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BEYOND TECHNOLOGY: **THE CIO'S NEW CHANGE MANDATE**

RETHINKING IT HIRING:

WHY STRATEGY MATTERS
MORE THAN EVER

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WHERE TECHNOLOGY LEADERSHIP MEETS BUSINESS STRATEGY

In every era of business, a defining force reshapes industries and technology trends. Today, that force is the convergence of Artificial Intelligence, Data, Cloud Computing, Cybersecurity, Automation, and Digital Engineering. Organizations are no longer competing solely on products or services—they are competing on turnaround time for data transformation into intelligence and intelligence into business value.

As enterprise technology writes a new chapter, the role of the Chief Information Officer(CIO) is not limited to managing technology infrastructure. Today's CIO is a leader with strategic business thinking, accountable for driving innovation, enabling growth, strengthening resilience, ensuring governance, and creating sustainable and competitive edge.

CIOLedger has been established with a singular purpose: to become the trusted knowledge platform for technology leaders navigating this transformation.

We are committed to delivering insightful, evidence-based, and vendor-neutral analysis that helps executives & leaders make informed decisions in an highly competitive digital landscape. Our mission extends beyond technology news. We decode emerging trends, evaluate enterprise technologies through a business lens, and bring practical strategies for organizational adoption.

Each edition of CIOLedger is carved to assist technology leaders:

- How Artificial Intelligence to be adopted for measurable business value?
- What defines a modern, secure, scalable, and governed data ecosystem?
- Enterprises readiness for Agent AI and autonomous operations?

- Which cloud or technology strategies maximize innovation at optimized cost?
- How can cybersecurity evolve from a defensive necessity into a strategic business enabler or accelerators?
- What leadership principles distinguish organizations that consistently outperform their competitors?

Organizations continue to face familiar challenges while technology advances — legacy modernization, fragmented data, governance, regulatory compliance, cybersecurity threats, talent shortages, and the pressure to demonstrate tangible returns on investments.

At CIOLedger, we believe successful digital transformation begins with informed leadership rather than technology adoption. Sustainable innovation is built on trusted data, responsible AI, automated and resilient architectures, disciplined governance, and a relentless focus on measurable business outcomes.

Five guiding principles aligned with our *editorial philosophy:

- Editorial Independence
- Every article is developed with objectivity and professional integrity. Editorial decisions remain independent of commercial influence, ensuring our readers receive balanced and unbiased perspectives.
- Business-First Perspective
- Technology is valuable only when it solves meaningful business problems. We evaluate innovations based on strategic impact, operational excellence, customer value, and measurable outcomes.

-Shreeti Verma



BEYOND TECHNOLOGY: THE CIO'S NEW CHANGE MANDATE

The next chapter of technology leadership is not about deploying more technology. It is about making the enterprise more adaptable, more decisive and better prepared for what comes next.

There was a time when the technology leader could measure success in relatively straightforward terms. Systems were available. Networks were secure. Applications were delivered. Budgets were controlled. Projects went live.

Then technology moved from the back office to the centre of the enterprise.

Customer interactions became digital. Supply chains became connected. Data became a strategic asset. Cloud changed the economics of infrastructure. Cybersecurity became a boardroom concern. And artificial intelligence began challenging assumptions about how knowledge work itself should be performed.

The result is a fundamental change in the CIO's job.

The modern CIO is no longer simply responsible for the technology that keeps an organisation running. Increasingly, the CIO

is responsible for helping the organisation change how it runs.

That distinction matters.

Because the next competitive advantage may not come from having access to a technology that competitors do not have. In an environment where AI capabilities, cloud platforms and digital tools are becoming increasingly accessible, advantage will come from an organisation's ability to **turn those capabilities into action faster and more effectively than others.**

That puts the CIO in a new position.

Not merely technology leader.

Not merely digital strategist.

But **enterprise change leader.**

THE QUESTION HAS CHANGED



For decades, the technology conversation revolved around a familiar question:

What technology do we need?

Today, that question is increasingly being replaced by a more difficult one:

What needs to change—and what role should technology play in making that change possible?

The difference is subtle but profound.

