

MATURE™

Open and SMART
Assessment Approach



Objectives

- To clarify the primary concepts and key components of the framework
- To give an overview of the assessment approach
- To outline the background of the method
- To provide the basis for supporting sales and delivery assignments (including alignment issues)

- Primary Concepts and Key Components
- Assessment Approach
- Background

Primary Concepts & Key Components

Module 01



'Maturity' Assessment

Capability vs. Maturity

Organizational Maturity

DEFINITION

Organization's growth stage in a given (set of) discipline(s)

Depends on:

- Business value contribution
- Process capability profiles
- Process interdependencies



Process Capability

DEFINITION

Process ability to perform its result(s) according to objective(s)

Depends on a set of characteristics:

- Process performance
- Process definition
- Process deployment
- ...

Capability Profile

Assessment Topics

Vision & Steering

(Vision, strategy, objectives and management means)

Process

(As prescribed by the standards and/or the Best Practices)

People

(competencies, communication, alignment)

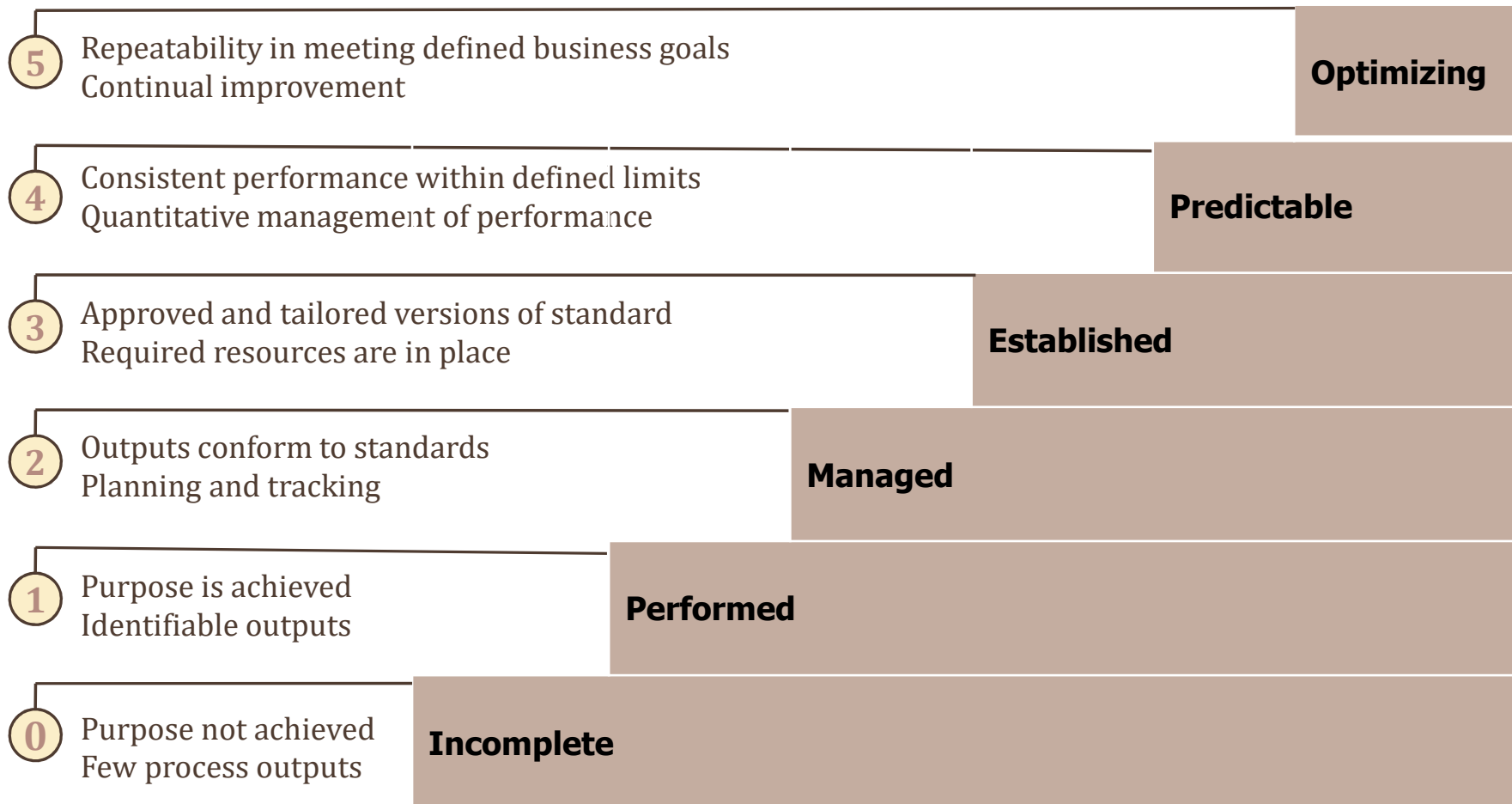
Technology

(Management information, KPI, automation ...)

