



Gartner®

Leadership Vision for 2022

Top 3 Strategic Priorities for CIOs

From Chris Howard, Chief of Research, Gartner

As we head into 2022, we continue to feel the human toll of the global pandemic, but we already know it has been a watershed period in which attitudes and norms have permanently shifted — in our everyday lives and at work.

Living through COVID-19 has increased social awareness — as have growing demands for equity for those who are underrepresented.

Businesses have also changed. For many organizations, the pandemic has catalyzed digital business initiatives as we adapt to the demands of employees, customers and other stakeholders, who were forced into new digital options that they have now come to favor.

B2B purchasers are happy to buy digitally, without a sales representative; B2C consumers are buying off social media platforms; employees are physically distributed and communicating asynchronously — and IT infrastructures must secure the organization despite this “anytime, anyway, anywhere” way in which we’re operating.

You and your team may be burning out, and it’s never been more important to prioritize your time and energy.

In your role as a leader, you’ve now spent months adapting to change and delivering new solutions at speed. You and your team may be burning out, and it’s never been more important to prioritize your time and energy. To help with that, Gartner Leadership Vision provides top-level guidance to leaders and their teams on where to focus — based on our data-driven research.

We’re providing detailed insights to our clients across dozens of roles, and we’re now excited to share excerpts with the business community beyond our clients. We hope this will help you to focus discussions with your teams, peers and other leaders, so you can more quickly and effectively diagnose priorities and actions, especially as you solidify your strategic plans for 2022.



Chris Howard
Chief of Research, Gartner

CIOs and CxOs Share Democratized Technology Leadership Responsibilities

Technology delivery has been democratized across the enterprise.

Organizations increasingly need digital information and technology not only to run the day-to-day operations but also to grow and differentiate the business.

The result is that technology leadership responsibilities and accountability for business and technology outcomes driven by digital initiatives will be shared by the CIO with their CxO peers. CIOs will need to work closely with business leaders to develop digital-enabled business capabilities that generate revenue, improve profit margin or advance the mission and constituent satisfaction.



Source: Gartner

Three Challenges and Actions for the CIO



Enabling multiple and competing business priorities

As the world recovers from COVID-19, CIOs are now responsible for simultaneously enabling the conflicting goals of efficiency, growth and resilience.



Actions for the CIO

Evangelize business composability to more easily address competing imperatives.



Scarcity of talent and digital dexterity

Successful digital organizations require high digital dexterity. Since the pace of change in a digital organization is faster and more fluid than within a traditional, industrialized entity, organizations are likely to need versatilists, specialists and generalists.



Capitalize on force multipliers to advance digital dexterity and close the talent and skills gaps.



Redesigning work for a hybrid model

Organizations have a unique opportunity to break from a location-centric model of work designed around industrial-era constraints — and to redesign work around a human-centric model to secure digital-era talent and deliver business outcomes.



Work with the CHRO to redesign work for the hybrid world using a human-centric design.

Utilize Composability to Address Competing Imperatives



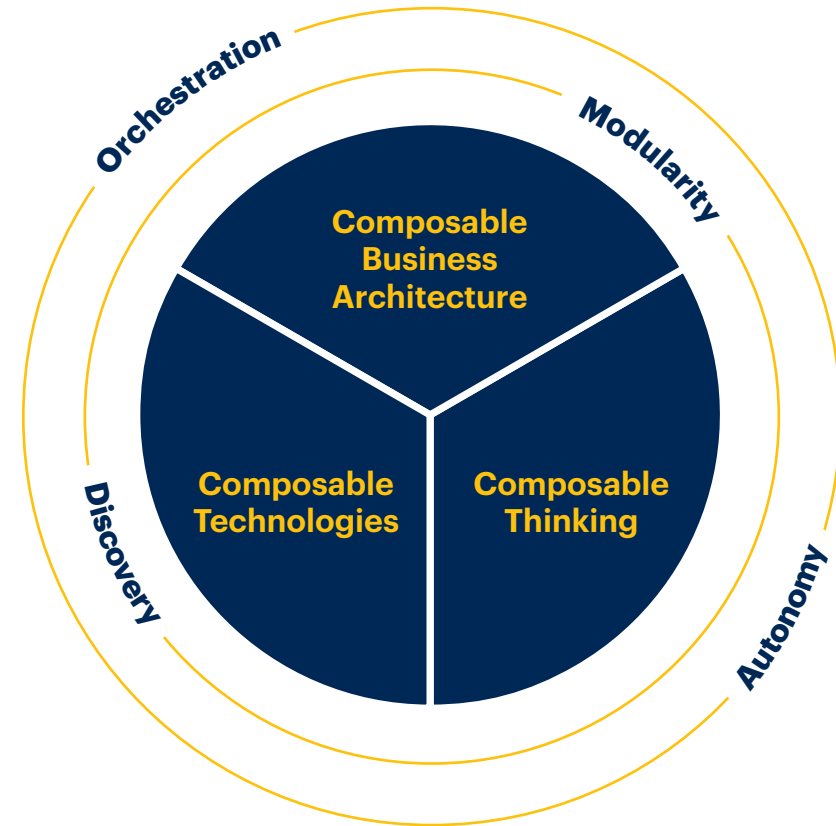
Rearchitect key business capabilities, value streams and processes for composability to enable your enterprise to easily adapt to shifting priorities.



