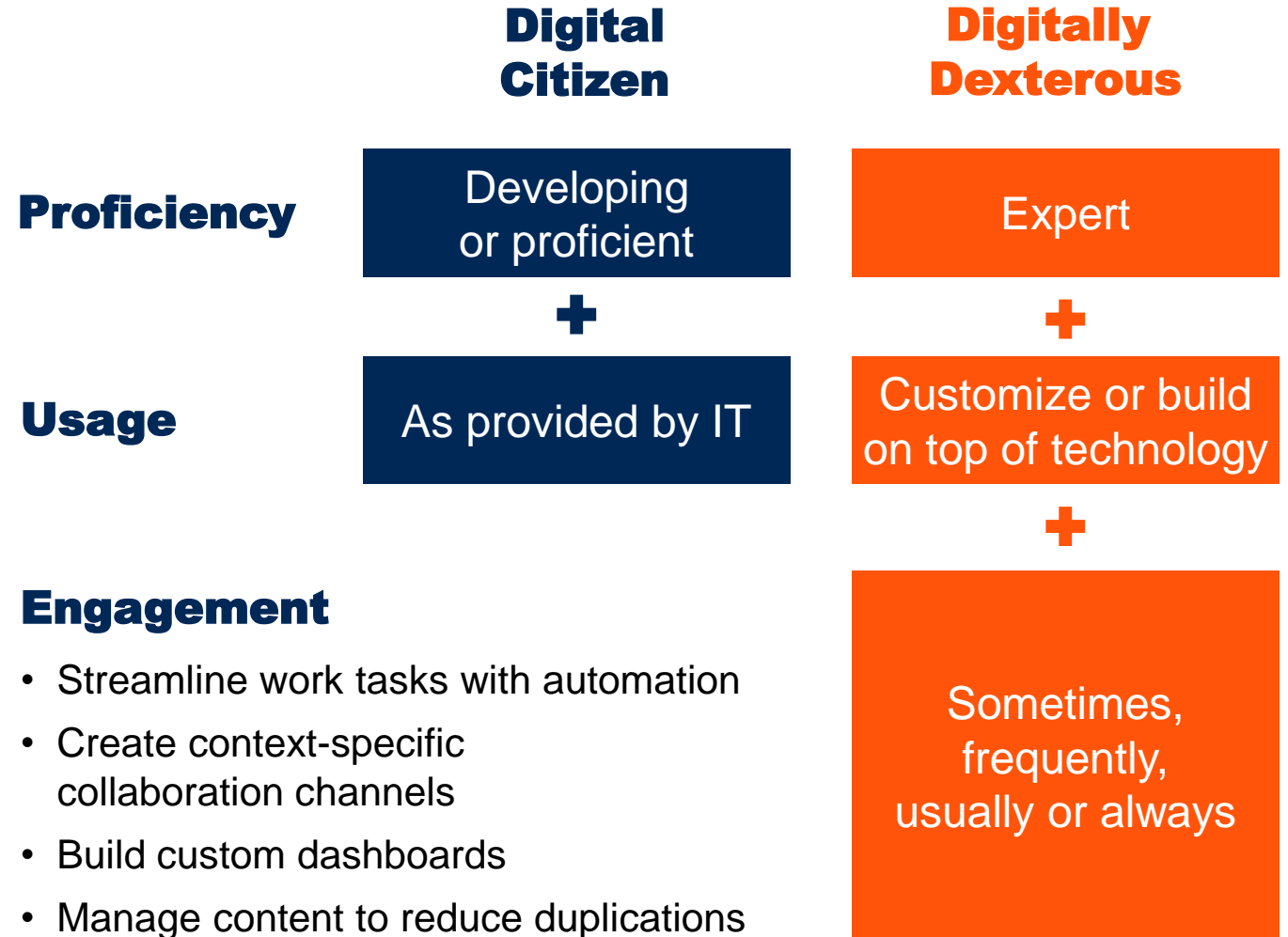
08

Why Do Workers Build Their Digital Skills and What Do They Want?

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Workers Believe Building Digital Skills Will ...

