Integration Maturity/Diagnostic
(For newly merged or decentralized organizations)

Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
Legal Reporting	**Central Management**	**Standard Support**	**Standard Operations**	**Exploiting Scale**	**Optimization Focus**
Mostly independent operations	• Central management of performance goals and budgets	• Standardized supporting systems & tools, processes, and culture	• Standardized operational systems & tools, processes, and culture in parts of business that generate business advantage	• Organization exploits efficiencies that may include: 1) shared services 2) centralized logistics 3) other industry efficiencies	• Focus on organization-wide optimization
	• Development of single vision and strategy	• Includes standard reporting at business unit and department level	• Standardized cost and profit center reporting	• Strategies for continuous improvement in place	• Single organizational view whether looking top-down or bottom-up

Process Maturity Model

	Process Tolerant (E1)	Process Friendly (E2)	Process Focused (E3)	Process Driven (E4)
Leadership	Mid-level	Cmmitted senior leadership	Engaged	Relentless
Model		Enterprise process model	Business model	Industry model
Expertise	Basic	Redesign	Change management, program management	Business transformation
Governance		Limited	Process budgeting, process council	Process-based management and planning
Consciousness	Need for improvement	Value of process	Holistic change	Process principles
Culture	Mildly open	Process friendly	Resiliant	Intense
Strategy	Operational focus	Linked to process	Transformation	Personnel

Harvard Business Review, Process And Enterprise Maturity Model,
Michael Hammer, April 2007

Adaptive Organization Maturity

Level	Description	Indicators
1	**Unstructured**	• A need for change is recognized, but no standard tools or approaches are applied and chances of success are low
2	**Directed**	• Change is treated as a command and control problem • Success is limited to single initiatives • People issues are ignored and resistance is met with disciplinary action • Long term issues are not addressed
3	**Repeatable**	• A standard change methodology is applied or adapted to the organization • A clear vision and governance structure including project management are recognized as prerequisites • All three elements of change --- people, process, and tools (plant, equipment, and technology) are recognized and addressed • Resistance is addressed through inclusion, communication, and training with discipline or removal used only as a last resort
4	**Adaptable**	• All elements of level 3 are adopted • Resistance is not a significant issue as change is considered a critical organization success factor and is incorporated in performance management
5	**Organic**	• Change is both bottom-up and top-down • Change initiatives are not treated as events, but are an expected adjunct to standard business operations