INFORMATION TECHNOLOGY PRACTICE
CIO EXECUTIVE BOARD™

Skills in Corporate IT Are Lagging Fast Changing Needs

What went into this research?

The CIO Executive Board built an IT roles and skills assessment framework with 109 IT skills and 30 IT roles and assessed the impact of The Future of Corporate IT findings on each. We validated the analysis in interviews and surveys with more than 60 organizations.

What can you do with our insights?

- Access our e-learning for individual courses or to set up a managed learning program for your company.
- Access the full research at www.cio.executiveboard.com.
- Access our Future of Corporate Topic Center for strategies, tools, and related research.

Who can you talk to?

The CIO Executive Board Member Support Center

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M–F: 8 a.m. to 6 p.m. ET

CIO Executive Board recently identified four major shifts that will fundamentally change the role and structure of IT organizations over the next few years:

- **Information Over Process:** Information management will gain equal or greater importance relative to process automation.
- **IT Embedded in Business Services:** Technology will be delivered as end-to-end services and will become more integrated into a multifunctional services group.
- **Externalized Service Delivery:** Most delivery operations will be externalized, increasingly to the cloud.
- **Business Partner Responsibility:** Technology-savvy business partners will take greater responsibility for IT decision-making.

Given the magnitude of the four shifts it is not surprising that most organizations are thoroughly unprepared. Each of the four shifts will demand very different roles and skills to those that exist in IT organizations today, yet sixty-one percent of organizations lack a comprehensive skill forecast and up to 80% fail to provide training or coaching in critical, emerging skills. They are, in effect, gambling on their ability to hire new skills as they need them. This might be a reasonable risk if other organizations were diligently doing the necessary training and development, but if everyone takes the same gamble, the odds of it paying off are close to zero.

So which skills and roles will change the most? Which should feature in skill forecasts and training programs? The CIO Executive Board identified five changes that every organization should address.

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Estimated Changes in IT Talent Needs

16 Roles that are located in IT in 2010 will move to multifunctional shared services and/or business units by 2015.

250% More information architects will be needed by the average organization by 2015.

88% IT–related roles in 2015 can be filled by employees who do not have a technical background.

7 IT–related roles that will be required in 2015 do not exist today.

1 in 3 Roles that exist within IT will see declines of 80% or more in the number of positions required internally by 2015.

Finding #1—Demand for IT Planning and Strategy Roles Will More than Double

The first change relates to planning and strategy. As a result of the four shifts, technology management will become more complex as the number of stakeholders within (and beyond) the organization increases. Consequently, planning and strategy roles such as IT strategist, service manager, and information architect will see the greatest rise in importance. Demand for these roles and for roles in security and business architecture will more than double, though they won't always be located within corporate IT (see finding three).

Finding # 2—New-to-World IT–Related Roles Will Emerge

The adoption of cloud computing and service management, and a focus on information management and collaboration, will require roles that don't exist yet in many organizations. These new roles include the leadership position in multifunctional shared services, service architects, technology brokers, and individuals who can foster the technologies and (more importantly) the behaviors and processes needed for collaboration. The roles will require new skills including information visualization, usability design, service delivery, unstructured information management, and cloud integration.

Finding #3—Traditional IT Roles Will Relocate Outside Corporate IT

More than half the traditional roles in IT strategy, governance, architecture, and project management will migrate outside the IT organization, in most cases they will move to a multifunctional shared services organization. In addition, line managers in business units will increasingly require basic IT–related skills such as requirements definition, project management, change management, product evaluation, and vendor management.

Finding #4—Traditional Technical Roles within Corporate IT Will Decline by 80% or More

While technical expertise will be retained in architecture and integration, most roles involved in delivering applications and infrastructure will be externalized, resulting in falls of 80% or more in the headcount for some of these roles within the corporate IT organization. Organizations that have undertaken extensive IT outsourcing have already seen this change occur.

Finding #5—Talent Sourcing Must Broaden as Few New IT–Related Roles Will Require an IT Background

Increasingly, IT–related roles, particularly the new roles introduced above, will be difficult to source from within corporate IT. The roles require skills that can only be acquired through experience elsewhere in the business or in specialist external roles such as consulting. These roles include relationship manager, technology broker, user experience designer, and information architect. Conversely, only a handful of IT–related roles will require a deep technical background.