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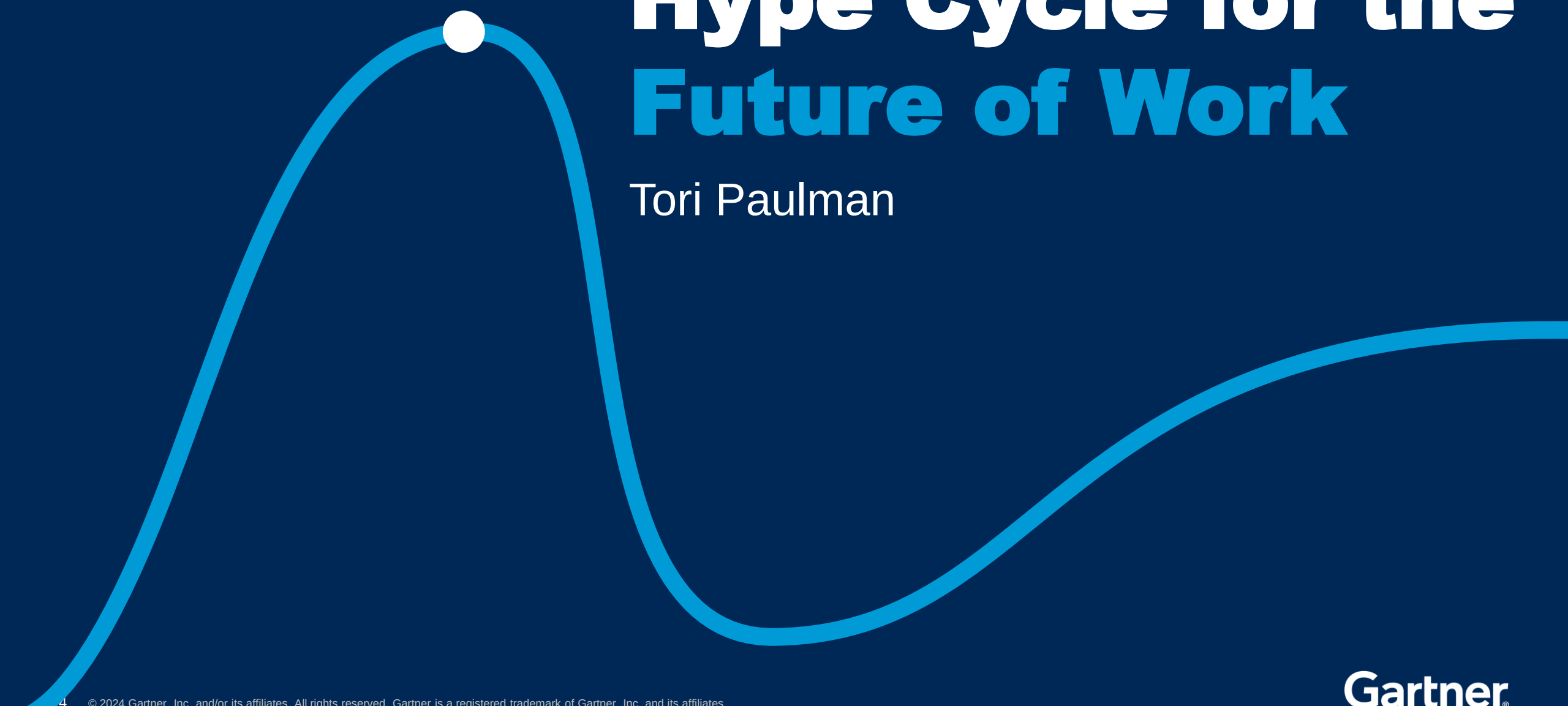
The Gartner Hype Cycle for the Future of Work and the Digital Workplace



Tori Paulman

VP Analyst





Hype Cycle for the Future of Work

Tori Paulman



Welcome to the **peak of inflated expectations**

Here's my promise

Why having “connected” and “augmented” workers is the future of work and the key technologies that will help you succeed.

Assess your current digital workplace foundation and create an action plan to mature it for the future.

Learn how to use Gartner's Hype Cycle to build your future of work strategy.

A dark, cavernous space with jagged rock formations. A bright blue light source, possibly a flashlight or a small fire, illuminates a pool of water at the bottom of the cave, creating a strong reflection and highlighting the textures of the surrounding rocks.

“In pitch blackness, all you can do is sit tight until your eyes get used to the dark.”

— Haruki Murakami

You are a futurist.
You knew the future of work would be distributed.



Remote access



Digital meetings



Collaboration

A hand holding a crystal ball against a starry night sky. The crystal ball shows a bright, swirling blue and white pattern, possibly representing a galaxy or a nebula. The background is a deep blue with many small, bright stars.

**You just didn't
expect the future to
happen overnight.**

Doesn't it feel like
generative AI
emerged overnight?

CEOs and Boards Top Strategic Priorities



**Growing the
bottom line**



**Investing in
the right
technology**



**Making
workers more
productive**



The Future of Work

Bad news, the future of work does not exist.

Bad news, the future of work does not exist.

Many futures of work exist.

(They are all unfolding right now)

Bad news, the future of work does not exist.

Many futures of work exist.

(They are all unfolding right now)

More bad news, there is no future of work leader.

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Many futures of work exist.

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More bad news, there is no future of work leader.

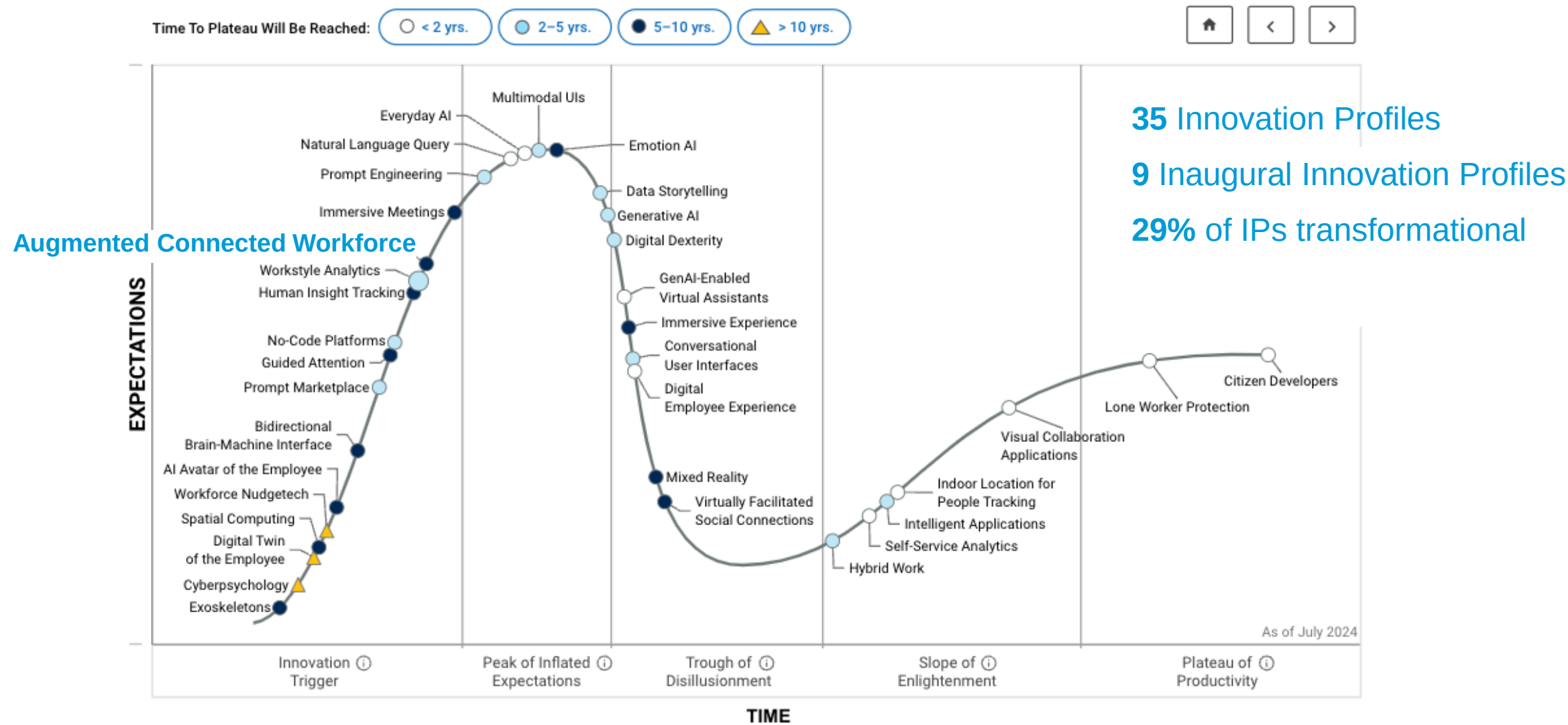
There are many leaders.

(But most of them aren't connected)

Gartner definition:

The future of work is a **dynamically evolving landscape** that encompasses **how** work happens, **where** work happens, **who and/or what** performs work, and the **very nature** of work itself.

Hype Cycle for the Future of Work, 2024



Source: [Hype Cycle for the Future of Work, 2024](#), 18 July 2024

The Future Worker

is enabled for success
by an adaptive
foundation of:



- ✓ What they need to know
- ✓ What their role is
- ✓ When/how they learn

Foundation

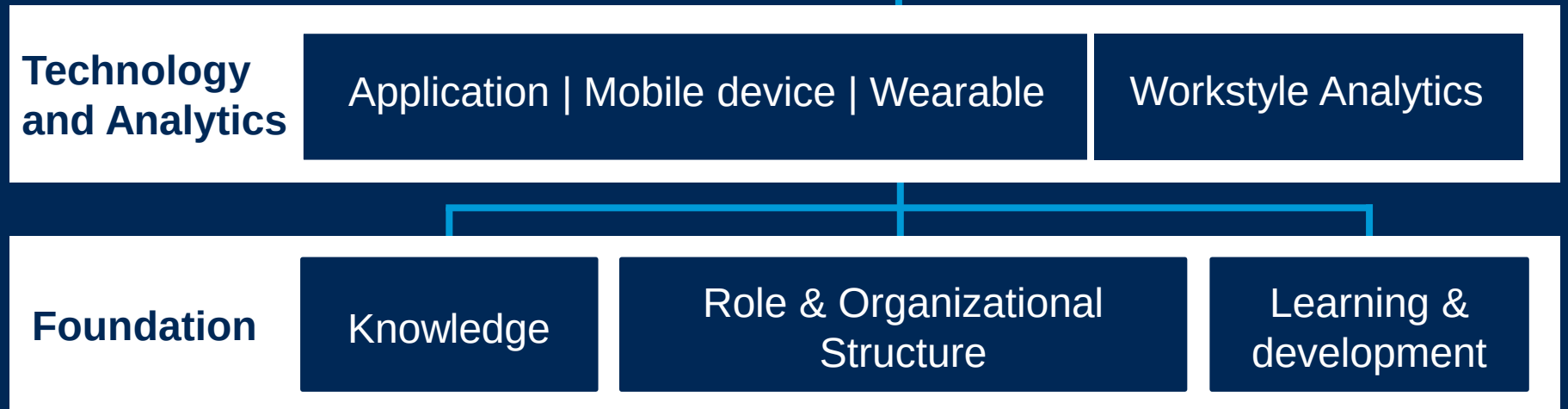
Knowledge

Role & Organizational
Structure

Learning &
development

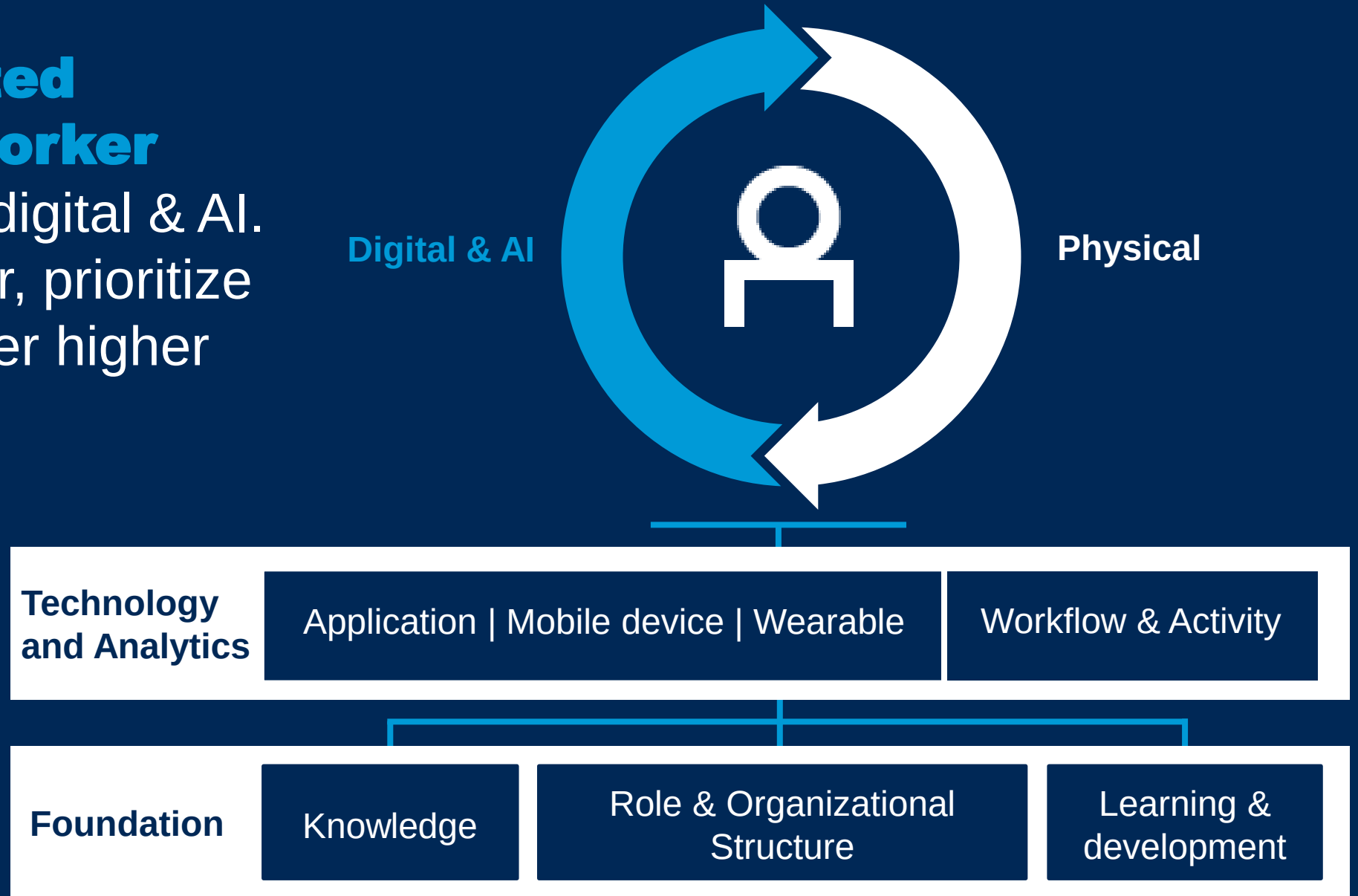
The Connected Worker is linked to the foundation through:

- ✓ Intelligent Technology
- ✓ Measured Meaningfully



The Augmented Connected Worker

is enhanced by digital & AI. They learn faster, prioritize better, and deliver higher performance.



