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Roadmap to Renewal: Insights from the 2022 Board of Directors Survey



Partha Iyengar

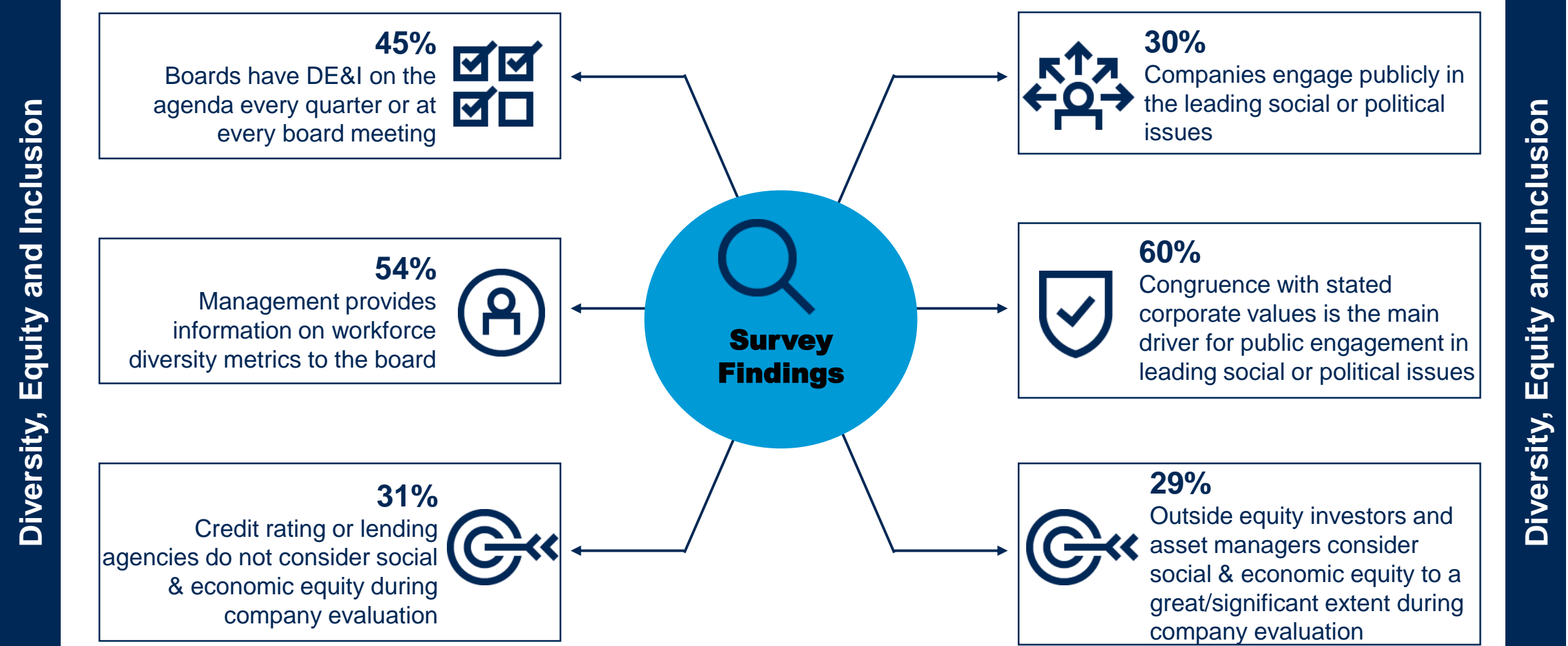
Distinguished VP Analyst



Key Findings



Key Findings



Key Issues

- How will Boards address the risk from economic and political volatility and a multi-polar world
- How do Boards view digital business acceleration through 2022
- How is Board strategy and investment approaches impacted by the societal issues that took center-stage during the pandemic

Key Issues

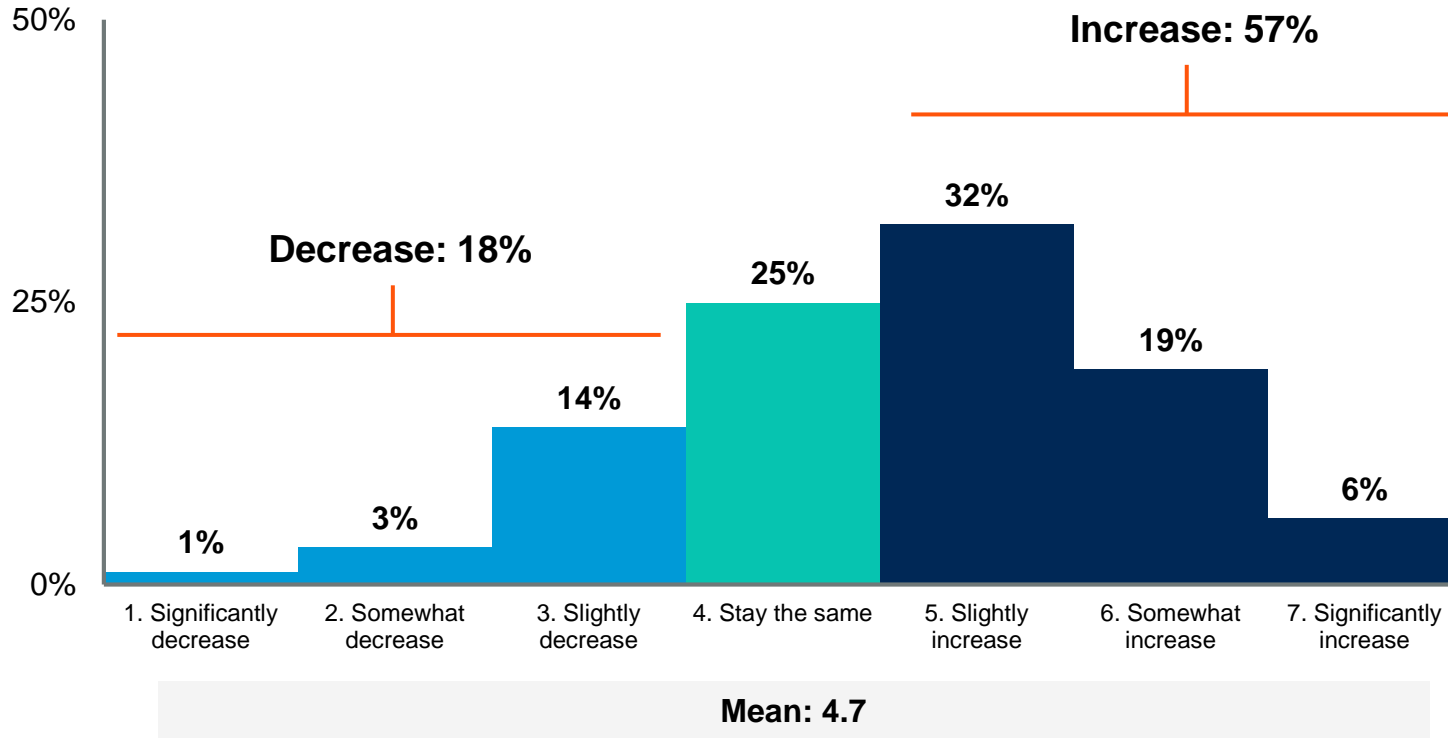
- How will Boards address the risk from economic and political volatility and a multi-polar world
- How do Boards view digital business acceleration through 2022
- How are Board strategy and investment approaches impacted by the societal issues that took center-stage during the pandemic

Headline Findings – Risk Appetite

- 57% BoDs have increased or expect to increase their risk appetite in 2021-2022, whereas 18% have decreased or expect to decrease their risk appetite.
- Disruptive business models from competitors and economic uncertainty are cited as the biggest risks to the business performance.
- 72% BoDs are aligning risk, strategy and performance to drive business resilience.

57% board of directors have increased or expect to increase their risk appetite in 2021-2022

Risk Appetite



n = 273 ; All Respondents

Q01. Since the disruptions of 2020, how has the board's risk appetite (willingness to accept risk in pursuit of corporate objectives) changed or expected to change for 2021-2022?

Source: 2022 Gartner View from the Board of Directors' Survey

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Economic uncertainty and disruptive business models from competitors are cited as the biggest risks to the performance

Top Risks/Expected Risks in 2021 and 2022

Sum of Top 3 Ranks



n = 273 ; All Respondents, Excluding Don't Know

Q02. Which of the following represent the biggest risks/ expected risks to your organization's performance in 2021 and 2022?

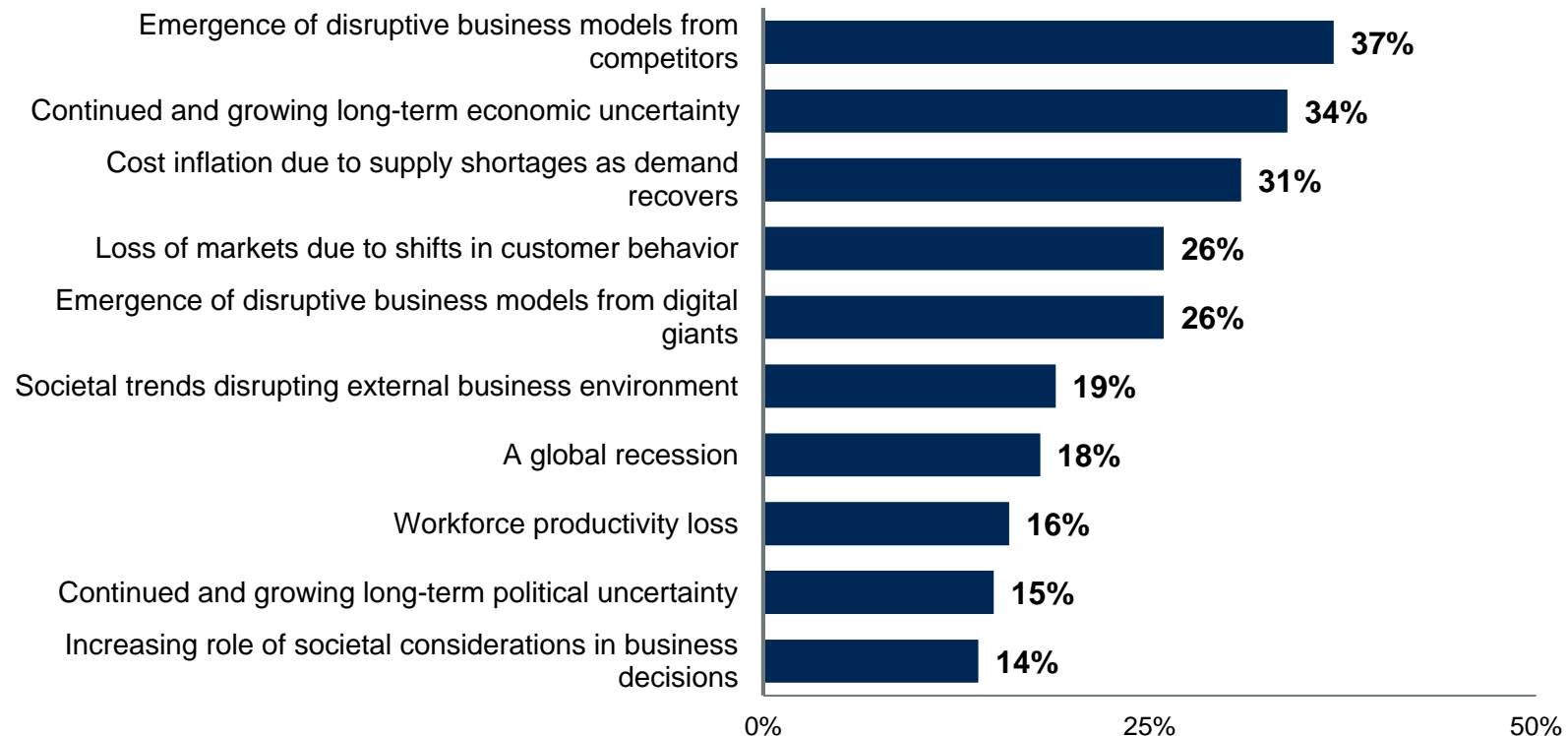
Source: 2022 Gartner View from the Board of Directors' Survey

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Top risks among those who have increased their risk appetite

Top 10 Risks/Expected Risks in 2021 and 2022

Sum of Top 3 Ranks, Among the Respondents who have Increased Risk Appetite



n = 155 ; Respondents who have increased their risk appetite, Excluding Don't Know

Q02. Which of the following represent the biggest risks/ expected risks to your organization's performance in 2021 and 2022?

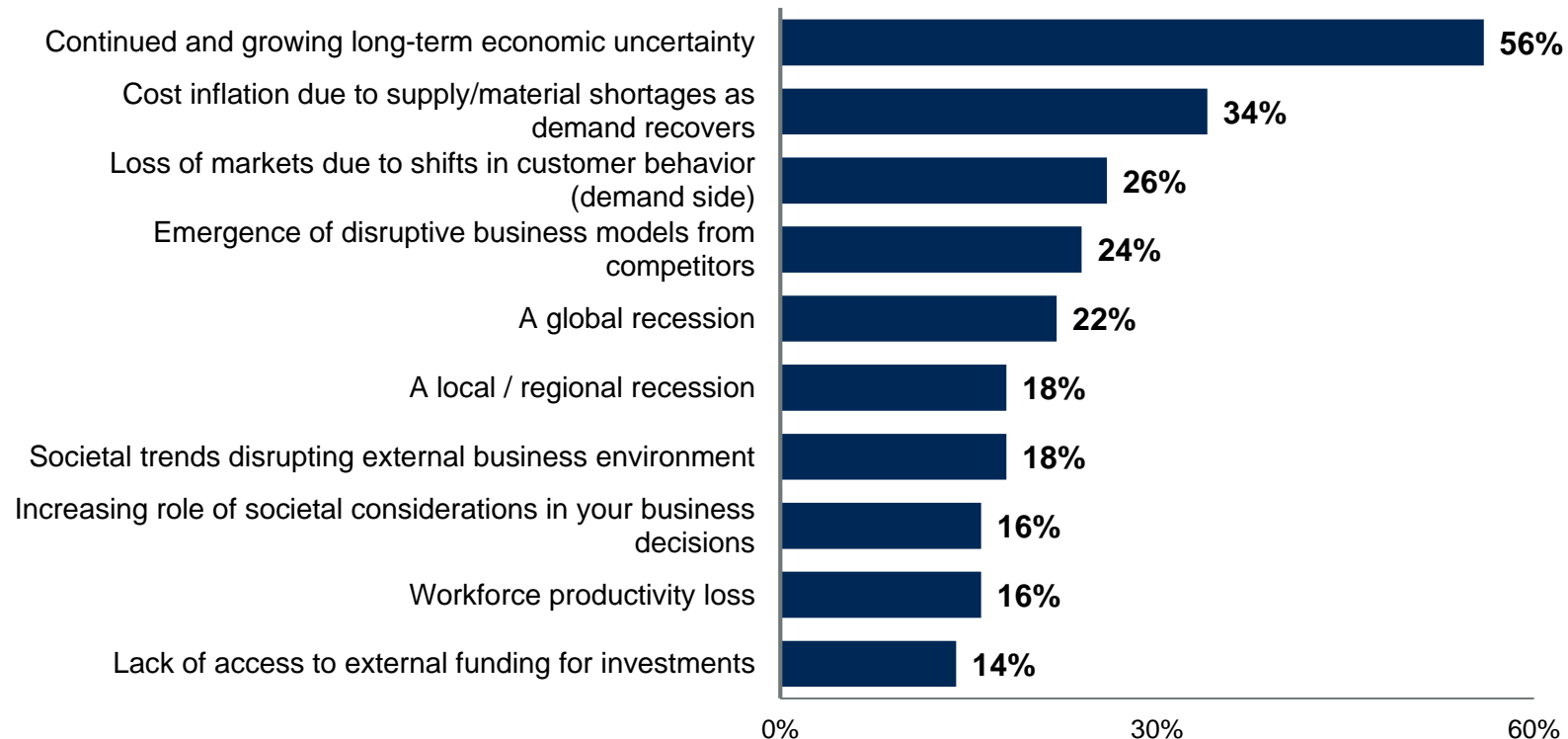
Source: 2022 Gartner View from the Board of Directors' Survey

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Top risks among those who have decreased their risk appetite

Top 10 Risks/Expected Risks in 2021 and 2022

Sum of Top 3 Ranks, Among the Respondents who have Decreased Risk Appetite



n = 50 ; Respondents who have decreased their risk appetite, Excluding Don't Know

Q02. Which of the following represent the biggest risks/ expected risks to your organization's performance in 2021 and 2022?

Source: 2022 Gartner View from the Board of Directors' Survey

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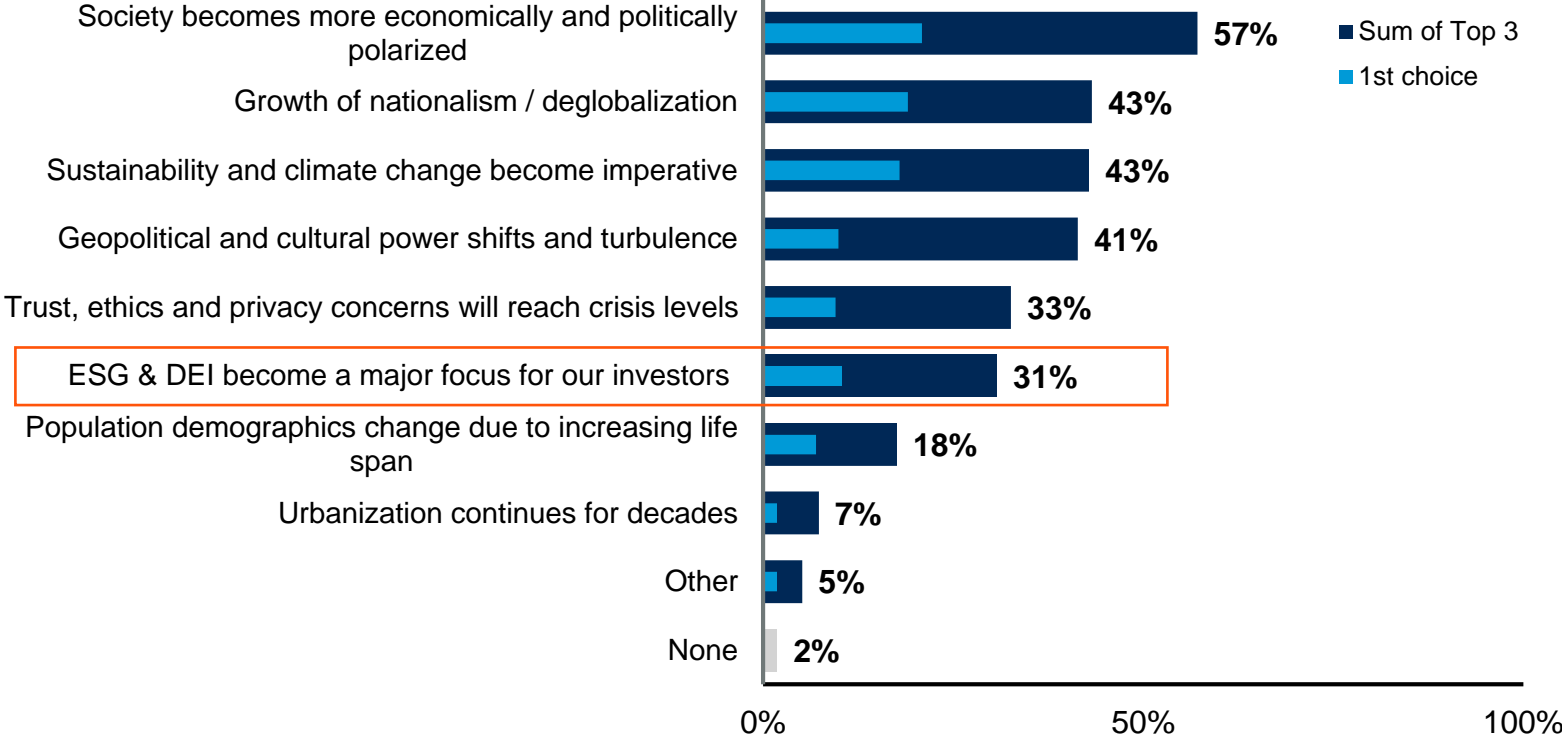
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ESG & DEI Related Issues are an Emerging Risk

Top External Geopolitical and/or Social trends

Sum of Top 3 Ranks



n = 273 ; All Respondents, Excluding Don't Know

Q03. What are the top 3 external geopolitical and/or social trends, arising from an increasingly multi-polar world, that you see as the biggest sources of risk?

