



# Finding the "right way" with Gartner - The world authority on AI

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Gartner Executive Programs

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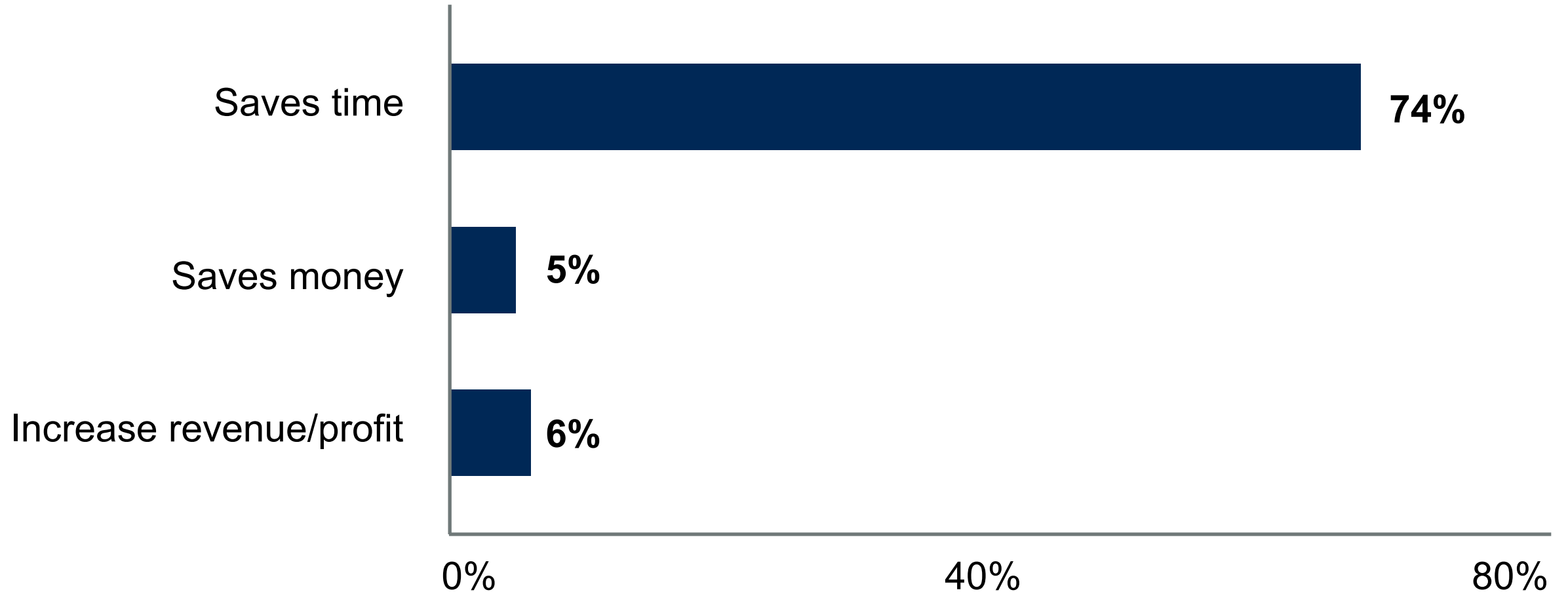
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# The Big Problem With AI Value: Time Saved Is Not Money Saved



Source: 2025 Gartner CFO Leadership Series: Drive Finance Productivity and Performance With AI Webinar Poll

# Gartner Positions | Executive Leaders Must Accelerate the Realization of Enterprise AI Value at Scale



Leverage  
Unique Gartner  
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AI value creation is an expectation crisis, not a technology shortfall.

Profit is too narrow — AI demands a redefinition of value.

The path to AI value is volatile and nonlinear — embrace uncertainty or risk irrelevance.

Scaling and value are inseparable — efficient scaling is the only route to disproportionate returns.

# Why Now | AI Is Hitting A Value Wall

The era of AI experimentation has matured into a mandate for measurable performance. For the CIO, the mission has shifted from exploring technology to architecting value; yet most initiatives are stalling before they can deliver on the CEO's growth agenda.

## Prioritization is Fragmented

**72%** of CEOs are betting on AI as their primary driver for growth, yet 71% of CIOs struggle to prioritize use cases that deliver measurable value.

**83%** of CEOs are increasing AI investment despite only 37% of CIOs rating their current enterprise AI progress as “good” or “excellent”.

## Deployment is Stalled

**59%** of AI initiatives fail to make it into production, leaving potential organizational value locked in the pilot phase.

**Only 1 in 5** AI initiatives deliver ROI, while a mere 1 in 50 achieve the disruptive value promised to the board.

## Operational Risk is Mounting

**60%** of GenAI pilots will fail through 2026 due to ineffective governance, escalating costs or unclear business value.

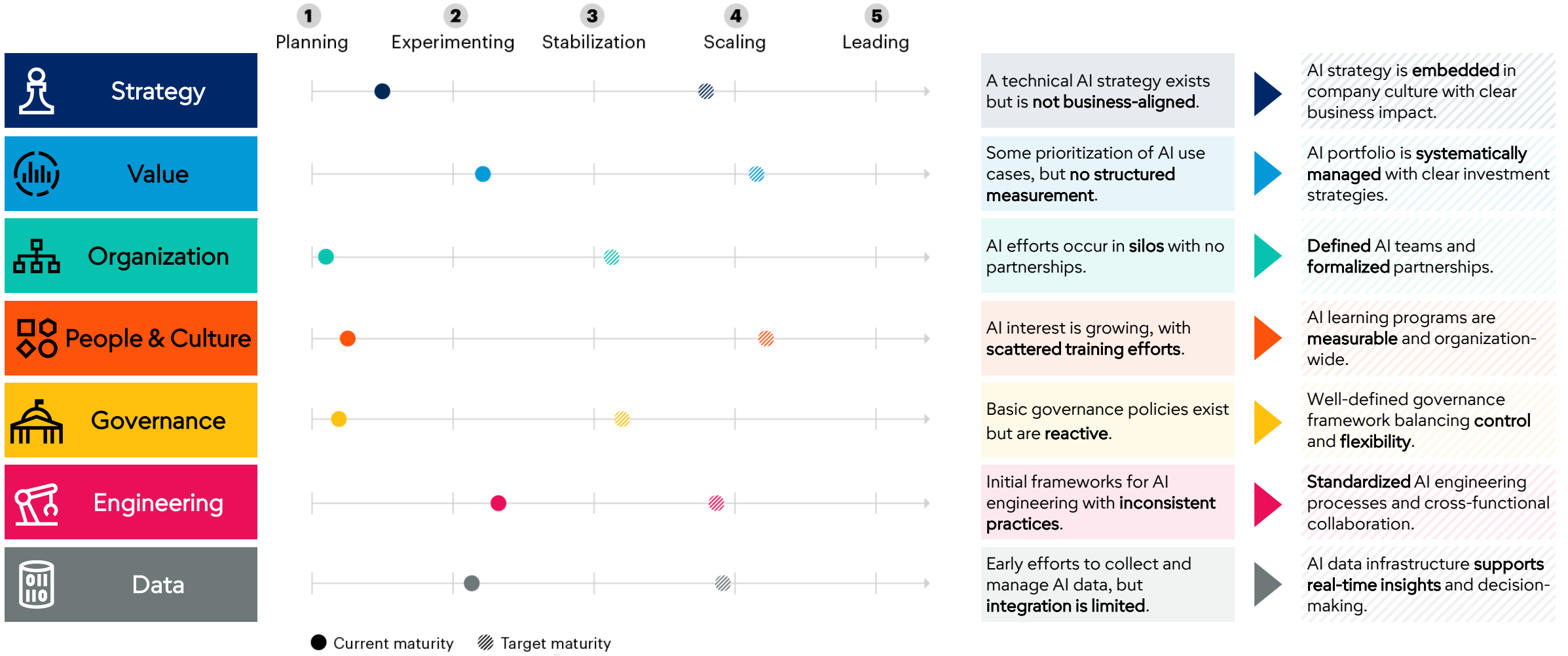
**90%** of organizations will suffer 10+ production-impacting events annually by 2026 due to insufficient skills and testing investments.