Gartner Predicts

By 2027, 70% of the top ten Fortune 500 companies will have implemented an augmented connected worker initiative.

Building Blocks for

Powering the Future of How Work Happens

51%

of workers say they build or customize tech to do their job*.

**Digital
Employee
Experience**

79%

of CEOs say they are enacting a new strategy this year.

AI

14%

of DW leaders are mature enough to empower the future.

**Digital
Dexterity**

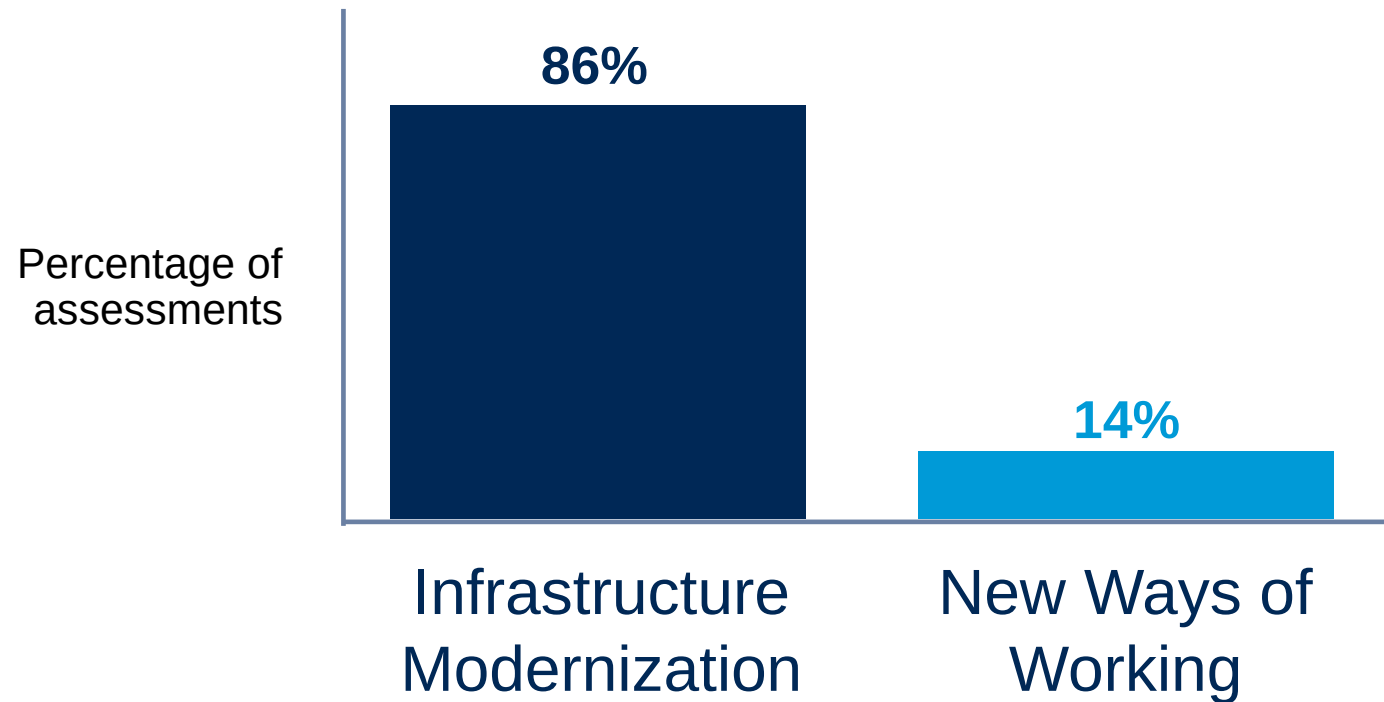
Building Blocks for **Powering the Future of How Work Happens**

**Digital
Employee
Experience**

AI

**Digital
Dexterity**

Only 14% of Digital Workplace's Have Reached the Maturity Necessary to Support New Ways of Working



Digital Friction

**About 50% the
time or more
workers...**

34%

Struggle to find information
or data needed to perform job

16%

Made the wrong decision
due to lack of awareness

21%

Miss important updates due to
volume of information or no. of apps

Note: includes sometimes, frequently, usually, always

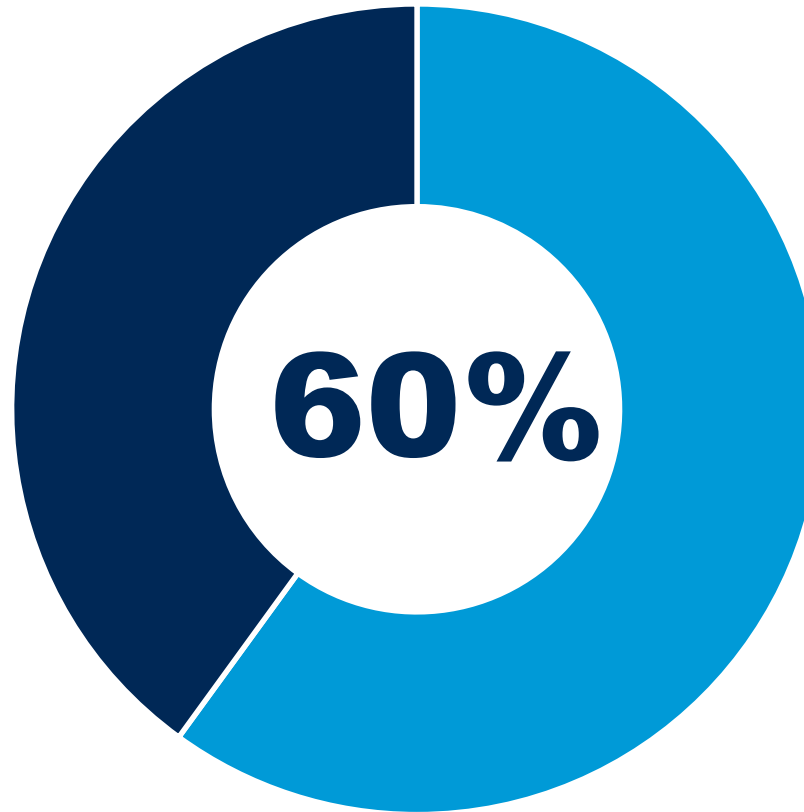
n = 5,090; all digital workers in US, UK, China, India, Australia

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

Source: 2024 Gartner Digital Worker Survey

60% of the Workers Who Are More Productive Build or Customize Their Tech Experience

Use technology
as it's provided
to by IT



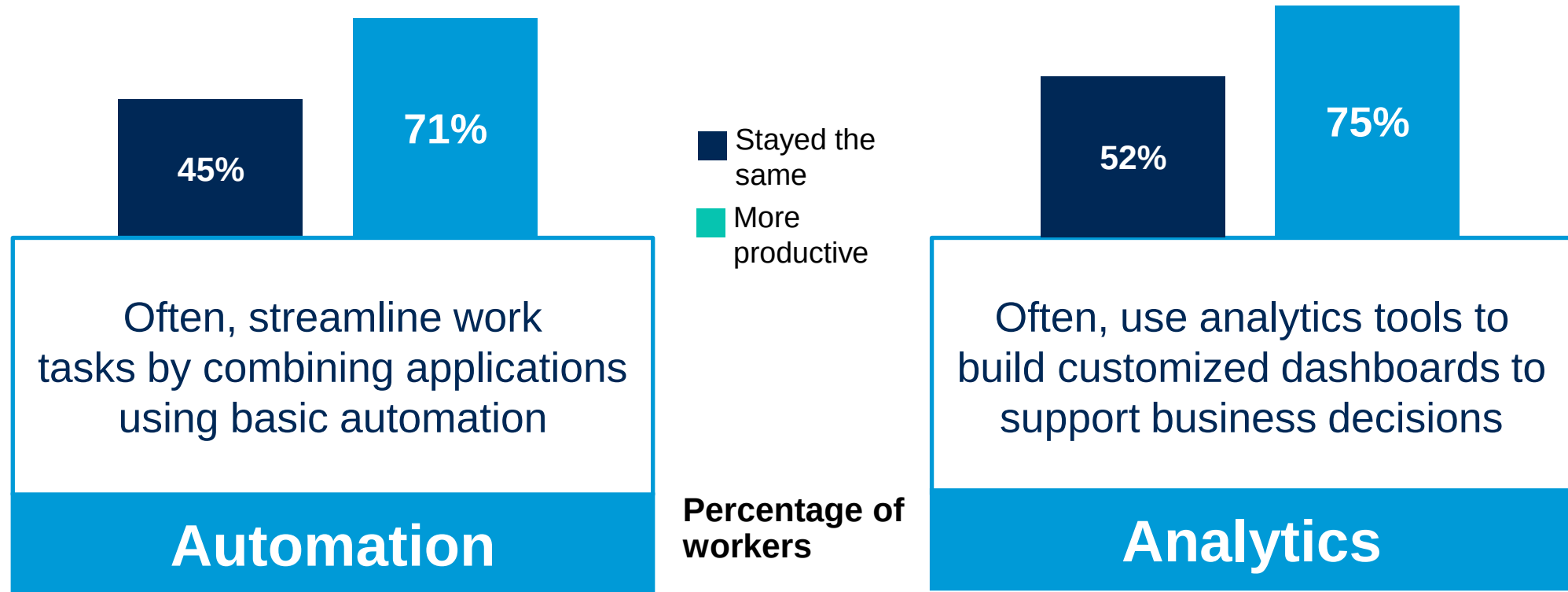
Build or
customize
technology

n 3,074; all digital workers

Q: How do you primarily use digital technology in your organization.?

