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**NEW WORLD  
NEW SKILLS**



# HOW CIOs CAN PREPARE FOR A VUCA WORLD

Volatility



Vision

Uncertainty



Understanding

Complexity



Clarity

Ambiguity



Agility



**"IF YOU DON'T  
KNOW WHERE  
YOU ARE GOING,  
ANY ROAD CAN  
TAKE YOU THERE."**

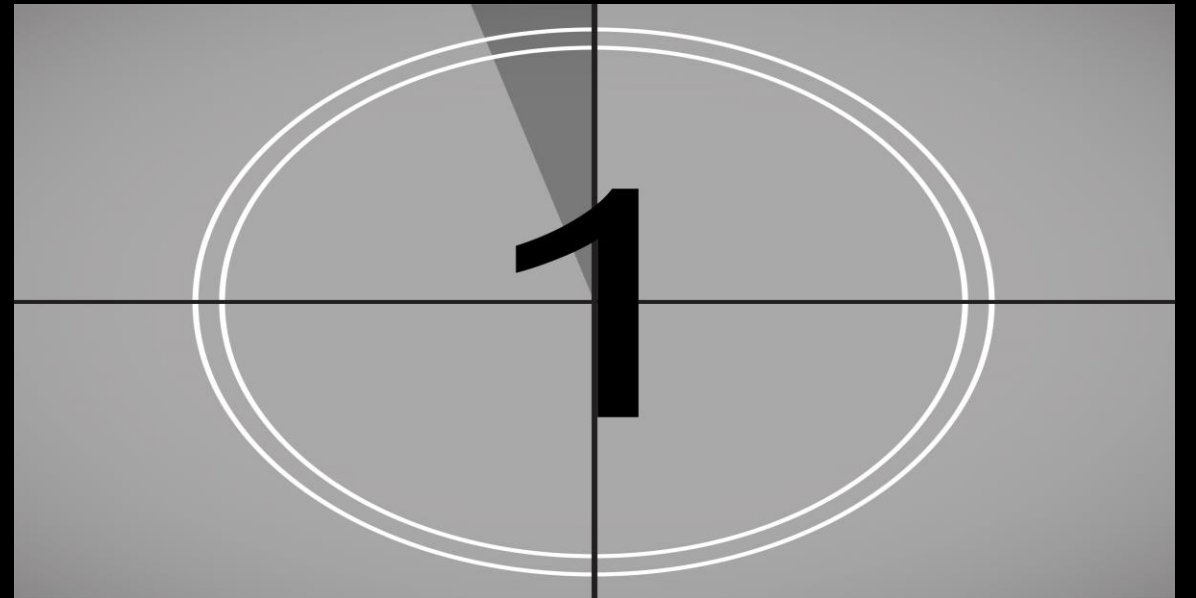
**LEWIS CARROLL,  
ALICE IN WONDERLAND**

A 2024 survey indicates that **81%** of IT professionals think that they can use AI, but only **12%** actually have the skills to do so. And **70%** of workers likely need to upgrade their AI skills.

