Crafting a Digital Workplace Strategy That Matches Your Technology Adoption Profile

Published 12 May 2020 - ID G00718550 - 26 min read

By Analysts Nikos Drakos

Initiatives: Digital Workplace Program

Application leaders responsible for the digital workplace must align their strategies with their organization's attitudes and preferences. This will increase their ability to persuade strategic stakeholders and drive necessary changes.

Overview

Key Challenges

- Application leaders often fail to take into account the nuances of their organization's attitudes and culture.
- It can be difficult to initiate engagement and gather support for digital workplace programs.
- Organizations struggle to drive through necessary changes during execution.

Recommendations

To align their strategy with business objectives, application leaders responsible for the digital workplace should:

- Uncover the organization's enterprise technology adoption (ETA) profile by taking the test.
- Align their ETA to the way they construct, optimize, communicate and execute their digital workplace strategy.
- Obtain leadership support before advocating changes that are in conflict with the organization's technology adoption profile — and be prepared for challenges.

Introduction

Digital workplace programs are growing in number and importance. However, even the most well-thought-out programs can fail to persuade — or fall apart — because it is not possible to drive necessary changes. A common explanation for the struggle to deliver (or even to start) a digital workplace program successfully is a mismatch between the strategy and organizational attitudes. Attitudes and organizational culture are patterns of behavior that shape how an organization gets things done. At first sight, organizational attitudes, patterns of behavior and organizational culture...
are somewhat fuzzy and vague concepts. However, just like individual personalities, these concepts too can be subjected to systematic analysis.

Gartner’s ETA profiles are discovered using a survey-based tool that can help to characterize organizational personalities based on attitudes and practices related to planning, control of the technology agenda and pace of change. Figure 1 summarizes the seven ETA profiles that Gartner has identified. See Note 1 for a detailed description of the characteristic behavior of each of the seven categories.

Gartner recommends using this analytical tool to characterize enterprise personality. Based on the result, we propose different ways to adapt each of the fundamental elements of a digital workplace strategy, including:

- Vision and business alignment
- Stakeholder engagement
- Experience design
- Governance
- Change management
- Digital workplace services

Application leaders can use this framework to construct or optimize digital workplace strategies that are in alignment with the prevalent personality of their organization. This will help to ensure acceptance and smooth progress.

Figure 1: Enterprise Technology Adoption Profiles
### Enterprise Technology Adoption Profiles

<table>
<thead>
<tr>
<th>Personality (Nickname)</th>
<th>Percentage of Orgs (2017)</th>
<th>Planning</th>
<th>IT Control</th>
<th>Pace of Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>FCM (Practical)</td>
<td>26%</td>
<td>Flexible</td>
<td>Cooperative</td>
<td>Measured</td>
</tr>
<tr>
<td>FID (Adaptive)</td>
<td>22%</td>
<td>Flexible</td>
<td>IT-Led</td>
<td>Dynamic</td>
</tr>
<tr>
<td>ACR (Judicious)</td>
<td>14%</td>
<td>Accommodating</td>
<td>Cooperative</td>
<td>Responsive</td>
</tr>
<tr>
<td>SIR (Disciplined)</td>
<td>11%</td>
<td>Strict</td>
<td>IT-Led</td>
<td>Responsive</td>
</tr>
<tr>
<td>SCD (Grounded)</td>
<td>10%</td>
<td>Strict</td>
<td>Cooperative</td>
<td>Dynamic</td>
</tr>
<tr>
<td>ABD (Opportunistic)</td>
<td>10%</td>
<td>Accommodating</td>
<td>Business-Led</td>
<td>Dynamic</td>
</tr>
<tr>
<td>ABM (Business-Focused)</td>
<td>9%</td>
<td>Accommodating</td>
<td>Business-Led</td>
<td>Measured</td>
</tr>
</tbody>
</table>

ID: 374151
© 2018 Gartner, Inc.

