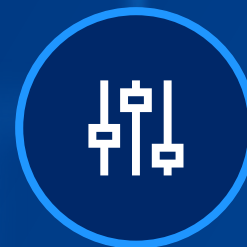


Closing the AI Readiness Gap

How CIOs redesign work, skills and talent strategy to turn AI ambition into enterprise performance



The CIO problem behind the AI problem

AI is no longer the question. The organization's ability to absorb it is.

Only 24% of enterprises have scaled AI across multiple business units.

Most CIOs have already moved beyond AI curiosity. Budgets are committed. Pilots are active. Expectations from boards, CEOs and business leaders are accelerating.

Yet scale remains elusive.

The challenge is not access to models or tools. It is not a lack of innovation. And it is no longer confined to the talent pipeline.

CIOs are being asked to push AI deeper into the enterprise — into core work, decision making and productivity — while the workforce is already strained by constant change and skepticism about what AI means for their future.

The AI talent pipeline is broken. CIOs must strategically reallocate workforce capacity — automating workflows where they deliver the most value to survive this shift.

To master this emerging human-AI dynamic, you must:

- Redesign IT jobs to balance human and tech resources, as 51% of CIOs find skills are outpacing talent supply.
- Scale workforce AI readiness and combat change fatigue by building employee resilience to constant disruption.
- Update your employee value proposition (EVP) to attract top talent and accelerate the achievement of AI ambitions.

We help you do so while intentionally preserving and expanding the human capabilities that drive innovation and long-term growth.



Kabeh Vaziri
Managing Vice President

Your roadmap to success

CIOs must fundamentally rethink how work gets done — automating high-value tasks while protecting and expanding the human capabilities that differentiate the enterprise.

Gartner equips CIOs to do this with precision. By aligning AI ambition with talent strategy, CIOs can reallocate capacity, redesign roles and scale human readiness — turning AI investment into sustained innovation and measurable business outcomes.

1. Define an AI-driven talent strategy.

2. Assess future-readiness of the workforce.
3. Design organizational balance of tech and human resources.
4. Scale human readiness for AI.
5. Evolve human-AI labor force agility.

4 key outcomes to consider in Step 1

Unlock a future-ready workforce dynamic where AI scales operational efficiency while preserving the human capabilities that drive innovation and long-term growth.

Accelerate AI value realization by ensuring talent investments directly translate into tangible business outcomes and competitive advantage.

Drive seamless enterprise transformation through a unified executive coalition that secures investments and orchestrates change across the business.

Cultivate a change-resilient culture that combats change fatigue, preserves trust and retains top talent amid continuous AI disruption.

Key questions your tech CIO peers are asking Gartner

Gartner clients can click to explore answers

Which jobs do we redesign, and what do future IT jobs look like?

Explore Answer ↗

How do we organize human-AI teams and workflows for impact?

Explore Answer ↗

How should we collaborate with CHRO, CFO and BU leaders on talent strategy?

Explore Answer ↗

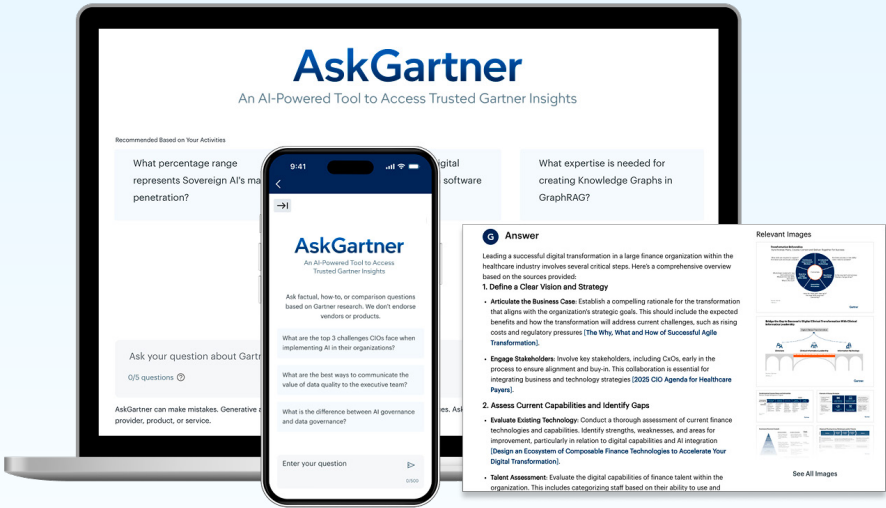
What AI skills will we need, and how do we assess them across our workforce?

Explore Answer ↗

How do we motivate employees and build resilience in response to AI-triggered change?

Explore Answer ↗

Your peers use AskGartner to answer these questions in minutes.



Learn More

Gartner resources turn your priorities into plans and actions

Define an AI-driven talent strategy.



Insights: How CIOs Can Build the Human-AI Workforce ↗

Assess future-readiness of the workforce.



