

TECHNICAL INSIGHTS

MATURITY MODELLING GUIDE

Niteworks Methods and Techniques are born out of previous projects that have successfully used a method or technique in order to deliver an output or outcome. They have usually been used several times and therefore have been refined over time.

This guide covers the development of a maturity model and the subsequent conduct of a maturity assessment.

Sometimes the Customer requests that a maturity model is developed, but there is not always a requirement to then undertake an assessment. Therefore these two parts have been separated in this guide.

Maturity modelling is the combination of the development of a **maturity model** and the **maturity assessment** of an organisation against it; usually as a means of establishing how effectively a change or transformation is being embedded.

A **maturity model** is the structure against which an organisation is assessed. It comprises maturity model elements (customisable to the organisation) and maturity levels (usually a standard set is used). This is shown in Figure 1.

	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
Element 1						
Element 2						
Element 3						
Element ...n						

Figure 1: Outline maturity model

A **maturity assessment** is the method of capturing the current neutral or perceived level of maturity of an organisation.

A distinction has been drawn between *neutral* and *perceived* maturity. This has arisen from the application of maturity assessments to change and transformation programmes. There can be a significant disparity between the maturity assessments

levels given by those from within the organisation and those external and neutral to the organisation (typically contractors/consultants). Depending on the nature of the transformation, those directly experiencing the transformation (internal) will have a perceived level of maturity whilst those operating outside of the sphere of influence of it (external) will tend to have a more objective view.

Neutral maturity: The maturity level as viewed by an individual from outside of the organisation that is being assessed. They will operate outside of the sphere of influence of the organisation. Typically they are contractors/consultants.

Perceived maturity: The maturity level as viewed by an individual within the organisation that is transforming. They are likely to be impacted in some way by the transformation.

Maturity assessments are used to develop a 'snapshot' view of how an organisation is progressing in the embedding of a change or transformation. They can be used to ascertain where those within the organisation think they are with respect to their level of buy-in to the change or transformation as well as the perceived challenges to embedding the change or transformation.

Maturity assessments can also be used by senior management to establish high-priority areas for additional or re-prioritised resources (financial or people) to improve the embedding of the change or transformation. It can also point the way to critical actions that need to take place to ensure the change or transformation is successful.

The outline process for undertaking a maturity assessment is shown in Figure 2.

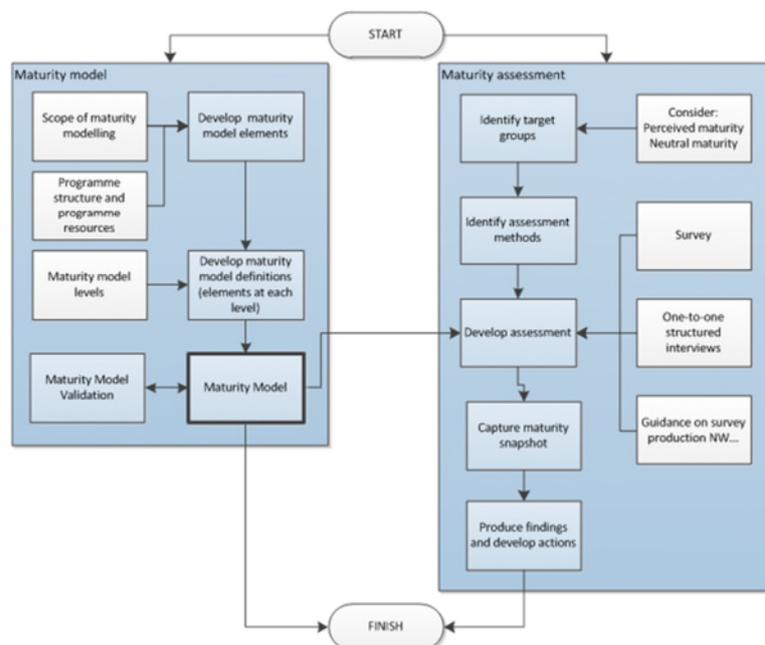


Figure 2: Process for maturity modelling

MATURITY MODEL DEVELOPMENT

Develop maturity model elements

Usually a maturity model will be structured around the transformation programme that is impacting the organisation. Other structures have also been developed and successfully utilised, including:

- Defence Lines of Development (DLOD);
- People, Organisation, Technology, Information (POPI);
- People, Organisation, Processes, Information (POTI).

These are all shown in Figure 3.

