

Gartner Research Board

Business-Led IT

PISA
March 30, 2021

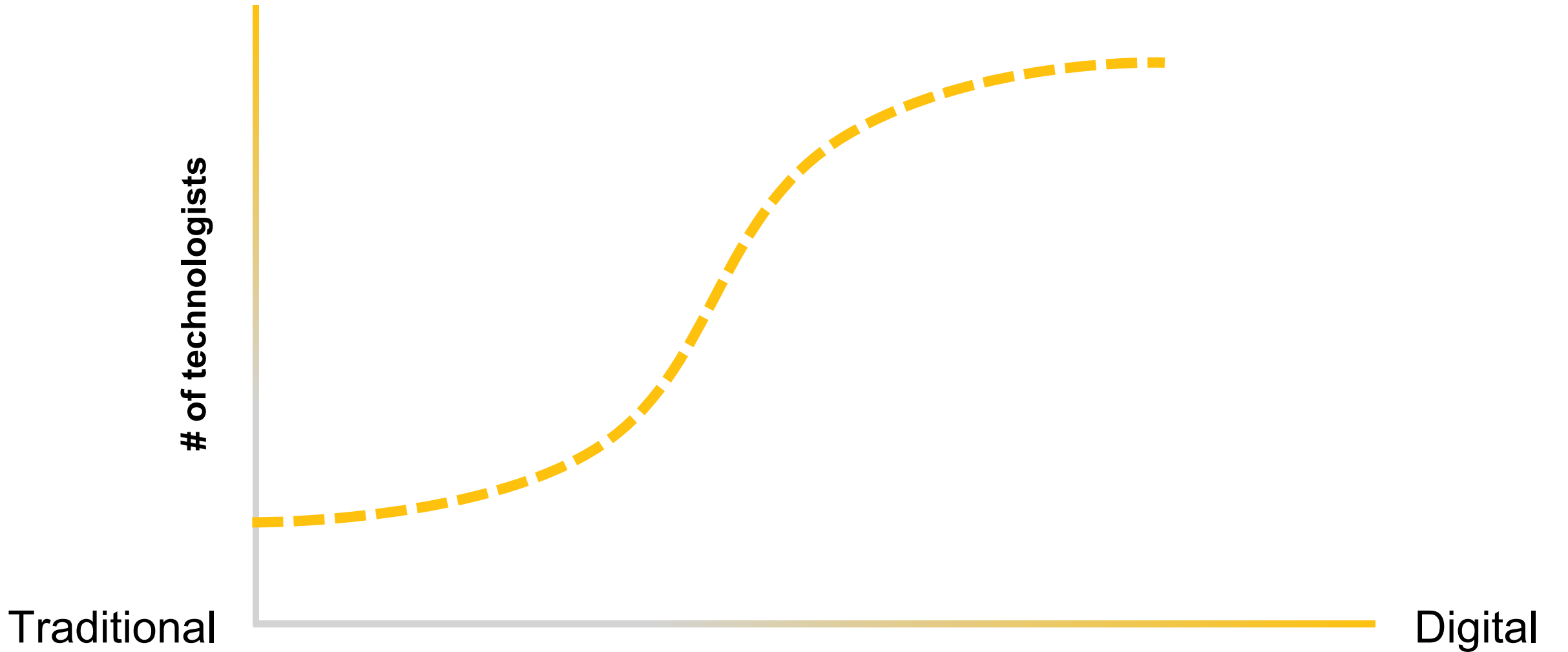
More “Digital” Means More Technologists

Traditional



Digital

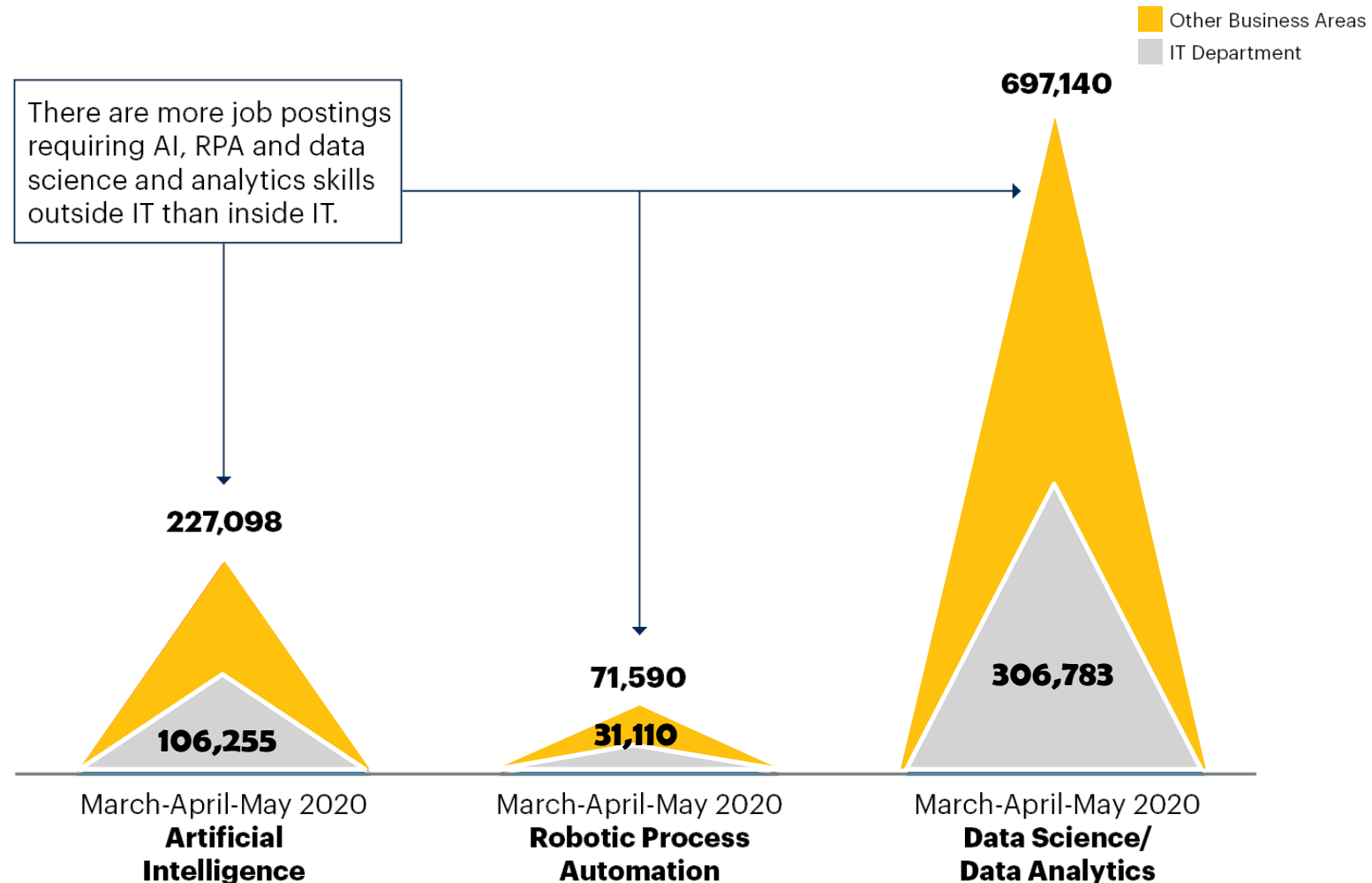
More “Digital” Means More Technologists



Technology Skills Are In High Demand Outside of IT

Total Jobs Posted in Top 12 Countries by GDP^a

By Skill and Organizational Location, March Through May 2020



What Do Business Technologists Do?

