

A guide for

future-focused tech leaders



Are you ready to focus on your future?

# Introduction





Tech leaders have always considered the future when planning the technology needs of their organisations. However, this isn't exactly the same as being future-focused. There's a difference between focusing on the now and current needs of a business, and focusing on the future of what modern businesses will become.

In this eBook we're looking at what it takes to be a future-focused tech leader and exploring their mindset around cybersecurity, hybrid work, sustainability, talent and data and AI.

A future-focused mindset is different to being prepared. Some might call these leaders dreamers or visionaries. Others might say they have a strong North Star. Now while that might sound more like a tech 'philosopher', they do earn their leadership status by taking decisive action today that sets the business up for future success.

**"A future-focused tech leader in 2023 has to be plugged into the business strategy now as well as think about how it's going to evolve over the coming years."**

**"That means connecting to what partners, customers and most importantly, the team needs from us as a business."**

**Anthony Woodward**  
CEO, Logicalis Australia



## **38% of CIOs in Australia are responsible for shaping business strategy.**

**Logicalis Global CIO Report 2023**

So, what makes a good future-focused leader? Well, they do have some common traits that help them achieve their goals.

Future-focused leaders trust in their team to help manage the now.

They inspire others to challenge the way things are done.

They are willing to unlearn everything they know.

They are constantly curious about the opportunities and potential.

They find value in diverse thinking and experiences.

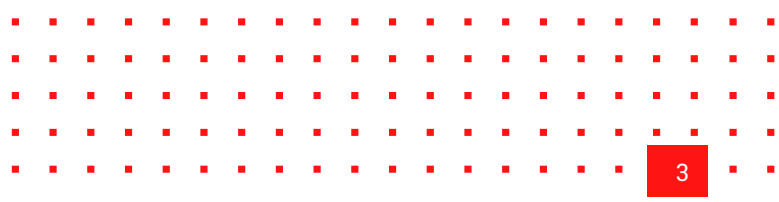
And they understand that good ideas can come from everywhere.

Importantly, they know that to fix things, sometimes you need to pull it all apart.

These traits are what a modern business demands now from its tech leaders.

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Curious CIOs can stay ahead of emerging technologies with insights from industry analysts. Take a look at what's included in the [2023 Emerging Technology Hype Cycle](#) from Gartner.



“The skills a future technology leader will need are a combination that includes technical expertise, leadership skills, and an adaptability to navigate the ever-evolving landscape of technology.”

**Lisa Fortey**  
National Sales Director,  
Logicalis Australia

**73%**  
of CIOs now spend  
more time on  
innovation than a year  
ago

Logicalis Global CIO Report  
2023

**WATCH:** Here's what our Logicalis team thinks it takes to be a future-focused tech leader in Australia.

At their core, future-focused leaders are agents of change. After all, they have to be. If they aren't, things would be done the way they've always been done, and business innovation would be quickly stifled.

At Logicalis, we are Architects of Change. It's not just something we say. It's a crucial part of our workplace culture and it's in the DNA of each of our employees. We say this because we design, support and guide other architects of change with technology solutions for their business or organisation. After all, we're future-focused too.

Over the next few pages, we'll explore the five areas that are critical for future-focused tech leaders to have in their sights.

- From securing information about customers, employees and business data, **cybersecurity** is rapidly changing the way tech leaders think about their defences and the data they collect.
- Security is also being challenged by **hybrid work** and new ways to collaborate and innovate. It's a critical area to get the balance between innovation and security rights.
- Another major challenge almost every company is grappling with now is around **sustainability**. Future-focused tech leaders know that decisions they make now will have a lasting impact on the legacy of their leadership as well as the business.
- Without **talent** there is no progress. Great leaders will look for ways to counter the impact of the skills shortage in the years ahead and provide their employees with a more seamless experience.
- Finally, **data and AI** has already had a profound impact on businesses and their agility. Understanding the foundation of data available and how best to use it, can supercharge analytics, machine learning and AI.