Source: 2022 Gartner View from the Board of Directors' Survey

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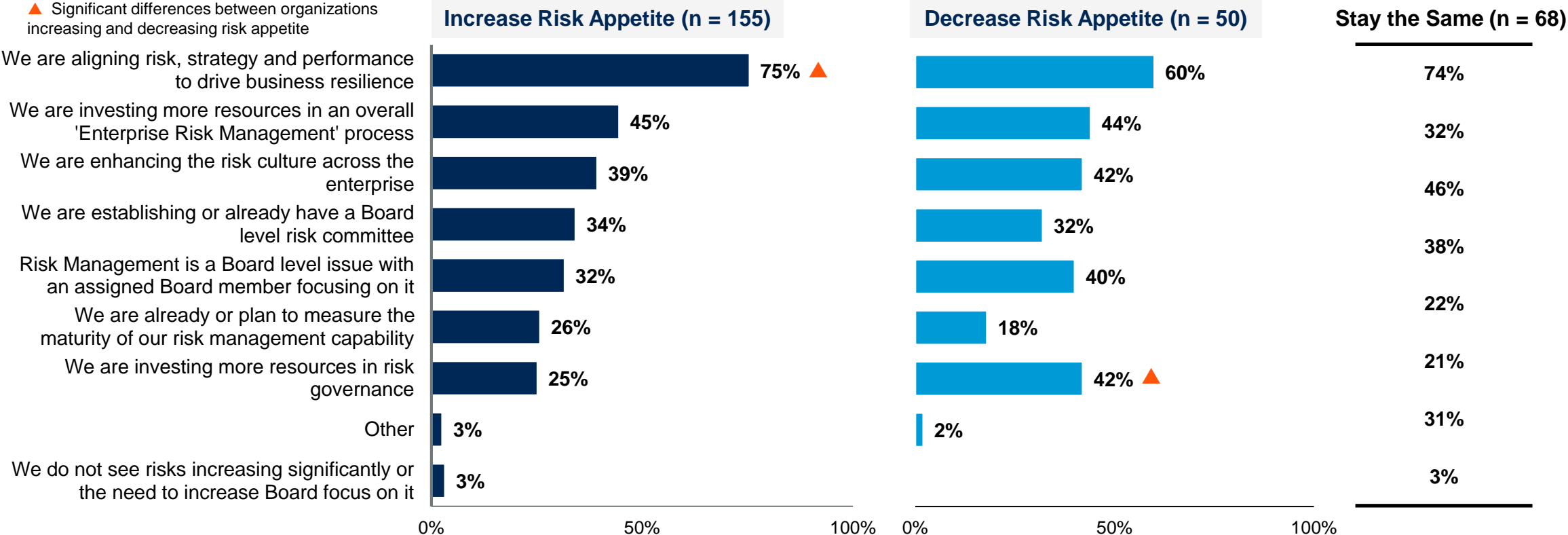


Risk As An Opportunity **versus** Risk As A Threat

Top Approaches for Handling Risks

Sum of Top 3 Ranks

▲ Significant differences between organizations increasing and decreasing risk appetite



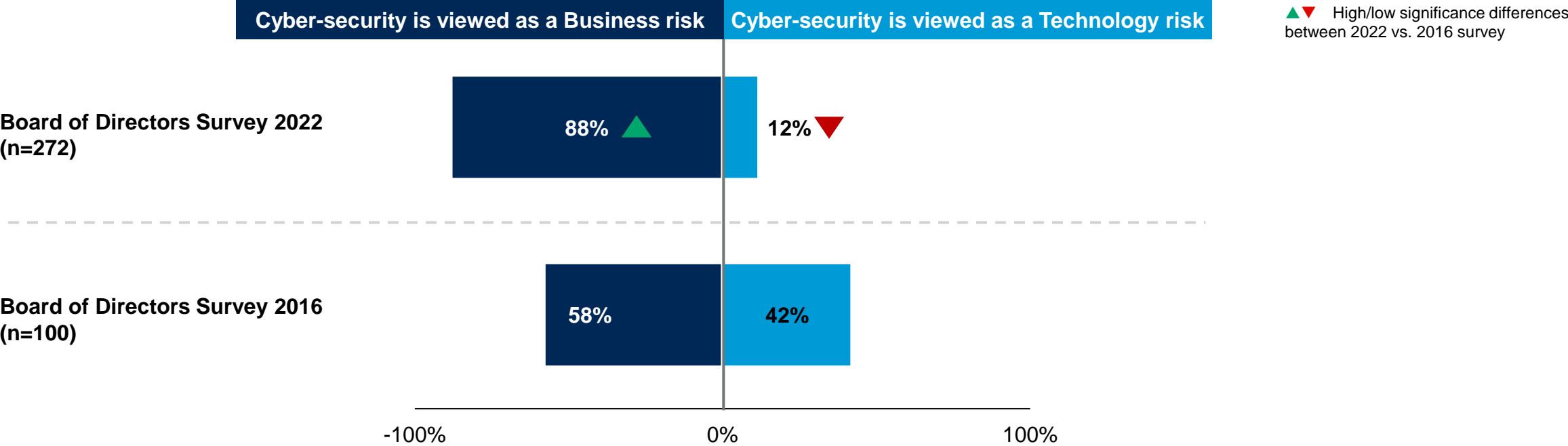
n varies ; Organization's performance have/expected some performance risks (Q02) and/or some external geopolitical and/or social trends source of risk (Q03), Excluding Don't Know

Q04. What are your top 3 approaches for handling these risks?
Source: 2022 Gartner View from the Board of Directors' Survey



Cyber-security Is Now Viewed As A Business Risk

View of Cyber-Security – Comparison



n varies ; All Respondents, Excluding Don't Know

Q07. Please tell us which of the two opposing viewpoints most closely represents how cyber-security is viewed and handled in your organization.
Source: 2022 Gartner View from the Board of Directors' Survey



Key Issues

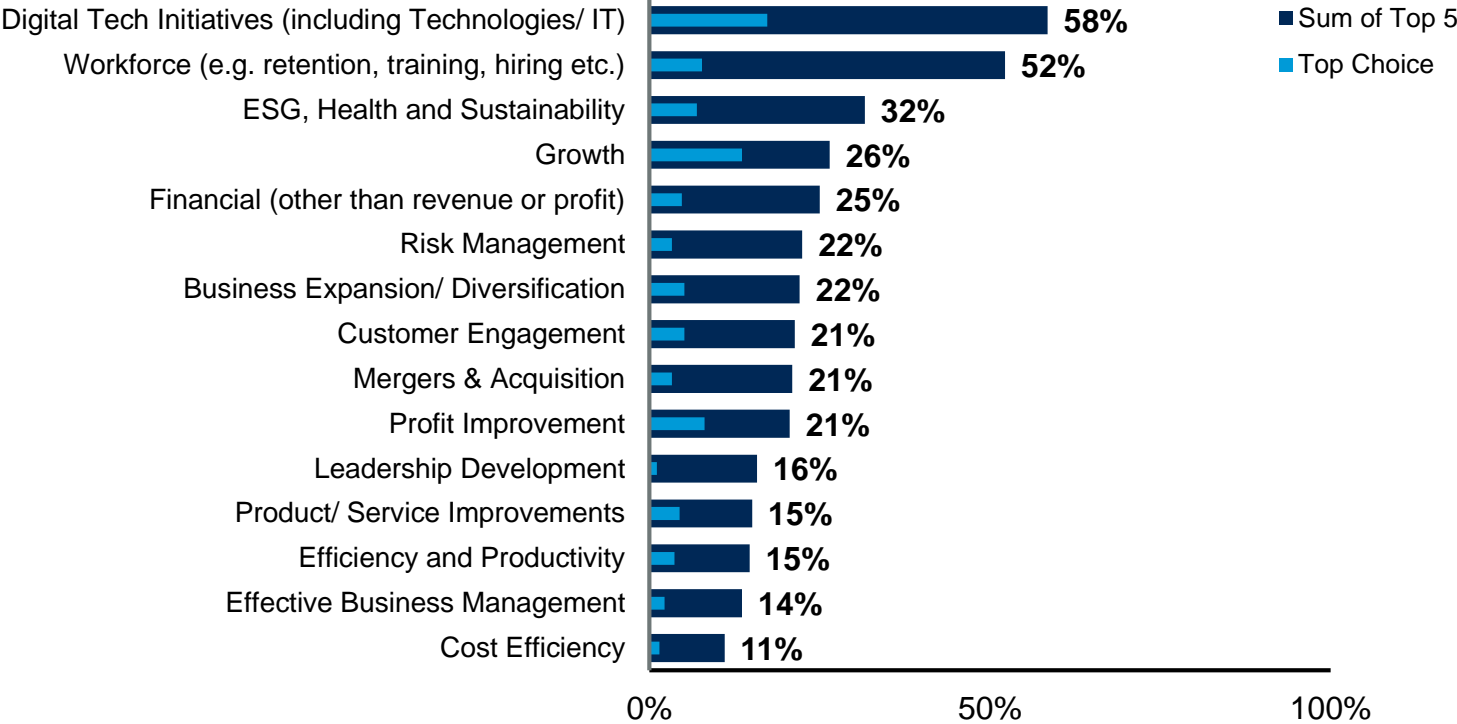
- How will Boards address the risk from economic and political volatility and a multi-polar world
- How do Boards view digital business acceleration through 2022
- How is Board strategy and investment approaches impacted by the societal issues that took center-stage during the pandemic

Headline Findings – Digital Acceleration

- 57% BoDs have made an effort to significantly alter the enterprise economic structure to a more digital economic architecture
- 40% BoDs have moved digital business related budgets to business functions to accommodate digital investments
- 34% report that their board has a formally constituted IT, digital or technology subcommittee and among them, 94% say that CIO/CTO is a formal member of the subcommittee

Digital Business Remains the Top Business Priority

Top 15 Strategic Business Priorities for 2022/2023 Sum of Top 5, Coded Multiple Responses



n = 272 ; All Respondents, Excluding Cannot disclose

Q09. Please tell us about your organization's top 5 strategic business priorities for the next 2 years (2022/2023).

Source: 2022 Gartner View from the Board of Directors' Survey

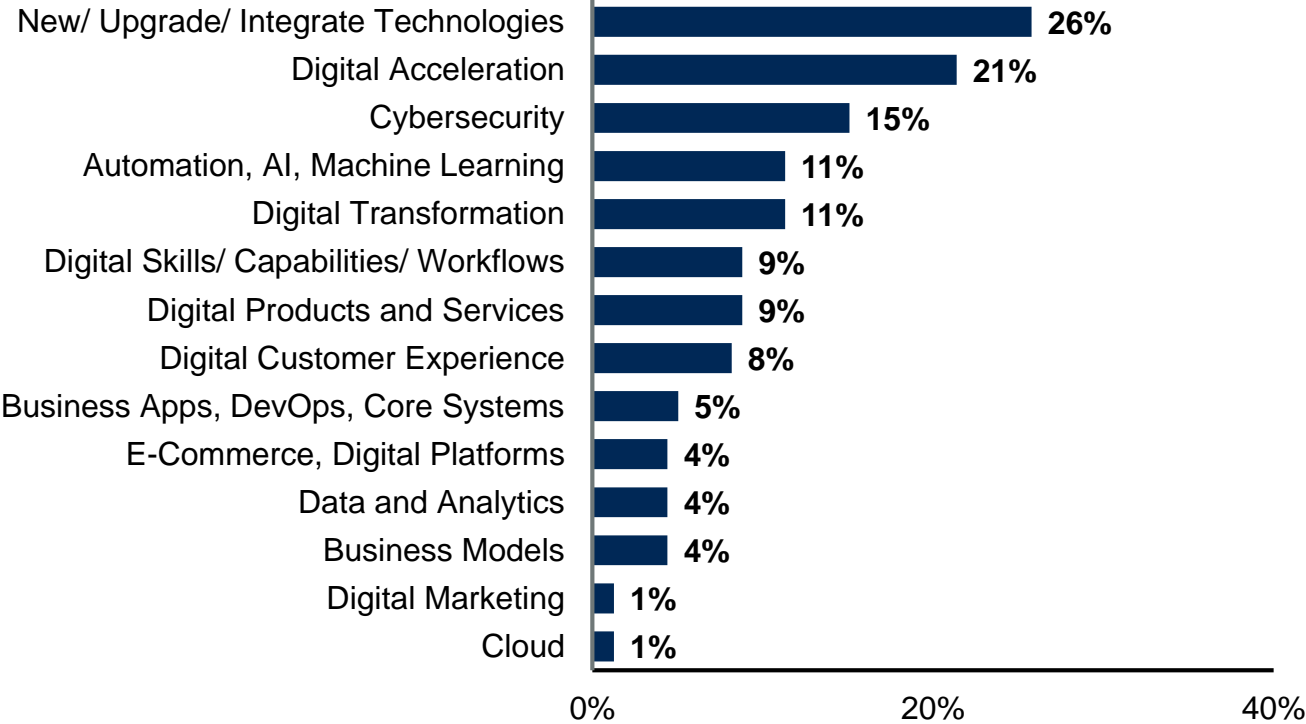
Note: Showing Top 15 only

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Digital Tech Initiatives - Strategic Business Priorities

Digital Tech Initiatives as Top 5 Strategic Business Priorities for 2022/2023 Sum of Top 5, Coded Multiple Responses



n = 159 ; Digital Tech Initiatives (including Technologies/ IT) amongst top 5 business priorities for the next 2 years (2022/2023)

Q09. Please tell us about your organization's top 5 strategic business priorities for the next 2 years (2022/2023).

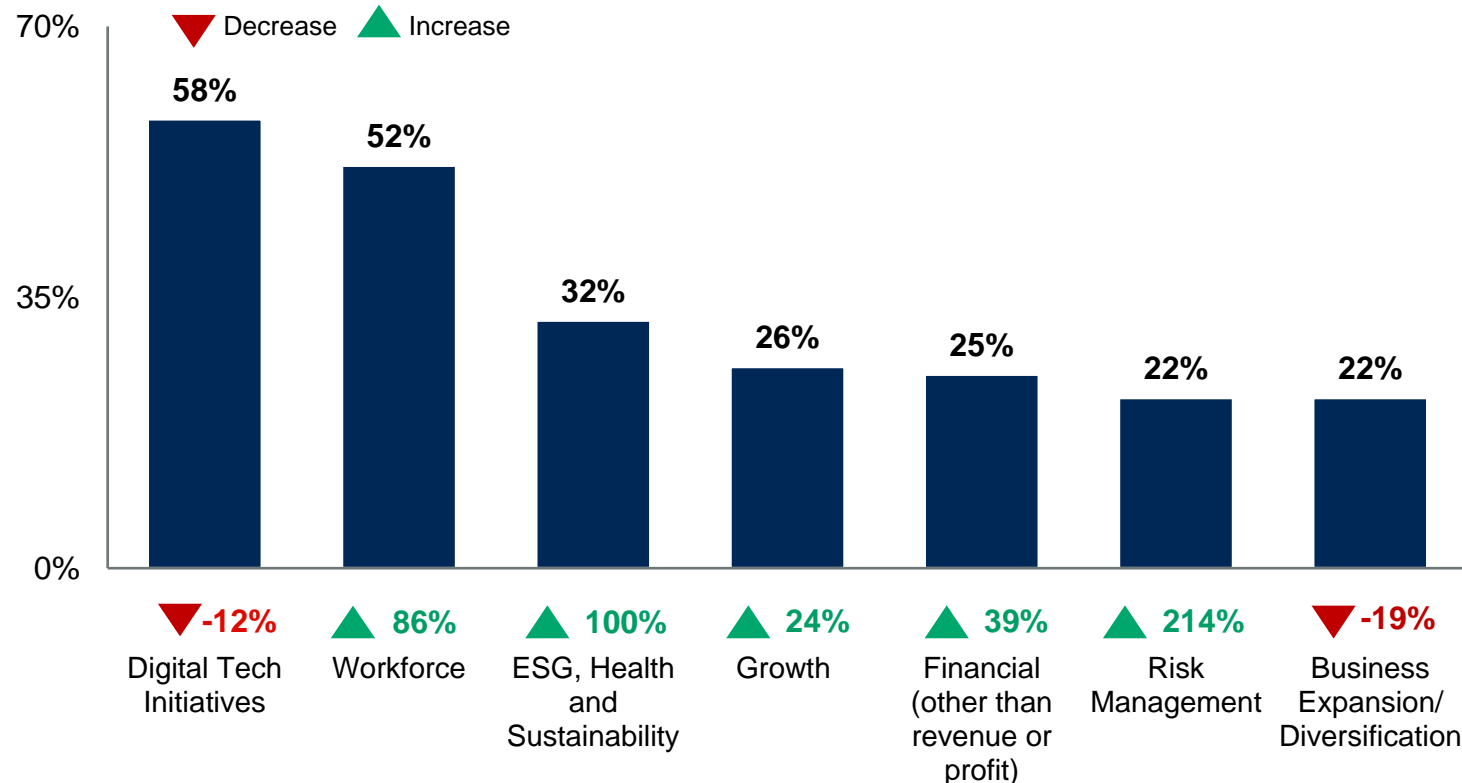
Source: 2022 Gartner View from the Board of Directors' Survey

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Strategic Business Priorities – Top 7

Top 7 Strategic Business Priorities for 2022/2023 – YoY Percentage Change Sum of Top 5, Coded Multiple Responses



n = 272 ; All Respondents, Excluding Cannot disclose

Q09. Please tell us about your organization's top 5 strategic business priorities for the next 2 years (2022/2023).

