

Chapter 2

Changing Capabilities and Capacities: Key Technology Influences in the Transformation of IT Talent Requirements in the 21st Century

Benn Konsynski
Emory University, USA

ABSTRACT

Few would doubt that companies face a wide range of management and technology challenges with growing economic pressures, necessity for global expansion, shifting demographics and generational complexities, and constantly varying competitive pressures. Often, it is the human resources (HR) organization that emerges as the focus of many of these needs as new skill sets and new talent portfolio requirements emerge.

Increasingly, the management of human capital management emerges as a key differentiator in the competitive marketplace. The talent pool and inventory of capabilities is a critical source of competitive differentiation, and also a key to accomplishing many of the strategic objectives essential for success of the competitive enterprise in the 21st century. Product and service innovation and process and practice improvement are essential in the modern market.

DOI: 10.4018/978-1-60960-535-3.ch002

Changing Capabilities and Capacities

If you are in a shipwreck and all the boats are gone, a piano top... that comes along makes a fortuitous life preserver. But this is not to say that the best way to design a life preserver is in the form of a piano top. I think that we are clinging to a great many piano tops in accepting yesterday's fortuitous contriving. – Buckminster Fuller

INTRODUCTION

When asked to present some observations related to challenges faced by the ever-changing IT talent role, I thought first to tell some anecdotes of recent cases in enterprise and market transformation. Rather, I want to raise the horizon to the emerging environment. Here I offer some macro trends that suggest some direction for evolution of the attention and consideration of the changing pool of IT talent and HR responsibilities.

Serious assessment of operational and organizational design of the IT organization needs to be made by a new kind of leadership. It is doubtful that piecemeal fixes, small “band-aids”, or incremental solutions will suffice. Rather serious rethinking of how the IT organization might operate. There is a realization that the global environment in which the IT organization operates is radically changing and so, too, might serious thought be necessary to re-align the functions of the IT organization to address this challenging environment.

Rather than offer a verbose narrative of examination of a leading employment of information technologies talent, I will offer a spectrum of thoughts on trends that influence the management of the human capital in the IT organization. The objective is to identify key questions that the IT HR managers needs to ask themselves related to their positioning and leverage of the talent pool. My horizon is the five to ten year window. The items relate to trends and considerations that I expect will be important to the effective talent managers in the contemporary enterprise.

The themes discussed below represent a broad spectrum of issues and questions that are interconnected factors that will influence the evolving role of the human resource manager. The list is not intended to be comprehensive, merely representative.

From Development to Integration

The most dramatic trend is a shifting in the skill sets in the portfolio needed by the effective IT organization. With the architecture and infrastructure changes taking place in the enterprise and the market, the skill set in the portfolio of IT services evolves from mainly *development* to mainly *integration*. The skill mix has been there all the time; it is merely the emphasis that is changing. Service orientation, outsourcing, syndication and cloud migration speak to the need for agile provisioning of services – with a diminishing emphasis on development.

The budget and resource management shifts from a CapEx focus to one of OpEx. Prioritization of feature-set provisioning and managing an extended pool of leveraged talent (much of it *on-demand*) are a growing element in the management practice in the IT organization.

Are my talent rosters adequate for my shifting attention from capital oriented initiatives to those that are more operationally oriented? Do I need to adjust the talent pool, or change the incentives systems to acknowledge these changes in focus?

The Incredible Shrinking Legacy Environment

Few would doubt the value and service of the legacy environments that well served the enterprise in the waning days of the 20th century. The challenge to many an enterprise is that legacy systems are seldom ready for the facile and mobile environments emerging in the early days of the 21st

8 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage:

www.igi-global.com/chapter/changing-capabilities-capacities/53102

Related Content

Assessing the Impact of Mobile Technologies on Work-Life Balance

Sharon Cox (2009). *Encyclopedia of Human Resources Information Systems: Challenges in e-HRM* (pp. 63-69).

www.irma-international.org/chapter/assessing-impact-mobile-technologies-work/13210

Analysis of Social Media in Administration: Epistemological and Practical Considerations

Karoll Haussler Carneiro Ramos, Joselice Ferreira Lima, Flávio Elias de Deus and Luis Fernando Ramos Molinaro (2012). *Human Resources Management: Concepts, Methodologies, Tools, and Applications* (pp. 769-784).

www.irma-international.org/chapter/analysis-social-media-administration/67188

Gathering and Organizing CIO Comments

M. Hunter (2007). *Contemporary Chief Information Officers: Management Experiences* (pp. 22-45).

www.irma-international.org/chapter/gathering-organizing-cio-comments/6997

Retaining Global IT Talent

Deepak Khazanchi and Dawn M. Owens (2011). *Managing IT Human Resources: Considerations for Organizations and Personnel* (pp. 178-193).

www.irma-international.org/chapter/retaining-global-talent/53112

Manager Hopefulness When Seeking to Acquire Change Solutions: Buyer Beware! Critical Reflections on "Best Practice" Change Management Consultancy in the Netherlands

Wouter ten Have, Ernst Graamans and Steven ten Have (2019). *Evidence-Based Initiatives for Organizational Change and Development* (pp. 658-668).

www.irma-international.org/chapter/manager-hopefulness-when-seeking-to-acquire-change-solutions/225192