

## Leadership Vision for 2022: CIO

Published 20 September 2021 - ID G00751489 - 3 min read

By Analyst(s): Janelle Hill, Irving Tyler, Jose Ramirez, Raf Gelders

Initiatives: [CIO Role Evolution](#); [CIO Leadership of Innovation, Disruptive Trends and Emerging Practices](#); [CIO Leadership, Culture and People](#)

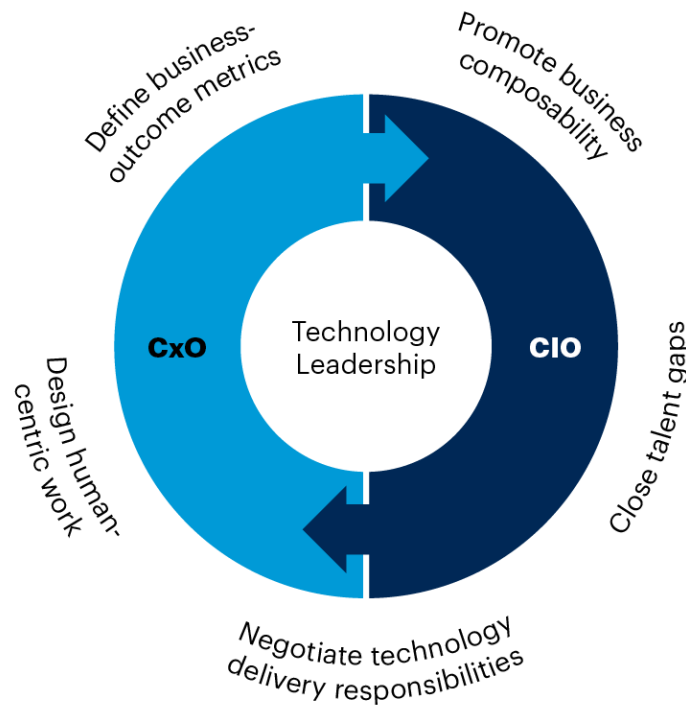
All entities continue to accelerate their transition to digital business. This Leadership Vision covers the technology-related trends, challenges and actions affecting CIOs. Use this presentation to communicate to the wider organization and enable growth through digital technology innovation.

### Overview

The global pandemic has underscored every entity's heavy dependence on information and technology for commerce, operational continuity, and customer and constituent engagement.

## CIOs and CxOs Share Democratized Technology Leadership

## CIOs and CxOs Share Democratized Technology Leadership



Source: Gartner  
751489\_C

Gartner

Information technology is now cemented as a critical competency across the enterprise, not just within the formal IT organization. This is due to a number of factors, including greater digital dexterity in the workforce, AI-assisted development, low-code development tools, and COVID-19-induced, technology-enabled business innovation.

This democratization of technology means CIOs now share responsibilities with CxOs for technology leadership. Together, they are mutually accountable for both technology and business outcomes.

Most organizations are accelerating digital business initiatives to help them survive and grow in response to the global pandemic experience and ongoing market turbulence. This environment creates challenges and opportunities for CIOs and their CxO peers. CxOs are expected to create new value for customers or constituents and accelerate the organization's realization of value from its digital investments.

Delivering this agenda requires joint accountability across CIOs and CxOs. This is a profound change in the business-IT partnership. For CIOs, this is an opportunity to extend their leadership by acting as enterprise orchestrators of the various digital initiatives, to harmoniously deliver growth and other desired business results.

## Emerging Trends

Three trends will significantly impact the CIO's agenda over the next year to 18 months:

- Business executives (and even boards of directors) increasingly expect that accelerating digital investments will lead to business growth.
- Fifty-one percent of all employees now perform technology work as part of the job. <sup>1</sup>
- The future of work is hybrid.

## Challenges for CIOs

These trends trigger the following challenges, which CIOs should prioritize:

- Enabling multiple and competing business outcomes.
- Addressing the scarcity of talent and digital dexterity.
- Redesigning work for a hybrid model.

## Recommended Actions

The CIO's agenda for 2022 and beyond should emphasize the following prioritized actions. Each is a leadership opportunity for which the CIO can exhibit their executive competency by working closely with CxO peers as appropriate:

- Evangelize business composability to more easily address competing imperatives.
- Agree on a RACI model with CxOs for technology delivery responsibilities.
- Capitalize on force multipliers to advance digital dexterity and close the talent and skills gaps.
- Partner with CxOs to establish business-outcome-driven metrics for fusion teams.
- Redesign work for the hybrid world using a human-centric design.

## How to Use Leadership Vision

This research is in the form of a presentation deck and provides Gartner's overall point of view on the important things that you, as a CIO, should focus on. This deck is designed for you to download and use with your peers, your team or others who might benefit from it. You can also integrate it into your own materials. It is meant to provide input into your strategy and plans for the future.

## Evidence

This Leadership Vision was developed using research from the CIO research team and from across Gartner. In the notes sections of the slides, you can find a discussion of the content and links to relevant research.

<sup>1</sup> Gartner's 2020 Digital Friction Survey was conducted online. The 4,977 respondents worked in a range of functions, industries and regions, and at different levels. A team of Gartner researchers developed the survey. Gartner's Quantitative Analytics and Data Science team reviewed, tested and administered it.

## Acronym Key and Glossary Terms

RACI	responsible, accountable, consulted, informed
------	---

## Document Revision History

[Leadership Vision for 2021: CIO - 22 April 2021](#)

[Leadership Vision for 2020: CIO - 23 January 2020](#)

---

## Recommended by the Authors

Some documents may not be available as part of your current Gartner subscription.

[Infographic: CIO Questions About Business Technologists Answered](#)

[Adopt New Acceleration Patterns to Maintain Digital Business Momentum](#)

[Future of Applications: Delivering the Composable Enterprise](#)

[Toolkit: Composable Business Index From the 2020 Gartner IT Symposium/Xpo Keynote](#)

[The 2021 CIO Agenda: Seize This Opportunity for Digital Business Acceleration](#)

[Future of Work Reinvented: Seizing This Golden Opportunity Requires 3 Actions](#)

© 2021 Gartner, Inc. and/or its affiliates. All rights reserved. Gartner is a registered trademark of Gartner, Inc. and its affiliates. This publication may not be reproduced or distributed in any form without Gartner's prior written permission. It consists of the opinions of Gartner's research organization, which should not be construed as statements of fact. While the information contained in this publication has been obtained from sources believed to be reliable, Gartner disclaims all warranties as to the accuracy, completeness or adequacy of such information. Although Gartner research may address legal and financial issues, Gartner does not provide legal or investment advice and its research should not be construed or used as such. Your access and use of this publication are governed by [Gartner's Usage Policy](#). Gartner prides itself on its reputation for independence and objectivity. Its research is produced independently by its research organization without input or influence from any third party. For further information, see "[Guiding Principles on Independence and Objectivity](#)."