

Technology Innovation and Strategy Leadership Primer for 2024

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Initiatives: [Technology Innovation and Strategy Leadership](#)

This initiative addresses how to lead and operationalize technology innovation and strategy. It covers how to adapt your leadership style, build your team, manage the innovation process and quantify the value delivered by technology innovation.

Scope

This initiative advises how to demonstrate strategic technology innovation leadership by evolving the technology innovation function and strategy operating model.

Topics in this initiative include:

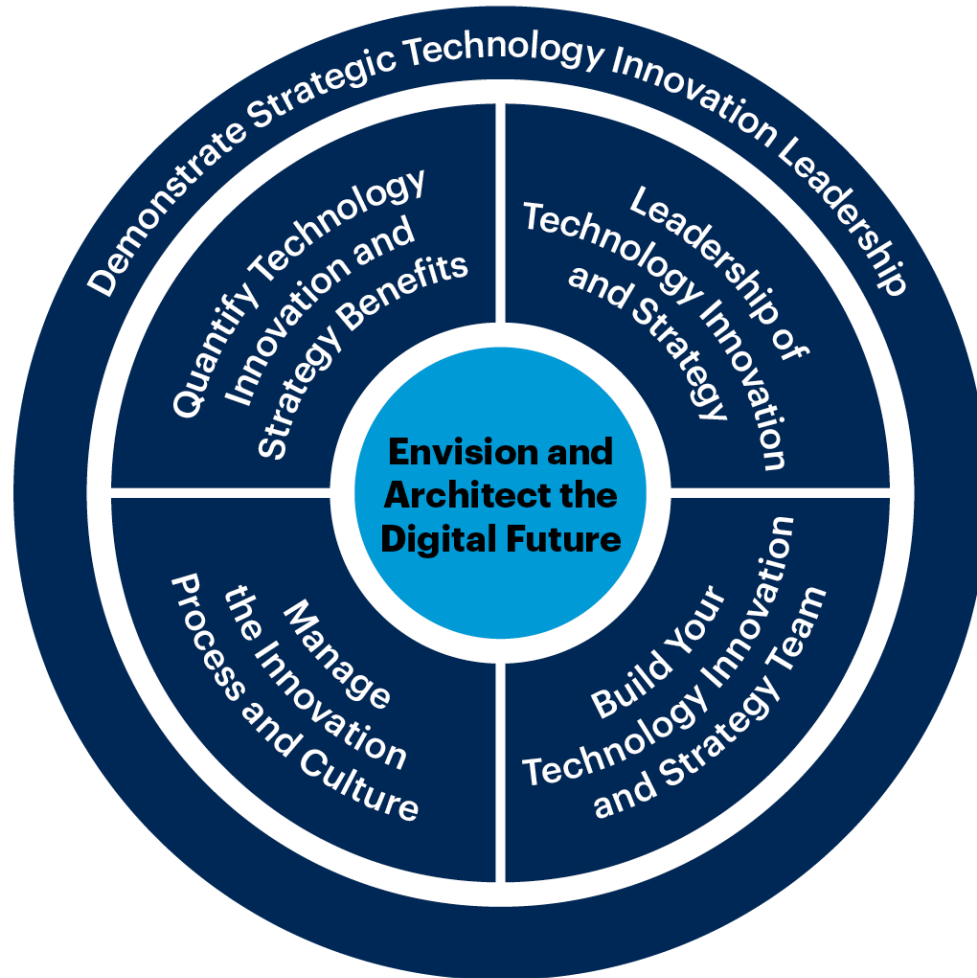
- **Build Your Technology Innovation and Strategy Team:** Create the right combination of people, skills and experience to align with the goals and operating model that you and the technology innovation and strategy team can deliver.
- **Leadership of Technology Innovation and Strategy:** Develop your leadership style and understand and influence stakeholder priorities through effective communication to gain stakeholder buy-in and engagement with technology innovation activities.
- **Manage the Innovation Process and Culture:** Employ the right combination of innovation practices to optimize your innovation process and inspire a culture of innovation.
- **Quantify Technology Innovation and Strategy Benefits:** Quantify the goals and outcomes that technology innovation and strategy initiatives must deliver to prove and communicate the value and benefits of technology to key stakeholders.

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Analysis

Figure 1: Technology Innovation and Strategy Leadership Overview

Technology Innovation and Strategy Leadership



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Today's technology innovation (TI) leaders, including CTOs and CIOs, face unprecedented challenges. Technology budgets are limited by a combination of economic, talent and global supply constraints. Yet, TI leaders are required to keep up with the accelerating pace of technological evolution. These challenges result in a lack of funding, a lack of sufficient authority to execute on their goals and an organizational culture that struggles to adapt to change. Others perceive technology innovation as risky and something that doesn't always deliver value, resulting in low business support and engagement. To tackle these challenges, TI leaders must:

- Justify their investments in technology wisely.
- Prove how value is delivered through new products and solutions that solve problems or leverage new business opportunities.
- Secure and retain the critical digital talent to deliver these initiatives.
- Balance their innovation portfolio to focus most innovation on optimization, while dedicating some time to disruptive innovation to remain competitive.