Culture

(formalization, respect, alignment, coordination, intervention ...)

Capability Profile Rating Scale



Maturity Profile

Assessment Topics

Value Management

(Alignment, strategy, objectives and management means)

Planning

(Resource optimization, efficiency, coordination, intervention)

People & Competencies

(competencies, communication, alignment)

Management Information System

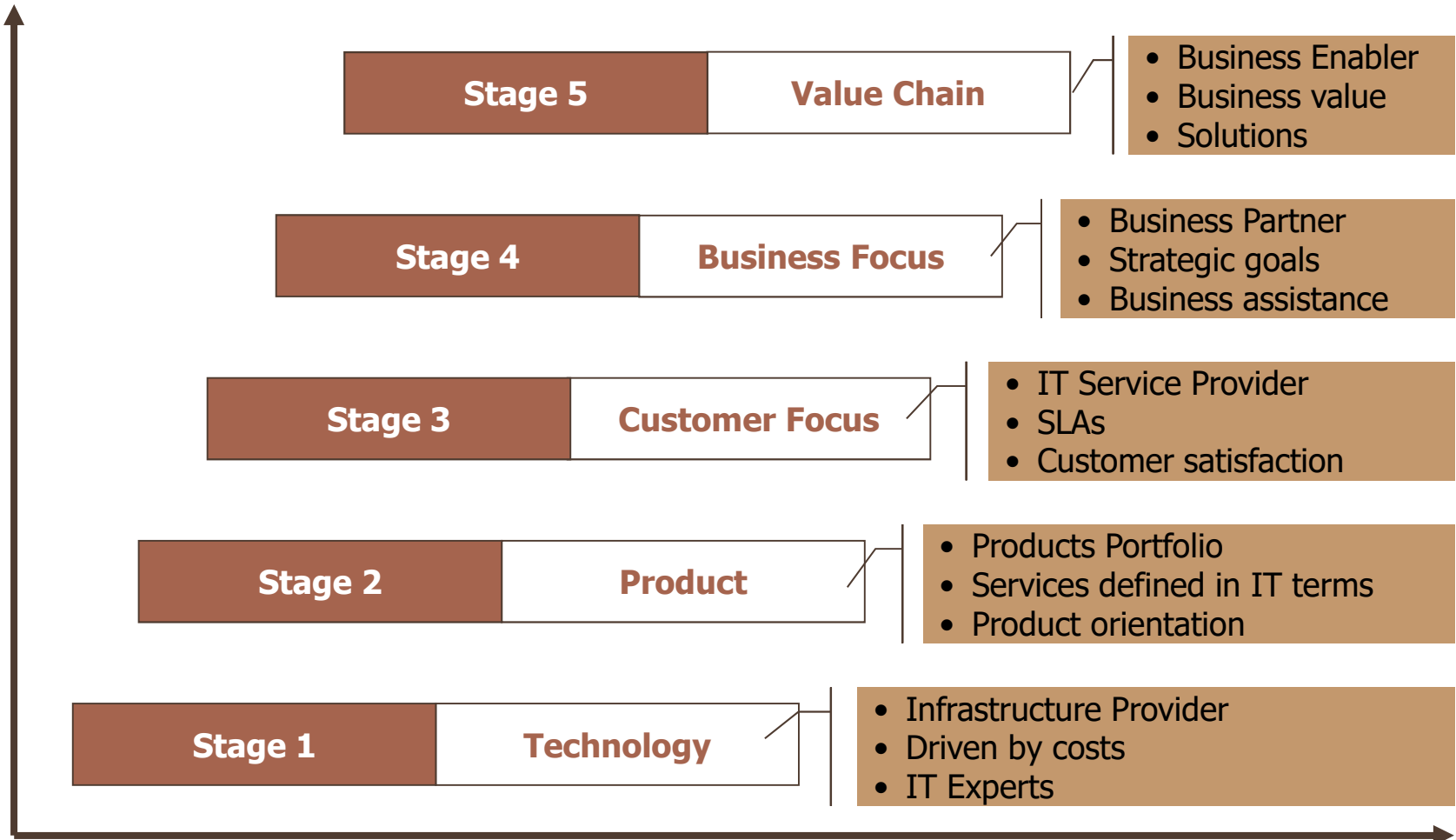
(Management information, KPI, automation ...)