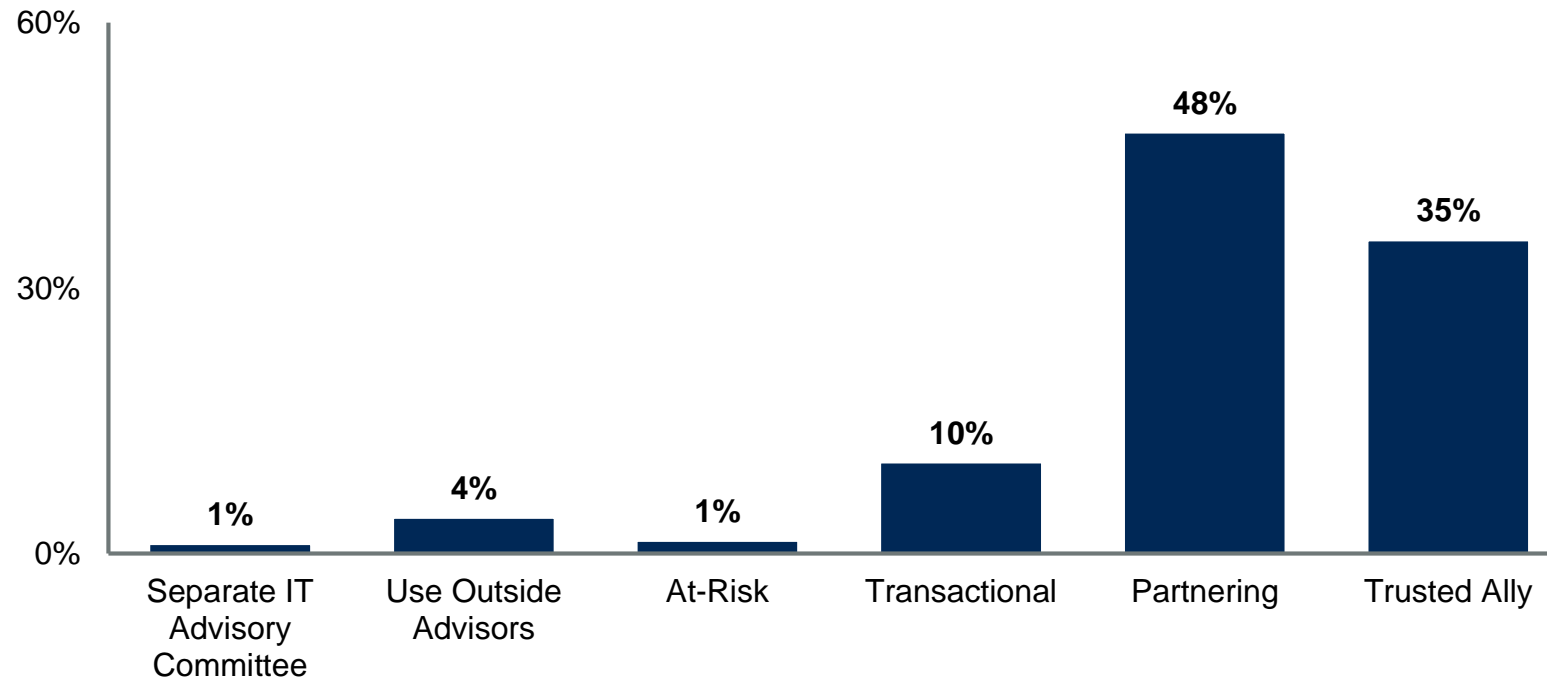
Source: 2022 Gartner View from the Board of Directors' Survey

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CIOs Have High Visibility & Respect

Role of CIO as an Adviser to the Board on Digital Business Issues



Trusted Ally: We look to the CIO to take leadership role/ownership of business/digital business issues and be a key adviser to the Board

Partnering: The CIO and IT organization often work in partnership with senior business leaders and occasionally provide inputs to the Board

Transactional: The CIO and IT organization are seen as a back office transactional function and do not typically interact with the Board

At-Risk: The CIO and IT organization are perceived to be in crisis management mode most of the time and interact with the Board only when there are major IT issues or concerns the Board has

Use Outside Advisors: We mainly use outside advisers (consultants) as digital business advisers and the CIO has no role to play in that

Separate IT Advisory Committee: We have a separate IT Advisory sub-committee the Board relies on for digital business advise

n = 271 ; All Respondents, Excluding Don't Know

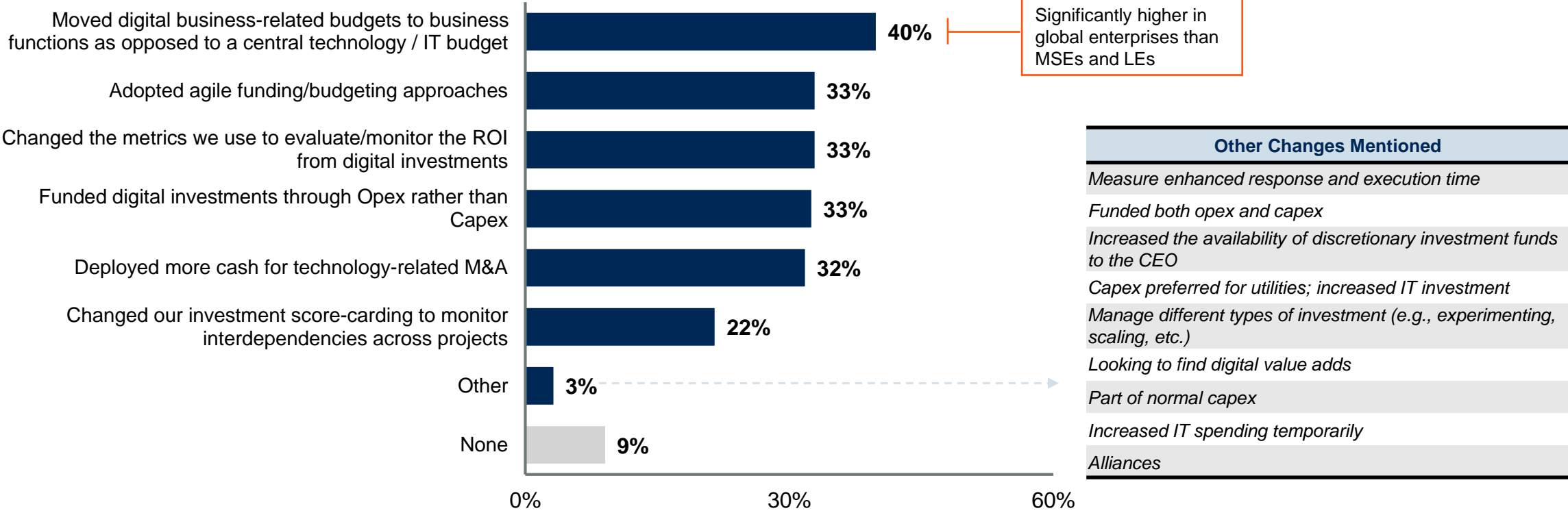
Q10. How would you describe the current levels of influence and power of the CIO (Chief Information Officer) or the most senior IT executive as it relates to digital business and his/her role as an 'adviser' to the Board on digital business issues?

Source: 2022 Gartner View from the Board of Directors' Survey

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Digital Business Budgets Moving to the Business

Changes in Capital Allocation and Investment Governance to Accommodate Digital Investments Multiple Responses



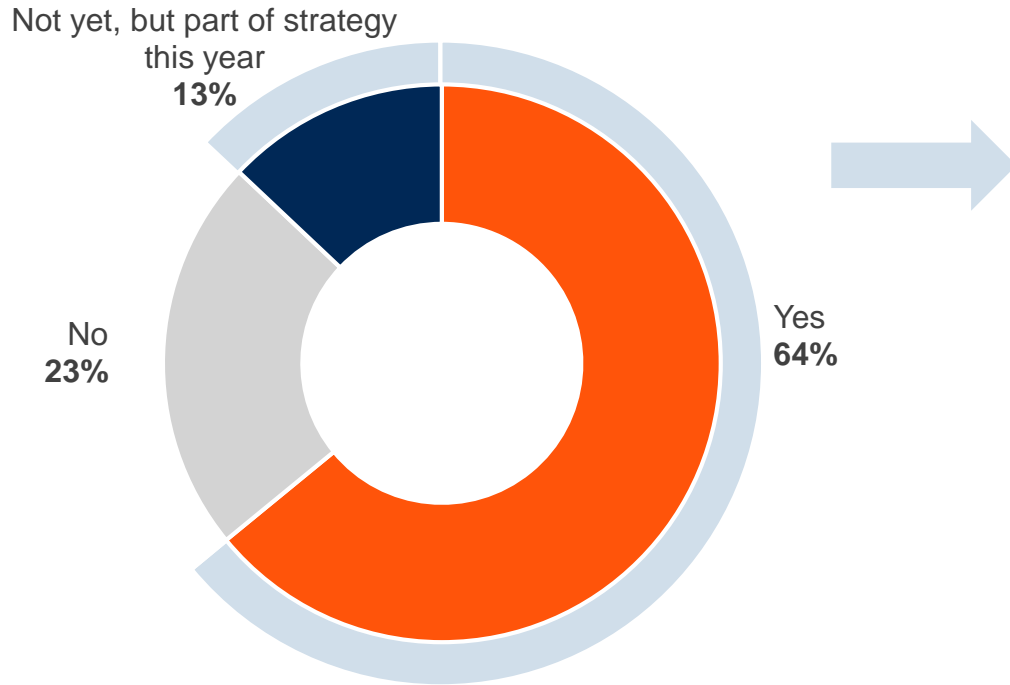
n = 273 ; All Respondents

Q12. Which of the following aspects of capital allocation and investment governance have you changed to accommodate digital investments?
Source: 2022 Gartner View from the Board of Directors' Survey



Digital Economic Architecture: An Increasing Priority

Board Effort to Alter Enterprise Economic Structure to a More Digital Economic Architecture



n = 270 ; All Respondents, Excluding Don't Know

Q11. For the post pandemic world, is there an effort by the Board to significantly alter the overall economic structure of the enterprise to a more digital economic architecture (i.e., greater emphasis on digital revenue, digital margins, digital productivity)?

Source: 2022 Gartner View from the Board of Directors' Survey

Top 3 Expected Business Outcomes from New Digital Economic Architecture



n = 208 ; Effort by the Board/Part of the strategy this year to get benefit from digital economic architecture (Q11), Excluding Don't Know

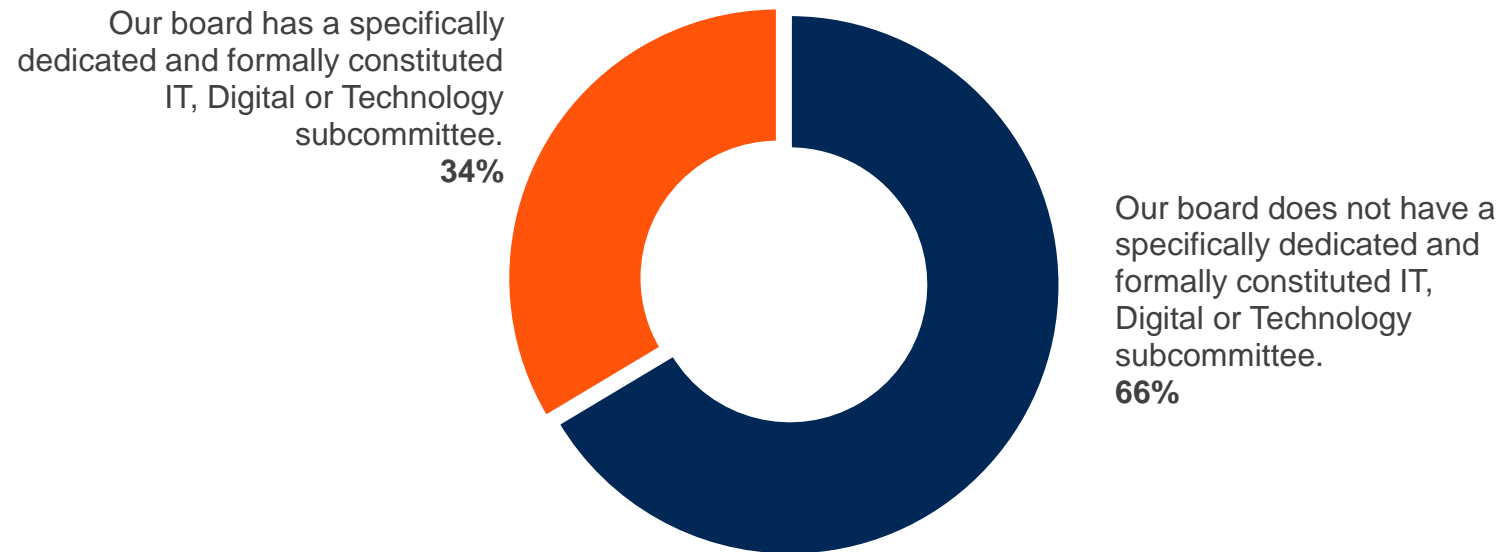
Q11a. And what are the top 3 expected business outcomes your organization will benefit from with this new digital economic architecture?

Source: 2022 Gartner View from the Board of Directors' Survey

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Minority Have a Formally Constituted Technology Subcommittee

Board of Directors' View on Board Technology Sub-committee



n = 268 ; All Respondents, Excluding Don't Know

Q13. Please tell us which of two opposing viewpoints most closely represents your organization's view - Board Technology Sub-committee

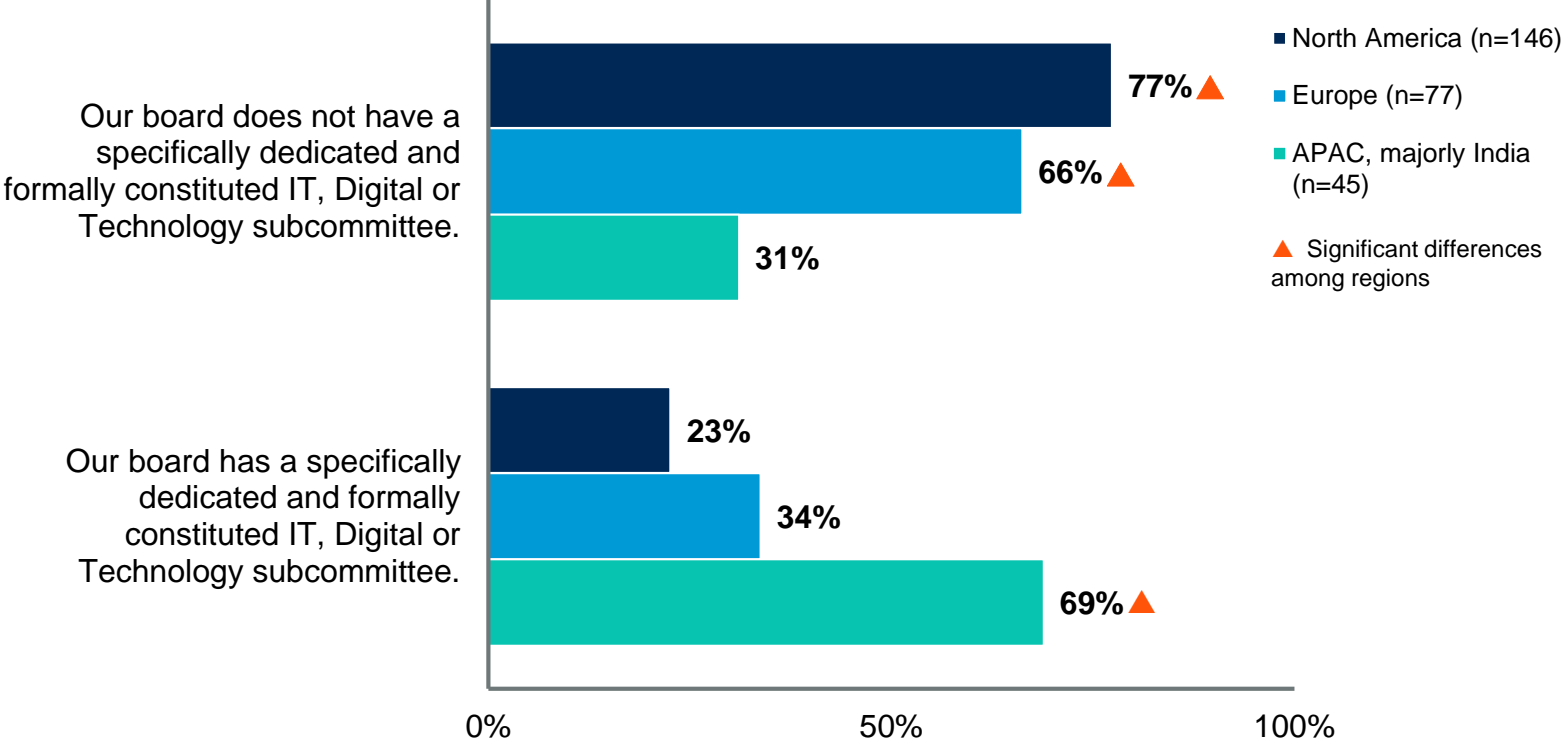
Source: 2022 Gartner View from the Board of Directors' Survey

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US & Europe Lag Behind APAC in Technology Sub-committee presence

