



Gartner®

Leadership Vision for 2024

**Top 3 Strategic
Priorities for
Infrastructure
and Operations
Leaders**



Introduction

Infrastructure and operations (I&O) leaders must continue their shift to platforms to support and enable continuous change and the demands of their customers. They must embrace new technologies like generative artificial intelligence (GenAI) to transform I&O's operational effectiveness, empowering an augmented I&O workforce.

Supply is finite in terms of people, time and budget; but business demands coupled with faster levels of technology change and geopolitical disruption are multiplying demand.

I&O leaders need to rethink their approach, attract and retain the brightest talent, and gain traction in wrangling their technical debt with a resilience-based approach. They need to rethink their role as to the business impact if they want to be efficient, effective and optimally aligned to their customers' and CIO's goals.

I&O leaders must meet the most profitable and mission-critical demand with the resources available. The goal is not equilibrium — the goal is to adapt to change and maintain what matters most by prioritizing their services. They must work with leaders, stakeholders and customers to understand the relative business value of the services they deliver today or could deliver going forward.

This Leadership Vision eBook will help I&O leaders prepare investments in platforms and services to maximize value for their organization in 2024.

By 2027, **more than 75%** of the Fortune 1000 companies will have formal infrastructure platform organizations, **up from less than 20% in 2023.**

Source: Gartner

Supply and demand in I&O

Challenges with demand

- New technologies
- New trends
- Tech debt
- Increasing innovation rate
- Growth in business demand



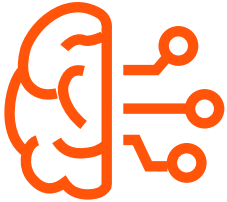
Limits with supply

- Finite resources (people, time, budget)
- Lack of skills
- Legacy management
- Growth in complexity

There is NO balance between supply and demand.

Source: Gartner

3 key trends impacting I&O leaders



GenAI

Though GenAI might feel overhyped or overexposed, the impact of this technology will change the relationship between humans and machines.

Machines have learned our language and eliminated the barrier to democratizing technology. English will become the predominant programming language. This offers a new working paradigm and can present agility, adaptability and composability improvements for I&O to seize on.



Augmented-connected workforce

GenAI will lead to an augmented-connected workforce.

This is a way to enhance and accelerate employee productivity. I&O leaders have been trying to close the skills gap for years with limited success, as well as limited resource supply and high levels of competition in the labor market.

Evolving the workforce demands the adoption of new skills and technologies, but those adopted technologies also augment the workers — creating a positive feedback loop.



Misalignment of I&O services and customer demand

Just 37% of I&O leaders claimed a high level of alignment of current services to meet customer needs over the next 12 months.

I&O leaders are not optimally aligned to their customers needs. Increasingly, I&O teams are bypassed for new service requests and don't always rank high in the customer satisfaction surveys.

3 priorities and actions for I&O leaders

1 Manage technical debt

33% of I&O leaders rank technical debt as one of the top 3 challenges or threats facing their I&O organization today.



2 Embrace GenAI

55% of organizations interested in GenAI have initiatives in a pilot program or production.



3 Retain talent

I&O leaders rank availability of resources (number of people) as the top challenge or threat the organization currently faces.



Actions

Increase the resilience of your I&O organization by minimizing debt in new services and removing debt in existing services. Resilience means increasing reliability, tolerability and recoverability.

Consider how the I&O organization will use GenAI within the organization (e.g., testing optimum architectures in theoretic setups) versus the impact on I&O (e.g., standing up a specialized infrastructure environment to support AI).

Work with your HR team to decide how to retain talent (i.e., mentoring, compensation) and how to augment your workforce (i.e., upskill, experimentation with GenAI).

Sources: Gartner 2021 Software Engineering Leaders Survey, Gartner strategic assumptions; 2020 Gartner Software Engineering Team Effectiveness Survey

Manage technical debt

Infrastructure technical debt management

Technical Debt (Complexity)	Low	Leave it	Love it
		Sustainable infrastructure	Platform infrastructure
		Lose it	Modernize it
	High	Intractable infrastructure	Upgradable infrastructure
	Low	Business Value (ROI)	High

