



RICOH

Workplace Technology Adoption Gap

Thought Leadership Study

OCT 2026

01

Background

Study objectives and methodology behind the Workplace Technology Adoption Gap Study.

Methodology

Overview: TRUE Global Intelligence, FleishmanHillard’s in-house research practice, designed this study. Big Village fielded the study online among 2,017 adults in the U.S. and Canada who are employed full-time at an organization with at least 10 employees.

Survey Length: 7.7 minutes (employees) / 7.1 minutes (decision-makers)

Field dates: September 3-September 11, 2026

1,511

EMPLOYEES

1,005 U.S. / 506 Canada

Individual contributors, non-manager employees, and people leaders below the Director level who use workplace technology in their role

506

Business Decision-Makers

375 U.S. / 131 Canada

Directors and above, with a decision-making role over AI, workplace technology, workplace experience, operations, and/or digital transformation

OBJECTIVES

- Measure the disconnect between what business leaders believe about workplace technology effectiveness and what employees are actually experiencing in terms of productivity, collaboration, and tool effectiveness
- Uncover the specific friction points, silos, and misalignments preventing effective adoption of workplace tools
- Translate findings into concrete strategies for organizations to close the gap between technology investment, employee adoption, and productivity gains

02

Key Findings

Where employee experience and leadership perception diverge across every question in the study.

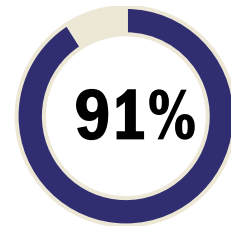
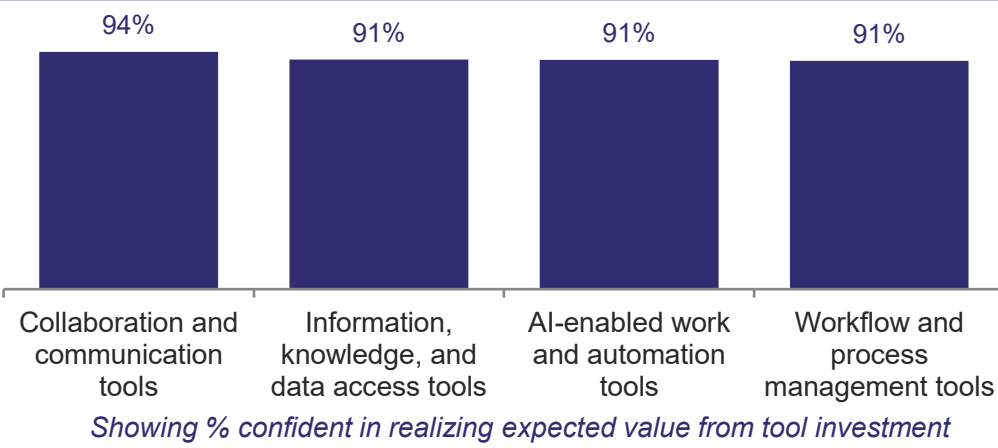
Key Takeaways

- 1** Business decision-makers are highly confident in their workplace technology investments as employees report friction and productivity loss
- 2** For AI tools, better integration and clearer employee guidance could help close the gap between business decision-maker tool confidence and employees' experiences
- 3** Employees seek greater workplace technology integration and tool accessibility while the majority of business decision-makers say their systems are well-integrated
- 4** Centering employees in the workplace technology process pays off with greater productivity and tool use
- 5** Business decision-makers are buying technology faster than they are enabling employees to use it

Business decision-makers are highly confident in their workplace technology investments as employees report friction and productivity loss

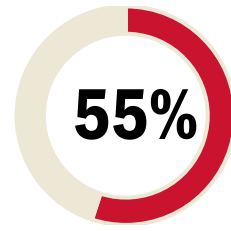
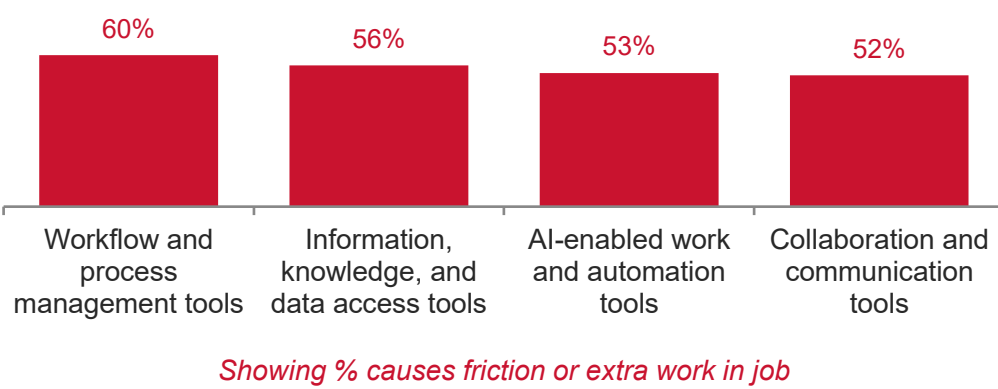
Key Stat: Nearly all decision-makers are confident they're realizing expected value from their tools, but more than half of employees experience friction with each tool

Business decision-makers are confident in their workplace tool investments



“The workplace technology tools available at our organization help employees spend more time on high-value work”

Even as more than half of employees report workplace tool friction and productivity losses



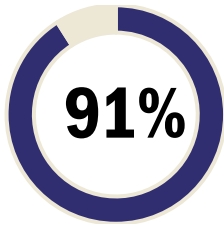
“Time spent managing workplace technology tools interferes with my productivity”

Note: Showing data for total **employees** and total **decision-makers**.

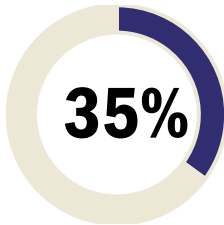
For AI tools, better integration and clearer employee guidance could help close the gap between decision-maker tool confidence and employee experience

Key Stat: AI tools have the greatest investment, implementation, or expansion focus by decision-makers but have the lowest employee-reported productivity gains of any tool category

Business decision-makers are bullish on their AI investments

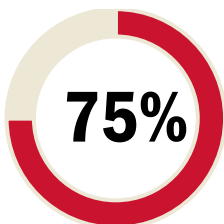


Believe their AI tools have a positive impact on employee productivity



Place the greatest focus on AI, making it the most highly-ranked tool category

Employees are using AI tools, but not without complications



Use AI tools at least weekly for work, including **51%** who use it at least daily



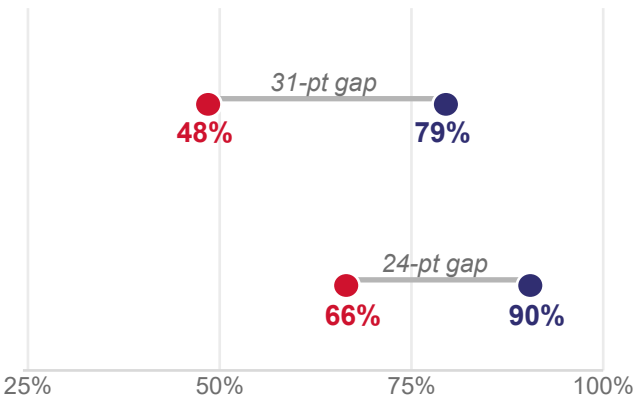
53% report friction or extra work associated with using AI tools in their job
AI has the lowest employee-reported productivity gains of any tool category

Employees use AI for high-value work less than **decision-makers** perceive (**48%** vs. **79%**)

“How often do **you** / **your employees** use new technology such as AI-enabled tools to focus on higher-value work?”
Showing NET Weekly+

And **employees** are less likely to report having clear guidance on responsible AI use (**66%** vs. **90%**)

“**I** / **Employees** have clear guidance on how to use AI-enabled tools responsibly.”
Showing NET Agree

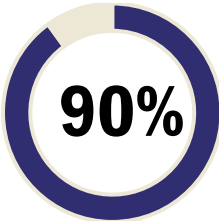
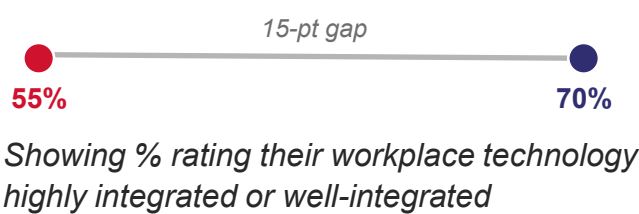


Note: Showing data for total **employees** and total **decision-makers**.