WHAT  
SHOULD  
I DO



# Create a Vision

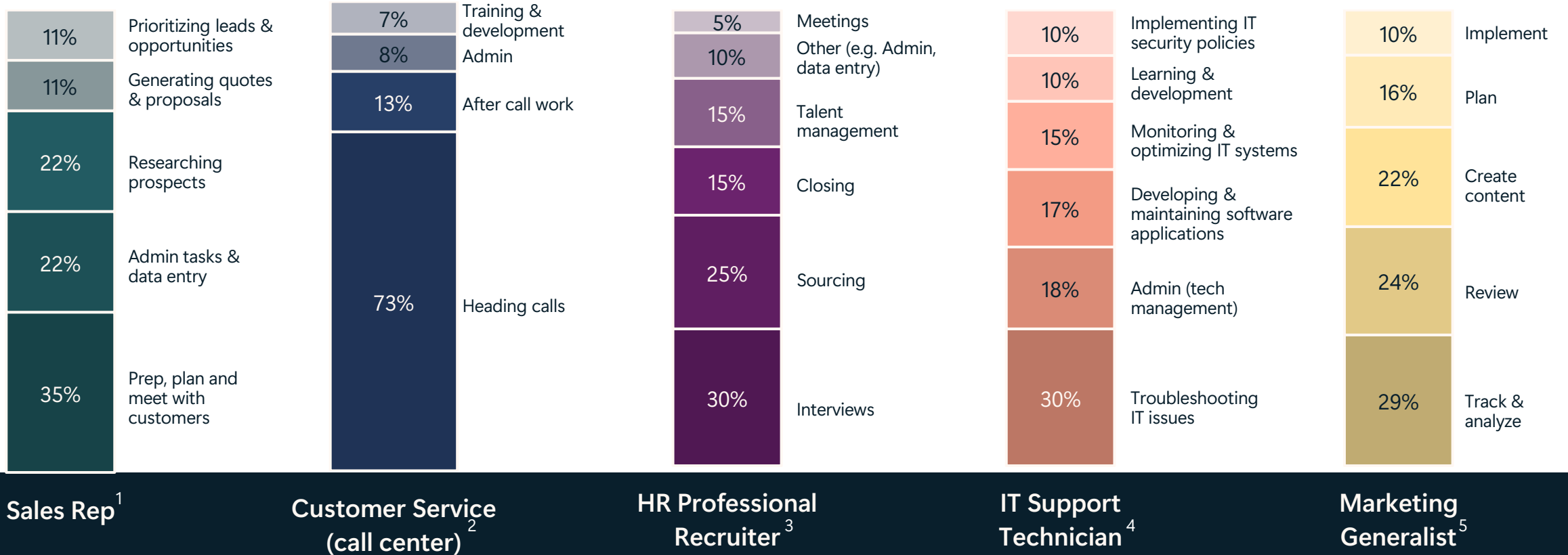


# Understanding common roles



# AI transformation opportunities

Understanding where people in different roles focus their time



1. Source: Salesforce 2022 State of Sales report; IDC 2022 customers relationship management applications market share

2. Source: call center leader interviews (N=3); Call Center Industry Operational Benchmarking Data and the Impact on FCR SQM Group, May 2021; IDC 2022 Contact Center Applications

3. Source: Recruiting expert interview (N=1), lit search; Gartner 2022 human capital management software market share; Talent Intelligence Tool Market New Research Insight Report 2023

4. Source: IT professionals expert interviews (N=3); IDC 2021 IT service management market share

5. Source: MSFT Marketing team research; Gartner 2022 CRM Marketing software providers market share





# Impact by Function

## HR

Communicate policies and draft job descriptions

Create stunning training materials

Easily respond to job applicants' or employees' emails

## Marketing

Identify relevant market trends and segments

Create the first draft for a project

Summarize campaign results with powerful visuals

## Sales

Have better sales conversations and close more deals

Create sales presentations and proposals

Analyze sales data from previous quarters

## IT

Create a project plan for a product roll-out

Stay up to date on various project calls and chats

Identify patterns in data and solve issues faster

## Finance

Simplify financial reporting and planning

Identify performance improvements

Report metrics using professional charts

# What problems is AI solving for?



## Increase revenue & Reduce Costs

- Predictive Maintenance
- Data Driven Decision Making
- Dynamic pricing
- Process Automation
- Resource Optimization



## Mitigate Risk

- Fraud detection
- Cybersecurity
- Compliance monitoring
- Risk assessment
- Bias detection



## Improve Experience

- Personalized recommendations
- 24/7 customer support
- Sentiment analysis
- Virtual assistants
- Enhanced user interfaces

**Address the Uncertainty  
and Provide Clarity**

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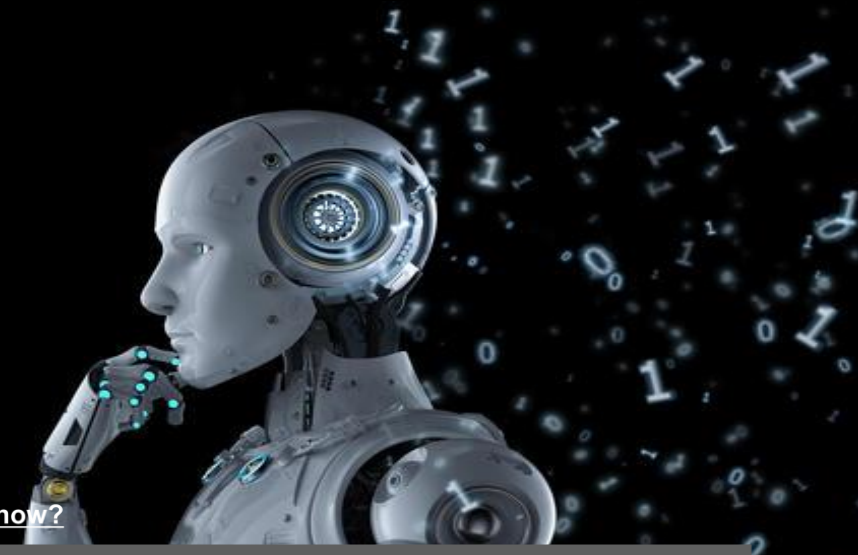
# A Test for Everyone

- As AI surges forward it reshapes our needs, our work, and our potential.
- Our teams are curious, some are anxious, and some are frustrated.
- We're all pressed for time, but we know change is inevitable and accelerating.
- This is a people challenge. A team challenge.
- We must help each other!