Source: Gartner

Attract and retain top talent

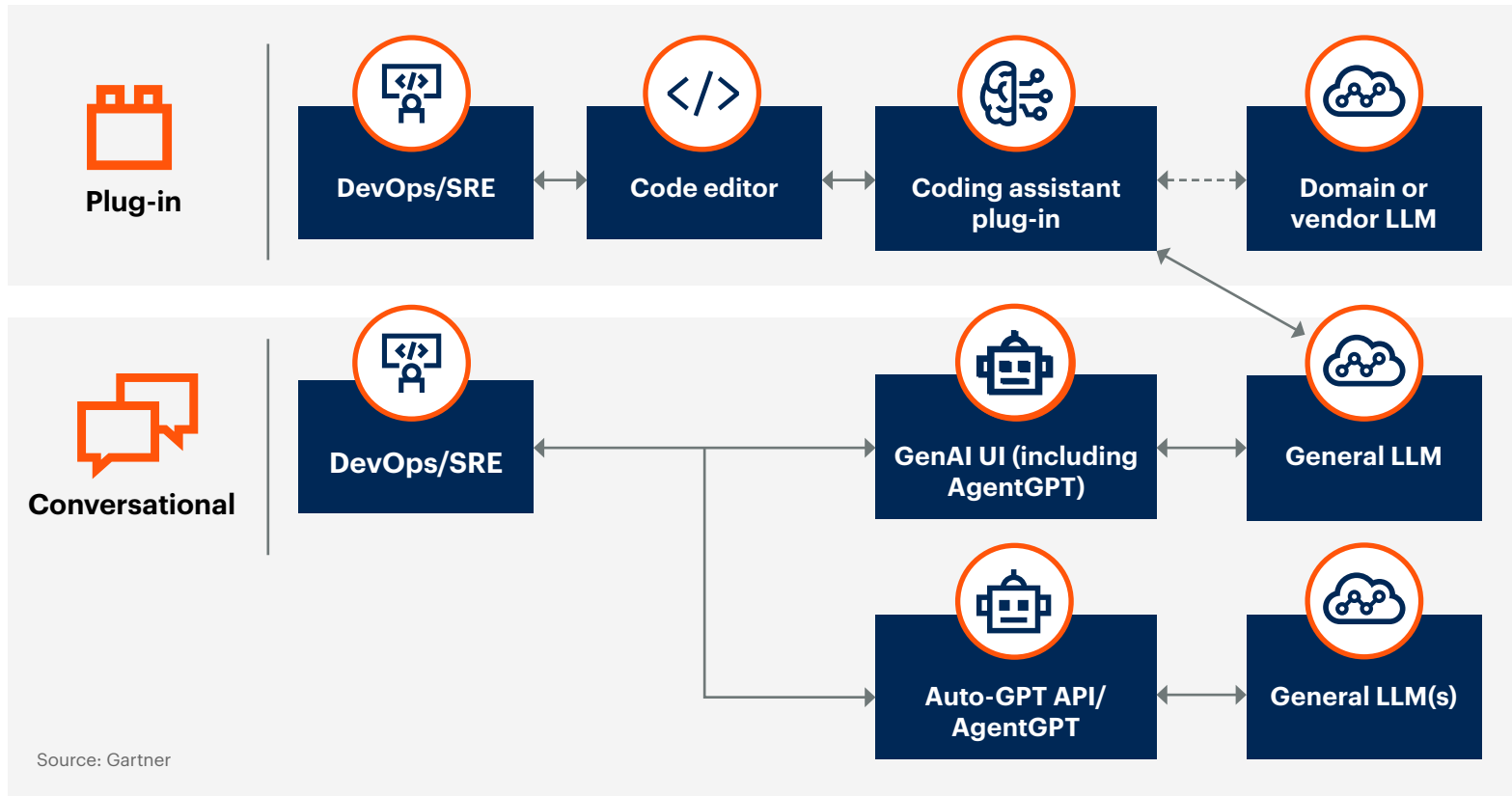


12 out of 15 top attrition and attraction drivers overlap.

Source: Gartner

Pursue I&O GenAI use cases

How I&O will largely interface with GenAI



←→ Communication API
←- - - -> Evolving communication API

- **Content generation**
Infrastructure as code templates
- **Knowledge discovery**
Summarize, analysis of text from incidents, meetings
- **Conversational UIs**
Query/search assistants, stand-alone virtual assistant

Actionable, objective insight

Explore these additional complimentary resources and tools for infrastructure and operations leaders:



Webinar

The Gartner Leadership Vision for 2024: Infrastructure & Operations

Embrace AI, automation, and the creation of self-service, resilient platforms.

[Watch Now](#)



Tool

Gartner Heads of Infrastructure & IT Operations Effectiveness Diagnostic

Benchmark your performance and improve your I&O effectiveness.

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Webinar

The Gartner 2024 Technology Adoption Roadmap for Infrastructure & Operations

Use insights from I&O leaders across the globe to understand adoption plans, value and risk.

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