### Analysis

**Take the Test to Uncover Your Enterprise Technology Adoption Profile**

Gartner has developed a model for characterizing enterprise mindsets and practices that influence the decisions they make and processes they use in relation to technology adoption. It has many similarities to other profiling methods for assessing individual personalities, such as the Myers-Briggs Type Indicator (MBTI). Gartner's ETA profiles depend on three main characteristics (see “Understanding Gartner's Enterprise Technology Adoption Profiles”):

1. Planning — identifies the propensity for companies to adjust their plans. In this category are the following profile attributes:
   - Flexible — The enterprise is willing to adjust plans continuously if executives believe that the adjustments can be advantageous.
   - Accommodating — Plans are typically adjusted only under certain circumstances.
- Strict — The enterprise has a strong preference for standardized planning with little deviation.

2. Control — identifies the locus of power for driving the technology agenda. In this category are the following profile attributes:

- IT-led — The IT organization, under the leadership of the CIO, drives the technology agenda.
- Collaborative — The business and IT work together to determine the technology path.
- Business-led — Leaders from the business largely guide the agenda.

3. Pace of change — explores how receptive the organization is to new ideas and technology approaches. In this category are the following profile attributes:

- Measured — The enterprise prefers to observe the impact of events and new technology before acting.
- Responsive — The enterprise looks for technology to help it react and respond to external events.
- Dynamic — The enterprise aggressively pursues new technologies and reacts quickly to external events in pursuit of competitive advantage.

Based on extensive data analysis, Gartner found that enterprises can be categorized into seven clusters based on the three behavioral characteristics above. Each of the seven common archetypes identified by Gartner has a nickname and an acronym reflecting their planning, control and change attributes (see Table 1).

Gartner provides an interactive tool called the “Gartner Enterprise Technology Adoption Assessment.” Completing the assessment requires answering seven short questions (see Note 2 for further information). The responses will be analyzed using Gartner’s proprietary algorithm to determine which of the seven categories in Table 1 corresponds most closely to your organization’s ETA.

**Align the Way You Construct, Optimize, Communicate and Execute Your Digital Workplace Strategy**

ETA profiles provide insights into enterprise behavior that is relevant to the initial acceptance or the progress of a digital workplace strategy. To help application leaders align their digital workplace strategy to their ETA profile, we propose breaking down the strategy into six fundamental components. Application leaders can then look to align each component to their organization’s ETA.
The six components of a digital workplace strategy most likely to be influenced by differences in ETA profiles are described below. In each case, there are several possible approaches for that strategy element:

1. Vision and business alignment is the story of the business value proposition, including the importance and benefits of the digital workplace in achieving the organization's business goals or mission. The purpose is to describe a future state of desirable outcomes — including a roadmap outlining how to get there — and then to gather support around it. Approaches include:

   - Incremental evolution — The focus here is on a vision of a future state that delivers incremental evolution of the current workplace services. It may include a realistic baseline assessment of current capabilities and highlight areas of improvement. Such areas of improvement may include enabling access from anywhere on any device, better usability, more choice and better collaboration. However, this approach does not attempt to make radical changes either in the specific services or in the way that employees are expected to work. The vision and associated roadmap is primarily about IT-led service evolution.

   - Optimization and effectiveness — Emphasis is placed on improving effectiveness in specific business contexts. The vision for a desirable future state assumes that the technology base will evolve, but places more emphasis on effectiveness through digital dexterity. Digital dexterity is the ability and willingness to use technology to achieve better business outcomes. The vision narrative may highlight data-driven decision-making, redesigned information flows, automation, intelligent guidance, and coordination and collaboration within teams or across functional boundaries. It may also highlight how to attract and retain talent, and how to contribute toward innovation acceleration.

   - Transformation — The digital workplace narrative emphasizes new ways of working and novel uses of technology to support equally transformative broader digital business strategy. Typically, an ambitious and transformative digital business strategy would be aimed toward tapping new revenue streams, entering new markets, launching new digital products and services, capitalizing on different ecosystems, or digitizing and automating operations. Given these ambitious business goals, the digital workplace vision should paint a future state that highlights the workplace capabilities and ways of working that explicitly support each of the organization's digital ambitions.

2. Stakeholder engagement is the process used to engage those who can contribute to, or could be affected by, the digital workplace program. It determines the extent to which business stakeholders, function leaders and employees participate in shaping the digital workplace initiative and contribute to the execution. Approaches include:

   - Business validation — The digital workplace program is led by IT, and stakeholder engagement focuses on communication, consultation and solicitation of input and feedback.
The objective of stakeholder engagement is to validate expectations of business relevance and to help adjust the strategy as necessary.