Employees seek greater workplace technology integration and tool accessibility while most decision-makers say their systems are well-integrated

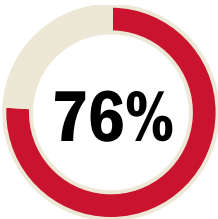
Key Stat: 90% of decision-makers say their organization has connected tools, systems, and processes, but 76% of employees claim their job would be easier if those components worked better together

Business decision-makers rate their integration efforts more highly than employees



“Our organization has connected the workplace technology tools, systems and processes that employees use”

While employees seek a more connected and accessible digital workplace



“My job would be easier if the workplace technology tools, systems, and processes I use worked better together”

Top Interventions to Support Additional Workplace Technology Use

- #1 Tools that integrate better with the other systems I already use
- #2 Easier access to the right tools for my role

Top Reported Workplace Friction Points

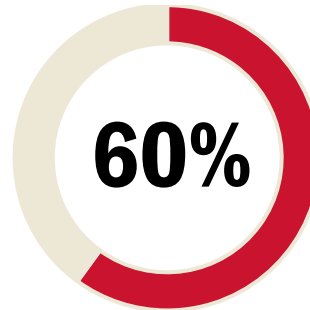
- #1 Too much time searching for information, files or documents
- #2 Systems that can’t or don’t work well together

Note: Showing data for total employees and total decision-makers.

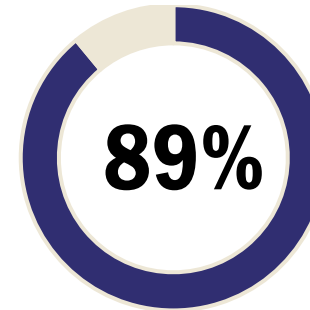
Employees' workplace technology needs are not being met as they look for more useful tools and more hands-on training to drive adoption

Key Stat: 3-in-5 employees detect a disconnect between the tools their organization provides and what would be most useful, but nearly 9-in-10 (89%) decision-makers say they prioritize the tools that employees find most useful

Employees see a gap between the tools they receive and the tools they need, but **decision-makers** do not notice the gap



"There is a disconnect between what tools my organization thinks will be most useful to employees and what employees find most useful"



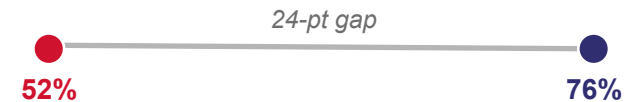
"The tools our organization prioritizes align with what most employees find useful"

Employees seek more training and hands-on learning time with workplace tools

Training and practice are key interventions that employees say would help them use workplace technology more:

More training or hands-on instruction (36%)
More time to learn, practice, and incorporate tools into my work (35%)

While decision-makers are more likely to say they provide training when rolling out a tool:



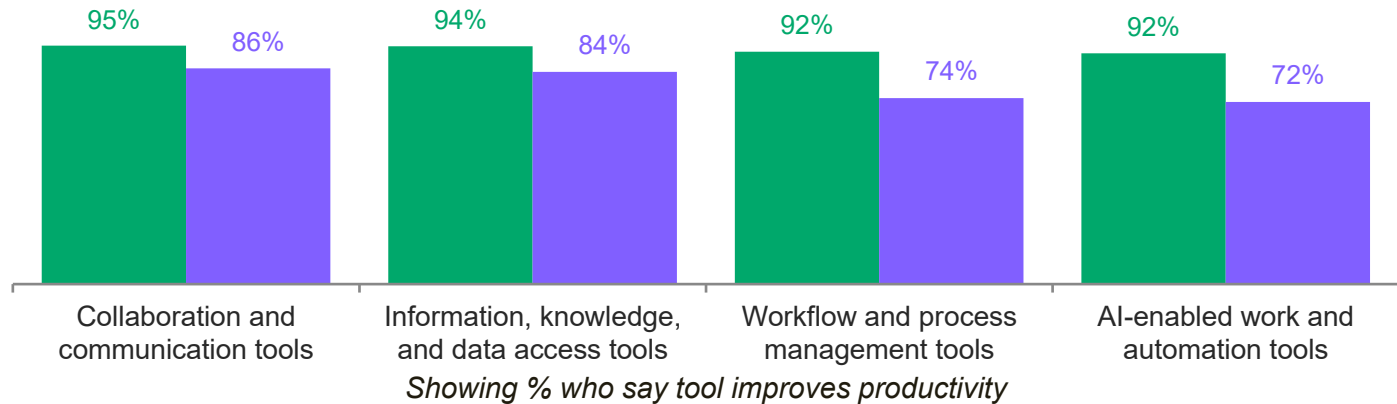
Showing % who say organization provides training before employees have to use new tools

Note: Showing data for total **employees** and total **decision-makers**.

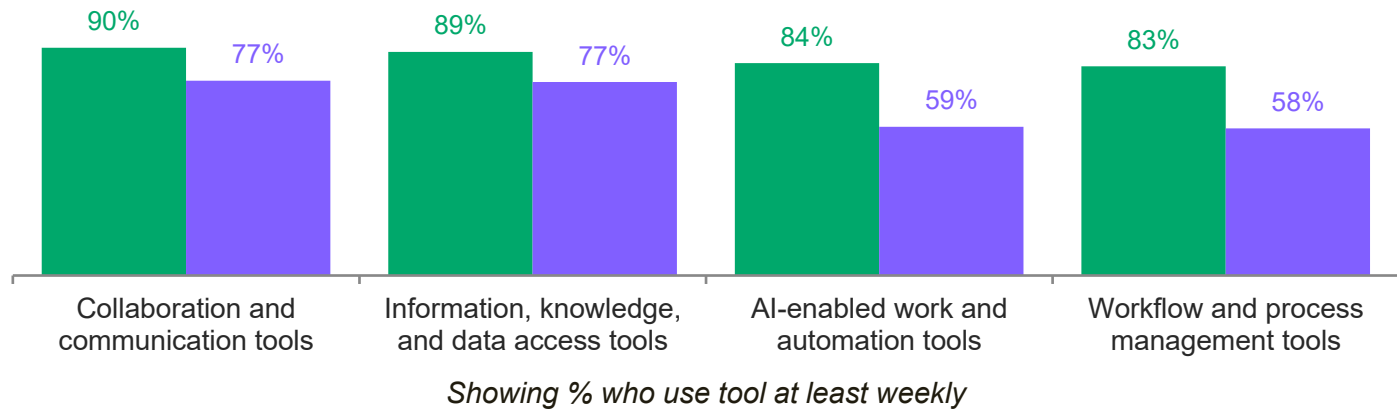
Centering employees in workplace technology implementation pays off with greater productivity and tool use

Key Stat: 71% of decision-makers say they seek input from employees before rolling out new technology, compared with 43% of employees who say the same

Employees at workplaces that seek their input before rolling out technology are more likely to report productivity gains than employees at workplaces that don't



Employees at workplaces that seek their input also report more frequent tool usage than employees at workplaces that don't

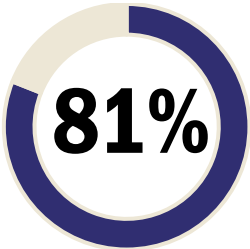


Note: Showing data for employees who say their organization **always/usually** and **rarely/never** seek employee input before rolling out new tech. Different from total **employee** audience.

