

KEYNOTE

2026 IT Talent Trends

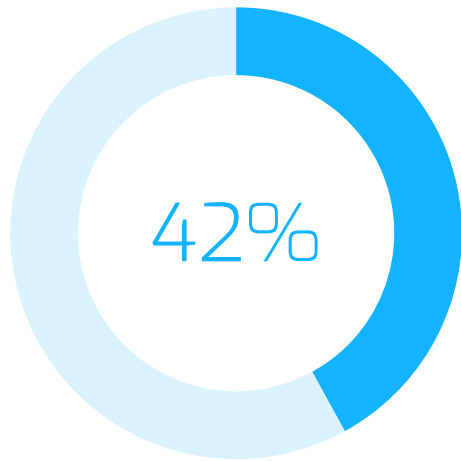
The real promise of AI is in the direction humans set for it.

PRESENTED BY: ISABELLE HERTANTO

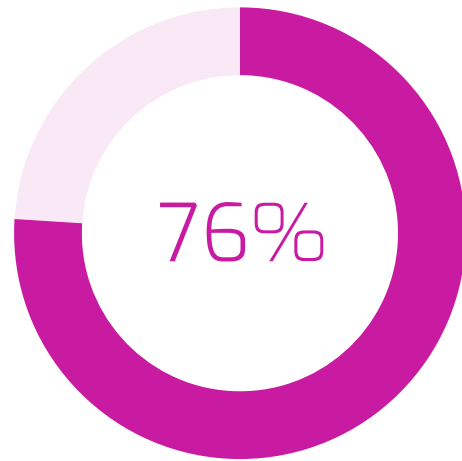
INFO~TECH | Agentic 
RESEARCH GROUP FROM HYPE TO VALUE



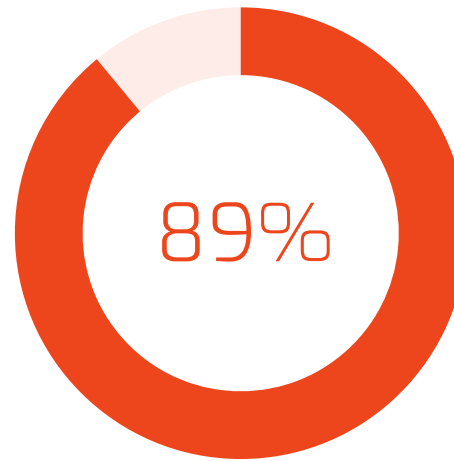
Context matters: disruption is continuous



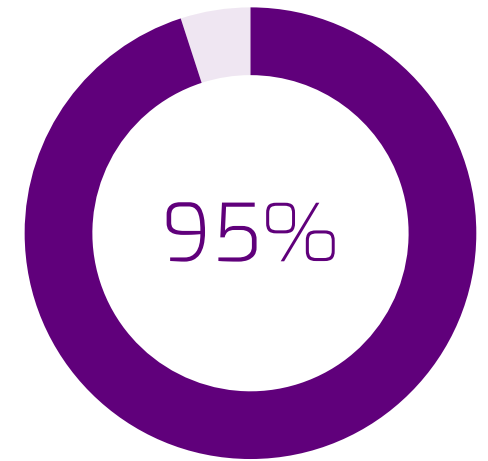
IT professionals
job seeking



IT managers under
moderate or
increasing **stress**



IT leaders anticipating
organizational
restructuring



IT professionals
agreeing major
skill changes
needed by 2030

Source: Info-Tech Future of IT Survey 2025, $n=404$

AI is changing the rules

AI is scaling quickly

94%

of respondents
expect AI to have
a positive
organizational
impact

87%

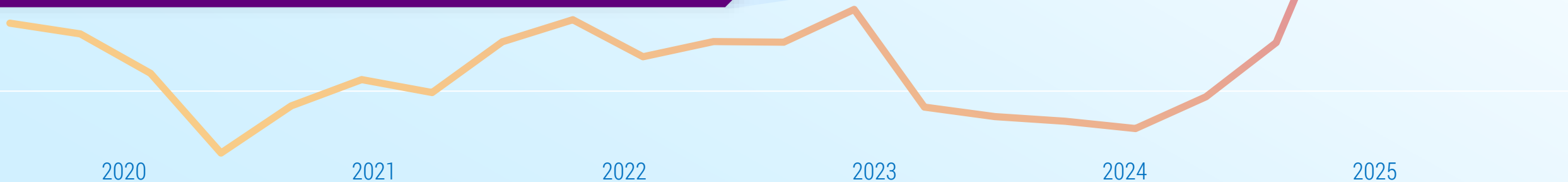
plan to adopt,
continue to use, or
increase use of AI
through 2026