Technology-first thinking begins with platforms, applications, infrastructure and tools.

Change-first thinking begins with the business.

It asks why a process exists in its current form.

- Why customers experience friction?
- Why employees spend hours on repetitive work?
- Why data remains trapped inside organisational silos?
- Why decisions take weeks when they could take hours?

Only after those questions are understood does technology enter the conversation.

This is perhaps the most important shift in the CIO mandate.

The CIO's value is no longer determined simply by how effectively technology is delivered. It is increasingly determined **by what the organisation is able to do differently because of technology.**



FROM KEEPER OF SYSTEMS TO ARCHITECT OF POSSIBILITY

The traditional IT organisation was designed around stability. That made sense.

Enterprises needed systems that worked reliably, infrastructure that remained available and security controls that protected critical information.

But stability alone is no longer enough.

Markets move too quickly. Customer expectations change too frequently. New technologies emerge too rapidly. Competitive advantages can disappear in months rather than years.

The enterprise therefore needs two capabilities at once:

the ability to operate reliably today and the ability to reinvent itself for tomorrow.

The CIO sits directly between those two demands.

This creates an unusual leadership challenge. The CIO must protect the core while simultaneously questioning whether the core is still appropriate.

They must modernise without destabilising.

Experiment without creating uncontrolled risk.

Move quickly without abandoning governance.

And invest for the future while remaining accountable for today's business performance.

The CIO's role is consequently becoming less about managing a technology estate and more about **architecting organisational possibilities.**



AI IS ACCELERATING THE MANDATE

Artificial intelligence has intensified this transition.

The first wave of enterprise AI was largely experimental. Organisations tested chatbots, copilots, predictive models and generative AI applications to understand what was possible.

The next phase is different. AI is moving closer to business processes.

It is entering customer service, software development, finance, marketing, supply chain, human resources, operations and decision support. Agentic AI is also beginning to introduce a more consequential possibility: software systems that can execute sequences of tasks rather than merely provide information.

For CIOs, this changes the question again.

It is no longer enough to determine which AI model or platform the enterprise should adopt.

The bigger question is:

Which parts of the organisation should operate differently because AI exists?

That question cannot be answered by the IT department alone.

It requires brainstorming with business leaders, employees, customers, risk teams and the board.

AI therefore becomes more than a technology programme.

It becomes an organisational redesign exercise.



THE REAL AI CHALLENGE MAY NOT BE AI

The biggest obstacle to enterprise AI adoption may not be computing capacity, model selection or access to data.

It may be the organisation itself.

Companies are often built around processes that have accumulated over years. Responsibilities are divided across departments.

Approval structures are layered. Data belongs to functions rather than the enterprise. Employees are measured according to existing workflows.

Introducing AI into such an environment can create a strange outcome: powerful technology operating inside outdated processes.

That is not transformation.

It is technological acceleration of the status quo.

The CIO therefore has an increasingly important role in identifying where the organisation needs to redesign the work itself.

If an employee spends four hours compiling information before making a decision, the objective should not simply be to automate the four hours.

The more interesting question is whether the decision process itself can be redesigned.

This is where the CIO's change mandate becomes tangible.

The goal is not to automate yesterday. It is to design tomorrow.

Transformation Without the Transformation Fatigue

Enterprise transformation has become an overused phrase.

Organisations have spent years launching digital transformation programmes, modernisation initiatives and technology-led business projects.

Employees have experienced new platforms, new processes, new dashboards and new operating models.

Some initiatives succeed.

Others produce technology deployments without corresponding changes in behaviour or business performance.

This has created transformation fatigue.

The answer is not to stop transforming.

It is to change the way transformation is approached.

Instead of treating transformation as a collection of massive technology programmes, CIOs can increasingly think in terms of **continuous organisational improvement**.

Small process changes can generate



measurable value.

A redesigned workflow can eliminate unnecessary approvals.

Better data access can shorten decision cycles.

Automation can remove repetitive work.

An integrated platform can eliminate duplicated effort.

An AI assistant can give employees back hours previously spent searching, summarising or preparing information.

The cumulative effect can be more powerful than a single large transformation programme.

The organisation becomes accustomed to changing.