Read on to uncover more about what sets future-focused technology leaders apart from the rest.



Are you focused on securing your future?

# Cybersecurity



If there's one aspect about technology that focuses on the future, it has to be cybersecurity. Here in Australia, the past couple of years have shown us that no business is outside the reach of cyberattacks, errors or data breaches.

As technologies evolve that keep us and our information safe, so too do the threats. With disruptive technologies like AI and machine learning, quantum computing and the blurring between our physical and digital worlds, tech leaders need to continuously rethink their approach to cybersecurity.

What sets future-focused tech leaders apart from others when it comes to cybersecurity is their mindset. They don't accept that keeping things the way they are is safer. They don't look to define their defences by minimum requirements. In preparing for threats, they prefer to be proactive rather than reactive. By looking ahead and considering the security implications, they can plan a better future for their organisation.

**44.89%**  
**Average proportion of 2023 tech spend CIOs in Australia predict they'll assign to cybersecurity and data protection.**

Logicalis Global CIO Report 2023

## Top 3

### Internal cybersecurity challenges faced by CIOs in Australia

- Digital transformation (56%)
- Lack of skilled talent (50%)
- Lack of perimeter in hybrid working (47%)

**A\$6.2 million**  
**the global average cost of a cyber breach in 2022.**

IBM Security  
Cost of a Data Breach Report 2023

In order to stay ahead of the threats, tech leaders need to stay vigilant, plan for what's ahead and be decisive to protect your data, your people and your brand. From advanced detection capabilities to proactive security measures, there are steps that every organisation can take to increase its security. One of those is finding a trusted partner to support your security journey.

A strong cybersecurity partner will use their vendor relationships with companies like Microsoft and Cisco to keep you up to date and focused on the changing landscape of cybersecurity. Managed security services can help to flag and respond early to threats. Working together, these provide your leadership team with the confidence knowing that you're taking every step needed to safeguard the organisation.

At Logicalis Australia, our new cybersecurity solution, [Secure OnMesh](#), is designed to allow businesses to innovate without compromising on enhanced security. Our skilled local consulting and advisory team also help CIOs map out and build their technology journey, including cybersecurity.

Our cybersecurity partners include Cisco, Microsoft, Fortinet, CommVault, Ivanti, RedHat, Clyde & Co and Palo Alto.



Are you focused on challenging the way we work?

# Hybrid Work



**We're now able to work from home, the office or anywhere. The way we collaborate with each other and access, store and share our resources continues to evolve.**

Our understanding of what an office is has changed. Office space and desks no longer need to be assigned. Instead, these can be designed around the changing needs of the workforce with quieter areas for more focus and rooms with technology that allow us to meet with anyone from anywhere.

**“If there is one good thing that's come out of COVID is having a working hybrid model to allow more flexibility in a workplace.”**

**Riia Jaakkola**

Head of Enterprise, Logicalis Australia

This is modern collaboration at work. A hybrid workforce, connected by purpose, ready to do what's needed for the organisation to succeed. Employees can choose the 'neighbourhood' they want to work from for the day, based on who they need to collaborate with to get the job done.

One aspect remains the same though. No matter where workers sign in from, they expect the technology to just work and give them the access they need.

Future-focused tech leaders work hard to reduce as much friction from the employee experience as possible. They know the impact that collaboration and innovation can have on a business and do everything they can to enable it in a conducive environment.

A truly hybrid workforce can count on seamless remote and office integration wherever they are, with secure access to the tools and information they need.

At the heart of this change is a strong, reliable network and flexible technology platforms. Collaborative technology is built into each physical space and online platform, all backed by access to fast and secure wireless connectivity. We call it Intelligent Connectivity, a next generation network with connectivity that helps you deliver better outcomes for your business.

At Logicalis Australia we offer a range of managed and hybrid work solutions including [Managed Collaboration](#), [Intelligent Connectivity](#) and [Production Ready Cloud](#).

Our hybrid work partners include Microsoft, Cisco, Citrix, Fortinet, HPE Aruba, HP, Dell, nbn and Alder Technology.