Board of Directors' View on Board Technology Sub-committee

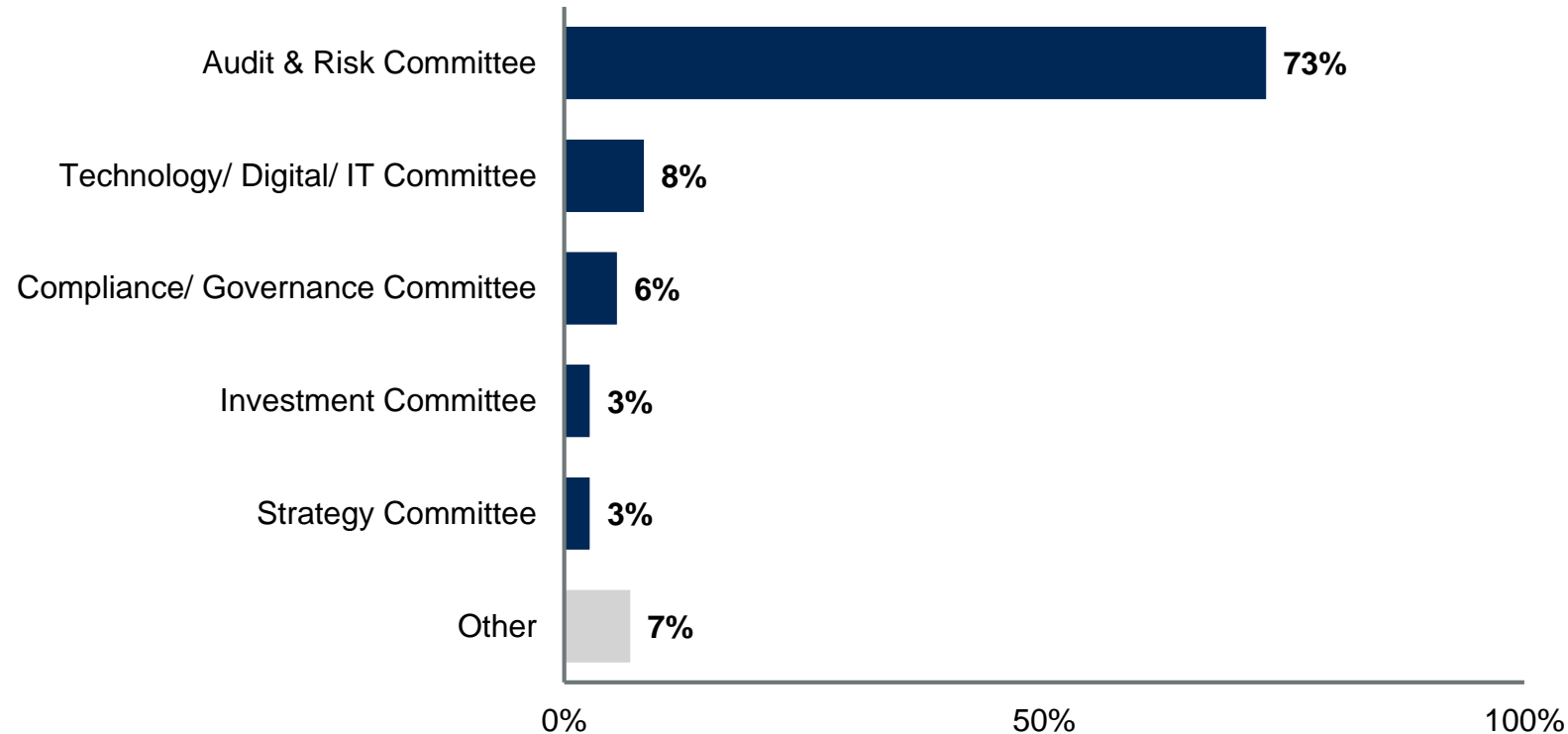


n varies ; All Respondents, Excluding Don't Know

Q13. Please tell us which of two opposing viewpoints most closely represents your organization's view - Board Technology Sub-committee
Source: 2022 Gartner View from the Board of Directors' Survey

Out of those who do not have a dedicated IT/tech/digital subcommittee but have another board sub-committee, 73% report that audit and risk committee is responsible for IT, digital and technology matters

Specific Name of the Subcommittee Responsible for IT, Digital and Technology Matters
Coded Responses



n = 71 ; Board does not have a dedicated and formally constituted IT, Digital or Technology subcommittee (Q13), Excluding Prefer not to answer

Q15a. What is the specific name of that subcommittee?

Source: 2022 Gartner View from the Board of Directors' Survey

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Key Issues

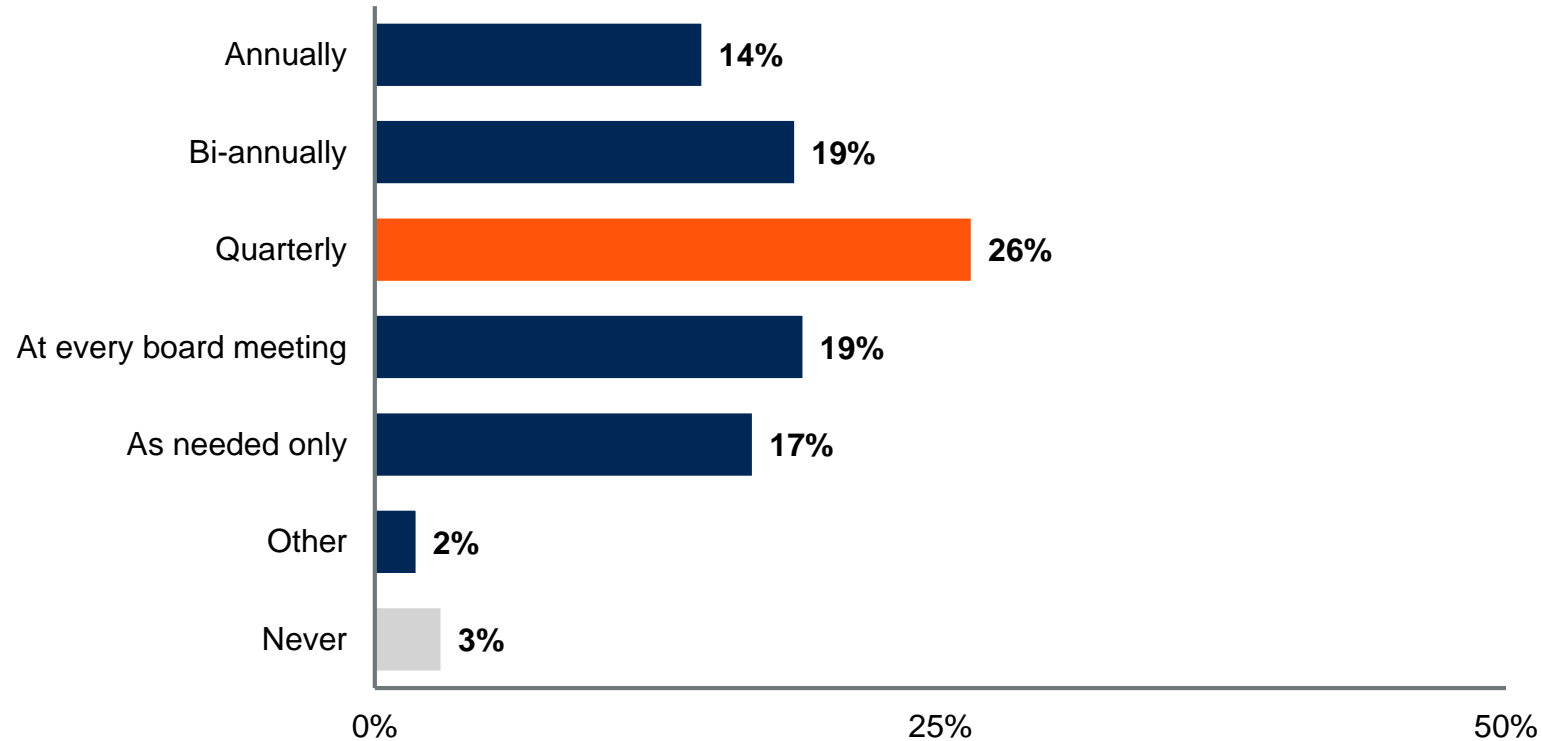
- How will Boards address the risk from economic and political volatility and a multi-polar world
- How do Boards view digital business acceleration through 2022
- How are Board strategy and investment approaches impacted by the societal issues that took center-stage during the pandemic

Headline Findings – Societal Issues / DE&I

- 45% board of directors have diversity, equity and inclusion on the agenda at every board meeting or quarterly.
- 3 in 10 board of directors don't see credit rating or lending agencies considering social and economic equity during company evaluation.
- 30% of board directors report that their organization publicly engages in the leading social or political issues

Over a fourth of board of directors have diversity, equity and inclusion on the agenda on quarterly basis

Cadence of Diversity, Equity and Inclusion on the Board Meeting Agenda

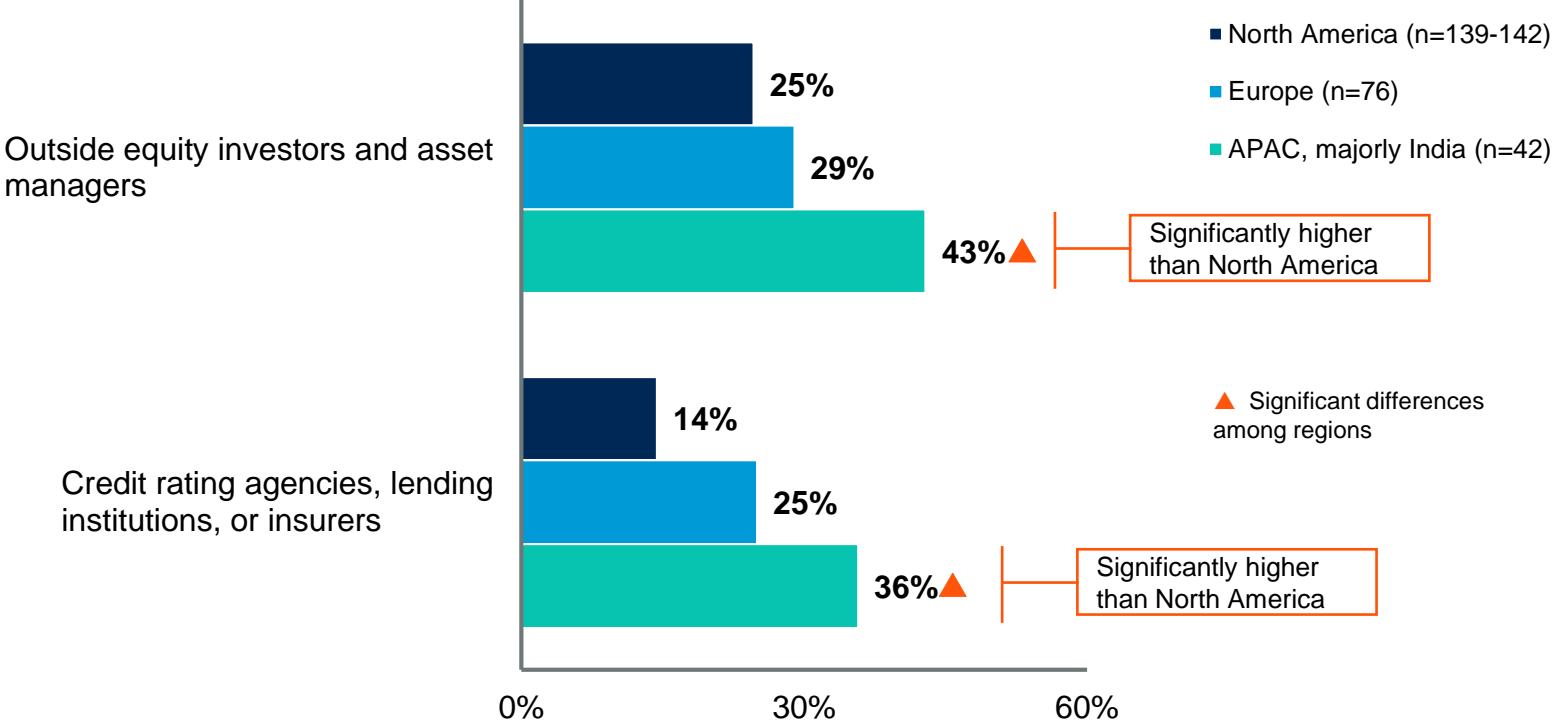


n = 269 ; All Respondents, Excluding Don't Know
Q17. How often is diversity, equity and inclusion on the board meeting agenda?
Source: 2022 Gartner View from the Board of Directors' Survey

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External Stakeholder Impact on DE&I Consideration

Stakeholders Considering Social and Economic Equity during Company Evaluation Top 2 Ratings (7=Significant Consideration, 6= Moderate Consideration)



n varies ; All Respondents, Excluding Don't Know

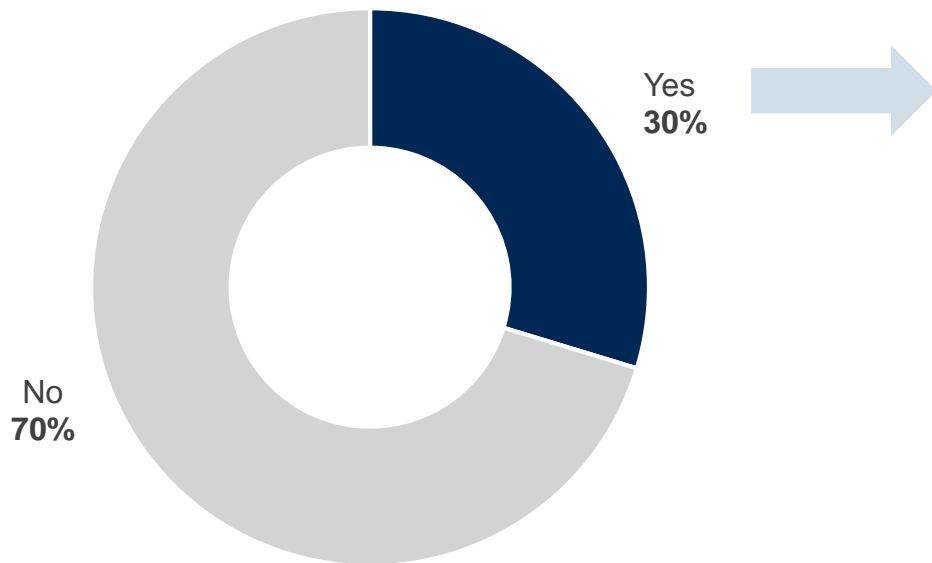
Q19. To what extent do you see each of the following stakeholders considering social and economic equity when evaluating your company?

Source: 2022 Gartner View from the Board of Directors' Survey

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30% of board directors report that their organization publicly engages in the leading social or political issues

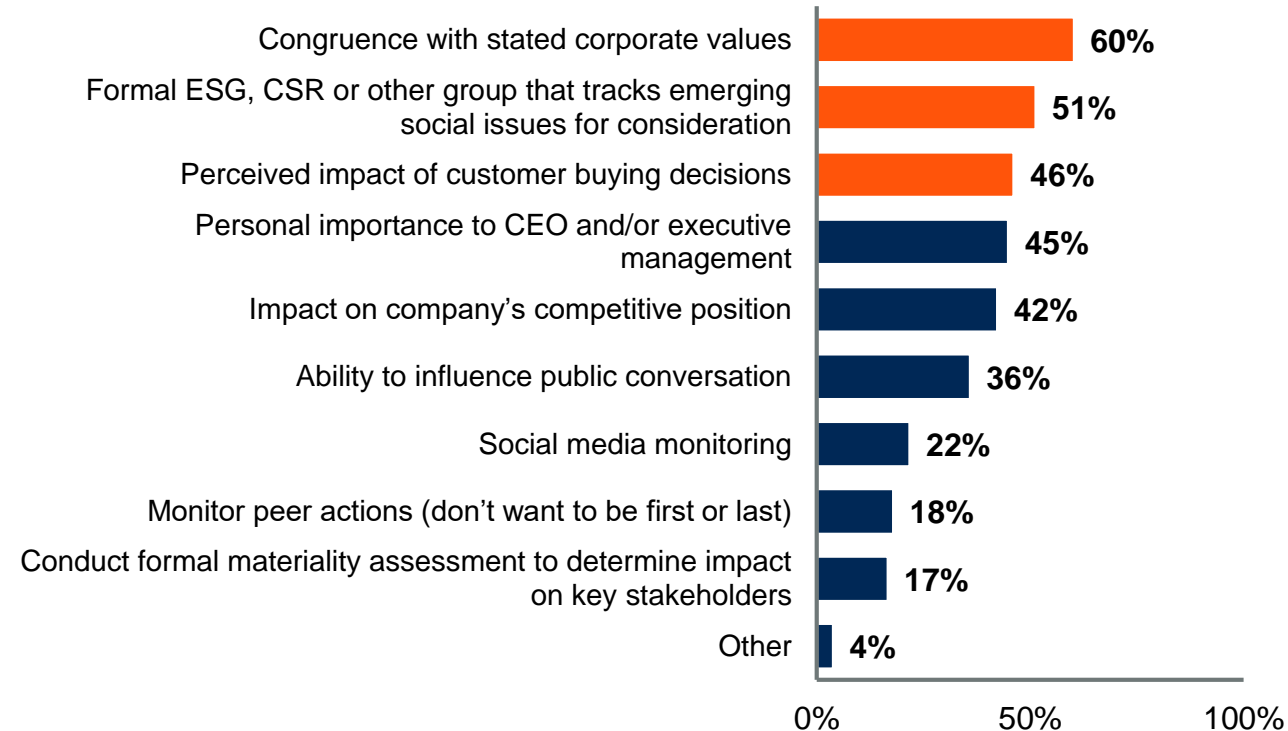
Public Engagement in the Leading Social or Political Issues



n = 266 ; All Respondents, Excluding Don't Know
 Q20. Does your company publicly engage in the leading social or political issues?
 Source: 2022 Gartner View from the Board of Directors' Survey

Reasons for Public Engagement in Leading Social or Political Issues

Multiple Responses



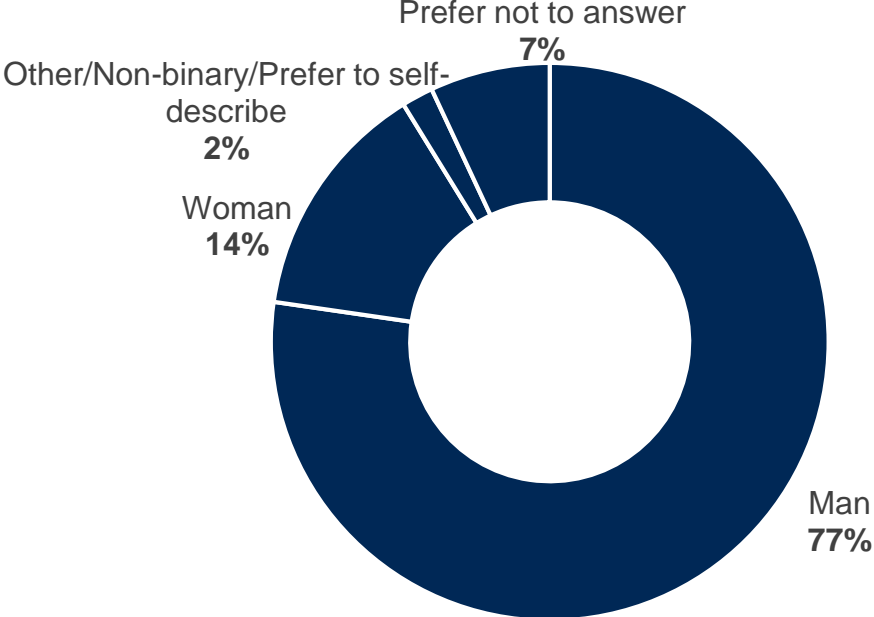
n = 78 ; Company publicly engage in the leading social or political issues (Q20), Excluding Don't Know
 Q20a. What are the reasons for which your organization publicly engages in leading social or political issues?
 Source: 2022 Gartner View from the Board of Directors' Survey