- Partnership — Relevant stakeholders from different business units or functional areas — as well as end-user representatives — are invited to co-design and co-deliver the planned workplace services to fulfill the digital workplace vision. Key stakeholders are active members of the digital workplace program organization and have shared responsibility both for the planning and the execution of the program — especially with respect to experience design and change management.

3. Experience design is the practice of designing employee interactions to digitally engage and motivate workers to do their work with greater satisfaction and effectiveness. Employee experience is made up of the perceptions and related feelings caused by the one-off and cumulative effect of an employee’s interactions with their employer’s leaders, teams, processes, policies, tools, customers, partners and overall work environment. Approaches include:

- Segmentation for provisioning — The focus is on defining employee segments based on their role or working environment (for example executives, office workers, field workers and remote workers). These are used as the basis on which to provide specific devices and tools or to provide access to different applications and services. Different provisioning approaches vary in terms of the granularity of the segments (for example there may be different types of office workers). They may also vary in terms of the choices of devices, applications and tools available to each worker segment. The design of the segmentation and provisioning is usually an IT responsibility and is done infrequently.

- Fine-grained personalization — The focus here is on characterizing worker archetypes — or personas — not just by their role and working environment but also by their motivation, behavior, interests, values and preferences. These are then used to guide the experience design process, which may include tailored training plans or options such as notifications, dashboards or specialist applications that best match each persona.

- Holistic experience design — Building on the segmentation and personalization approaches, the focus here is to optimize the way workers interact with each other and with different systems as they carry out their work. This approach relies on the analysis of interaction and behavior data, observations and interviews, as well as advanced design techniques — such as systems thinking or journey mapping to optimize workflows and interaction patterns. It may also include designs that empower individual users or groups to personalize their interactions via self-service and configurable options. Such experience design also implies feedback loops with continuous adjustments and improvements based on measured impact.

4. Governance is the assignment of accountability, decision rights, permissions, access controls and conditions on the use of different workplace services. These are expressed in guidelines,
policies and processes, which communicate, promote, monitor, and enforce those rights. Governance impacts the balance between enterprise risk and agility. The four approaches described below, and the principle of dynamic governance, are discussed further in “Succeed With Digital Business Through Adaptive Governance.” Approaches include:

- **Control-driven** — Focus is not informed by business strategy, but is based on technology considerations that ensure tight control in order to mitigate risk and ensure compliance and business continuity. IT has visibility into who is working on what, with which critical resources. IT has a strong asset focus where control or oversight is applied. Asset provisioning and compliance are driving a risk-averse stance, regardless of business needs.

- **Outcome-driven** — Focus is on technology-based value contribution linked to strategy and business operations that go beyond running the business. Provisioning resources is focused on optimal use of IT to meet business objectives. This approach fosters understanding of compliance and the enterprise's appetite for risk, and contributes to business outcomes through optimization of the employee experience.

- **Agility-driven** — This approach is one of continuous, portfolio-driven assessment and evaluation based on performance indicators and business needs. Provisioning resources is focused on optimal use of IT to meet business objectives. A balanced approach to risk delivers on speed, often granting exceptions from rules to support an innovation capability, while respecting the enterprise's guardrails.

- **Autonomy-driven** — Focus is on alignment with enterprise capabilities for leading-edge innovation and technologies, especially those that capitalize on ecosystems and alliances that drive market disruptions and real-time value capture. Resource provisioning is focused on optimal use of IT and business resources to meet business objectives and is extended to include ecosystems, alliances and platforms. The enterprise evaluates risk in real time to assess risk over return — within enterprise guardrails — and it applies policies across ecosystems and strategic alliances.

5. Change management is the sum of the actions needed to inspire and engage employees to embrace changes in ways of working and effective use of technology for better business outcomes. Approaches include:

- **Tactical, project-driven** — The focus here is on using specific interventions such as user communication, training and support to accompany different capability rollouts. The aim is to ensure awareness, adoption of new technologies, and changes to working practices (see “Go Beyond Conventional Training to Drive Digital Workplace Adoption”).

