

Restructure IT Models to Capture AI Value

Redesign IT operating models for effectiveness in turbulent times.

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IT operating models must be redesigned to unlock the promise of AI. This requires accelerating decision making, implementing governance and embedding automation. CIOs who “win” will adjust their IT OMs to unlock agility, while enhancing quality through real-time data analytics.

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71% of CEOs say their operating models are not fit for AI purpose. Rigid structures stall transformation; adaptability is the CIO's edge to capture AI value through fluid operating models.

Gartner's stance is clear. CIOs must:

- Transcend traditional measures of scale and cost to build an adaptive model that unlocks agility
- Orchestrate intelligent workflows and enhance decision quality through real-time data analytics
- Align technology value to strategic outcomes and accelerate enterprise innovation at every layer of the stack

Learn to build adaptive models, orchestrate intelligent workflows and align technology value to accelerate enterprise innovation.



Tomas Hannibal Nielsen
Distinguished Vice President Analyst

Your roadmap to success

To reimagining the IT operating model in an AI era, CIOs must transcend traditional measures of scope and cost. The future lies in an adaptive model that orchestrates intelligent workflows, aligns technology value to strategic outcomes and accelerates enterprise innovation at every layer of the stack.

Gartner equips CIOs to build adaptive operating models that orchestrate intelligent workflows, align tech value to strategic outcomes and accelerate enterprise innovation at every layer of the stack. With Gartner, CIOs transition from rigid structures to fluid, outcome-first delivery models, unlocking agility and enhancing decision quality through real-time data analytics to capture AI value.

1. Align operating model vision to business value.

2. Design operating model element.
3. Implement operating model change.
4. Implement rightsourcing and shared services.
5. Manage and optimize operating model performance.

4 key outcomes to consider in Step 1

Understand the enterprise strategy and critical capabilities.

Assess AI implications for the IT operating model.

Map IT capabilities to business outcomes.

Adopt an outcome-driven funding model to move away from project-based funding.

Key questions your tech CIO peers are asking Gartner

Gartner clients
can click to
explore answers

What are the best practices for designing and implementing a future-ready IT operating model in the age of AI and extreme volatility?

Explore
Answer ↗

How should CIOs make trade-off decisions between different operating model components to achieve desired outcomes?

Explore
Answer ↗

How can we pilot, scale and optimize the product management discipline within IT and beyond?

Explore
Answer ↗

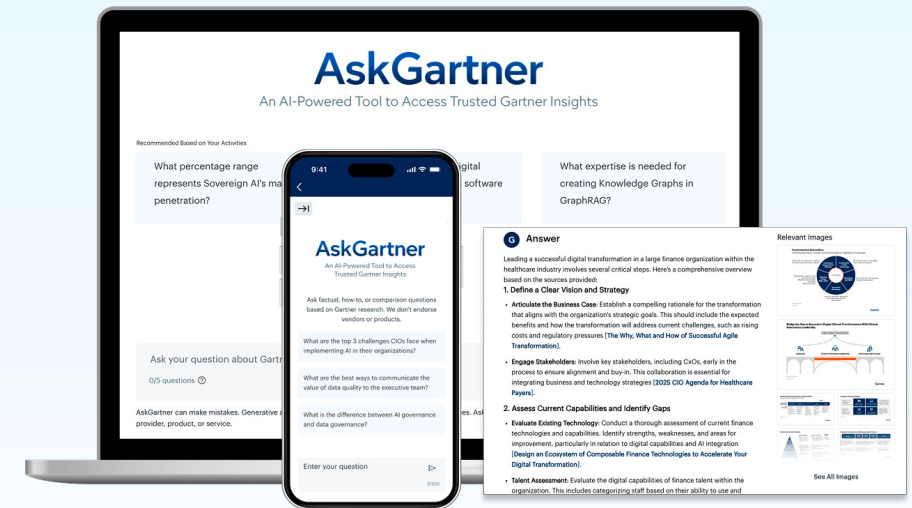
What governance structures should be put in place?

Explore
Answer ↗

What factors should be considered when deciding which IT functions to outsource versus keep in-house?

Explore
Answer ↗

Your peers use AskGartner to answer these questions in minutes.



Learn More

Gartner resources turn your priorities into plans and actions

Align the IT operating model to business value.



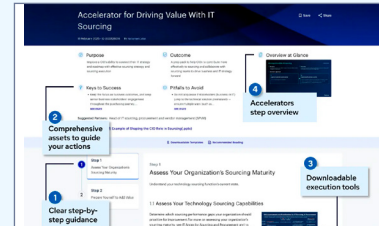
Webinar: Reinvent the Technology Operating Model for AI and Geopolitical Disruption [↗](#)

Define the IT operating model.