AI is changing the rules

World Uncertainty Index

AI is scaling quickly

...increasing uncertainty



AI is changing the rules

AI is scaling quickly

...increasing uncertainty

...creating a value shift for IT roles



IT TALENT TRENDS 2026

The human edge in an AI world.

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ITRG

4 PILLARS OF IT TALENT STRATEGY

TRADITIONAL MINDSET

MODERN MINDSET

Talent
Management
Practices

Soft
skills are
an asset

Enabling
skills are
required

01

THE RISE OF ENABLING SKILLS

Prioritize the human advantage in a digital era

Career
Development
and Learning

Learning is
a separate
event

Learning
is part of
delivery

02

LEARNING AGILITY AS A CORE CAPABILITY

Embed learning into the flow of work

Organizational
Design

Focus on
function

Human-AI
hybrid

03

THE CONVERGENCE OF TALENT AND TRANSFORMATION

Design hybrid teams for the future

Culture &
Change
Enablement

Assume
stability
will follow

Change is
stacked

04

ADAPTIVE CULTURE AS THE CHANGE ENGINE

Hardwire adaptability into leadership and team practices

AI

Where do you stand in the talent debate?

AI will replace most human roles

Human Skills

Human skills are the new differentiator

We'll hire or contract instead

Learning Agility

Learning is the job

AI is overhyped

Talent & AI
Collaboration

AI is a teammate

Our status quo will carry us through

Culture & Change

Culture will be engineered for change



01

THE RISE OF ENABLING SKILLS

*Prioritize the
Human Advantage
in a Digital Era*



Where do you stand in the talent debate?

Are soft skills becoming obsolete, or are they becoming increasingly critical?



"It's likely that jobs you do on a computer... computer-related jobs will go. And as robots are developed, physical jobs will go as well."

– Roman Yampolskiy, Associate Professor, University of Louisville¹



"...Learn to collaborate and create, because these are things that you'll still need to do no matter how many of our jobs the robots take away."

