

CHANGE MANAGEMENT MATURITY STAGES

Companies tend to fall into stages of maturity based on organizational competency:

1. Immature with little to no application
2. Instituting Change Management as a discipline
3. Developing a strategic advantage based on the ability to drive change

Strategic Advantage

Institutionalize Change Management

Immature

6 RESPONSIVE ORGANIZATION

Change and self-disruption are part of the organizational culture. The company adapts through experimentation, creating safe-to-fail environments, and leads markets in driving customer and employee expectations. Leaders are transformative thinkers focused on enabling emergent change. The highest profitability, responsiveness, agility, and growth occur at this level

5 CONTINUOUS IMPROVEMENT

Change management is an organizational competency at all levels and is part of the standard operating processes. Change leadership is an expectation and identifying change is a rewarded activity. Leaders are hired based on their competency for driving change as well as their awareness and application of transformational models. Methods, templates, and tools are built based on the organizational operating structure and culture and adapted at the project level.

4 ENTERPRISE LEVEL

Change management is an accepted discipline deployed and integrated into all projects. The organizational framework for change is owned by the business leadership while standard methods, tools, and templates are deployed organization-wide and adapted for each initiative. Leaders often still operate in traditional structures but see driving change as a key part of their role.

3 PROJECT LEVEL

A holistic approach to change is applied to projects by trained practitioners. Proven methods are applied, and project teams are educated on the value of change management as a discipline. Leaders are educated in their sponsorship role, follow a roadmap, and are adopting a transformational mindset. Reviews of projects are regular, case studies are created, and best practices are examined.

2 ISOLATED APPLICATION

Change management is applied on isolated projects with nominal results based on team experience. Leaders fend for themselves, and are largely unaware of their role, and may still cling to traditional structures. Many different tactics and applications are used and are not consistently applied. Best practices are not acknowledged.

1 AD HOC USE

Change management techniques may be applied on rare occasions by a few, but it is not an accepted discipline (may even be seen as unnecessary). Leaders are not aware of their roles or common methodologies. No formal best practices are applied. Often hierarchical, command and control structures encumber change initiatives.