- **Change leadership** — The emphasis here is on leadership actions that inspire and engage the entire organization to embrace change on a continuous basis in a systematic way. The Gartner ESCAPE model (which stands for envision, share, compose, attract, permit and
enable) distills change leadership into specific steps that enable application leaders to initiate and sustain change (see “Use ‘Change Leadership’ Principles to Propel Your Digital Workplace Program to Success”). This approach places the emphasis on business leadership and expects leaders to demonstrate the behaviors that workers should emulate. It also caters to continuous change and involves employees in the co-creation of desirable operating norms and working habits.

6. Workplace services are the collection of business-centric definitions, value statements and related business and technology capabilities that describe what the business will receive from each service. For more details on digital workplace services, see “Create a Culture of Digital Dexterity With the ‘New Work Nucleus’” and “Introducing the Digital Workplace Strategic IT Services Portfolio.” Approaches include:

- Anytime, anywhere — Focus is on intuitive, effective and consistent experience through devices, applications and workspaces that enable the workforce to do their job from anywhere, and at any time.

- Working together — Focus is on improving the effectiveness of collaborative work by making available and promoting effective communication, information sharing and activity coordination in virtual and physical environments.

- Best tools for each job — Focus is on boosting operational agility, efficiency, and continuous business alignment with contextual, self-service, modelling and execution capabilities for decision making, intelligent guidance, process optimization and worker-driven automation.

- Networked workforce — Emphasis is on enhancing collective value creation and digital dexterity within employee networks and constituencies through knowledge and idea crowdsourcing and diffusion, or more flexible ways to allocate and manage resources.

- World class IT support — Focus is on providing quality help (without delay) the way each worker prefers to access it, and removing or eliminating unnecessary distractions.

Table 1 outlines the approaches to each strategy element that align most naturally with different ETA profiles. The three-letter acronyms align with the associated behavior characteristics outlined in Figure 1 (for example an FID organization is flexible, IT-led and dynamic).

<table>
<thead>
<tr>
<th>Vision and business alignment</th>
<th>Stakeholder engagement</th>
<th>Experience design</th>
<th>Governance</th>
<th>Change management</th>
</tr>
</thead>
</table>

Table 1: Alignment Between Digital Workplace Strategies and Enterprise Technology Adoption Profiles
<table>
<thead>
<tr>
<th>Practical (FCM)</th>
<th>Optimization and effectiveness</th>
<th>Partnership</th>
<th>Fine-grained personalization (or segmentation for provisioning)</th>
<th>Outcome-driven</th>
<th>Tactical, project-driven</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adaptive (FID)</td>
<td>Optimization and effectiveness (or transformation)</td>
<td>Partnership (or business validation)</td>
<td>Fine-grained personalization (or holistic experience design)</td>
<td>All may be applicable</td>
<td>Change leadership</td>
</tr>
<tr>
<td>Judicious (ACR)</td>
<td>Optimization and effectiveness</td>
<td>Partnership</td>
<td>Fine-grained personalization</td>
<td>Outcome-driven</td>
<td>Both may be applicable</td>
</tr>
<tr>
<td>Disciplined (SIR)</td>
<td>Incremental evolution (or optimization and effectiveness)</td>
<td>Business validation</td>
<td>Segmentation for provisioning (or fine-grained personalization)</td>
<td>Control-driven (or outcome-driven)</td>
<td>Tactical, project-driven</td>
</tr>
<tr>
<td>Grounded (SCD)</td>
<td>Optimization and effectiveness (or transformation)</td>
<td>Partnership</td>
<td>Fine-grained personalization</td>
<td>Outcome-driven (or agility-driven)</td>
<td>Change leadership</td>
</tr>
<tr>
<td>Opportunistic (ABD)</td>
<td>Transformation</td>
<td>Partnership</td>
<td>Holistic experience design (or fine-grained personalization)</td>
<td>Agility-driven (or autonomy-driven)</td>
<td>Change leadership</td>
</tr>
<tr>
<td>---------------------</td>
<td>----------------</td>
<td>-------------</td>
<td>-------------------------------------------------------------</td>
<td>-----------------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Business-Focused (ABM)</td>
<td>Optimization and effectiveness</td>
<td>Partnership</td>
<td>Fine-grained personalization</td>
<td>Outcome-driven (or agility-driven)</td>
<td>Change leadership</td>
</tr>
</tbody>
</table>

Source: Gartner

Application leaders can use the suggestions in Table 1 to construct or recalibrate their digital workplace strategies in a manner that aligns with their technology adoption profile.

