



Gartner Webinars

Gartner delivers actionable, objective insight, guidance and tools to enable stronger performance on your organization's mission critical priorities

Gartner[®]

Enhance your webinar experience



**Ask a
Question**



**Download
Attachments**



**Watch
Again**

The Gartner Top 9 Future of Work Trends for 2025 and Beyond

  Connect with Gartner



Emily Rose McRae

Sr Director Analyst



Kaelyn Lowmaster

Director, Research





**Only 36% of HR leaders
are prepared for work changes
in the next two years.**

n = 86

Source: 2024 Benchmark With Gartner: Confronting the Cost-of-Work Crisis and DEI Backlash Webinar Survey

RESTRICTED DISTRIBUTION

4 © 2025 Gartner, Inc. and/or its affiliates. All rights reserved.

Gartner[®]

Employee Activism
GenAI Risk
Aging Workforce
Soft Skills
Return-to-Office
Talent Shortage
Inflation
DEI Pushback
Generative AI
Degree Requirements
Inequality
Automation
Non-Traditional Career Paths
Retirement Risk
Four-Day Workweek
Mental Health
Unionization
Cost-of-Living
Skills Verification
Trust Deficit
Unionization
Tariffs
Artificial Intelligence
Belonging
Employee Activism
Generational Differences
Economic Populism
Micro-Credentials
Talent Localization
Ghost Jobs
Bots
Virtual and Augmented Reality
Employee Flexibility
Candidate Fraud
Employee Social Polarization
EVP
Cadence of the Workweek
Climate-Related Disasters
Redefining Productivity

9 Future of Work Trends for 2025

1

Expertise gap intensifies as retirements surge and tech disrupts

2

Organizations redesign to prepare for technological innovation

3

Nudgetech experiments bridge the widening communication gap

4

Employees embrace bots over bosses in the pursuit of fairness

5

Organizations must define fraud vs. fair play when it comes to AI

6

Organizations shift focus to inclusion and belonging with unexpected benefits

7

AI-first organizations will destroy productivity in their search for it

8

Loneliness becomes a business risk, not just a well-being challenge

9

Employee activism drives adoption and norms for responsible AI

New Demands for a Future-Ready Workforce

1

Expertise gap intensifies as retirements surge and tech disrupts

2

Organizations redesign to prepare for technological innovation

3

Nudgetech experiments bridge the widening communication gap

4

Employees embrace bots over bosses in the pursuit of fairness

5

Organizations must define fraud vs. fair play when it comes to AI

6

Organizations shift focus to inclusion and belonging with unexpected benefits

7

AI-first organizations will destroy productivity in their search for it

8

Loneliness becomes a business risk, not just a well-being challenge

9

Employee activism drives adoption and norms for responsible AI

New Demands for a Future-Ready Workforce

1

Expertise gap intensifies as retirements surge and tech disrupts

2

Organizations redesign to prepare for technological innovation

3

Nudgetech experiments bridge the widening communication gap

Evolving Role of Leaders and Managers

4

Employees embrace bots over bosses in the pursuit of fairness

5

Organizations must define fraud vs. fair play when it comes to AI

6

Organizations shift focus to inclusion and belonging with unexpected benefits

7

AI-first organizations will destroy productivity in their search for it

8

Loneliness becomes a business risk, not just a well-being challenge

9

Employee activism drives adoption and norms for responsible AI

New Demands for a Future-Ready Workforce

1

Expertise gap intensifies as retirements surge and tech disrupts

2

Organizations redesign to prepare for technological innovation

3

Nudgetech experiments bridge the widening communication gap

Evolving Role of Leaders and Managers

4

Employees embrace bots over bosses in the pursuit of fairness

5

Organizations must define fraud vs. fair play when it comes to AI

6

Organizations shift focus to inclusion and belonging with unexpected benefits

Emerging Talent Risks to Organizational Strategy

7

AI-first organizations will destroy productivity in their search for it

8

Loneliness becomes a business risk, not just a well-being challenge

9

Employee activism drives adoption and norms for responsible AI

New Demands for Future-Ready Workforce

Trends in New Demands for a Future-Ready Workforce



Expertise Gap
Intensifies as
Retirements Surge
and Tech Disrupts



Organizations
Redesign to Prepare
for Technological
Innovation



Nudgetech
Experiments Bridge
the Widening
Communication Gap

Trends in New Demands for a Future-Ready Workforce



**Expertise Gap
Intensifies as
Retirements Surge
and Tech Disrupts**



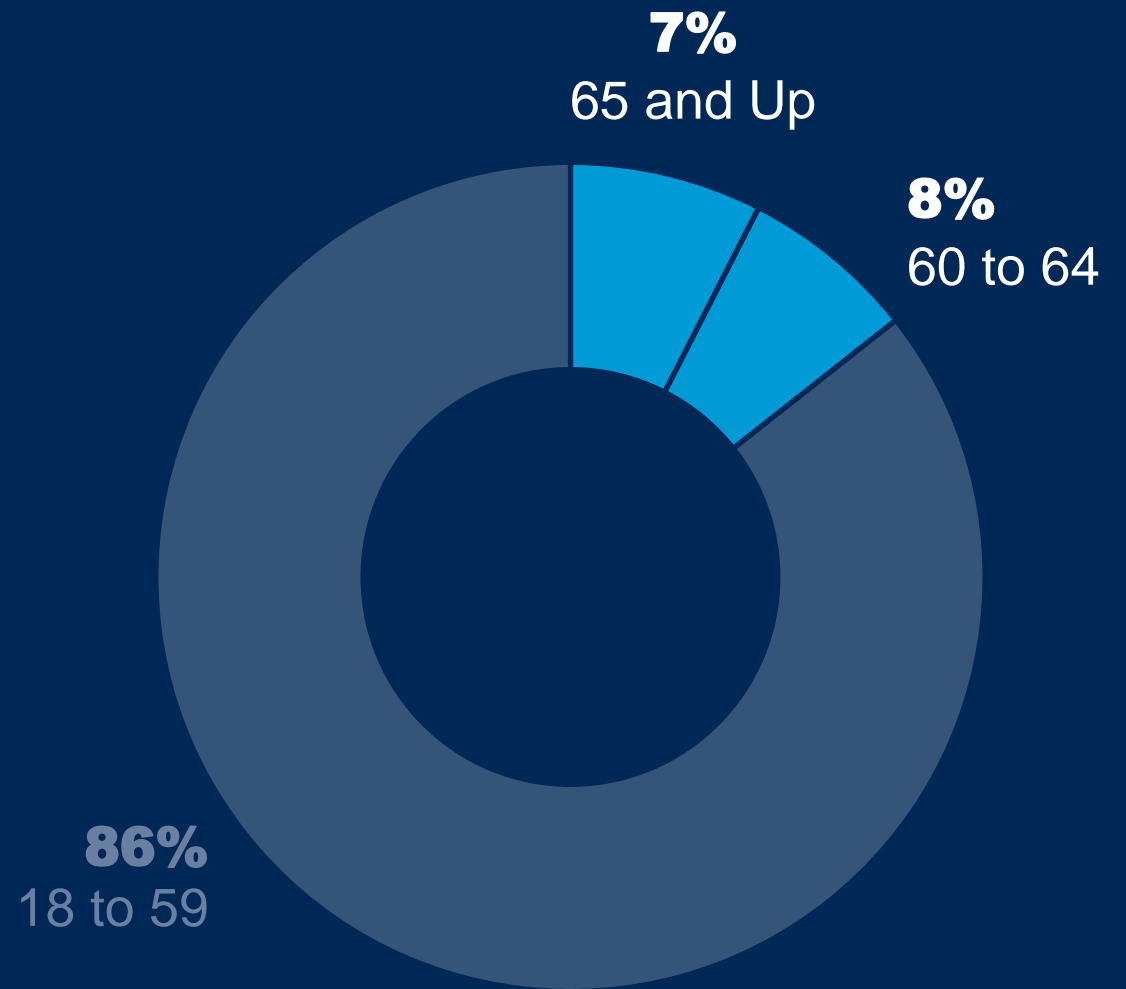
**Organizations
Redesign to Prepare
for Technological
Innovation**