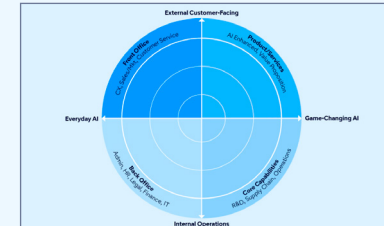
Tool: Gartner AI Maturity Assessment [↗](#)

Implement the IT operating model.



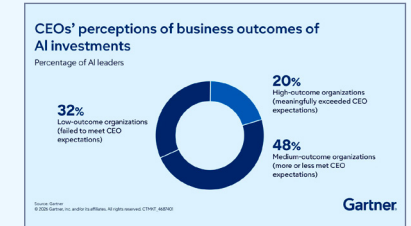
Tool: Accelerators [↗](#)

Execute shared services strategy.



Framework: AI Opportunity Radar [↗](#)

Optimize performance.



Insights: 5 Practices of Organizations With High AI Outcomes [↗](#)

Engage with Gartner

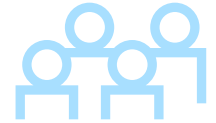
- Connect with an analyst to reexamine your IT operating model in the context of AI.
- Engage with an Executive Partner to chart opportunities to improve efficiency and effectiveness of IT operating model deployment.

Expected outcomes

- Integration of AI into the IT operating model.
- Optimization and enhanced deployment of resources.
- Alignment and acceleration of business deliverables through IT.

Who needs to be involved?

The most successful organizations establish cross-functional teams for their Redesign IT Operating Model for Effectiveness in Turbulent Times initiatives. We have outlined the recommended functions to involve and their roles to ensure the best success in hitting the milestones.



CIO/head of technology ↗

Partner with IT to define priorities, co-own outcomes and shift from service consumption to shared accountability for product delivery and value realization.

Head of infrastructure operations ↗

Modernizes platforms and delivery environments to support scalable, automated and resilient services aligned to evolving business needs.

Enterprise architecture leader ↗

Leads workforce transformation by redesigning talent strategies, evolving the employee value proposition and building the skills and behaviors required for sustained human-AI collaboration.

Head of software engineering ↗

Aligns workforce and AI investments to financial outcomes, ensuring capacity shifts, automation and upskilling efforts translate into productivity gains and enterprise value.

Sourcing and vendor management leader ↗

Enables scalable execution of human-AI work by modernizing platforms and workflows to support automation, integration and performance at scale.

HR/talent leader ↗

Set the mandate and expectations for AI-driven workforce transformation, holding leadership accountable for balancing innovation, workforce readiness and sustained performance.

Client Story

Honda Motors Accelerates Digital Transformation With Gartner's Expertise

Mission-critical priority

Rajeev Taneja, CIO and Operating Officer of IT at Honda Motorcycle and Scooter, India, sought Gartner's support to strategize and execute a digital transformation initiative. They needed to identify a clear roadmap for digital innovation across all business units, addressing pain points and aligning with future goals.

**How Honda leveraged Gartner resources**

With Gartner expert guidance and insights, Honda conducted Digital Ambition Capturing Workshops to identify future goals and pain points across business units. They also used benchmarking and scorecard assessments to inform strategic planning, ultimately developing a comprehensive digital strategy document for each functional unit that outlines current states, challenges and future directions.

**Mission accomplished**

Honda's CIO needed to identify future goals and pain points across business units, while using benchmarking and scorecard assessments to inform strategic planning. These priorities directly support their mission to redesign the IT operating model for effectiveness in turbulent times by ensuring every functional unit has an adaptable, comprehensive digital strategy.

[Watch the full story ↗](#)



Address your other mission-critical priorities



Accelerate AI enterprise value realization at scale

Only **20%** of AI initiatives currently deliver ROI, and only 2% deliver disruptive value (return on future or ROF).



Manage costs strategically to spend smarter and scale faster

Only **18%** of CIOs currently rate themselves as effective at dynamic reprioritization of resources, which is a significant driver of their ability to derive business value from technology investments.



Build the human-AI workforce

45% more business value is driven by future-resilient talent strategies, yet only 36% of CIOs are effective at building them.



Secure growth in the age of AI through cybersecurity

77% of CIOs rate security and risk-related factors as top challenges to successfully implementing autonomous technologies at scale in their enterprise.



Modernize enterprise platforms to enhance agility and performance

Only **54%** (one in two) of CIOs rate their IT organization as effective at equipping their enterprise with the required platforms and tools needed.



Redesign IT operating model for effectiveness in turbulent times

Only **24%** of CIOs report they have been highly effective at establishing an IT operating model that flexes with changing business needs.



Architect the next-generation enterprise for a tech-intensive future

Only **31%** of CIOs rate themselves as effective at fostering ongoing enterprise-wide, technology-enabled innovation.

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U.S.: 1 855 322 5484

International: +44 (0) 3300 296 946

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