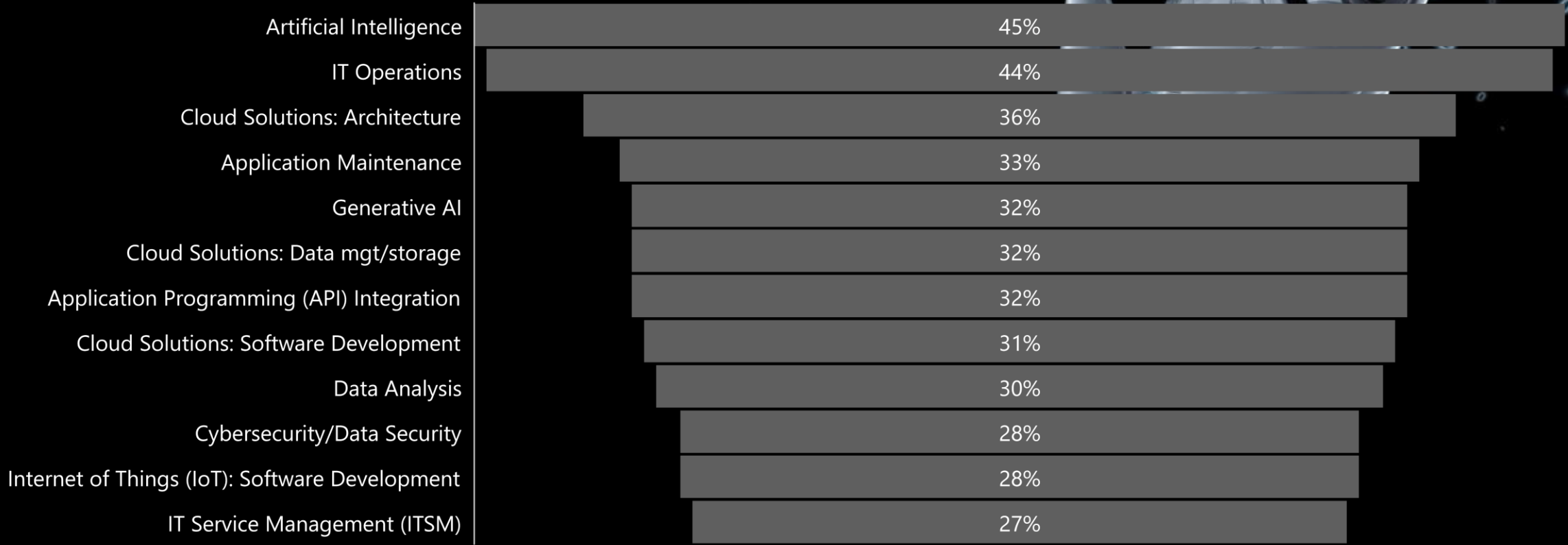


# SKILLS IN DEMAND

63% OF IT LEADERS REPORT A LACK OF SKILLS HAS DELAYED DIGITAL TRANSFORMATION INITIATIVES, MOST BY AN AVERAGE OF 3 TO 10 MONTHS