Source: 2024 Gartner Digital Worker Survey

More Productive Workers Are Personalizing Their Technology To Meet Business Results

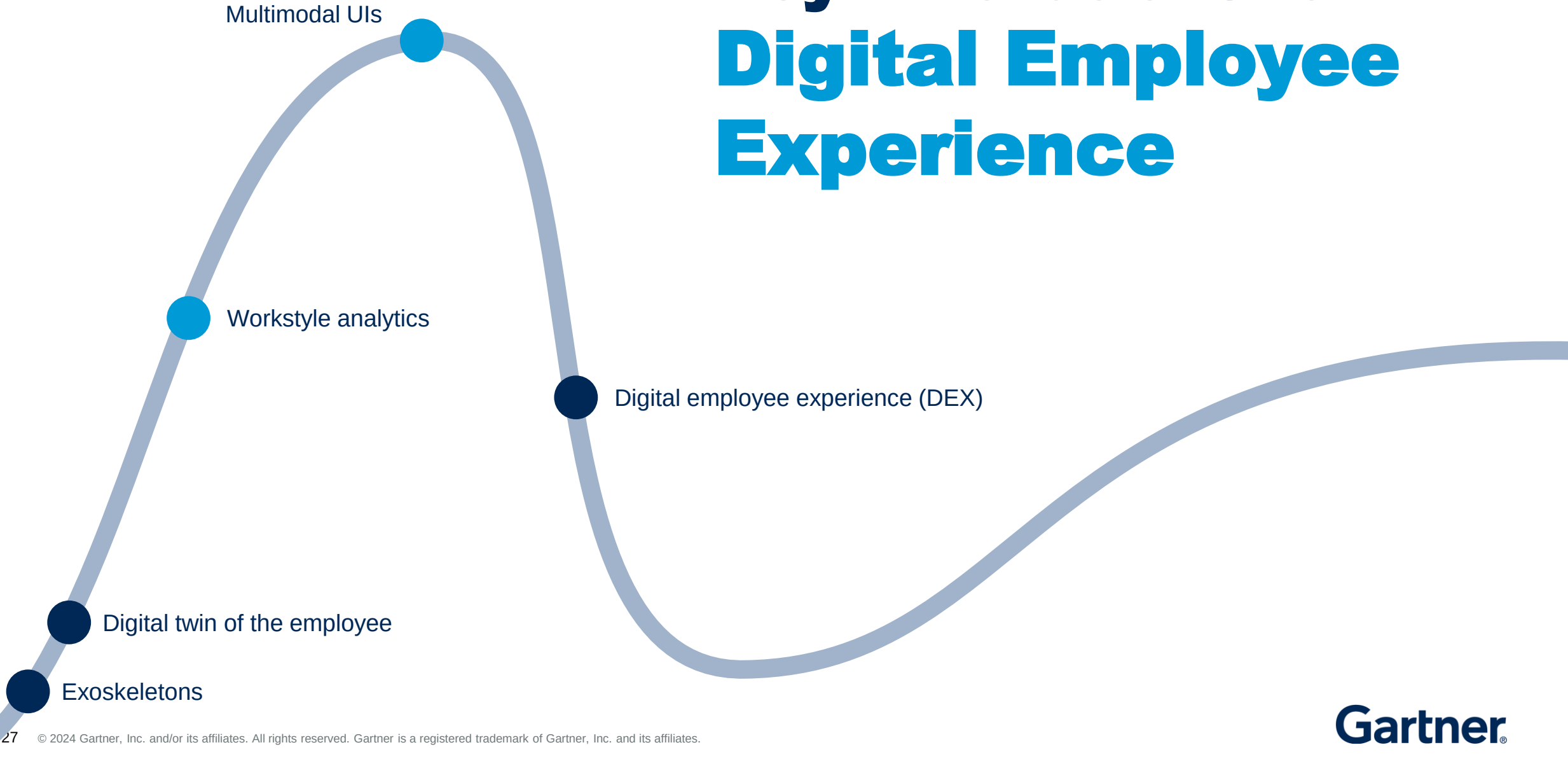


n varies; all digital workers

Q: QA4: How frequently do you engage in the following activities with the digital technology your organization offers you?

Source: 2024 Gartner Digital Worker Survey

Key Innovations for Digital Employee Experience



Multimodal UIs

Analysis by Roberta Cozza and Tori Paulman



Multimodal UIs enable **human-machine interactions** to **leverage** the sensory bandwidth of **the entire human body**. This can include a combination of **speech**, **brain** and **muscle** signal control, **motion** and **gesture**, facial **expression**, eye **gaze movements**, or **touch**.

Sample Vendors: Amelia; Apple; Google; Kore.ai; Meta; NVIDIA; OpenBCI; Openstream.ai; QuestIT; Synthesia

Multimodal UIs

Analysis by Roberta Cozza and Tori Paulman



Sample Vendors: Amelia; Apple; Google; Kore.ai; Meta; NVIDIA; OpenBCI; Openstream.ai; QuestIT; Synthesia

High Benefit

Peak of Inflated
Expectations

2-5 Years to
Maturity

Drivers:

Lack of visibility.

Humans are conversing with machines.

Proliferation of mobile devices and wearables.

Accessibility and inclusion.

Obstacles:

Lighting conditions, background noise, cost, impersonation, user adoption.

Impact on Work:

Multimodal UI experiences are common today.

All workers will see productivity enhancements as modes are intersected.

Workstyle Analytics

Analysis by Matt Cain



Workstyle analytics is a discipline that **synthesizes IT, HR and business data** about **how employees work** to **understand** and **optimize** the complex relationship between **technology investments, employee experience and business outcomes.**

Workstyle Analytics

Analysis by Matt Cain, Helen Poitevin, Tori Paulman

Transformational

Innovation
Trigger

2-5 Years to
Maturity



Drivers:

Lack of visibility coupled with:

- Difficulty connecting work with outcomes.
- Push for higher productivity per employee.
- Demand for ROI of technology investments.

Obstacles:

Loss of worker trust when measured, lack of KPI, DIY signal aggregation, and siloed signal owners.

Impact on Work:

WSA synthesizes data to provide visibility into contributions instead of activities, offering a truer picture of the “Return-on-Employee.” Especially true for “information workers” who often lack a definition of “productivity.”

Sample Vendors: Etsy; Google; Microsoft; PromptBase

Building Blocks for **Powering the Future of How Work Happens**

**Digital
Employee
Experience**

AI

**Digital
Dexterity**

Gartner predicts

By 2027, GenAI will augment 30% of all knowledge workers' tasks, from 0% in 2023.

Productivity Is the Most Cited Expected Benefit From AI Deployments



Everyday AI

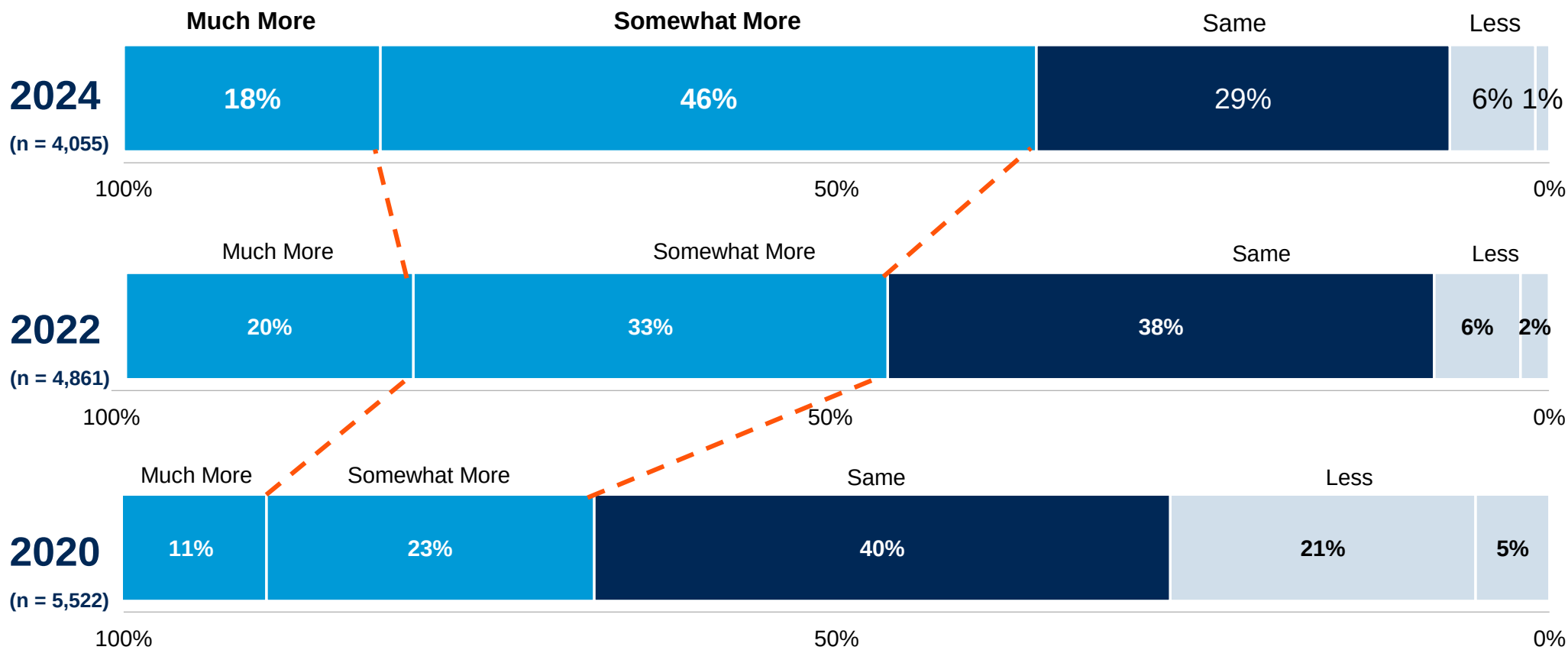
Most organizations are not yet seeing a productivity ROI

Productivity Gains Related to Pandemic-Related Digitization

But, Gains Are Flattening in the Age of AI

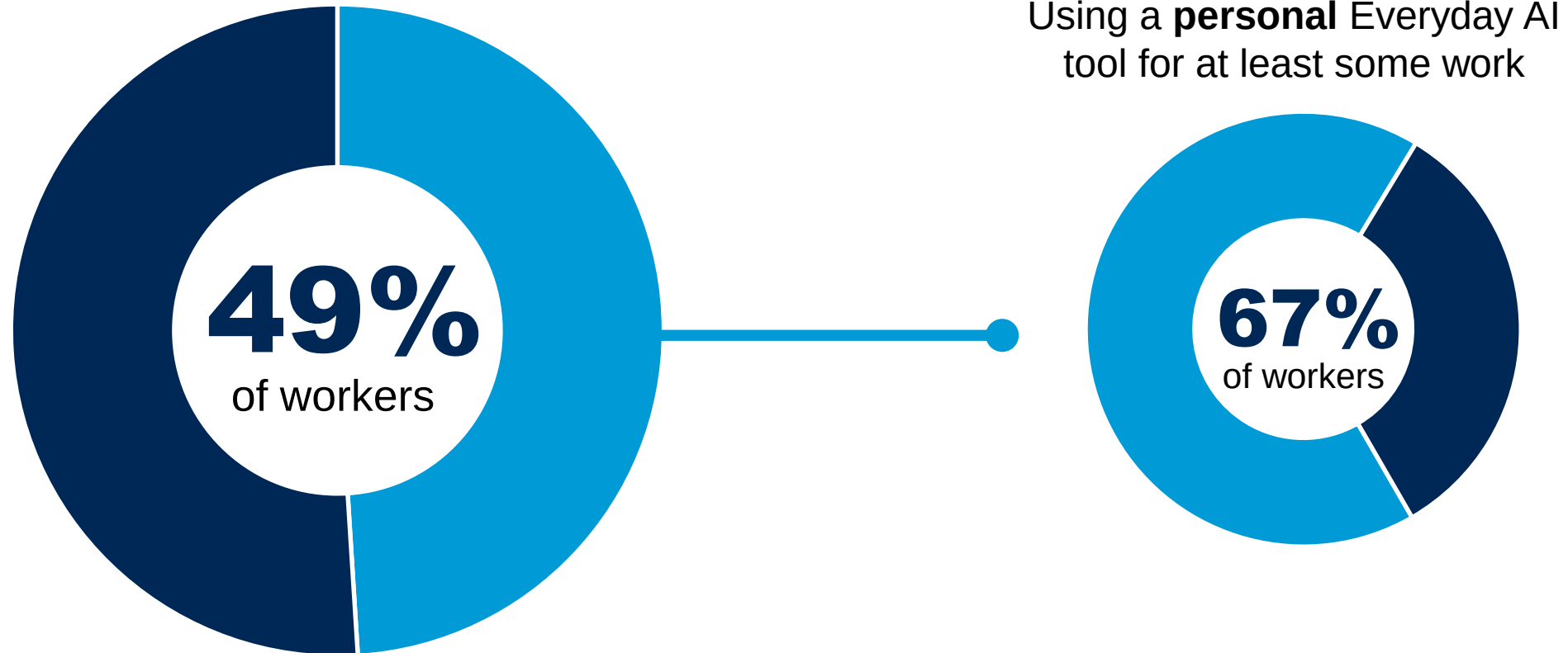
Gains have slowed (or reversed) since 2022

Digitization during the pandemic brought big gains in productivity



n varies; all digital workers 2024, 2022 and 2020 waves of the survey
Q33: In the last 12 months, how has your productivity changed? (Asked in 2024 and 2022)
Q33: Since January 2020, how has your productivity changed? (Asked in 2020)
Source: 2024, 2022 and 2020 Gartner Digital Worker Survey (US, UK, China, India)

Fewer Than Half of Workers Use Everyday AI For Work Today



n 5,141; all digital workers in Australia, China, India, U.S. and U.K.

