

Flexible IT workforce

Building an IT workforce that combines business and technical skills

As IT becomes core to every business strategy, IT functions need to transform from a supplier focus to a customer focus, creating and implementing new business models, capturing new markets and adapting to disruption. This means developing a flexible IT workforce that can support it.

Changing roles

As technology and business become one strategy, there is a rapid realization that technology enables every business function in an organization. This connection is shifting IT's role from operational doer to strategic enabler. Such a transformation means an increased focus on the customer while linking the organization's technology investment to the profitability of transformation goals.

In support, forward-looking business leaders will need a flexible IT workforce that maps technology skills more closely to business problems to increase business value. With this new focus, the biggest shift for organizations will be recognizing that IT's biggest asset and risk is not technology but rather, it is people.

IT workforce delivers

CIOs will be in a unique position to drive a cultural change: tearing down functional divides, facilitating collaboration and embracing constant experimentation. Turning technology talent into an ecosystem of employees and contingent workers that are dispersed throughout the enterprise will better connect your organization and enable you to run at market speed.

The flexible IT workforce

The future of the IT workforce will focus on the convergence of traditional business and technical skills and become an ecosystem of talent throughout the enterprise.

- **A technology enabler role**
IT acts not as a doorkeeper to technology, but rather as a guide to help ensure technology is being used effectively and is aligned appropriately across functions.
- **Collaborative IT management**
IT management is distributed across an organization to enhance decision making, relevance, and implementation speed.
- **IT skills embedded throughout the enterprise**
The right people, whether IT specialists or business experts, have the skillsets they need to make effective use of technologies and their related outputs.
- **Adaptable and flexible talent base**
A strong talent pool is accessible yet flexible to the needs of the organization and the rapidly evolving nature of technology.
- **Integrated IT leadership**
Technology and business leaders work together in order to better align technology across the organization and enhance IT-related decision-making.

Technology talent ecosystem

A flexible IT workforce needs to be accessible and adaptable, and support up and down scaling of IT skills and modern development capabilities. All to meet the demands of rapidly evolving technology and requirements for ongoing improvement, innovation and customer-focused solutions across the company.

In this new structure, IT leaders will need to think differently and consider multiple dimensions when making decisions that will help guide their organization's success. It will require constant review and addition of needed IT skills, capabilities, competencies and roles to support shifting and radiating requirements. Doing so may also increase the need for new roles and skillsets that align with the evolution of IT.

IT leaders who embrace this position and focus on delivering a flexible IT workforce will be best able to innovate, build and deliver a digital strategy that supports the organization and its customers at market speed.

How KPMG member firms can help

KPMG member firms recognize that CIOs and IT leaders face increasingly complex demands and challenges. Today, IT must advance the business, not just support it, with boards increasingly expecting returns on digital investments and the implementation of successful digital transformation strategies that will drive up agility, responsiveness and enhance the customer experience.

KPMG professionals can help CIOs, technology leaders and business executives to harness new technology and improve the strategic value of their technology investments. If your business is seeking ways to leverage technology as a source of innovation and competitive growth, KPMG member firms can help.

To learn more about the future of IT, please visit: kpmg.com/Future-IT

Contact us

For further information on how KPMG professionals can help your business, please contact us.

Jeung Oh

Principal, CIO Advisory
KPMG in the US
T: +1 408 367 4717
E: jeungoh@kpmg.com

Steve Bates

Global Lead, CIO Center of Excellence
KPMG International
T: +1 303 295 5524
E: sjbates@kpmg.com



The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

© 2019 KPMG International Cooperative ("KPMG International"), a Swiss entity. Member firms of the KPMG network of independent firms are affiliated with KPMG International. KPMG International provides no client services. No member firm has any authority to obligate or bind KPMG International or any other member firm third parties, nor does KPMG International have any such authority to obligate or bind any member firm. All rights reserved.

The KPMG name and logo are registered trademarks or trademarks of KPMG International. | Create CRT106359