And that may be the real objective.



THE CIO'S MOST IMPORTANT PLATFORM MAY BE THE ORGANISATION

Technology leaders are accustomed to thinking in terms of platforms.

- *Cloud platforms.*
- *Data platforms.*
- *AI platforms.*
- *Application platforms.*

But there is another platform that increasingly determines whether all of these investments deliver value:

The organisation itself.

An organisation has its own architecture.

- Its processes are the workflows.

- Its people are the users.
- Its culture is the operating system.
- Its governance is the control layer.
- Its data is the institutional memory.
- Its leadership is the decision engine.

Seen from this perspective, the CIO's responsibility becomes much broader.

Technology can modernise the organisation, but technology cannot compensate indefinitely for dysfunctional processes, fragmented accountability or resistance to change.

The CIO therefore has to influence the architecture around technology—not just the technology architecture itself.

THE NEW CIO SKILL: MAKING CHANGE UNDERSTANDABLE

One of the most underestimated capabilities of technology leadership is communication.

As technology becomes more complex, the CIO's responsibility is often to make that complexity easier for everyone else to understand.

The board does not need *a technical lecture on an AI model*.

The CEO needs to *understand what it could mean for growth*.

The CFO needs to *understand the investment and return*.

The CISO needs to *understand the risk*.

The CHRO needs to *understand the implications for skills and jobs*.

Business leaders need to *understand how workflows may change*.

Employees need to *understand what the change means for them*.

The CIO becomes the translator connecting these perspectives.

That requires more than technical expertise.



It requires business judgement, storytelling, negotiation, empathy and the ability to build consensus.

The strongest CIOs will increasingly be those who can take a highly technical possibility and turn it into a clear organisational proposition:

Here is the problem. Here is what could change. Here is the value. Here is the risk. Here is what we need to do next.



THE PEOPLE QUESTION CANNOT BE DELEGATED

Technology transformation ultimately changes people's work.

That makes workforce readiness a CIO issue.

When organisations introduce automation and AI, employees naturally ask what happens to their roles. Some will see opportunity.

Others will see disruption.

Ignoring that reaction is dangerous. The CIO does not need to become the organisation's HR leader, but technology leadership increasingly requires a deep understanding of workforce dynamics.

- Which skills will disappear?
- Which skills will become more valuable?
- Where should humans remain firmly in control?
- Where can machines take over repetitive work?
- How should employees be trained?
- How should new technology be introduced without undermining trust?

These are not secondary questions.

They determine whether transformation succeeds.

The CIO's change mandate therefore includes creating an environment in which people can adapt alongside technology.

THE NEW PARTNERSHIP: CIO, CISO AND THE BUSINESS

The expansion of the CIO role also changes relationships across the technology leadership team.

Cybersecurity can no longer be treated as a technical checkpoint at the end of a transformation project.

Data cannot be treated solely as an IT asset.

AI governance cannot exist independently of business strategy.

Technology risk is increasingly business risk.

This makes collaboration between CIOs, CISOs, CTOs, CDOs and business leaders essential.

The objective is not to create more committees.

It is to create shared accountability. Innovation needs guardrails.

Security needs business context. Data needs purpose.

“AI needs governance.”

And transformation needs measurable outcomes.

The CIO is increasingly responsible for bringing these priorities together without allowing one to completely overpower the others.





THE BOARD WILL ASK A DIFFERENT QUESTION

As technology becomes deeply embedded in business strategy, the boardroom conversation is also changing.

The board is less interested in whether a technology project was completed on schedule.

It wants to know whether technology is improving the organisation's competitive position.

- Is the company becoming more resilient?
- Is it responding faster to customers?
- Is productivity improving?
- Are technology investments creating measurable value?

- Is the enterprise prepared for AI-related risks?
- Can the organisation adapt quickly if market conditions change?

These questions redefine the CIO's relationship with the board.

Technology leaders must increasingly communicate in terms of growth, resilience, productivity, risk and enterprise value.

The CIO who can connect technology decisions to those outcomes gains something more valuable than budget approval.

They gain strategic influence.