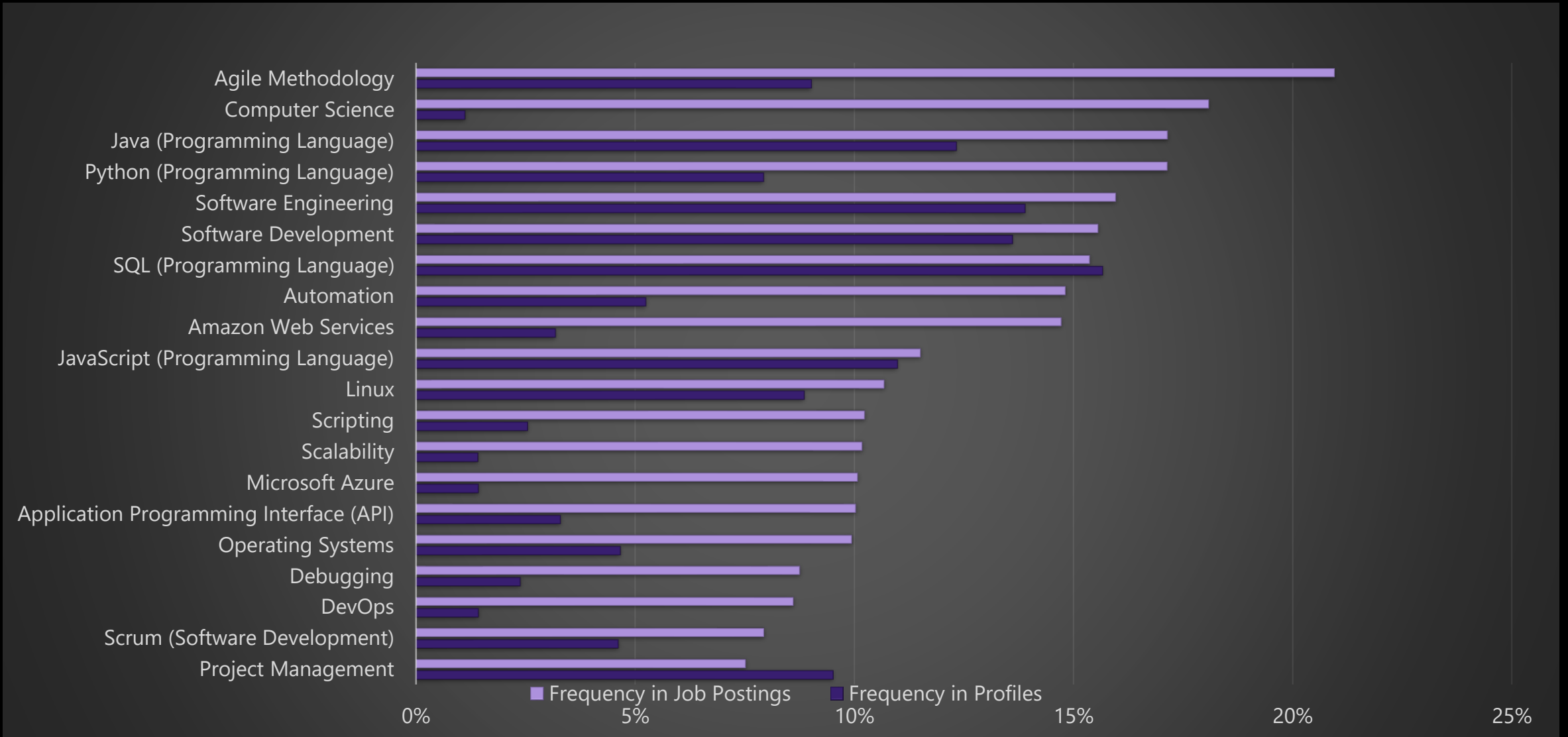


Q: What is the #1 most in-demand skill at your organization right now?