Decision-makers are buying workplace technology faster than they are enabling employees to use it

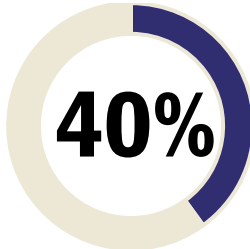
Key Stat: Enablement starts before the tool is even purchased – only 54% of employees say their employers explain why new technology is being introduced and how it is expected to help, compared to 77% of decision-makers who say the same

Decision-makers admit that technology investment is outpacing employee training



“Our organization invests in new workplace technology faster than it helps employees learn to use it effectively”

At the same time, they detect business and compliance consequences from tech obstacles



Believe employees are missing deadlines or delaying work because they cannot access the tools or inputs they need on a weekly basis.
9% believe this occurs **daily**



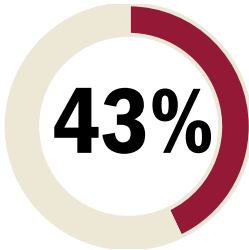
Believe employees are using unapproved tools to get work done more easily at least weekly

*Note: Showing data for total **decision-makers**.*

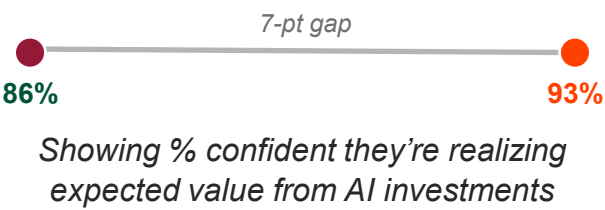
Canadian decision-makers are putting significant focus on AI while employees report lower rates of productivity and higher friction with AI tools

Key Stat: 43% of Canadian decision-makers are placing the greatest focus on AI tools, yet 59% of employees still experience friction with the tools

Canadian decision-makers are putting AI at the top of the agenda but aren't as confident in the results

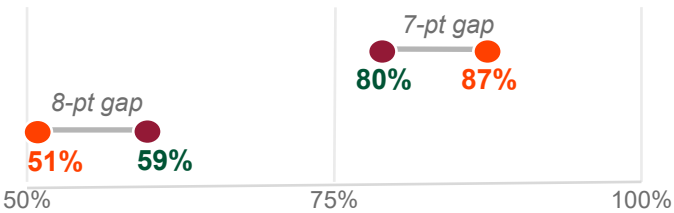


Of **Canadian decision-makers** rank AI tools as their top focus area, compared to **32%** of **U.S. decision-makers**

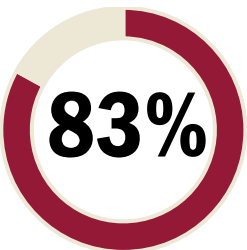


Meanwhile **Canadian employees** report a rockier AI experience than those in the **U.S.**

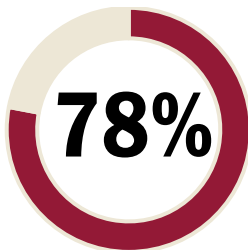
AI tools improve my productivity
AI tools create friction or extra work in my job



While **Gen Z employees in Canada** report elevated levels of friction with other workplace tools as well



Experience friction or extra work with workflow and process management tools, compared to 60% of all employees



Experience friction or extra work with collaboration and communication tools, compared to 52% of all employees

*Note: Showing data from the **U.S.** (employees and decision-makers) and **Canada** (employees and decision-makers). This is different from total **employees** and total **decision-makers** audiences.* **RICOH**

Additional North America Generational Findings



Younger **employees** are AI power users, but Gen Z is also AI's toughest critic

- Younger generations are more likely to say AI tools significantly improve their productivity and are more likely to use AI tools at least weekly, including to focus on higher-value work
- At the same time, Gen Z is most likely to report friction from AI tools

Different generations need different forms of technology enablement – younger **employees** need greater access while older ones need greater training

- Younger generations (Gen Z and Millennials) are more likely to seek easier access to the right tools for their roles while Baby Boomers are most likely to seek additional training to facilitate greater tool use
- Gen Z is more likely than any other generation to use non-approved tools to get work done more easily and delay work or miss deadlines because they cannot access the tools or inputs they need.
- Gen Z is more likely than any other generation to seek more encouragement and visible use from their manager or colleagues in order to use workplace technology more.

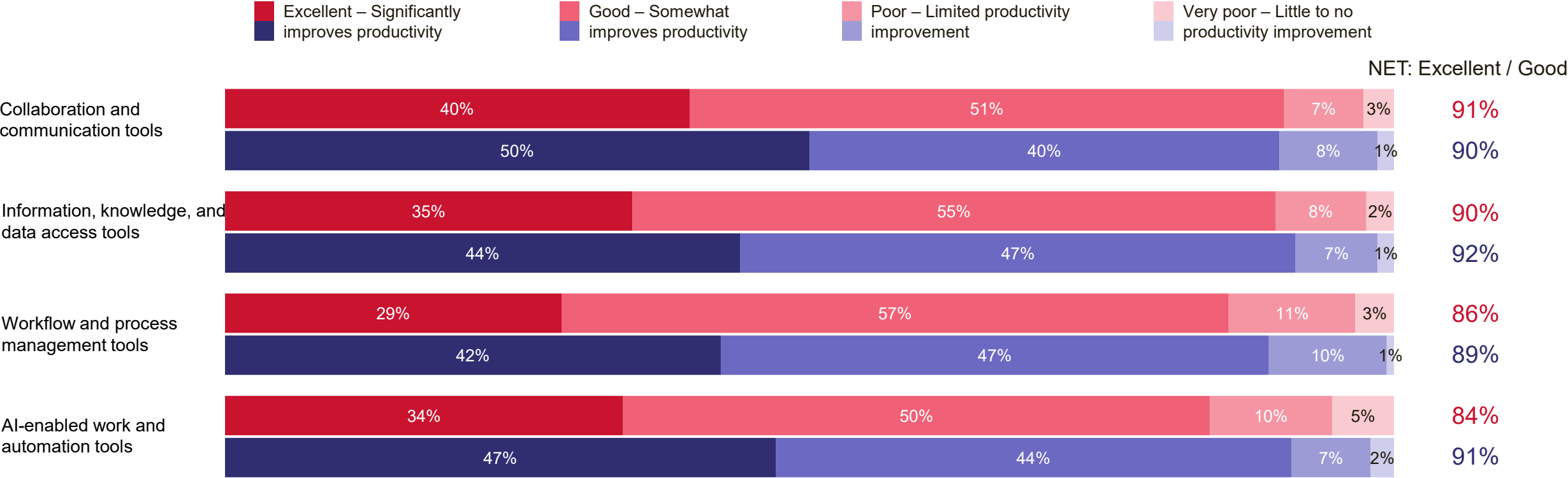
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Appendix

Full data by survey question

AI tools have the largest gap in reported productivity improvements between decision-makers and employees

Impact of Workplace Technology Tools on Productivity

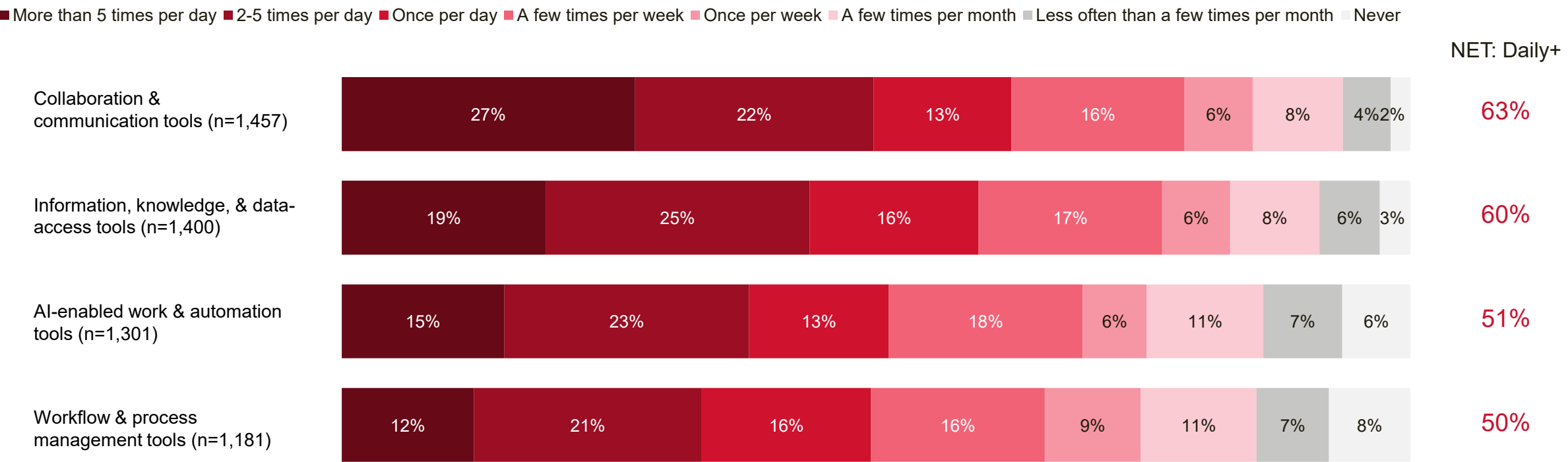


Q2 Employees: How would you rate the following workplace technology tools in terms of how much they improve your productivity? (Base: Workplace has tool)