**Nudgetech
Experiments Bridge
the Widening
Communication Gap**

By 2027, 1 in 6 Workers Reaching Retirement Age

U.S. Civilian Labor Force,
by Age, January 2024



Source: [US Census 2023 National Population Projections](#)

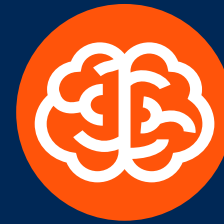
Employees Want More Learning Opportunities

57%

of candidates would choose a job offer for **more opportunities to learn new skills** over one with ten percent higher pay.

n = 3,439

Source: 2024 Gartner Voice of the Candidate Survey (Q2)



6 in 10 employees say they aren't getting the on-the-job coaching they need to support their core job skills.

n = 3,375

Source: 2024 Gartner Modernizing Talent Management Employee Survey



Take Action on

Expertise Gap Intensifies as Retirements Surge and Tech Disrupts

Focus collective intelligence skill building efforts on “dynamic jobs” — those jobs that are undergoing the most change.

Identify career paths where technology is reducing on-the-job learning opportunities.

Pilot programs to bridge the gap between novice and expert employees in your organization, such as apprenticeships, to transfer critical knowledge quickly.

Trends in New Demands for a Future-Ready Workforce



Expertise Gap
Intensifies as
Retirements Surge
and Tech Disrupts



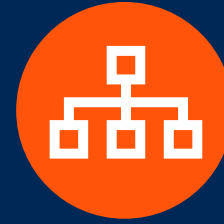
Organizations
Redesign to Prepare
for Technological
Innovation



Nudgetech
Experiments Bridge
the Widening
Communication Gap

**How many people
need to approve
this before we
can move
forward?**





Is your current organizational structure fit-for-purpose?



Take Action on

Organizations Redesign to Prepare for Technological Innovation

Pilot fusion teams with cross-functional hackathons to address critical business challenges.

Evaluate leaders' capacity to manage more direct reports, and identify what changes in responsibilities are necessary for their success with an increased number of direct reports.

Add reviews of decision rights into business and technology planning as more decisions shift to autonomous machines/algorithms.

Trends in New Demands for a Future-Ready Workforce



Expertise Gap
Intensifies as
Retirements Surge
and Tech Disrupts



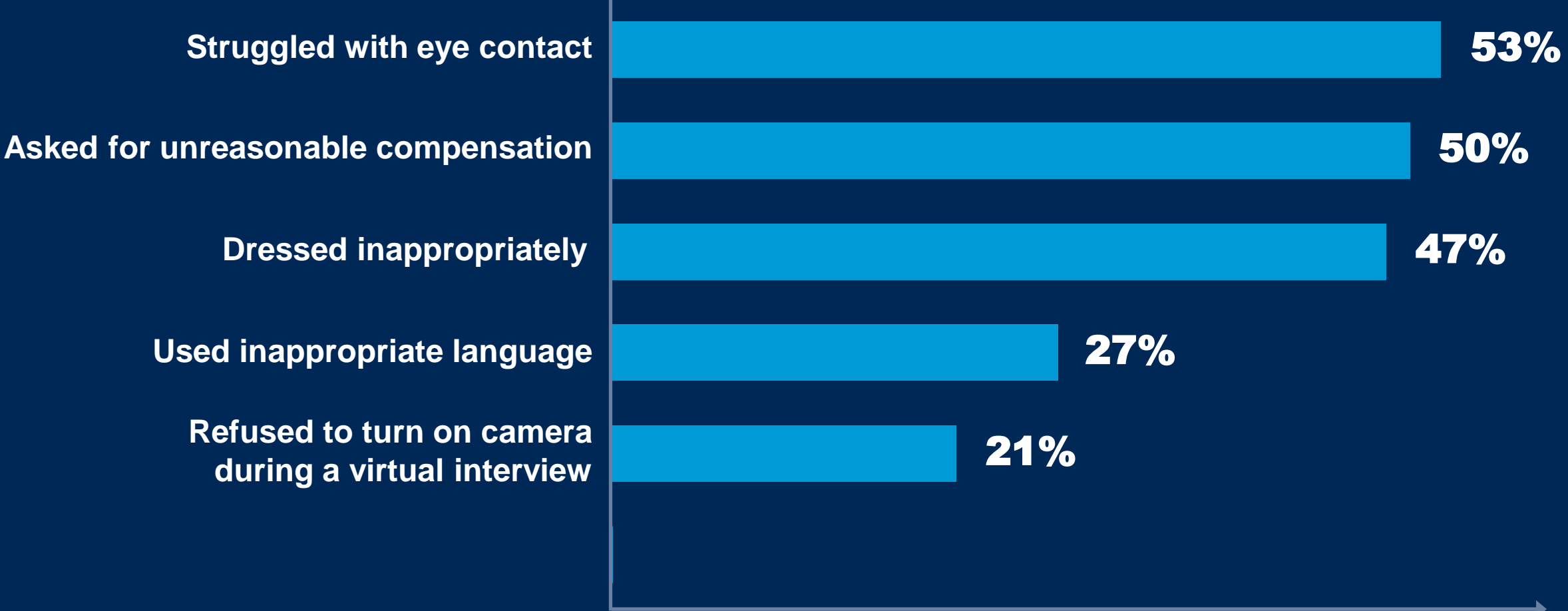
Organizations
Redesign to Prepare
for Technological
Innovation