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Appendix: Survey Demographics

Respondent's Identity

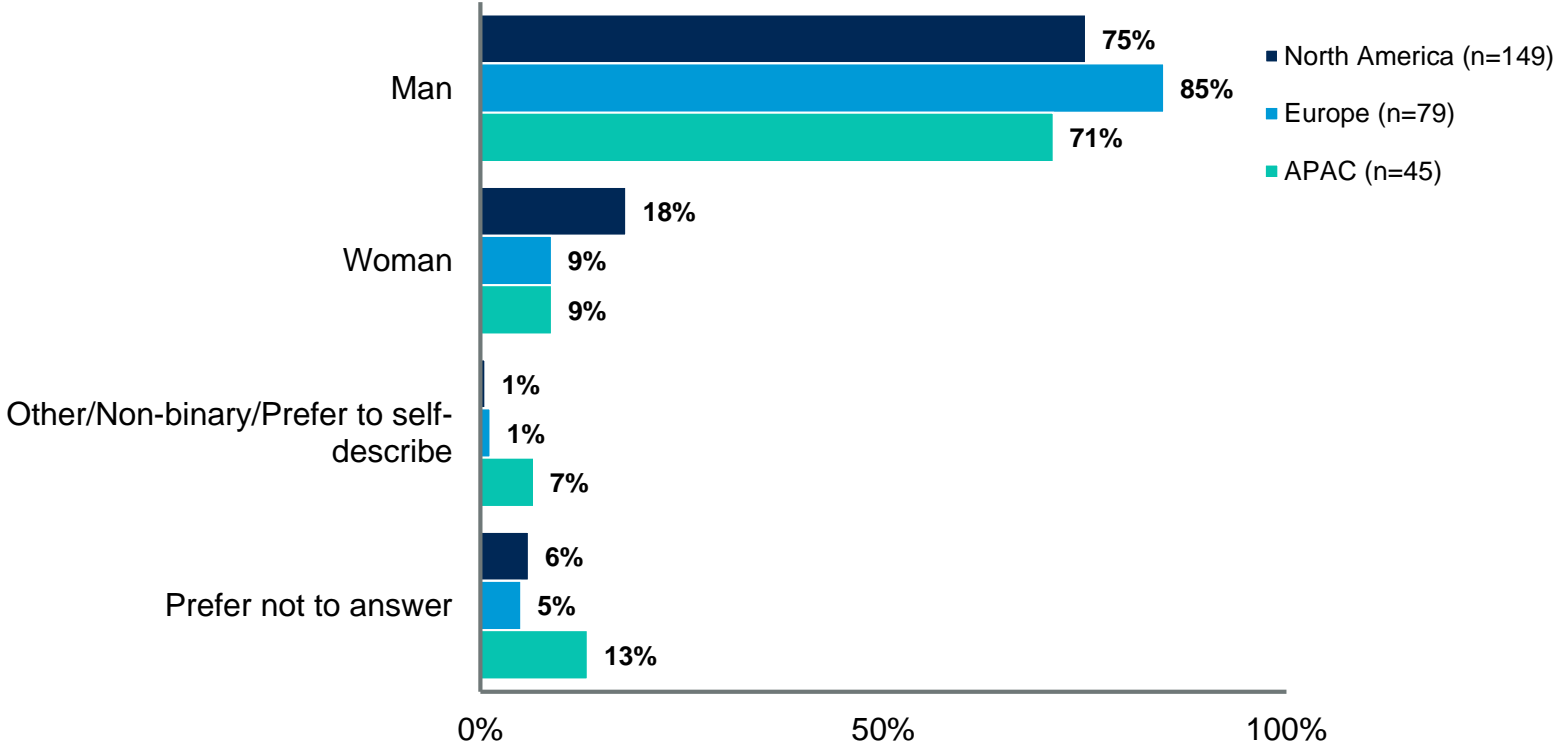
Identity



n = 273 ; All Respondents
D01. Which of the following best aligns with how you identify?
Source: Gartner 2022 Gartner Board of Directors' Survey

Respondent's Identity – Regional Comparison

Identity



n varies ; All Respondents
D01. Which of the following best aligns with how you identify?
Source: Gartner 2022 Gartner Board of Directors' Survey

Project Summary – Study Objectives

The purpose of this study is:

- To understand how BoDs will address the risk from economic and political volatility and a multi-polar world.
- To understand BoD's mindset around digital business acceleration and their intent to convert acceleration to momentum through 2022.
- To understand, post-pandemic, how BoDs' strategy and investment approaches will be impacted by the key societal issues that took center-stage during the pandemic.

Hypotheses we tested:

- **Hypothesis 1-** BoDs will change their risk-appetite in an economically volatile and multi-polar world.
- **Hypothesis 2-** BoDs will continue to increase investments, executive focus, and strategic attention on digital business.
- **Hypothesis 3-** BoDs will balance societal concerns around economic inequities with a shareholder value focus.

Project Summary: Methodology record

Gartner's View from the Board of Directors Survey 2022: This study was conducted to understand how BoDs will address the risk from economic and political volatility and a multi-polar world and their intent to convert digital acceleration to digital momentum. The survey also helps understand the impact of the key societal issues that took center-stage during the pandemic on BoDs' strategy and investment approaches

The survey was conducted online from May through June 2020 among 265 respondents from the U.S., Europe and Asia/Pacific.

Companies were screened to be midsize, large or global enterprises.

Respondents were required to be a board director or a member of a corporate board of directors. If respondents serve on multiple boards, they answered for the largest company, defined by its annual revenue, for which they are a board member.

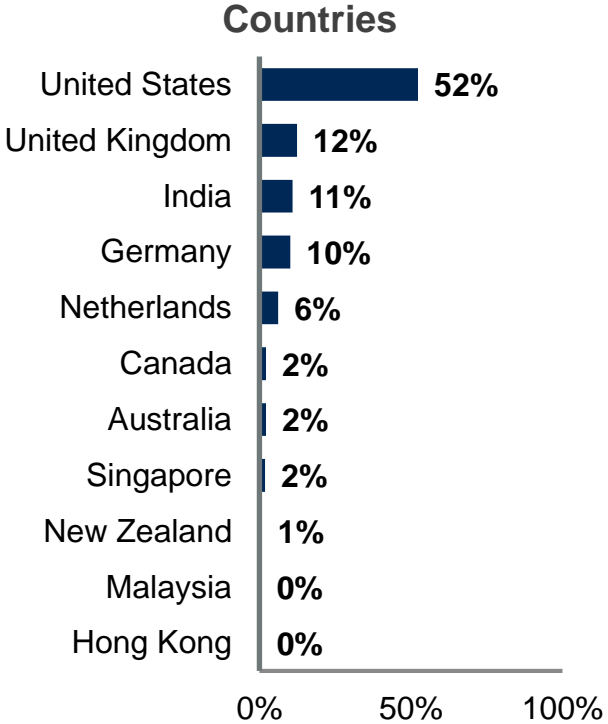
The survey was developed collaboratively by Gartner analysts and the Research Data and Analytics team.



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

Respondent Profile: Primary Workplace

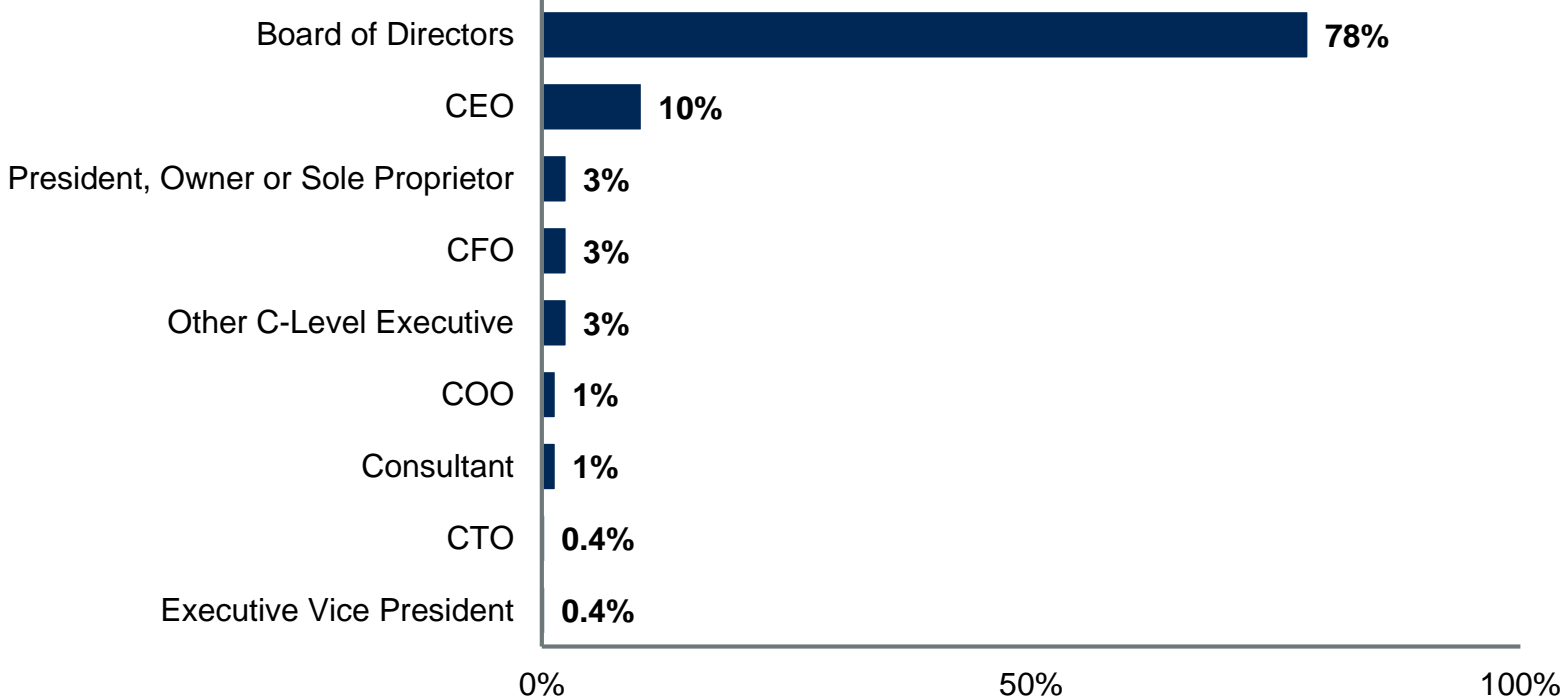
Primary Workplace Location



n = 273 ; All Respondents
S01. In which country is your primary workplace located?
Source: 2022 Gartner View from the Board of Directors' Survey

Respondent Profile: Job Category

Job Category



n = 273 ; All Respondents

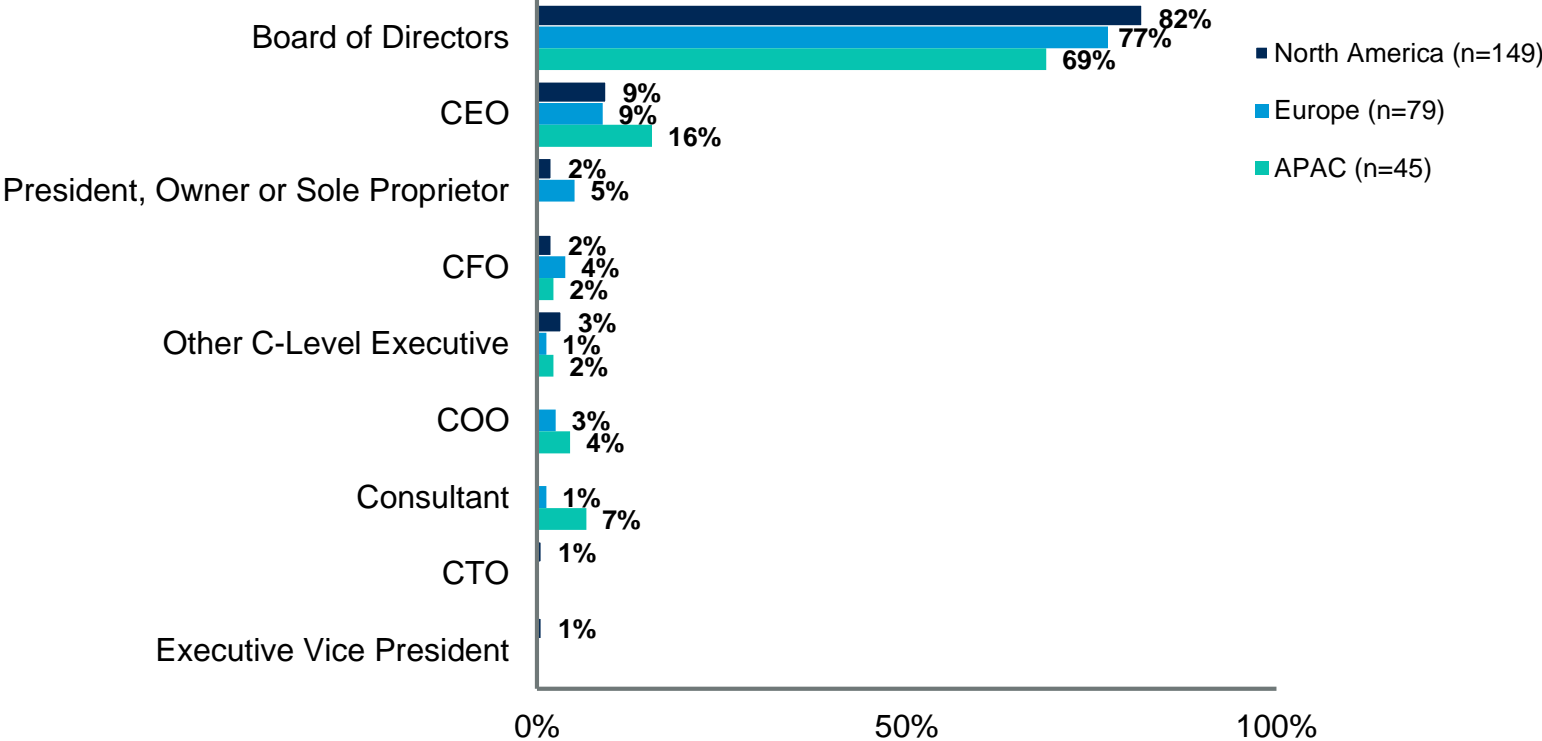
S02. Which of the following describes your main job category?
Source: 2022 Gartner View from the Board of Directors' Survey

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Respondent Profile: Job Category By Region

Job Category



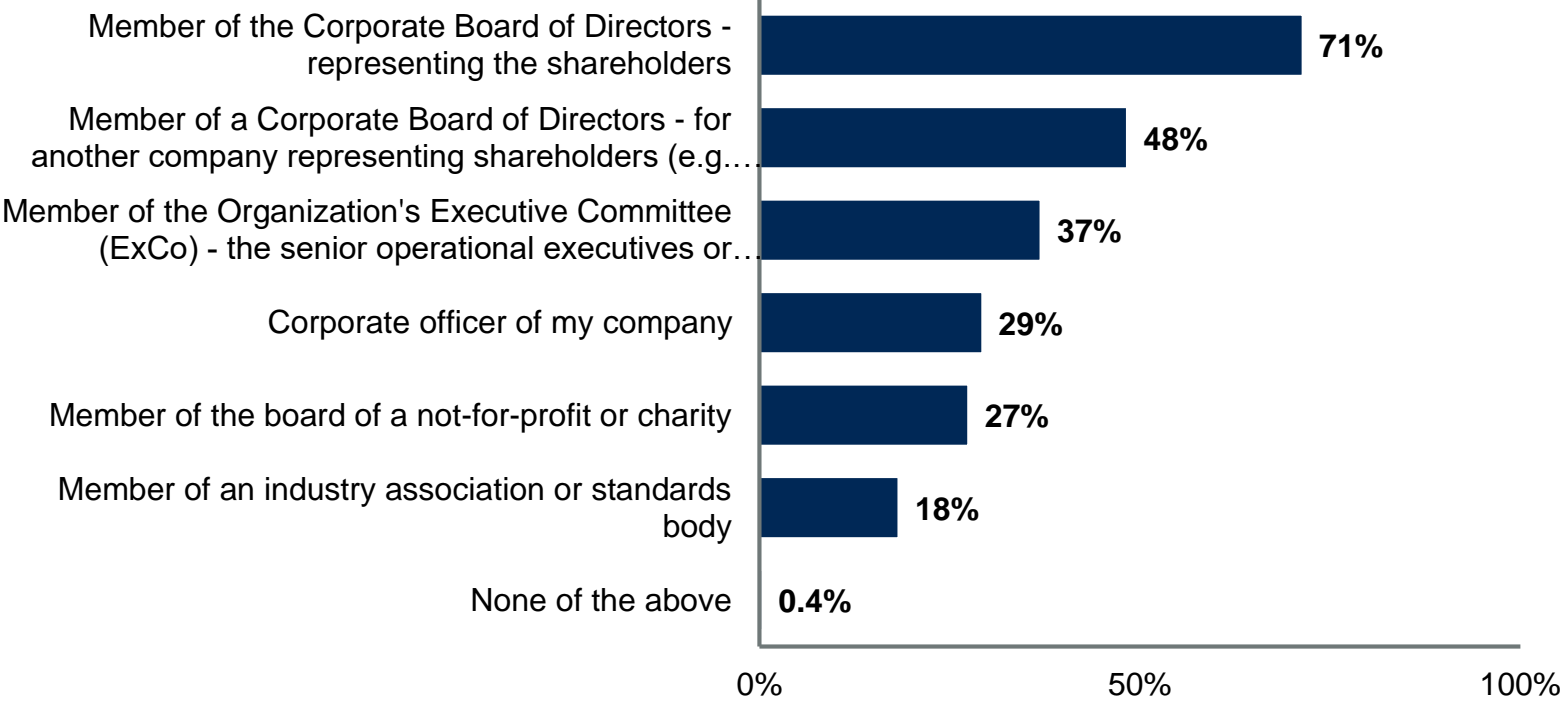
n varies ; All Respondents

S02. Which of the following describes your main job category?
 Source: 2022 Gartner View from the Board of Directors' Survey



