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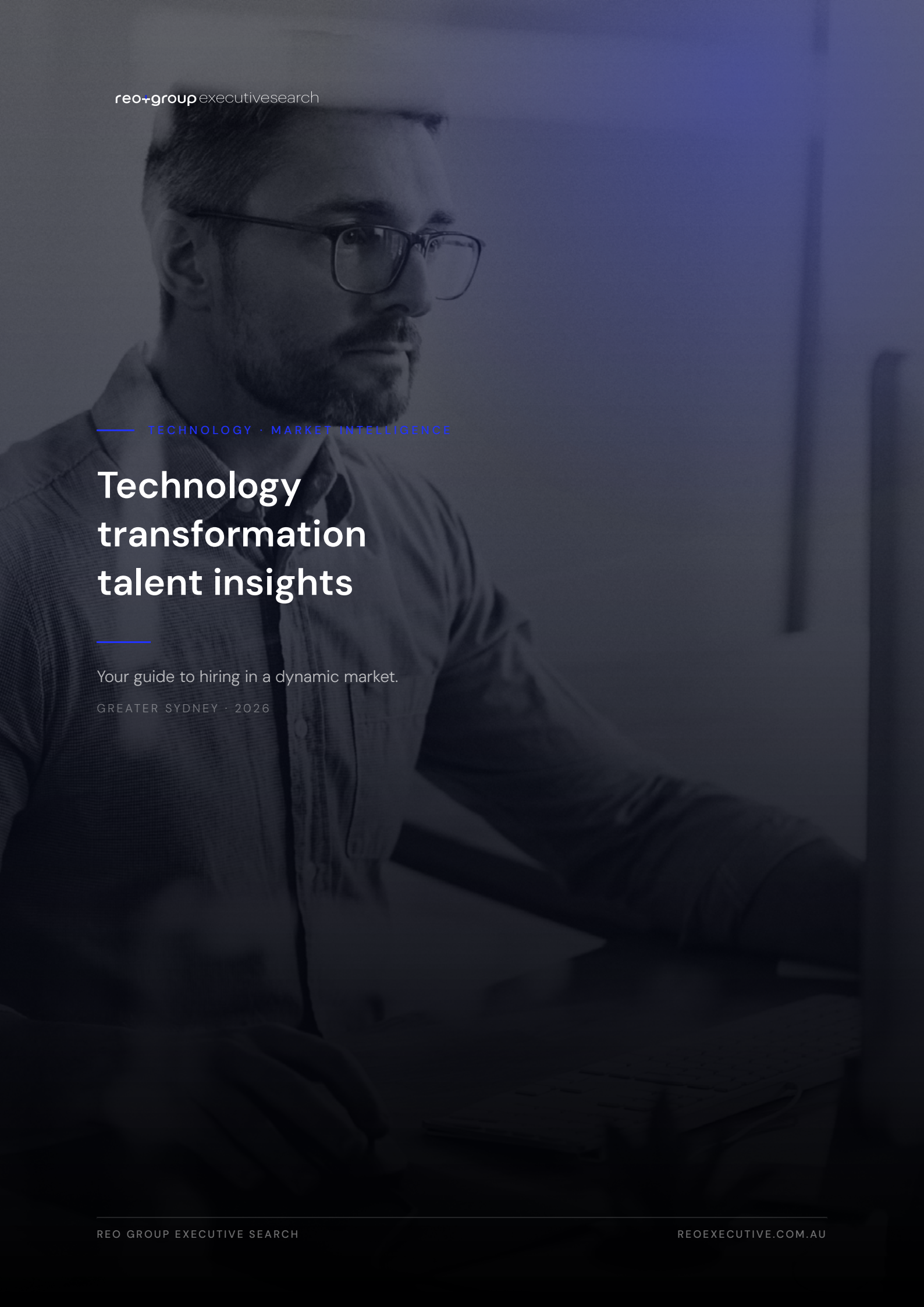

TECHNOLOGY · MARKET INTELLIGENCE

Technology transformation talent insights

Your guide to hiring in a dynamic market.

GREATER SYDNEY · 2026

INTRODUCTION

Transformation talent is currently *very hard to hire*

IT transformation is a growing skill, with a 10 percent year on year increase of people adding it to their LinkedIn profile, in line with the rise in transformation projects exposing technology professionals to hands-on experience. Those who specialise in this space, who can lead an organisation through complex projects and periods of change end to end, are currently very hard to hire.

Source: LinkedIn Talent Insights

HOW CAN THIS GUIDE HELP?

This guide supports any HR professional, IT leader or business leader looking to recruit specialised transformation talent. Built on our hands-on knowledge, it outlines current recruitment trends, roles in increasing demand, IT staffing models, and how the blurring lines between organisational functions are reshaping required skillsets.

It also includes salary benchmarking based on our recent experience in the space, to help you stay competitive in a tight candidate market, or to know what to expect if you are looking for a new role.

