

Diagnostic Tools | MATURITY ASSESSMENT FOR ENTERPRISE ARCHITECTURE

BACKGROUND INFORMATION EVALUATE RESULTS

Your Results

Overview

The results and recommendations from this survey are based upon your responses and common issues discovered within those responses. These results and recommendations, while tending to be relatively accurate, will vary based upon each organization's unique conditions. For a more accurate assessment and interpretation of your enterprise architecture maturity, contact a Gartner Analyst or Consultant. [help](#)

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● Your Answers ● Database Average ● Industry Average



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	Your Answers	Database Average	Industry Average
Architecture Scope	2.25	2.71	2.12
Stakeholder Involvement	1.80	2.42	1.56
Architecture Development	1.60	2.35	1.44
Business Context	2.00	2.30	1.51
Architecture Content	2.00	2.19	1.33
Future State	2.00	2.22	1.35
Architecture Team	2.50	2.00	1.53
Architecture Impact	1.33	1.35	0.95
Final Score	1.94	2.19	1.47

Interpreting Your Results

You need to take proactive steps to evolve the following enterprise architecture maturity dimensions:

- Architecture Scope**
- Stakeholder Involvement**
- Architecture Development**
- Business Context**
- Architecture Content**
- Future State**
- Architecture Team**
- Architecture Impact**

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Your Results

Recommendations

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Without defined program goals, EA programs will struggle to provide on-going justification of the value of EA and the impact of the EA program on the business. Your score on this dimension was relatively low – your effort is at risk. Ensure that objectives and success criteria for enterprise architecture are agreed to by key stakeholders, as well as the sponsor(s) and clearly documented. Ensure an appropriate active measurement program exists. Mature enterprise architecture efforts include financial efficiency and business effectiveness metrics. If this is possible, institute immediately. If this is not possible, plan to institute these types of metrics as soon as possible and begin actively reporting progress of the overall effort to key stakeholders.

Your architecture scope and authority is low. Look to increasing this dimension by increasing the span of influence throughout all business areas. Also, ensure that governance processes exist and their importance is clearly communicated such that they are not circumvented. Often this requires building up stakeholder support. Ensure that disclosure of change is mandatory – this often involves incorporating appropriate rewards and punishments to promote disclosure. Along with disclosure, ensure the value of compliance is understood. Compliance must be supported by key stakeholders, so ensure key stakeholders enforce compliance. Many opt to make compliance easier than non-compliance, but rewards and punishments should support enterprise architecture compliance as well.

The involvement and support of key stakeholders, especially managers and senior executives is critical. Your score indicated relatively low stakeholder involvement and support. If this is not corrected, the enterprise architecture effort has little chance of expanding beyond technical infrastructure. Most probably, the enterprise architecture effort is in danger. Improving this dimension is critical but easily remedied by clearly communicating the value of enterprise architecture, or its content, to the key stakeholders in terms that relate to their issues and proactively address their opportunities. This includes: corporate management, key business unit stakeholders, key IT stakeholders, and the overall enterprise architecture community.

A well defined and clearly articulated architecture definition process is critical to creating consistently valuable enterprise architecture content and change. Your score in this dimension was relatively low. This is problematic. Address this issue by defining an appropriate architecture definition process, replete with regular planned updates, involvement of key stakeholders, and integration to related processes (e.g., business planning, portfolio management). Ensure that there is a defined enterprise architecture process that's executed consistently, as well as accommodations for dealing with exceptions and variances expeditiously. Also, ensure that there are multiple planning horizons to address operational, tactical, and strategic concerns.

A common approach to the business strategy across the enterprise must drive a mature architecture program. To succeed, the program must support business change across multiple programs, business units and even companies. You scored relatively low in this dimension, indicating that your enterprise architecture doesn't have the requisite business context to ensure that it's aligned with the business. Ensure that the enterprise architecture process is trend aware, incorporating both business and IT trends. Also, ensure that these trends are considered in more detailed enterprise architecture decisions. Additionally, ensure that the business strategy and vision are clearly articulated, documented, agreed to by key stakeholders and factored into more detailed enterprise architecture decisions.

Your primary enterprise architecture driver is business/IT alignment. Your score on the business context dimension of this model suggests that your effort does not support this goal. Consider taking action to improve business context. Ensure that your effort actively incorporates business and technology trends and the business vision.

Your score for enterprise architecture content is relatively low. This indicates that the enterprise architecture effort may not be generating adequate content (e.g., requirements, principles and models) to meet the needs of the key stakeholders. Ensure that all key stakeholders and their needs are clearly defined and addressed through enterprise architecture content.

Enterprise architecture must be actionable. Your score on future state realization was relatively low. While this is often indicative of a maturing enterprise architecture effort, based upon your overall response, it should be addressed to ensure the effort is perceived as providing utility. Ensure that a culturally appropriate future state architecture exists, a baseline of your current state exists, and gap analysis is performed and an appropriate level. Once this is in effect, it will enable the enterprise architecture effort to proactively provide recommendations, projects, and even programs to drive business change.

To be successful, an enterprise architecture team must have skilled and talented resources. Your score in this dimension was relatively low. You run the risk of making mistakes and tarnishing enterprise architecture as a concept. Ensure that the resources on the enterprise architecture team have the necessary skills to perform the tasks required to meet the objectives of the effort. Consider a formal training program, if one does not already exist. Also, consider acquiring resources with the requisite skills if needed. Provide the team with any information or tools necessary to be a high performing team.

The Maturity of your Enterprise Architecture

By: Brian Burke and Greta James, Gartner Research.

Maturity Indicators

The APMA reviews eight key areas that must be addressed for EA success: architecture scope and authority, stakeholder involvement and support, architecture definition process, business context, architecture content, future-state realization, architecture team resources, and architecture impact. Following is a brief description of each dimension in the maturity model:

Architecture Scope and Authority

A common understanding and approach to the business strategy across the enterprise must drive a mature architecture program. To succeed, the program must support business change across multiple programs, business units and even companies. Success in this dimension requires optimizing end-to-end processes, implementing a common infrastructure and creating appropriate governance structures.

Stakeholder Involvement and Support

The involvement and support of key stakeholders — including enterprise senior executives and IT managers, along with key members of the enterprise's lines of business and the wider architecture community — are critical to program maturity. Key to fostering this support is clear and accessible communication of the EA, tailored to the needs of different stakeholder groups.

Architecture Definition Process

This process should be well-defined, clearly articulated and pragmatically executed — using regular iterations to progressively expand the EA's scope, and to improve and update its individual elements. This process should also involve appropriate stakeholders, and be integrated with related processes such as business planning and IT portfolio management.

Business Context

Mature EA programs are explicitly linked to the business strategy, and can demonstrate that they deliver business value.

Architecture Content

Expression of the EA should address three basic viewpoints — business, information and technology — and how these viewpoints combine to create solutions. It should also address three levels — conceptual, logical and implementation — moving from high-level to detailed expressions of the architecture.

Future-State Realization

The most-mature architecture programs are actionable — defining, planning and initiating the projects that will be executed to achieve the defined future state.

Architecture Team Resources

Because the talents and skills that a successful enterprise architect must possess are in short supply, a focus on recruiting talented individuals and providing the necessary professional development and training is key. It is also important for architects in complex and sophisticated environments to have tools to help them understand the range of information assets, relate these assets to each other and to the business strategy, and communicate this information to stakeholders.

Architecture Impact

To improve EA program effectiveness, sophisticated metrics — including measures of financial efficiency and business effectiveness — should be used to measure the program's impact on the business.