Guide fusion teams and business technologists to use composable technologies when designing and delivering their business solutions.



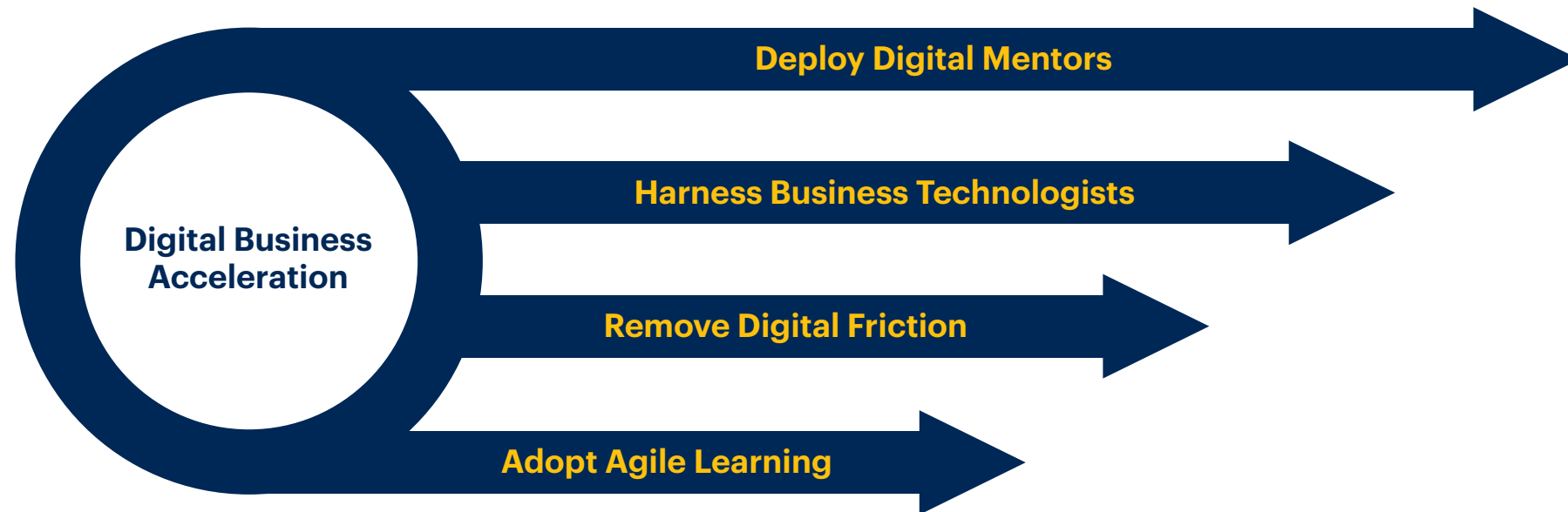
Articulate a business narrative on composable thinking. Educate business peers on how to apply composable principles — modularity, autonomy, orchestration and discovery — to their functional domains.



Source: Seize the Moment to Compose a Resilient Future: Key Insights From the 2020 Gartner IT Symposium/Xpo™ Keynote

Encourage Digital Dexterity and Close the Talent and Skills Gaps

CIOs can harness four force multipliers to complement their own resources and more quickly reduce talent and skills gaps. This can help build digital dexterity, especially among leaders throughout the business.



Source: Gartner

Focus on a Human-Centric Design for the Workplace

New technologies, new ways of working and even new management approaches are needed to support healthy, productive and innovative employees.



Office-Centric Design

An on-site model for an on-site world: “Location is the stable pillar we design work around.”

Provide Consistent Work Experiences

Work design principle: Equality of experiences

Enable Serendipitous Collaboration

Work design principle: Innovation by chance

Drive Visibility-Based Management

Work design principle: Performance by inputs



Human-Centric Design

A hybrid model for a hybrid world: “The individual is the stable pillar we design work around.”

Provide Flexible Work Experiences

Work design principle: Equality of opportunity

Enable Intentional Collaboration

Work design principle: Innovation by design





Drive Empathy-Based Management

Work design principle: Performance by outcome



Actionable, objective insight

Explore these additional complimentary resources and tools for CIOs:

 <p>Research Gartner Business Quarterly</p> <p>Stay up to date with the most compelling research that cuts across the C-suite.</p> <p>Download Now</p>	 <p>Tool Gartner BuySmart™</p> <p>Reduce costs, avoid pitfalls and buy technology with confidence.</p> <p>Learn More</p>	 <p>eBook 2022 CIO Agenda: Create an Action Plan to Master Business Composability</p> <p>Develop the skills you need to excel in business composability.</p> <p>Download Now</p>	 <p>eBook Top Strategic Technology Trends for 2022</p> <p>Learn how 12 technology trends are shaping the future of digital business.</p> <p>Download Now</p>
--	--	--	--

Already a client?
Get access to even more resources in your client portal. [Log In](#)

Get More.

Get actionable, objective insight to deliver on your most critical priorities. Our expert guidance and tools enable faster, smarter decisions and stronger performance. Contact us to become a client:

U.S.: 1 855 811 7593

International: +44 (0) 3330 607 044

[Become a Client](#)

Learn more about Gartner for enterprise architecture Leaders

gartner.com/en/information-technology

Stay connected to the latest insights