FROM TECHNOLOGY ROADMAP TO CHANGE ROADMAP

The traditional technology roadmap answered questions about infrastructure, applications, platforms and projects.

The next-generation roadmap needs to answer something bigger:

How will the organisation evolve?

It should identify the capabilities the business needs.

The processes that must be redesigned.

The skills that need to be developed.

The data foundations that must be strengthened.

The risks that need to be controlled.
The technologies that can accelerate the journey.

And the outcomes that will prove the transformation is working.

Technology remains central.

But it becomes one component of a much larger change architecture.

This is where the CIO's mandate truly expands.





- Revenue enabled by digital capabilities.
- Speed of innovation.
- Technology risk.
- Business resilience.

These measures shift the conversation from what IT delivered to what the enterprise achieved.

That is a significant change in accountability.

MEASURING THE CIO DIFFERENTLY

The changing role also demands a different scorecard.

Uptime will still matter.

Cybersecurity will still matter.

Technology costs will still matter.

But they cannot be the whole story.

The next generation of CIO metrics will increasingly connect technology performance with enterprise performance.

- Time to decision.
- Employee productivity.
- Customer experience.
- Process efficiency.



THE CIO's NEW COMPETITIVE ADVANTAGE

Technology itself is becoming increasingly democratised.

Companies of different sizes can access cloud infrastructure, AI models, cybersecurity platforms, data tools and sophisticated software.

The differentiator therefore moves upstream.

It becomes the ability to integrate technology into the organisation faster, more intelligently and more responsibly.

That capability cannot simply be purchased.

It must be built.

It requires leadership.

It requires culture.

It requires trust.

It requires cross-functional collaboration.

And it requires a CIO who understands that the hardest part of transformation is rarely installing the technology.

It is getting the organisation to move.

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THE NEW MANDATE

The CIO's journey has never really been about technology alone.

Technology was simply where the journey began.

Today, the CIO is increasingly being asked to shape how the enterprise thinks, works, decides and adapts.

That is a much bigger responsibility. It also represents a remarkable opportunity.

The CIO has a view across the organisation that few other executives possess. Technology touches customers, employees, operations, finance, supply chains, data, risk and strategy.

That gives the CIO a unique vantage point.

But vantage point alone is not leadership.

The next generation of CIOs will need to use that visibility to challenge assumptions, connect functions, redesign processes and create momentum.

Their mandate will not be to predict every disruption.

It will be to build an organisation capable of responding when disruption arrives.



Not to eliminate change.

To make change a capability.

Not simply to introduce technology.

To turn technology into organisational progress.

Not merely to keep the enterprise running.

To help it evolve.

That is the CIO's new change mandate.

And it may ultimately prove to be the most important technology leadership role of the decade.

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RETHINKING IT HIRING: WHY STRATEGY MATTERS MORE THAN EVER

The technology talent equation is changing. As AI reshapes jobs, skills and the role of IT itself, organisations can no longer afford to hire simply for today's vacancies. The winning approach is increasingly about building a workforce capable of adapting to tomorrow's technology landscape.

For years, technology hiring followed a relatively predictable formula. A business identified a requirement, created a job description, listed a set of technical skills, interviewed candidates and hired someone

who appeared capable of filling the role. That model is becoming increasingly difficult to sustain.

The technology function itself is changing faster than traditional hiring cycles can accommodate. Artificial intelligence is altering software development, cybersecurity, data management and IT operations. Cloud environments are becoming more complex. Cyber risks are evolving. And business leaders increasingly expect CIOs and technology teams to

contribute directly to growth rather than operate purely as an internal support function.

In this environment, hiring the person who perfectly matches today's job description may not necessarily produce the workforce an organisation needs tomorrow.

The question for technology leaders is therefore shifting from "Who should we hire?" to "What capabilities will our organisation need next?"

That is where strategy enters the IT hiring equation.



THE END OF THE CONVENTIONAL IT HIRING PLAYBOOK

The technology labour market is entering a period where job descriptions can become outdated almost as soon as they are

approved.

The World Economic Forum's Future of Jobs Report 2025 estimates that **39% of workers' existing skill sets could be transformed or become outdated by 2030**. The report also identifies skills gaps as the biggest obstacle to business transformation, with 63% of employers citing them as a major barrier. (World Economic Forum)

For technology departments, the implications are significant.