89% Career Advancement

91% Autonomy in Work

95% Work Effectiveness

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Digital Dexterity Is Being Put to Use

Organizations tapping into their employees' personal digital technology skills (by digital dexterity)
Percentage of Respondents

Legend:
- No, not really
- Yes, partially
- Yes, to a large extent

Digital Citizen (n = 1,883):
- No, not really: 19%
- Yes, partially: 47%
- Yes, to a large extent: 34%

Digitally Dexterous (n = 567):
- No, not really: 2%
- Yes, partially: 16%
- Yes, to a large extent: 82%
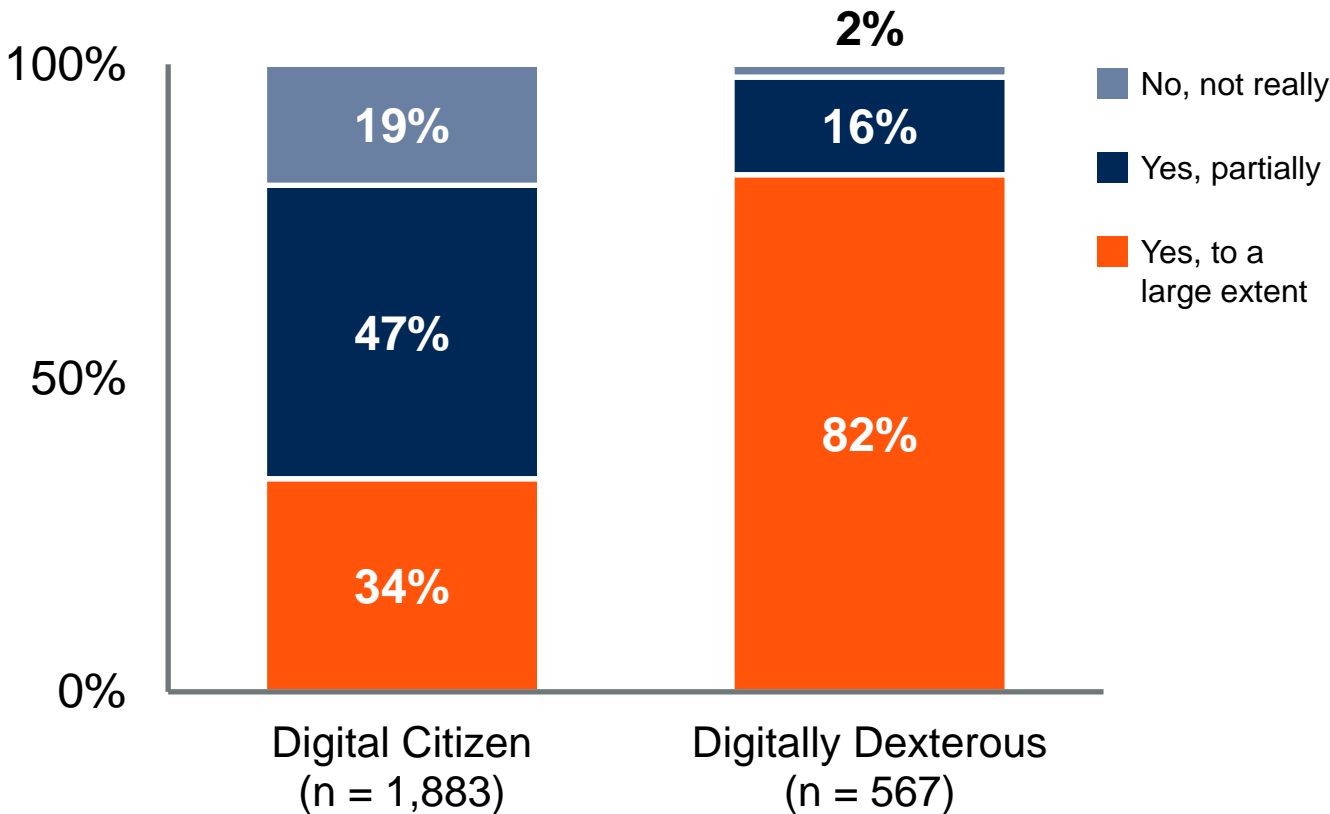
93%
Expect it to positively impact their career advancement

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CIO Leadership and Innovation to Improve Worker's Digital Skilling

- Partner with HR and business leaders to establish a **digital dexterity continuum** that creates a pathway for workers to build digital skills in content, collaboration, automation and analytics.