Activities of and Tools Used by Business Technologists



53%

Automation

Automating tasks by writing custom scripts



38%

Application Development

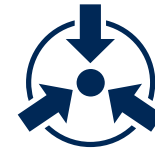
Creating or configuring apps or functionalities



34%

Data Analysis

Coding analytical models, exploring data sources



33%

Integration

Creating integration functionalities



21%

Website Development

Creating websites or website functionalities

Business Technologist Activities

Percentages of Business Technologists, Multiple Responses Allowed Per Business Technologist

Domestication of Information Technology



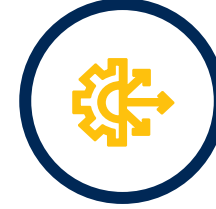
DISCOVER

Identify what business technologists are trying to do, and what capabilities they need



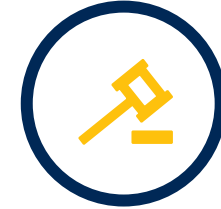
EVALUATE

Assess the risks and benefits of what business technologists are doing, and the tools they can leverage



PROVIDE ACCESS

Place all sanctioned tools into a high-performing, easy to use engagement platform.

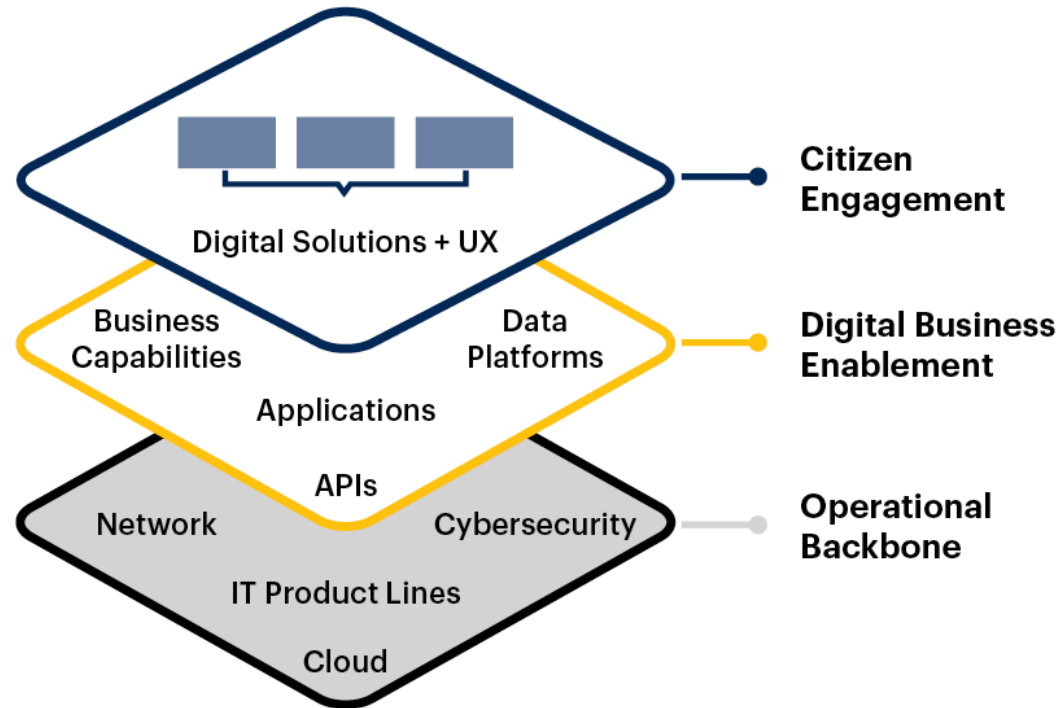


MANAGE

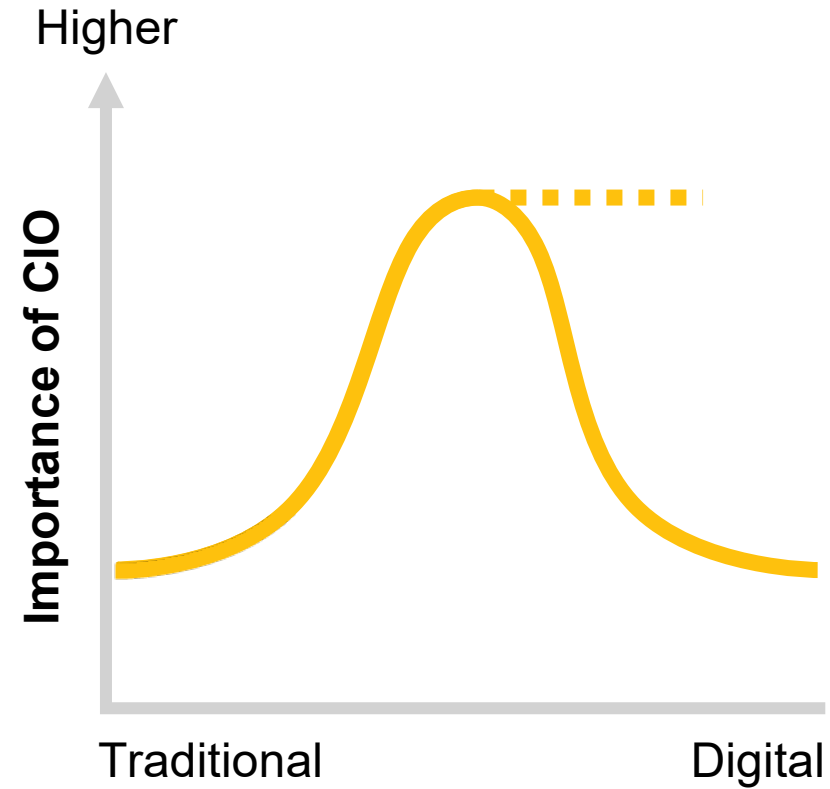
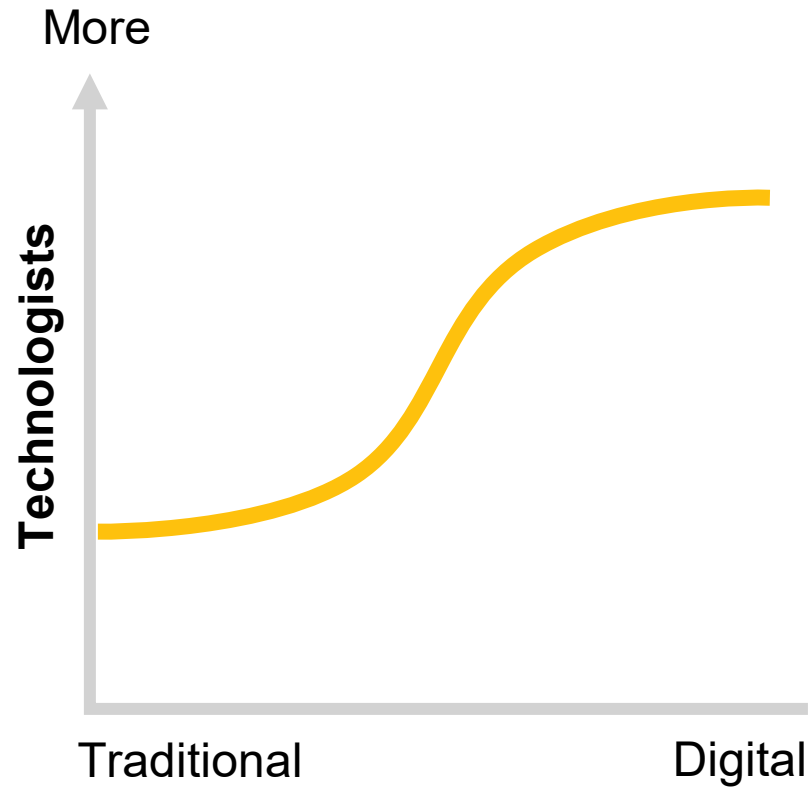
Promote and expand the pool of sanctioned capabilities that work well, and educate business peers on how to use them.