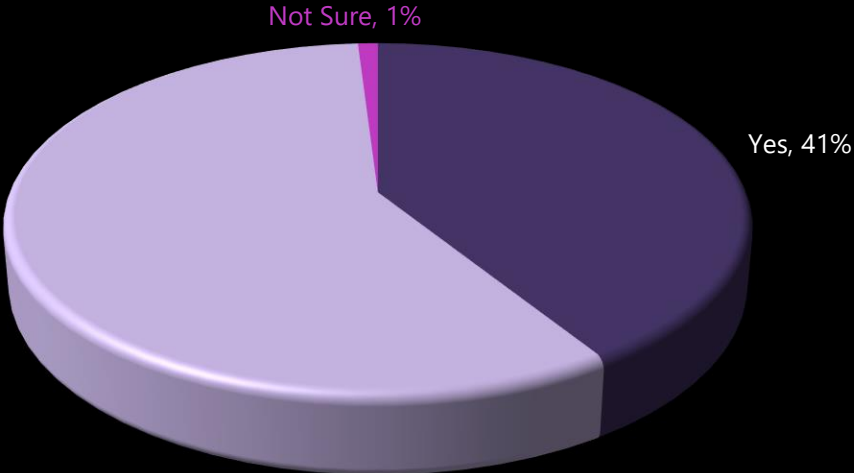
# SKILL DISPARITY

## POSTINGS VS. PROFILES

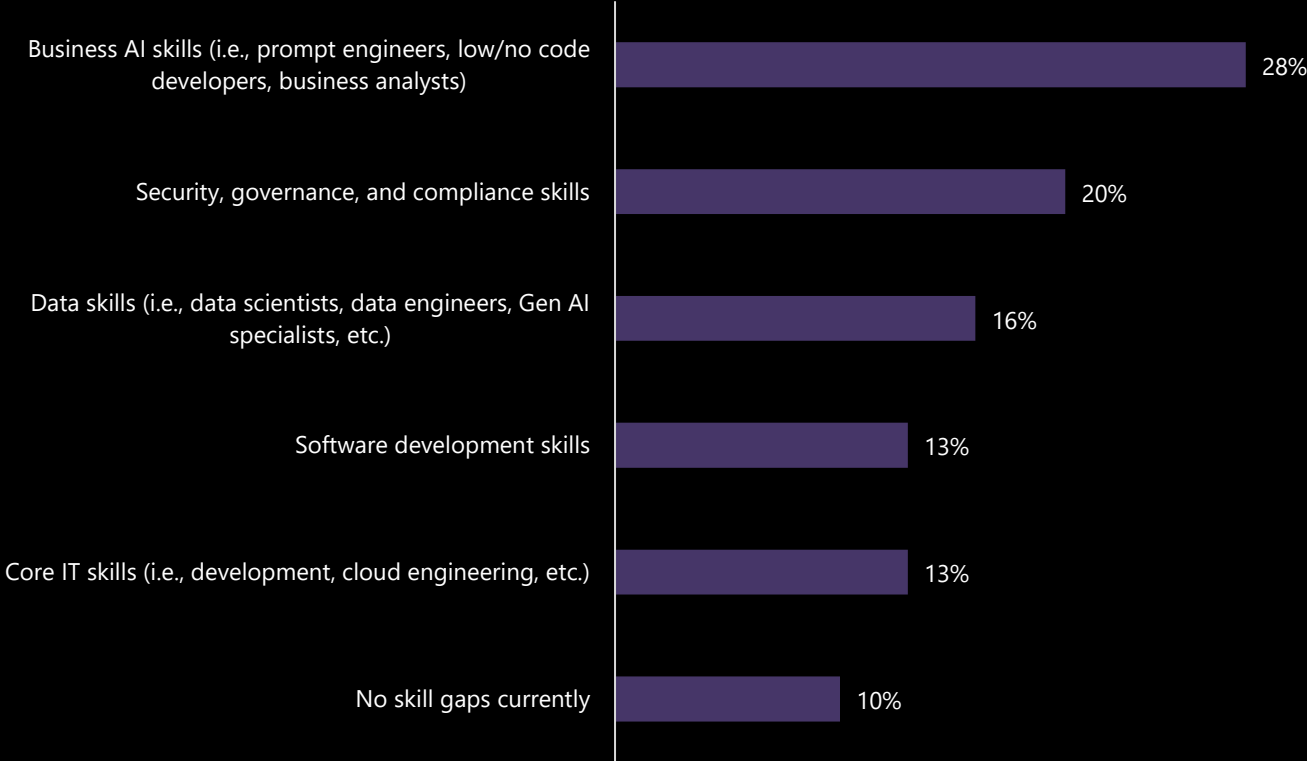


# Gap in AI Skills Expected to Hamper AI Initiatives

Q: Does your organization have the necessary skills to deliver on all the planned AI initiatives over the next 12 months?

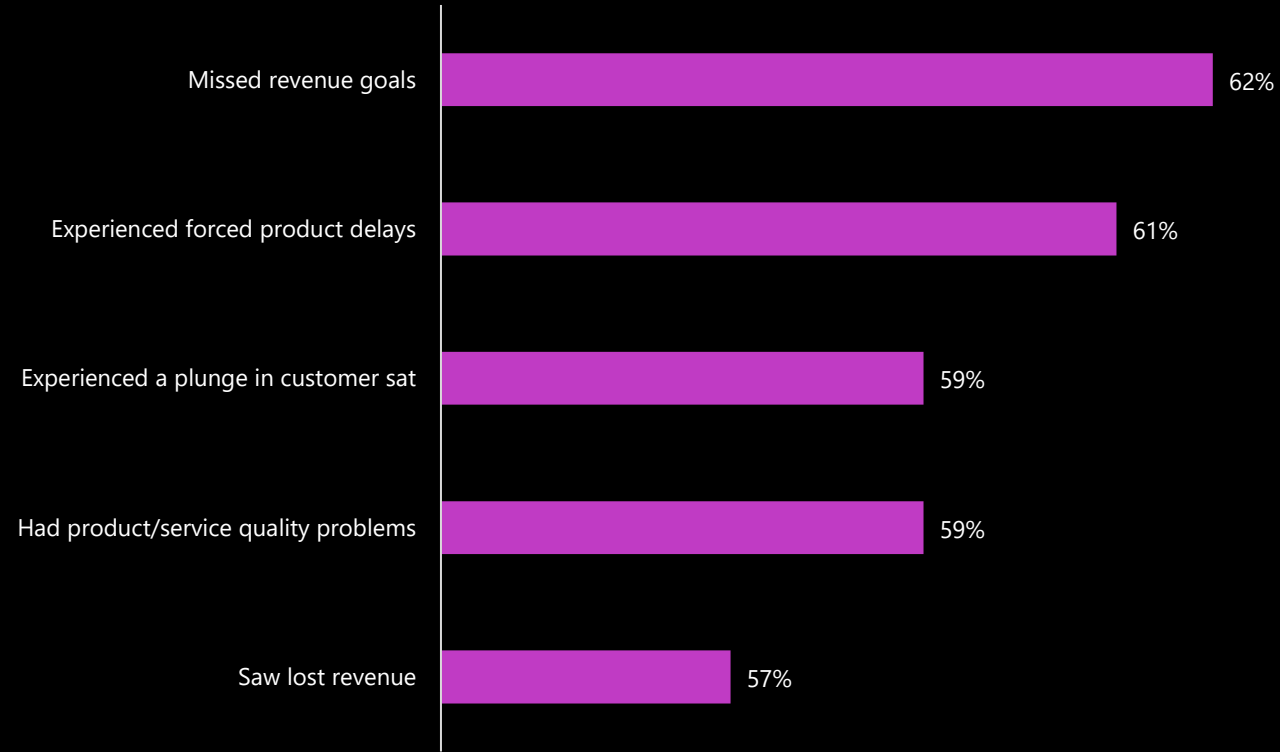


Q: Where do you see the biggest skills gap in your organization hampering efforts to deliver on AI initiatives?



