



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 organisations, the pandemic has catalysed 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 favour.

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 organisation despite this “anytime, anyway, anywhere” way in which we are operating.

You and your team may be burning out, and it has never been more important to prioritise your time and energy.

In your role as a leader, you have now spent months adapting to change and delivering new solutions at speed. You and your team may be burning out, and it has never been more important to prioritise 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 are providing detailed insights to our clients across dozens of roles, and we are 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 organisation’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 democratised. A growing share of business leaders are setting up their own teams to digitalise 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 democratisation, and focus on developing a governance model to accommodate infrastructure, services and technology work that is not 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 and SRE).



Invest in skills that support iterative, customer-focussed 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 optimisation.

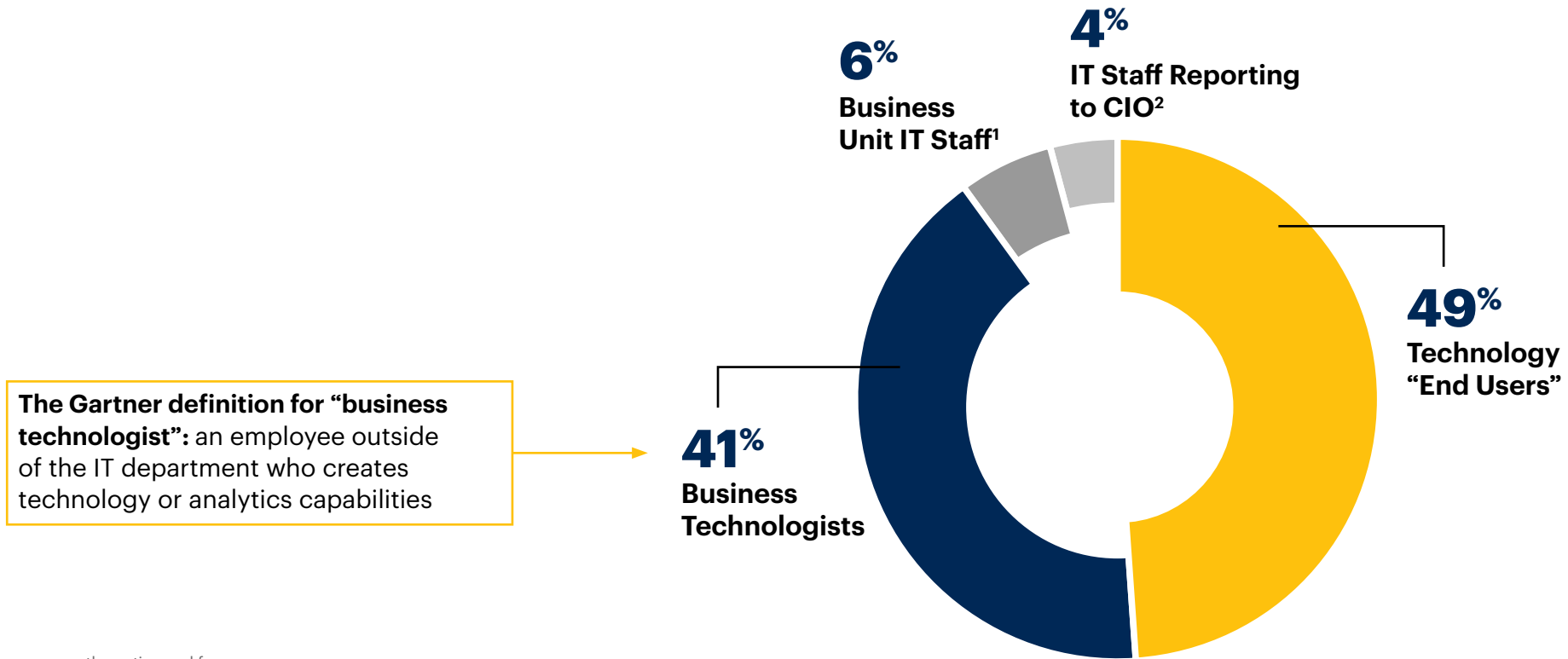


Targeted five areas for automation:

- provisioning and orchestration;
- change and asset management;
- configuration management and patching;
- monitoring; and
- security and governance.