Continual Improvement

(Evaluation, value measurement, improvement projects, change ...)

Maturity Profile Rating Scale

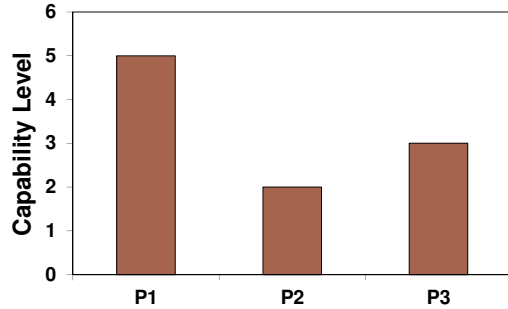
Maturity



Business Influence

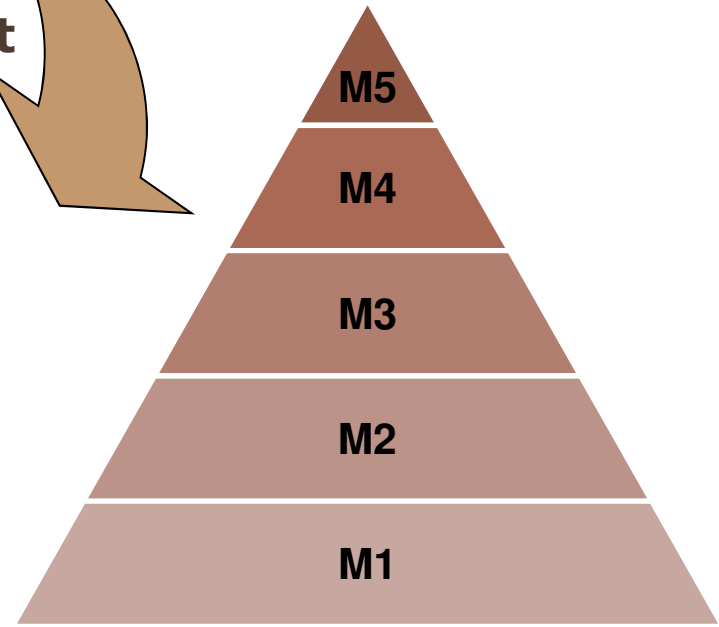
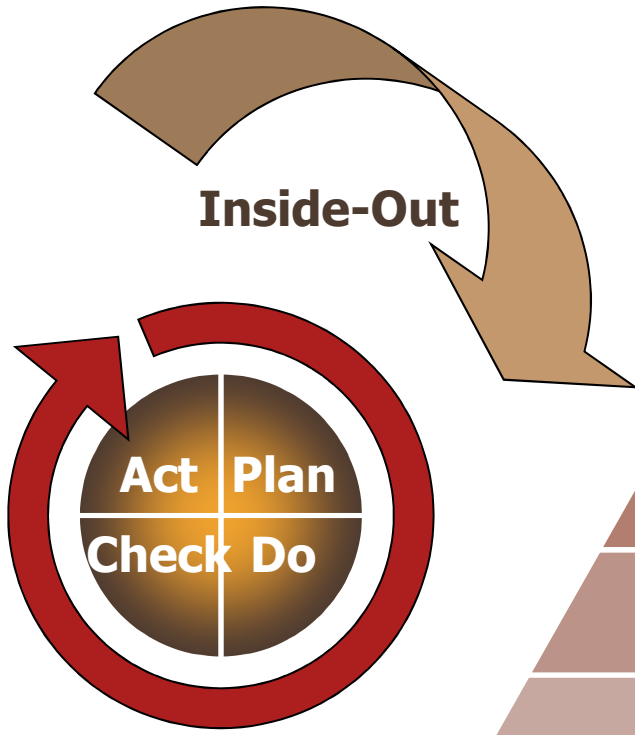
Capability and Maturity