Members need to be proactive in overseeing **tech domestication**

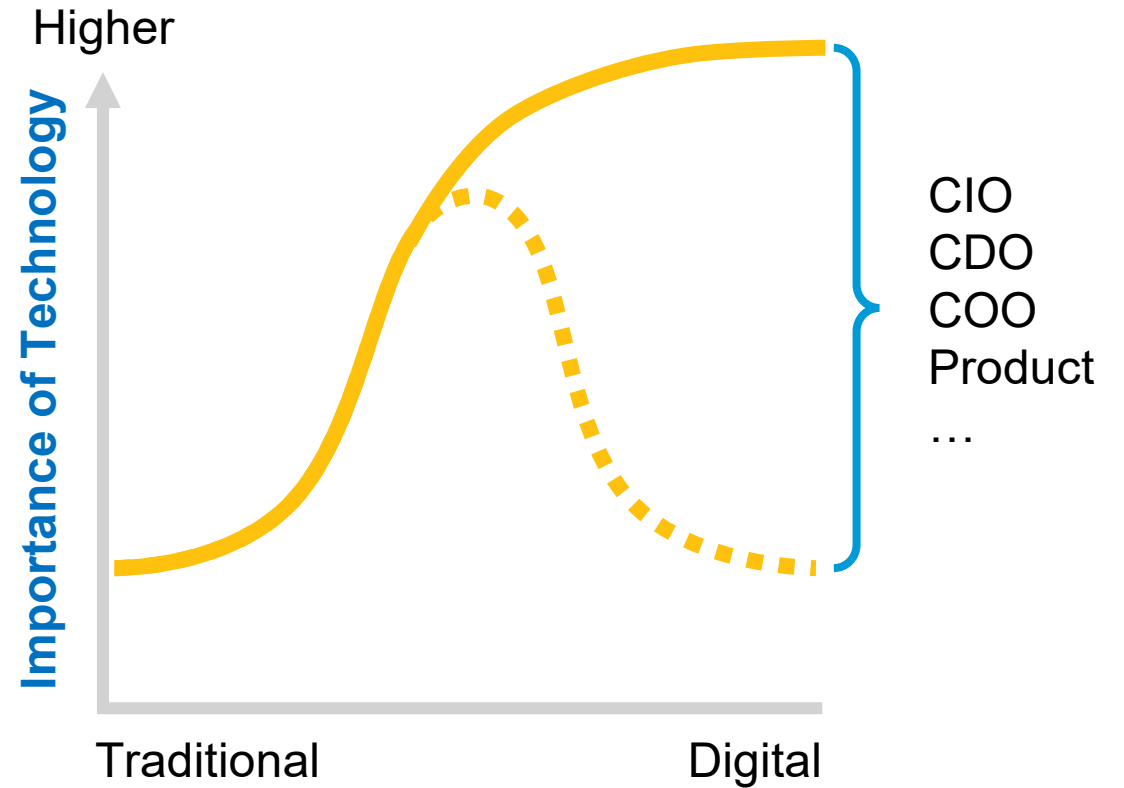
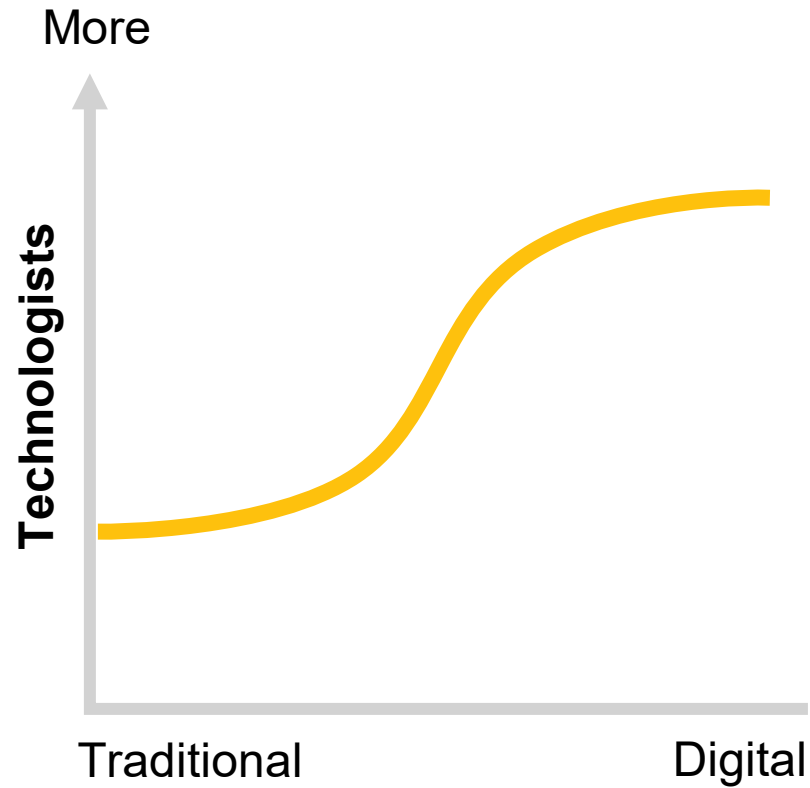
A New Technology Operating Model For the Enterprise