# IT Staff Shortages Damage the Bottom Line

Direct Impacts of IT Shortages

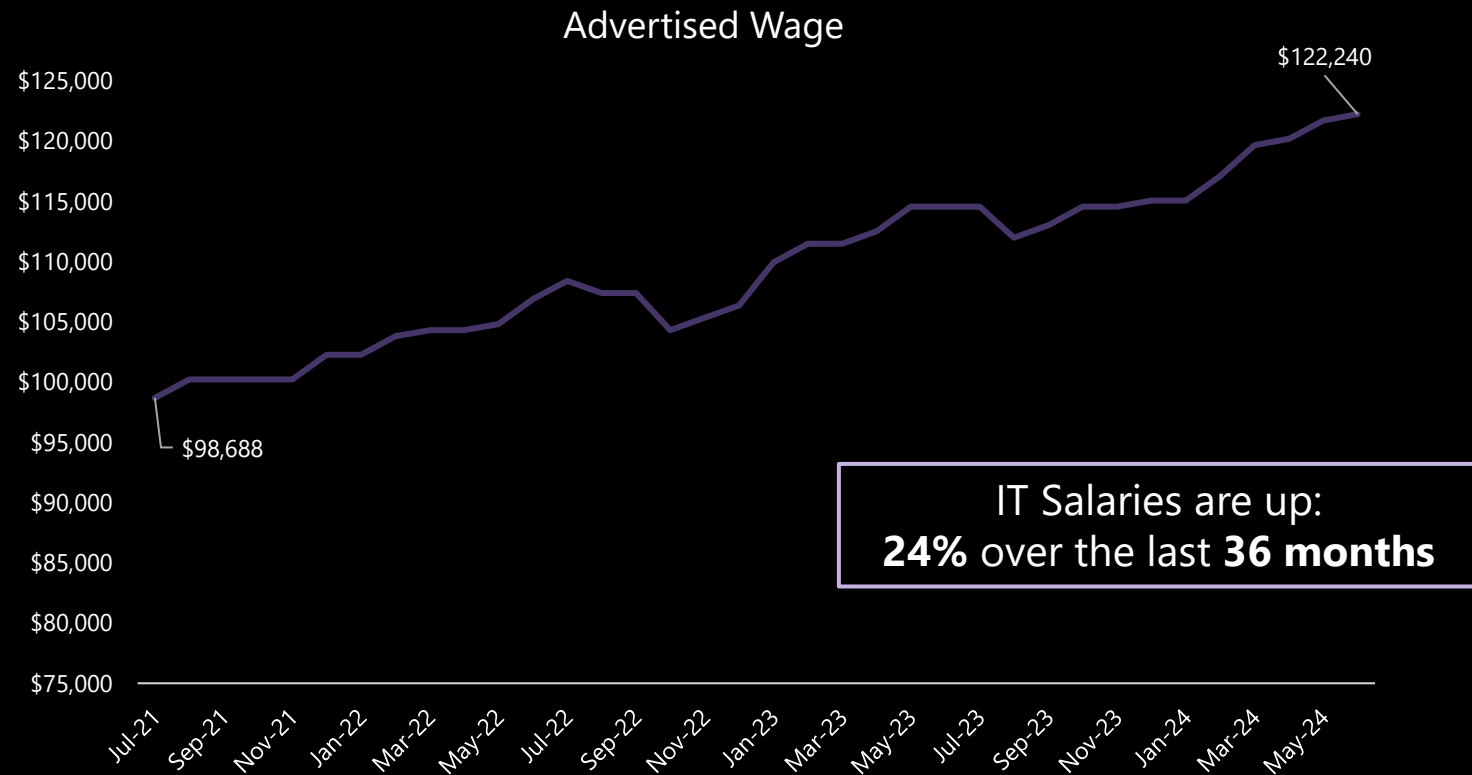


**"By 2026, 90% of organizations worldwide will feel the pain of the IT skills crisis, costing as much as \$5.5 trillion in delays, quality issues, and revenue loss." - IDC**



# Advertised IT Salary Trends

63% of organizations plan to make compensation adjustments in response to high inflation

