



**Gartner®**

**Leadership Vision for 2022**

Top 3 Strategic  
Priorities for  
Infrastructure  
and Operations  
Leaders

**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.

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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

# Move Toward Adaptive Resilience

## Mature a resilient I&O practice without sacrificing agility.

Delivering adaptive resilience is imperative for infrastructure and operations (I&O). I&O must build, integrate, broker and govern technology platforms that balance resilience and agility to enhance customer experiences and solutions, while delivering optimal business outcomes and growth. This “adaptive resilience” will help meet new challenges, each of which will strengthen the organization’s ability to adapt and grow. This model must acknowledge I&O’s role, not only to deliver technology services but also to govern and guide services wherever they live.



Source: Gartner

# Three Trends and Actions for the I&O Leader

## Employees outside of IT increasingly perform technology work

Technology work, once primarily the purview of IT departments, is being democratized. A growing share of business leaders are setting up their own teams to digitalize internal business capabilities or create market-facing offerings — a trend that has been accelerated by the COVID-19 pandemic.



## Actions for the I&O leader

Adapt to a world of technology democratization, and focus on developing a governance model to accommodate infrastructure, services and technology work that isn't directly sourced out of I&O.

## The skills gap is growing

According to I&O leaders, the top 3 skills categories include: cloud and edge, automation and continuous delivery (i.e., scrum management, agile, DevOps, SRE).



Invest in skills that support iterative, customer-focused frameworks, and in new ways of working, such as DevOps, product management and agile.

## Automation remains a key strategy for lowering costs

**46%** of I&O leaders rank lowering costs in their top 3 priorities for the next 12 months. Of those, **70%** plan to use automation to achieve that cost optimization.



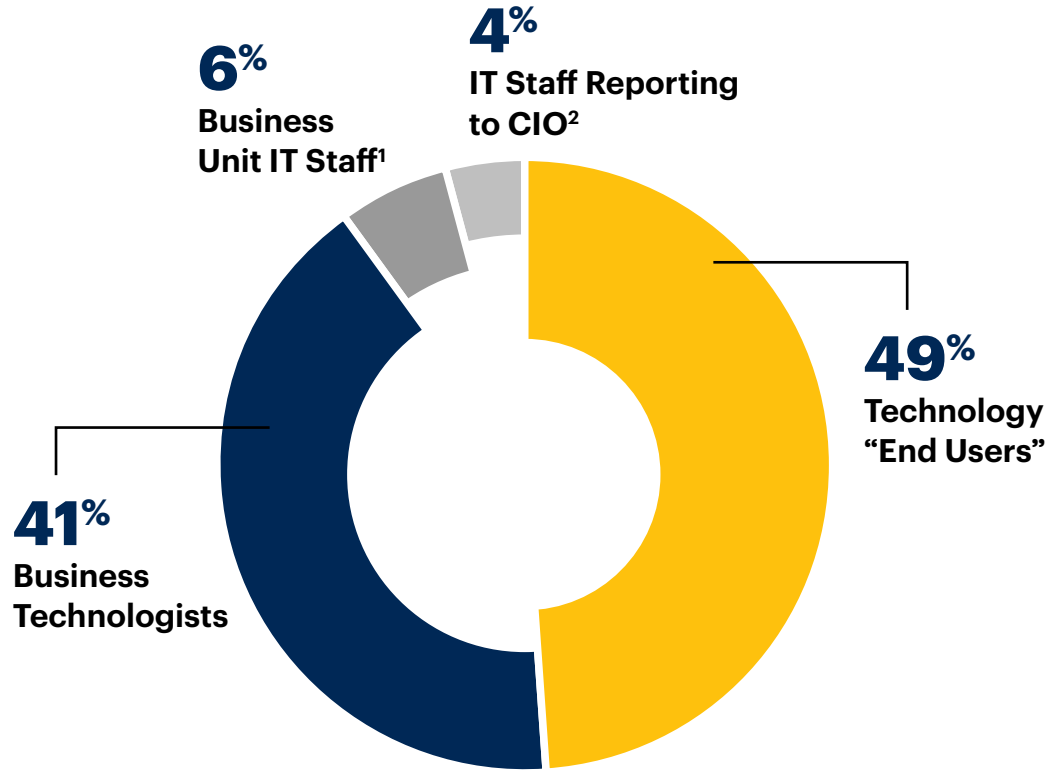
Targeted five areas for automation:

- Provisioning and orchestration
- Change and asset management
- Configuration management and patching
- Monitoring
- Security and governance

Source: Gartner

# Prepare for More Business Technologists

**The Gartner definition for “business technologist”:** An employee outside of the IT department who creates technology or analytics capabilities



n = 11,848 employees across the entire workforce

Source: 2021 Gartner Reimagining Technology Work Survey combined with 2020 Gartner Digital Friction Survey

<sup>1</sup>Business unit IT staff reporting to divisional or BU CIOs

<sup>2</sup>By CIO, we mean the senior most IT executive; actual titles may vary

# Identify, Then “Forward Fill” Critical Skills

In a continuously shifting job market fraught with skills and labor shortages, I&O leaders should generally focus on the skills that are expected to be in high demand, which are also difficult to find — for example, the skills in the critical skills quadrant.