A company recruiting for a conventional software engineering role today may discover that the job evolves substantially as AI-assisted development becomes embedded in the software lifecycle. A cybersecurity professional may increasingly need to understand AI-driven attacks. A cloud architect may need stronger FinOps and automation capabilities. A data professional may require not only analytical expertise but also knowledge of AI governance and responsible data use.

The problem is not that organisations are hiring the "wrong" people.

It is that they are often hiring for **static roles in a dynamic environment**.

That distinction matters.



FROM HEADCOUNT PLANNING TO CAPABILITY PLANNING

Traditional workforce planning tends to begin with numbers: how many people are required, in which teams and by when.

Strategic workforce planning starts somewhere else.

It asks:

- What business objectives are we trying to achieve?
- Which technology capabilities will those objectives require?
- Which skills already exist internally?
- Which capabilities can be developed?
- Which skills must be acquired externally?
- Where will AI and automation change the nature of existing roles?
- Which positions will become more important over the next three to five years?

This shift from **headcount to capability** could become one of the defining changes in technology hiring.

The WEF research reinforces this direction. Its 2025 report says 85% of surveyed employers expect to prioritise workforce upskilling, while 70% anticipate hiring people with new skills. At the same time, 50% expect to transition employees from declining roles into growing ones. (World Economic Forum)

The message is clear: hiring is only one component of building a future-ready workforce.

AI IS CHANGING WHAT “TECHNICAL TALENT” MEANS

Artificial intelligence is perhaps the biggest reason organisations need to rethink their hiring strategies.

AI is not simply creating a new category of specialists. It is changing the skills expected from existing technology professionals.

Deloitte’s research on the future of IT highlights this transformation, noting that AI is expanding the technology function across areas including engineering, talent, infrastructure, FinOps and cybersecurity. Deloitte also reports that technology leaders continue to face difficulties finding specialised skills in areas such as security, machine learning and software architecture. (Deloitte)

This creates an interesting paradox.

Organisations need more advanced technology capabilities, yet the definition of those capabilities is changing rapidly.

The future software engineer may need to be comfortable working alongside AI coding tools. The future infrastructure specialist may need to understand intelligent automation.

The future security professional may have to



anticipate AI-powered threats while using AI to improve threat detection.

Technical depth will remain important, but it will increasingly be accompanied by ***adaptability, business understanding and the ability to work with intelligent systems.***

PwC’s 2025 AI Jobs Barometer offers another indication of the scale of this change. Its analysis of nearly a billion job advertisements found that skills requirements in AI-exposed jobs were changing **66% faster** than in less AI-exposed roles. It also found a significant wage premium for workers with AI skills. (PwC)

For employers, that means the competition is not simply for more technology professionals.

It is for professionals whose skills can evolve.



THE RISE OF SKILLS-BASED HIRING

One of the most important consequences of this shift is the growing importance of skills-based hiring.

A degree, job title or list of certifications can provide useful signals, but they do not necessarily reveal whether someone can solve a new problem six months from now.

The WEF's workforce strategy research shows that work experience remains the most common assessment mechanism, but nearly half of employers expect to use skills assessments. The report also highlights skills-based hiring as a way to broaden the talent pool. (World Economic Forum)

This approach could fundamentally change technology recruitment.

Instead of asking whether a candidate has

worked with a particular tool, organisations can assess whether that candidate demonstrates the underlying capabilities needed to succeed.

For example, rather than hiring exclusively for experience with a particular cloud platform, a company might evaluate:

Cloud architecture + security + automation + cost optimisation + problem-solving.

Similarly, an AI role could be evaluated around:

Machine learning fundamentals + data understanding + model evaluation + business application + responsible AI.

The distinction is subtle but powerful.

Technology platforms change. Underlying capabilities tend to have a much longer shelf life.

THE HUMAN SKILLS ADVANTAGE

There is another misconception that needs to be challenged: the idea that the future technology workforce will be defined entirely by technical expertise.

Research suggests otherwise.