# What AI Practices Makes Us Better Than Yesterday?

# Which best describes how AI is delivered in your organization today?

- 1 Ad hoc experimentation
- 2 Isolated strategic initiatives
- 3 Distributed pilots with limited reuse
- 4 Domain-level repeatability
- 5 Enterprise portfolio discipline

# The 7 elements of AI Maturity: Enhance Organization's AI Capabilities



# AI Has 3 Business Cases, Not 1



	Defend	Extend	Upend
<b>Competitive ambition</b>	Augment individual productivity to maintain competitive parity	Transform existing process/team for competitive differentiation	Disrupt by creating new products, value propositions, markets
<b>Primary expected return</b>	<b>Return on employee</b>	<b>Return on investment</b>	<b>Return on future</b>
<b>Examples of outcome-driven metrics</b>	<ul style="list-style-type: none"> <li>• Career mobility</li> <li>• Change adaptability score</li> <li>• Employee AI literacy proficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Customer satisfaction</li> <li>• Revenue growth</li> <li>• Cost savings</li> </ul>	<ul style="list-style-type: none"> <li>• New products</li> <li>• New markets</li> <li>• Talent attraction</li> </ul>
<b>Examples of AI learning metrics</b>	<ul style="list-style-type: none"> <li>• AI tools usage</li> <li>• Knowledge assessment</li> <li>• Employee NPS</li> </ul>	<ul style="list-style-type: none"> <li>• Individual &amp; team performance</li> <li>• Identification of new AI use cases</li> <li>• AI driven process improvement</li> </ul>	<ul style="list-style-type: none"> <li>• AI skills readiness</li> <li>• Experimentation capacity</li> <li>• AI experimental learning projects</li> </ul>

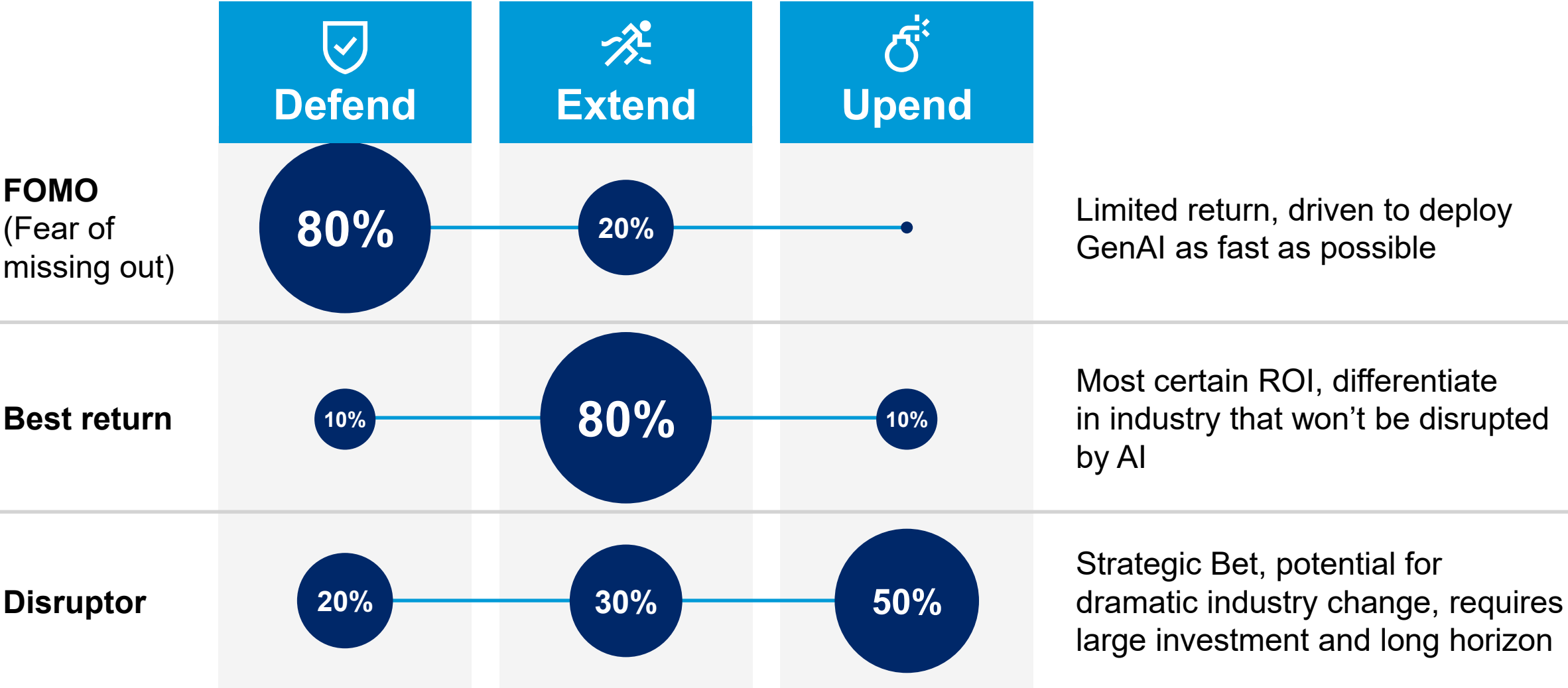
Everyday AI



Game-changing AI

Source: [The 3 Business Cases of Generative AI Value](#)