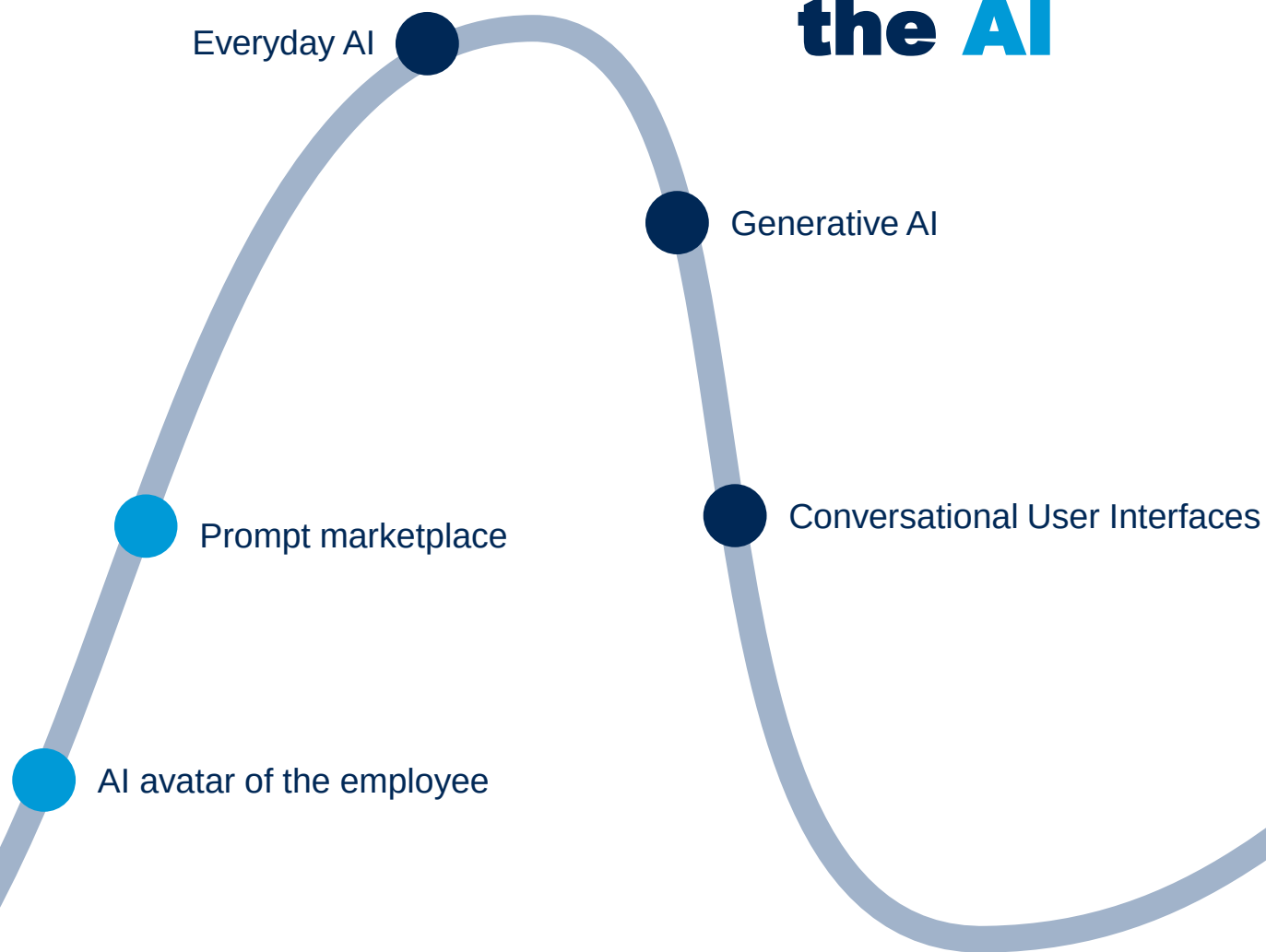
QG1: Which of the following statements best describes your level of familiarity with everyday AI tools or applications?

Source: 2024 Gartner Digital Worker Survey (U.S., U.K., China, India)

Global peers refer to India, China, U.S. and U.K.

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Key Innovations to Support the AI



AI Avatar of the Employee

Analysis by Tori Paulman, Adrian Lee, and Danielle Casey



A **human-like, virtual persona** of a **real human** created with CGI and generative AI, natural language processing, synthetic voice, computer vision and emotion. AI avatars can **represent human employees** to **support brand or customer interactions**.

Source: [NBC News AI candidate 'Steve' runs for UK parliament](#)

AI Avatar of the Employee

Analysis by Tori Paulman, Adrian Lee, and Danielle Casey

High Benefit

Emerging

5-10 Years
to Maturity



Drivers:

Increase human bandwidth and allow delegation to reduce employee burnout.

Enable high-profile workers to create compelling personalized experiences.

Obstacles:

Solutions are niche, experimental, and have low interoperability with enterprise tech stacks. Lack of demand may starve early innovators of funding. Risk of “deepfake” is ongoing concern.

Impact on Work:

AI avatars can scale the productive value of one worker infinitely, especially during for peak demand for “facetime” and offer multilingual interactions.

Source: [NBC News AI candidate 'Steve' runs for UK parliament](#)

Prompt Marketplace

Analysis by Marko Sillanpaa, Price Christian, and Tori Paulman



A prompt marketplace is **a collection**, either internal or external, of prompts that are **designed and submitted by individuals** who have prompt writing skills (but are not prompt engineers) **deliver specific outputs** via the conversational user interface of a large language model.

Prompt Marketplace

Analysis by Marko Sillanpaa, Price Christian, and Tori Paulman



Sample Vendors: Etsy; Google; Microsoft; PromptBase

High Benefit	Peak of Inflated Expectations	2-5 Years to Maturity
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Drivers:

- Most workers do not know how to converse with machines.
- Increasing need to ensure that prompts produce quality results.
- Need to reduce hallucinations and biased results.

Obstacles:

- Lack of digital dexterity, employee reluctance to share prompts that provide them results, risk of exfiltration of IP when workers share prompts.

Impact on Work:

- Much of work is becoming more conversational through text or voice, standardization of AI interactions can ensure uniform productivity, fewer errors, less experimentation time.

Building Blocks for **Powering the Future of How Work Happens**

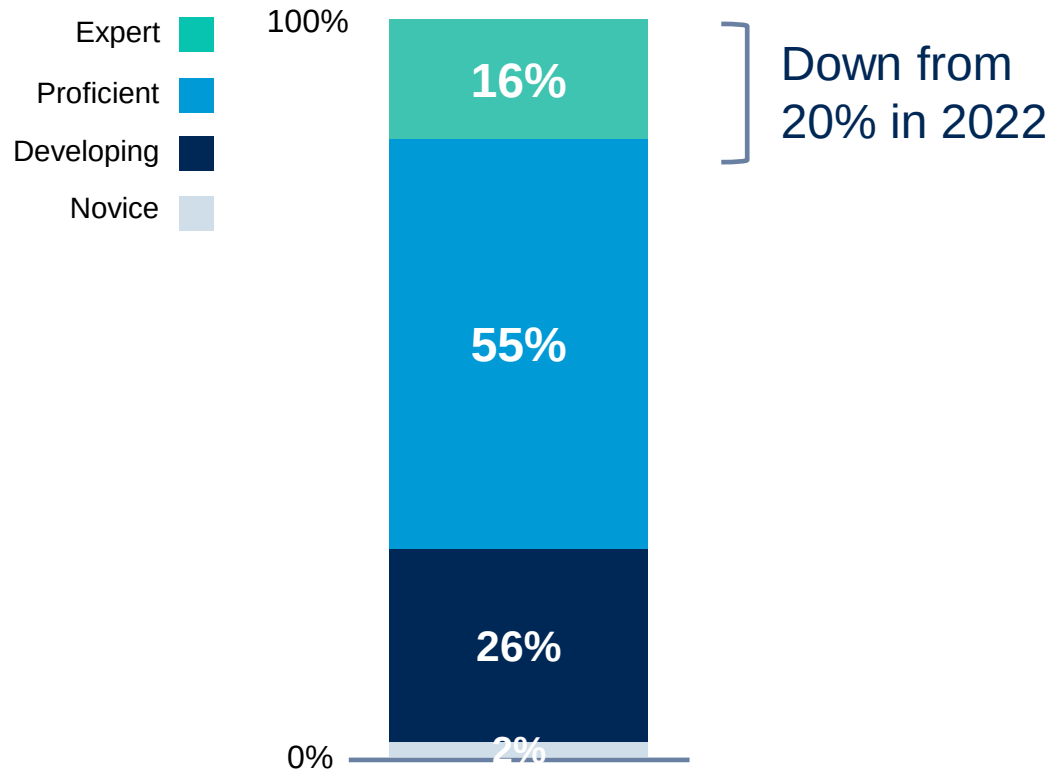
**Digital
Employee
Experience**

AI

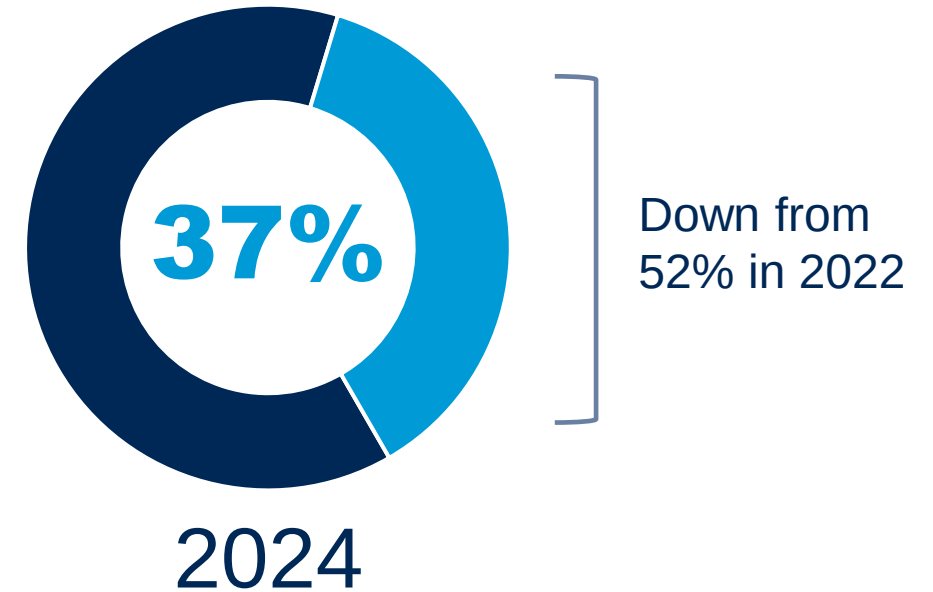
**Digital
Dexterity**

Elements of Digital Dexterity, **Ability & Ambition**, Have Worsened Since 2022

2024 Worker Tech Proficiency



2024 Worker Tech Skill's Tapped to Large Degree



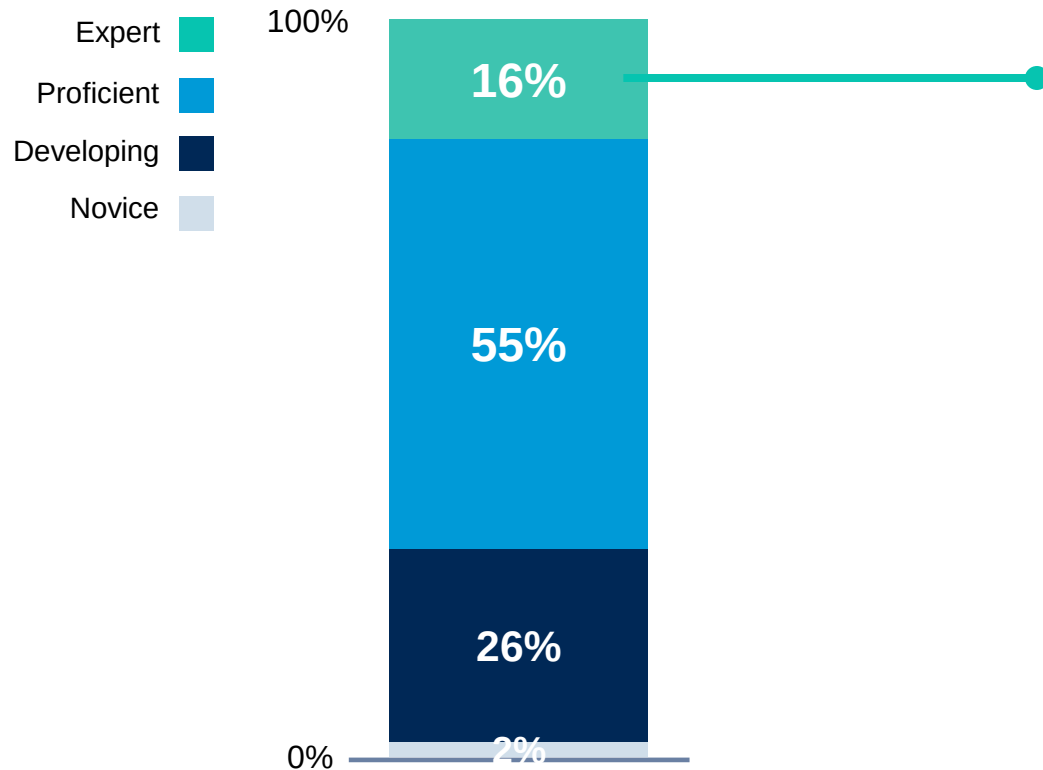
n varies; all digital workers US, UK, China, India

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

Source: 2024 Gartner Digital Worker Survey

Elements of Digital Dexterity, **Ability & Ambition**, Have Worsened Since 2022

2024 Worker Tech Proficiency



100% More likely to be **much more productive** than their proficient peers

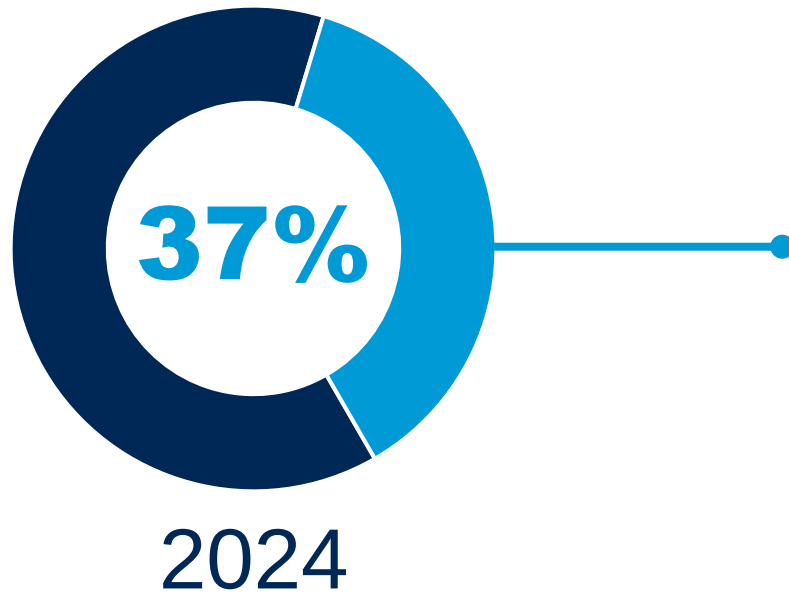
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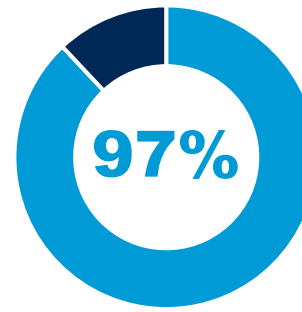
Source: 2024 Gartner Digital Worker Survey