The WEF identifies AI, big data, networks and cybersecurity among the fastest-growing technical skills, but it simultaneously highlights creative thinking, resilience, flexibility, agility, curiosity, leadership and analytical thinking as increasingly important. (World Economic Forum)

That combination is particularly relevant for CIOs.

Technology teams increasingly operate between business and technology. A technically brilliant professional who cannot communicate with business stakeholders may struggle to influence enterprise transformation. Conversely, someone with strong business judgement and adaptability may be able to learn a new technology considerably faster than someone whose expertise is narrowly tied to one platform. The ideal technology professional is therefore becoming something of a hybrid:

deep enough technically to understand the technology, and broad enough strategically to understand why it matters.





HIRING SHOULD NOT BE THE FIRST ANSWER

One of the biggest changes in strategic IT workforce planning is recognising that every capability gap does not automatically require a new employee.

There are at least four possible responses to a skills gap:

Build: Develop the capability internally through training and reskilling.

Buy: Recruit experienced external talent.

Borrow: Use partners, consultants, contractors or specialised service providers.

Automate: Deploy AI, software or automation to reduce the need for repetitive human intervention.

The strategic CIO needs to determine which combination makes the most economic and operational sense.

The WEF's research reflects this broader approach. Alongside hiring, employers are planning substantial investment in upskilling, automation and technology augmentation. (World Economic Forum)

This is particularly relevant at a time when organisations are under pressure to demonstrate returns on technology investments.

Hiring 100 additional employees may increase capacity. But if automation can eliminate a significant amount of repetitive work while existing employees are trained for higher-value activities, the organisation may achieve a better outcome through a combination of **reskilling and technology investment**.



THE CIO AND CHRO PARTNERSHIP BECOMES CRITICAL

Strategic IT hiring cannot remain the responsibility of recruiters alone.

The changing technology environment is creating a stronger connection between the CIO and the Chief Human Resources Officer.

The CIO understands where technology is heading.

The CHRO understands talent markets, organisational design, employee development and workforce dynamics.

Together, they can create a more forward-looking talent strategy.

That strategy could include mapping technology capabilities against business priorities, identifying critical skill gaps, developing internal talent marketplaces, establishing targeted reskilling programmes and redesigning job descriptions around skills rather than rigid technology stacks.

Deloitte's research into talent acquisition points in the same direction. Its 2025 analysis highlights the emergence of talent intelligence, AI-supported sourcing and data-driven workforce planning as important developments in recruitment. (Deloitte)

Recruitment is therefore becoming less about processing applications and more about ***using data to understand where talent will be needed before the demand becomes urgent.***



INDIA'S IT TALENT MARKET: A STRATEGIC OPPORTUNITY

For India, this transition carries particular significance.

India remains one of the world's most important technology talent markets, but the nature of demand is changing. Organisations are increasingly looking for professionals with capabilities in AI, data, cybersecurity, cloud, automation and emerging technologies.

The WEF's India analysis points to the country's growing need for technology skills and estimates that around 63 out of every 100 Indian workers will require training by 2030. (World Economic Forum)

Deloitte's India research also indicates a movement toward AI-focused skills among engineering talent, alongside growing use of GenAI in recruitment processes. (Deloitte)

For Indian enterprises, this creates an opportunity to move beyond the traditional model of hiring large numbers of technology professionals and instead develop ***specialised, adaptable and business-oriented technology talent***.

The organisations that succeed may not necessarily be those with the largest technology teams.

They may be those with the most strategically assembled ones.

WHAT THE NEW IT HIRING STRATEGY SHOULD LOOK LIKE

A future-focused technology hiring model could revolve around five principles.

1. Hire for capability, not just credentials

Degrees, certifications and previous employers still matter, but organisations should place greater emphasis on demonstrable skills, problem-solving ability and adaptability.

2. Build internal talent before declaring a hiring gap

Not every missing capability requires an external hire. Existing employees may be capable of moving into emerging roles through structured learning and experience.

3. Separate permanent capabilities from temporary skills

A technology tool may become obsolete. Architecture, analytical thinking, security awareness and problem-solving are more durable capabilities.