Q2 Decision-Makers: How would you rate your organization's investments in the following workplace technology tool categories in terms of how much they improve employee productivity? (Base: Workplace has tool)

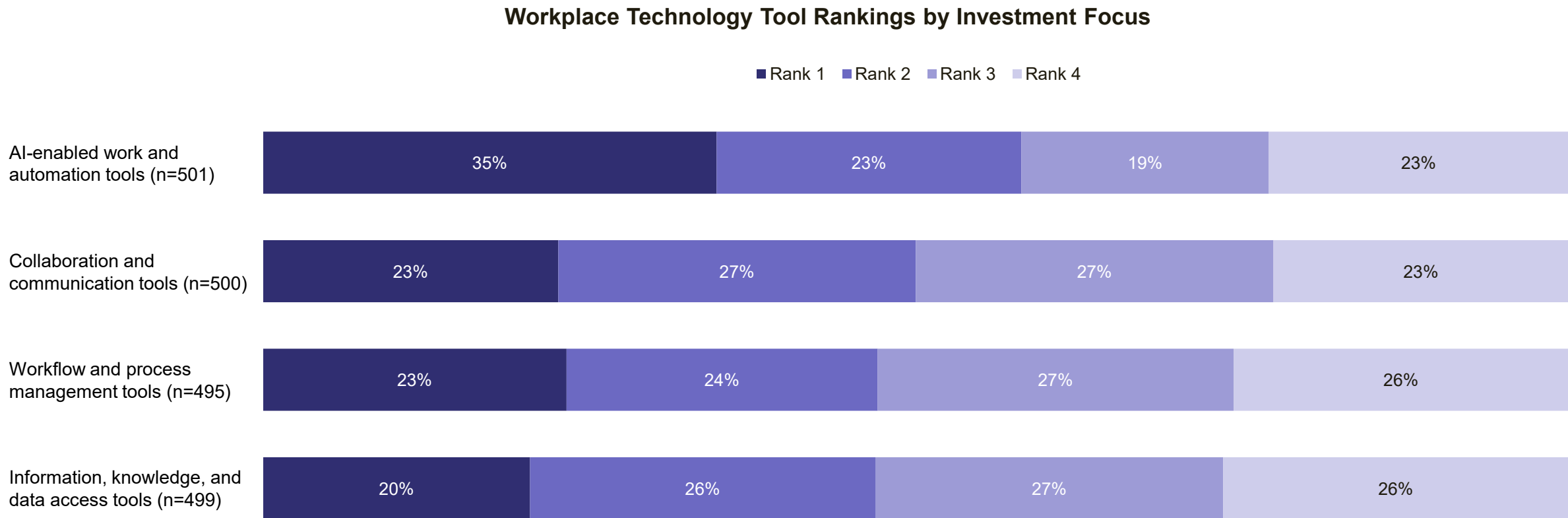
Employees use collaboration & communication tools most frequently, but each tool category is used by at least 50% of employees on a daily basis

Workplace Technology Use Frequency



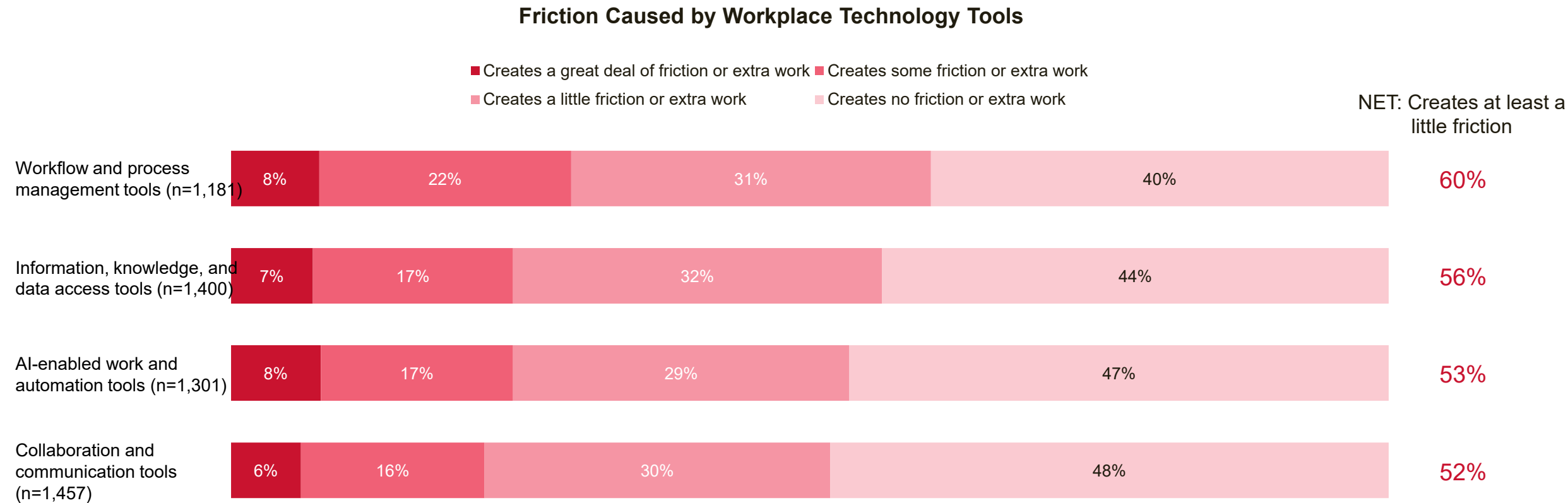
Q3 Employees: On average, how often do you use each of the following workplace technology tools to complete your work? (Base: Workplace has tool)

Over 1-in-3 decision-makers have placed the greatest focus on AI tools in the past 12 months, while focus across other categories is nearly equally split



Q3 Decision-Makers: Thinking about your organization's priorities for workplace technology tools over the past 12 months, rank the following based on how much investment, implementation, or expansion focus they have received. Rank the tool category with the greatest focus in the past 12 months #1 and the tool category with the least focus #4. (Base: Workplace has tool)

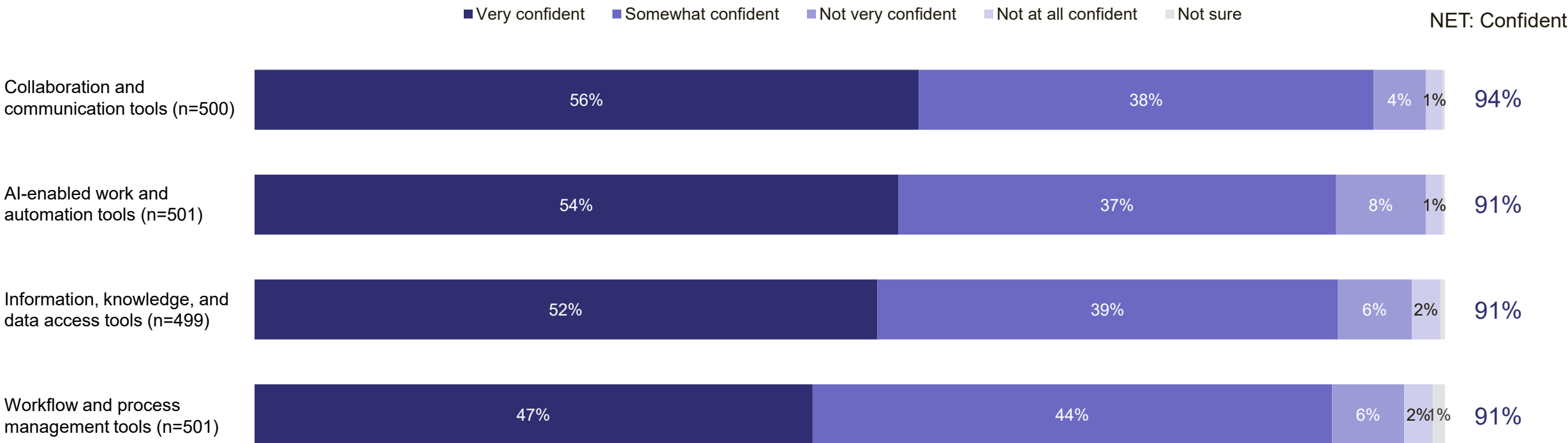
Over half of employees report friction with each tested workplace tool, with workflow management tools having the most friction