For example, organizations with the FID (adaptive) profile are the most agile in responding to business opportunities because accelerated time to market is key to them (see Note 1 for more detailed behavior descriptions for each profile). Adaptive organizations are the most likely to implement enterprisewide programs for digital transformation. Fifty percent of FID organizations (compared with 22% of SIR organizations and 9% of FCM organizations) have already done so according to a recent survey. The vision and business alignment of their strategy may focus less on detail and depth and may include experimental options to evolve business operations, with elements of transformation. As IT typically has control over its own decisions and rollouts, more thought will likely go into integration, rationalization and security. Stakeholder engagement that focuses solely on business validation would be most suitable, although it may also include elements of a partnership approach. Adaptive organizations are fertile ground for early deployments of emerging technology that can give a business advantage. Technology deployments should be accompanied by a more fine-grained approach to experience design, a context-driven attitude to governance, and a systematic approach to change leadership.

By contrast, organizations with the SIR (disciplined) profile are strict planners who take an IT-led approach to the technology agenda. The vision and strategic alignment should focus more on incremental evolution, possibly with some elements of optimization and effectiveness. It must include detailed, in-depth proposals with a plan that lays out an execution path with measurable costs, benefits and risks. Disciplined organizations are usually led by a CIO with a lengthy tenure in IT. A business validation approach to stakeholder engagement is likely to be the most effective. They are pragmatic in their approach to technology adoption — focusing on proven technologies that they expect not to fail, rather than experimental ones. This should be reflected in their
approach to experience design (where it would be most appropriate to use segmentation for provisioning) and in their choice of workplace services. Their strict level of control and planning aims to achieve a balanced response to new capabilities supported by reliable infrastructure. This should be reflected both in their choices to governance (favoring control or outcome-driven approaches) and in change management (where a more project-driven approach is more appropriate).

It is worth pointing out that although each approach to a strategy element is presented as a distinct choice, in practice, it is more likely that a combination of approaches may be most appropriate. For example, even if segmentation for provisioning is the dominant approach to experience design, fine-grained personalization may also be used to support a specific business capability, such as data-driven decision making. The concept of dynamic governance (as discussed in “Succeed With Digital Business Through Adaptive Governance”) is specifically about how to use a combination of approaches depending on context. Although the framework in Table 1 suggests dominant approaches that are most likely to be aligned with each profile, we expect that, in practice, they can be combined to suit different circumstances.

One final observation is that although we advocate aligning the digital workplace to an organization’s technology adoption profile, there may be circumstances where the opposite approach should be taken. For example, specific business priorities may dictate a vision that is about transformation, or stakeholder engagement that is based on partnership and a permissive approach to governance. Some or all of these approaches may be in conflict with your organization’s technology adoption profile. It is still possible to find success with a digital workplace strategy that is in conflict with your organization’s ETA. However, in this case, you will need to recognize that the task will be more difficult, because success will also require shifting the ETA (that is, changing organizational attitudes or culture). Application leaders should recognize these additional challenges and only undertake to deliver such an ambitious strategy when necessary. They should only do so after securing strong leadership commitment to wider organizational culture change. For further discussion on how to approach situations that require changes in company culture, see “Use Gartner ETA Profiles to Reveal Attitudinal Barriers to Digital Transformation.”

Evidence

1 The Myers-Briggs Type Indicator, first published in 1943, was created by Katharine Cook Briggs and Isabel Briggs Myers and is based on Carl Jung’s conceptual theory. For more information, see the “MBTI Basics” The Myers & Briggs Foundation.

2 Gartner performs an Annual Enterprise Survey of enterprises from around the world. The ETA questions have been included in every Annual Enterprise Survey since 2013. To date, there are over 10,000 responses to the ETA Profile question.