To succeed in the short term, TI leaders need both funding and business support to establish technology innovation as a means to achieve improved organizational agility and resilience. In the long term, TI leaders need to educate the C-suite on the benefits of investing in innovation. The mission for TI leaders in 2024 is to convince the C-suite that technology innovation is a critical capability that the entire organization needs in order to tackle uncertainty and respond to perpetual disruption. Our planned research for 2024 will ensure TI leaders win credibility and source the right talent and techniques to deliver quantifiable value through innovation, enabling their organization to thrive on change.

Topics

Technology innovation initiatives are under pressure to prove their business value. While the C-suite is fine to fund incremental (and less risky) innovation, TI leaders must gain business support to convince the C-suite to invest in technology innovation capabilities that enable the organization to respond proactively to disruption. TI leaders should seek effective partnerships with peers and business leaders, identify new digital talent to support new digital initiatives, build digital foundations, and optimize their innovation process and practices.

Our research in this area addresses the following topics:

Build Your Technology Innovation and Strategy Team

Every disruption and major shift in strategy is an opportunity to review the effectiveness of the operating model. TI leaders must decide how their operating model should adapt to the democratization of technologies, especially AI, and enable a more distributed workforce. This shift impacts the operating model in terms of organizational structure, cultural and change management, governance, deliverables and working practices, locations, and task forums and performance measurement.

Questions Your Peers Are Asking

- How do I set up an effective technology innovation and strategy team and CTO organization?
- How should I define (or redefine) the vision and value proposition of the CTO organization, including the technology innovation and strategy team?
- How should I establish or evolve the operating model of the technology innovation and strategy team?
- What is the impact of AI on evolving the technology innovation and strategy team?

Recommended Content

🔑 Some recommended content may not be available as part of your current Gartner subscription.

- [Quick Answer: What Are the Components of a CTO Operating Model?](#)
- [How CTOs Can Create a Winning Digital Innovation and Enablement Function](#)
- [Quick Answer: Why Do Sandbox Innovation Labs Fail?](#)
- [Building a Skills-Balanced IT Team: An Interview With the CTO at Synovus Financial Corp.](#)
- [Use-Case Prism: Artificial Intelligence for Technology Planning and Innovation](#)

Planned Research

- Value proposition of the capabilities required for the technology innovation and strategy team
- Data analysis of the impact of AI on the activities of the technology innovation and strategy team and the challenges faced
- How to set up a business operations center of excellence (COE)
- Guide to building impactful, high-performing teams

Leadership of Technology Innovation and Strategy

TI leaders, including CTOs and CIOs, need to establish themselves as thought leaders and technology evangelists. They must identify their leadership style and personal brand, as well as understand the needs of business and IT stakeholders to develop effective partnerships with them. Stakeholders include other CxOs, heads of business functions, product teams, business technologists and fusion teams. Technology innovation leaders need to communicate the opportunities that emerging technologies offer to accelerate digital business. It is important to encourage stakeholders and their teams to become involved in technology innovation and the identification of problems or opportunities that new technologies can address.

Questions Your Peers Are Asking

- How do I succeed as a CTO in managing business and IT stakeholder expectations?
- How do I establish credibility, influence and authority in my relationships with other CxOs?
- How do I develop my leadership style to better engage with business and IT stakeholders?
- How do I lead technology innovation as it evolves from niche, informal activities to an enterprisewide innovation program?

Recommended Content

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- [Leadership Vision for 2024: Technology Innovation](#)
- [2023 CTO Survey Insights: The CxO Partnerships That Are the Most Critical to a CTO's Success](#)
- [Building CTO Credibility: An Interview With the CTO for the Hospital for Special Surgery](#)
- [A CTO's Guide to Build the Right Executive Partnerships](#)
- [Case Study: Build CTO Trust Through Increased Transparency \(United States Trustees Program\)](#)

Planned Research

- Data analysis of common CTO challenges and how to overcome them
- Different leadership styles/personas for technology innovation
- How to build credibility as a technology innovation leader

Manage the Innovation Process and Culture

Organizations often create barriers to technology innovation by being risk averse. Developing a culture of innovation requires implementing strategies and processes to support and encourage technology innovation within an organization, and fostering a culture that values and rewards innovation. TI leaders need to choose the right combination of innovation techniques employed to optimize their innovation process and improve the chances of delivering the desired outcomes from their technology innovation program.