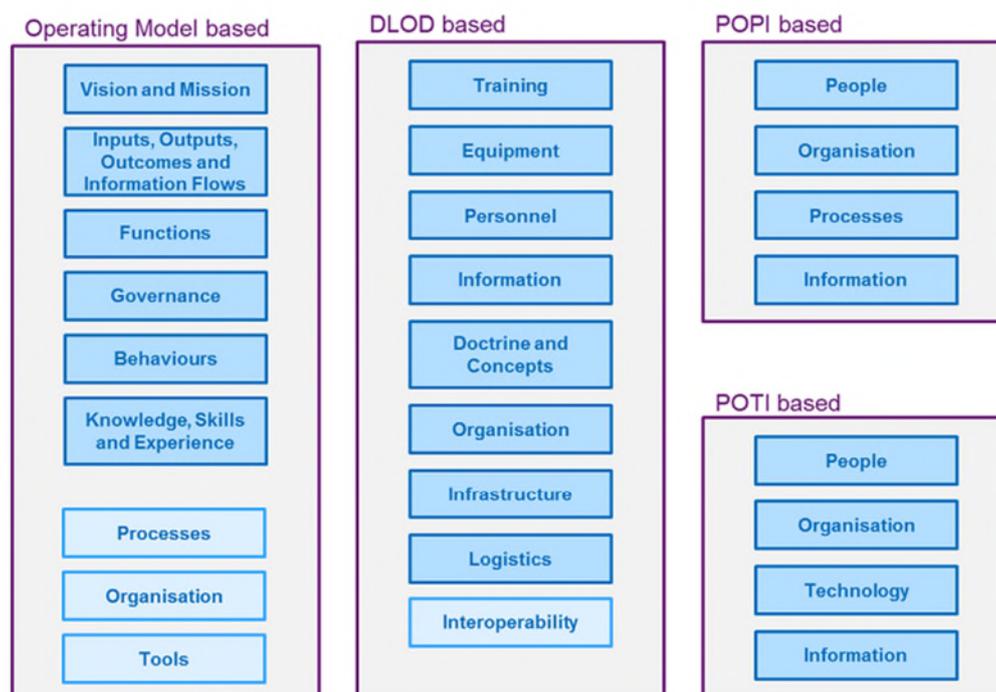


Figure 3: Candidate maturity model elements

Usually the Customer will have a programme set up to deliver a transformation or change and the maturity assessment findings will feed into this. Therefore, the maturity model element selection should be based on the user of the results of the maturity assessment. This is to ensure maximum exploitation.

For example, if the programme is set up with three individuals owning work streams around 'people', 'organisation' and 'tools and technology', then using the POTI elements would be advantageous as the assessment, findings and associated

actions would map to their work streams.

The final aspect of a maturity model is the maturity levels themselves. There has been a high degree of consistency across these across all of the Niteworks projects and they align to the Capability Maturity Model Integration (CMMI)¹ and Portfolio, Programme and Project Management Maturity Model (P3M3®)² best practice, shown in Figure 4. The projects have utilised the additional level of '0' to show an area in which an organisation has no awareness at present.

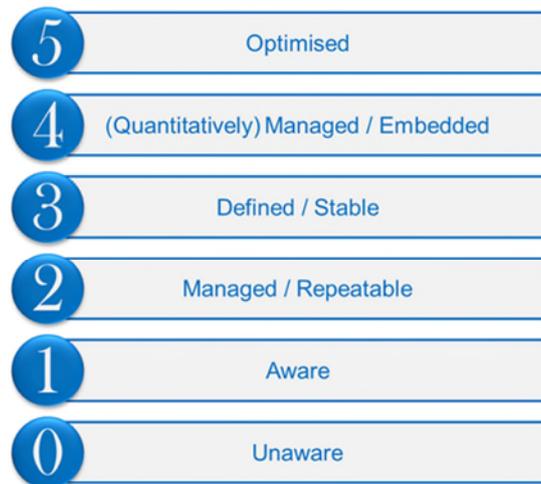


Figure 4: Maturity model maturity levels

Develop the maturity model definitions

Bringing the maturity elements and levels together provides the maturity model. Ideally at each cross section, a statement is provided to describe what this would mean in the organisation and what would and would not be present, available and operating etc.

Maturity model validation

The maturity model and particularly the definitions should be validated through peer review for completeness and clarity.

MATURITY ASSESSMENT

Identify target groups

The groups and individuals to be targeted to capture the maturity snapshot should be identified. At this point, consideration should be given as to whether the assessment is capturing the perceived maturity (from internal resources) or a neutral maturity (from external/neutral parties) (or, a combination of both).

Other considerations are:

- Different ranks and grades;
- Different types of resources (for MOD, this might be civilian, military and reserves);
- Representatives from interfacing organisations.

Identify assessment methods

For large groups of individuals, using an online-based questionnaire is the easiest way to capture results. However, the questionnaire still needs to be carefully targeted in order to get the balance and representation correct.

For more senior individuals, or where it is important to capture additional commentary, then an interview using a structured questions can be used. Note that this should ideally be undertaken using two individuals (one to ask questions and another to listen) and therefore requires a large investment in time.

Develop assessment

Once the target group and assessment methods have been identified then a plan should be put in place to get questionnaires 'live' and interviews in diaries. This enables a communications plan to be drawn up that clearly sets out the plan, completion dates and when findings will be available.

Capture maturity snapshot

The plan can then be actioned.

PRODUCE FINDINGS AND DEVELOP ACTIONS

The findings need to be presented in a highly digestible format and quickly understandable to all who might look at it. This is a critical part of the process as a great approach can be undermined by poor visualisations.

Different levels within the organisation are likely to require different sets of information. In addition, likely questions around the data should be pre-empted (eg splits by civilian, military and reserve; responses received; splits by grade or rank etc).

Achievable actions should be identified and socialised with potential action owners prior to being released more widely.

¹ See <http://cmmiinstitute.com/> for further information

² P3M3® is a registered trade mark of AXELOS Limited. All rights reserved.

See <https://www.axelos.com/best-practice-solutions/p3m3> for further information

Author: Fleur Currie

Fleur Currie is the Chief Systems Engineer at the Niteworks Partnership. She has worked in the Defence sector for over 15 years in both technical and transformation-based roles.