- Invite participation from digitally skilled workers to solve business problems by creating communities of practice which **partner with IT and business workers**, such as hackathons.

- **Beware!** Only **46%** of digital workers shared that their organizations routinely monitor **personally obtained applications**, and only **38%** reported that their organizations manage **personally built applications**.

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09

How Do Workers Want to Navigate Hybrid Work?

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How Hybrid Work Is Planned Today

Predictability

Flexibility

By Mandate

By Team

By Empowerment

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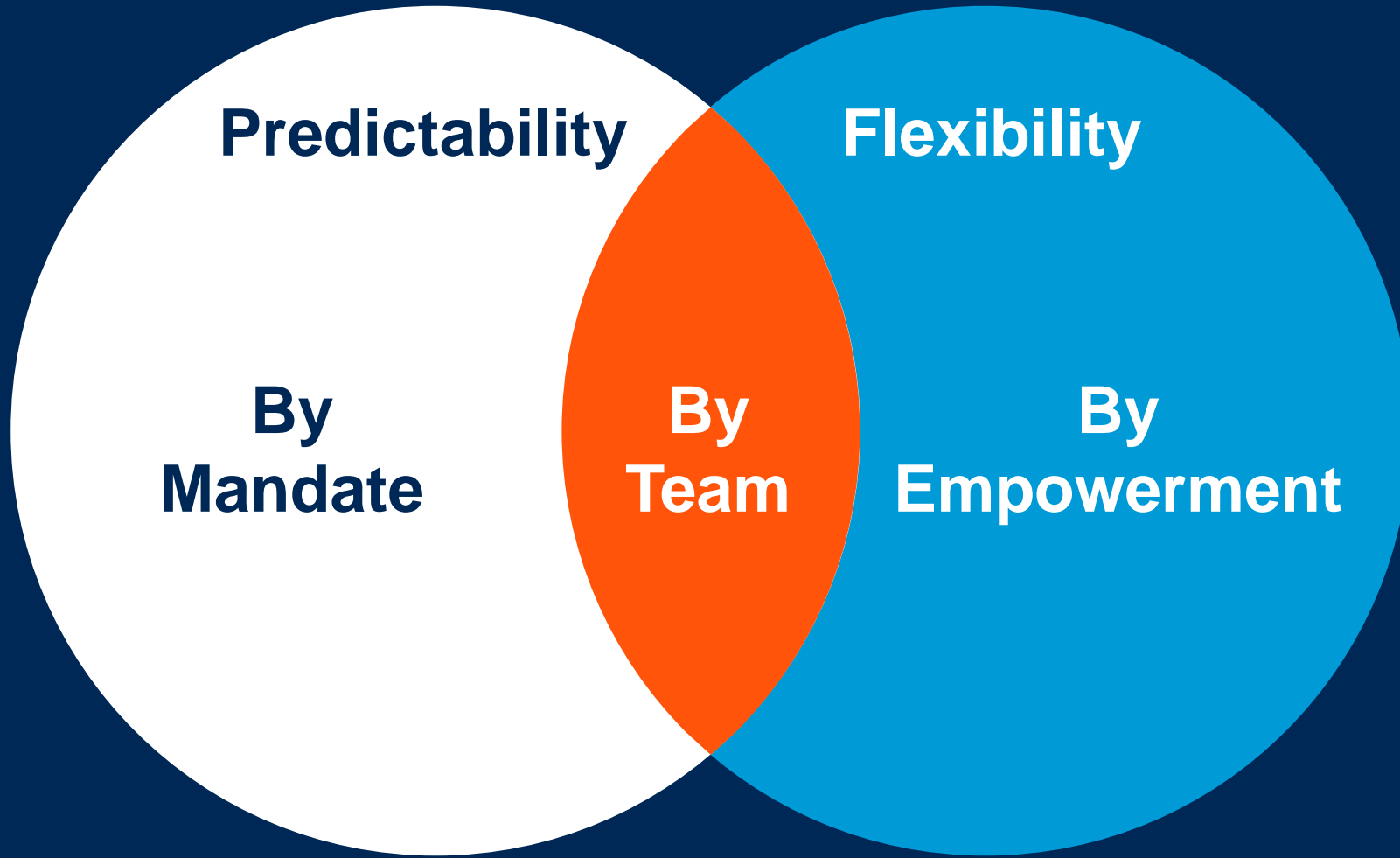
Workers Want to Be a Part of Planning Hybrid