3 These results are based on a Gartner study conducted to further understand the current enterprise technology landscape. The research was conducted online from November 2017
Note 1: Behavior Descriptions for Enterprise Technology Adoption Profiles

FCM (Practical) — FCM enterprises are flexible planners, take a collaborative approach to the technology agenda and are measured in their pace of change. They observe carefully before taking action. Technology budgets are typically set in the one- to two-year range, with special projects considered cooperatively between IT and the business. Short-term goals are based on what is possible to achieve with reliable technology. New technology that adheres to existing infrastructure is strongly preferred for its reliability; however, adherence to the current technology standards in use is not a hard requirement. As a result, these enterprises are flexible in their plans and consider technologies from both an IT perspective and a business perspective. They will react to external events in their decisions, but they prefer to stay within the boundaries of the standards they have established. This allows them to bring on more technology in a short period of time. When a technology is proven to work and provide value, FCM enterprises will act quickly to adopt it.

FID (Adaptive) — FID enterprises are flexible planners, take an IT-led approach to the technology agenda and are dynamic in their pace of change. They are the most agile and quick to react to new technology or business opportunities. Technology budgets are typically set annually, usually from a zero baseline, and are generous enough to accommodate special projects that occur during the year. The CIO and his or her team are usually given the ability to make technology decisions with little oversight, provided the enterprise maintains an ability to implement new technology and business processes. Speed to market is of greater importance than risk, stability or adherence to existing standards. Of all the personalities, they are the most open to the widest variety of technologies, architectures and approaches to both business and IT.

ACR (Judicious) — ACR enterprises are accommodating in planning, take a collaborative approach to the technology agenda and are responsive in their pace of change. They are balanced and reasoned in their approach to IT. Budgets and business goals guide decision making. Technology planning tends to be in the two- to three-year time frame, with goals and objectives regularly reviewed. The CIO is usually given full control over strictly IT and infrastructure issues and has a seat at the table for business-led technology planning. Disruptions to business plans are more easily accommodated than disruptions to technology plans. However, given sufficient cause, both are possible.

ABM (Business-Focused) — ABM enterprises are accommodating in planning, take a business-led approach to the technology agenda and are measured in their pace of change. They can be characterized as “business first, technology second.” The majority of the budgets for new projects reside within business units. The role of IT is to support business functions, rather than leading or enabling new business possibilities. The central IT budget is typically small, but predictable.
compared with industry norms. For new technology that had not been part of the long-term plan to be considered, it must have a clear near-term business impact. If so, special budgets are usually made available within the appropriate business unit. The central IT function is tasked with providing reliable and mature technology that will enable a “rock solid” infrastructure.

SIR (Disciplined) — SIR enterprises are strict planners, take an IT-led approach to the technology agenda and are responsive in their pace of change. They are pragmatic in their approach to technology adoption. They are usually led by a CIO with a lengthy tenure in IT. They are very strict and long-term in their technology planning. This level of control and planning does not put them behind in technology, but their goal is to achieve a balanced response to new technology and reliable infrastructure.

ABD (Opportunistic) — ABD enterprises are accommodating in planning, take a business-led approach to the technology agenda and are dynamic in their pace of change. They can be characterized as “business first, whatever it takes.” They differ from business-focused enterprises in that they will drive new business opportunities by using bleeding-edge technology that carries with it some risk of failure. Existing technology standards, practices and implemented processes are not barriers, and will not prevent the organization from striving toward a desired business outcome. These enterprises are most likely to have technology capabilities embedded within business units. The central IT function is most often at the center of a whirlwind of new implementation demands and the maintenance of existing systems.

SCD (Grounded) — SCD enterprises are strict planners, take a collaborative approach to the technology agenda and are dynamic in their pace of change. They are long-term planners that want technologies that help them lead the market. These enterprises eschew technology fads. They are strict in their planning and execution of the enterprise’s technology goals, but open to new technologies that fit their plans. Technology budgets are generous, predictable and set for the longer term. These enterprises expect that their infrastructure will support new business opportunities with minimal rework. As a result, conformity to standards is high. At the same time, they will adopt new technologies readily — as long as they fit within their leadership’s plans and do not overly disrupt their existing infrastructure.