Q5 Employees: Thinking about the workplace technology tools you use, how much friction or extra work does each of the following categories create in your day-to-day job? (Base: Workplace has tool)

Decision-makers are confident in their workplace technology investments, with the highest confidence in collaboration tools

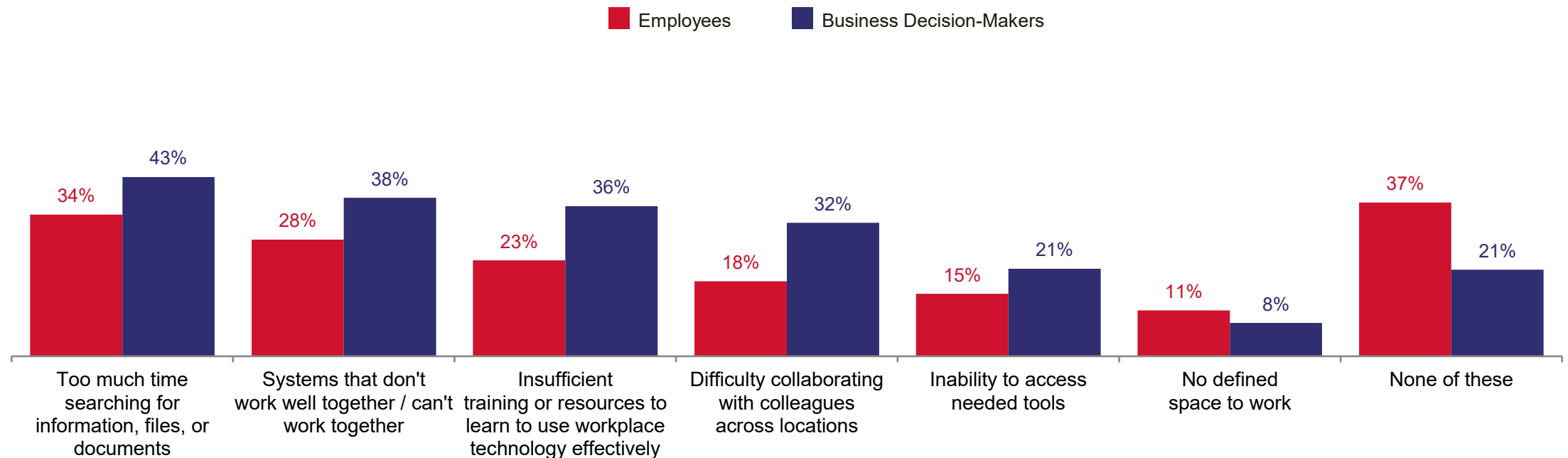
Confidence in Value Realized From Workplace Technology Investments



Q4 Decision-Makers: How confident are you that your organization is realizing the expected value from its investment in the following workplace technology tool categories?
(Base: Workplace has tool)

Searching for information and disconnected systems are top friction points reported by employees and decision-makers alike

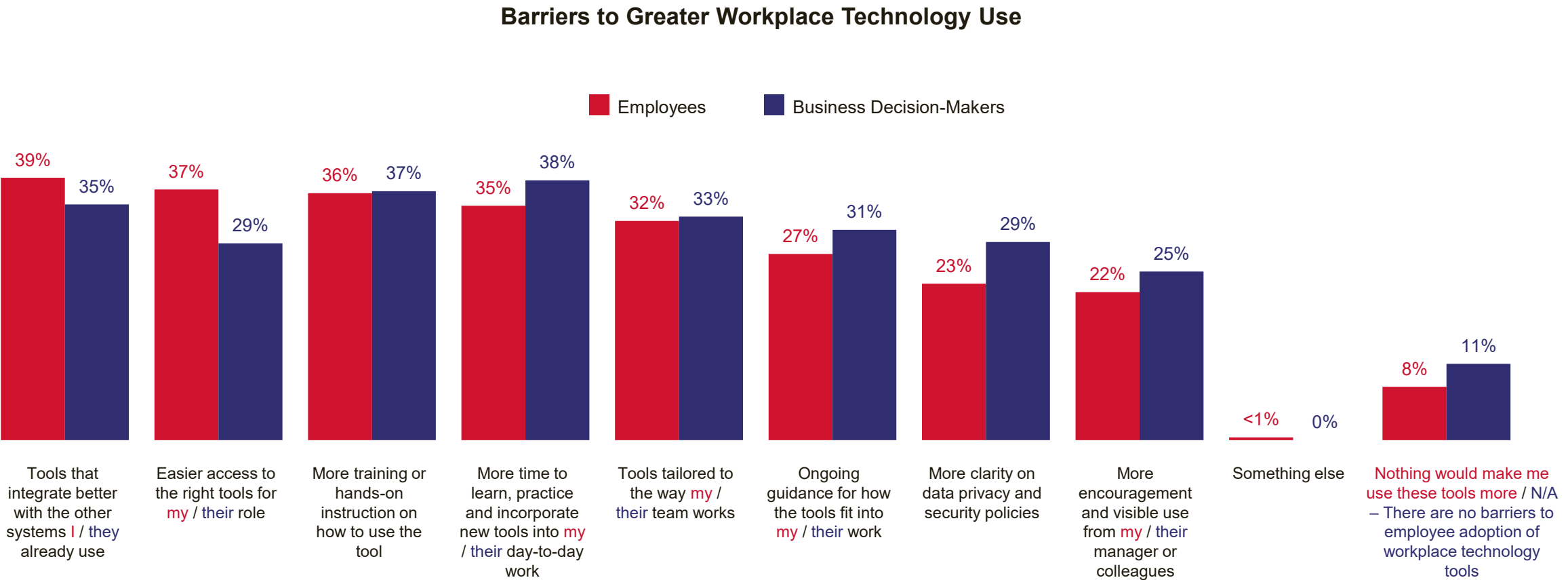
Reported Workplace Friction Points & Experiences



Q1 Employees: Do you experience any of the following while working? [% Select all that apply] (n=1,511)

Q1 Decision-Makers: Which of the following do employees at your organization experience while working? [% Select all that apply] (n=506)

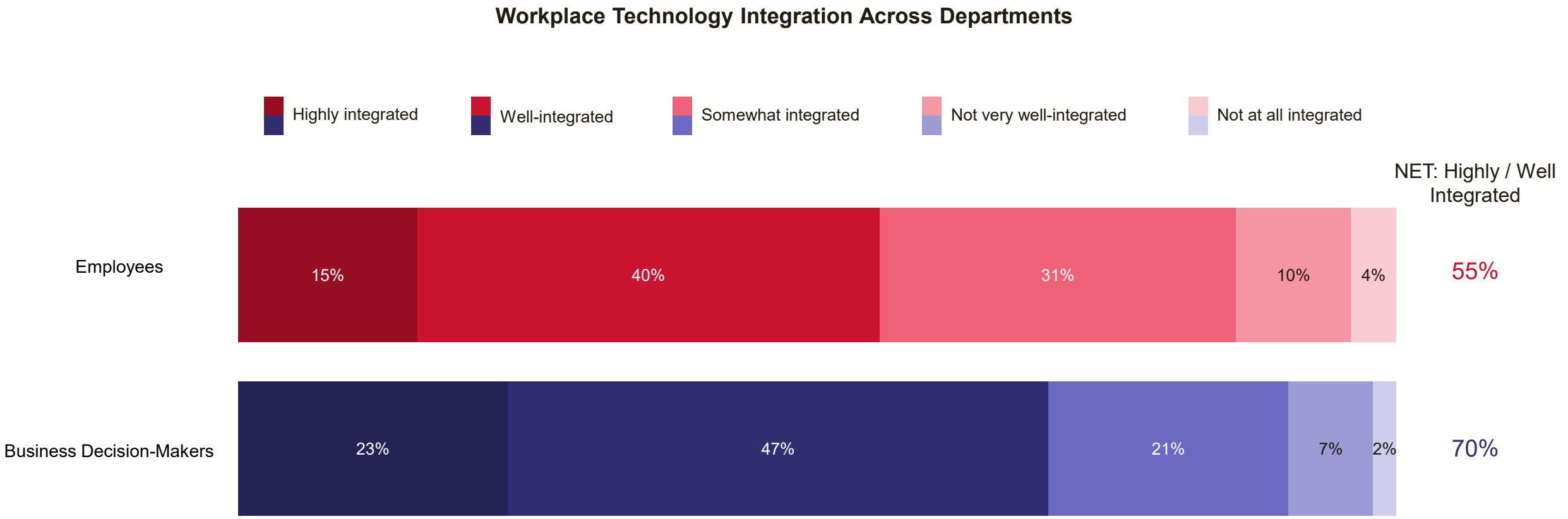
Employees identify logistical barriers like integration and access as top barriers to tool use, while decision-makers point to tool training