Elements of Digital Dexterity, **Ability & Ambition**, Have Worsened Since 2022

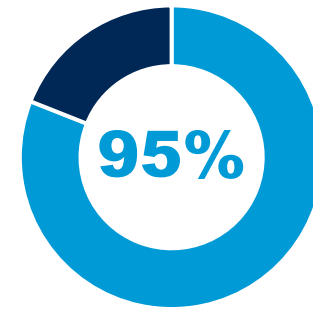
2024 Worker Tech Skill's
Tapped to Large Degree



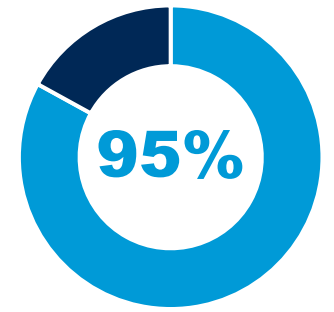
Which Is a Missed Opportunity Because Workers
Whose Skills Are Largely Tapped Into Are:



More
effective



More
autonomous

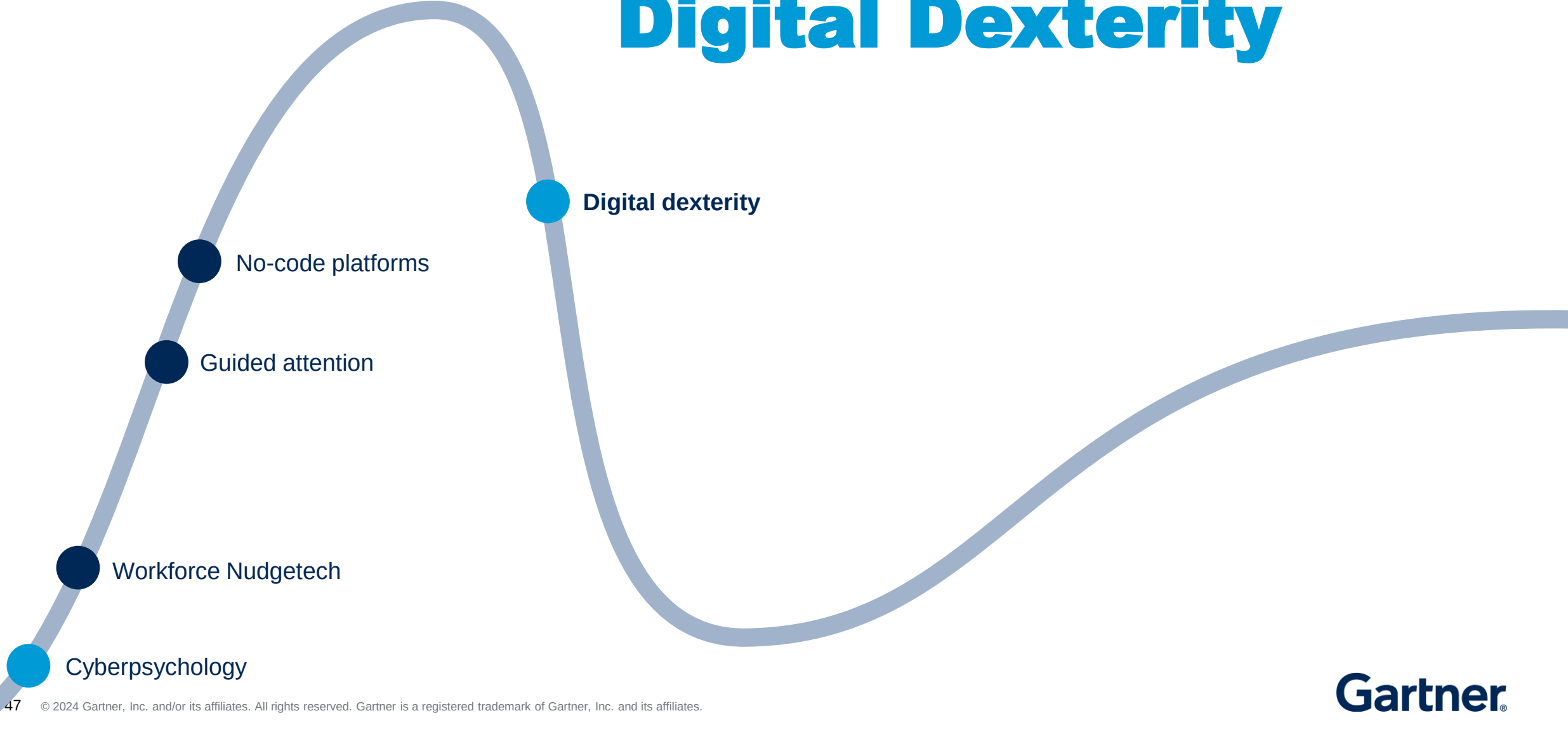


More likely to see
opportunity

Key Takeaway

Workforce digital dexterity is perhaps the single greatest factor determining the prosperity of an organization through 2030.

Key Innovations for Digital Dexterity



Digital dexterity

No-code platforms

Guided attention

Workforce Nudgetech

Cyberpsychology

Cyberpsychology

Analysis by Cynthia Phillips



Cyberpsychology studies **how humans feel and behave** in digital environments, including **how humans interact with each other**, how **digital impacts their behavior**, and how they **experience machine interactions**.

Cyberpsychology

Analysis by Cynthia Phillips



Moderate

Innovation
Trigger

10+ Years to
Maturity

Drivers:

Low adoption is threatening ROI for new tech.

Time spent in digital environments is increasing.

Work/life balance continues a top driver of attraction and attrition for workers.

Obstacles: Lack of awareness of the importance, organizational knowledge, funding and resources.

Impact on Work:

Cyberpsychology uncovers critical insights into workers cybersecurity behaviors, but more so the quality of their connection, creativity, and satisfaction at work. Improving team dynamics of virtual and hybrid teams is critical.

Digital Dexterity

Analysis by Matt Cain



Digital dexterity is the **ambition and ability** to **use technology** for better **business outcomes**.

Digital Dexterity

Analysis by Matt Cain



Transformational

Heading into the
trough

10+ Years to
Maturity

Drivers:

Automation of work processes will continue to be one of the most critical factors in organizational success. has brought lack of digital dexterity into clarity. Ensuring that workers have the ambition and ability to use technology for better business outcomes is critical.

Obstacles:

organizations typically lack the roles and skills necessary for helping workers become more digitally dexterous. They also often do a poor job of understanding what digital dexterity skills are critical for success.

Impact on Work:

Digital competency is required for nearly every activity performed by desk-based “information workers.” The future worker will need to build (not just use) technology for work.

Gartner[®]

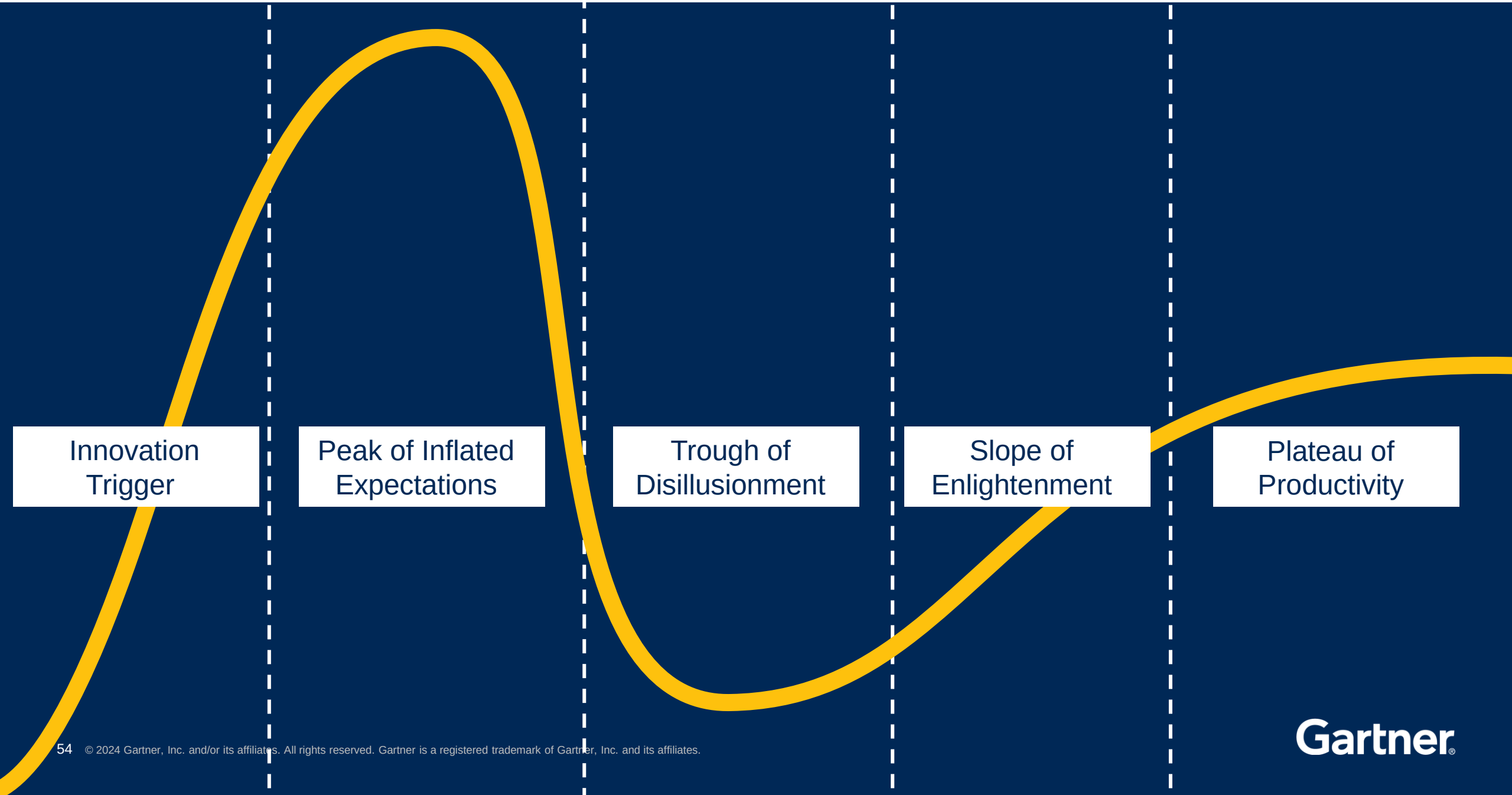
Key Takeaway

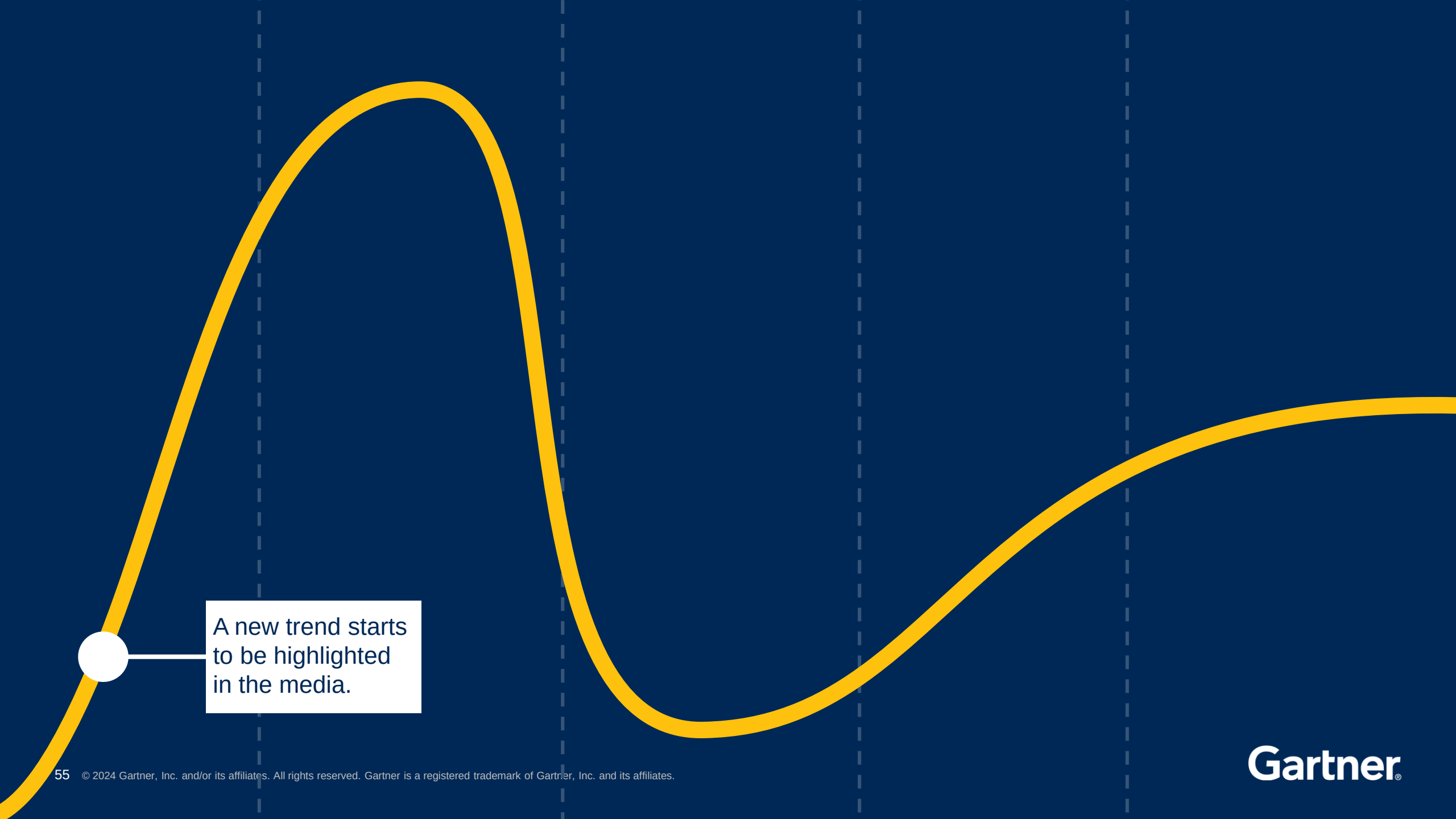
Catalyzing transformation by engaging workers to rethink processes, embrace technology, and create new ways of working **should be a primary concern** for every executive, service provider and technology vendor.