Questions Your Peers Are Asking

- How do I build, measure and optimize an innovation process?
- How do I choose the right combination of innovation practices to optimize innovation success?
- Where in an organization should innovation occur, and how should it be structured?
- How do I overcome stakeholder resistance to innovation and change?

Recommended Content

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- [How to Build an Impactful Innovation Lab](#)
- [Use 7 Dimensions of Innovation to Create Your Innovation Perimeter and Portfolio](#)
- [Generate Innovation Ideas Through Activities, Education and Attitude](#)
- [Infographic: Use-Case Prism to Learn Go-To Techniques From the Innovation Heavyweights](#)
- [The Culture Hacking Roadmap](#)

Planned Research

- How technology innovation leaders can set up an innovation pipeline
- How to determine the right combination of innovation practices to meet your business and innovation goals
- How to measure the effectiveness of your innovation process
- How to overcome the challenge of scaling up innovation
- How to productize innovation beyond experimentation

Quantify Technology Innovation and Strategy Benefits

Technology innovation leaders must measure the value generated by technology investments and the services that the technology innovation and strategy team provides. They should use information gathered from conversations with stakeholders to define the goals of the technology innovation and strategy team's activities. They can then define metrics that track execution against these goals, inform the decisions required to meet them and measure the value generated. They should share this information with key stakeholders regularly.

Questions Your Peers Are Asking

- How do I deliver value as CTO?
- What goals and outcomes should I focus on to deliver early wins?
- What metrics should I use to measure the value of the technology innovation and planning function?
- How can I articulate and market the value of the technology innovation and planning function for my business and IT stakeholders?

Recommended Content

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- [The Gartner Enterprise Value Equation: It's Time to Rethink Outdated Enterprise Value Formulas](#)
- [Use Value-Investing Principles to Prioritize Technology Innovation Investments](#)
- [Lie, Cheat and Steal Your Way to Innovation Funding Success](#)

- [How CTOs Can Enable Business Teams to Make Informed Technology Decisions](#)
- [Building Technology Acceptance Through Business Enablement: An Interview With Trinity Logistics' Russ Felker](#)

Planned Research

- Data analysis of how effective CTOs are in meeting technology innovation and strategy goals
- Key goals and outcomes that every technology innovation and strategy team should focus on to drive value
- The metrics that organizations use to prove the value of technology innovation
- How to quantify the business value that the technology innovation and strategy team delivers
- How to be more effective in leading technology innovation and strategy teams to deliver value

Suggested First Steps

- [The Chief Technology Officer's First 100 Days](#)
- [How Chief Technology Officers Can Deliver Value by Using Our Four Personas](#)
- [Understanding the CTO's Role in Technology Strategy](#)
- [How CTOs Can Create Effective Technology Roadmaps](#)

Essential Reading

- [Quick Answer: How Do I Become a CTO?](#)
- [IT Score for CTO](#)
- [Quick Answer: What Does Gartner's IT Score for CTOs Deliver?](#)
- [Top Strategic Technology Trends for 2024](#)
- [Complexity, Chaos and Confidence: A Tapestry of Trends Across Brave New Worlds](#)
- [Getting Started With Trendspotting](#)
- [2023 CTO Survey Insights: Deliver Business Value Through Stakeholder Engagement](#)
- [How CTOs Can Ensure Technology Acceptance Among Business Stakeholders](#)
- [How CTOs Can Build a Technology Talent Acquisition Strategy](#)
- [Quick Answer: What Is the CTO's Role in Sustainability and How Will It Evolve?](#)

Tools and Toolkits

- [Tool: Chief Technology Officer Sample Job Description](#)
- [Tool: Templates for CTOs to Create Effective Technology Roadmaps](#)
- [Tool: How CTOs and CISOs Can Enable a Secure Digital Future](#)
- [Tool: A CTO's Guide to CxO Partnerships: How CTOs and CDAOs Can Build Collaborative Relationships](#)

Document Revision History

[Digital Innovation and Enablement Function Primer for 2023 - 3 August 2023](#)

Related Priorities

Initiative Name	Description
CIO Innovation Leadership	Gartner helps enterprises understand disruptive trends and new technologies, and master emerging management practices focused on sustainable innovation and digital value creation.
Exec Leadership: Futures, Innovation & Disruption	This initiative helps leaders drive sustainable streams of innovation, from incremental to disruptive, and helps novices and experts nurture, develop and deploy new ideas.
Tech Innovation Strategy	This initiative prioritizes opportunities of emerging technologies, guides the continuous identification, assessment and monitoring of technology trends, and defines technology strategy and roadmaps.

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