Q4 Employees: Thinking of workplace technology tools you rarely or never use, which of the following would make you use these tools more? [Select all that apply] (n=1,011)

Q5 Decision-Makers: What do you believe are the primary barriers to employee adoption of workplace technology tools provided by your organization? [Select all that apply] (n=506)

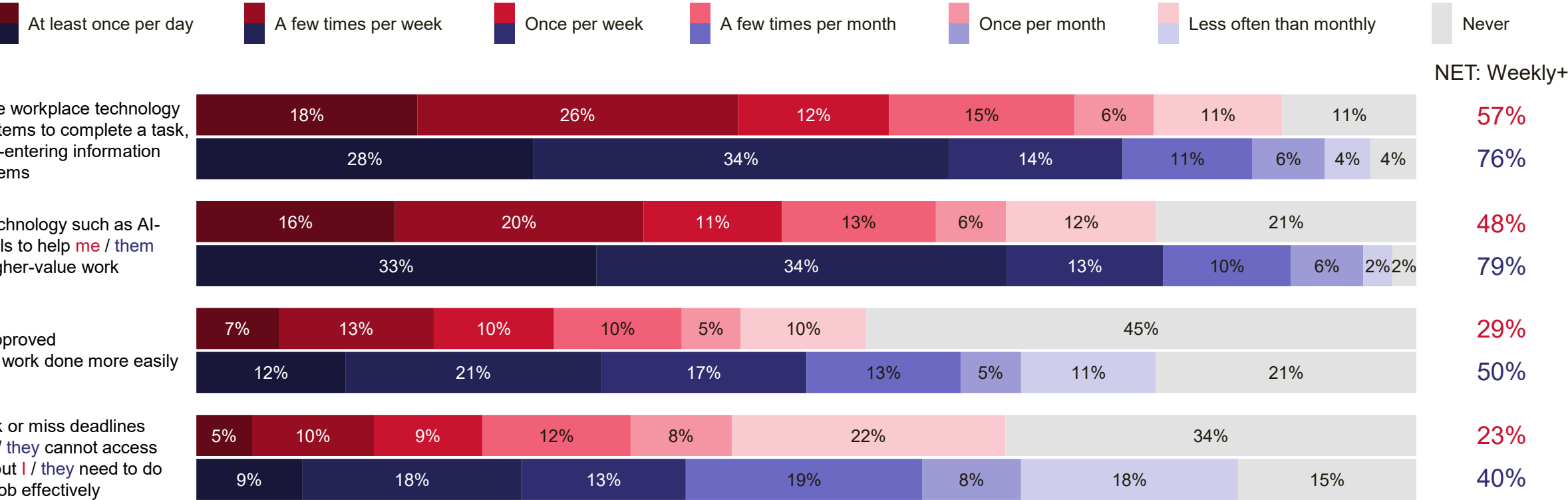
Business decision-makers report a more highly integrated workplace technology experience than employees



Q6 Employees (n=1,511) and Decision-Makers (n=506): How well-integrated is your organization's technology across different departments and teams (e.g., Facilities, IT, and HR)? **RICOH**

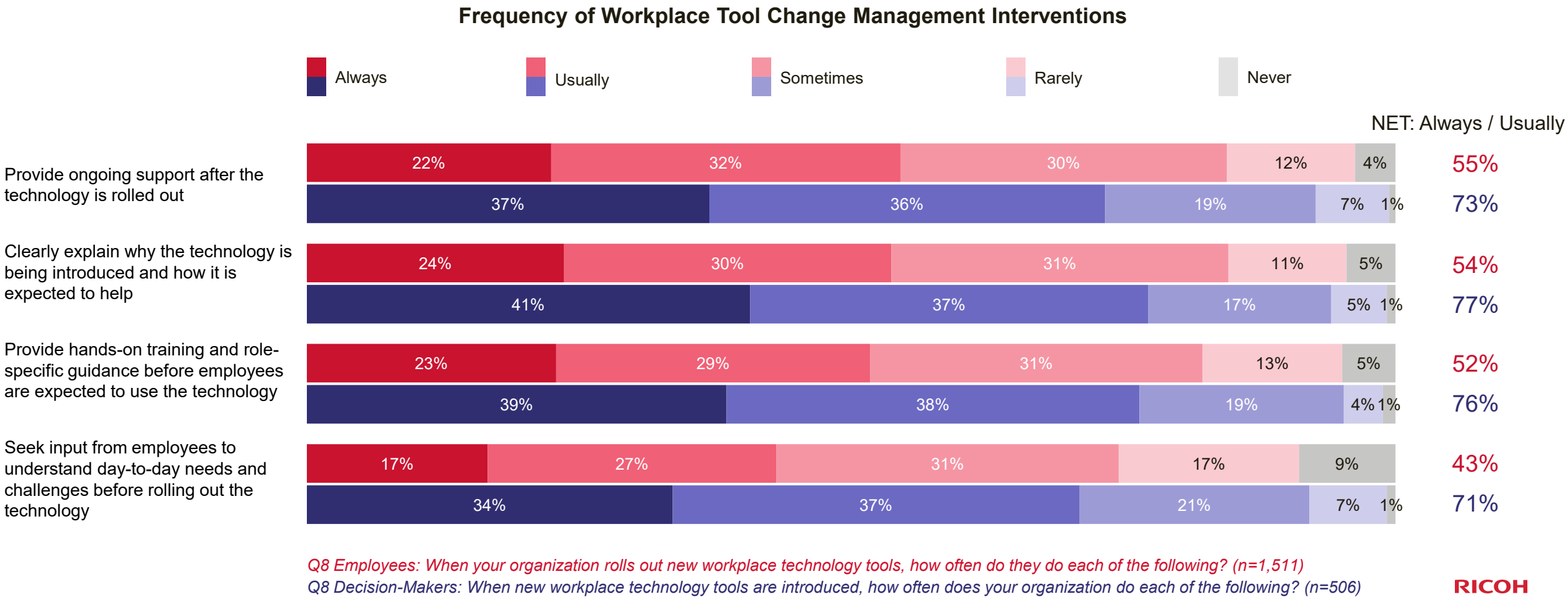
Business decision-makers are more likely to report that employees use AI for high-value work, use workarounds, and use disconnected tools

Frequency of Workplace Technology Experiences
Employees: Actual Frequency / Decision-Makers: Believed Frequency



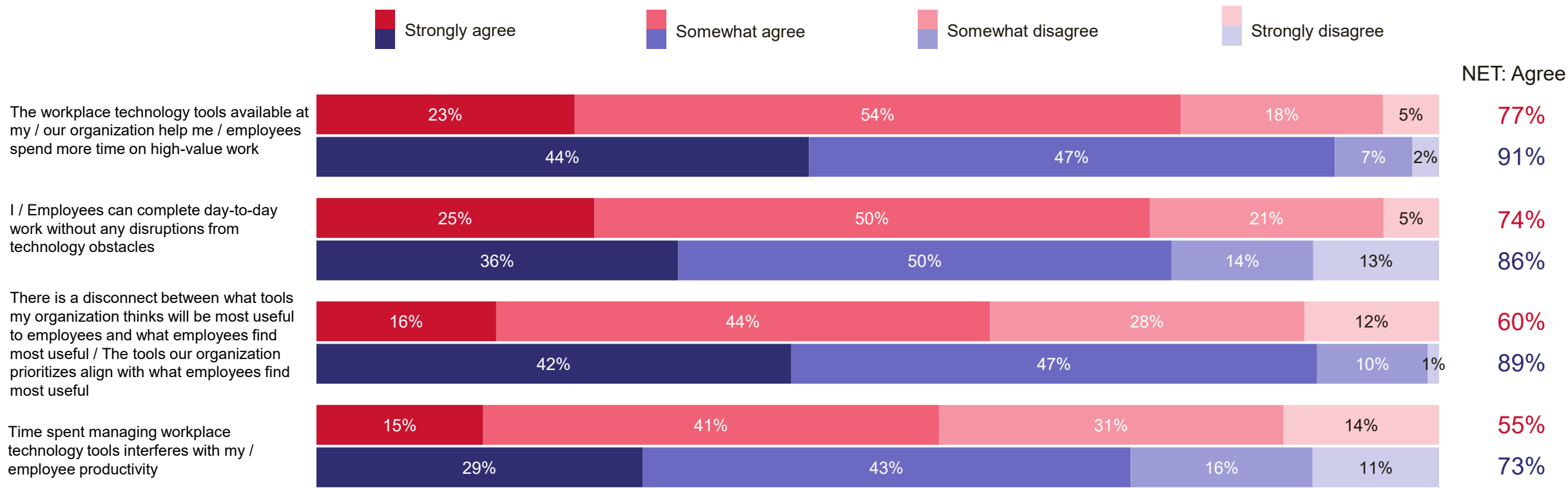
Q7 Employees: How often do you do/experience each of the following? (n=1,511)
Q7 Decision-Makers: How often do you think employees at your organization do/experience each of the following? (n=506)