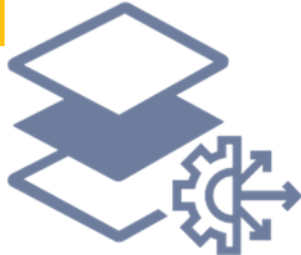


Who Leads Digital Companies?



Who Leads Digital Companies?

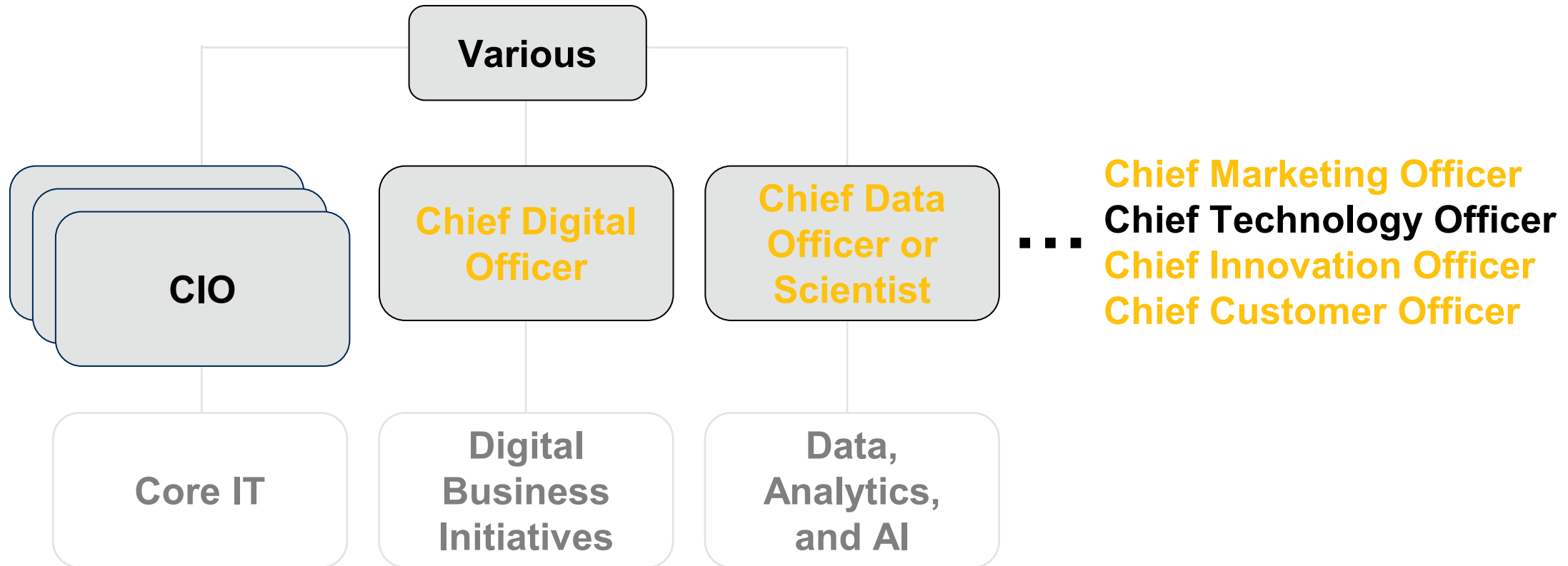


Four Tech Leader Archetypes from RB Members

<p>Overcoming Tech Debt</p> 	<p>Digital Dexterity</p> 	<p>External Focus</p> 	<p>Off Ramp?</p> 
<p>Modernizer</p>	<p>Platform Orchestrator</p>	<p>Technology Visionary</p>	<p>Productizer</p>
<ul style="list-style-type: none"> • Modernizing IT backbone • Evangelizing digital • Managing supplier relationships 	<ul style="list-style-type: none"> • Creating an API economy • Enabling cross-functional teams • Maintaining evergreen digital platforms 	<ul style="list-style-type: none"> • Setting technical vision • Exploring innovation ecosystem • Incubating new products 	<ul style="list-style-type: none"> • Running digital LOB(s) • Building / scaling digital products • Monetizing data assets

