

ORGANIZATIONAL MATURITY AUDIT

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INSTRUCTIONS

This organizational maturity matrix, which was written by Pete Fowler of Pete Fowler Construction Services, is an assessment tool that will help you develop a plan for improving your organization's maturity level.

1. Print the matrix on 11x17 paper. You will eventually fill in all 35 squares of the matrix with a colored pen or pencil using the following key:

GREEN	Your organization is past this level of maturity. No additional work is needed.
YELLOW	Your organization is currently working to achieve this level of maturity. Continued effort is needed.
RED	Your organization has not achieved this level of maturity. Much more work is needed.

2. Review the boxes in the rightmost column. These represent level five, or "world class" maturity, which is the highest level of organizational maturity. Most organizations have not reached level five, so consider coloring all the boxes in this column red. Remember, these assessments are not criticisms; they are tools to help your organization grow.
3. Return to the upper-left hand box of the matrix, and begin working through the remaining 28 boxes one by one. The leftmost column represents the lowest level of organizational maturity. Your company may be mature in all aspects of level one.
4. Once you have filled in the entire matrix, review the red and yellow boxes. Use these boxes as a starting point as you develop plans to improve your organizational maturity.

ORGANIZATIONAL MATURITY AUDIT	1 Heroes Few processes. Ad hoc. Tribal knowledge. Friction, confusion, and underperformance.	2 Defined Key processes are defined but not applied by 100% of the people 100% of the time. Less friction.	3 Managed People are enthusiastic and proud. Processes are defined and managed. Performance is good.	4 Quantitatively Managed All processes have KPIs. All units have scoreboards.	5 World Class Zero defects. Continuous improvement. Agile. Fewer people doing more paid highest in industry. Greater than 2X industry average performance.
Leadership Maturity	No process orientation. Often the #1 hero making results happen by the force of genius rather than process and effective delegation to a competent team of dedicated team members.	Leaders know they need to increase process orientation, but have only taken initial steps in the direction of increased process orientation. Leaders realize that the culture and health of the management team is closely related to a healthy company culture.	Leaders are invested and dedicated to increasing process orientation, getting direct reports excited about increasing the effectiveness of the processes, increasing quality, and decreasing drama. Leaders are in sync with and supportive of the other members of the management team.	Leaders feel like they work for the people "below" them in the organization. The leaders feel like it's their job to serve the direct reports and make their ability to do excellent work easier and easier over time.	"Leaders are evangelists for the organization and how awesome their people are. They give all the credit to the people doing the work and to the managers who support the people doing the great work of the organization."
Culture of Trust + Accountability Maturity	Drama, blame, finger-pointing; resigned to the idea that they work in a messy place.	Less drama; some are excited about the new processes; a divide between process oriented and the "old guard" emerges.	Low drama; staff are enthusiastic; teamwork; victories are often celebrated; everyone knows the organizations objectives; unaccountable people leave.	Virtually zero drama; the staff love the work and each other; everyone knows exactly why their job is important in accomplishing the organizational objectives; they recommend that their smartest friends join the team.	SEAL Team; 100% trust; 100% accountable; fewer people doing more and better work for the highest pay in the industry.
Measurement Maturity	Feedback only comes from complaints. Financial and other reporting does not exist, is inaccurate, not shared, or so delayed that it does not aide in decision making.	Basic financial measures are available after close of periods: P&L, balance sheet, cash flow.	KPIs exist for all operational units and aid in decision making. Clients are surveyed periodically.	Leading KPIs are connected to organizational success and roll up from bottom to top. All individuals have a dashboard. All units have scoreboards. Clients are surveyed often.	Industry leading. Everyone knows how they are contributing every day. Everyone enjoys contributing to the organization's success.
Process Orientation Maturity	Tribal knowledge.	Key processes are documented. Less than 100% adherence. Limited management.	All processes are documented and managed.	All processes quantitatively managed with measures of quality and quantity. Continuous improvement.	Industry leading. Staff are industry leading experts. Were, will be, or could be specialty consultants in process management.
Tools + Technology Maturity	Ad hoc. Cobbled together.	Basic functionality. 5S Method.	Lean. Advanced functionality. Good integration.	Six Sigma. Fully integrated and continuously improving.	Industry leading, proprietary "technology accelerators"
Training Maturity	Basic on-the-job training (OTJ). Inconsistent.	Basic functional training. Inconsistent. Skills verification is limited.	Documented, delivered professionally, and skills mastery is verified.	Continuously improving.	"University Organization"
Results Orientation Maturity	Friction, confusion, and underperformance.	Below average.	Good.	Great.	Awesome. >2X industry average.

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