Respondent Profile: Corporate Groups Participation

Participation in Corporate Groups Multiple Responses



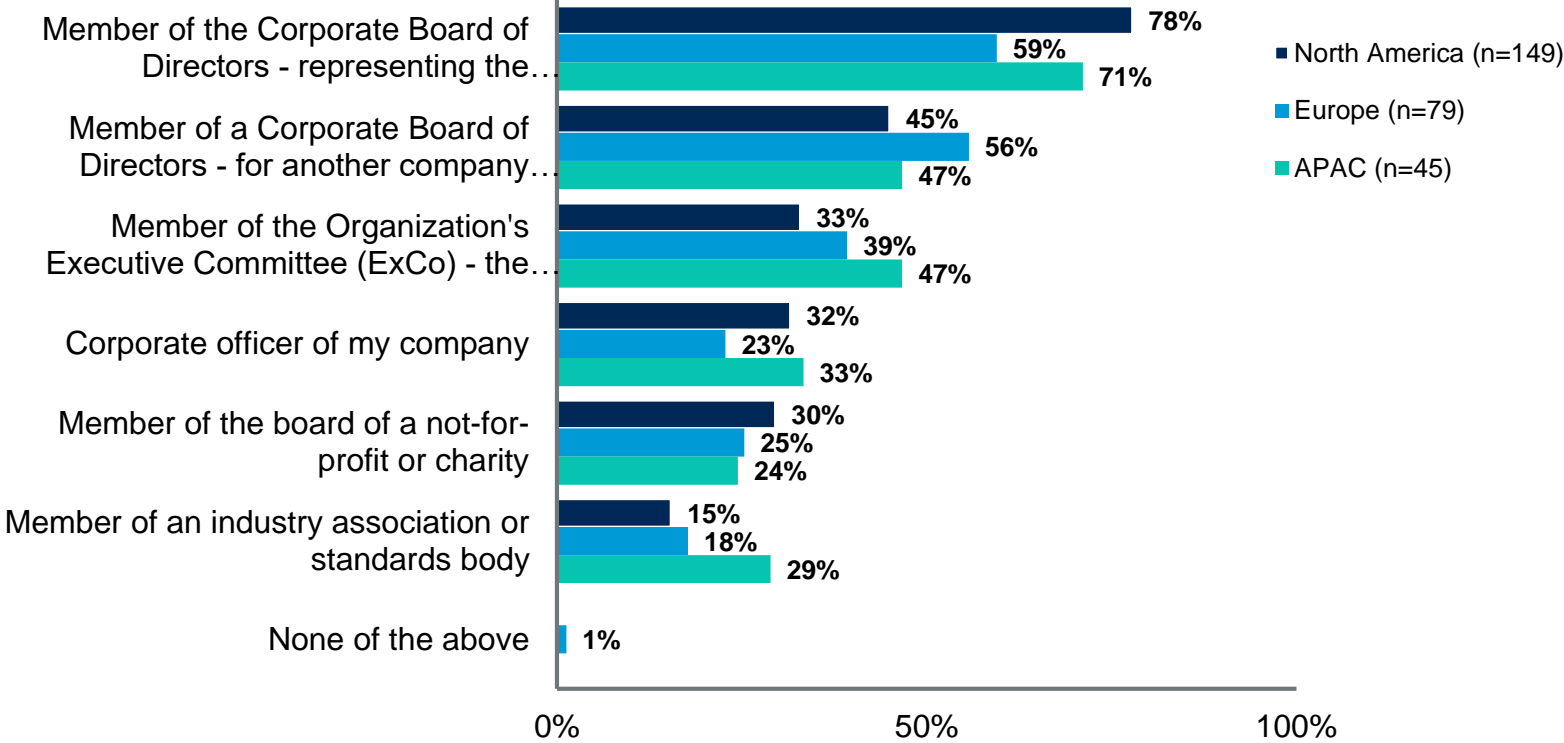
n = 273 ; All Respondents

S03. In which corporate groups do you personally participate?
Source: 2022 Gartner View from the Board of Directors' Survey



Respondent Profile: Corporate Groups By Region

Participation in Corporate Groups Multiple Responses



n varies ; All Respondents

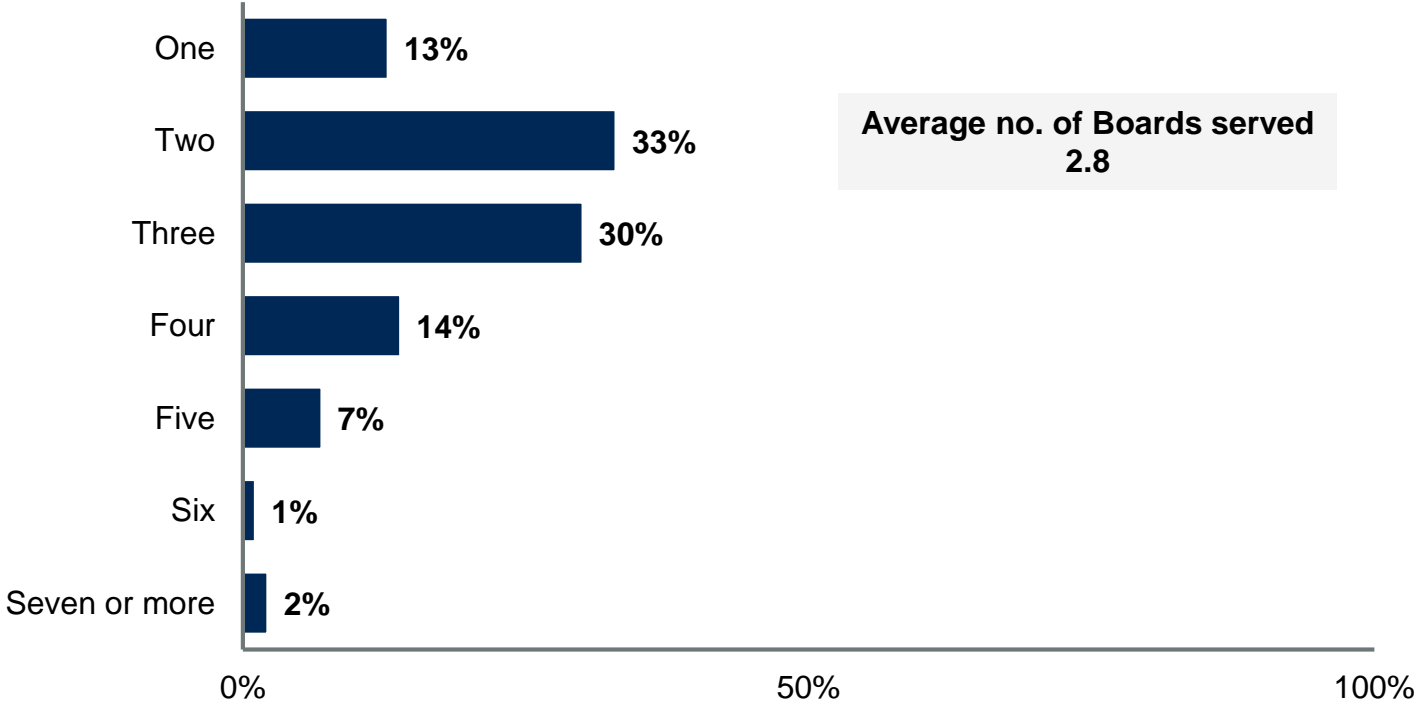
S03. In which corporate groups do you personally participate?
Source: 2022 Gartner View from the Board of Directors' Survey

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Respondent Profile: Number of Boards Served

Number of Boards Served



n = 273 ; All Respondents

S04. How many boards do you serve? We are asking about the non-executive board or supervisory board that represents the company's shareholders.

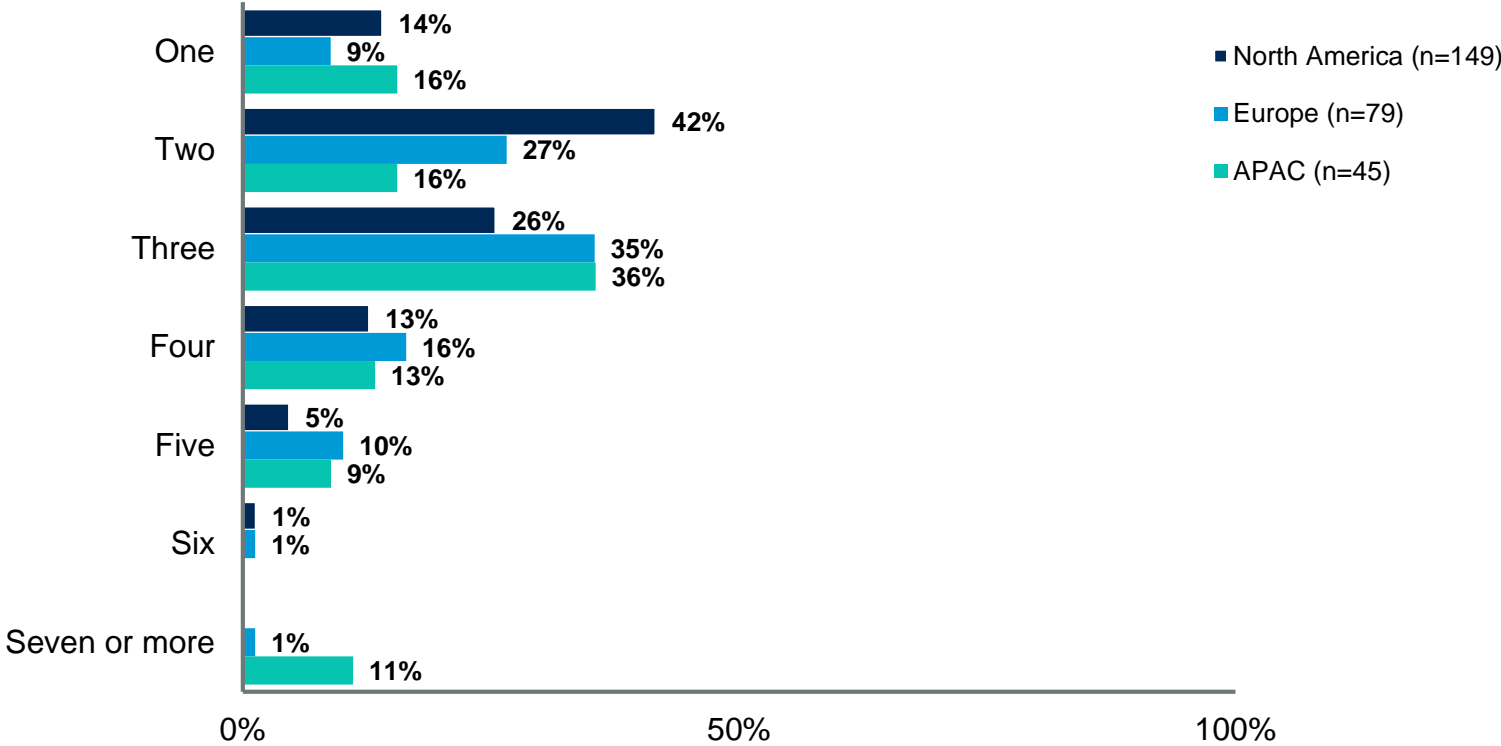
Source: 2022 Gartner View from the Board of Directors' Survey

Statistics are approximations calculated from range mid-points

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Respondent Profile: No. of Boards Served By Region

Number of Boards Served



n varies ; All Respondents

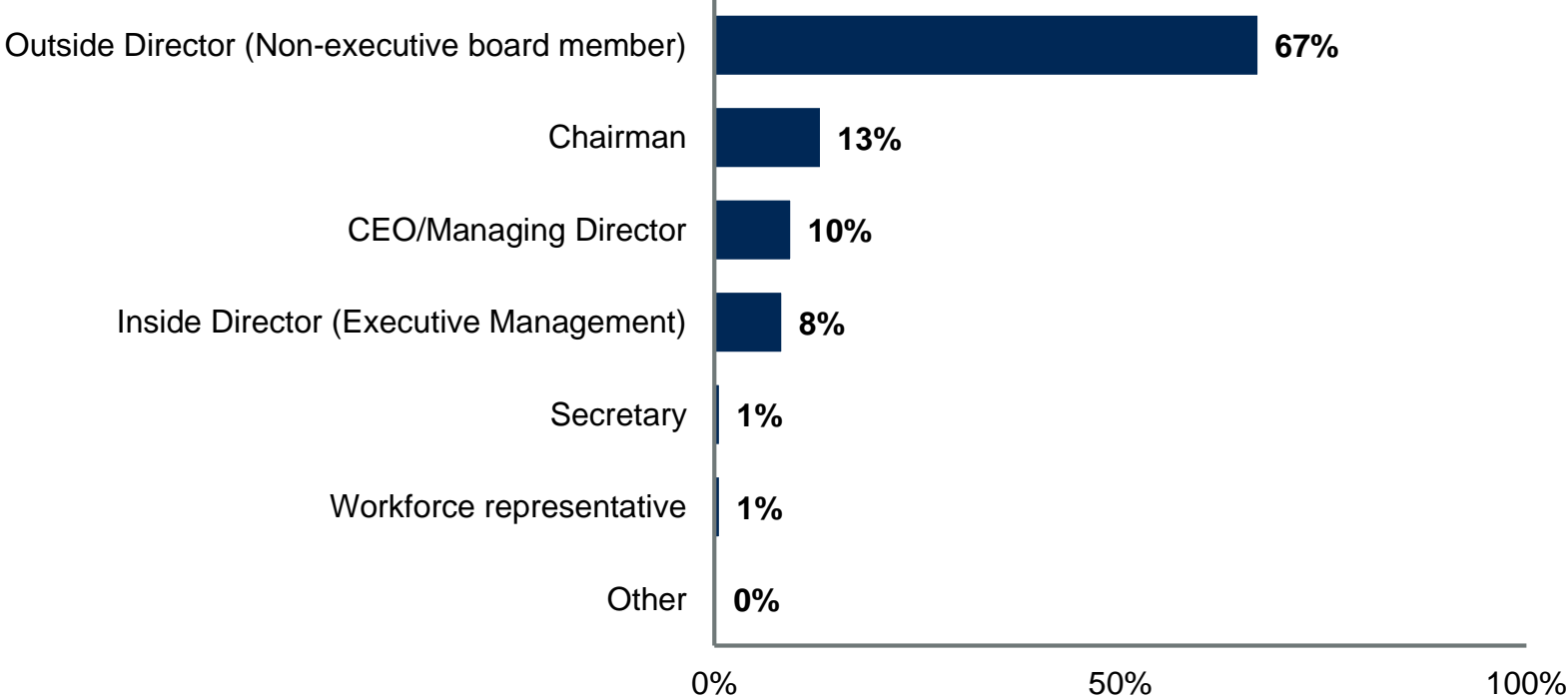
S04. How many boards do you serve? We are asking about the non-executive board or supervisory board that represents the company's shareholders.

Source: 2022 Gartner View from the Board of Directors' Survey

Statistics are approximations calculated from range mid-points

Respondent Profile: Role on Board of Directors

Role on Board of Directors



n = 273 ; All Respondents

S04b. Which of the following best describes your role on the Board of Directors/ non-executive board or supervisory board?

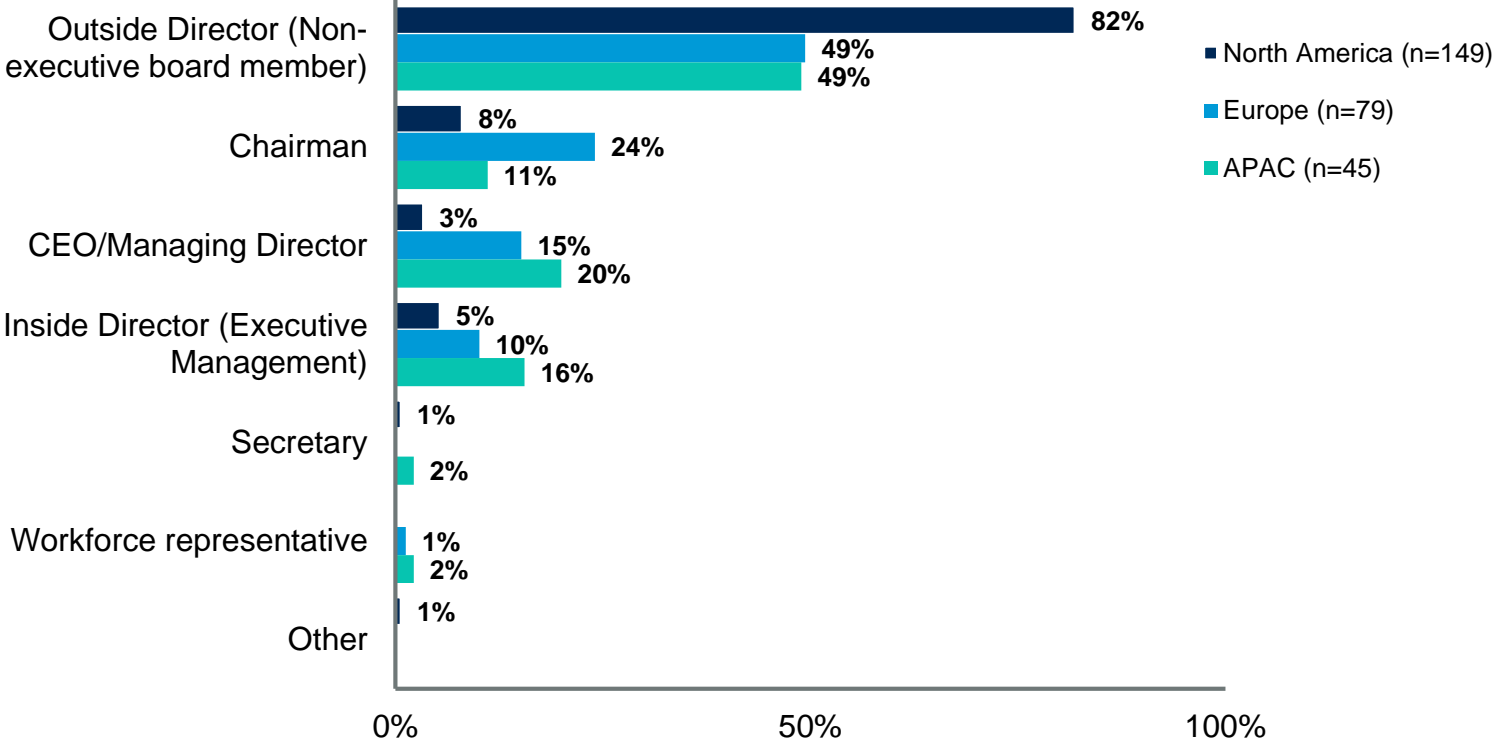
Source: 2022 Gartner View from the Board of Directors' Survey

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Respondent Profile: Role on Board of Directors By Region