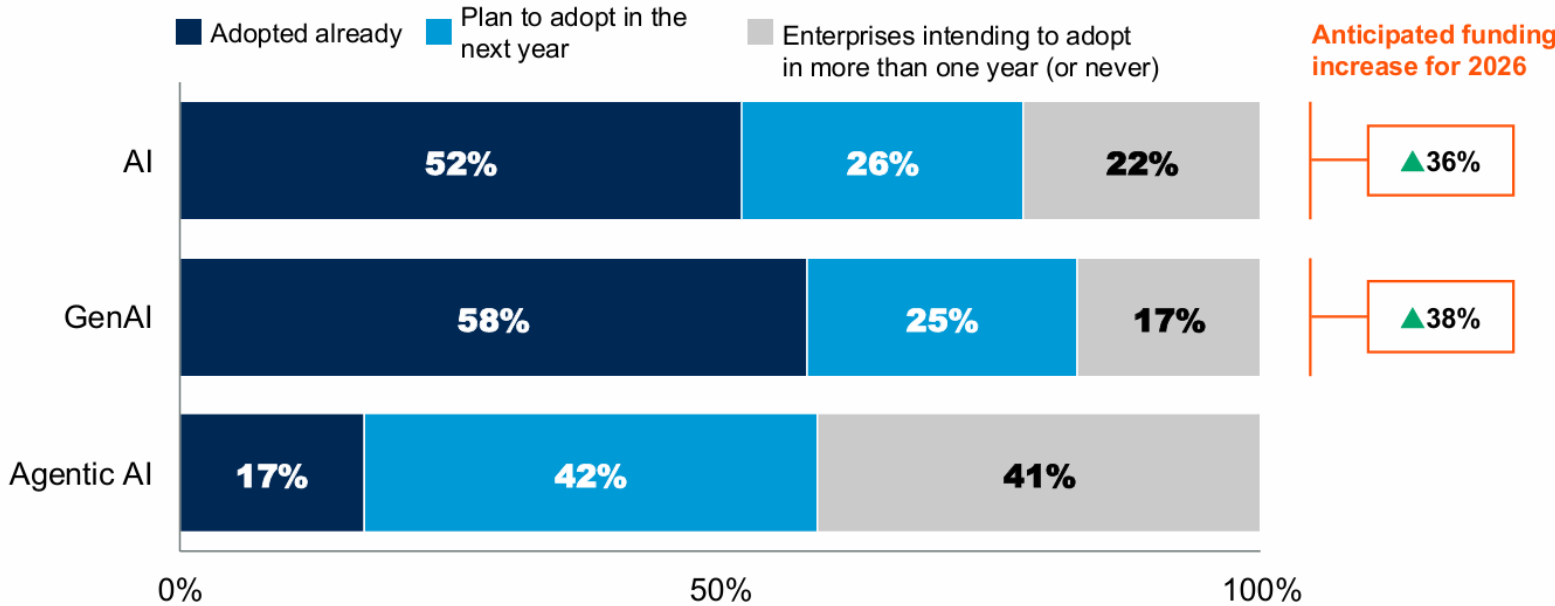
# Different portfolios, different results



# Public sector organizations have rapidly accelerated their use of AI in recent years, driven by the rise of generative AI

## AI, GenAI, Agentic AI — CIO Budgets and Adoption

Percentage of respondents



Public Sector

43%

45%

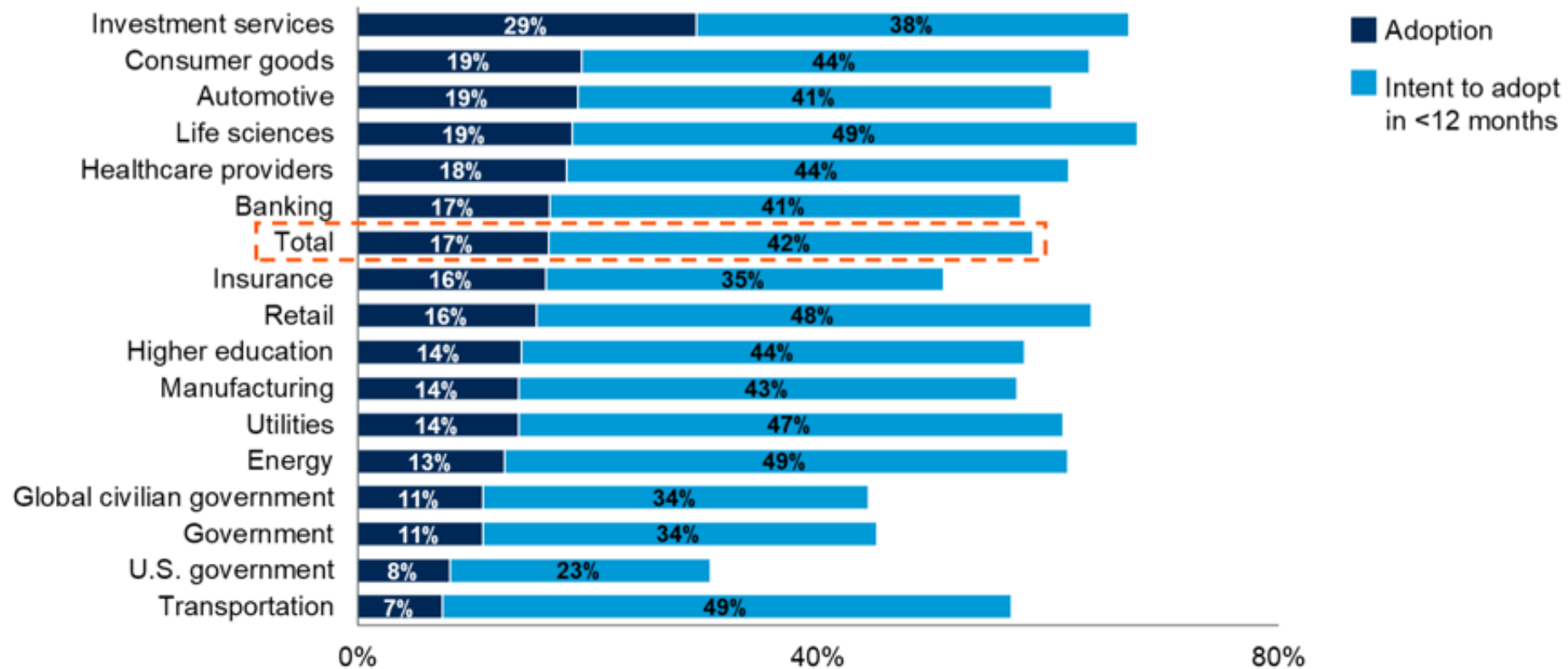
11%

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# Agentic AI – Adoption and Ambition to Adopt

Percentage of respondents



n varies by industry

Q: P1. What are your enterprise's deployment plans for the following digital technologies? — AI agent