**Nudgetech
Experiments Bridge
the Widening
Communication Gap**

Evolving Communication Norms

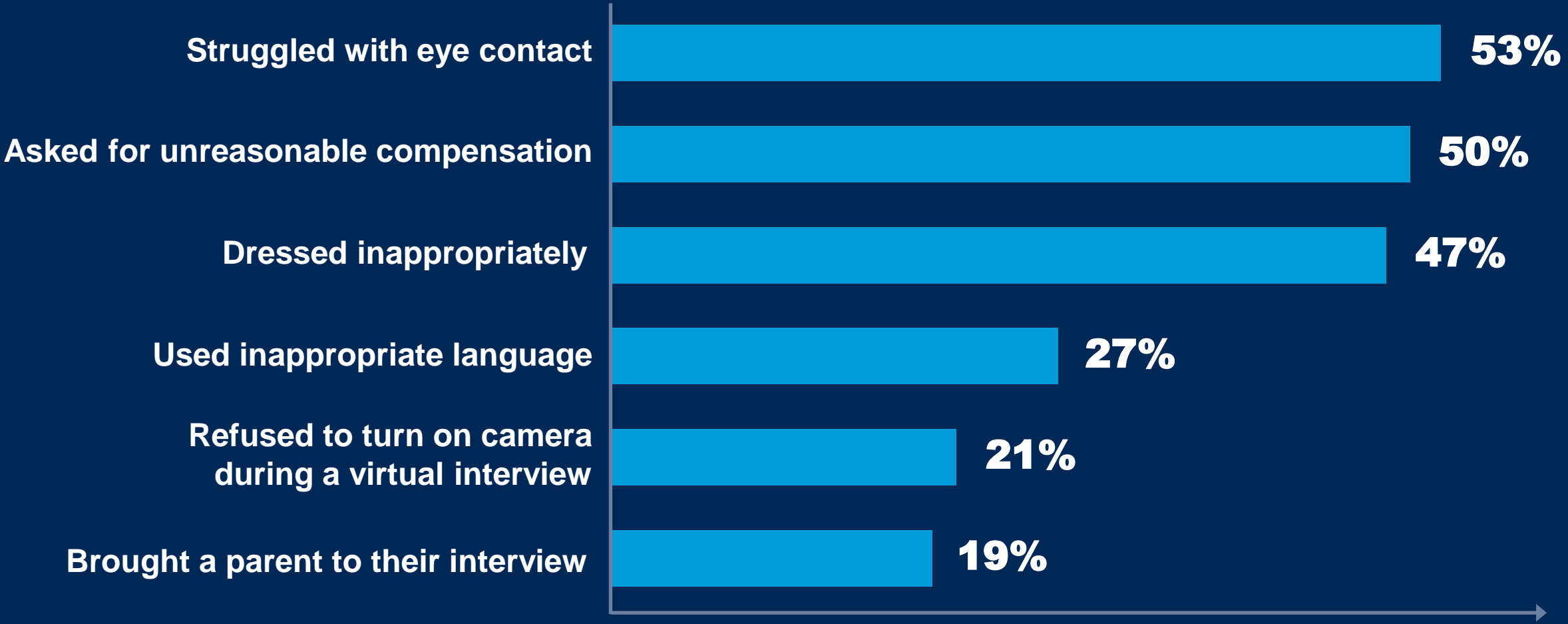
During job interviews, employers say recent college graduates have ...



n = 789
Source: Intelligent.com

Evolving Communication Norms

During job interviews, employers say recent college graduates have ...



n = 789
Source: Intelligent.com

Workforce-Wide Communication Gap

53%

of employees are satisfied
with their **professional
connections** with coworkers

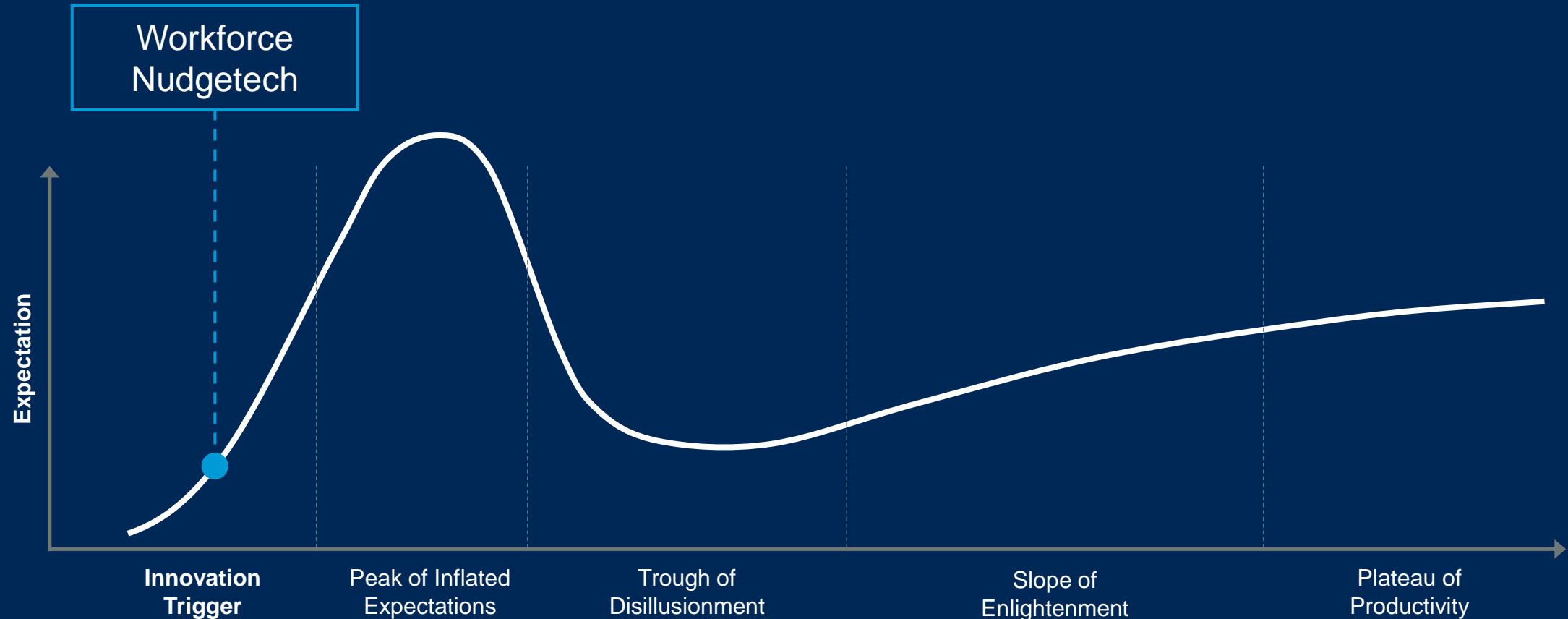
30%

of employees
actively avoid
more people at work now
compared to two years ago

n = 3,528
Source: 2024 Gartner ReimagineHR Employee Survey

Workforce Nudgetech Emerging

Workforce Nudgetech Positioning on the 2024 Gartner Hype Cycle for Digital Workplace Applications



Source: 2024 Gartner Hype Cycle for Digital Workplace Applications

RESTRICTED DISTRIBUTION

25 © 2025 Gartner, Inc. and/or its affiliates. All rights reserved.

Gartner®

Sample Nudges

People insights

“Maria typically prefers email for messages like this...”



Team Recommendations

“Ellis has relevant experience that could help here...”



Empathy

“You’ve interrupted Alex twice in the last five minutes ...”





Take Action on

Nudgetech Experiments Bridge the Widening Communication Gap

Review your current HR technology suite for potential nudgetech offerings.