– Dr. Anne-Marie Imafidon, CEO at Stemettes, Author, Speaker, and Presenter²

AI will replace most human roles

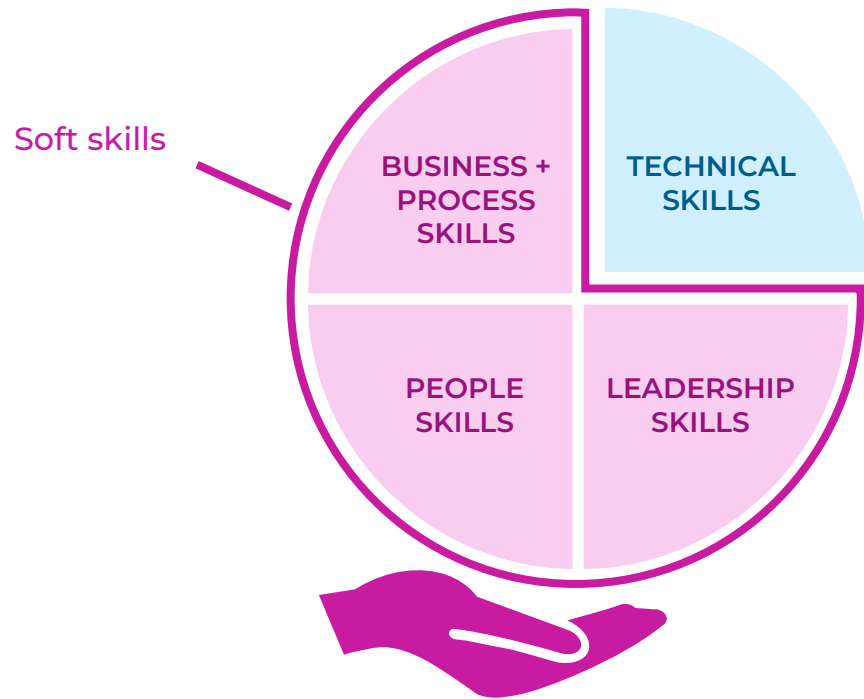
Human Skills

Human skills are the new differentiator

Info-Tech Insight

Soft skills have shifted from being nice to have to being a fundamental strategic focus within IT.

Soft skills are the new hard skills

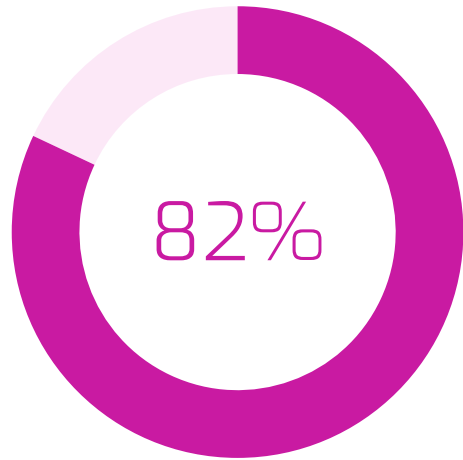


< 2.5yrs Half-life of **technical** skills

vs.

> 7.5yrs Half-life of **soft** skills

Why enabling skills matter



Organizations
prioritizing
human-intrinsic
traits when hiring

Source: SightsIn Plus, 2026

Adaptability
Business acumen
Collaboration
Communication
Creativity
Critical thinking
Curiosity
Emotional intelligence
Empathy
Judgment
Leadership
Learning agility
Relationship building
Systems thinking
Teamwork