Source: 2026 Gartner CIO and Technology Executive Survey

838923



# When will AI Agents replace workers?

“

They don't

Agents and humans  
are different

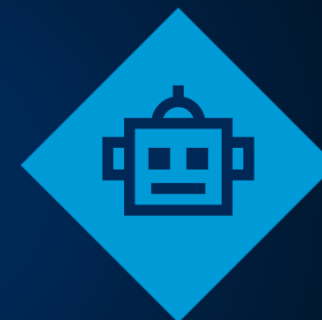
## AI Agents

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**Make decisions.**

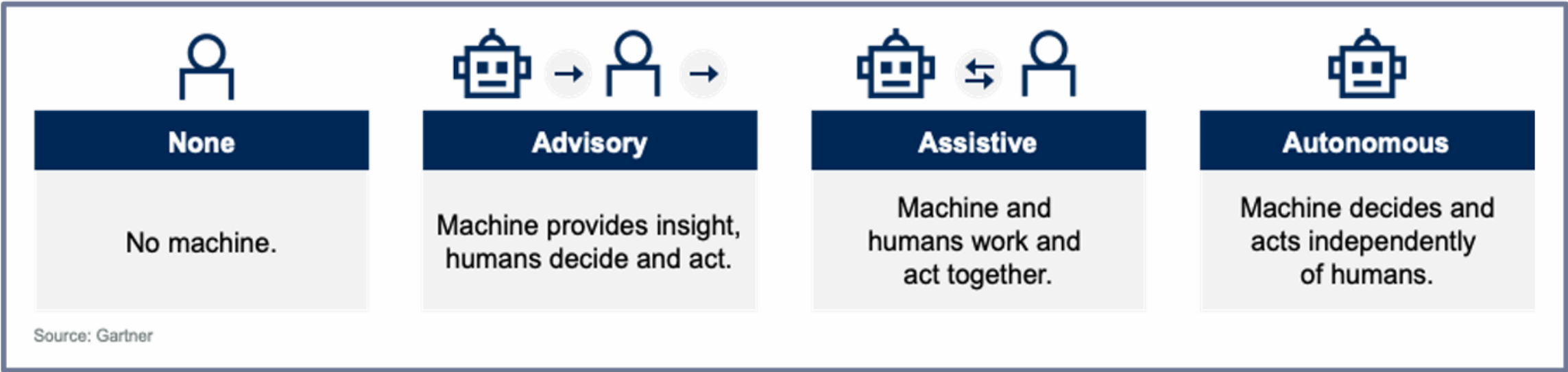
*noun*

**Autonomous or semiautonomous software entities that use AI techniques to perceive, make decisions, take actions and achieve goals in their digital or physical environments.**



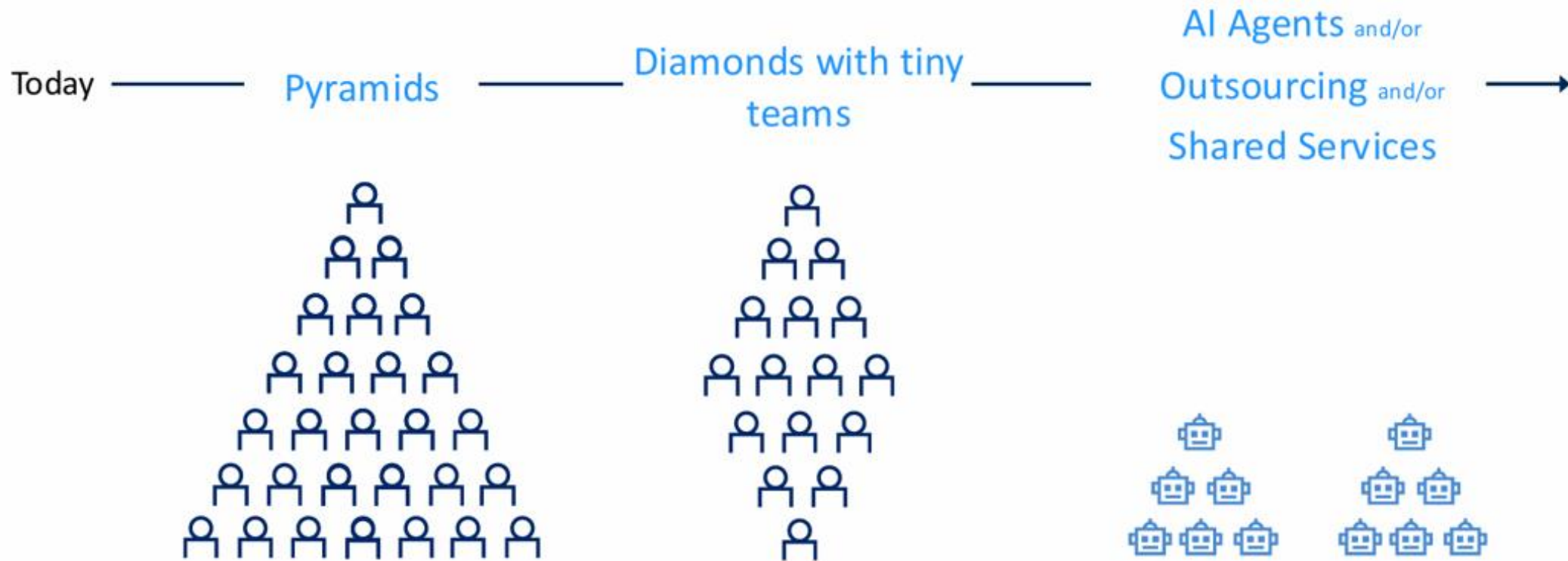
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# Degrees of Autonomy



What's the biggest challenge to adopting Agentic AI in your enterprise?

# Traditional Talent Pyramid Will Shift to a Diamond



[Source: AI's Impact on Jobs: Decoupling Headcount From Revenue](#)

# How do I Build the Human-AI Workforce?

# Gartner Positions | Build the Human-AI Workforce



Leverage  
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A new workforce dynamic is emerging: AI is beginning to occupy a space more than just a tool but less than a human equivalent.

Winning with AI means mastering capacity, emotion and work redesign – diagnose bottlenecks, act decisively and unlock each stage of transformation.

Executive Leaders must align AI ambition and investment, defining tech and digital talent strategy, matching enterprise goals and accelerating AI-driven workforce transformation.

# Why Now | AI Capabilities are Scaling Faster Than the Enterprise can Absorb Them

AI has inspired enterprises to adopt lofty ambitions, but those ambitions are outpacing the workforce's ability to evolve. The workforce is entering the AI era laden with change fatigue and a healthy dose of skepticism toward leaders' intentions regarding AI.