Preference of Hybrid Work Schedule Arrangement

Percentage of Respondents

n = 4,758; All digital workers excluding not sure

Q. How would you mostly prefer to arrange your hybrid work schedule?

Source: 2022 Gartner Digital Worker Survey

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10

How to Motivate Workers to Come to the Office?

Gartner

The Best Amenity You Have Is What They Want!

Motivators to Work From Corporate Office
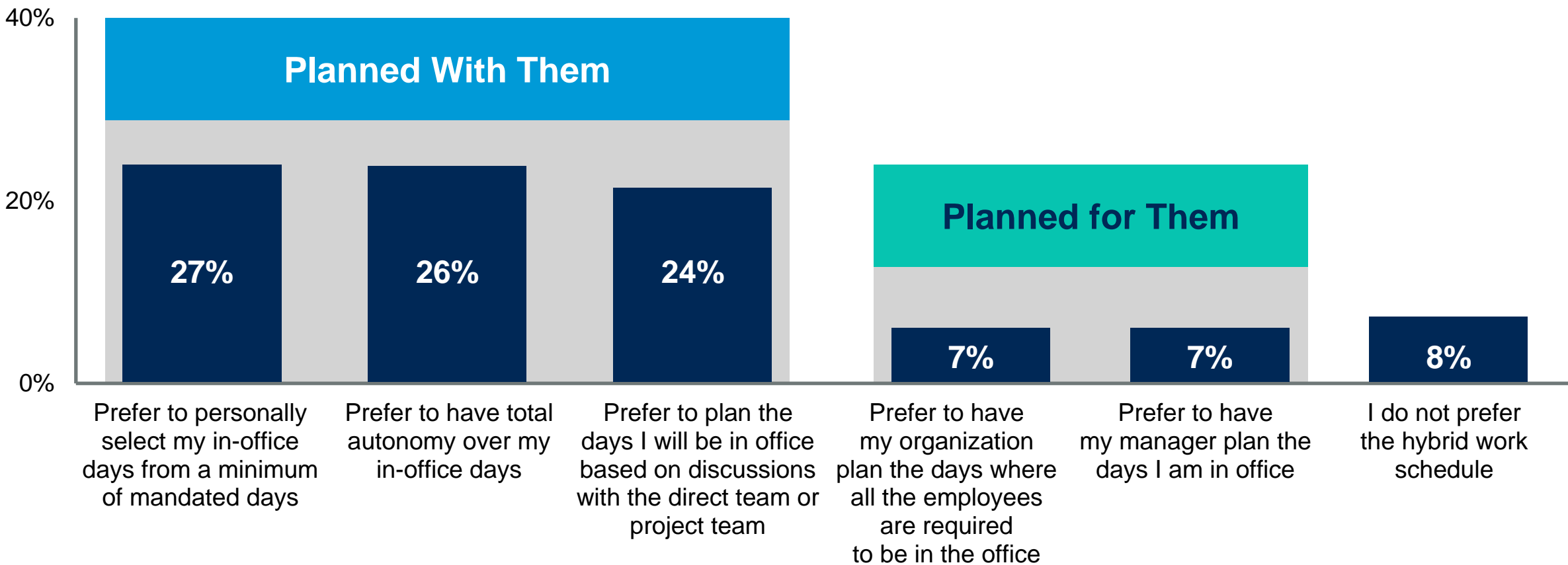Sum of Top Five Ranked and First Choice