**48%**

of global knowledge workers are estimated to work remotely or in a hybrid work arrangement by the end of 2023.

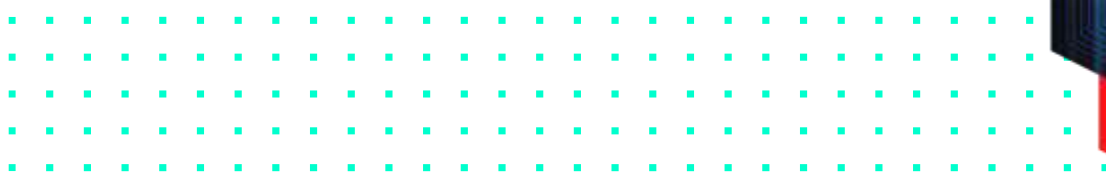
Gartner Press Release,  
1 March 2023

**54%**

of CIOs expect to adopt new technology to enhance employee experiences in 2023.

Logicalis Global CIO Report  
2023

**WATCH:** See how the Australian Financial Complaints Authority (AFCA) and Logicalis supported its hybrid workforce.





Are you focused on building your legacy?

# Sustainability



As the only inhabited planet in the galaxy that we know of, we have limited resources to sustain life. This poses big challenges now and into the future. How do we continue to develop and make life better for everyone without limiting the ability of what future generations can achieve?

## **86% of business leaders see sustainability as an investment that protects their organisation from disruption**

**2022 Gartner Sustainability Opportunities, Risks and Technologies Survey**

Sustainable development recognises this and brings environmental concerns together with economic development to chart a way forward. The United Nations Sustainable Development Goals (SDGs) are 17 transformative goals widely considered as the best framework for sustainable development. From gender equality, industry, innovation and infrastructure, decent work and economic growth to responsible consumption and production, the SDGs cover aspects important for businesses.

## **75% of organisations by 2026 will increase business with IT vendors with measurable sustainability goals and will seek to replace vendors that do not.**

**Gartner Predicts 2023: Environmental Sustainability Is Now an IT Sourcing Imperative**

Environmental, Social and Governance (ESG) metrics and reporting are increasingly being linked to SDGs. These are already used to attract investors and report back publicly on progress with goals that include net-zero commitments, gender equality and supply chain and ethical sourcing.



## **3x the number of companies are reporting on sustainability than in 2016**

**United Nations - SDG Report 2023**

Limited resources. Thinking of the future. Rethinking the way things are done. Inspiring others to act. These sound like familiar territory for a future-focused tech leader. It's no surprise then that technology is perhaps the greatest enabler for driving sustainability within a business.

In Australia, the top three drivers for implementing sustainability measures are regulatory pressures, employee expectations and to attract and retain customers\*. Governments, industry and society are all looking towards future-focused businesses to lead the way in sustainability.

## **Around half of CIOs say they look at carbon output, sustainability and energy efficiency when choosing new suppliers.**

**\* Logicalis Global CIO Report 2023**

Future-focused tech leaders are making responsible decisions now that empower their businesses and future generations of workers to thrive. From buyback programs with partners like Cisco, Dell and HP, to support with monitoring.

With smart technology platforms and strategies in place, and a trusted partner to support your sustainability journey, tech leaders can be sure of their approach.

Logicalis and our partners are each committed to helping your organisation achieve your sustainability goals. Cisco Takeback is just one of the buyback and e-waste programs we support to replace outdated technology in a more sustainable way. Our consulting and advisory teams help to define and advance your sustainable goals while our managed services can deliver carbon reporting solutions. With the Managed Digital Fabric Platform, our dashboards can visually keep you on top of your progress.

Our partners around sustainability include Cisco, Dell, HP and Microsoft.

[Read the Logicalis and IDC analyst conversation about sustainability in IT](#)

Are you focused on unleashing your greatest asset?