AI is Infiltrating the Core Work

**24%** of enterprises have scaled AI in multiple business units

**2.5x** of technology work done by AI-agents is expected to increase in the next 3 years

Human Readiness is Falling Behind

**51%** of CIOs perceive evolution of skills required outpacing talent supply is the biggest challenge to building IT talent pipeline in the current talent market

Innovation and problem solving are the **Top 2 Critical Skills** for IT staff to succeed in today's rapidly evolving AI augmented environment

The Talent Pipeline is Broken

**56%** of enterprises focus on augmenting, not replacing, employees

**40%** of enterprises have a strategy in place to prevent employee skills atrophy



**There is no artificial intelligence without human intelligence.**

**AI literacy skills development must match today's accelerating pace of change.**

# Segment AI Training by Level



Executives

**Training Goal:** Ensure executives can **operationalize AI** at the enterprise level.



Managers

**Training Goal:** Enable managers to navigate **AI change**.



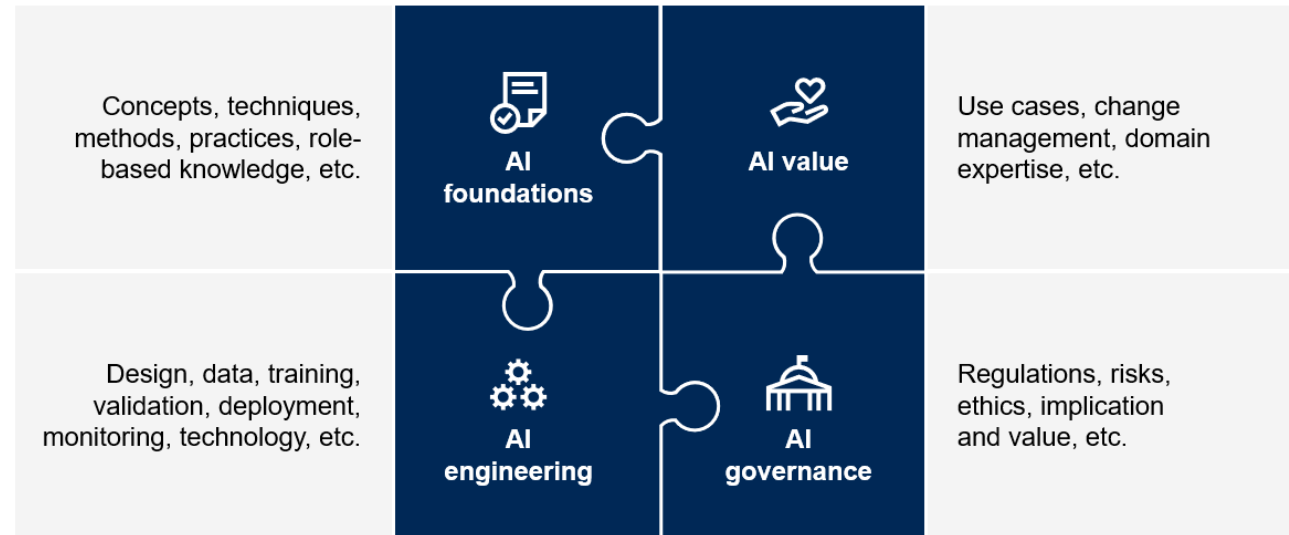
Employees

**Training Goal:** Help employees see **AI relevance** at work.

# AI literacy is a key driver of the success of an organization's AI initiatives and critical to realizing value from AI investments

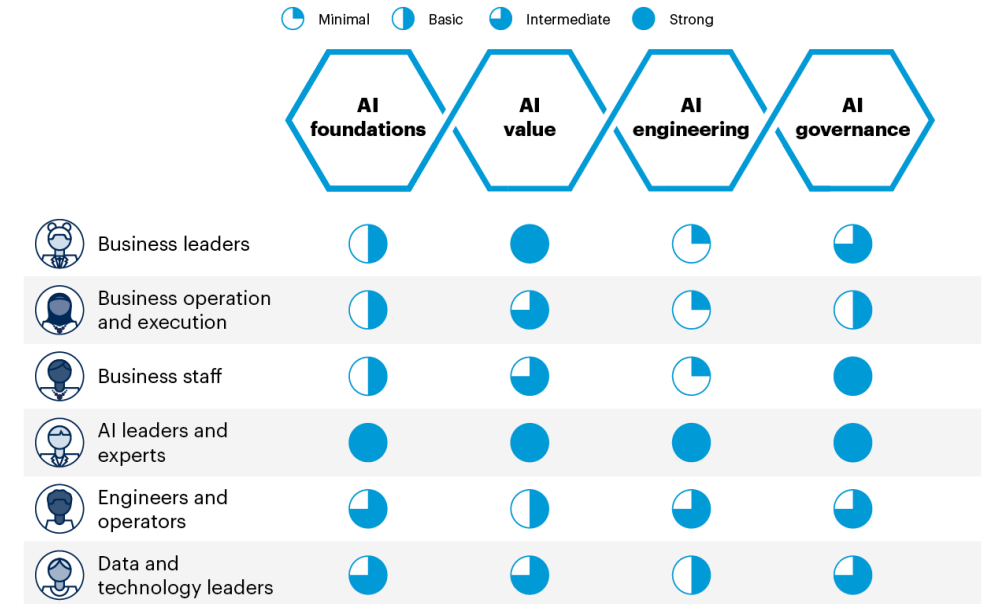
## Use This to Kickstart Your AI Literacy Program!

### Gartner definition of AI literacy



AI Literacy Roadmap

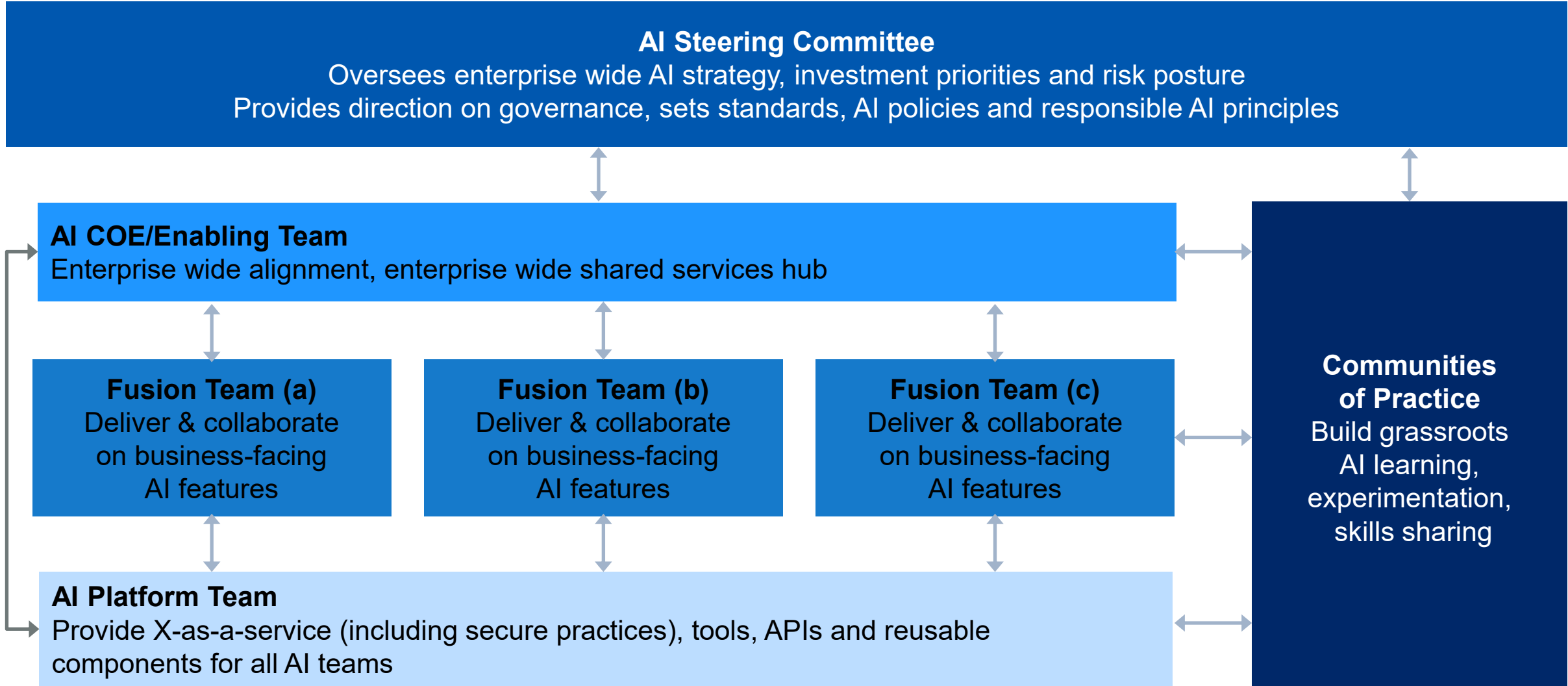
### Persona Groups and Required AI Literacy Skills Levels



