# Leadership Vision for 2022: Infrastructure and Operations

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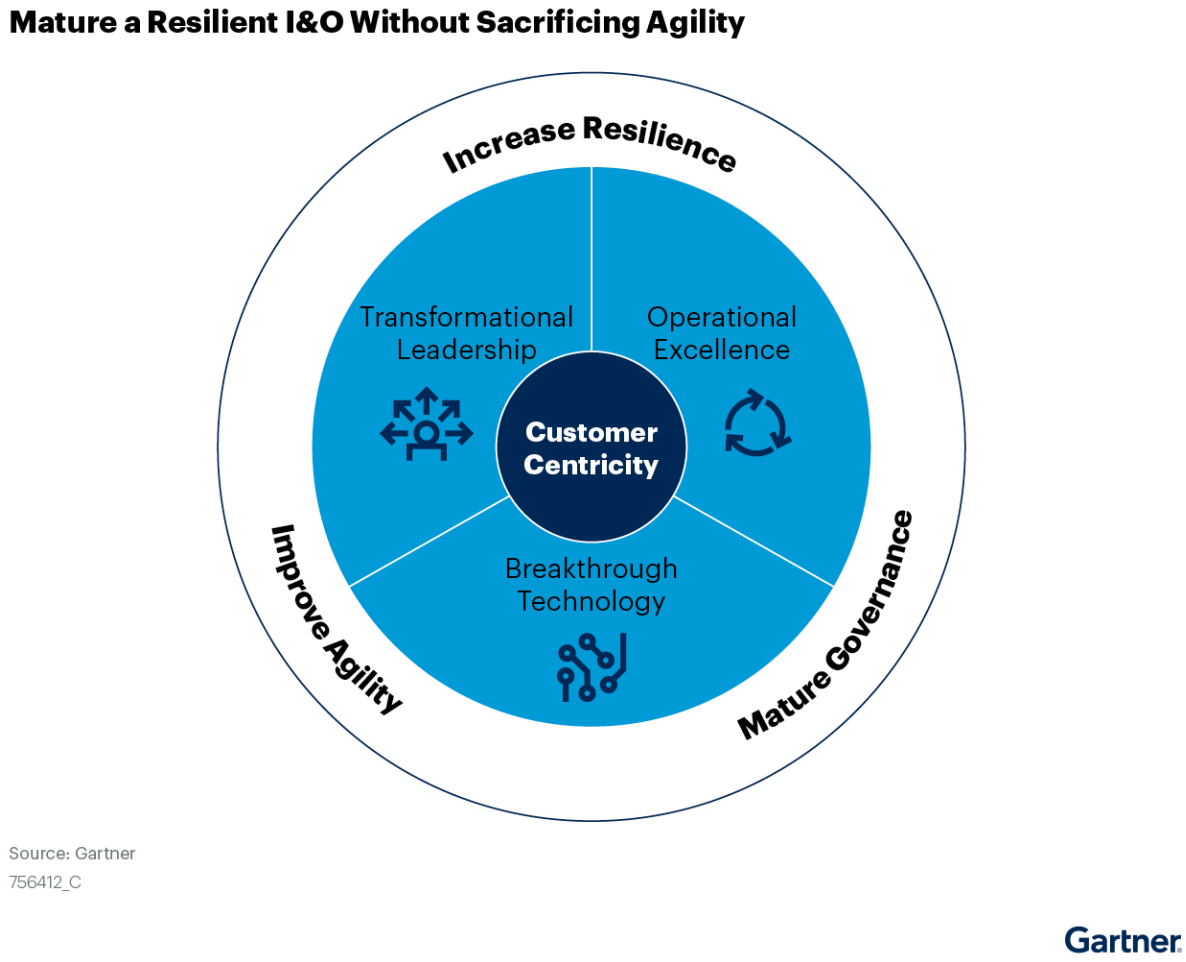
Initiatives: Infrastructure and Operations Leaders

Infrastructure and operations leaders must deliver adaptive, resilient services that support continuous and rapid business change. This Leadership Vision will help I&O leaders in planning for 2022, and in presentations to leadership, peers and teams.

## Overview

**The infrastructure and operations (I&O) mission is to enable renewed growth and transformation focusing on customer centricity. The voice of the enterprise's customer should always be at the heart of everything that I&O does. I&O needs to build a platform that enables digital products that meet customer and stakeholder needs.**

## Mature a Resilient I&O without Sacrificing Agility




I&O is central to accelerating digital initiatives and enabling remote work to keep businesses operational, but this rapid change has put a strain on people, process, technology and governance. I&O leaders want to press pause — giving themselves time to recover and rebuild the strong foundations that ensure stability of I&O services. However, business needs are ever-changing. The winds of change will continue to blow — bringing new challenges that will require both a solid foundation built on the resilience of organizational processes and technology, and the ability to rapidly respond to change.

Delivering adaptive resilience is critical. It is I&O's imperative to build, integrate, broker and govern technology platforms that balance resilience and agility to enhance customer experiences and solutions and deliver optimal business outcomes and growth. This "adaptive resilience" will help meet new challenges. Each trial strengthens the overall organization, and the ability to adapt will be needed to continue growth.

### Trends Affecting I&O Leaders

I&O leaders must prepare for the following trends:

- The democratization of technology work — employees outside IT increasingly performing technology work.
- The growing skills gap affecting I&O.
- The increased levels of automation required for I&O to remain functional and cost-efficient.
- Enabling anywhere operations — reaching customers, enabling employees and delivering infrastructure services anywhere.

### Challenges for I&O Leaders

I&O leaders must react to the following challenges:

- Insufficient skills and resources, especially in the areas of automation and DevOps.
- Managing technical debt — reducing existing infrastructure debt and avoiding future debt as organizations progress on their cloud journeys.
- Improving the maturity of I&O (across people, process, technology and governance).
- Reducing risk and ensuring high availability of services in line with business needs.
- Lowering the cost of I&O services.

## Recommended Actions

The I&O agenda for 2022 should emphasize the following prioritized actions. Each is a leadership opportunity for which the I&O leader can exhibit their competency by working closely with their CIO, business unit, and IT leadership peers as appropriate. I&O leaders should:

- Lead in a technologically democratized world.
- Prioritize value optimization.
- Balance resilience with agility.
- Improve automation maturity.

- Identify, then forward-fill critical skills.
- Enable hybrid and distributed work.

## 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 an I&O leader, 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 or plans for the future.

## Evidence

This Leadership Vision was developed using research from the I&O 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.

## Document Revision History

Leadership Vision for 2021: Infrastructure and Operations - 20 October 2020

Leadership Vision for 2020: Infrastructure and Operations Leader - 16 October 2019

Leadership Vision for 2019: Infrastructure and Operations Leader - 7 September 2018

Leadership Vision for 2018: Infrastructure & Operations Leaders - 8 August 2017

Infrastructure and Operations (I&O) Leadership Vision for 2017 - 22 July 2016

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## Recommended by the Authors

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Adopt New I&O Organizational Structures to Drive Digital Transformation

Top Strategic Technology Trends for 2021: Anywhere Operations

Top Trends Impacting Infrastructure and Operations for 2021

Transforming I&O Skills to Remain Viable Through 2022 and Beyond

Ignition Guide to Building a Cloud Center of Excellence

Hype Cycle for I&O Automation, 2021

Top Strategic Technology Trends for 2021: Distributed Cloud

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