Iterative Contribution



Process Capability

Internal Effectiveness
and Efficiency



Organizational Maturity

Business Results
and Satisfaction

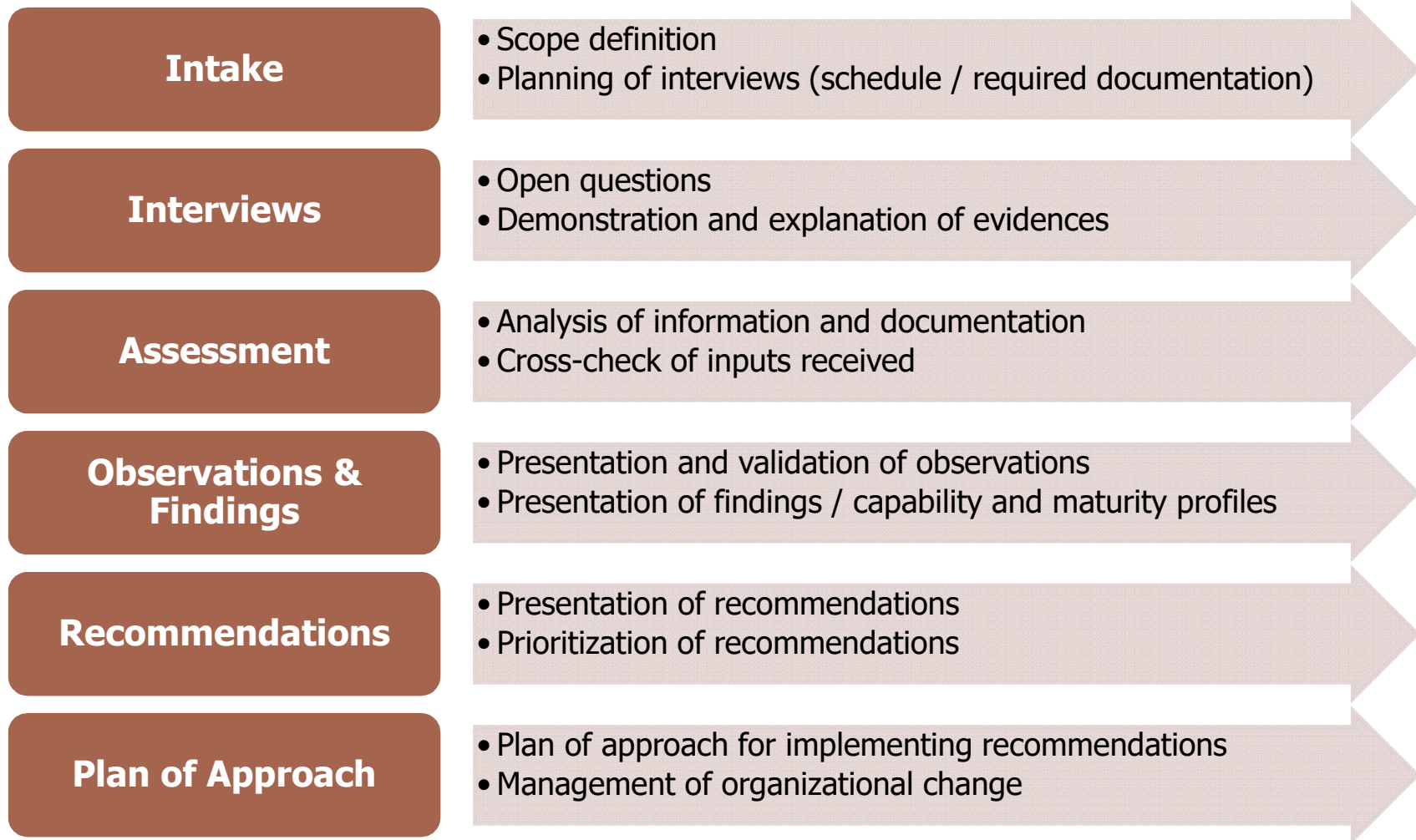
Assessment Approach

Module 02



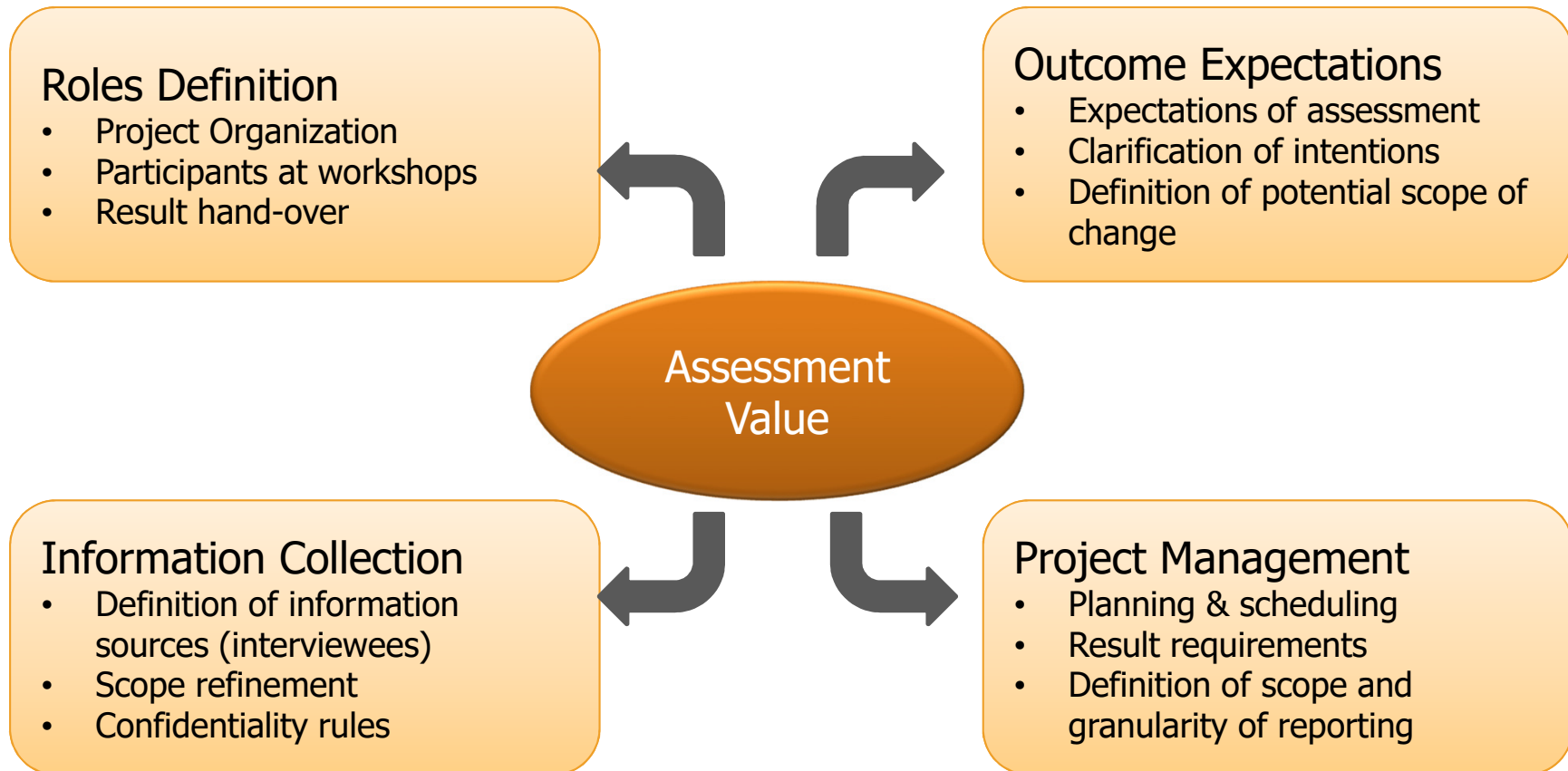
Assessment Approach

Main Stages



Main Stages

Intake



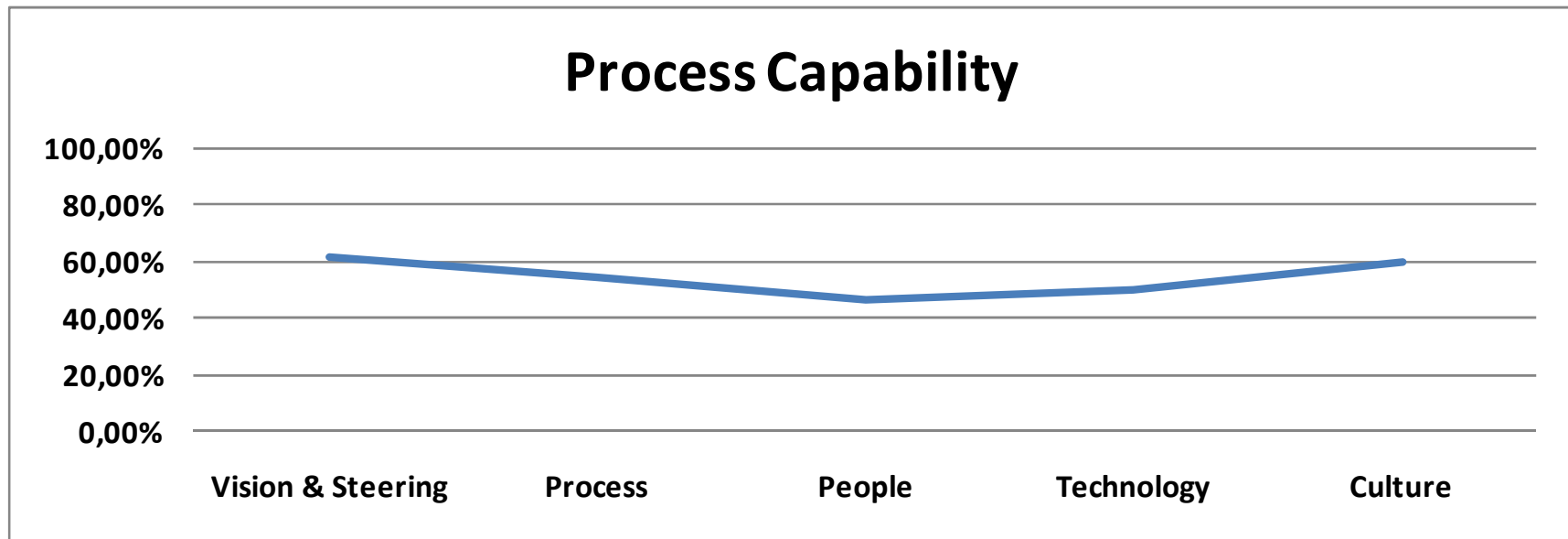
- Open questions covering all assessment topics
 - Vision & Steering
 - What is the mission statement?
 - What objectives have been defined?