Source: Gartner  
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# Different Teams for Scalable AI Delivery



# How Do I Navigate The Evolving AI Technology Landscape?

# Gartner Positions | Navigating the Evolving AI Technology Landscape



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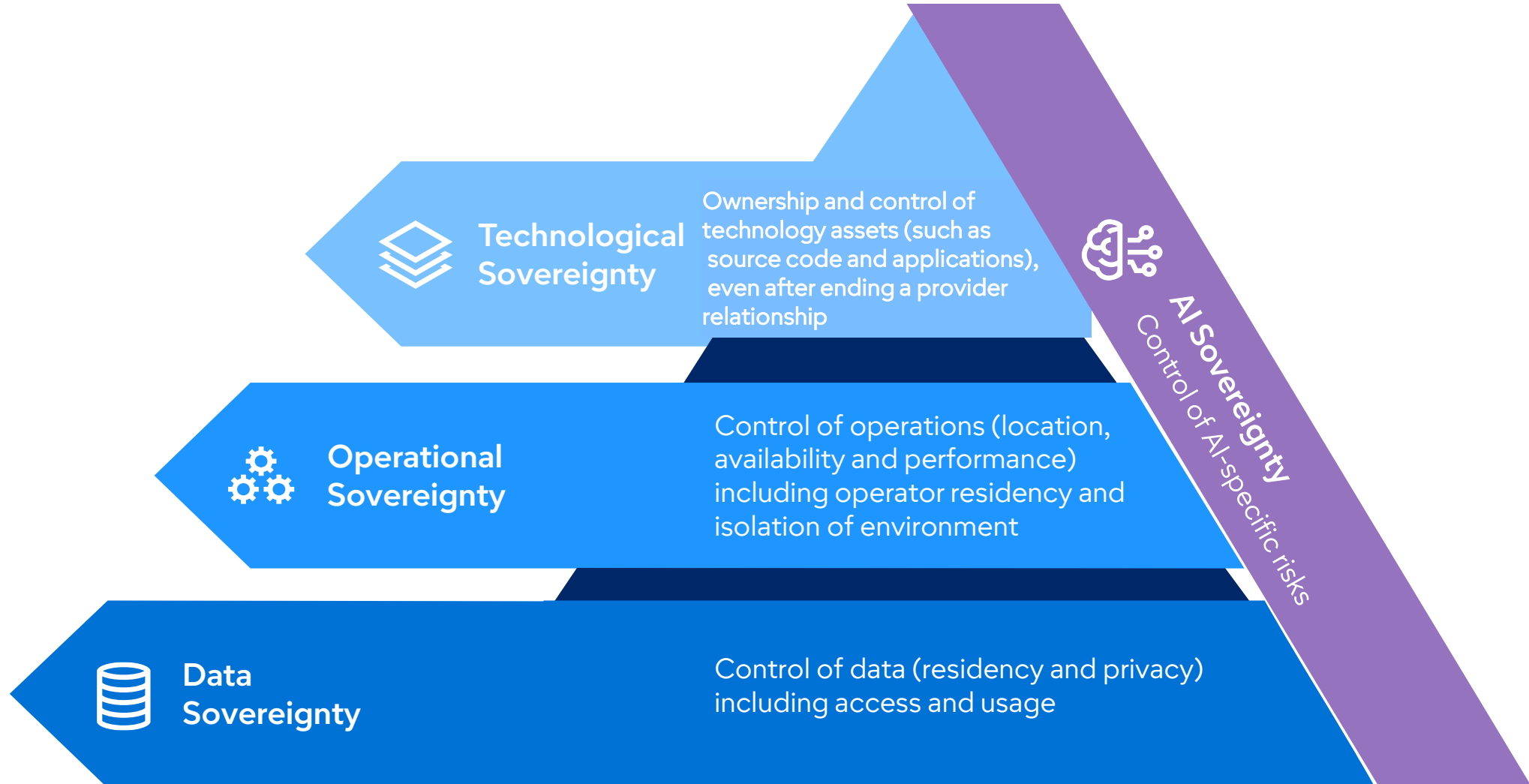
Vendors are embedding generative and agentic AI into enterprise applications and platform offerings, shifting vendor value propositions from pure models to integrated execution capabilities and orchestration features.

Geopolitical and regulatory drivers are accelerating demand for regionally aligned vendors. Define your organizations' sovereign requirements.

Cloud and AI have turned IT spend from fixed to fluid. CIOs must master consumption control, forecasting and scenario planning to prevent value leakage and scale with confidence.