Legend:
- ■ Sum of Top Five
- ■ First Choice

Motivator	First Choice	Sum of Top Five
Face time with my colleagues	20%	57%
Office Equipment	11%	47%
Ability to focus	11%	45%
Face time with my manager	10%	44%
Workplace belonging	9%	43%
Face time with senior leaders	10%	39%
In person IT support	7%	35%
Expectations from my manager	6%	26%
Amenities	5%	25%
Concern I will be at a career disadvantage	4%	20%

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Top Choice Depends on the Person

4% Career disadvantage

6% Manager expectations

5% Amentities

7% In-person IT support

11% Ability to Focus

11% Office Equipment

9% Workplace belonging

10% Face time with senior leaders

10% Face time with my manager

20% Face time with my colleagues

n = 4,800; All digital workers excludes nothing would motivate me

Q. Which of the following would be the top five motivators for you to work from the corporate office?
Excludes 'Nothing would motivate me to go to the office'
Source: 2022 Gartner Digital Worker Survey

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Top Choice Depends on the Person

10%
Consequences

40%
Face Time

43%
Facilities & Culture

n = 4,800; All digital workers excludes nothing would motivate me
Q. Which of the following would be the top five motivators for you to work from the corporate office?
Excludes 'Nothing would motivate me to go to the office'
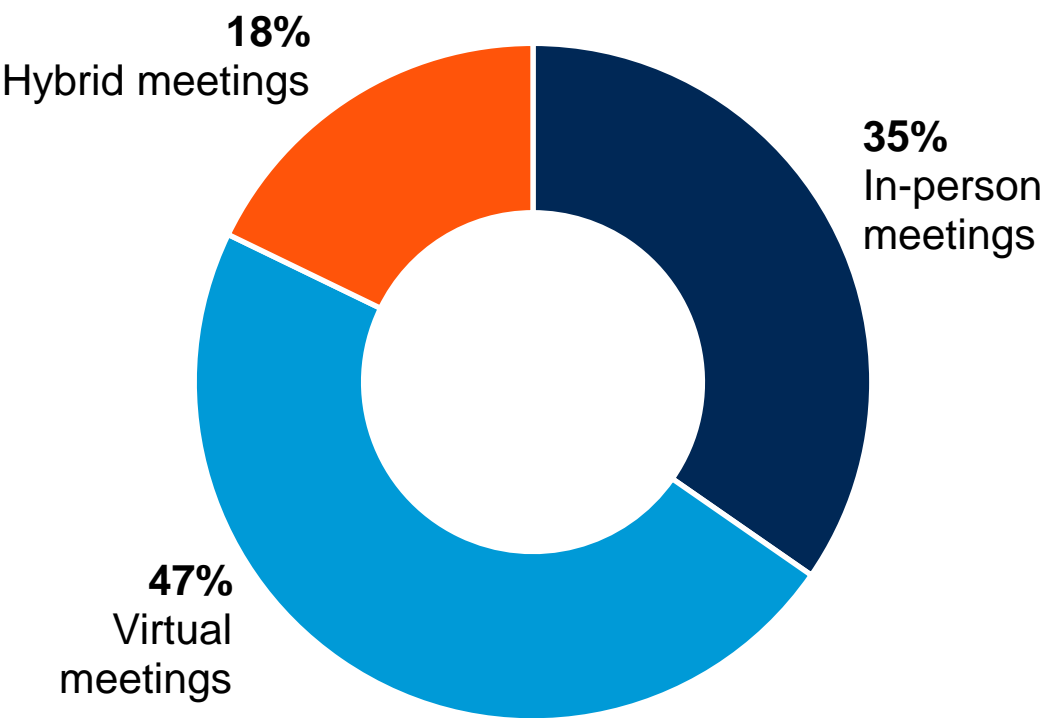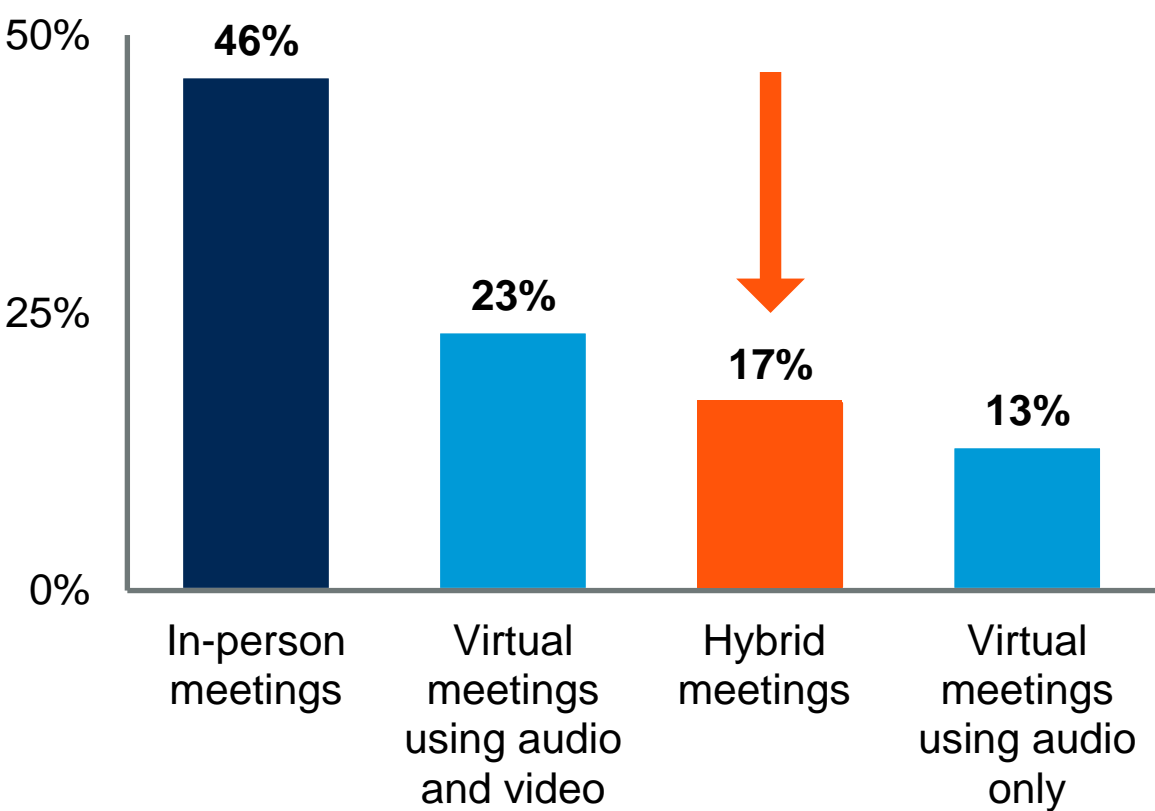Source: 2022 Gartner Digital Worker Survey

