For over 20 years, the Accenture Technology Vision has identified the most important emerging technology trends impacting businesses, governments and society with a three-year outlook. Given the unprecedented impact of the Covid-19 pandemic, this may be our most important edition yet. Over the past year, global enterprises, including the federal government, discovered unrealized agility and innovation within their organizations as the challenges posed by Covid-19 were met by employers and employees, with significant changes to how we now think about the workforce and the workplace. However, expectations are now higher than ever as years of digital transformation were compressed into one. The opportunity for the federal government to build on this momentum, to continue to drive a sustainable transformation imperative, is upon us.

It's a new era for technology. Every business is a technology business, and cloud and extension out to the edge is the future. And it's already here today. Technologies like A.I., extended reality and blockchain are advancing at an incredible rate. For example, GPT-3 was released last year and it's already proven adept at writing stories, music and even software code. Given these advances, there's new urgency to reexamine and optimize the relationship between humans and machines. Technology is also becoming more accessible. This means all employees need to understand the realm of the possible, and successful agencies will harness technology in creative ways. For the I.T. department, this creates new demands to serve as both a collaborator and a curator and for business users that can be empowered by newly available technology to more easily meet mission challenges.

This year's trends include Trend One: Stack Strategically - how to think about full stack, full life cycle architectures to enable an ever-evolving mission with emerging technology. Trend Two: Mirrored World examines how digital twins enabled by ML, A.I. and IoT are helping us envision new operating models. Trend Three: I, Technologist explores how the business and IT are further evolving their partnership to deliver on the mission. Trend Four: Anywhere, Everywhere reimagines the workplace and the workforce, using lessons learned from the Covid-19 pandemic. And Trend Five: From Me To We assesses how agencies can use shared, trusted data to collaborate in new ways.

Leaders don't wait for a new normal, they build it. Given the pace that both the world and technology are evolving, federal agencies must pursue this leadership with urgency. But at the same time, we must also be open to new thinking and provide flexibility to be innovative. And technology and business strategies are becoming blurred. Technology is so deeply immersed in our operating model that it often defines mission success. This means that deep technical expertise and competency, both individually and organizationally, are needed to sustain
leadership. And that's just the start. Our technology vision is full of important lessons for government leaders gained from this unprecedented year of change.

**Chris Copeland** [00:03:31] I am Chris Copeland and I'm excited to have co-led this year's research with Kyle Michl. Connect with me online to let me know what you found valuable.

**Kyle Michl** [00:03:40] I am Kyle Michl and please connect with me online to share your feedback.