

## Leadership Vision for 2022: Technology Innovation

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Initiatives: [Enterprise Architecture and Technology Innovation Leaders](#); [CIO Leadership of Innovation, Disruptive Trends and Emerging Practices](#); [Executive Leadership: Innovation Management](#)

Organizations have prioritized the use of digital channels to reach customers and citizens. Technology innovation leaders (including CTOs, CIOs, heads of innovation and enterprise architects) must support this increased reach with innovative new products and services.

### Additional Perspectives

- [Summary Translation: Leadership Vision for 2022: Technology Innovation](#)  
(10 September 2021)

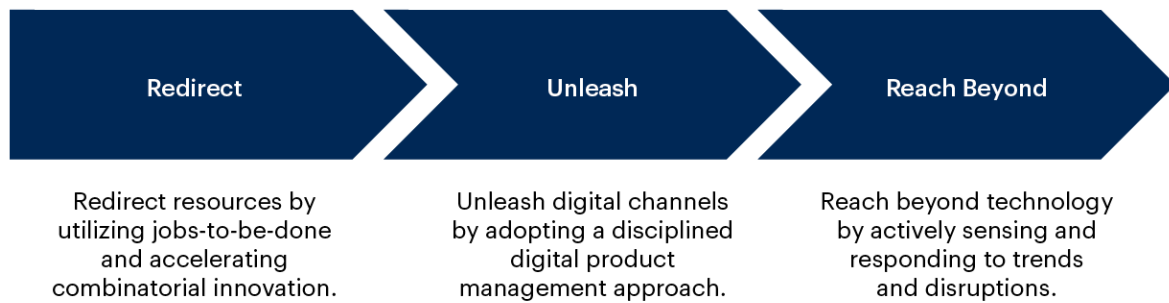
## Overview

Increasingly, the enterprise's focus is on reaching customers and citizens through new and innovative digital channels, products and services. Technology innovation leaders (including CTOs, CIOs, heads of innovation and enterprise architects) must respond to these trends — becoming key assets to their executive teams.

**Figure 1. Key Opportunities for Technology Innovation Leaders**

## Key Opportunities for Technology Innovation Leaders in 2022

Enable Organizational Adaptability and Resilience



Source: Gartner  
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## Trends for Technology Innovation Leaders

Technology innovation leaders must anticipate and prepare for the following trends:

- **Digital is the new normal and CEOs are focused on scaling** — According to Gartner's Third Annual Tech CEO Survey (2021), the most pressing initiatives for tech CEOs of organizations with up to \$250M in revenue in 2021 are acquisition of new customers, followed by revenue growth, operational efficiency, and identifying new opportunities.
- **Funding of digital innovation will increase** — According to the 2021 Gartner CIO Survey, 68% expect funding for digital innovation to increase in 2021 by even more than it increased in 2020.
- **Technology work is democratizing rapidly** — There has been a steady, and growing, shift of the delivery of digital capabilities out of the IT organization and into the business. This is coupled with an increase in strategic IT investment, which is also being driven by the business.

## Priorities for Technology Innovation Leaders

We see technology innovation leaders playing a crucial role in helping the organization to react and adapt to these trends. Technology innovation leaders will:

- Reach beyond technology to actively sense and respond to trends and disruptions. Organizations must strive to become future-fit. Future-fit organizations actively prepare for and respond to disruptions, and anticipate change.
- Unleash digital channels by adopting a digital product management approach. Technology innovation leaders should adopt digital product management (DPM) — which is a management approach to develop the vision, strategy and planning for their products over the defined life cycle. Then actions can be executed.
- Redirect resources by utilizing jobs-to-be-done. By focusing on what customers want to accomplish and knowing how customers measure value, technology innovation leaders can focus R&D, product development and marketing efforts to systematically deliver this customer value.

## Recommended Actions

To enable organizational adaptability and resilience, technology innovation leaders should:

- Harness the expertise and ingenuity of all employees by democratizing technology delivery.
- Assess the digital scaling potential of “game-changing” technologies.
- Apply combinatorial innovation to identify new opportunities.
- Partner with business technologists and create fusion teams for enterprise-level use cases.
- Redirect resources by utilizing jobs-to-be-done.
- Unleash digital channels by adopting a disciplined digital product management approach.
- Reach beyond technology to actively sense and respond to disruptions and anticipate change.

## How to Use Leadership Vision

This research is in the form of a PowerPoint presentation and provides Gartner's overall point of view on the important things that you, as a technology innovation 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

Gartner's Third Annual Tech CEO Survey 2021 was conducted online between November and December 2020 among 280 respondents.

The 2021 Gartner CIO Survey was conducted online from 14 July through 14 August 2020 among Gartner Executive Programs members and other CIOs. Qualified respondents are each the most senior IT leader (CIO) for their overall organization or a part of their organization (for example, a business unit or region). The total sample is 1,877, with representation from all geographies and industry sectors (public and private).

## Document Revision History

[Leadership Vision for 2021: Technology Innovation - 16 October 2020](#)

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## Recommended by the Authors

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

[Seize the Technology Advantage With Combinatorial Digital Innovation](#)

[A Tapestry \(TPESTRE\) of Trends for Strategic Planning](#)

[Quick Answer: How Can Jobs-to-Be-Done Methods Improve EA Business Value?](#)

[Leveraging Digital Product Management for Digital Business Transformation and Optimization](#)

[Getting Started With Trendspotting](#)

[Presentation: Democratized Technology Delivery: The CIO's New Opportunity to Boost the Value of IT](#)

[Quick Answer: How to Use Combinatorial Innovation to Identify Opportunities From Trends and Emerging Technologies](#)

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