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Hybrid Meetings Are Unpopular and Unproductive

Preference of Time Spent in Types of Meetings
Mean Proportions

18% Hybrid meetings

35% In-person meetings

47% Virtual meetings

Productivity of Different Meeting Types
Rank 1 Summary

	In-person meetings	Virtual meetings using audio and video	Hybrid meetings	Virtual meetings using audio only
	46%	23%	17%	13%

n = 4,653; All digital workers excluding no answer
Q. If you had the choice of meeting types, what proportion of time you would like to spend in each of these types of meetings?
Source: 2022 Gartner Digital Worker Survey

n = 4,438; All digital workers excluding no answer
Q. Please rank the following meeting types in order of their productivity to meet business goals.
Source: 2022 Gartner Digital Worker Survey
Footnotes: Percentages may not add up to 100% due to rounding-off error

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CIO Leadership and Innovation to Improve Future of Work

- Implement **workplace experience (WEX) apps** to plan the best days to go to the office, and reserve personal and group spaces, parking, lunch, and amenities. Leverage ITSM for in-person IT support.

- **Meet the motivation** to come in by ensuring that your office provides space for **collision, creation, concentration and confidentiality.**

- Help workers facilitate **hybrid equity** by ensuring all attendees can be seen and heard, are able to interact with content and conversations, and **reshaping meeting culture** to balance synchronous work with prework.

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Lead and Innovate the Digital Employee Experience

- Appoint a digital employee experience leader

- Seek workers' perception of IT, application experience, digital skills, and the future of work.

- Steer the digital dexterity of your workforce toward the future.

