

# Graph Results:



# Skills Results:

## Guiding Principles:

Little ability to act upon and own the IT service (portfolio) delivery without top-down guidance from upper management. Likely to be blocked by changes in strategy, type of work or management structure unless told what to do next. Likely IT executes requests from the business without focusing on value and aligning priority and expectations.

## Governance:

Work out of line with the directions given by the governing body. Governing body and management do not always maintain alignment through a clear set of shared principles and objectives. Few application of governance framework and practices.

## Plan:

Lack of understanding and low awareness of the strategic plans, portfolio and enterprise architecture; likely not mapped with critical dimensions and for all products and services across the IT delivery unit.

## Engage:

A rather poor understanding of stakeholder needs, transparency, continual engagement, and good relationships with only a few stakeholders.

## Design & Transition:

Ensure that very few IT products and services continually meet stakeholder expectations for quality, costs, and time to market; an aspect might be missing (e.g. increased time to market).

## Obtain or Build:

Likely to experience shortage in availability of service components when and where they are needed, fluctuating quality when it comes to meeting agreed specifications according to organizational standards; Ad-hoc practices dominate the daily work.

## Deliver and Support:

A handful of IT Services are delivered and supported according to agreed specifications and stakeholders' expectations, the rest being delivered in an error-prone way. IT assumes what is valuable for its key stakeholders and is often not able to prioritize and offer transparency in delivery unless being requested to do so.

## Improve:

Barely engaged with aligning IT practices and services with changing business needs through sporadic identification and improvement of crucial elements involved in the effective management of products and services.

## General Mgmt Practices:

IT barely adopts and adapts general management practices from business management domains, e.g. Information Security and Supplier Management, for a successful service management.

## Service Management Practices:

Low maturity of service management practices that have been developed and integrated with a mostly stable IT service delivery. Examples: Change Control, Incident Management, IT Asset Management, Service Configuration Management and Service desk.

## Technical Mgmt Practices:

Low maturity of technical management practices that have been adapted from technology domains and integrated in a mostly stable IT service delivery by a purpose of expanding or shifting their focus from technology solutions to IT services. Examples: Deployment management, infrastructure and platform management.

**Continual Improvement:**

Loose commitment to and sporadic practice of continual improvement that is not embedded into everyday IT activity. Lack of strong culture of continual improvement, backed up by respective techniques and aligned with strategic objectives.