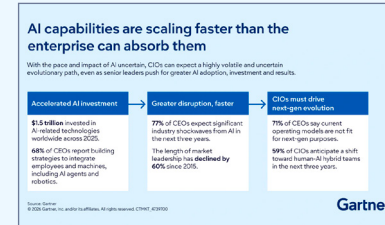
Tool: Gartner AI Maturity Model Toolkit ↗

Design organizational balance of tech and human resources.



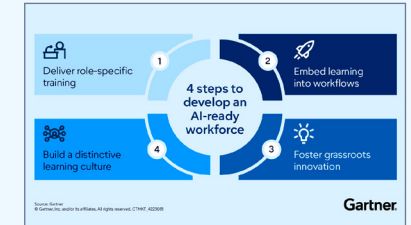
Podcast: AskGartner ↗

Scale human readiness for AI.



Insights: How CIOs Can Build the Human-AI Workforce ↗

Evolve human-AI labor force agility.



Insights: What AI in the Workforce Actually Means for Your Organization ↗

Engage with Gartner

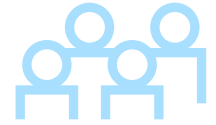
- Connect with an analyst to identify, review and refine your AI-driven IT talent strategy.
- Get guidance from an Executive Partner on change management best practices throughout your journey, including how to best overcome roadblocks along the way.
- Bring the most recent insights and facilitate discussion with your team.

Expected outcomes

- Strategies and approaches to redesigning jobs and the organization to optimize the value creation through human and AI collaboration.
- A compelling EVP to attract and retain top talent to accelerate the achievement of AI ambitions.

Who needs to be involved?

The most successful organizations establish cross-functional teams to close the AI readiness gap. We have outlined the recommended functions to involve and their roles to ensure the best success in hitting the milestones.



CIO/head of technology ↗

Orchestrates the shift to a human-AI workforce by aligning AI ambition, talent strategy and operating model to deliver measurable business outcomes.

CDAO/AI leader ↗

Ensures AI capabilities are deployed responsibly and effectively by aligning use cases, data and model governance with workforce readiness and business priorities.

CHRO ↗

Leads workforce transformation by redesigning talent strategies, evolving the EVP and building the skills and behaviors required for sustained human-AI collaboration.

CFO ↗

Aligns workforce and AI investments to financial outcomes, ensuring capacity shifts, automation and upskilling efforts translate into productivity gains and enterprise value.

Head of infrastructure operations ↗

Enables scalable execution of human-AI work by modernizing platforms and workflows to support automation, integration and performance at scale.

CEO and the board ↗

Set the mandate and expectations for AI-driven workforce transformation, holding leadership accountable for balancing innovation, workforce readiness and sustained performance.

Client Story

Enabling Business Transformation Through Strategic IT and AI Initiatives

Mission-critical priority

Power International Holding wanted to build a clear, business-aligned AI strategy while securing the IT investment needed to support it across a highly diversified organization. This included ensuring AI initiatives strengthened the workforce, aligned stakeholders across business units and were governed responsibly as adoption scaled.

**How Power International Holding leveraged Gartner resources**

The organization leveraged Gartner benchmarking tools and analyst insights to validate IT spending, secure board confidence and prevent budget reductions that could have limited AI progress. Gartner also provided practical frameworks to structure the AI strategy and establish an AI sandbox, enabling disciplined evaluation and governance of AI vendors.

**Mission accomplished**

With Gartner support, Power International Holding secured full IT budget approval and implemented a transparent, business-focused AI strategy. The company strengthened innovation and governance across AI initiatives, empowering teams to adopt AI responsibly and advance collaboration between people and intelligent technologies.

[Watch the full story ↗](#)



Address your other mission-critical priorities



Build the human-AI workforce.

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



Manage costs strategically to spend smarter and scale faster.

Only 18% of CIOs currently rate themselves as effective at dynamic reprioritization of resources, which is a significant driver of their ability to derive business value from technology investments.



Secure growth in the age of AI through cybersecurity.

77% of CIOs rate security and risk-related factors as top challenges to successfully implementing autonomous technologies at scale in their enterprise.



Modernize enterprise platforms to enhance agility and performance.

Only 54% (**one in two**) of CIOs rate their IT organization as effective at equipping their enterprise with the required platforms and tools needed.



Redesign IT operating model for effectiveness in turbulent times.

Only 24% of CIOs report they have been highly effective at establishing an IT operating model that flexes with changing business needs.



Architect the next-generation enterprise for a tech-intensive future.

Only 31% of CIOs rate themselves as effective at fostering ongoing enterprise-wide, technology-enabled innovation.



Accelerate AI enterprise value realization at scale.

Only 20% of AI initiatives currently deliver ROI and only 2% deliver disruptive value (return on future or ROF).

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U.S.: 1 855 322 5484

International: +44 (0) 3300 296 946

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