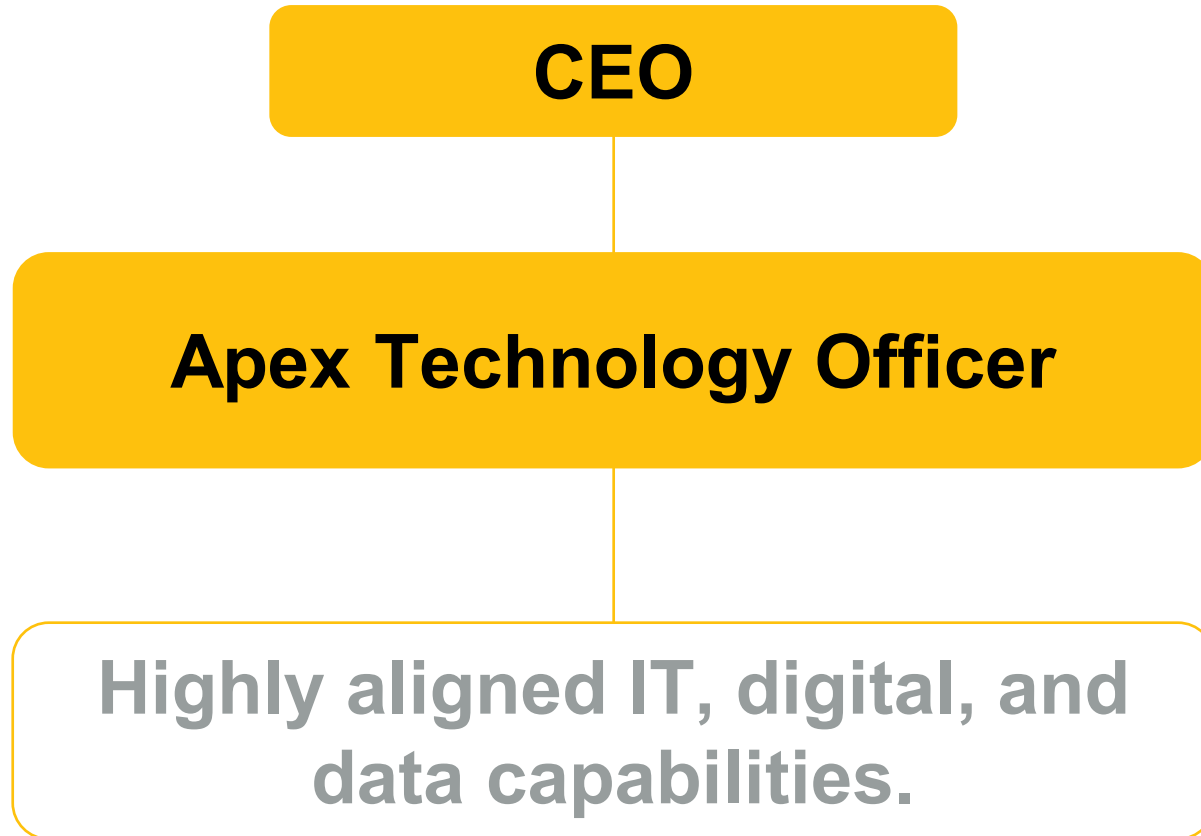
Are There Too Many Technology CxOs?

A Fracturing of Tech Leadership



Source: Russell Reynolds Associates

Are Apex Technology Officers The Right Answer?



- ... Chief Marketing Officer
- Chief Technology Officer (OT)
- Chief Innovation Officer
- Chief Customer Officer

Amazon's Core Belief: Two is Better Than Zero



“It is much better to have a pair of fast-moving teams duplicating effort and solutions than losing weeks seeking a common solution before they get to work.”

Dave Treadwell

VP of eCommerce Services, Amazon