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Recommended Gartner Research

🔍 **What Workers Want: Top 10 Insights From the Digital Worker Experience Survey**
Tori Paulman, Jim Murphy, Gavin Tay and Lane Severson

🔍 **Hype Cycle for Hybrid Work, 2023**
Tori Paulman, Caitlin Duffy, Graham Waller and Emily Rose McRae

🔍 **Data Interactive: How to Attract Employees Back to the Office**
Tori Paulman and Emily Rose McRae

🔍 **Predicts 2023: Build the Digital Day of Tomorrow**
Tori Paulman, Lane Severson, Matt Cain and Others

🔍 **Create an Enablement Continuum to Advance Digital Skills Outside of IT**
Joe Mariano and Matt Cain

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Appendix

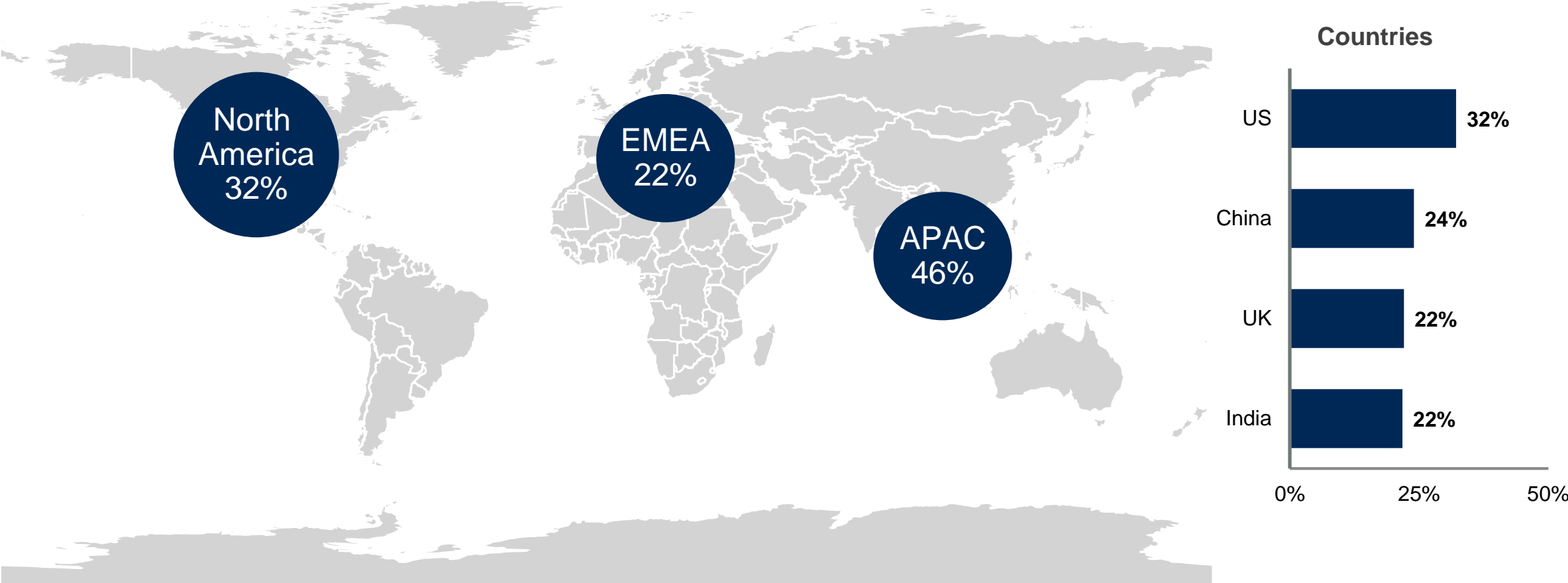**Gartner.**

Project Summary: Methodology Record

2022 Gartner Digital Worker Survey: This survey sought to understand workers' technological and workplace experience and sentiments. The research was conducted online from September through November 2022 among 4,861 respondents from the U.S. (n = 1,564), China (n = 1,167), the U.K. (n = 1,072) and India (n = 1,058).