Sharpening the human edge in an AI world



**Human
intent
drives value
creation**

SKILLS

FROM TREND TO ACTION

Nurture the human advantage



PEOPLE

DEVELOP ENABLING SKILLS WITHIN IT



PROCESS

HIRE AND REWARD FOR MORE THAN JUST CREDENTIALS



TECHNOLOGY

REDEFINE IT ROLES TO FOCUS ON BUSINESS-ALIGNED
ADVISORY AND PARTNERSHIP

SKILLS

CASE STUDY

- INTERACT WITH VIRTUAL CUSTOMERS
- GATHER REQUIREMENTS & SHAPE TECHNICAL SOLUTIONS
- PROVIDE INSTANT FEEDBACK



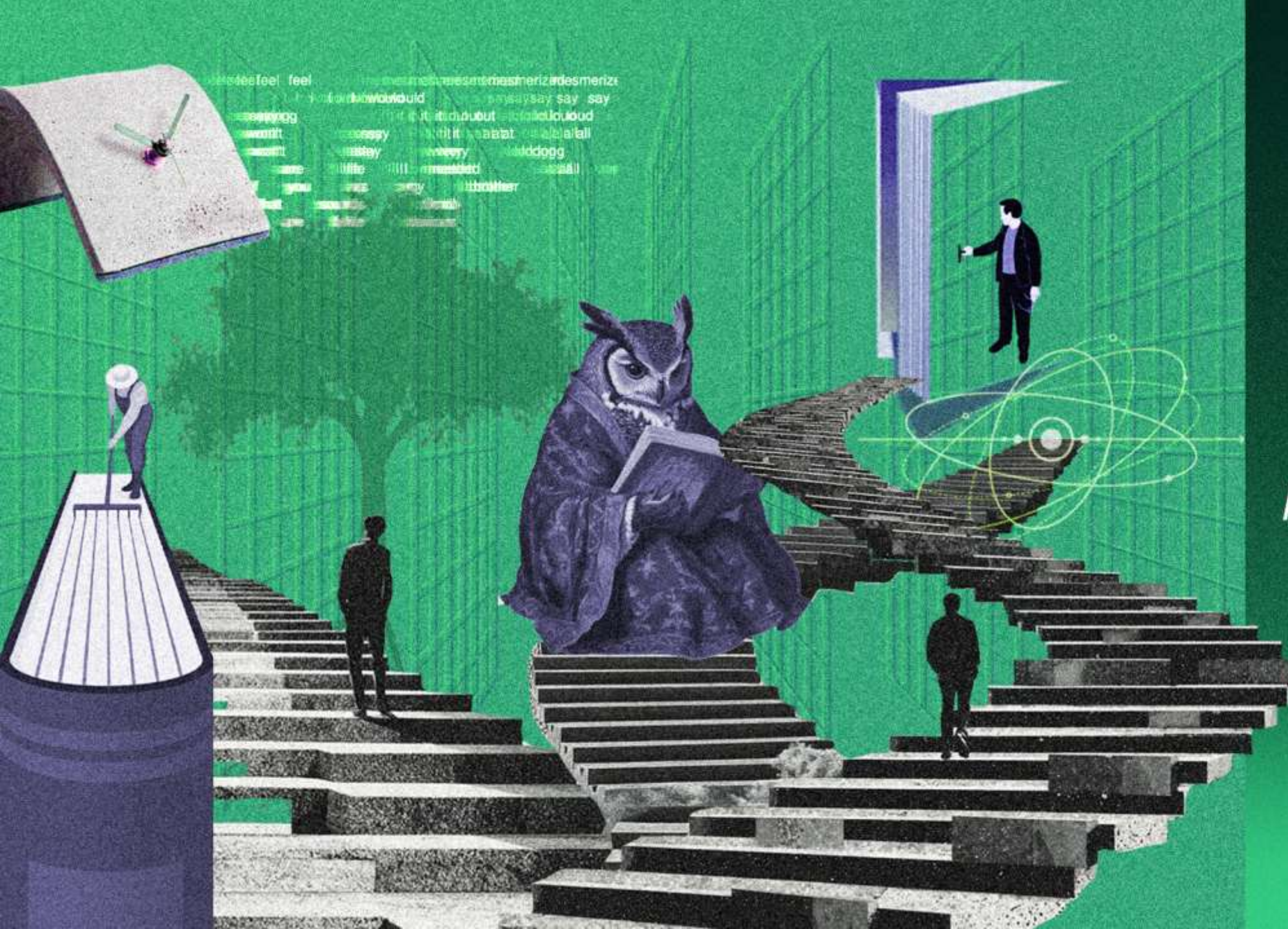
EVALUATES:

- COMMUNICATION
- DECISION-MAKING
- CUSTOMER FOCUS
- STRATEGIC THINKING



KEY TAKEAWAY

Many organizations need new competencies to keep up with the pace of change. Be transparent with employees about what the organization needs and proactively provide employees the opportunities and resources needed to change with the organization.



02

LEARNING AGILITY AS A CORE CAPABILITY

*Embed Learning
Into the Flow of Work*

Where do you stand in the talent debate?

Is it faster to hire for skills or to build them from within?



"CEOs can't hire their way out of the AI skills gap ... but they still believe they can solve the problem by outbidding competitors for scarce talent."

– Fast Company Executive Board¹

"You can learn how to learn and pivot ... Which is the most important survival skill as we move to AGI."

– Dr. Ben Goertzel, Chief Science Officer, Aidiya Holdings²



We'll hire or contract instead

Learning Agility

Learning is the job



Info-Tech Insight

Skilled IT talent is scarce. Learning agility is becoming increasingly critical for career longevity in IT.