Role on Board of Directors



n varies ; All Respondents

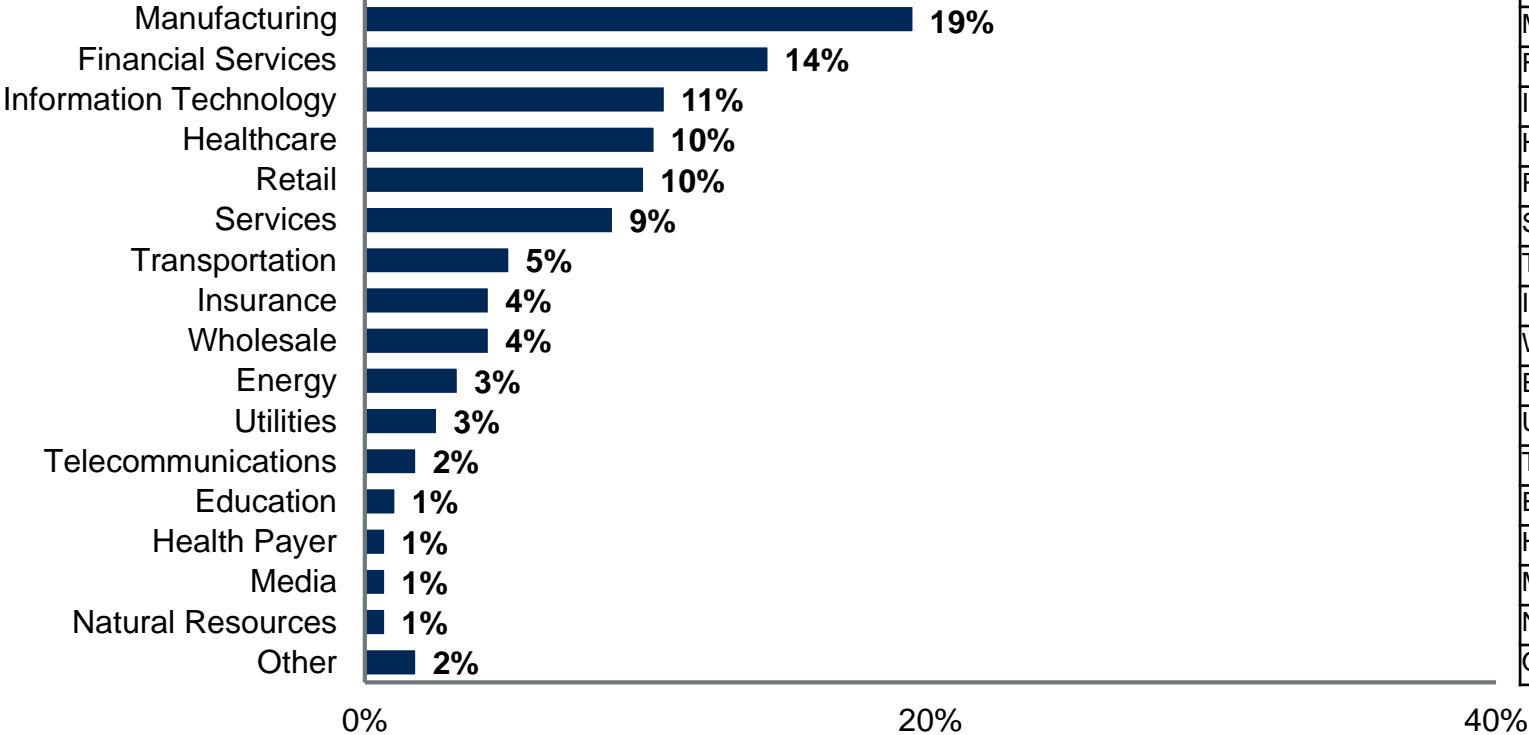
S04b. Which of the following best describes your role on the Board of Directors/ non-executive board or supervisory board?

Source: 2022 Gartner View from the Board of Directors' Survey

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Respondent Profile: Primary Industry

Primary Industry Roll-up



Industry Roll-up	Sample collected
Manufacturing	53
Financial Services	39
Information Technology	29
Healthcare	28
Retail	27
Services	24
Transportation	14
Insurance	12
Wholesale	12
Energy	9
Utilities	7
Telecommunications	5
Education	3
Health Payer	2
Media	2
Natural Resources	2
Other	5

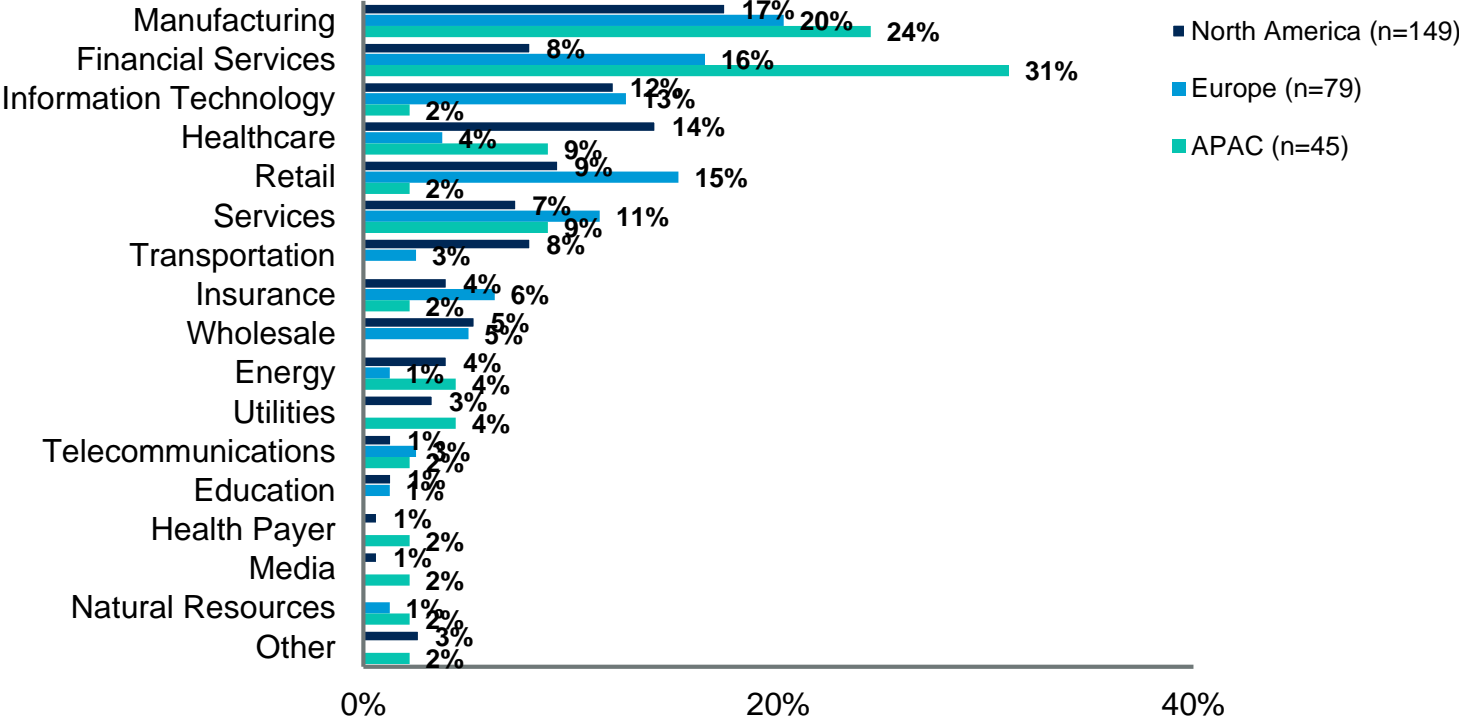
n = 273 ; All Respondents

S05. Which of the following most accurately represents your organization's primary industry classification?
 Source: 2022 Gartner View from the Board of Directors' Survey



Respondent Profile: Primary Industry By Region

Primary Industry Roll-up



n varies ; All Respondents

S05. Which of the following most accurately represents your organization's primary industry classification?

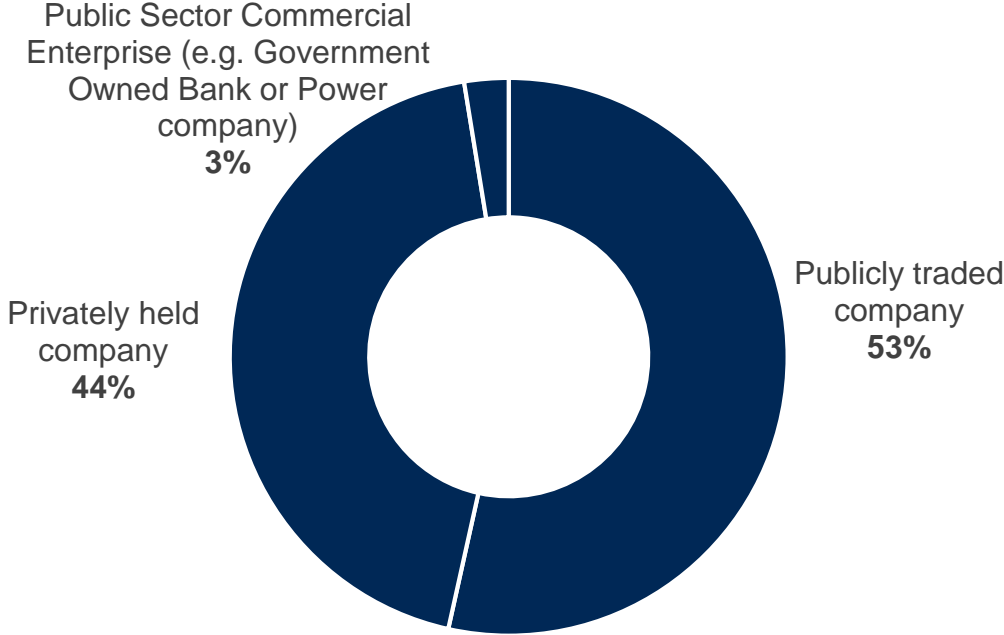
Source: 2022 Gartner View from the Board of Directors' Survey

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Respondent Profile: Organizations Ownership

Organizations Ownership

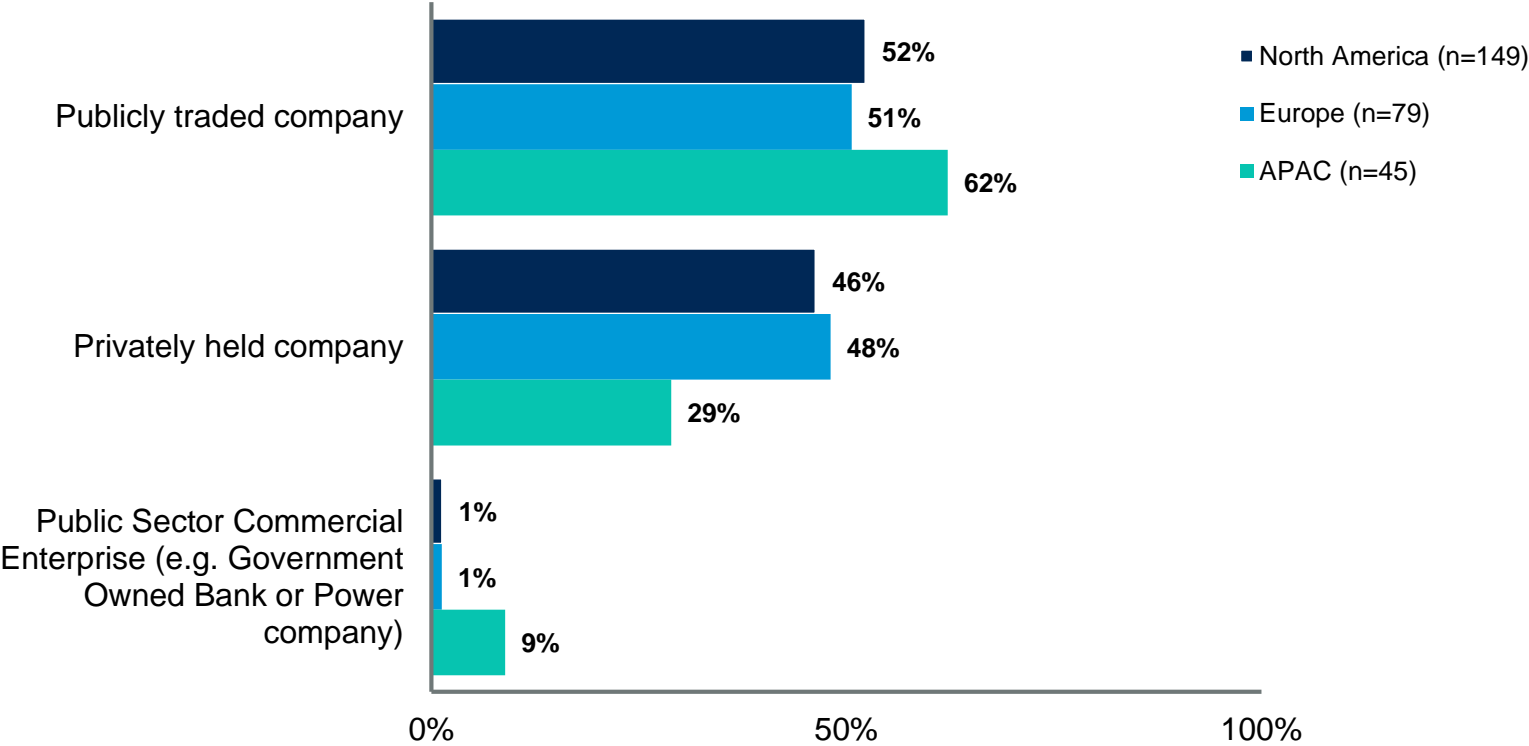


n = 273 ; All Respondents

S06. Which of the following options best describes the organization's ownership?
Source: 2022 Gartner View from the Board of Directors' Survey

Respondent Profile: Organizations Ownership By Region

Organizations Ownership

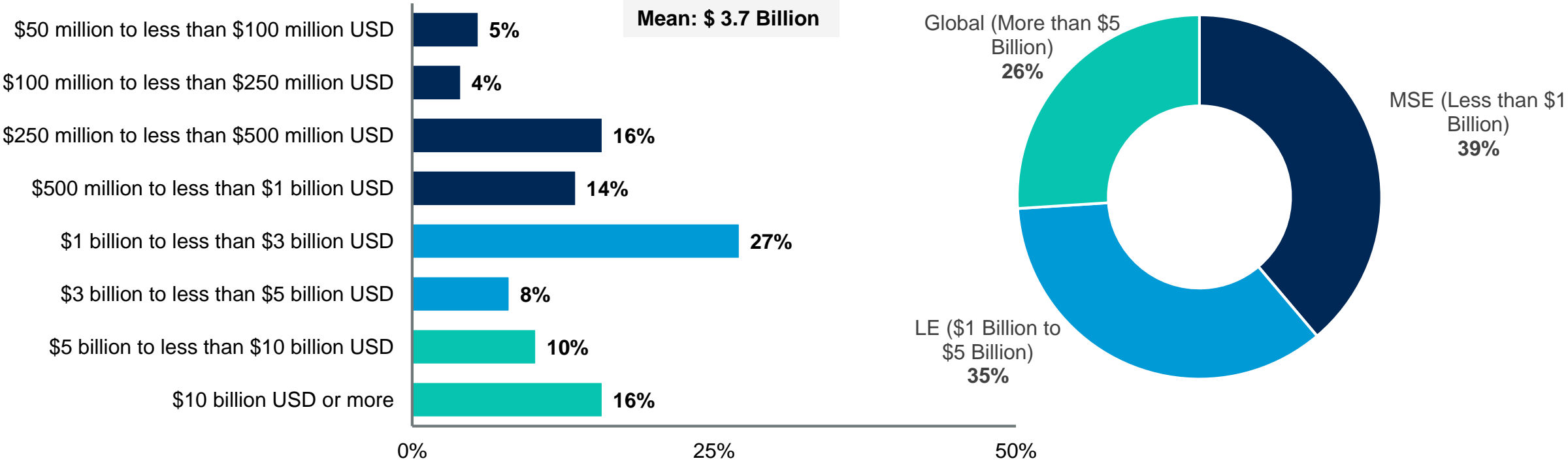


n varies ; All Respondents

S06. Which of the following options best describes the organization's ownership?
Source: 2022 Gartner View from the Board of Directors' Survey

Respondent Profile: Company Size

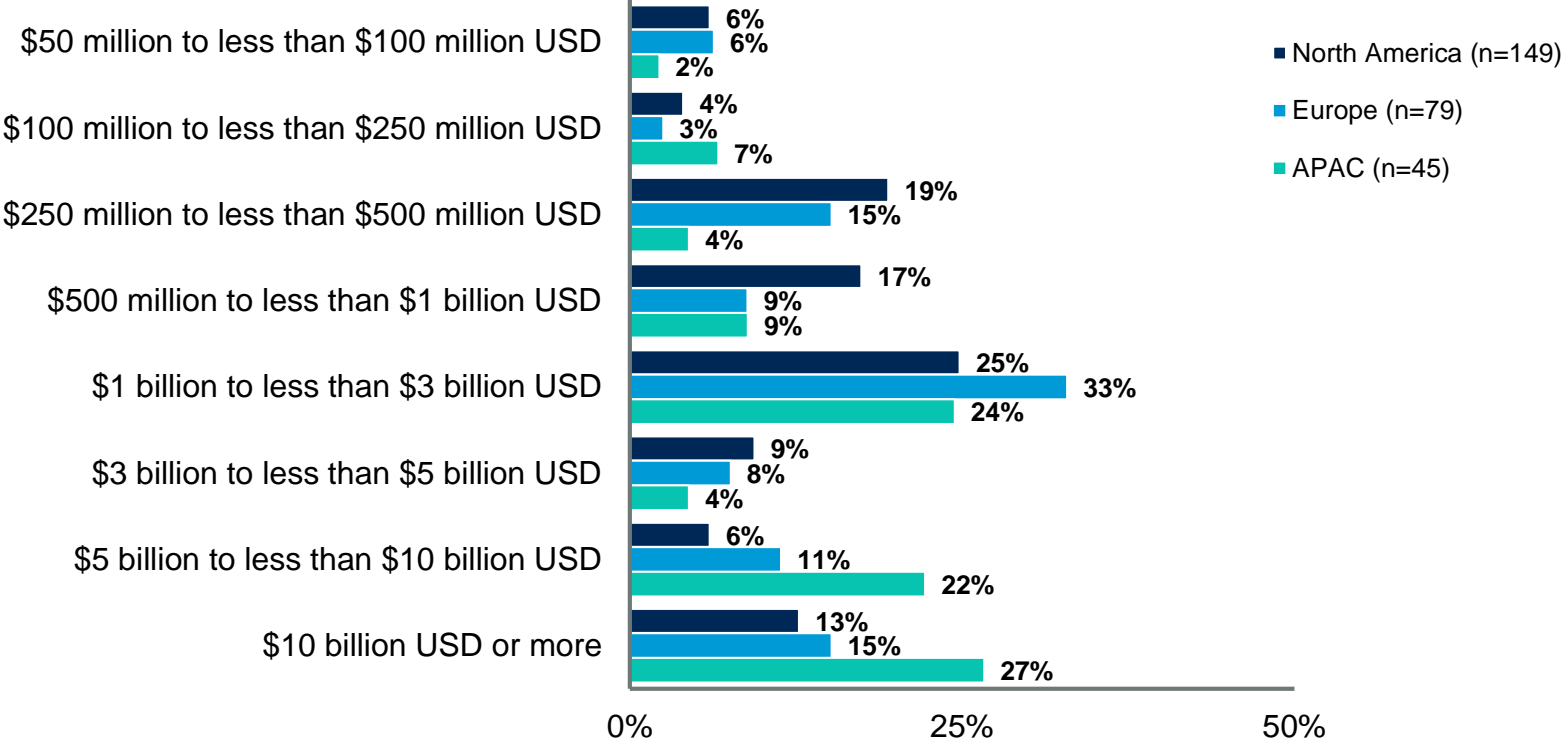
Annual Revenue



n = 273 ; All Respondents
 S07. Which of the following categories represents your organization's enterprise-wide annual revenue for fiscal year 2020?
 Source: 2022 Gartner View from the Board of Directors' Survey
 Statistics are approximations calculated from range mid-points

Respondent Profile: Company Size By Region

Annual Revenue



n varies ; All Respondents

S07. Which of the following categories represents your organization's enterprise-wide annual revenue for fiscal year 2020?