Participants were screened for full-time employment in organizations with 100 or more employees and were required to use digital technology for work purposes. Age ranged from 18 through 74 years old, with quotas and weighting applied for age, gender, region and income, so that results are representative of working country populations. We defined "digital technology" as including any combination of technological devices (such as laptops, smartphones and tablets), applications and web services that people use for communication, information or productivity.

Disclaimer: The results of this survey do not represent global findings or the market as a whole but reflect the sentiments of the respondents and companies surveyed.

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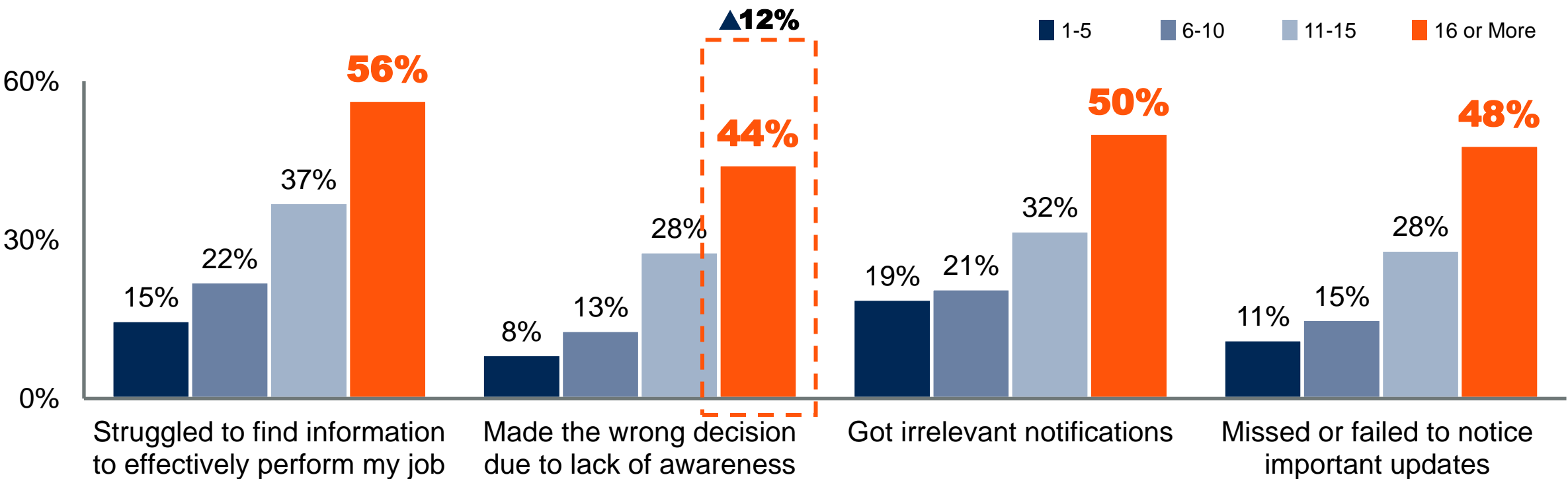# Respondent Profile: Primary Workplace Location

Workplace Location

North America 32%

EMEA 22%

APAC 46%

Countries

US	32%
China	24%
UK	22%
India	22%

0%   25%   50%

n = 4,861; All Digital Workers

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The Greater the Number of Applications Used, The Greater the Problems Workers Encounter

Problems Encountered (By Number of Applications Used)
Percentage if Respondents

Legend: 1-5 | 6-10 | 11-15 | 16 or More

Struggled to find information to effectively perform my job
- 15%
- 22%
- 37%
- 56%

Made the wrong decision due to lack of awareness ▲12%
- 8%
- 13%
- 28%
- 44%

Got irrelevant notifications
- 19%
- 21%
- 32%
- 50%

Missed or failed to notice important updates
- 11%
- 15%
- 28%
- 48%

n = varies; All digital workers excluding not sure/not applicable
Q. Select how often you have encountered the following situations in your organization. Percentages
Percentages represent the sum of respondents answering always, usually or frequently. Those responding never, rarely, occasionally, or sometimes account for the remainder of 100% for each bar in the graph.
Q. How many applications, including applications accessed through web browsers, do you use at work?
Source: 2022 Gartner Digital Worker Survey

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