Hiring won't get you out of the skills gap

3 months

to hire IT roles

Hiring won't get you out of the skills gap

5 months

to hire **critical** IT roles

Hiring won't get you out of the skills gap

12 months

to reach full productivity

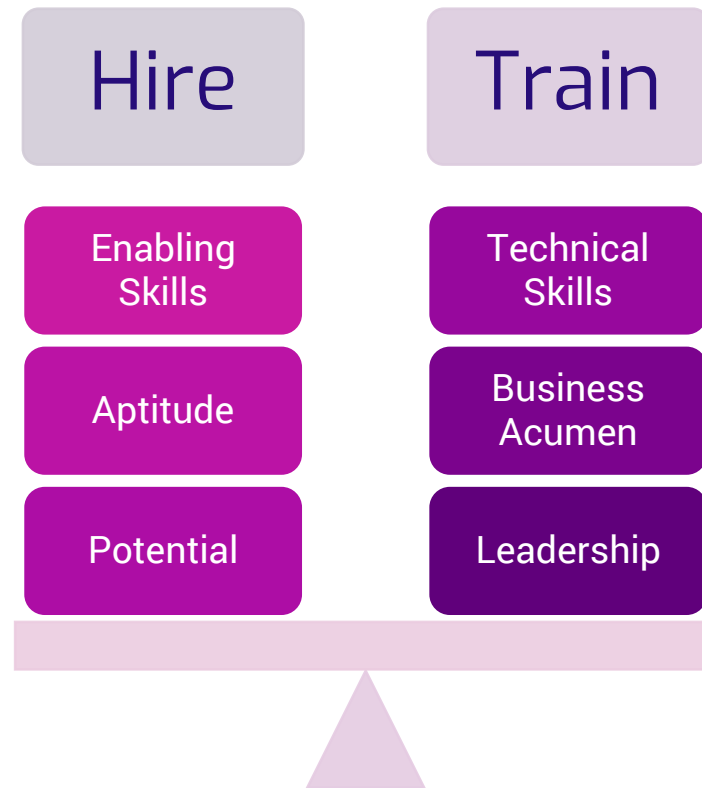
Hiring won't get you out of the skills gap

12 months to reach full productivity

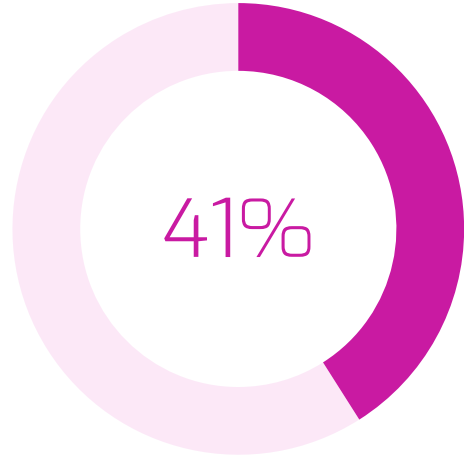
vs.