Establish a working group for monitoring nudgetech tools for inclusiveness and adaptability.

Train leaders on current workplace communication norms and set expectations that those norms will change over time.

Evolving Role of Leaders and Managers

Trends in Evolving Role of Leaders and Managers



Employees Embrace
Bots Over Bosses in
the Pursuit of
Fairness



Organizations Define
Fraud vs. Fair Play
When It Comes to AI



Organizations Shift
Focus to Inclusion
and Belonging With
Unexpected Benefits

Trends in Evolving Role of Leaders and Managers



**Employees
Embrace Bots Over
Bosses in the
Pursuit of Fairness**



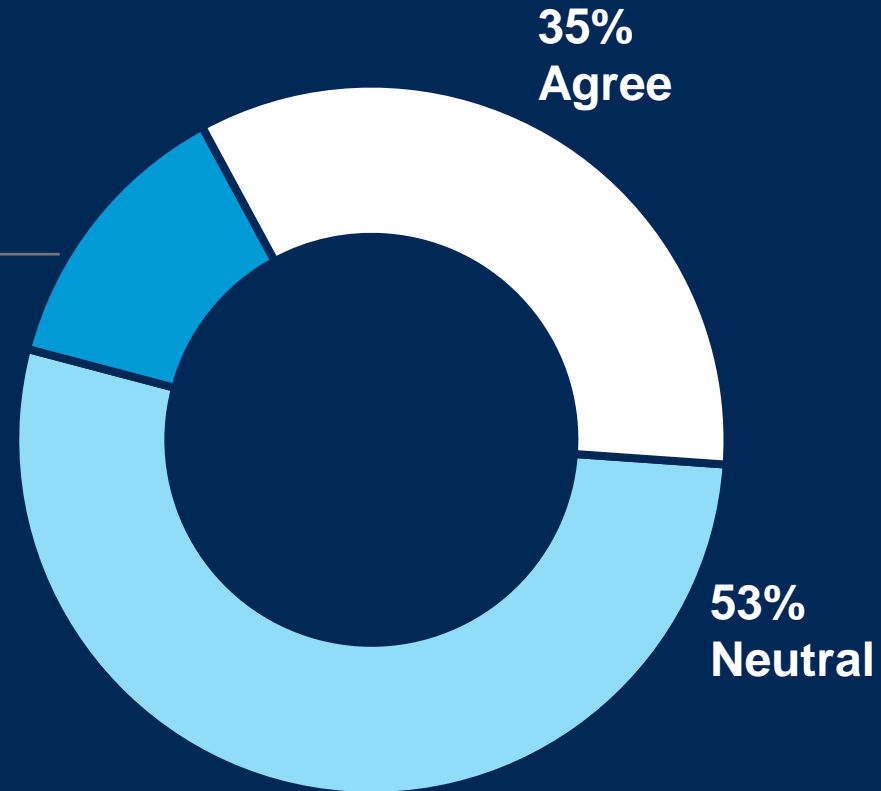
Organizations Define
Fraud vs. Fair Play
When It Comes to AI



Organizations Shift
Focus to Inclusion
and Belonging With
Unexpected Benefits

Algorithms Preferred to Managers

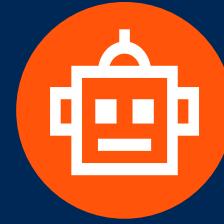
Only **13%**
of employees
disagree an
algorithm would
provide fairer
feedback than
their manager.



n = 3,496

Source: 2024 Gartner Employee Perspectives on the Future of Work Survey

RESTRICTED DISTRIBUTION



What performance management tasks would you take off of your managers' plates, if you could?



Take Action on

Employees Embrace Bots Over Bosses in the Pursuit of Fairness

Evaluate any algorithmic performance management offered by your existing HCM suite before considering new vendors.

Connect your performance management algorithms to microlearnings for more seamless skill development.

Establish mechanisms for employees to report feedback related to tech-enabled performance management to continue building employee trust.

Trends in Evolving Role of Leaders and Managers



Employees Embrace
Bots Over Bosses in
the Pursuit of
Fairness



Organizations Define
Fraud vs. Fair Play
When It Comes to AI



Organizations Shift
Focus to Inclusion
and Belonging With
Unexpected Benefits

AI or High Performance?

Sam



Results:

- One of two finalists
- Assessment score: 98

AI or High Performance?

Sam

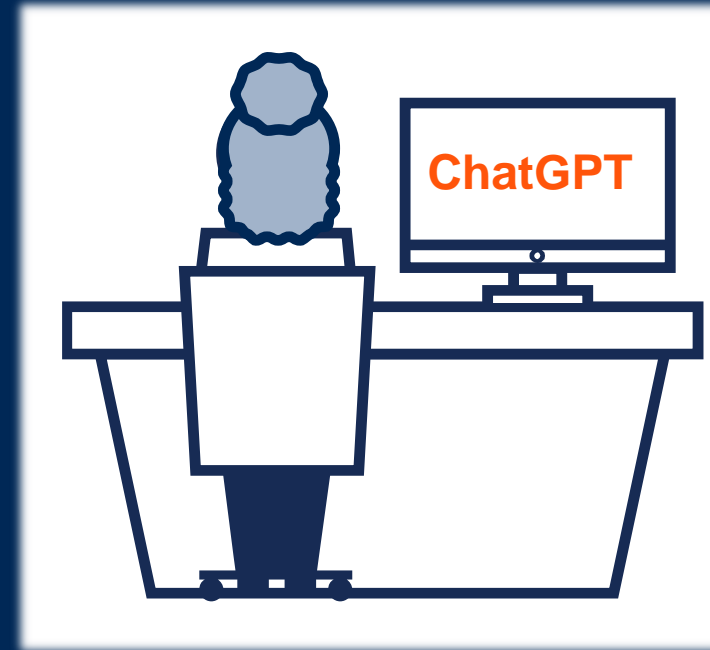


Results:

- One of two finalists
- Assessment score: 98

=

Lee



Results:

- One of two finalists
- Assessment score: 95

Changing AI Usage Norms

Only **11%**

Of candidates believe that they **should not be allowed** to use Generative AI

n = 3,077

Source: 2024 Gartner Voice of the Candidate Survey (Q1)



Organizations must find new ways to define and reward high performance.



Take Action on

Organizations Define Fraud vs. Fair Play When It Comes to AI

Work with your executive peers to establish a vision for how AI may impact performance ratings.

Incorporate questions about GenAI's perceived impact on performance into employee listening strategies.

Get high potential employees' perspectives by bringing them into your piloting of different performance evaluation strategies.