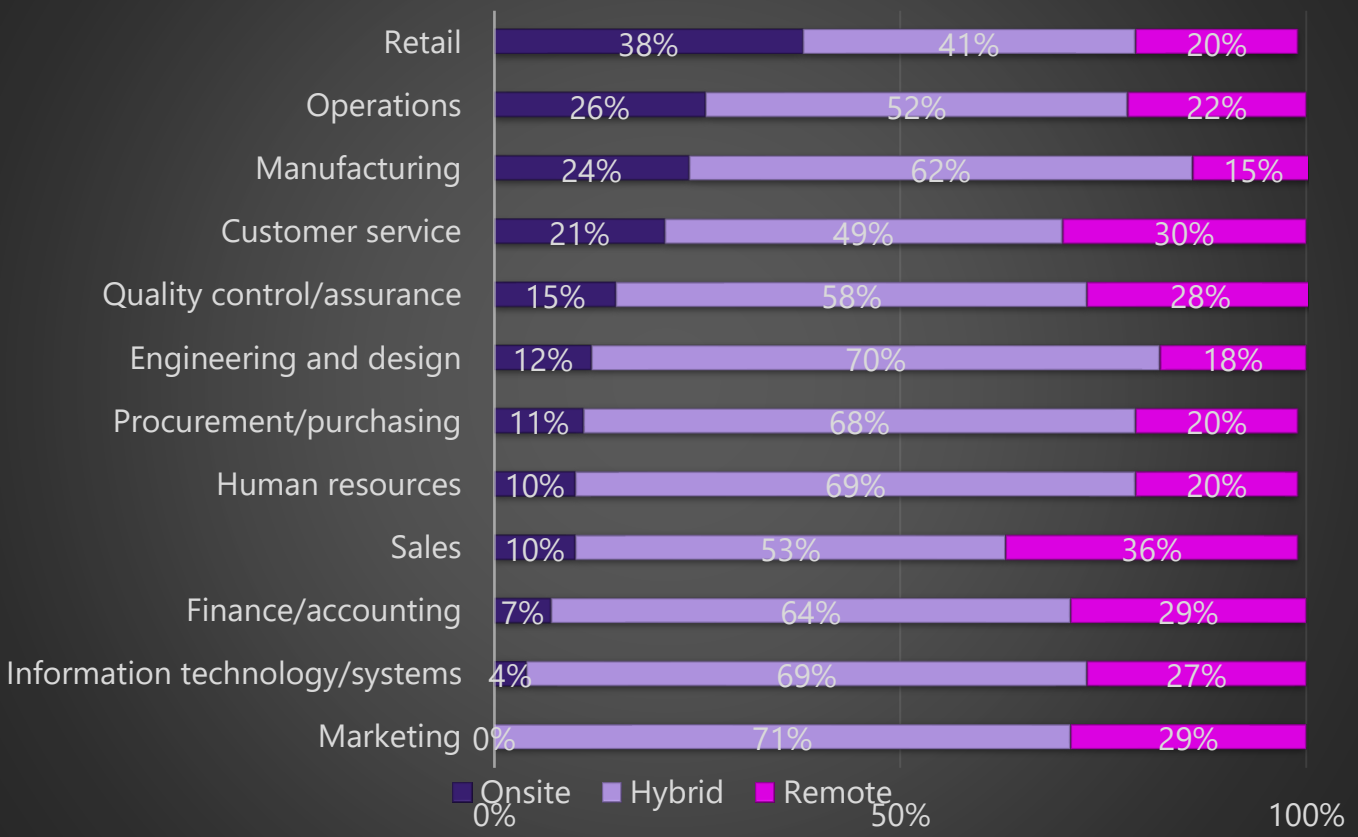


## Wage growth spurred by:

- Surging demand
- Inflation
- High attrition rates
- New competitors for talent
- Fundamental lack of supply

# The Future of Work is Hybrid

## Employee preferences for hybrid work



% of Candidates Placing High or Medium Importance on Hybrid Work When Evaluating a New Employer

**81%**

Q: If given the choice, what would be your preference for how you work?  
N=3,515 employees

# Ace the Test!

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Just 3 simple\* steps:

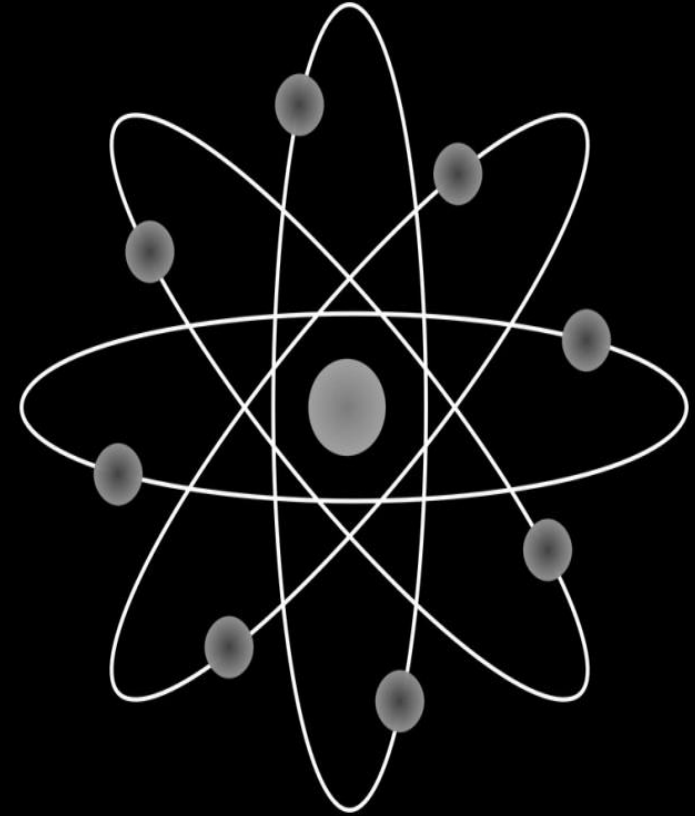
1. Build a Culture of Learning
2. Empower and Unleash
3. Mind the Gaps

\* **Note:** Simple in concept. The challenge is found in execution!