4. Make AI literacy universal

AI expertise should not be restricted to a small specialist team. Technology employees across engineering, security, infrastructure,



data and operations will increasingly need to understand how AI changes their work.

5. Connect hiring directly to business strategy

Every major technology hiring decision should answer a simple question:

What business outcome will this capability help us achieve?

If that answer is unclear, the hiring requirement may not yet be strategic enough.



THE NEW DEFINITION OF A “FUTURE-READY” EMPLOYEE

The future-ready technology professional will not necessarily be the person who knows the greatest number of programming languages or technology platforms.

It may be the individual who can learn quickly, collaborate across functions, understand business problems, use AI effectively, question assumptions and translate technology into measurable outcomes.

That is a very different hiring proposition.

It also means organisations need to rethink how they write job descriptions, conduct interviews and measure potential.

A candidate's ability to learn may ultimately become as valuable as what they already know.



FROM FILLING JOBS TO BUILDING ORGANISATIONAL MUSCLE

The real transformation in IT hiring is not about replacing recruiters with AI or eliminating conventional technology roles.

It is about changing the purpose of hiring.

For much of the digital era, companies hired technology professionals to implement systems, maintain infrastructure and execute projects. Increasingly, they need people

who can *shape strategy, work with AI, manage complexity and continuously redefine how technology creates value.*

The research from the World Economic Forum, Deloitte and PwC points toward the same broad conclusion: skills are changing rapidly, technology is reshaping work, and organisations cannot rely solely on traditional approaches to acquiring talent. (World Economic Forum)

The next generation of IT workforce planning will therefore be less concerned with predicting exactly which technology will dominate five years from now.

Instead, it will focus on building an organisation capable of adapting when that technology inevitably changes.

That is the real meaning of strategic hiring.

The goal is no longer simply to hire people for the jobs that exist today. It is to build a technology workforce capable of creating the jobs, capabilities and competitive advantages the business will need tomorrow.

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HUBERGROUP NAMES VENKATESH ANUMANDALA AS SENIOR VICE PRESIDENT AND GLOBAL CIO

hubergroup has appointed Venkatesh Anumandala as Senior Vice President and Global Chief Information Officer (CIO), expanding its technology leadership as the company advances its global digital transformation priorities.

In his new position, Anumandala will lead the organisation's IT strategy while driving technology excellence, innovation and automation. He will also oversee the development of digital solutions designed to support evolving business needs. His responsibilities span key areas of enterprise technology, with a focus on strengthening hubergroup's digital capabilities across its global operations.



AKASA AIR STRENGTHENS TECHNOLOGY LEADERSHIP WITH ABHISHEK GUPTA AS CIO

Akasa Air has named Abhishek Gupta as its new Chief Information Officer (CIO), strengthening its technology leadership as the airline continues to advance its digital capabilities.

Gupta joins Akasa Air after serving as Corporate Head of IT at Dish TV. During his tenure, he worked on technology modernisation, cloud adoption and digital transformation initiatives, bringing experience in driving technology-led business change.



LUPIN NAMES SHUBHAM BANSAL GLOBAL CHIEF AI AND DATA OFFICER

Lupin has strengthened its global technology leadership by appointing Shubham Bansal as Global Chief AI & Data Officer (CAIDO). In the role, Bansal will lead the pharmaceutical company's efforts to develop and expand AI and data capabilities across its international operations.

His mandate will include embedding AI and data into the organisation's broader business strategy while building the technology, data and operational foundations needed to scale these capabilities. He will also focus on converting AI and data investments into tangible and measurable business value.



IDC TECHNOLOGIES ELEVATES VISHAL MISHRA TO CHIEF AI OFFICER AND HEAD OF GROWTH

IDC Technologies has promoted Vishal Mishra to the dual role of Chief AI Officer and Head of Growth, broadening his responsibilities across AI strategy, enterprise transformation, technology partnerships and business expansion.

Based in Dubai, Mishra will lead initiatives aimed at applying artificial intelligence to business growth while supporting the expansion of IDC Technologies' AI, Data and Digital portfolio. His expanded mandate will bring together technology innovation and growth-focused initiatives as the company continues to develop its capabilities in these areas.

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