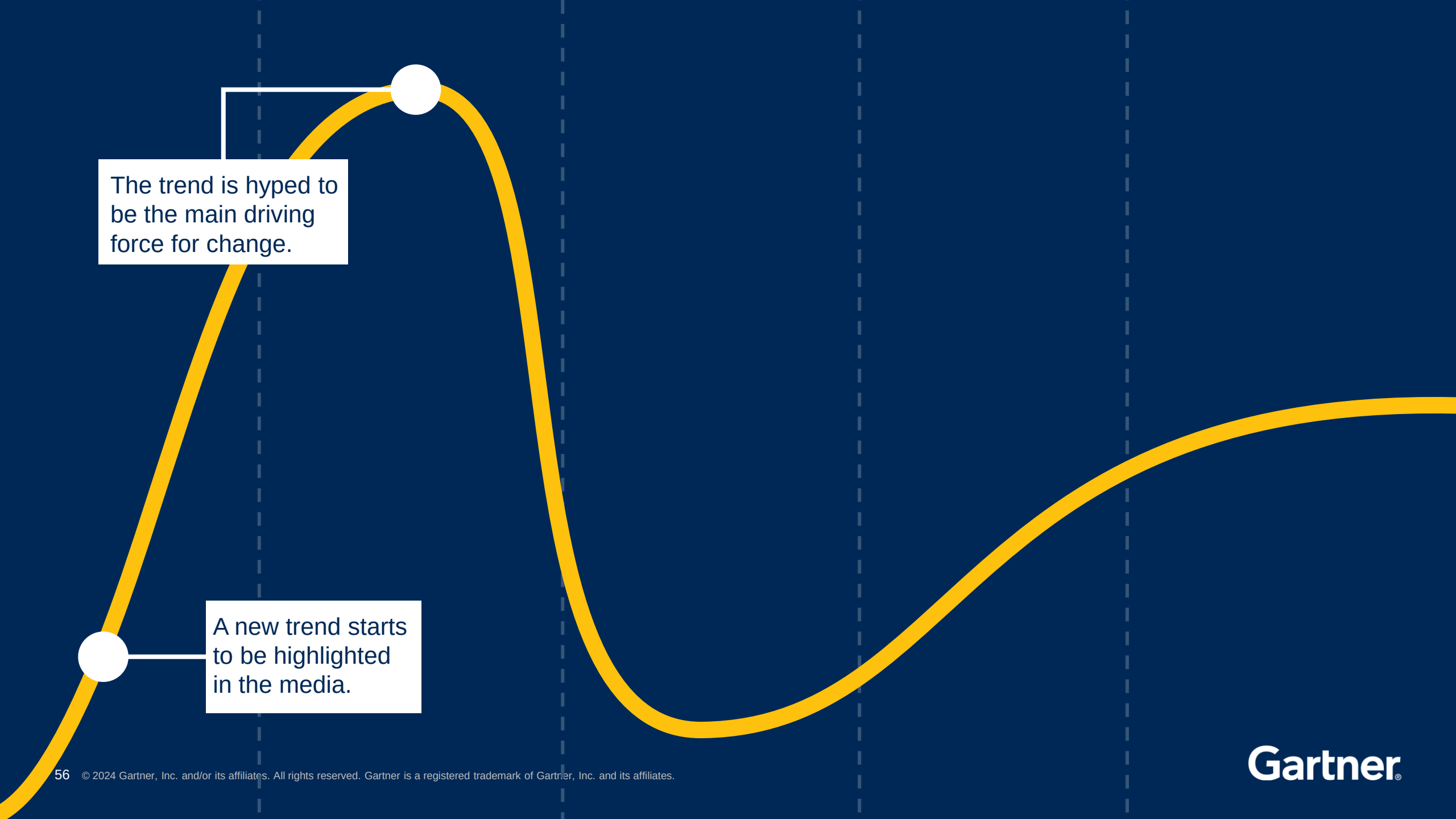
**Gartner's Hype Cycle
for the Future of Work
helps executive leaders
make future-oriented
decisions today.**

Time from trigger to plateau: 2 to 10 Years



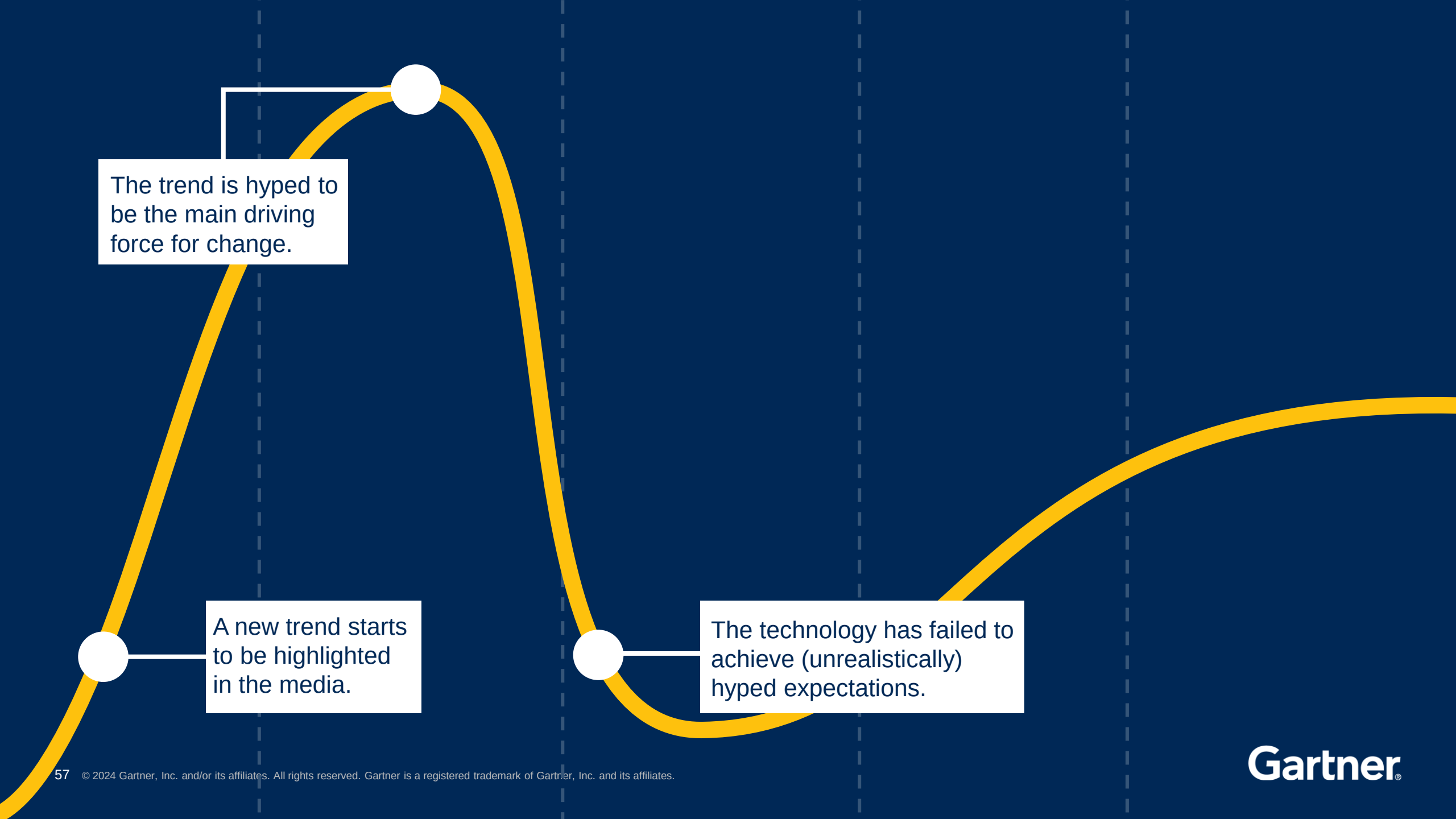


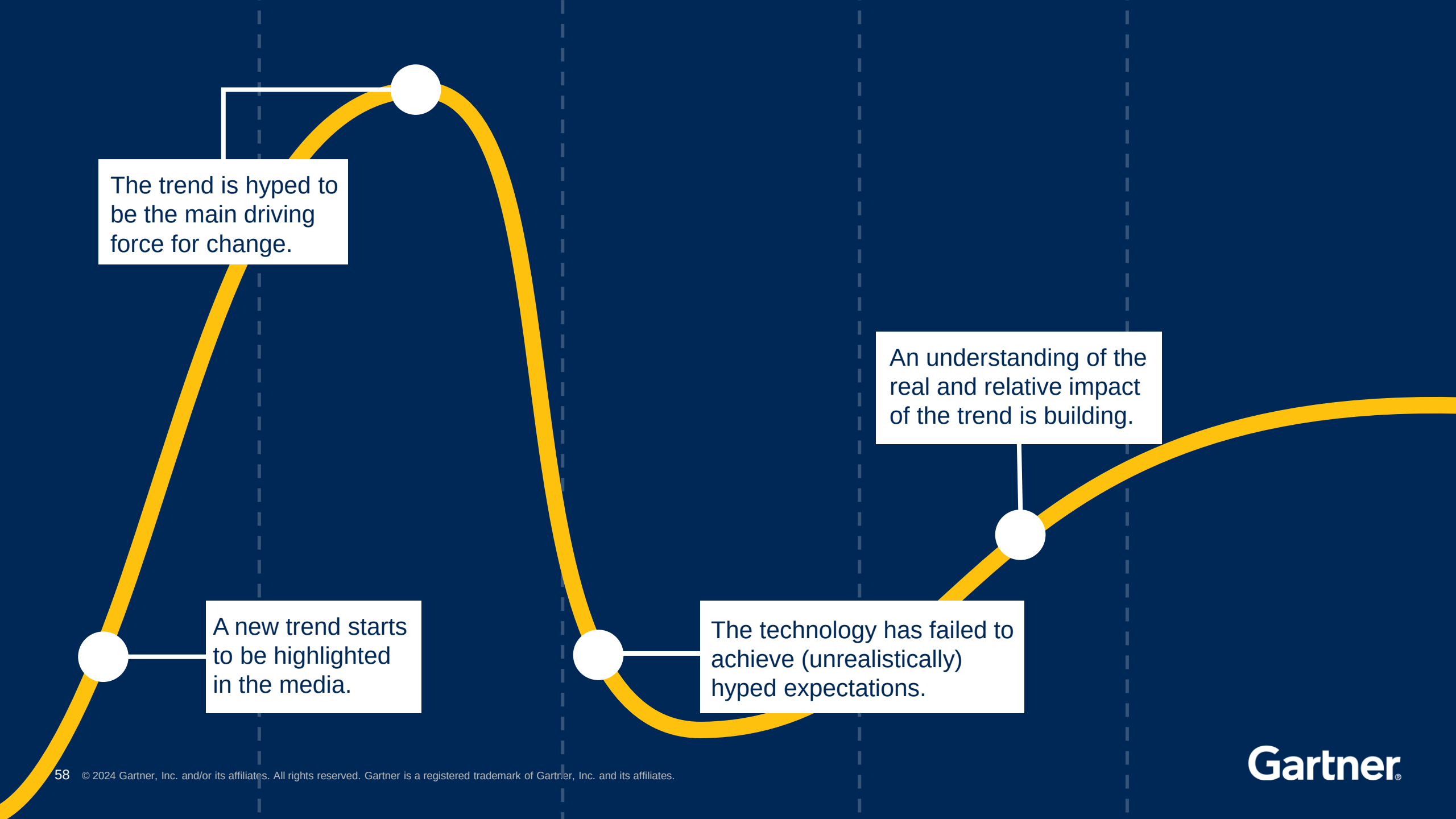
A new trend starts
to be highlighted
in the media.

