Gartner IT Score for Enterprise Architecture & Technology Innovation
Sample report excerpt
Meet Gartner IT Score for Enterprise Architecture & Technology Innovation

Introduction to Gartner IT Score for Enterprise Architecture & Technology Innovation

Functional leaders use Gartner IT Score for Enterprise Architecture & Technology Innovation to measure the maturity of their function in key activities, prioritize areas of improvement and plot the function’s path to improvement. This is an excerpt from a full report, which provides detail on a wide range of functional activities. Gartner IT Score for Enterprise Architecture & Technology Innovation Management covers 24 functional activities across 6 functional objectives.

Here’s how it works

1. Measure the performance of the function in terms of:
   - Maturity. We ask a series of yes/no questions about how your function approaches and executes each one of a range of key activities and objectives specific to your function.
   - Importance. We ask you to indicate how important each of those activities is for your function to meet its enterprise objectives.

2. Prioritize.
   - See your maturity levels at a glance. On a simple bar graph, we plot the maturity level of each activity and its importance — and you get your first glimpse of where maturity and importance aren’t aligned. For example, your function may be highly mature in activities that aren’t very important to driving business priorities or highly immature in activities that are.
   - See your priorities in rank order, based on those gaps between maturity and importance. Immediately you can see what should be your highest priorities for improvement if your function is to drive business goals effectively. You also see which activities need less attention.

3. Improve. We provide you with steps to take on your path to improvement in whatever activities the data shows to be the biggest significant opportunities for improvement.
   - “A Pathway to Maturity” lists action steps required to reach the next level in each specific activity.
   - Recommended related resources provide associated insights. In some cases, a Gartner advisor delivers the report and helps with prioritization and action planning.

Read on for more insights and recommendations you might receive on an individual activity.
A complete report shows you the current status and improvement path for all activities and objectives in your function.

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How mature are your functional activities?

Gartner IT Score for Enterprise Architecture & Technology Innovation benchmarks your self-assessment to provide you with a current maturity score by activity.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Maturity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Structure Business Strategy</td>
<td>3-</td>
</tr>
<tr>
<td>Facilitate Innovation</td>
<td>2</td>
</tr>
<tr>
<td>Plan and Manage IT Portfolio</td>
<td>2</td>
</tr>
<tr>
<td>Enable Solutions Delivery</td>
<td>2</td>
</tr>
<tr>
<td>Establish EA Frameworks and Tools</td>
<td>2</td>
</tr>
<tr>
<td>Manage EA</td>
<td>2+</td>
</tr>
<tr>
<td>Structure Business Engagement</td>
<td>2</td>
</tr>
<tr>
<td>Evaluate Emerging Technologies and Trends</td>
<td>2</td>
</tr>
<tr>
<td>Develop Future State Architecture</td>
<td>2+</td>
</tr>
<tr>
<td>Support Solutions Design</td>
<td>3</td>
</tr>
<tr>
<td>Develop EA Frameworks and Tools</td>
<td>2+</td>
</tr>
<tr>
<td>Define Function Strategy</td>
<td>2-</td>
</tr>
<tr>
<td>Develop the Business Architecture</td>
<td>3</td>
</tr>
<tr>
<td>Identify Innovation Opportunities</td>
<td>2+</td>
</tr>
<tr>
<td>Define Current State Architecture</td>
<td>3-</td>
</tr>
<tr>
<td>Guide Solutions Delivery</td>
<td>2</td>
</tr>
<tr>
<td>Define Governance</td>
<td>2+</td>
</tr>
<tr>
<td>Manage EA Talent</td>
<td>2+</td>
</tr>
<tr>
<td>Articulate Business Outcomes</td>
<td>3-</td>
</tr>
<tr>
<td>Enable Innovation Initiatives</td>
<td>2+</td>
</tr>
<tr>
<td>Design Strategic Plans</td>
<td>2</td>
</tr>
<tr>
<td>Support Integration</td>
<td>2-</td>
</tr>
<tr>
<td>Manage Standards Compliance</td>
<td>2+</td>
</tr>
<tr>
<td>Measure and Manage Function Performance</td>
<td>2+</td>
</tr>
<tr>
<td>Shape Investment Decisions</td>
<td>3-</td>
</tr>
<tr>
<td>Provide Internal Consulting Advice</td>
<td>3+</td>
</tr>
<tr>
<td>Develop and Maintain Roadmaps</td>
<td>2</td>
</tr>
<tr>
<td>Support Portfolio Modernization</td>
<td>2</td>
</tr>
<tr>
<td>Enable Information Strategy</td>
<td>2+</td>
</tr>
<tr>
<td>Manage Cross-Functional Relationships</td>
<td>3</td>
</tr>
</tbody>
</table>

**Maturity:** Measured on a scale ranging from 1 (Low) to 5 (High), maturity measures how advanced an organization's development is in a functional activity relative to Gartner's best practice research. Maturity scores are refined with a (+) or (-) to indicate intermediate levels of maturity.