Talent



"We're making Logicalis a place where employees can thrive, grow and belong. The reason we use these words is because they very much connect with what candidates are currently looking for. We recommend all businesses take that approach."

**Anthony Woodward**  
CEO, Logicalis Australia

"Skills shortages are gripping the nation and the tech sector is no exception."

**Hon Brendan O'Connor**  
Minister for Skills and Training

"If the tech workforce were an industry, it would be the 7<sup>th</sup> largest employer in Australia"

**Hon Ed Husic**  
Minister for Industry and Science, Australian Government

**When it comes to talent, you either have it, or you don't. Having the right technology skills and talent available is crucial to your ability to deliver on your vision for the future.**

The technology talent market is extremely tight here and around the world. Any future-focused leader will know that the talent and recruitment challenge isn't going away anytime soon.

Leaders face difficult decisions in engaging and keeping the right people, investing in skills for tomorrow, around ongoing training and deciding where AI can play a role. Focusing on the future talent needs of your business will help ensure you have a talent pipeline that will support your vision.

Securing the right mix of skills and people is important, but it does require significant effort and can shift your focus away from other priorities. Great leaders want to ensure the time they invest in talent is well spent.

To meet the talent challenge head-on, tech leaders are relying on trusted partners to help smooth out the demands and shortages as they arise.

A skilled partner can take recruitment worries off your plate, and be put to work finding the right kind of talent, decreasing the time it takes to hire and find the right fit to match your needs. They'll also help you to shape and deliver an excellent employee experience through technology with the latest tools and techniques for managing your people.

A trusted partner can also provide important cover for your employees taking parental leave, long service or unexpected sick leave. They can provide support for one-off projects, test out new roles in a growing team, or take on everyday tasks so you and your team can get back to focusing on the strategy.

**62%**

**Of CIOs in Australia expect to spend more on outsourced IT Management in 2023.**

Logicalis Global CIO Report

At Logicalis, we support CIOs in Australia find and source talent through our Talent Services team. We also provide Managed Services and Engineering Services teams to boost the workforce, or take over on day to day activities so internal teams can get back to focusing on their core priorities.

Lock in a [future-focused discovery call](#) with our team to discuss how we can help.

Are you focused on trusting the data?

## Data & AI



“The most important thing that drives analytics and AI is of course, the data. And the biggest challenge that we see a lot of our customers face is finding out where the data is and getting it into a place where they can perform those analytics on.”

**Anthony Woodward**  
CEO, Logicalis Australia

Data and AI can be just as liberating as it can be frustrating. It can be insightful and even a little confronting. After all, it can reveal that you don't even know what you think you know. Data challenges our biases and uncovers opportunities we might never have seen otherwise.

We're already in an era where decision-making in business is happening faster than what's humanly possible. We're trusting AI more and more to make decisions on our behalf, to pull data in from everywhere and help us understand it.

Future-focused tech leaders know that in order to embrace the benefits of a data-driven future, they have to be willing to let go of the past. This includes moving on from how things have always been done, or overcoming a need to know everything. This can empower the team around you to shoulder some of the responsibility and allows them to specialise.

One of the most challenging things for a leader, after years of experience and hard work to get where they are now, is to be willing to unlearn what they think they know. Instead, a great leader must learn to trust the data and the processes used to analyse it, so it can complement their intuition rather than relying on it.

Data and AI can support businesses with solutions for predictive insights, cybersecurity, innovation and business efficiency.

Great leaders look to aggregate data sources in the cloud and empower their people with data in real time. They shape data modelling and governance policies to ensure data quality, security and compliance is maintained. They consider the implications and ethics of AI and respect and uphold data privacy.

Future-focused leaders are using AI's pattern analysis to track and look out for unusual activity in real-time as part of their cybersecurity defences. They are also using data and AI to speed up innovation across their business when developing new products or revenue streams.

With data and AI, the possibilities are endless. Having your future focus in mind helps to streamline the projects and energy you invest that can lead to better outcomes for your business.

**75%**

of CIOs say they need help to unlock their data to drive transformation.