# The Core Principles of Digital Sovereignty

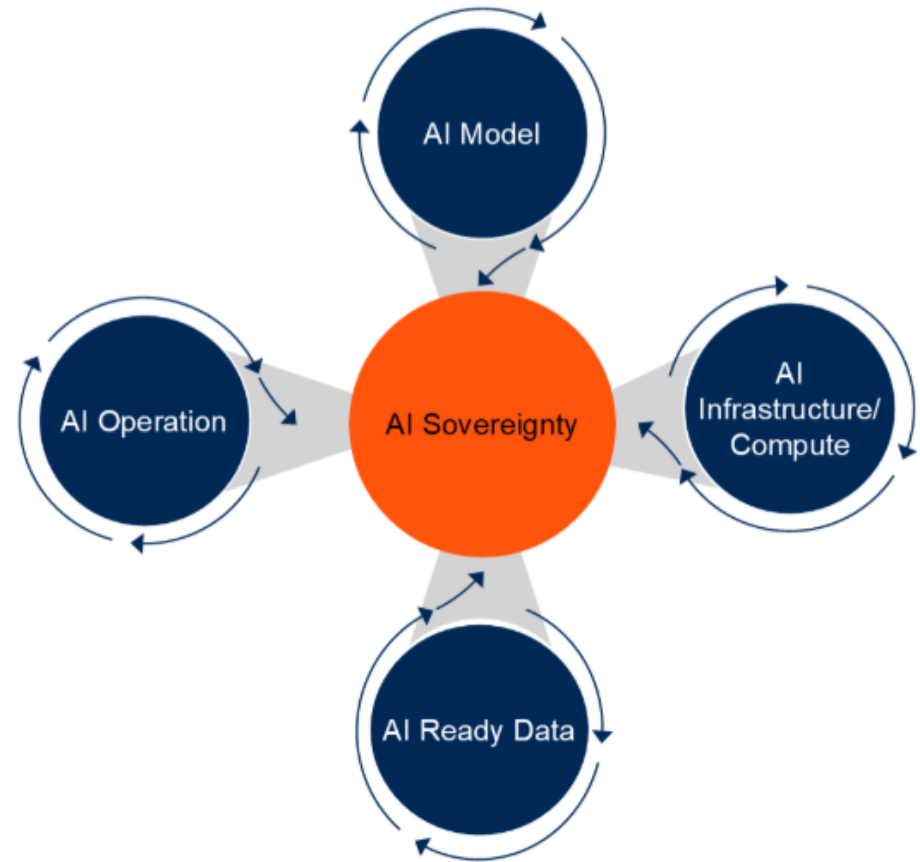
Define your organizations' sovereignty requirements



AI sovereignty is the strategic imperative for an organization to maintain exclusive control over its AI life cycle — encompassing data, models, and compute infrastructure — to minimize operational risks, prevent vendor lock-in, and ensure immunity from extraterritorial interference or service disruption.

AI sovereignty governance is instrumental in ensuring that models reflect local culture, values, and industry language, boosting effectiveness and reducing bias.

## AI Sovereignty Decision Dimensions



Source: Gartner  
847863

[Tool: Vendor Identification for Europe-Based Solutions to Support Sovereign Architecture](#)

# Why Now | Strategic Cost Management Is Becoming the CIO's Growth Lever

Dynamic consumption, rising AI costs and decentralized tech spend are breaking traditional budgeting. CIOs must manage cost as a strategic, always-on discipline to control spend, prove value and unlock growth.

## AI and Dynamic Consumption Outpace Traditional Budgeting

**81%** of enterprises plan to increase AI funding in 2026; however, the spend is often fast, fuzzy and stealthy.

Consumption based services, including SaaS, IaaS and other public cloud services, now collectively account for **20%** of IT spend, a rise of 2% from 2024.

Cloud adoption is shifting IT spend, with opEx now **80%** of the total.

## Tech Spend Is Increasingly Decentralized and Often Invisible

**14%** of total traditional IT spend (e.g., applications, infrastructure, security) happens outside of the formal CIO budget.

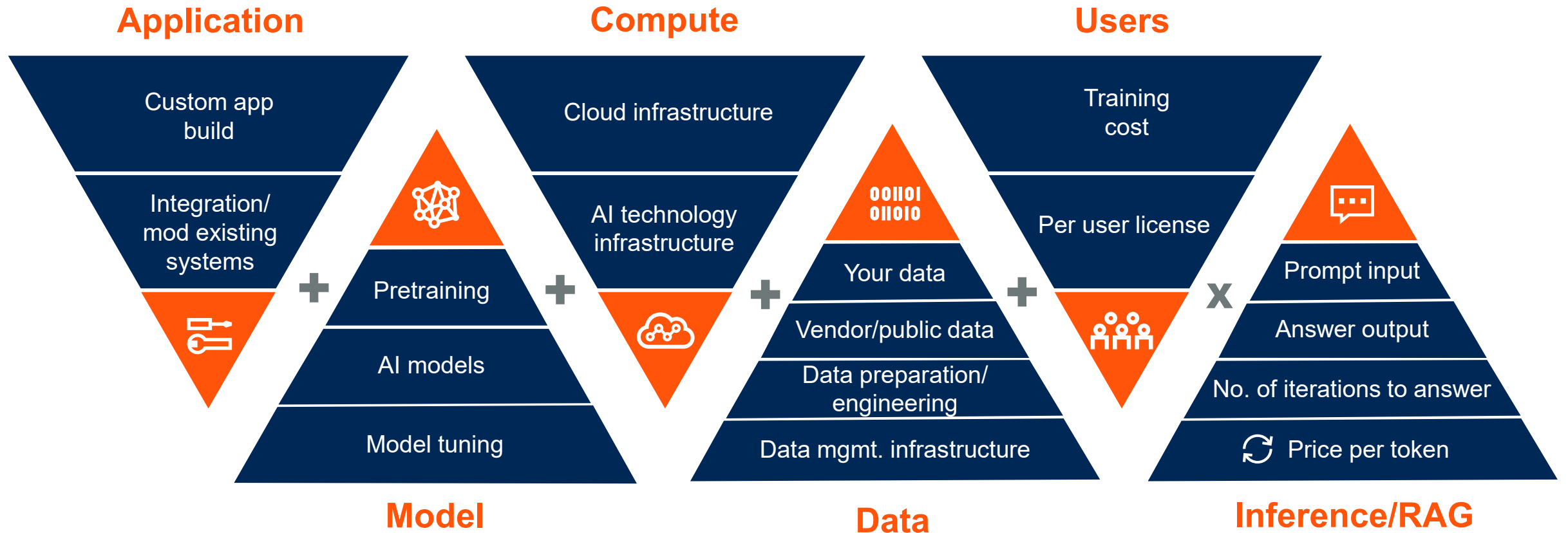
**25%** of business-unit staff now perform tech-related work, showing that technology is no longer just ITs domain.