# Half Life of Skills

- 40 years ago, it was 10 years.
- Today the half-life of skills is 5 years, and 2.5 years for tech skills



# Build a Culture of Continuous Learning

- Embrace and model a sense of wonder!
- Prioritize employee development and skill-building
- Treat learning as an organizational imperative
- Emphasize a growth mindset
- Reward employees who prioritize learning
- Be excited for change!
- Provide time, space, and support for learning!



# BUILD A SUCCESSFUL TEAM

- Emerging Talent
- Rising Talent
- Training, Education, Upskilling
- Universities and Skill Providers
- Diverse (with responsible AI in mind)
- Passion for Learning
- Open to Opportunity
- Lead by Example



# Empower and Unleash

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Work with partners that are there to help:

- Sharing
- Mentoring
- Communities of Practice
- Study Groups
- Sandbox and Practice Area
- Community Curation
- Clarity / Direction
- COE/Council



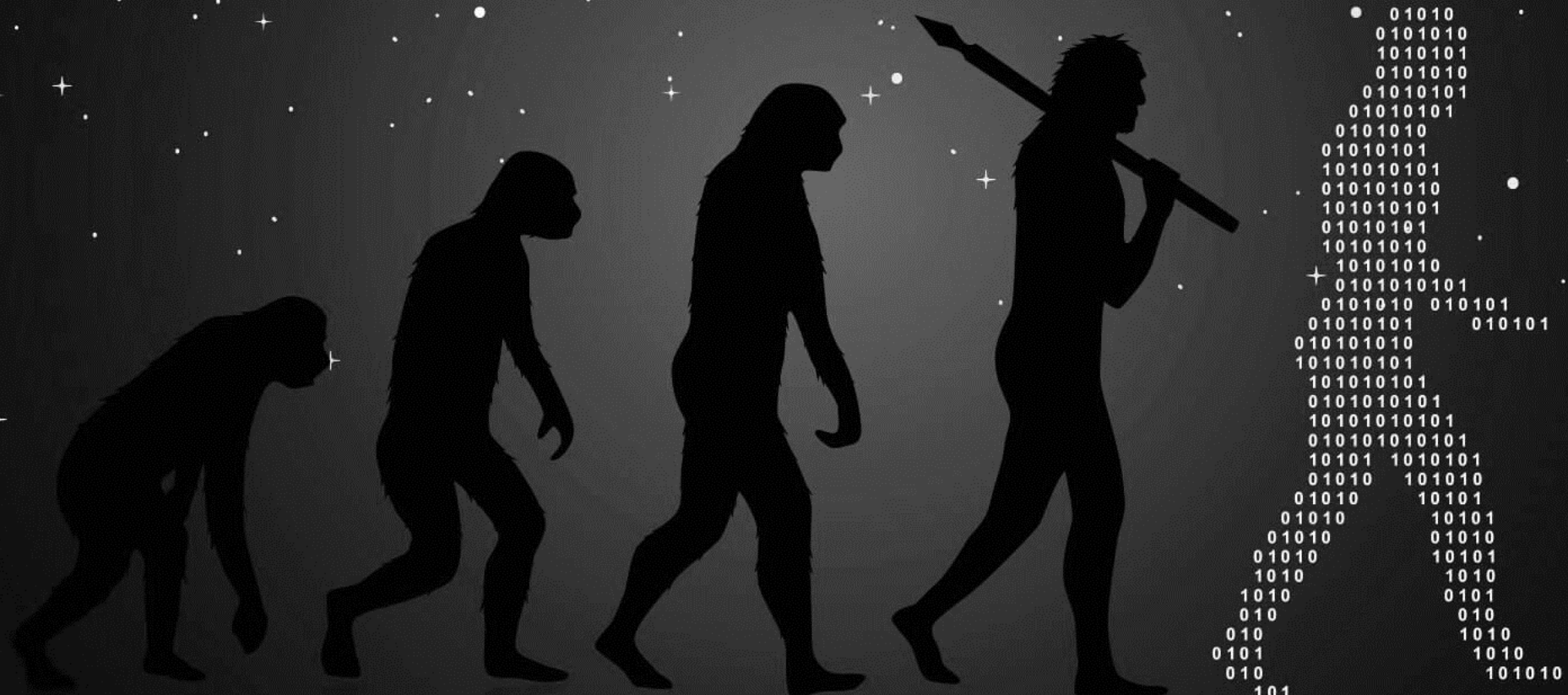
# Mind the Gaps

- Assess Current Skills
- Identify AI Requirements
- Gap Analysis
- Engage Stakeholders
- Training and Development Plans
- Continuous Monitoring and Evaluation
- Leverage External Expertise



# THE EVOLUTION OF THE CIO

- Strategic Focus and Collaboration across Ecosystem
- Embrace Data-Driven Decision Making
- Adaptability and Agility
- Focus on Teams and Attract and Retaining Talent



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# QUESTIONS AND DISCUSSION