 - ...
 - ...
 - Interview Technique
 - Active Listening!
 - Focus on job experience of the interviewee
 - Focus on his/her story and viewpoint

Main Stages

Assessment – Alternative Profiles (2/2)

Domain	Average
Vision & Steering	61,67%
Process	54,29%
People	46,67%
Technology	50,00%
Culture	60,00%
Total	2,73

5	Optimizing
4	Predictable
3	Established
2	Managed
1	Performed
0	Incomplete



Main Stages

Workshop Observations & Findings

Observations

- Based on off-site and on-site (interviews) inputs
- Neutral, objective and independent

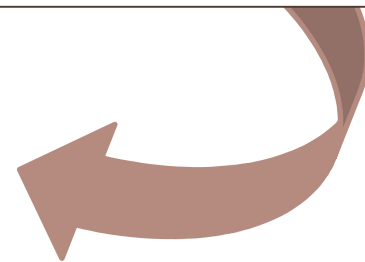


Findings

- Based on observations and proven best practices
- Impact and consequences for the organization

Workshop

- ✓ *Create a common understanding of the actual state*
- ✓ *Define issues and problems*
- ✓ *Define priorities to change*



Main Stage Recommendations Workshop

Recommendations

- Practical steps to improve issues per topic
- Structured in quick wins, operational improvement and structural development