Trends in Evolving Role of Leaders and Managers



Employees Embrace
Bots Over Bosses in
the Pursuit of
Fairness



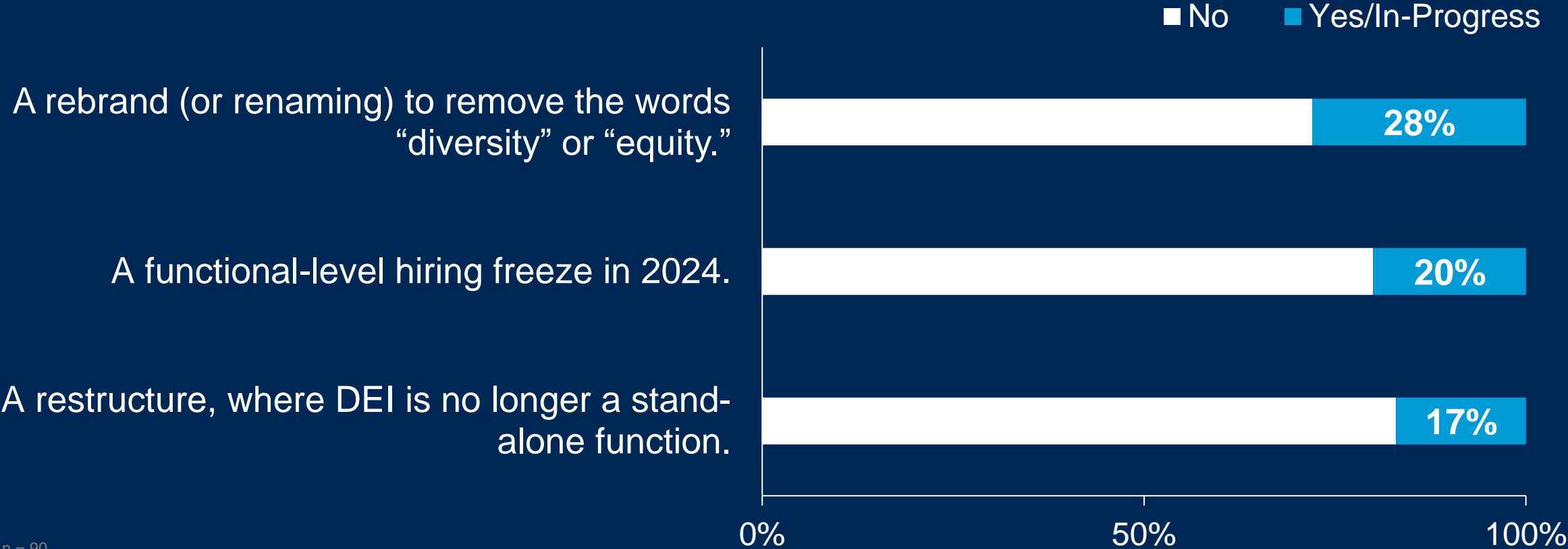
Organizations Define
Fraud vs. Fair Play
When It Comes to AI



Organizations Shift
Focus to Inclusion
and Belonging With
Unexpected Benefits

Majority of DEI Leaders Not Making Functional Changes

DEI Leaders Reporting on Function Structure and Branding
Percentage of Respondents



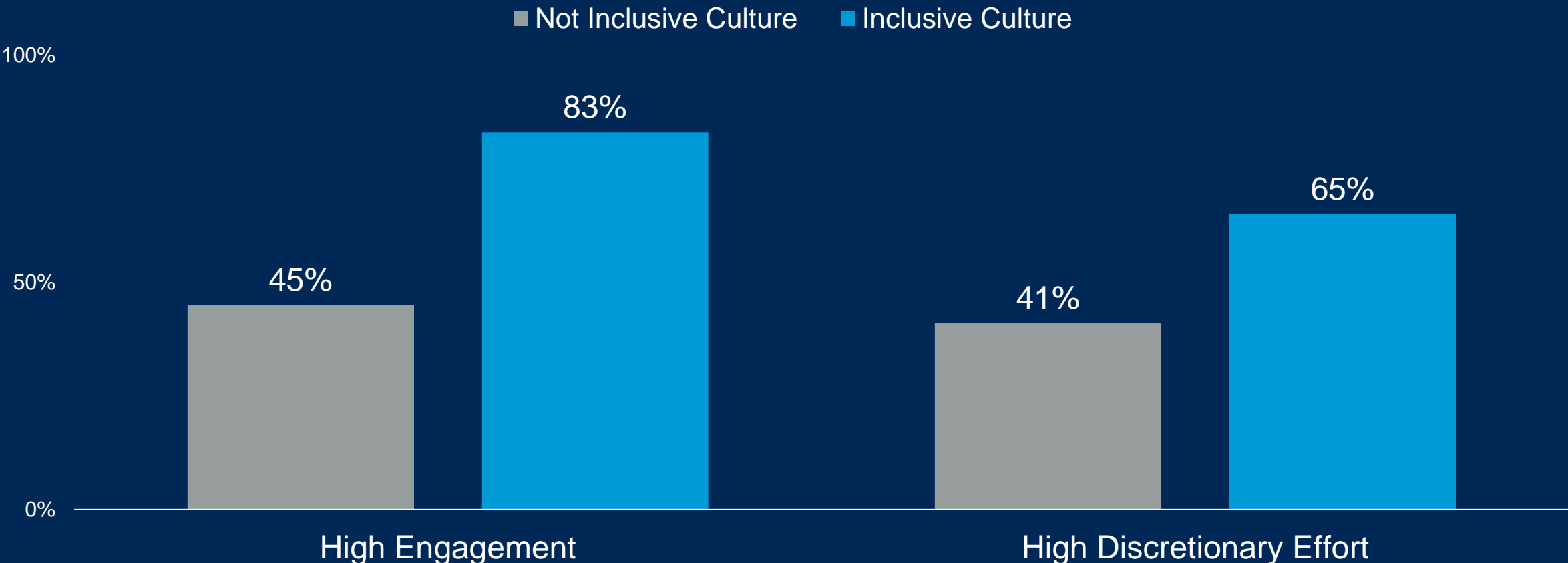
n = 90
Source: 2024 Gartner Sustainable DEI HR Leader Survey
Q: Has your DEI function experienced any of the following recent changes?



In 2025, organizations will shift their investments toward fostering greater inclusion and belonging for all employees, not just specific groups.

Unexpected Benefits of Shift to Inclusion

Percentage of Employees Scoring High on Key Talent Outcomes



n = 3,594 employees
Source: 2023 Gartner Drivers of Global Belonging and Inclusive Culture Survey



Take Action on

Organizations Shift Focus to Inclusion and Belonging With Unexpected Benefits

Reprioritize key metrics to focus on inclusion and belonging as leading indicators of progress on innovation, and other business and talent outcomes.

Rigorously evaluate your HR processes (hiring, performance management, succession planning, etc) for bias

Partner with legal to monitor and scenario plan for potential changes to the legal and regulatory landscape.