< 2.5yrs Half-life of **technical** skills

Leading CIOs are looking inward to fill critical roles



Traditional approaches to learning are too slow



cite **time and workload pressures** as the primary barrier to upskilling

LEARNING

FROM TREND TO ACTION

Embed learning into the flow of work



PEOPLE

ADOPT LEARNING AGILITY AS A CORE METRIC



PROCESS

EMBED CONTINUOUS LEARNING INTO DAILY WORK

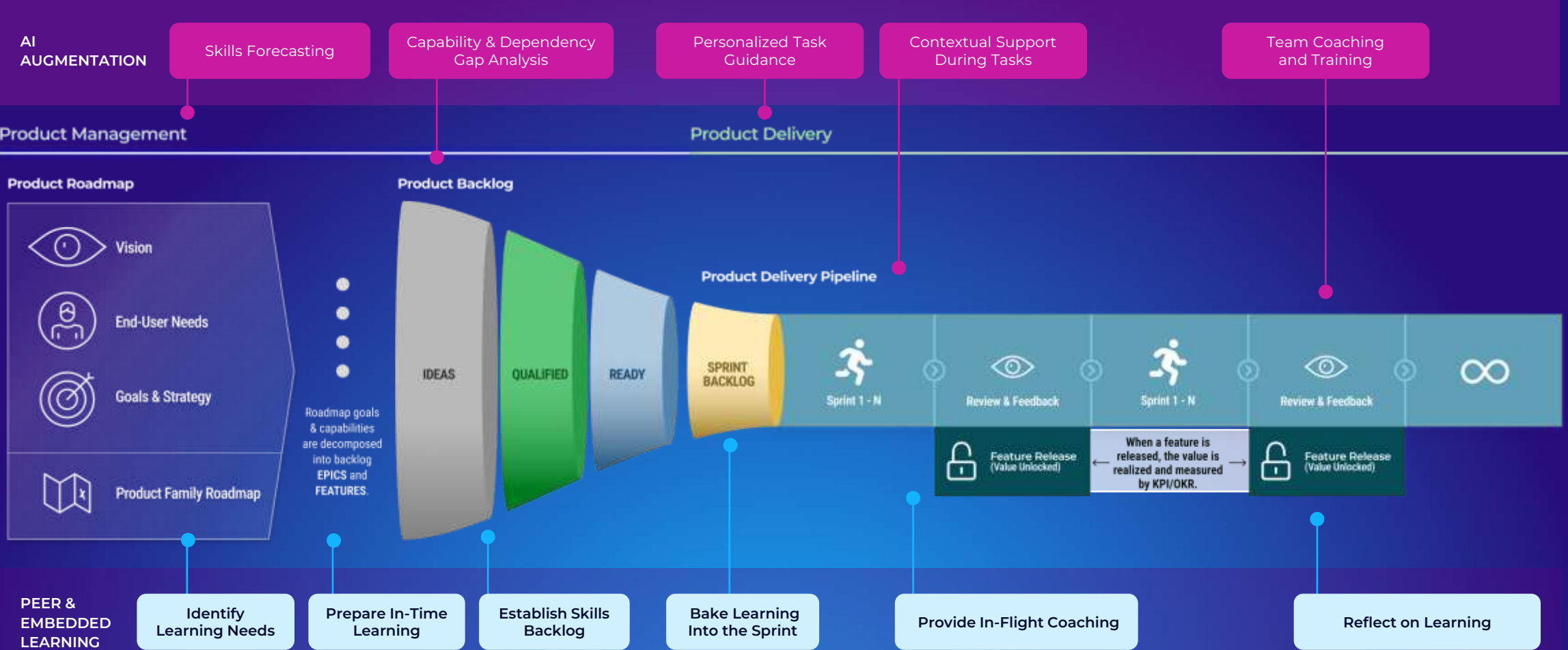


TECHNOLOGY

LEVERAGE AI TO SCALE UPSKILLING EFFORTS

LEARNING

EMBED LEARNING INTO DELIVERY



03

THE CONVERGENCE OF TALENT AND TRANSFORMATION

*Design Hybrid Teams
for the Future*



Where do you stand in the talent debate?

Is AI a temporary disruption or a permanent shift in how teams are built?



"The thing holding back AI is it doesn't work."

– Ed Zitron, CEO, EZPR¹

"It is inevitable – we will see org charts incorporate AI agents as formal team members alongside humans, assigning them defined responsibilities and performance metrics, which signals a clear shift towards hybrid human-AI teams."