Source: Gartner

Prepare for More Business Technologists



n = 11,848 employees across the entire workforce

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

¹Business unit IT staff reporting to divisional or BU CIOs

²By CIO, we mean the most-senior IT executive; actual titles may vary

Identify, Then “Forward Fill” Critical Skills

In a continuously shifting job market fraught with skills and labour 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, programmes and solutions, including:

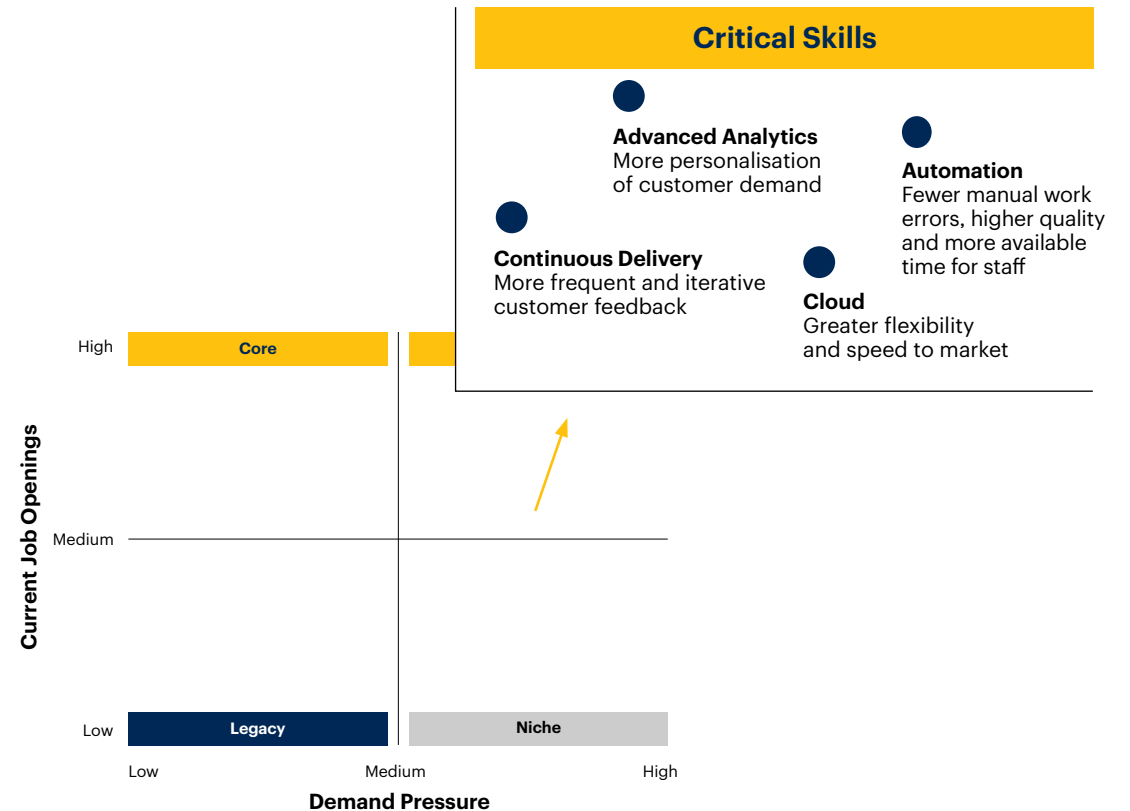
Cloud—PaaS, IaaS, Kubernetes and cloud architecture

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

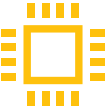
Organisations with high automation maturity show the characteristics on the right of the graphic, but this is not achieved overnight. Automation maturity requires the right resources, skills, tools and a focussed plan aligned to goals and outcomes.

Automation Maturity Characteristics



Source: Gartner

Next Steps Toward Adaptive Resilience



Lead in a Technology-Democratised World



Balance Resilience With Agility



Improve Automation Maturity



Prioritise Value Optimisation







“Forward Fill” Critical Skills



Enable Hybrid and Distributed Work

Actionable, objective insight

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

 <p>Tool Gartner IT Score</p> <p>Benchmark key processes and activities to advance your function.</p> <p>Discover More</p>	 <p>Tool Gartner BuySmart™</p> <p>Reduce costs, avoid pitfalls and buy technology with confidence.</p> <p>Discover More</p>	 <p>Resource Hub Infrastructure & Operations</p> <p>Find research and tools focussed specifically on I&O priorities.</p> <p>Discover More</p>	 <p>Road Map The IT Road Map for Cloud Migration</p> <p>Support multicloud strategy with smarter cloud migration decisions.</p> <p>Download Now</p>
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