Emerging Talent Risks to Organizational Strategy

Trends in Emerging Talent Risks to Organizational Strategy



AI-First Organizations
Will Destroy
Productivity in Their
Search for It



Loneliness Becomes a
Business Risk Not Just
a Well-Being Challenge



Employee Activism
Drives Adoption and
Norms for
Responsible AI

Trends in Emerging Talent Risks to Organizational Strategy



**AI-First
Organizations Will
Destroy
Productivity in Their
Search for It**



Loneliness Becomes a
Business Risk Not Just
a Well-Being Challenge



Employee Activism
Drives Adoption and
Norms for
Responsible AI

AI Projects Not Delivering As Expected

47%

of CIOs believe that their organization's Generative AI initiatives have **delivered on their expected benefits/ROI**

Q. Thinking about the AI initiatives implemented in your enterprise so far ...Relative to your CEO/C-Suite expectations, how successful has your enterprise been in achieving the following AI outcomes?

n = 109

Source: 2024 Gartner AI Survey - CIO and Technology Leader View

RESTRICTED DISTRIBUTION

48 © 2025 Gartner, Inc. and/or its affiliates. All rights reserved.

Gartner®



Twenty percent of employees say that technology their organization has adopted in the past two years has made their job harder.

n = 3,341

Source: 2024 Gartner ReimagineHR Employee Survey



Take Action on

AI-First Organizations Will Destroy Productivity in Their Search for It

Align with other executives at your organization on your vision for AI investments.

Ensure all AI projects are set up with clear criteria for evaluating their success.

Add employee seats on your central AI committee to bring in wider perspectives.

Trends in Emerging Talent Risks to Organizational Strategy



AI-First Organizations
Will Destroy
Productivity in Their
Search for It



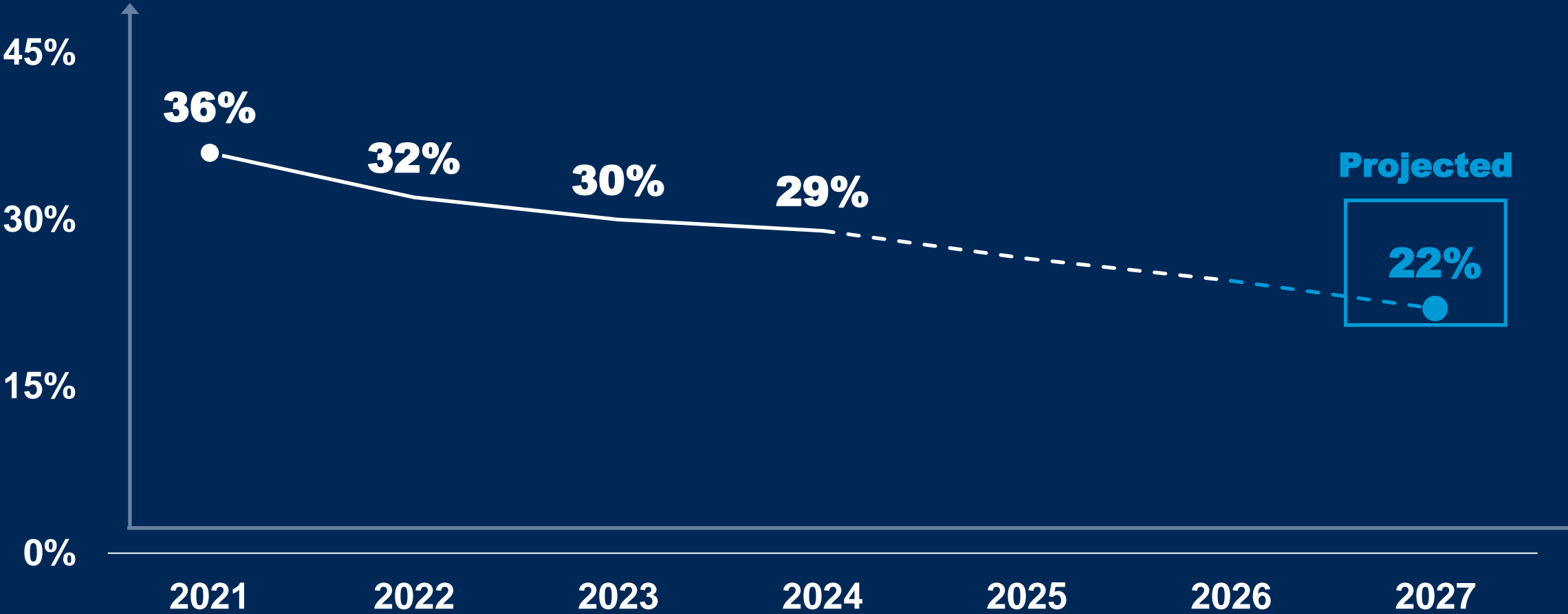
Loneliness Becomes
a Business Risk Not
Just a Well-Being
Challenge



Employee Activism
Drives Adoption and
Norms for
Responsible AI

Declining Satisfaction with Work Interactions

Percent of Employees Satisfied with Coworker Quality and Camaraderie



n = varies
Source: 2021 to 2024 Gartner Global Labor Market Survey



When employees are lonely, their performance suffers.

Source: Bryan BT, Andrews G, Thompson KN, Qualter P, Matthews T, Arseneault L. Loneliness in the workplace: a mixed-method systematic review and meta-analysis. *Occup Med (Lond)*. 2023 Dec 30;73(9):557-567.



Take Action on

Loneliness Becomes a Business Risk Not Just a Well-Being Challenge

Monitor employee loneliness and tailor interventions to the severity of the problem on each team.

Incorporate support for socialization and camaraderie building into your total rewards strategy.

Add a collaboration audit to your planning processes to identify opportunities to increase collaboration.

Trends in Emerging Talent Risks to Organizational Strategy



AI-First Organizations
Will Destroy
Productivity in Their
Search for It

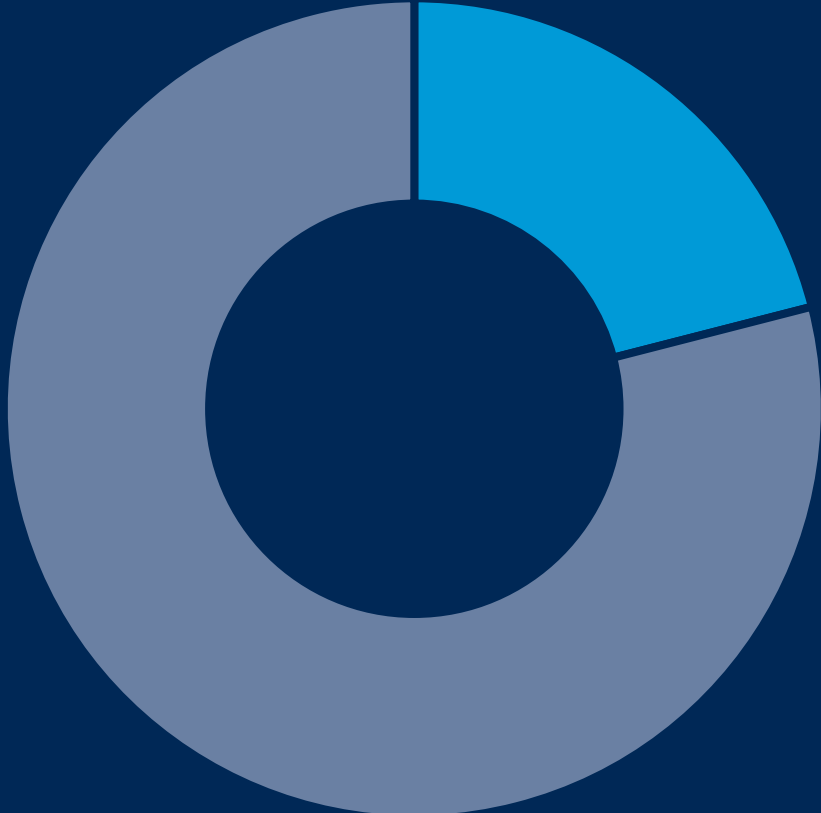


Loneliness Becomes a
Business Risk Not Just
a Well-Being Challenge



Employee Activism
Drives Adoption and
Norms for
Responsible AI

Progress on Inclusive Leadership Is Slow



Only 21%

of CIOs said they focus on mitigating the potential negative impacts of AI on employee work .

n = 83
Source: 2024 Gartner CIO Generative AI Survey

Employee Action for Responsible AI





Employees are the driving force for Responsible AI, their concerns are a leading indicator of potential risks.