The set of activities as mapped here is subject to change.

Source: Gartner

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How do maturity and importance compare?

Gartner IT Score for Enterprise Architecture & Technology Innovation plots your benchmarked maturity score against the importance you assign to that activity in terms of its criticality for your function to meet enterprise business objectives.

**Select Findings**

**Lowest Maturity**
- Define Function Strategy
- Manage Standards Compliance

**Highest Importance**
- Define Current State Architecture
- Articulate Business Outcomes
- Evaluate Emerging Technologies and Trends
- Support Portfolio Modernization

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What are the high-priority areas for your function?

Gartner IT Score for Enterprise Architecture & Technology Innovation rank-orders your improvement priorities, based on the gap between maturity and importance. The Activity Priority Index (API) identifies where the function is less mature in activities of greater importance. A higher API score indicates a greater priority to the organization.

The Activity Priority Index identifies where the function is less mature in activities of greater importance.

### Highest Priority
- Define Current State Architecture
- Evaluate Emerging Technologies and Trends
- Support Portfolio Modernization

### Lowest Priority
- Provide Internal Consulting Advice
- Develop The Business Architecture
- Manage Cross-Functional Relationships and more activities
High-priority area: Manage standards compliance

How the SRM function identifies, implements and monitors the processes and controls necessary to support the organization’s compliance initiatives

Gartner IT Score for Enterprise Architecture & Technology Innovation provides next steps for each individual activity, based on current and desired state.

Path to Maturity

Start doing the following to achieve the next level of maturity:

- Define an integrated compliance framework.

<table>
<thead>
<tr>
<th>Level</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1</td>
<td>Rely on top-down mandates to enforce compliance</td>
</tr>
<tr>
<td>Level 2</td>
<td>Identify a cross-functional group of SMEs to partake in compliance reviews</td>
</tr>
<tr>
<td>Level 3</td>
<td>Build transparency into the standards compliance review process</td>
</tr>
<tr>
<td>Level 4</td>
<td>Communicate business outcomes from standards adherence</td>
</tr>
<tr>
<td>Level 5</td>
<td>Tailor EA involvement in compliance reviews based on delivery team maturity</td>
</tr>
</tbody>
</table>

Legend

- Current Level: 2
- Next Level: 2

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Manage standards compliance

Sample recommended resources

**Featured resources**

**Case Study: ConsumabilityFocused**
Enterprise Architecture (ADP) (CEB) Make developer-centric, usability focused adherence recommendations

**Ignition Guide to Building an Architecturalthinking**
Training Program for NonArchitects (CEB) Design architectural thinking training programs for nonarchitect stakeholders to help them understand the business value of adherence to standards

**Tool: Portfolio Efficiency Toolkit (CEB)**
Promote standards by reducing complexity and building an efficient portfolio with

**Magic Quadrant for Enterprise Architecture Tools**
Use the Magic Quadrant to evaluate EA tool vendors in an evolving marketplace driven by the dynamics of digital business

**Foundational resources**

**Case Study: Architecture Peer Reviews (Adderley) (CEB)**
Accelerate architecture reviews using a peer review process instead of a review board

**Case Study: Expanding Capacity through “Architecture Deputies” (The Hartford) (CEB)**
Gain capacity by delegating design solutions to architecture deputies

**The Architecture Review Board Handbook (CEB)**
Establish the scope, mission and staff for your Architecture Review Board

**Rethink EA Governance, Assurance and Review Boards in the Digital Business Era**
Rethink and plan your EA governance, assurance and review boards.

**Progressive practices**

**Case Study: BusinessAligned**
Architecture Option Analysis (Progressive) (CEB) Present choices not recommendations and nudge stakeholders toward architecture by presenting business aligned tradeoffs

**Case Study: Embedding Governance in IT Automation (CEB)**
Design and review automation that builds environments used by developers. Embed standards and controls into the automation.

**Case Study: Simplify Communication of Architecture Debt (Capital Group) (CEB)**
Build awareness of architecture debt and speed tradeoffs using simple communication frameworks

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Learn how you can use Gartner IT Score for Enterprise Architecture & Technology Innovation to evaluate your functional maturity and priorities.

Contact Us

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Learn more about Gartner Enterprise Architecture & Technology Innovation Score
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