Logicalis Global CIO Report 2021

At Logicalis, we can support you at every stage of your data and AI journey. We ensure you're ready to take on the challenges of today as well as those in the future. Schedule a [future-focused discovery call](#) with our team to discuss how we can help your business and technology goals.

Our partners around data and AI include Microsoft, Cloud9, Playtime Solutions, Inauro and CircleT.

Are you ready for what comes next?

# Conclusion

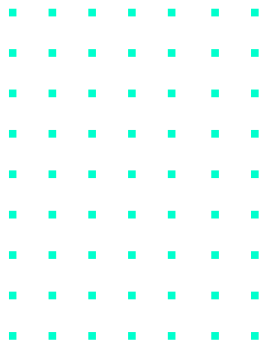


# Top 5

## Organisational roles that CIOs in Australia have are:

- Building new digital platforms and operating models (56%)
- Generating new digital revenue streams (52%)
- Supporting business growth (49%)
- Ensuring apps are maintained and compliant (48%)
- Looking at new ways to increase agility (48%)

Logicalis Global CIO Report  
2023



We've learned that future-focused tech leaders are different because of their mindset. By shaping business technology around the modern demands of business and thinking ahead, they:

- See **cybersecurity** challenges as an evolving threat landscape, and take proactive steps to ensure they safeguard the current and future data and information of customers, employees and the business.
- Enable **hybrid work** to deliver new ways of collaborating and innovating without compromising on security.
- Commit to **sustainability** measures like responsible e-waste management, smarter carbon monitoring and reporting in support of the legacy of their leadership as well as the business.
- Unleash their **talent** pipeline by trusting in partners to overcome the impact of the ongoing skills shortage and focusing on sourcing the right talent and skills to support the needs of future business.
- Understand the profound impact that **data & AI** can have on the business and learn to trust it to speed up decision making across the business.

It's sometimes hard for future-focused tech leaders to live in the now and have their mind on the future. With the right team and talent by their side, and partners to guide and support their journey, they can overcome the challenges and deliver better outcomes for the business.

From the 2023 Logicalis Global CIO Report, we know that when choosing a Managed Service Provider (MSP), CIOs in Australia look for round-the-clock support, proven platform capabilities and solid sustainability commitments, all from a reputable brand. They expect a MSP to support them with security compliance, to help monitor and improve customer and employee experiences, optimise costs, benefit from industry certifications and be scalable to deliver across multiple regions.

For any CIO, finding the right partner that can support, deliver and even challenge their future focus is important to shape and actualise the vision for what their business can become.

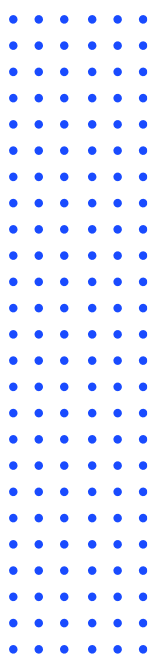
At Logicalis, we're ready to help you rise to meet the challenge and empower your future.







Sign up for a [Future-Focused Discovery Call](#) to collaborate with us in support of your business and technology goals.



## About Logicalis

We are Architects of Change™. We help organisations succeed in a digital-first world.

At Logicalis, we harness our collective technology expertise to help our clients build a blueprint for success, so they can deliver sustainable outcomes that matter.

Our lifecycle services across cloud, connectivity, collaboration, and security are designed to help optimise operations, reduce risk, and empower employees.

As a global technology service provider, we deliver next-generation digital managed services, to provide our clients with real-time visibility and actionable insights across the performance of their digital ecosystem including; availability, user experience, security, economic performance, and sustainability.

Our 7000+ 'Architects of Change' are based in 30 territories around the globe, helping our 10,000+ clients across a range of industry sectors, create sustainable outcomes through technology.

Logicalis has annualised revenues of \$1.7 billion, from operations in Europe, North America, Latin America, Asia Pacific, and Africa.

For more information visit [www.au.logicalis.com](http://www.au.logicalis.com)