Decision-makers report implementing workplace technology change management best practices more than employees experience them



Decision-makers generally have a more positive outlook than employees on how workplace technology supplements the employee experience

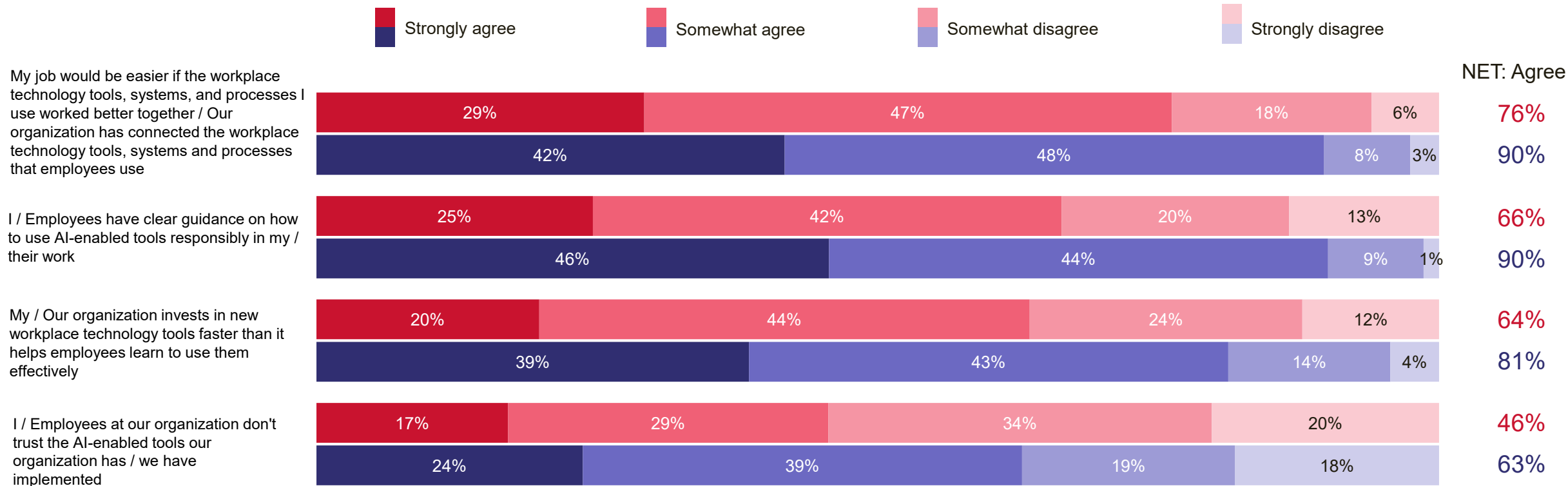
Workplace Technology Perceptions (1 of 2)



Q9 Employees (n=1,511) and Decision-Makers (n=506): How much do you agree or disagree with the following statements?

Employees feel the most strongly that tool and system integration would make their job easier

Workplace Technology Perceptions (2 of 2)



Q9 Employees (n=1,511) and Decision-Makers (n=506): How much do you agree or disagree with the following statements?

Communication and Collaboration Tools

Tool Impact on Employee Productivity *Showing % Excellent / Good*

Employees

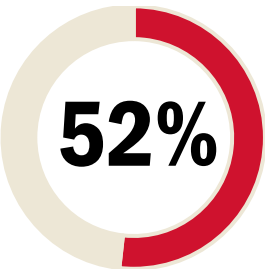
91%

IT Decision-Makers

90%

Frequency of Tool Use

■ Daily+ ■ Weekly ■ A few times per month ■ Less often than a few times per month ■ Never



Employees who say tool creates at least a little friction or extra work



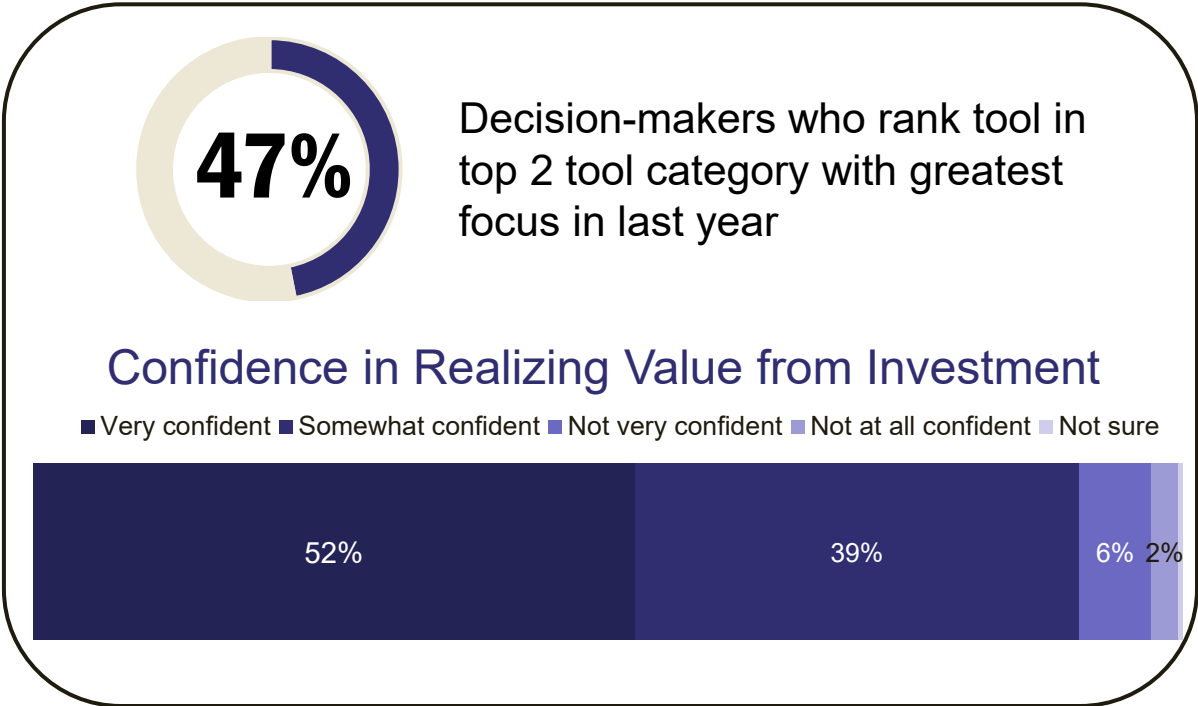
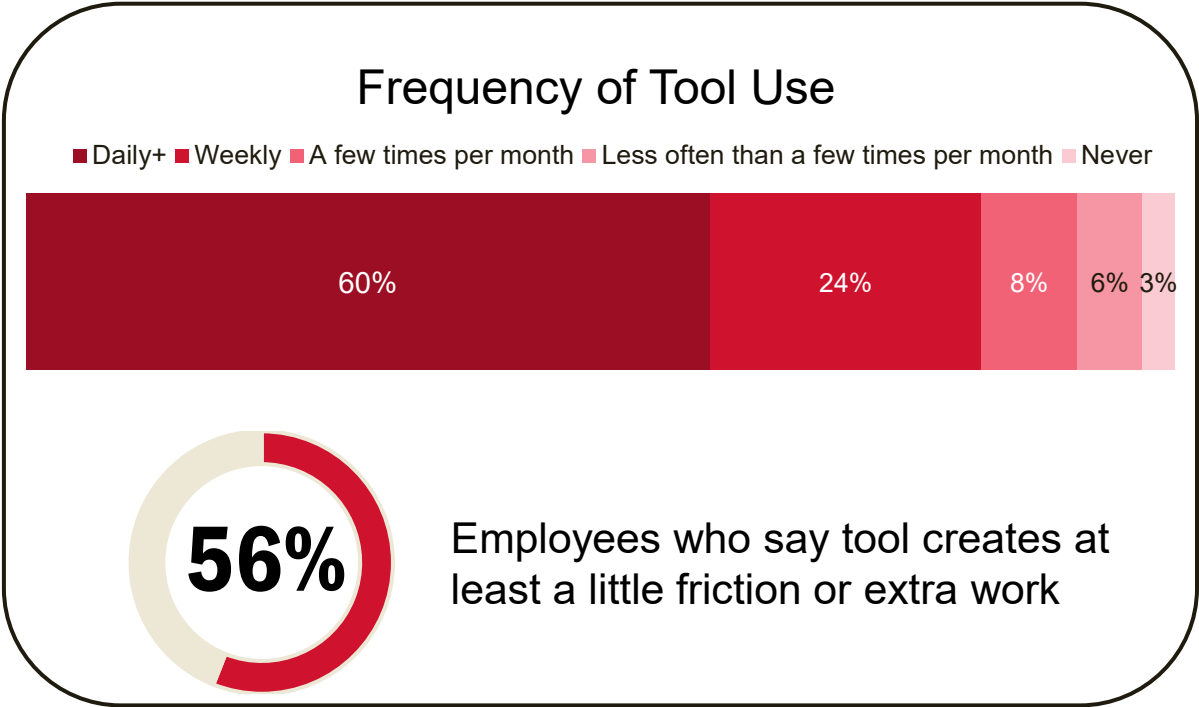
Decision-makers who rank tool in top 2 tool category with greatest focus in last year

