



	Level 1	Level 2	Level 3
	"Smoke Jumper" Reactive State	"Trusted Partner" Proactivate State	"Innovating" Strategic Enabler
People	<ul style="list-style-type: none"> ▶ IT capabilities are unknown ▶ IT organization design has not been planned ▶ Unclear career path 	<ul style="list-style-type: none"> ▶ IT group is aligned by IT function ▶ IT capabilities are known and established ▶ Career planning is implemented and repeatable 	<ul style="list-style-type: none"> ▶ IT group is aligned by services ▶ Capabilities are leading practice ▶ IT is best-of-breed at retaining and attracting talent
Budget	<ul style="list-style-type: none"> ▶ IT Spending is not tracked or poorly tracked ▶ Resource spending is unknown ▶ Budget planning is ad hoc 	<ul style="list-style-type: none"> ▶ IT is able to track project spending by multiple dimensions: costs, services, business lines, strategic goals, planning, etc. ▶ Resource Spending is predictable reconciled ▶ Costs of IT services are known 	<ul style="list-style-type: none"> ▶ IT offers services at "market rates." ▶ Budget is linked to value creation activities (outcomes) ▶ Strategic Plan is driving force in Budget preparation.
IT / Organization Alignment	<ul style="list-style-type: none"> ▶ The organization sees limited value in IT ▶ No established IT governance ▶ IT is federated 	<ul style="list-style-type: none"> ▶ Organization is involved in setting IT direction ▶ IT is centralized ▶ IT is viewed as an enabler of business programs ▶ IT governance is established & repeatable 	<ul style="list-style-type: none"> ▶ IT supports and enables business innovation, industry awareness, and solution creation success path