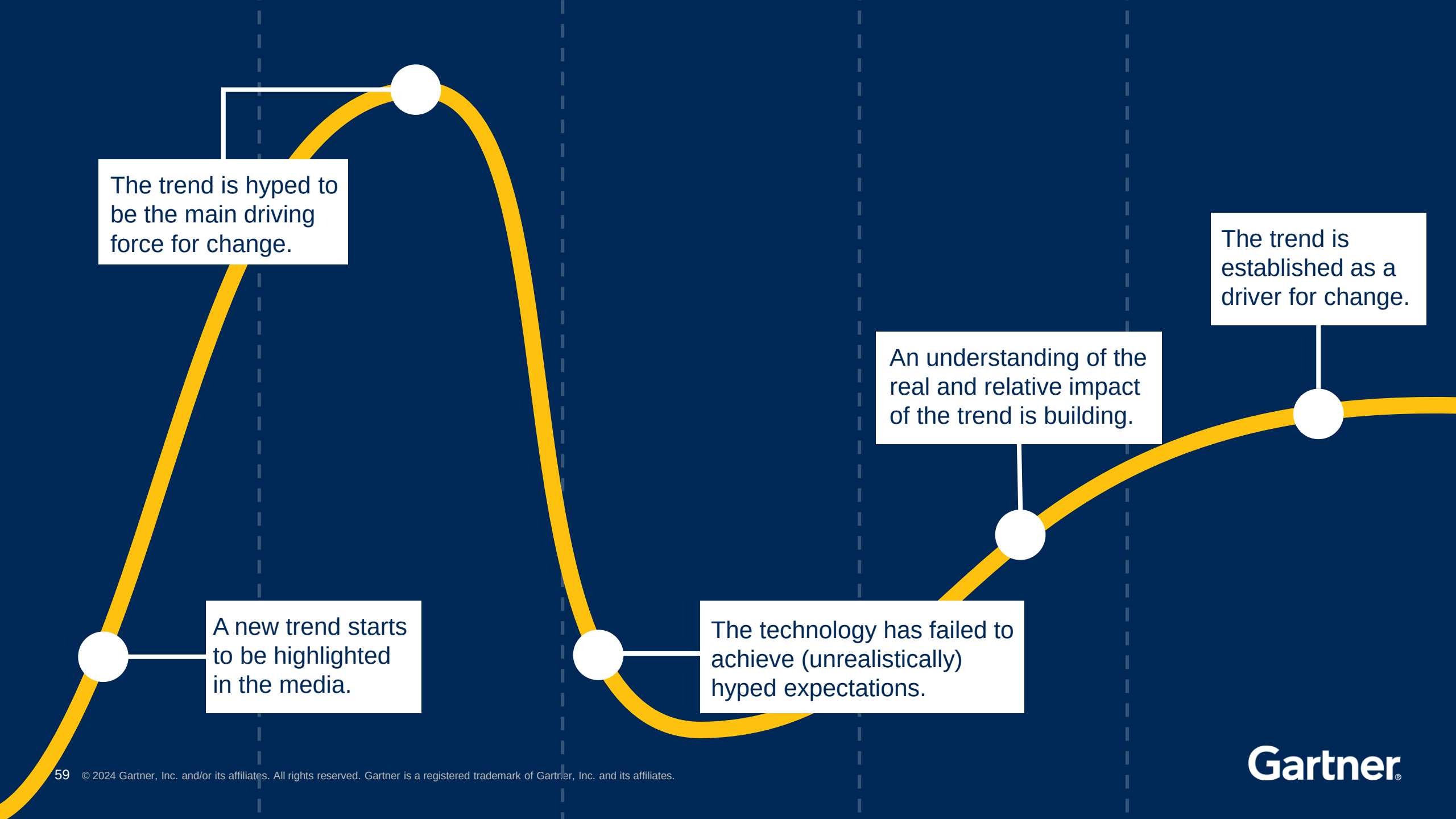


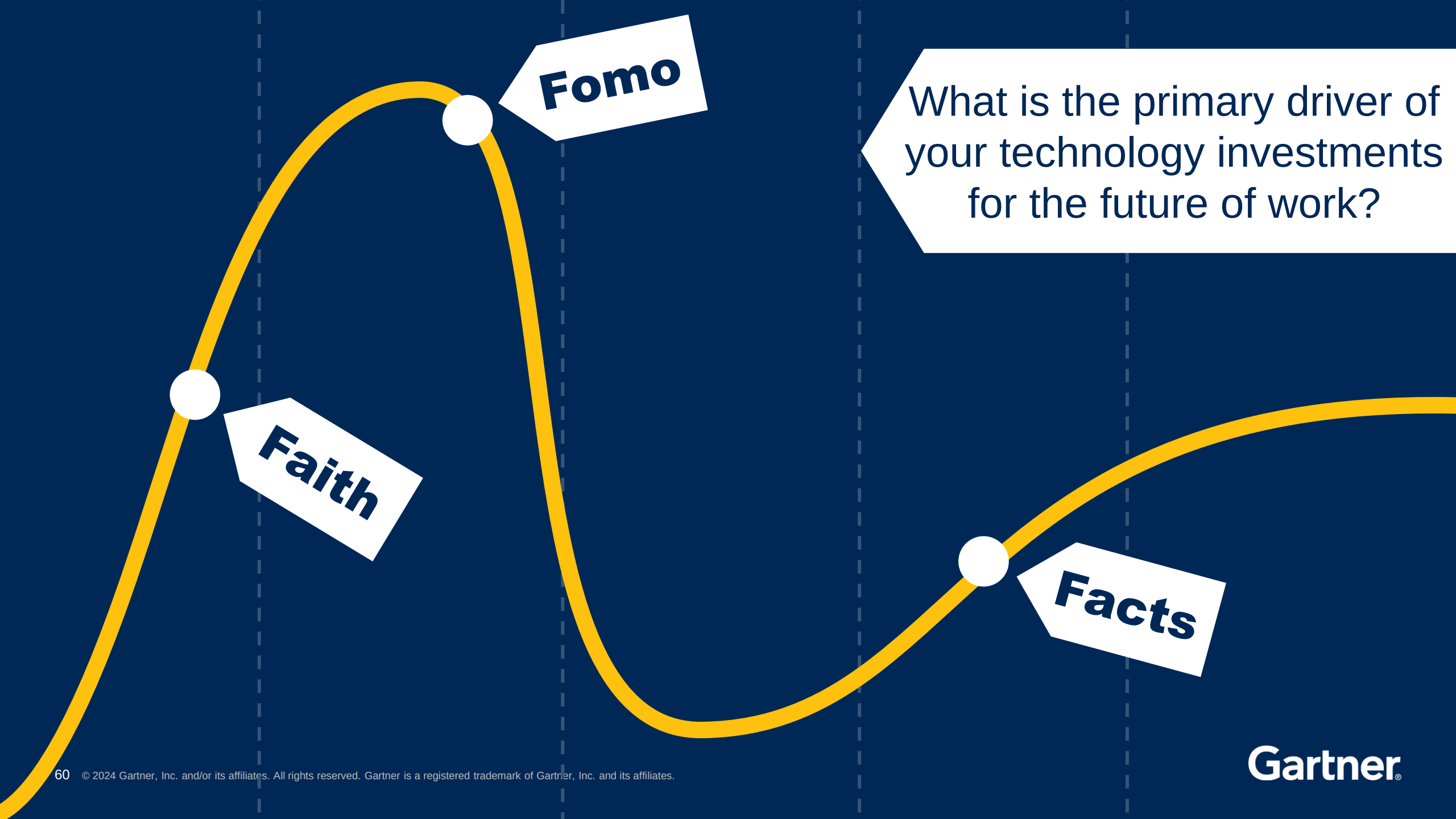
The trend is hyped to be the main driving force for change.

A new trend starts to be highlighted in the media.



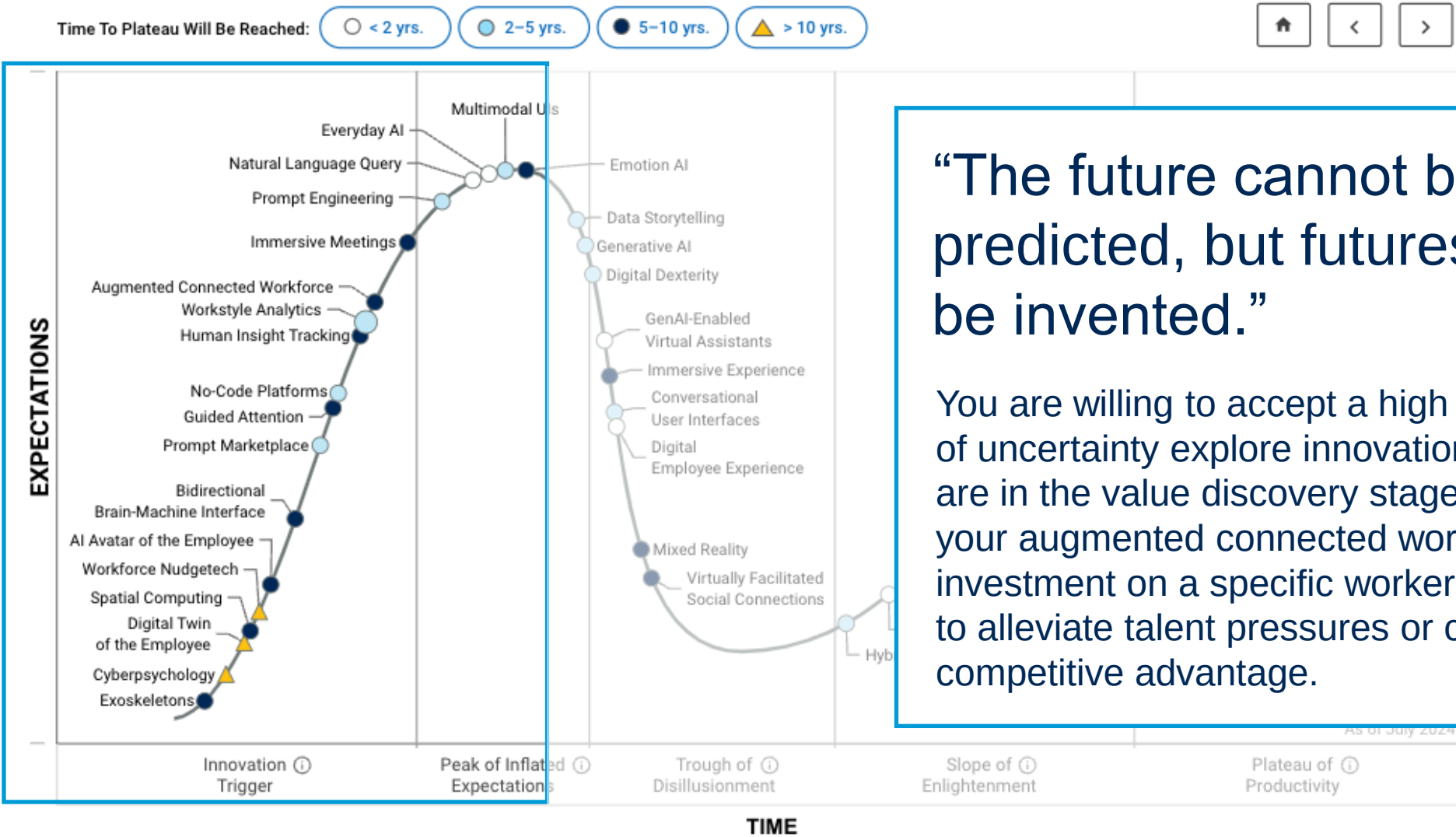






What is the primary driver of your technology investments for the future of work?

Hype Cycle for the Future of Work, 2024



“The future cannot be predicted, but futures can be invented.”

You are willing to accept a high degree of uncertainty explore innovations that are in the value discovery stage. Focus your augmented connected worker investment on a specific worker profiles to alleviate talent pressures or create competitive advantage.