Take Action on

Employee Activism Drives Adoption and Norms for Responsible AI

When developing or updating your AI strategy, co-create your AI values and vision with employees.

Crowdsource AI use cases directly from employees before deciding which capabilities to pilot.

Incorporate multiple avenues for collecting and evaluating employee feedback into all AI pilots.

Questions and Next Steps

9 Future of Work Trends for 2025

1

Expertise gap intensifies as retirements surge and tech disrupts

2

Organizations redesign to prepare for technological innovation

3

Nudgetech experiments bridge the widening communication gap

4

Employees embrace bots over bosses in the pursuit of fairness

5

Organizations must define fraud vs. fair play when it comes to AI

6

Organizations shift focus to inclusion and belonging with unexpected benefits

7

AI-first organizations will destroy productivity in their search for it

8

Loneliness becomes a business risk, not just a well-being challenge

9

Employee activism drives adoption and norms for responsible AI

Ask the speaker

The screenshot shows a Gartner webinar interface. At the top left is the Gartner logo. To its right are navigation links for 'HOME' and 'AGENDA'. Below the navigation is a video player. The video player has a title 'Gartner Webinars' and a description: 'Gartner equips leaders like you with indispensable insights, advice, and tools to help you achieve your mission critical priorities'. The video player also shows a 'LIVE' indicator with a timer '00:07:34 / 00:30:00'. Below the video player is a note: 'This session allows the audience to clap in real time.' To the right of the video player is a chat area with the title 'Ask the speaker' and a message: 'No questions yet. Be the first to ask one!'. Below the chat area is a text input field with the placeholder 'Ask your question here'.

This is a close-up of the 'Ask the speaker' chat area. It features a back arrow and the text 'All channels' at the top. Below that is the title 'Ask the speaker'. The main content of the chat area is a message: 'No questions yet. Be the first to ask one!'. Below this message is another message: 'This is where all of the approved questions will appear'. At the bottom of the chat area is a text input field with the placeholder 'Ask your question here' and a send button (a paper plane icon). An orange arrow points to the input field.

Next Steps

- 1 Schedule a meeting** with your HR leadership team to prioritize the most important trends for your organization. Use these questions to guide the agenda:
 - Which trends are already happening in your organization?
Keep an eye out for regional or business unit variation.
 - Which would have the biggest impact on your goals and strategy?
Target trends that might give you a comparative advantage in the labor market if you take action.
 - Which trends pose a threat to your strategic goals if you don't act on them?
- 2 Contact Gartner** to discuss these trends in more detail with a Gartner expert, or for a virtual briefing for your leadership team.
- 3 Ask your Account Executive** for tools and benchmarking you can use to act on your prioritized trends.

Gartner HR Symposium Conference 2025

7 – 9 October 2025 | London, U.K.

27 – 29 October 2025 | Orlando, FL

3 – 4 December 2025 | Sydney, Australia

Join the premier conference for CHROs and senior HR leaders. You'll get the research-backed insights you need to build bold, strategic HR strategies and inspire next-level employee performance.

Learn more:

gartner.com/conf/hr

#GartnerHR

At the conference, you'll gain:



Insights from HR experts and your peers on **what separates high-performing organizations** from the rest.



New ideas on how to **drive organizational performance** through talent.



Strategies on how to **transform the HR function** to deliver greater business impact.

RESTRICTED DISTRIBUTION

64 © 2025 Gartner, Inc. and/or its affiliates. All rights reserved.

Gartner®

Empower your HR leadership: Navigate the Future of Work

As a CHRO, you're pivotal in preparing and guiding your organization for the future of work.

Download your Future of Work Toolkit to:

- **Uncover key HR trends.** Explore innovations that redefine what success looks like.
- **Craft strategic responses.** Develop approaches to leveraging emerging trends.
- **Integrate trends into planning.** Use insights to maintain a competitive edge and drive success.



[Download Toolkit](#)