– Hala Seine, Chief Strategy Officer, Service Now²

AI is overhyped

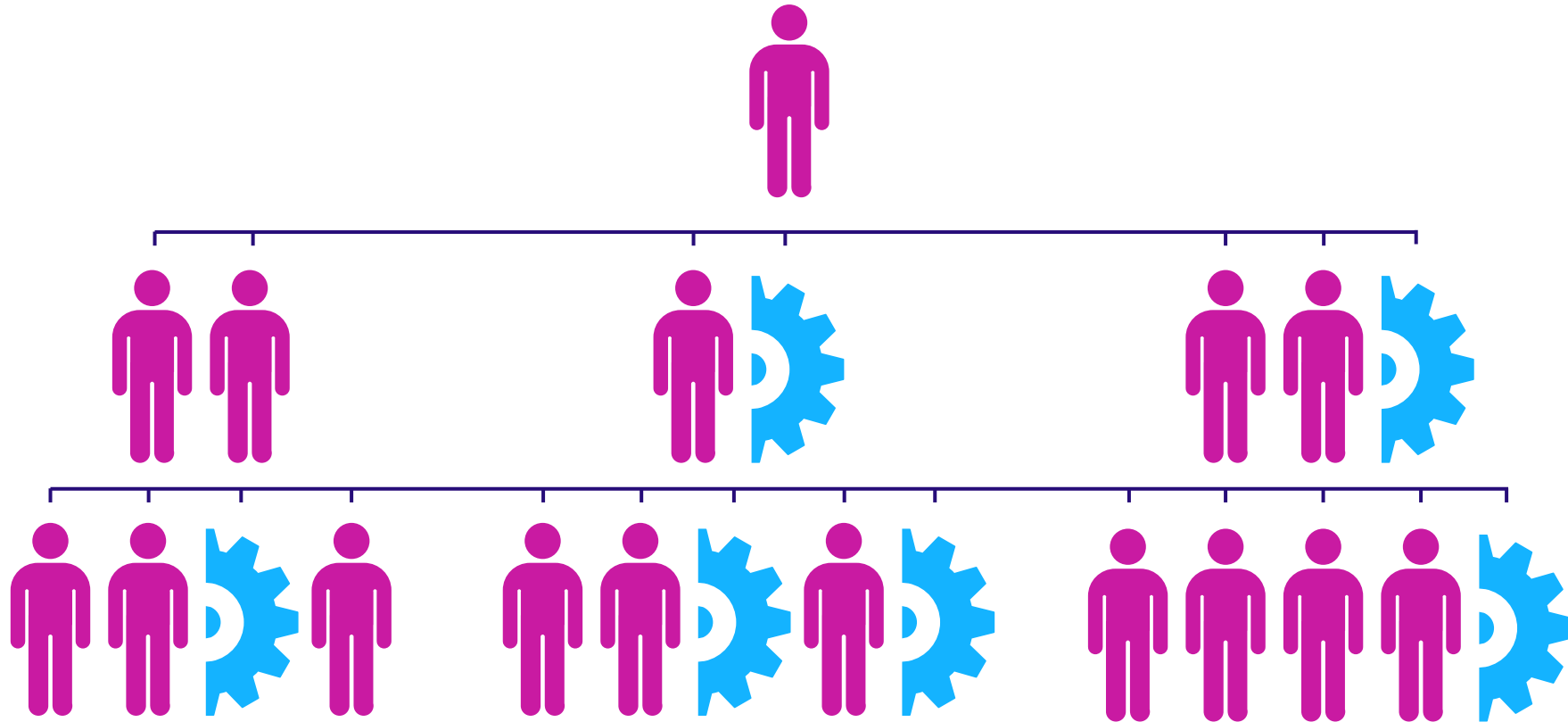
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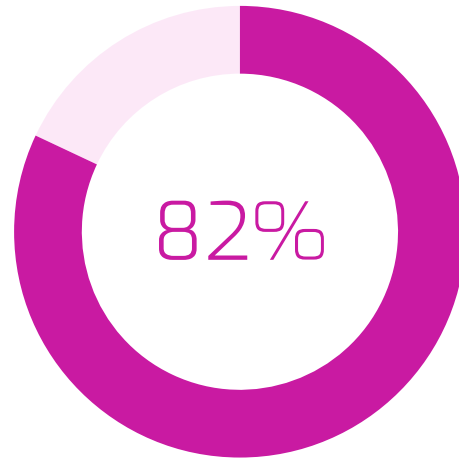
Info-Tech Insight

Successful transformation relies on human-AI hybrid teams where AI is treated more like a teammate rather than just a resource.