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01 / INDUSTRY VIEW

What is happening across *industries*

Transformation now touches every corner of a business, but each industry carries its own needs and circumstances. Clear trends are emerging across the key sectors below.

01 HEALTHCARE / HEALTHTECH

Healthcare faces specific regulatory and privacy constraints, adding complexity to projects and requiring specialised transformation skills. The sector is largely operating with legacy systems that need updating, and integration of specialist systems into wider health networks is required.

02 RETAIL / FMCG / ECOMMERCE

Increasing pressure from consumers for seamless omnichannel experience, faster supply chains, personalisation and digital customer journeys is putting retailers under margin pressure. Tech transformation is being used to drive operational efficiency and improve competitiveness through automation, AI and streamlined workflows.

03 PROFESSIONAL SERVICES / CONSULTING / SCIENTIFIC / TECH SERVICES

These sectors often act as early adopters and innovation hubs that filter down to their clients. They employ subject matter experts who understand how to tailor the right platforms and tools to a specific challenge, whose experience is up to the minute and who stay in touch with the latest software updates through agency partnerships.

01 / INDUSTRY VIEW

What is happening across *industries*

04 INFRASTRUCTURE / UTILITIES / ENERGY / RESOURCES

The energy sector, mining and utilities are under transformation pressure to become more sustainable and efficient, and to leverage technologies like IoT, big data and AI to optimise operations. The industry also faces regulatory pressure relating to sustainability, emissions and the modernisation of aging infrastructure.

05 FINANCIAL SERVICES / FINTECH

There is strong adoption of AI and automation, fraud detection, regulatory compliance and customer experience enhancements. The financial sector is often early to adopt new tech to gain competitive advantage, putting firms under pressure to modernise legacy systems and stay ahead of the curve.

06 GOVERNMENT / PUBLIC SECTOR / GOVTECH

Government at all levels is investing heavily in digital services, citizen facing platforms, governance, data and identity systems, and cloud and infrastructure refresh. There is pressure to provide simple, secure and connected services and meet stringent regulatory and privacy standards.

07 EDUCATION / EDTECH

Increasing demand for remote and hybrid learning tools, alongside data systems for student tracking, AI-assisted learning, adaptive tools and digital student credentials, is driving government funding and regulatory attention toward technology in education.

02 / RECRUITMENT TRENDS

Recruitment in technology *transformation*

Below we explore current trends across the talent and job markets, with advice on how to attract the best talent, or the best opportunities.

01 The lines between transformation roles are blurring

- **More agile, cross-functional delivery models.** Agile, SAFe and other hybrid frameworks are pushing people out of silos. Roles now require overlap between strategy, delivery, product, tech and change.
- **Business-led transformation.** Transformation is no longer just IT-driven, it is business-led. Tech roles need business acumen, and business roles need tech awareness.
- **Pressure to do more with less.** Teams are leaner. Employers want multi-skilled individuals who can wear several hats, leading to convergence of roles like Project Manager and Product Owner, or Change Manager and Communications Lead.
- **Digital, data and AI convergence.** Initiatives are increasingly tech-heavy and data-enabled, making it hard to separate distinct roles. Everyone needs a working understanding of digital, data and transformation rather than specialising in one area.
- **Tools and automation.** Tools like Jira, Power BI, Miro and generative AI now let people work outside their traditional scope. A Business Analyst might build dashboards, a Project Manager might run workshops, a Product Owner might write SQL or use AI prompts.

02 Your technology value proposition matters more than ever

It is essential to clearly articulate the value of your technology investments to your people, partners and the market.

A CLEARLY DEFINED TVP WILL ENABLE YOU TO:

- **Attract top talent.** The best candidates want to know what the vision is and why it matters. A compelling TVP helps you cut through a crowded market and win high-impact talent.
- **Secure internal buy-in.** Executives and stakeholders expect more than roadmaps. You need a clear link between tech investment and business outcomes such as growth, cost reduction, customer experience and ESG.
- **Drive alignment.** When your TVP is clear, delivery teams, vendors and partners execute with purpose. It reduces noise, rework and stakeholder resistance.
- **Accelerate transformation.** Projects with a strong value story gain momentum faster. People rally behind a purpose, not just a platform.

03 Purpose-led roles in transformation are on the rise

Today's talent, especially in transformation, is no longer just chasing titles or salaries. They are looking for purpose: roles that align with values, drive real impact and contribute to something bigger. ESG, sustainability and ethics are shaping transformation roadmaps, and employees want to know why, not just what they are delivering.

WHAT DOES THIS MEAN IF YOU ARE HIRING?

- Transformation roles must connect to meaningful outcomes, not just deliverables.
- Purpose is now a competitive edge in attracting top-tier transformation talent and driving engagement, innovation and retention.

04 Balancing vendor partnerships with in-house IP ownership

Many organisations are moving away from fully outsourcing their transformation or technology functions. Retaining control over intellectual property is one driver. They now often look for a hybrid model, hiring an in-house top layer that enables them to retain IP, keep strategic control and reduce vendor dependence.