Source: [Hype Cycle for the Future of Work, 2024](#), 18 July 2024 Quote: Dennis Gabor

Hype Cycle for the Future of Work, 2024

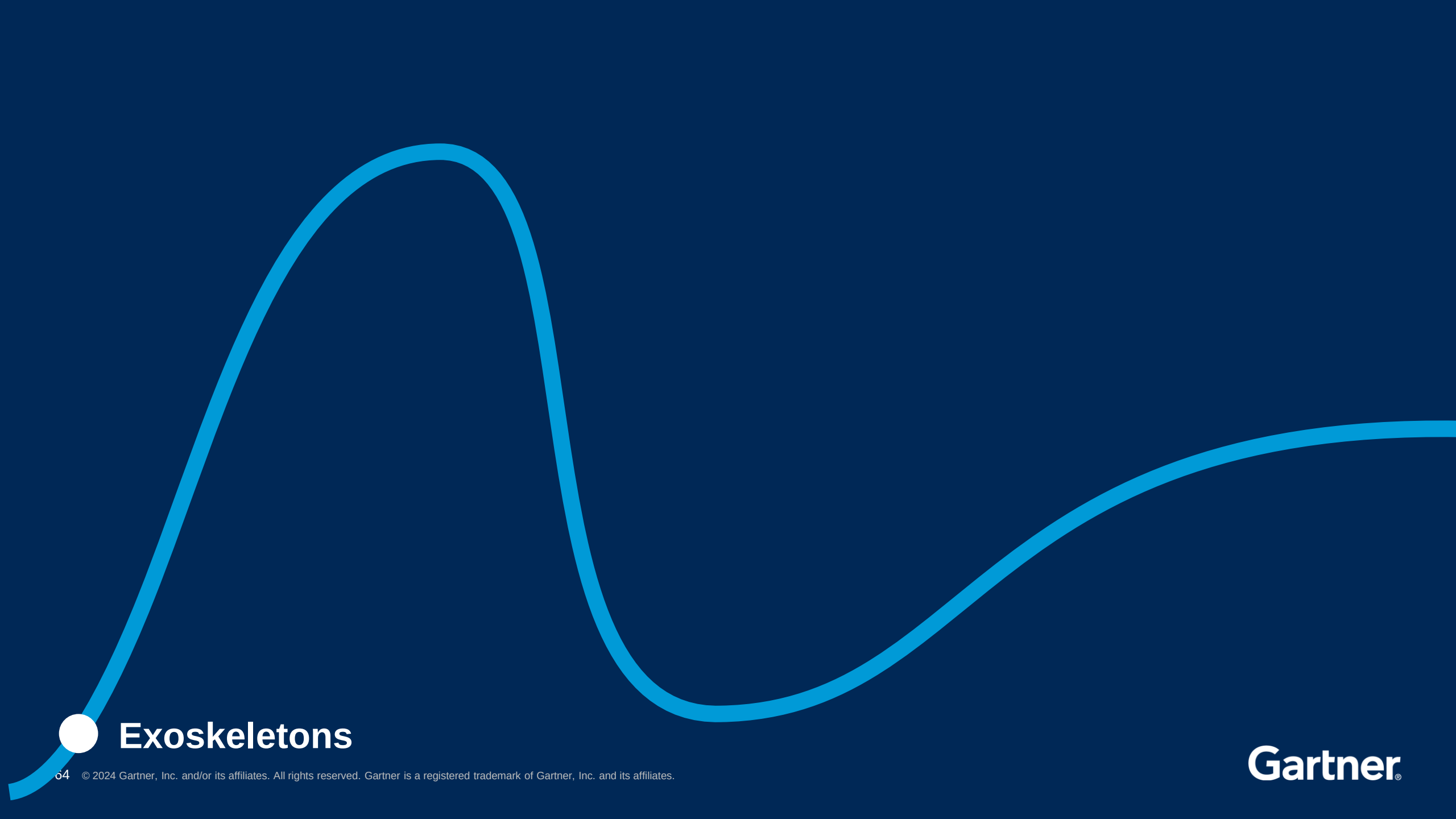


Source: [Hype Cycle for the Future of Work, 2024](#), 18 July 2024 Quote: Zadie Smith

Hype Cycle for the Future of Work, 2024



Source: [Hype Cycle for the Future of Work, 2024](#), 18 July 2024 Quote: William Gibson



● Exoskeletons

The future is already here.



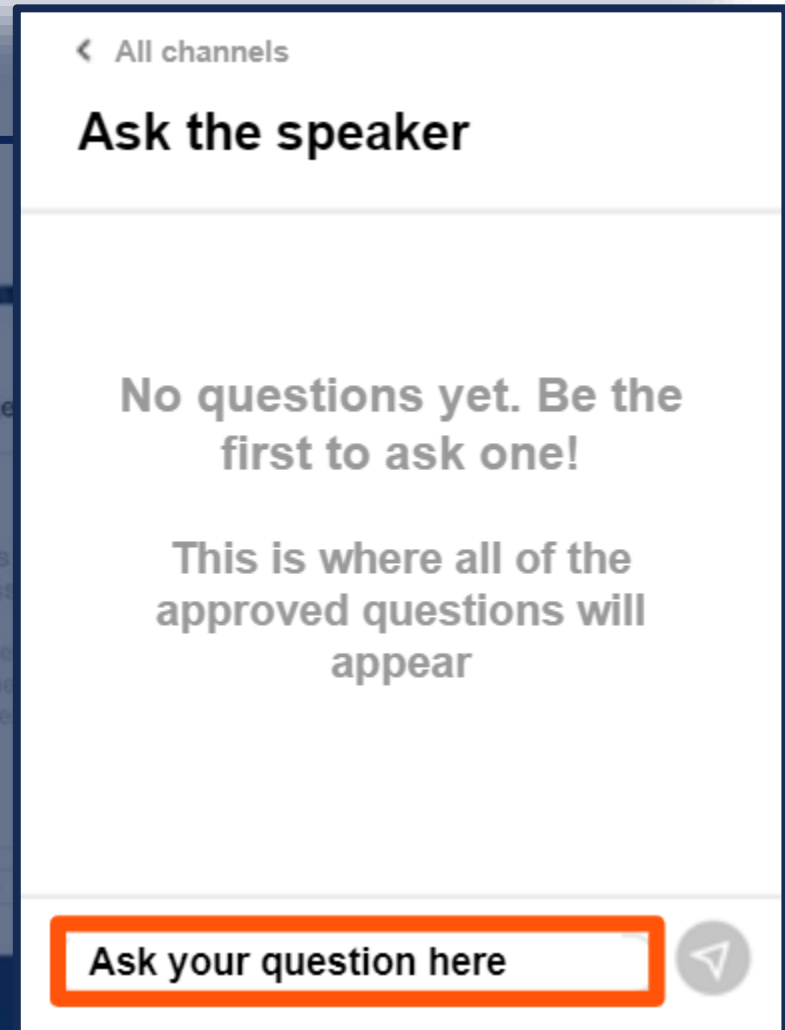
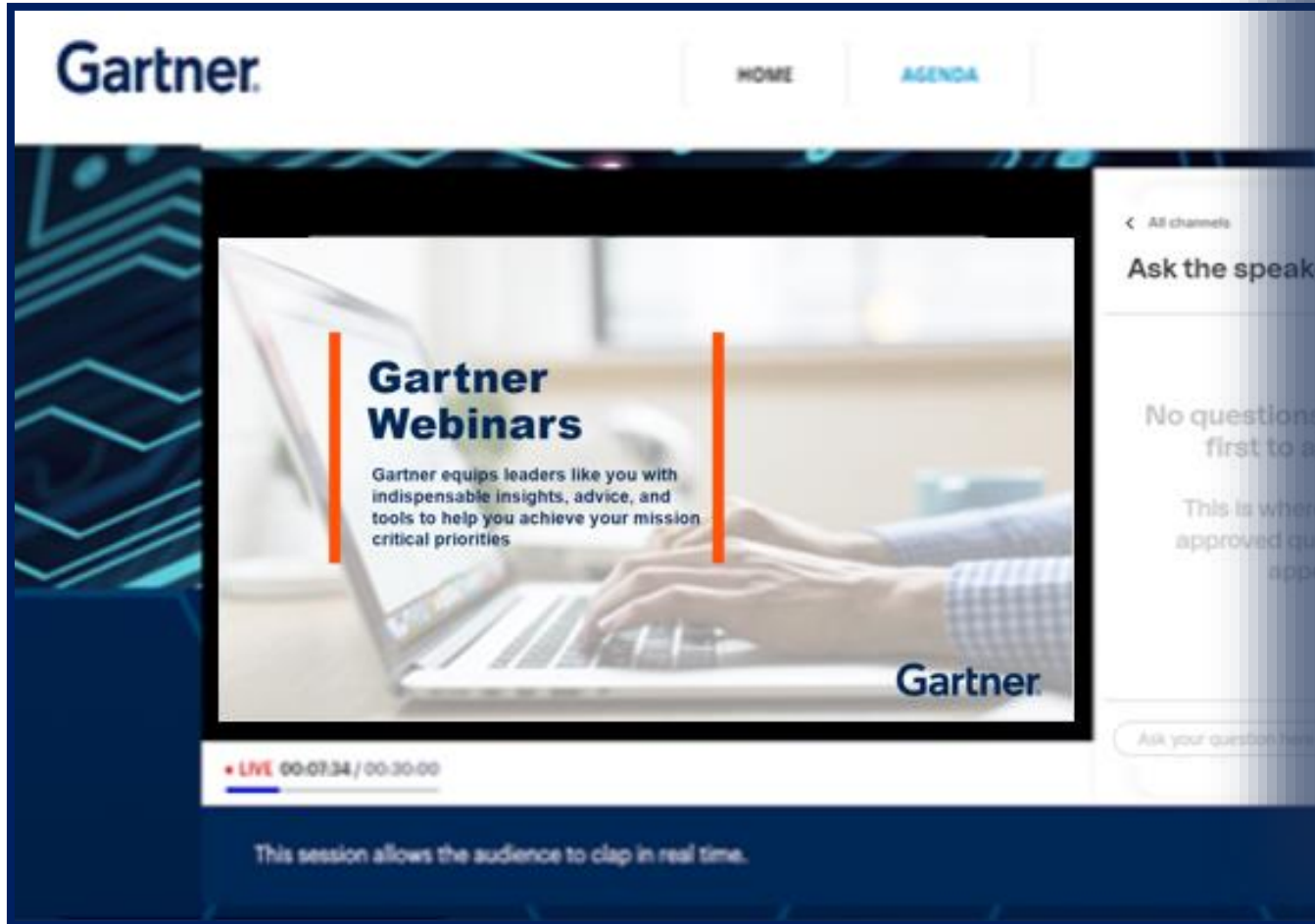
Source: WANDERCRAFT

● Exoskeletons

Secure Your Future of Work By:

- **Establishing a future of work vanguard** to address the dynamically evolving landscape of work by gaining broad executive buy-in.
- **Building a roadmap** by identifying technologies that augment and connect your workforce of today (and tomorrow.)
- **Aligning technology investment** with the CEOs new strategy for growth by using technology to help workers be more productive.
- **Assessing and benchmark** your DEX maturity to identify strengths and opportunities to mature.
- **Using Gartner's custom Hype Cycle** tool to build an industry specific and broad ranging future of work for your organization.

Ask the speaker



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Get AI Ready — What IT Leaders Need to Know and Do

Ready your enterprise to capture AI opportunities and bolster your cybersecurity, data and AI policies and principles.

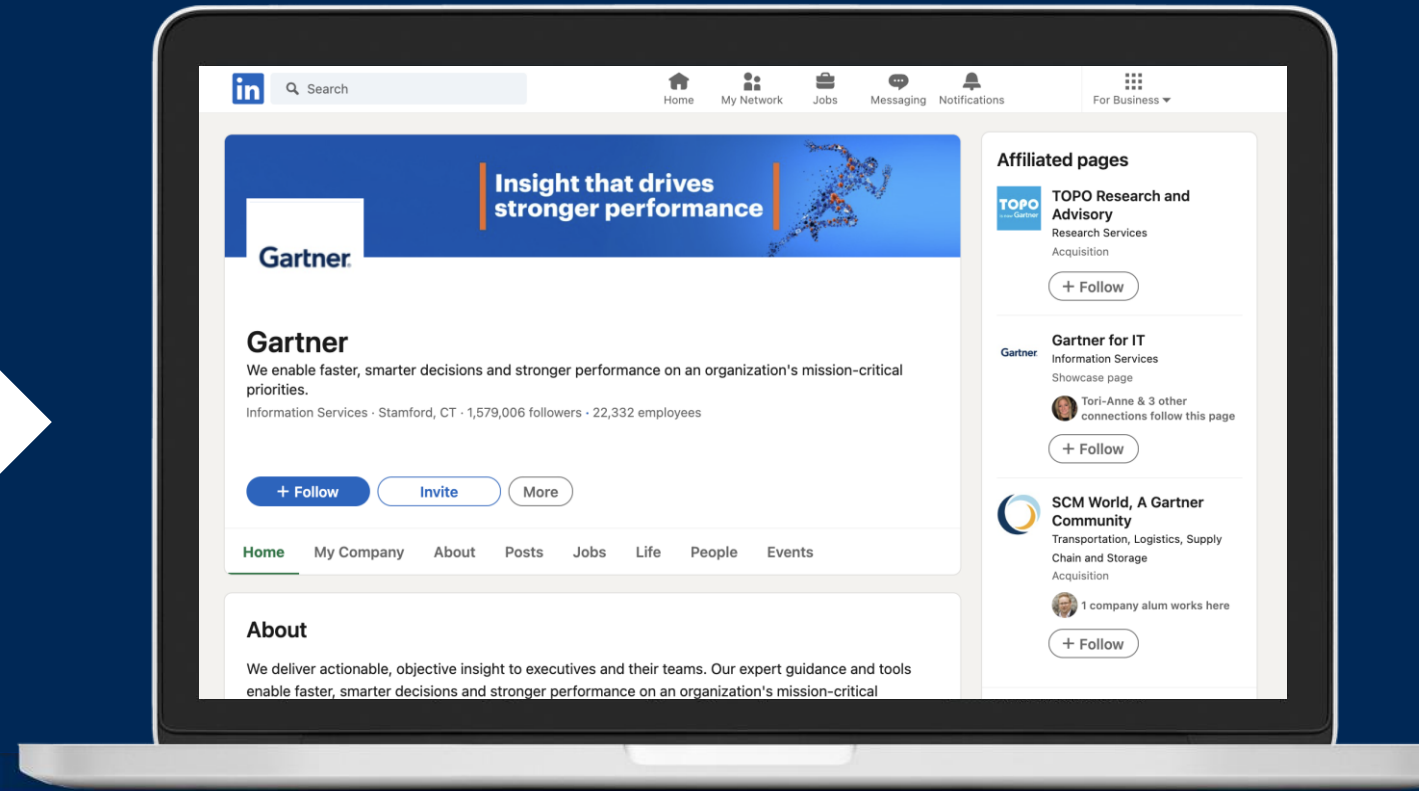
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LIVE 00:32:32 / 01:00:00

This session allows the audience to clap in real time.

All channels

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

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

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Speakers