AI is reshaping how individuals and teams cooperate and collaborate

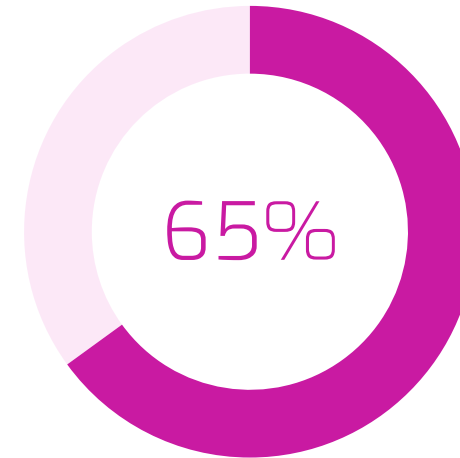


AI transformation will force realignment in IT



of leaders intend to
expand capacity with
digital labor in the next
12-18 months

Source: "The Frontier Firm," Microsoft, 2025



of leaders expect
structural IT changes
due to Gen AI

Source: Info-Tech Future of IT Survey, 2025

TEAMS

FROM TREND TO ACTION

Design hybrid teams for the future



PEOPLE

CREATE NEW ROLES AND CAREER PATHS AROUND EMERGING TECH



PROCESS

PLAN HUMAN-AI WORKFLOWS DELIBERATELY



TECHNOLOGY

ADOPT FLEXIBLE HUMAN-AI HYBRID WORKFORCE MODELS

AI Product Manager
AI Experience Officer
AI Solutions Analyst
Chief AI Officer
AI Policy Advisor
AI Auditor
AI Ethics Lead
AI Security Specialist
AI Marketing Specialist
AI Recruitment Specialist

04

ADAPTIVE CULTURE AS THE CHANGE ENGINE

*Hardwire Adaptability
Into Leadership and
Team Practices*



Where do you stand in the talent debate?

Is culture a stabilizer after change or the engine that drives it?



“Stability in leadership is crucial for organizational success and employee morale. ... In times of turbulence, leadership stability acts as a beacon.”

– Bill Kasko, 2025



“Leadership is no longer about projecting certainty but about creating environments where learning and reflection are valued as much as results.”

– Daniel Pink, #1 New York Times bestselling author

Our status quo will carry us through

Culture & Change

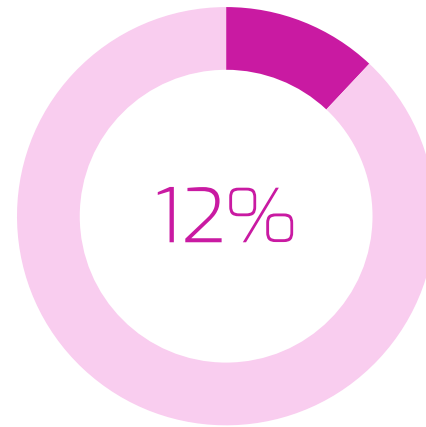
Culture will be engineered for change



Info-Tech Insight

IT leaders must foster an adaptable, resilient, and psychologically safe culture that embraces change as a constant.

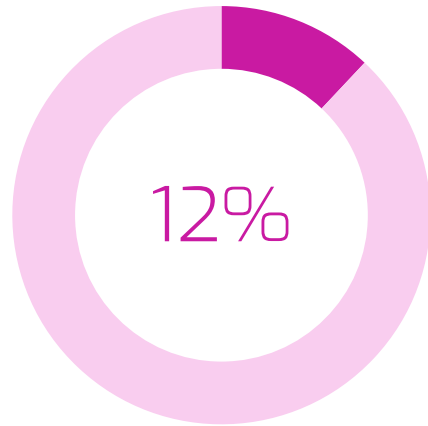
Successful change relies on people more than technology



of organizations have seen
tangible results from
implementing AI

Source: TI INSIDE Online, 2025

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Source: TI INSIDE Online, 2025

Key reasons transformation initiatives fail

- Human resistance and fatigue
- Lack of adaptability and readiness
- Overwhelmed leaders and teams
- Cultural barriers that slow or derail execution

These are not technical failures – they are people failures.

Adaptability Quotient (AQ) is becoming a critical IT metric for success

**A CULTURE OF
CAREER DEVELOPMENT**



**RESILIENCE,
FLEXIBILITY, AND
AGILITY**

**CURIOSITY AND
LIFELONG LEARNING**

CULTURE

FROM TREND TO ACTION

Hardwire adaptability into leadership and teams



PEOPLE

INVEST IN LEADERSHIP DEVELOPMENT FOCUSED ON EMPATHY, CHANGE MANAGEMENT, AND COACHING



PROCESS

EMPOWER DECISION-MAKING AT ALL LEVELS



TECHNOLOGY

INSTITUTIONALIZE CONTINUOUS FEEDBACK AND LISTENING MECHANISMS

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