

Quick Answer: What Does Gartner's IT Score for CTOs Deliver?

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Initiatives: [Digital Innovation and Enablement Function](#)

CTOs need to evaluate the maturity of the CTO function to identify improvement areas and curate action plans. They should use Gartner's IT Score diagnostic to assess their maturity and effectiveness, track continuous progress and take suggested directions for OCTO improvement.

Quick Answer

What is Gartner's IT Score for CTOs?

- It is an assessment of the maturity of the CTO function and suggested actions to improve it.
- It compares how an organization rates relative to peer organizations in similar industries and with similar revenue, and suggests a path to maturity.
- It can be used to indicate the gaps between CTO's perspective of the role and the views of the OCTO team members or the business, highlighting high-priority action items.
- CTOs should complete the IT Score in the event of major organizational or strategy changes, for consistent tracking of progress and continuous improvement.

More Detail

What Is the IT Score for CTOs?

Gartner IT Score for CTOs is a diagnostic questionnaire that assesses the maturity of the CTO function in an organization and recommends actions for improvement. The Score helps CTOs with a wide range of tasks such as establishing, improving or rebranding the CTO role or the office of the CTO (OCTO) function. IT Scores are based on an activity map for a role or function; the CTO activity map is shown in Figure 1.

Figure 1. CTO Functional Activity Map

CTO Functional Activity Map

Enable the Digital Business	Lead Technology Innovation	Develop & Implement Tech. Strategy	Optimize Technology Operations	Manage the Office of the CTO
Build Digital Product Capabilities	Trendspotting & Foresight	Own Technology Strategy	Evolve Technical Architecture	Determine & Track Metrics
Innovate Digital Products	Manage Innovation Portfolio	Optimize Business Operations	Manage Strategic Tech. Vendors	Manage Org Structure & Governance
Drive Business Model Innovation	Lead Idea and Innovation Mgmt.	Manage Technology Life Cycle	Lead Infrastructure Modernization	Manage Day-to-Day Operations
Apply Business Architecture	Manage Technology Innovation Team	Build Technology Roadmaps	Maintain IT Service Mgmt.	Socialize OCTO Value Proposition
Evolve CX and EX	Create an Innovation Culture	Manage Technology Risk & Security	Develop Shared IT Services	Manage Technology Talent Strategy
Manage Digital Business Platform	Act as Technology Evangelist	Drive Technology Sustainability		Manage External Partnerships

Source: Gartner
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Gartner

The activities on the map are clustered into “pillars,” each associated with a key area of CTO/OCTO responsibility. Each activity has an associated maturity scale ranging from 1 (low) to 5 (high), which is based on what our research considers current best practice in each area. The diagnostic also captures the respondent’s assessment of the importance of each activity, allowing Gartner to assist in identifying gaps between current and ideal state.

The CTO role is very diverse, as illustrated by Gartner’s research where we identify four basic CTO personas with different responsibilities:

- IT innovator
- Digital business leader
- Digital business enabler

- COO of IT

Some CTO roles may not own all of the responsibilities in the activity map, so respondents can include or exclude pillars and/or activities to reflect the character of their specific CTO role.

The IT Score for CTOs may be completed by the CTO, OCTO team members and/or business peers. This allows it to help assess both the maturity of the role and to identify disparities between what the CTO function actually delivers and what its key stakeholders would like it to deliver.

What Does an IT Score for CTOs Deliver?

The key deliverables of an IT Score for CTOs are:

- Overall maturity assessment
- Peer organization comparisons that show how an organization rates relative to similar industry and revenue sized organizations
- Detailed analysis of maturity and importance for each activity
- Activity priority index (API) analysis, which highlights the disparity between the maturity of an activity and importance to improve that priority
- A path to maturity, suggesting which activities should be prioritized to increase maturity
- Suggested research resources to support the next steps
- Additional analysis when the IT Score is used by both the CTO and teams and/or business peers, highlighting the gap between perceived expectations and delivery

How Is an IT Score Used?

The IT score provides insights on various aspects of maturity of the CTO function that drives business improvements and investment decisions.

The most popular ways to use an IT Score are:

- By individual CTOs to assess their maturity and suggest improvement actions. Regular reevaluations of maturity (e.g., annually) can be used to monitor the progress of improvements/investments.
- To identify gaps between the CTO's perspective of the role and the views of the OCTO team members or the business "customers" of the OCTO. In this case, it's common to ask groups of five to 10 participants to complete the questionnaire individually.
- To provide comparisons of maturity relative to industry- and revenue-sized peers. (Available when enough peers have completed the IT Score to provide sufficient anonymous data.)
- To validate resource allocations by highlighting those activities that need more attention and/or resources.
- To assess maturity differences between different parts of an organization that has multiple CTOs, or CTO functions distributed across geographic regions.

If the IT Score is completed by members of a team, we recommend that invitations are sent by a senior executive, such as the CTO or the person the CTO team reports to. This encourages employees to complete the task and provides an opportunity for the sponsor to customize the invitation to explain the context and goals of the IT exercise.

Note also that when used in a team mode, the individual participant's responses are not anonymous. This is intentional because the goal of the exercise is to promote discussion. It gives an idea on how stakeholders perceive your work and pinpoint opportunities for improved relationships.

After completing an IT Score, we recommend that the CTO schedules an inquiry with an analyst or service partner to discuss the results and recommended actions.

When Should an IT Score for CTOs Be Completed?

Regular use of the IT Score for CTOs can result in consistent tracking of progress and continuous improvement.

An IT Score can be undertaken at any time, but five situations are recommended:

- When a new CTO is appointed, to assess the maturity of the CTO role in the organization and suggest next actions

- After major organizational changes
- After mergers and acquisitions where the responsibilities and goals of the CTO and OCTO may have changed significantly
- Whenever the CTO's responsibilities, metrics or job description change
- Annually, to track improvements in CTO and OCTO maturity

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[Tool: How to Establish a Charter for the Office of the CTO](#)

[Tool: Chief Technology Officer Sample Job Description](#)

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Document Revision History

[Quick Answer: What Does Gartner's IT Score for CTOs Deliver? - 15 September 2021](#)

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