Confidence in Realizing Value from Investment

■ Very confident ■ Somewhat confident ■ Not very confident ■ Not at all confident ■ Not sure



Information, Knowledge, and Data Access Tools



AI-Enabled Work and Automation Tools

Tool Impact on Employee Productivity

Showing % Excellent / Good

Employees

84%

IT Decision-Makers

91%

Frequency of Tool Use

■ Daily+ ■ Weekly ■ A few times per month ■ Less often than a few times per month ■ Never

51%

24%

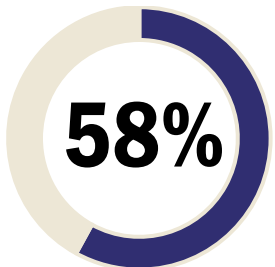
11%

7%

6%

53%

Employees who say tool creates at least a little friction or extra work



Decision-makers who rank tool in top 2 tool category with greatest focus in last year

Confidence in Realizing Value from Investment

■ Very confident ■ Somewhat confident ■ Not very confident ■ Not at all confident ■ Not sure

54%

37%

8%

1%

Workflow and Process Management Tools

Tool Impact on Employee Productivity

Showing % Excellent / Good

Employees

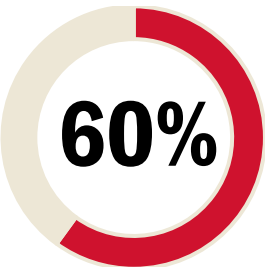
86%

IT Decision-Makers

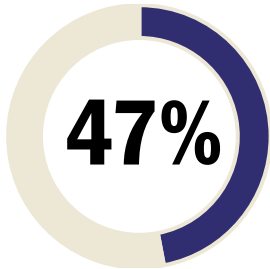
89%

Frequency of Tool Use

■ Daily+ ■ Weekly ■ A few times per month ■ Less often than a few times per month ■ Never



Employees who say tool creates at least a little friction or extra work



Decision-makers who rank tool in top 2 tool category with greatest focus in last year

Confidence in Realizing Value from Investment

■ Very confident ■ Somewhat confident ■ Not very confident ■ Not at all confident ■ Not sure



04

Audience Profiles

Demographics and Corpographics

Employees

Generation	
Gen Z (18-29)	12%
Millennials (30-45)	47%
Gen X (46-61)	38%
Baby Boomers (62-80)	3%

Work Arrangement	
Fully in-person / on-site	67%
Hybrid (combination of in-person and remote)	23%
Fully remote	10%

Seniority	
People leader – Senior Manager, Manager, Supervisor, or similar	48%
Individual contributor, junior team member, or non-manager employee	52%

Company Size	
10-50 employees	13%
51-100 employees	13%
101-250 employees	13%
251-500 employees	11%
501-1,000 employees	15%
1,001-5,000 employees	14%
More than 5,000 employees	21%

Workplace Technology Usage	
Collaboration platforms (e.g., Microsoft Teams, Slack, Webex)	54%
Email	82%
Project management software (e.g., Asana, Jira, Monday.com)	20%
CRM tools (e.g., Salesforce, HubSpot)	21%
Productivity tools (e.g., Microsoft 365, Google Workspace)	64%
AI tools (e.g., ChatGPT Enterprise, Microsoft Copilot, Claude, Gemini)	53%
Other workplace technology or digital tools	27%

Employees continued

Company Revenue - US	
Less than \$1 million	3%
\$1 million – less than \$10 million	23%
\$10 million - less than \$50 million	17%
\$50 million - less than \$100 million	8%
\$100 million - less than \$500 million	6%
\$500 million - less than \$1 billion	6%
\$1 billion or more	13%
I don't know	23%

Company Revenue - Canada	
Less than CAD \$1 million	1%
CAD \$1 million – less than \$10 million	16%
CAD \$10 million - less than \$50 million	15%
CAD \$50 million - less than \$100 million	10%
CAD \$100 million - less than \$500 million	10%
CAD \$500 million - less than \$1 billion	7%
CAD \$1 billion or more	19%
I don't know	22%

Industry	
Automotive	2%
Communications	1%
Consumer goods	2%
Energy and utilities	1%
Engineering, construction, and real estate	5%
Financial services	8%
Government	7%
Health and life sciences	14%
Manufacturing	8%
Media and entertainment	1%
Nonprofit	3%
Professional and business services	6%
Retail	12%
Supply chain and logistics	2%
Technology	8%
Travel and hospitality	3%
Other	15%

Business Decision Makers

Generation	
Gen Z (18-29)	12%
Millennials (30-45)	58%
Gen X (46-61)	27%
Baby Boomers (62-80)	3%

Seniority	
Owner or founder	24%
C-Suite executive – CEO, COO, CFO, CIO, or similar	26%
Executive leadership – Senior VP, Executive VP, or similar	16%
Senior leadership – VP, Director, or similar	34%

Workplace Technology Involvement	
I am a primary decision-maker	82%
I share decision-making responsibility	15%
I influence decisions or provide input on business, operational, or employee needs	4%

Work Arrangement	
Fully in-person / on-site	55%
Hybrid (combination of in-person and remote)	41%
Fully remote	3%

Company Size	
10-50 employees	12%
51-100 employees	15%
101-250 employees	9%
251-500 employees	15%
501-1,000 employees	20%
1,001-5,000 employees	20%
More than 5,000 employees	9%

Business Decision Makers continued

Company Revenue - US	
Less than \$1 million	3%
\$1 million – less than \$10 million	29%
\$10 million - less than \$50 million	16%
\$50 million - less than \$100 million	14%
\$100 million - less than \$500 million	14%
\$500 million - less than \$1 billion	12%
\$1 billion or more	12%
I don't know	0%

Company Revenue - Canada	
Less than CAD \$1 million	2%
CAD \$1 million – less than \$10 million	16%
CAD \$10 million - less than \$50 million	16%
CAD \$50 million - less than \$100 million	13%
CAD \$100 million - less than \$500 million	20%
CAD \$500 million - less than \$1 billion	19%
CAD \$1 billion or more	15%
I don't know	0%

Industry	
Automotive	1%
Communications	<1%
Consumer goods	1%
Energy and utilities	2%
Engineering, construction, and real estate	10%
Financial services	13%
Government	3%
Health and life sciences	7%
Manufacturing	11%
Media and entertainment	1%
Nonprofit	2%
Professional and business services	9%
Retail	7%
Supply chain and logistics	1%
Technology	24%
Travel and hospitality	2%
Other	6%



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Thank you

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