Source: 2022 Gartner View from the Board of Directors' Survey

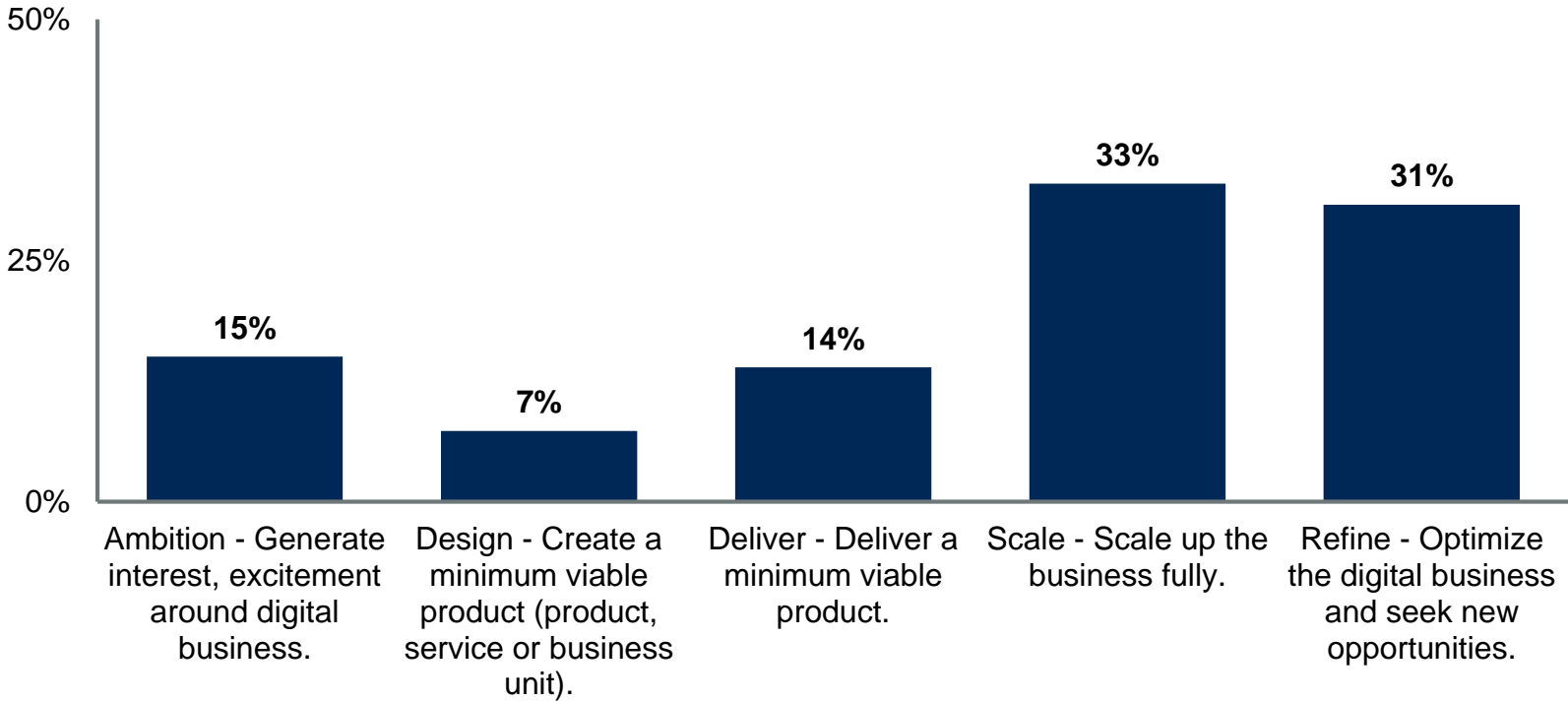
Statistics are approximations calculated from range mid-points

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Respondent Profile: Stage of Digital Initiative

Stage of Organizations' Digital Initiative



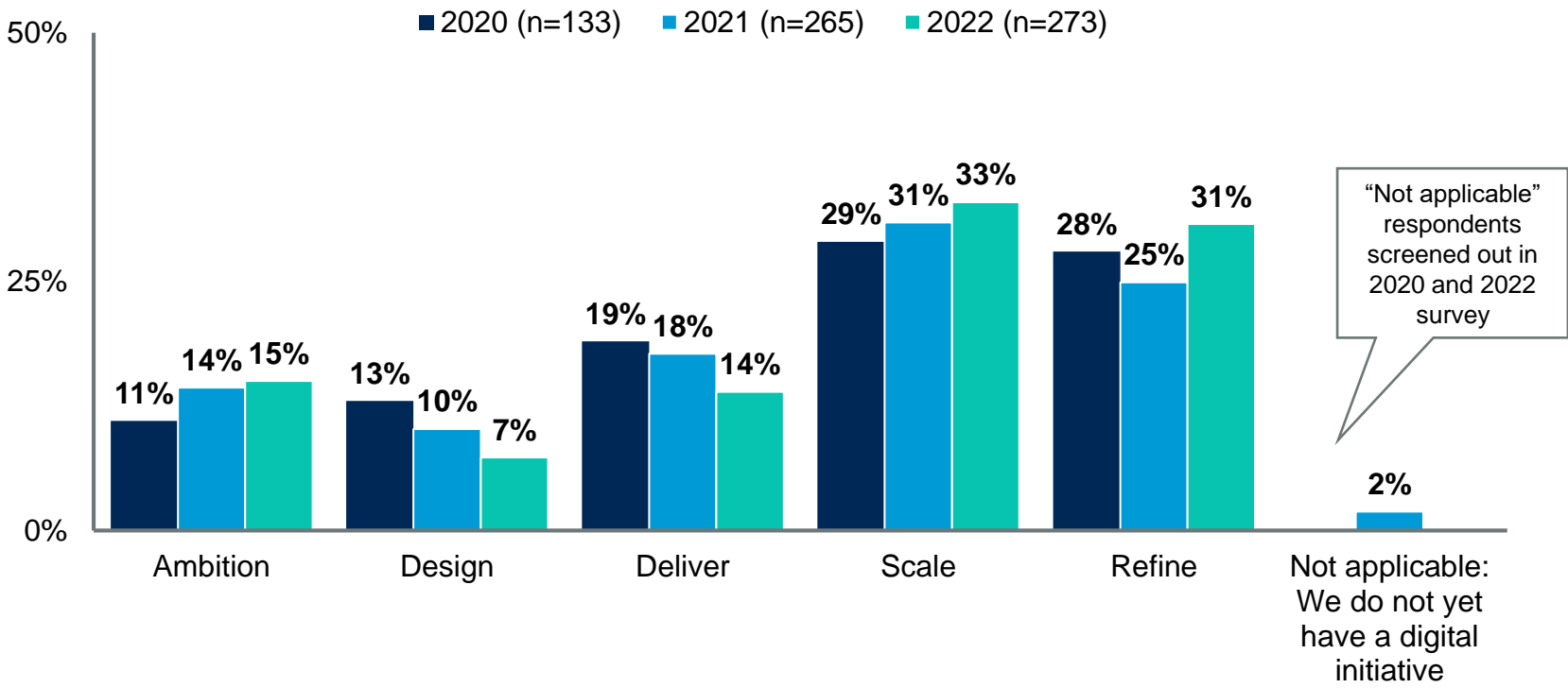
n = 273 ; All Respondents

S08. Which of these best describes the stage of your organization's digital initiative - i.e., your organization's digitalization efforts?
Source: 2022 Gartner View from the Board of Directors' Survey



Respondent Profile: Stage of Digital Initiative

Stage of Organizations' Digital Initiative – YoY Comparison

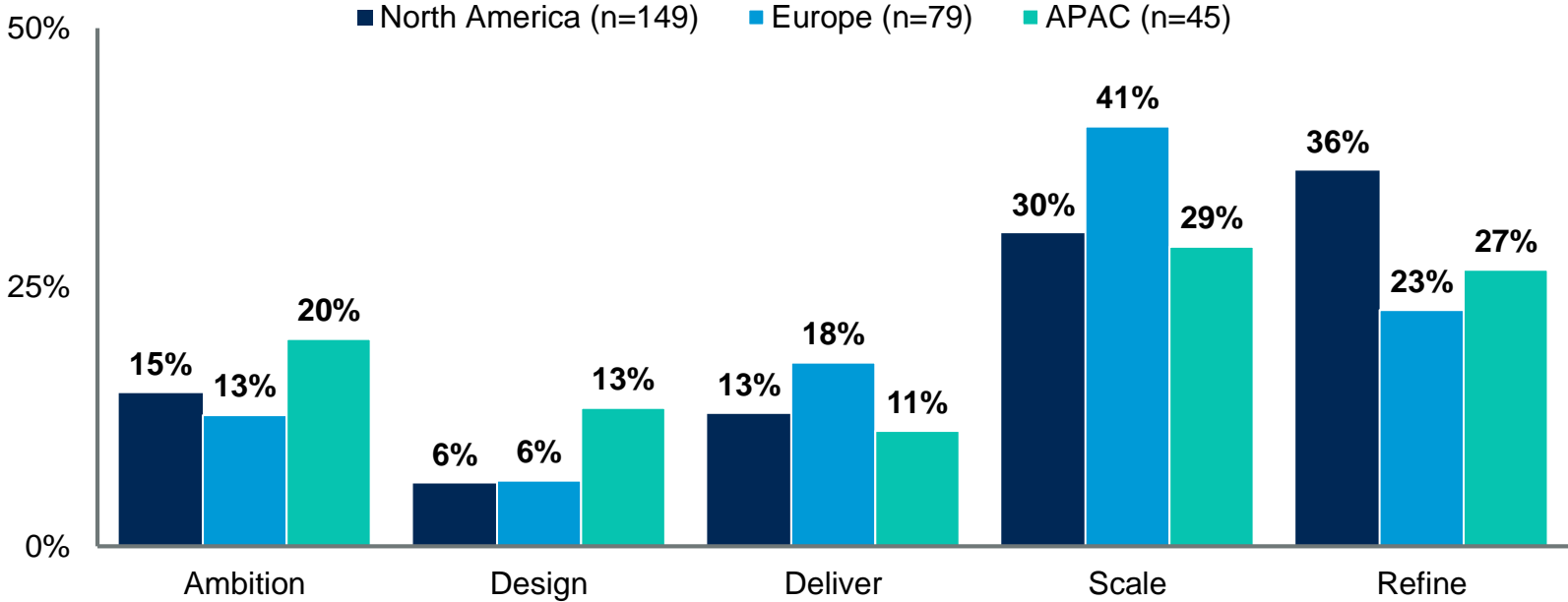


n varies ; All Respondents
 S08. Which of these best describes the stage of your organization's digital initiative - i.e., your organization's digitalization efforts?
 Source: 2022 Gartner View from the Board of Directors' Survey
 Years on the chart reflect the title of the Board of Directors surveys



Respondent Profile: Stage of Digital Initiative By Region

Stage of Organizations' Digital Initiative

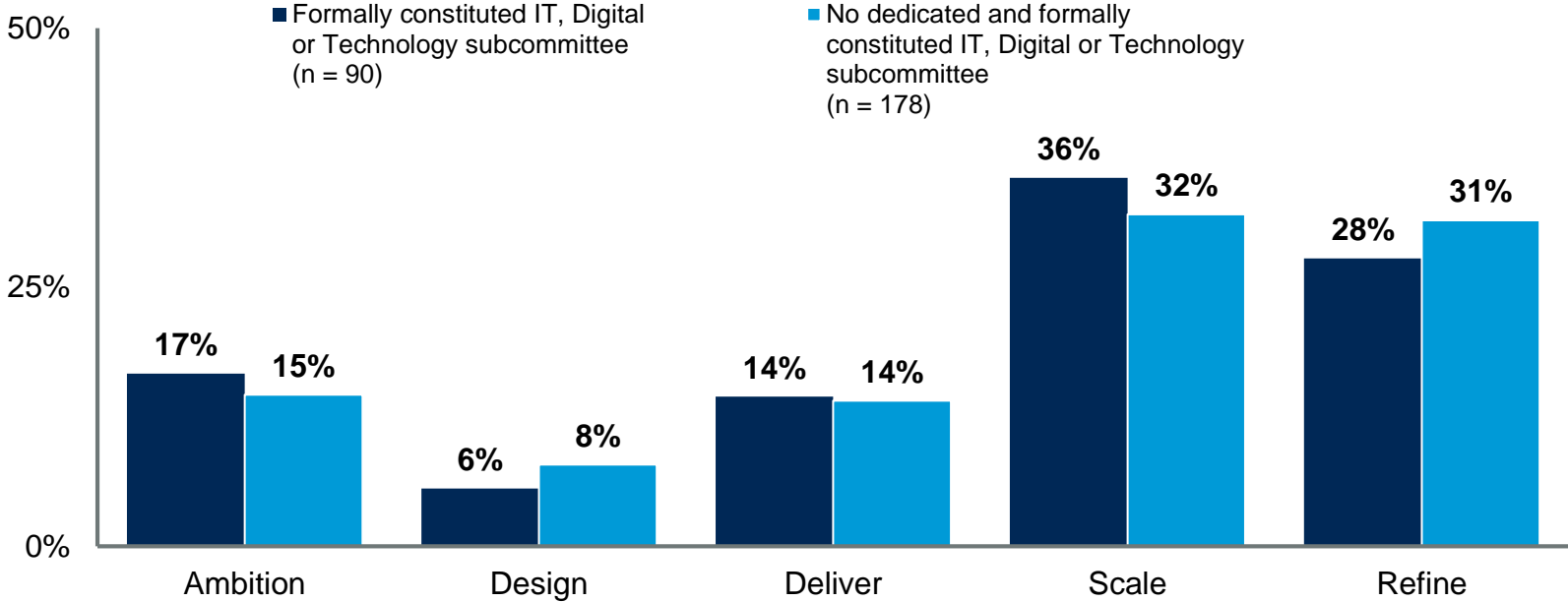


n varies ; All Respondents

S08. Which of these best describes the stage of your organization's digital initiative - i.e., your organization's digitalization efforts?
Source: 2022 Gartner View from the Board of Directors' Survey

By Board level IT, Digital or Technology Sub-committee

Stage of Organizations' Digital Initiative



n varies ; All Respondents

S08. Which of these best describes the stage of your organization's digital initiative - i.e., your organization's digitalization efforts?
Source: 2022 Gartner Board of Directors' Survey

Ask your questions



The image shows a user interface for asking a question. At the top, there is a navigation bar with four buttons: 'Ask a question', 'Attachments', 'Rate this', and 'Details'. The 'Ask a question' button is highlighted with an orange border, and an orange arrow points to it from the left. Below the navigation bar, the text 'Ask a question' is displayed. Underneath is a large text input field with the placeholder text 'Type your question here...'. At the bottom right of the form, there is a 'Send Question' button, which is also highlighted with an orange border, and an orange arrow points to it from the left.

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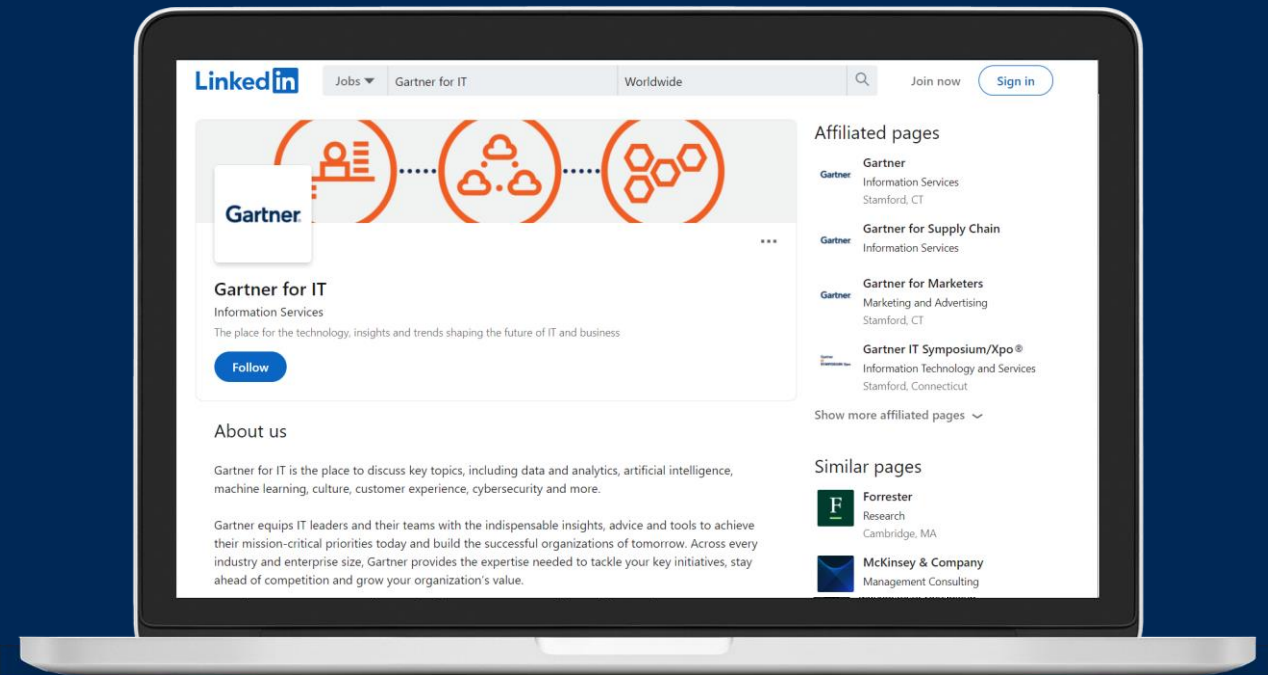
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