## Boards Want Value Stories, Not Cost-Cutting Stories

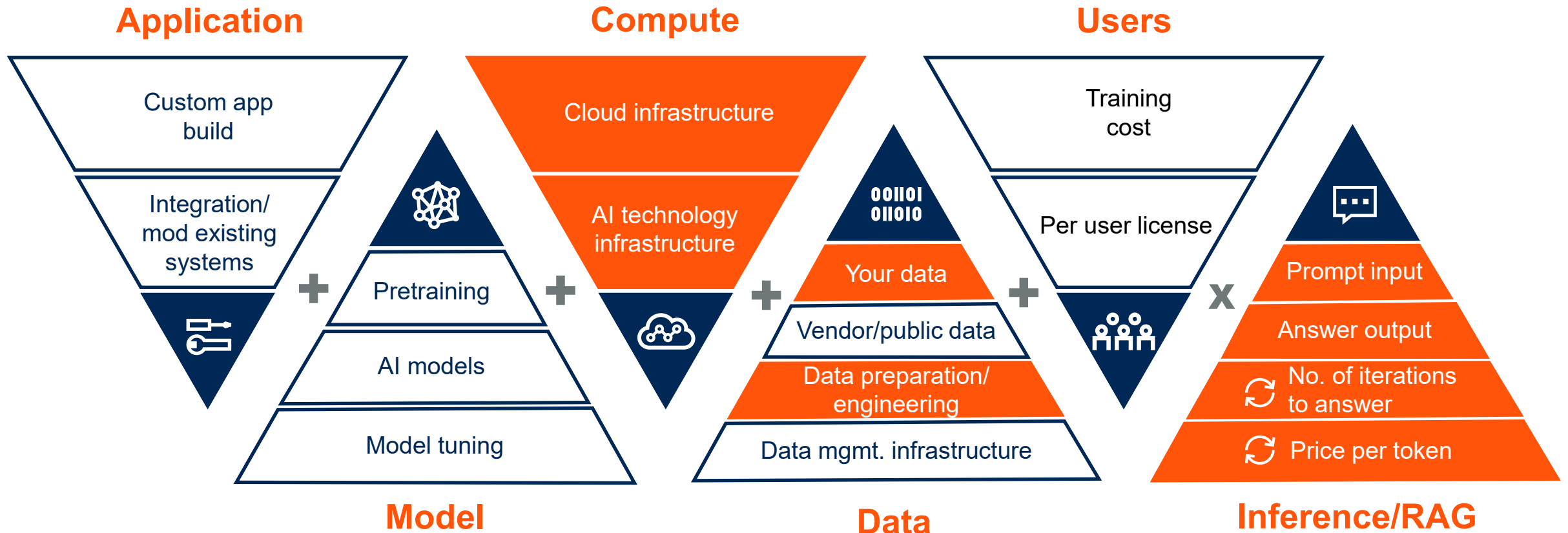
**63%** of CIOs and technology executives expect that the bar for their success will change by 2027.

Dynamic reprioritization drives **1.24x** higher digital performance for CIOs.

# Visualizing Cost of GenAI



# Very Volatile Cost Factors = Risk



# Executive Leaders Actions for Managing Spiraling AI Costs



Where do AI costs come from?

Action 1:  
Target AI's unique cost drivers



Who is accountable to manage volatile AI costs?

Action 2:  
Assign shared leadership accountability



How can we scale AI cost-effectively?

Action 3:  
Nudge staff toward cost-conscious ways of working

[Tool: Moves to Stop AI From Blowing the IT Budget](#)

# The next chapter on your AI Journey starts here.

- 1 What AI practices makes us better than yesterday?
  - AI Has 3 Business Cases for your portfolio: Return of Employee – Return of Investment – Return on Future
- 2 How do I Build the Human-AI Workforce?
  - Traditional Talent pyramid will shift to a Diamond. By 2028, AI literacy will have become the predominant skill set required for professional knowledge workers, demanded in the majority of hiring and promotion criteria
- 3 How do I Navigate the Evolving AI Technology Landscape?
  - Use AI when it the right technology for solving your problem. Define your organizations' sovereignty requirements. Establish strategic cost optimization for consumption-based solutions.

# Thank you for today's presentation. Looking forward connecting



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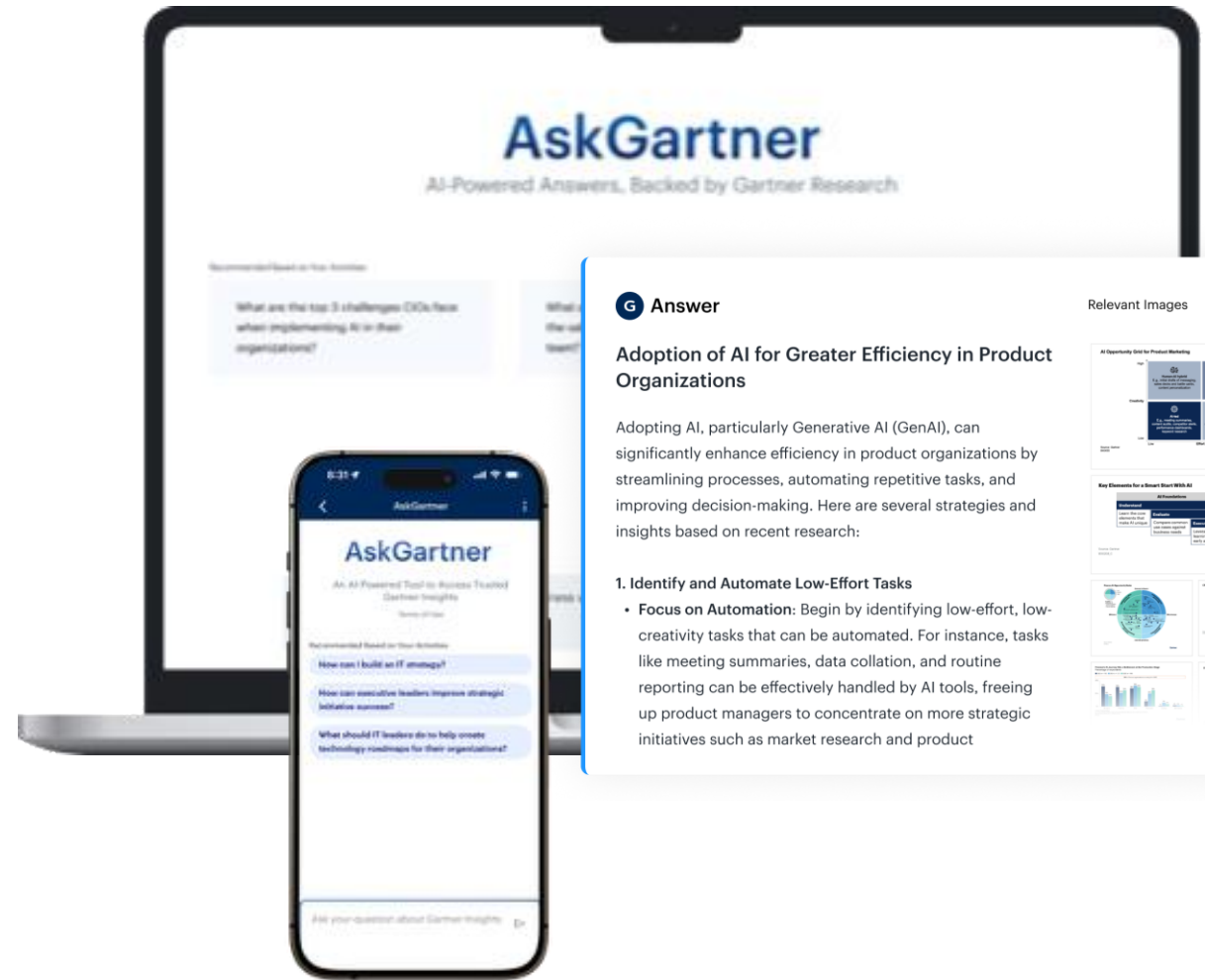
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