- Retain critical IP and knowledge within the business to safeguard competitive advantage and maintain agility.
- Keep strategic control over key assets, roadmaps and innovation pipelines.
- Avoid over-reliance on external vendors that can create lock-in or slow decision-making.

At the same time, they leverage vendor partnerships for scalability, specialist skills and accelerated delivery, giving them the best of both worlds.

05 Employee experience is the new transformation imperative

In today's market, a winning transformation project depends on winning hearts and minds first.

Transformation is not just about systems, it is about people embracing change. You need to take people on the journey of what you are looking to achieve, and to hire candidates with strategic agility who can pivot and adapt to a shift in direction.

HIRING TIPS

- Organisations that prioritise employee adoption and engagement see far better results.
- Roles are blending Change Management, Communications and User Experience into one.
- Leaders who foster psychological safety and active engagement unlock higher performance and smoother transitions.

03 / IN DEMAND

Roles currently in *demand*

ROLE	WHY IT IS SOUGHT-AFTER
Transformation / Change Manager / Director	Organisations working through large-scale digital, process and organisational change need people who can lead across business units and manage stakeholder expectations.
Head / Director of Transformation / Chief Transformation Officer	C-suite sponsors and boards want someone who can own the transformation strategy end to end, ensuring alignment, ROI and change governance.
Program Lead / Program Director	As enterprises juggle multiple large programs, from ERP and cloud migrations to integrations and digital product rollouts, there is strong need for someone to lead, coordinate and steer them.
IT / Digital Product Owner / Product Manager	Agile and digital work is driving demand for product roles, especially where they oversee digital platforms, new product development and user experience.
Data & Analytics Lead (Engineering / Science / AI / ML)	Organisations are using data more aggressively across predictive analytics, AI and ML, and visualisation. Demand is high for people who can build pipelines, interpret data and translate insight into value.
Risk / Governance Specialists	With rising risk, regulation and threats, organisations want people who can build secure, compliant and well-governed IT environments.
PMO Leaders / Portfolio Managers	Beyond projects, businesses want a portfolio view: prioritisation, governance frameworks, risk and budget management. PMO leadership is critical.
Change Communication / Training / Adoption Specialists	Transformation is not just tech, success depends on adoption. Specialists in training, communication and behaviour change are needed.

04 / MARKET TRENDS

Other trends impacting *recruitment*

UPSKILLING AND CERTIFICATIONS ADD LEVERAGE

Upskilling is powerful when capabilities are in short supply. Certifications focused on AI or cloud, plus hands-on project experience, help differentiate candidates. Those who can demonstrate ability with emerging tech, such as generative AI, edge computing and data platforms, will attract attention.

VALUE REALISATION AS A CORE DISCIPLINE

Organisations are less satisfied with delivering on budget and time alone. They want measurable outcomes: did the transformation create value, improve performance, reduce cost or improve customer experience? Value realisation, through tracking, metrics and post-delivery reviews, is being built in as a must-have.

DEMAND FOR GOVERNANCE, RISK AND VALUE REALISATION

As firms invest more in transformation, they want measurable outcomes and accountability. Roles that combine PMO and program governance, benefits realisation, and risk and compliance are seeing strong demand.

05 / SALARY BENCHMARKS

Salary *benchmarks*

Base salaries only, exclusive of superannuation and other benefits, representative of the Greater Sydney market.

TRANSFORMATION & PROJECT SERVICES

ROLE	LOW	HIGH
Transformation Director	$280,000	$350,000
Transformation Manager	$180,000	$250,000
Head of PMO	$200,000	$250,000
PMO Manager	$170,000	$200,000
Program Director	$230,000	$280,000
Program Manager	$190,000	$250,000
Senior Project Manager	$170,000	$200,000
Project Manager	$160,000	$190,000
Senior Change Manager	$200,000	$250,000
Change Manager	$160,000	$200,000
Senior Business Analyst	$150,000	$180,000
Business Analyst	$125,000	$150,000
Training & Instructional Design Manager	$130,000	$150,000

DATA & ANALYTICS

ROLE	LOW	HIGH
Head of Data	$220,000	$300,000
Head of Data Science	$190,000	$250,000
Senior Data Scientist	$175,000	$220,000
Data Scientist	$150,000	$175,000
Data Architect	$180,000	$230,000
Senior Data Engineer	$170,000	$200,000
Data Engineer	$150,000	$165,000
AI / Machine Learning Engineer	$160,000	$200,000
Analytics Manager	$140,000	$180,000
Senior Data Analyst	$135,000	$165,000
Data Analyst	$110,000	$140,000
Senior BI Consultant	$150,000	$170,000
BI Consultant	$130,000	$150,000
BI Developer	$110,000	$140,000
BI Analyst	$100,000	$130,000

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GET IN TOUCH

Let us help you hire the right *transformation talent*

Speak with our technology team about building specialised transformation capability, or about your next move in the market.

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