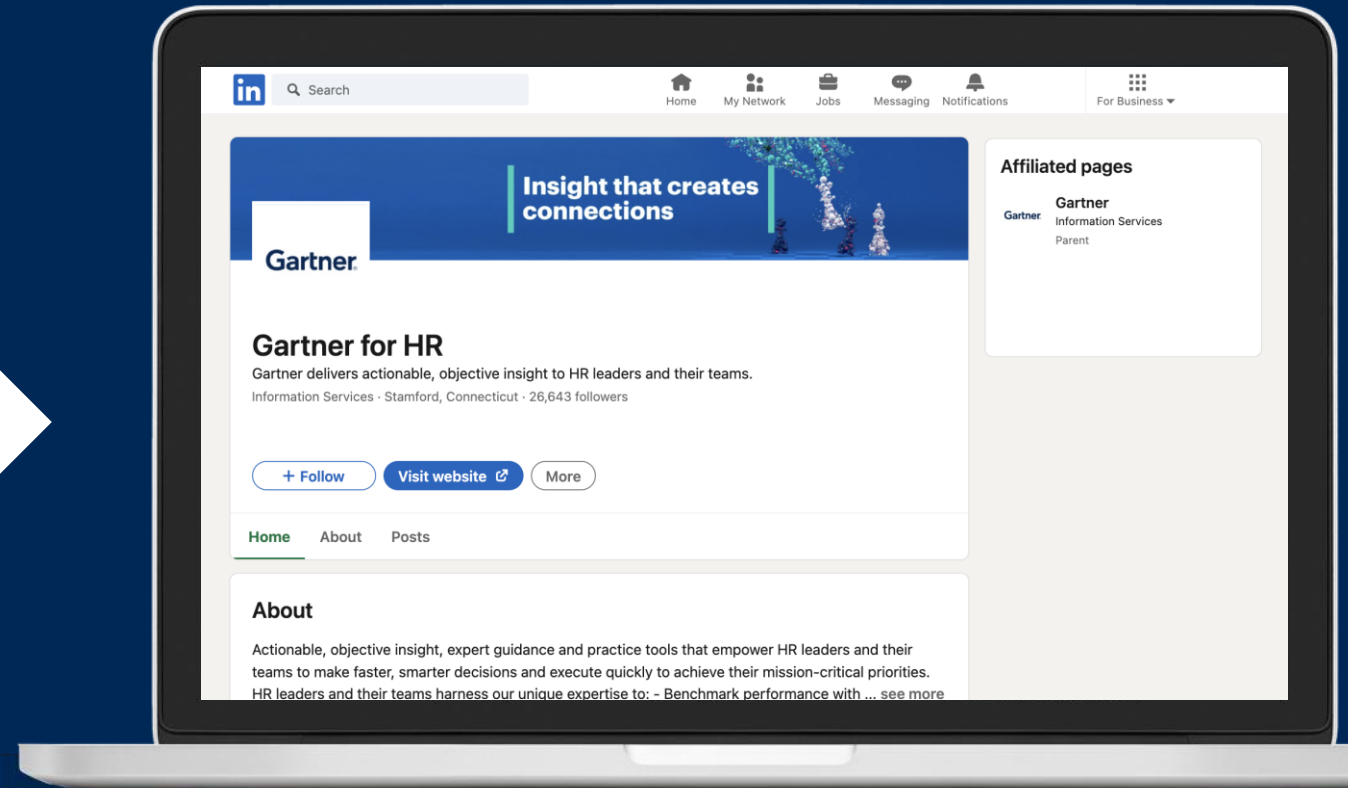


Gartner for Human Resources on social media

Get the latest actionable HR insights to help achieve your mission-critical priorities.

Follow us on  

Looking for insights delivered to your inbox?
Subscribe to our [monthly newsletter](#).



Become a Client

Clients receive 24/7 access to proven management and technology research, expert advice, benchmarks, diagnostics and more.

Fill out the form to connect with a representative and learn more.

[Learn More](#)

Or give us a call: **+441784614280 | +1 855 637 0291**

8 a.m. – 7 p.m. ET

8 a.m. – 5 p.m. GMT

Monday through Friday

Get more Gartner insights



Download the research slides





**View upcoming and on-demand Gartner webinars
at gartner.com/webinars**



Rate this session

Rate this session

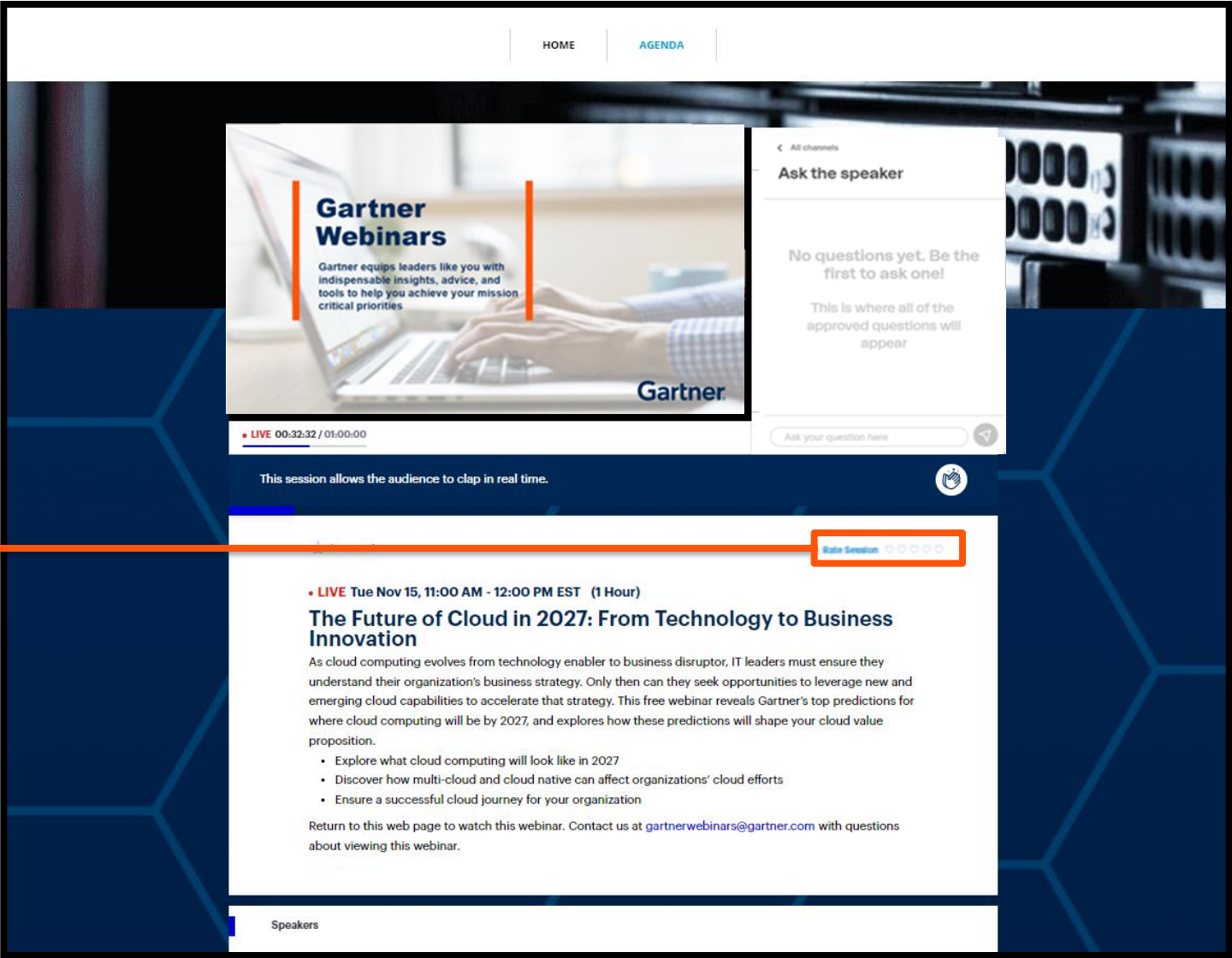
Rate Session 

RATE THIS SESSION (1-5) 

LEAVE FURTHER FEEDBACK

I loved the speaker's insight on this topic!

Cancel SEND



HOME AGENDA


Gartner Webinars
Gartner equips leaders like you with indispensable insights, advice, and tools to help you achieve your mission critical priorities

Ask the speaker

No questions yet. Be the first to ask one!

This is where all of the approved questions will appear

Ask your question here

Rate Session 

LIVE Tue Nov 15, 11:00 AM - 12:00 PM EST (1 Hour)

The Future of Cloud in 2027: From Technology to Business Innovation

As cloud computing evolves from technology enabler to business disruptor, IT leaders must ensure they understand their organization's business strategy. Only then can they seek opportunities to leverage new and emerging cloud capabilities to accelerate that strategy. This free webinar reveals Gartner's top predictions for where cloud computing will be by 2027, and explores how these predictions will shape your cloud value proposition.

- Explore what cloud computing will look like in 2027
- Discover how multi-cloud and cloud native can affect organizations' cloud efforts
- Ensure a successful cloud journey for your organization

Return to this web page to watch this webinar. Contact us at gartnerwebinars@gartner.com with questions about viewing this webinar.

Speakers