

Total number of respondents:

4,498

CIO PRIORITIES

MANAGING CHANGE

64%

say the political, business and economic **environment** is becoming **more unpredictable**.

Increasingly, uncertain times seem to be correlated with **shifting IT leadership priorities**:

INCREASINGLY important compared with last year:

Delivering consistent and stable IT performance - **UP 21%**
Developing innovative new products and services - **UP 21%**
Saving costs - **UP 8%**
Increasing operational efficiencies - **UP 7%**

DECREASINGLY important compared with last year:

Better engagement with customers/prospects - **DOWN 18%**
Improving the success rate of projects - **DOWN 11%**

TOP RESPONSES TO POLITICAL/BUSINESS/ECONOMIC CHANGE:

1 Creating a more nimble technology platform **52%**

2 Working with restricted budgets **49%**

3 Investing in cyber security **45%**

PEOPLE, SKILLS AND TALENT

Six in ten consistently report **technology skills shortage**
2017 (62%), 2016 (65%), 2015 (59%), 2014 (60%)

Skills shortage is unequal across the world:



SKILLS THAT ARE MOST SCARCE:
Big Data/Analytics (42%) - most in demand by large employers
Business Analysis (34%) - most in demand by smaller employers
Enterprise Architecture (34%) - fastest growing - up 26% compared with last year

No progress on women in IT leadership



Yet **35%** of organisations have a **formal diversity initiative** in place
This varies greatly by organisational size:
(28%) smaller
(51%) mid-sized
(72%) larger organisations
Despite slow progress:
more women had salary rises than men (42% versus 32%)

NAVIGATING UNCERTAINTY

DEALING WITH DIGITAL

Proportion of organisations with **enterprise-wide digital strategy** is **up by 52%** in three years:
2017 **41%**, 2016 **35%**, 2015 **27%**

Biggest impediment to digital success is **resistance to change 43%**. Only 25% saw lack of budget as a major issue.

TOP TACTICS TO FOSTER DIGITAL INNOVATION ARE TO:

- 1** Dedicate more time for innovation **54%**
- 2** Partner with innovative organisations e.g. academic institutions **52%**
- 3** Ring-fencing innovation budgets **31%** *a distant third*

A quarter of organisations (25%) now employ a **Chief Digital Officer**:
2017 **25%**, 2016 **18%**, 2015 **17%**, 2014 **7%**

MANAGING IT

TOP WAYS IT LEADERS ARE LOOKING TO IMPROVE AGILITY AND RESPONSIVENESS:

- 1** Implementing agile methodologies **28%**
- 2** Buying more solutions as a service' **19%**
- 3** Taking different approaches with multi-mode IT **15%**

Relentless rise of organisations being subject to '**major cyber attacks**' during past four years:
2017 **32%**, 2016 **28%**, 2015 **25%**, 2014 **22%**

IT BUDGETS ARE GROWING:
79% have seen budgets upheld or increased this year
Only one in five IT leaders (21%) have seen **IT budgets cut**

34% OF IT LEADERS ARE ALREADY **INVESTING** OR ARE PLANNING TO INVEST IN **DIGITAL LABOUR** IN 2017:

62% of respondents from **larger organisations** are **investing**, compared with 27% of peers in **smaller firms**

27% believe **digital labour is most effective** at improving quality, ahead of 24% who value efficiency

CIO CAREERS

The majority of CIOs (58%) can expect to be in the job for **five years or less**:

28% of CIOs at **larger firms** more **likely to move job** this year vs 20% at **smaller organisations**

CIOs **most likely to move job** this year are in **Charity/Non-Profit**
34% want to change role



CIO job satisfaction has **risen by 18%** since 2015 and is at a three-year high (39% rate themselves 'very fulfilled'):

44% of CIOs who sit on their executive management team record the **highest levels of job satisfaction**

Non-Profit CIOs see **12% drop in fulfilment** (likely linked to career restlessness)

33% of CIOs benefited from an **increase in base salary** last year, 62% of salaries were **unchanged**