These skills are also the ones that can help I&O achieve its customer-centric goals of speed, agility and efficiency.

**Critical IT skills relate to a wide range of technologies, applications, programs and solutions, including:**

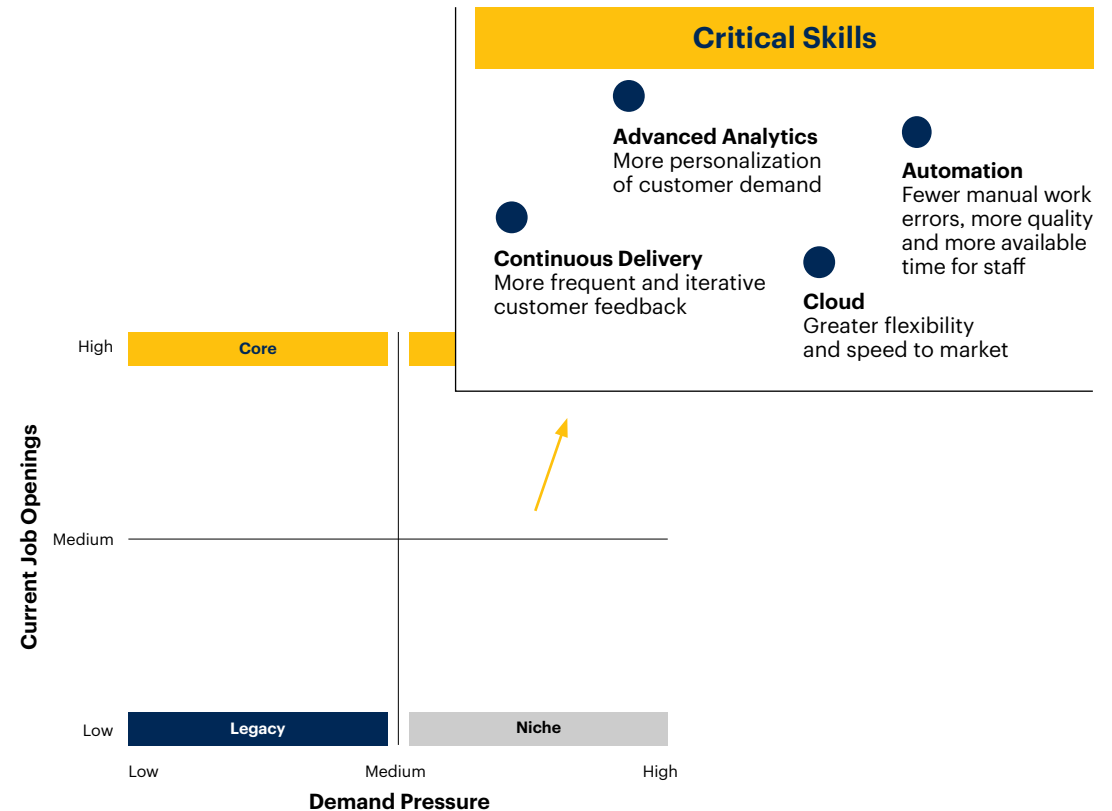
**Cloud** — PaaS, IaaS, Kubernetes and cloud architecture

**Advanced analytics** — Artificial intelligence, R, machine learning, Python, data science, data integration, business analysis and business intelligence

**Continuous delivery** — Agile software delivery, DevOps, Scrum methodology, user experience and continuous integration

**Automation** — Reducing errors from manual work, improving quality and freeing up staff

Source: Gartner



# Improve Automation Maturity

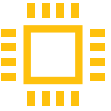
Organizations with high automation maturity show the characteristics on the right of the graphic, but this isn't achieved overnight. Automation maturity requires the right resources, skills, tools and a focused plan aligned to goals and outcomes.

## Automation Maturity Characteristics



Source: Gartner

# Next Steps Toward Adaptive Resilience



**Lead in a Technology Democratized World**



**Balance Resilience With Agility**



**Improve Automation Maturity**



**Prioritize Value Optimization**



**“Forward Fill” Critical Skills**




**Enable Hybrid and Distributed Work**



# Actionable, objective insight


Explore these additional complimentary resources and tools for I&O leaders:



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