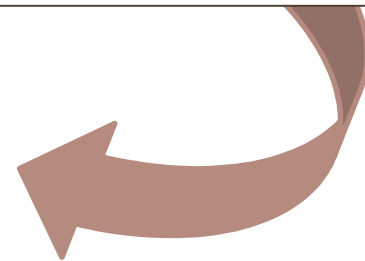


Programme

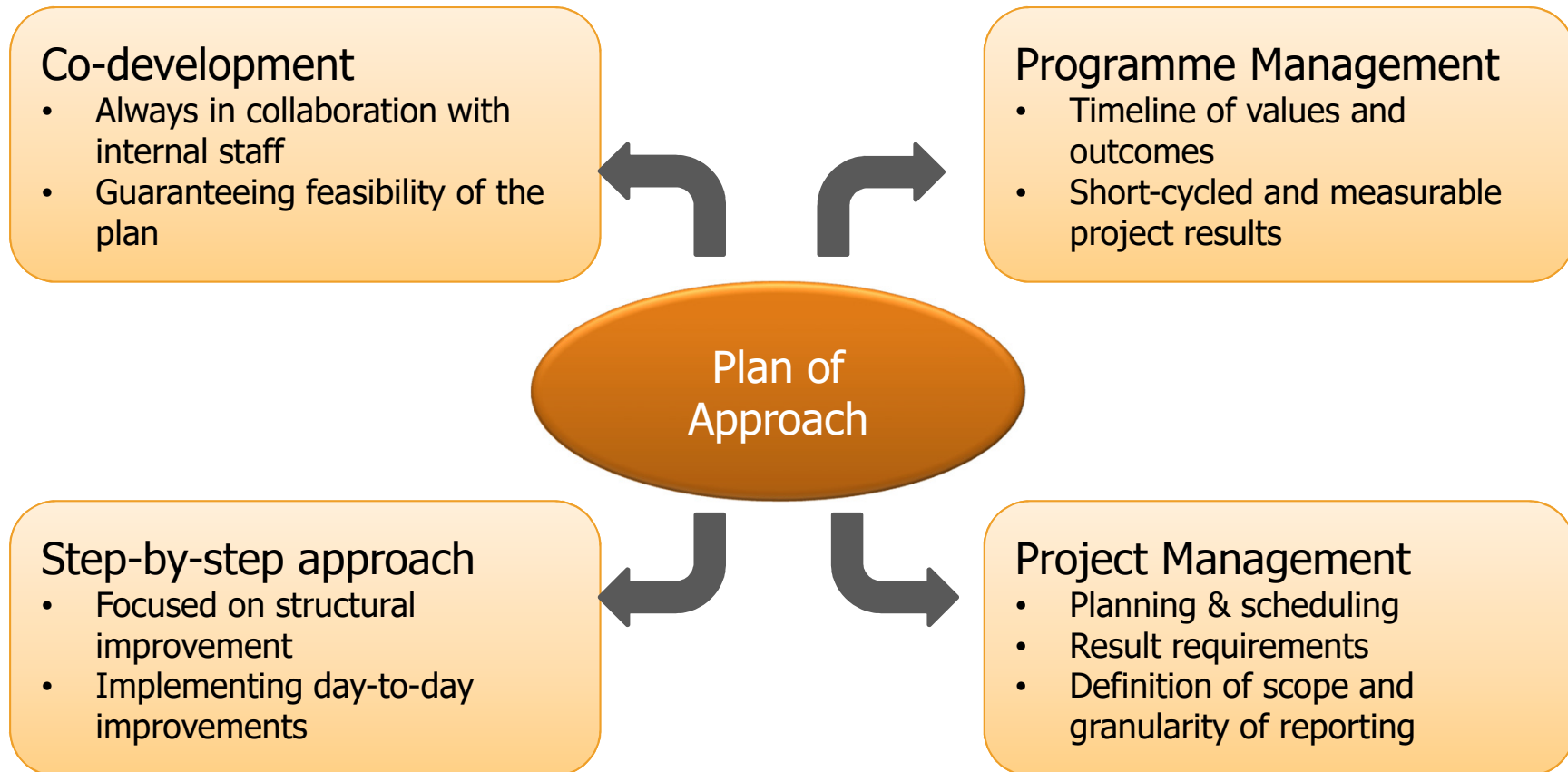
- Based on the defined priorities and organizational capabilities
- Proposed structured and timed plan to increase gradually organizational performance

Presentation Workshop

- ✓ *A clear presentation of a realistic plan to improve the organization*
- ✓ *A pragmatic mission statement for fine-tuning the improvement programme*



Main Stage Plan of Approach



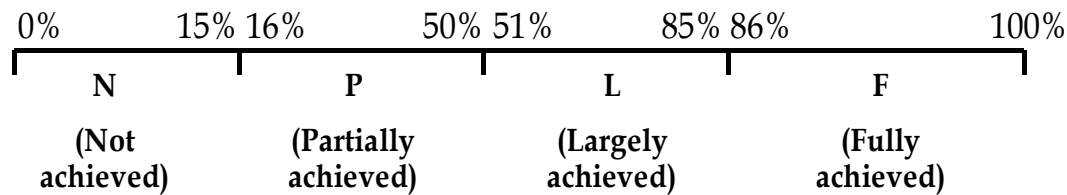
Optional stage: not included in the initial proposal. This stage depends on the results of the assessment.