Note 2: The Seven Questions Behind the ETA Profile

Below are the seven questions and responses that make up the “Gartner Enterprise Technology Adoption Assessment.”

1. Every business is dependent upon technology to some degree. Which of the following statements best describes how your enterprise uses technology?

   ■ Technology underpins our business operations but does not differentiate us.

   ■ Technology is a business enabler and a mechanism to drive efficiency.

   ■ Technology plays an important and increasing role within the business.
2. Which of the following best describes how your enterprise's business units and IT department work together?

- The IT department has a leader role in defining IT strategies across the enterprise.
- The IT department and business units define IT strategies and make decisions together.
- Business units define their IT strategies and expect the IT department to support them.
- Business units define IT strategies with the IT department's knowledge but no support.
- Business units define and implement IT strategies autonomously without the IT department's knowledge.

3. Which statement best describes how your enterprise balances short-term business opportunities against its longer-term business objectives?

- We are first to market with new opportunities.
- We sometimes take commercial risks in order to achieve competitive advantage.
- We make changes when the time is right.
- We avoid being distracted by passing fads to maintain focus on executing our plans.
- We are prepared to sacrifice near-term profits in order to reach our strategic goals.

4. When you think of the frequency and size of technology projects undertaken within your enterprise, how would you best describe the typical approach?

- We rarely implement "net new" technology projects as the business does not believe that IT can be used as a competitive differentiator.
- We periodically focus our resources on small technology projects to ensure we are successful.
- We sporadically invest in major technology projects, focusing the necessary attention and resources to deliver the business value we need.
- We regularly implement numerous small technology projects to ensure there is a continuous flow of value to the business.
5. When it comes to new technology, what is your enterprise's typical approach?

- We have an ongoing program of major technology investment projects that are designed to underpin the business and drive future growth.

- We avoid the cost and disruption of replacing existing technology.

- We rely on technology that is mature and proven in similar environments before we adopt it into our own.

- We wait for the first service pack or dot release before deploying.

- We accept the risk and costs of new technology and deploy as early as possible.

- We aggressively pursue vendor beta programs and co-development opportunities.

6. How does your enterprise typically approach the implementation of new technology capabilities?

- We develop custom stand-alone solutions in-house that meet all business requirements.

- We design an extension to our proprietary custom-built application infrastructure to seamlessly integrate the specific business needs.

- We select solutions based upon the prevailing mood of the business, resource availability and the preference of the project sponsor.

- We leverage our preexisting applications to fulfill business needs while maintaining the end-to-end integrity of our IT environment.

- We look for the best-in-class, out-of-the-box solutions that fulfill business needs irrespective of whether it conforms to IT policies.

7. Which statement most closely reflects how your enterprise responds to major external events, such as economic shocks, new market entrants or game-changing innovations from your competitors?

- We take sufficient time to see the full effects before taking action and committing resources to respond.

- We pause long enough to see how events will play out before changing our strategy or processes.

- We respond as well as we can while reworking our tactical and strategic plans to account for the new projected normal state.
We recognize the need to respond to changing circumstances quickly in order to avoid falling behind the market or missing new business opportunities.

We react as fast as possible as we recognize that delay and procrastination can be fatal.

Recommended by the Author

Understanding Gartner's Enterprise Technology Adoption Profiles
Use Gartner ETA Profiles to Reveal Attitudinal Barriers to Digital Transformation
Tech Go-to-Market: Introducing Gartner's New Enterprise Personality Profiles for Improved Market Planning and Segmentation
Use ‘Change Leadership’ Principles to Propel Your Digital Workplace Program to Success
A Digital Workplace is Crucial to Digital Transformation
Digital Workplace Program Primer for 2020
The Digital Workplace Leader's First 100 Days

Recommended For You

Move Digital Commerce Architecture Toward a Digital Business Technology Platform
Proven Design Principles to Deliver a High-Value Employee User Experience
Traditional Intranets Are Dead — Modern Intranets Are Alive and Well: Part 2
Insurance CIOs: Bring Your Digital Business KPIs Up to Date to Measure IT’s Business Value Contribution
Measure the Success of Your Security Awareness Program Without Asking