Results & Outcomes

Module 03



Rating Scale Calibration



5	Optimizing
4	Predictable
3	Established
2	Managed
1	Performed
0	Incomplete

	<u>Intention</u>	<u>R/R</u>	<u>Activities</u>	<u>Control</u>	<u>Doc</u>	<u>Tools</u>	<u>Relat.</u>
<u>Fully</u>	3	3	3	4	4	5	5
<u>Largely</u>	2	2	2	3	3	3	4
<u>Partially</u>	1	1	1	1	2	2	3
<u>Not</u>	1	1	1	1	1	1	1

- **Intermediary results**
 - Observation & findings reports
 - Interviews and workshops stimulating reflection about organizational performance
- **Assessment results**
 - Mission Statement for improvement programme
 - Practical recommendations per assessed topic
 - High level of alignment on improvement approach
- **Plan of Approach (optional)**
 - Effective programme approach to realize tangible value with the improvement
 - Highly practical sequence of short-term actions to guarantee focus
 - Tracking and governance structure to guarantee control

Optional Control Objectives

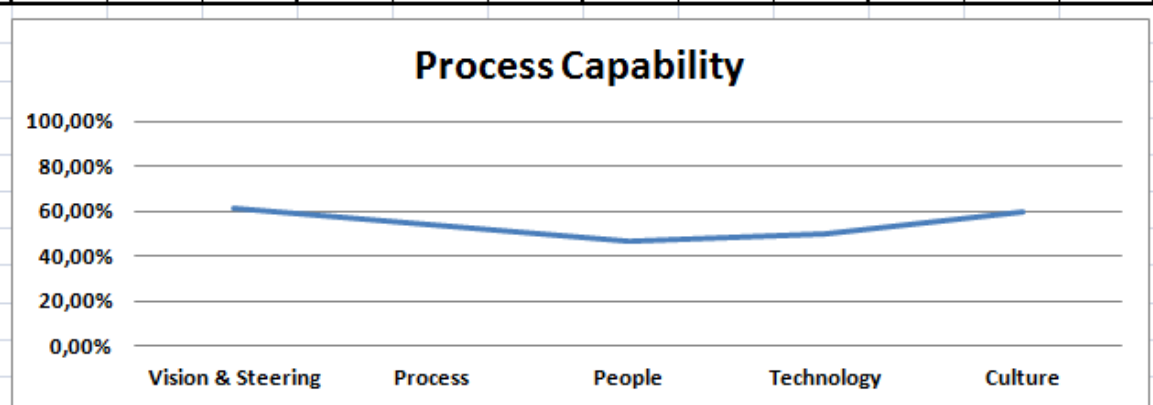
The assessment criteria can easily be turned into a scorecard of control objectives and improvement realization

Domain	Level 1			Level 2			Level 3			Level 4			Level 5		
	CO	OK	%	CO	OK	%	CO	OK	%	CO	OK	%	CO	OK	%
Vision & Steering	3	3	100,00%	5	5	100,00%	8	5	62,50%	8	1	12,50%	3	1	33,33%
Process	5	5	100,00%	6	6	100,00%	7	5	71,43%	6	0	0,00%	7	0	0,00%
People	2	2	100,00%	3	3	100,00%	6	2	33,33%	2	0	0,00%	2	0	0,00%
Technology	1	1	100,00%	2	2	100,00%	2	1	50,00%	1	0	0,00%	1	0	0,00%
Culture	1	1	100,00%	1	1	100,00%	1	1	100,00%	1	0	0,00%	2	0	0,00%

Domain	Average
Vision & Steering	61,67%
Process	54,29%
People	46,67%
Technology	50,00%
Culture	60,00%
Total	2,73

Average = average of averages

Total = % on a basis of '5' (Max Capability Level)



- **Proceeding Outcomes**
 - An aligned, integrated and commonly agreed approach on problem definition and solution finding
 - Interviews and workshops create high awareness of change options and stimulate willingness to change
 - Problem definition and improvement actions come largely from the organization itself, from its actors and are thus highly adapted for implementation
- **Result Outcomes**
 - A common understanding and definition of the issues and the change options
 - Practical and pragmatic change and improvement plan
 - A structured and aligned approach with the corresponding governance means

Questions & Answers





Marnik Demets
Marnik.demets@demetsheuskin.eu
+352 26 44 17 92
+352 621 23 16 38