

Holignment™

Organisation Maturity Model

Diagnosis – Index - Report

MODEL SUMMARY

There are 13 Dynamics and 15 phases of development. However, most organizations will not be systemically functioning below Learning Levels, so developmental programs will not need more than 6 phases to achieve top functioning. However, there are always holes that need to be filled and this approach graphically shows where these are, and the effects that they have on the entirety of the human system, but thankfully also show in a human-friendly way how to grow out of those situations in a systemically sustainable way.

SUSTAINABILITY

Sustainability is built into the model so that as in the case in relation to loss of physiological function, in the event of setback, the degradation is simply to the stage immediately below the stage where the setback occurred. This is called graceful degradation and is found in all natural systems. On the other hand, organizations or any human system that has not functionally grown in an integrative fashion will degrade catastrophically.

HOW TO USE THE HOMI

- Change need established
- Define Diagnostic Scope
- Survey Participants on-line
- Produce Report & Dashboard on-line
- Select & Execute interventions

Holignment Organisation Maturity Indices

The complexity demanded of the modern organizations is way beyond any current model of organization development. A complete re-think of the approach to learning in human systems was called for and the research outcomes have delivered a new progressive approach

The basic premise is that if an organization is a human system, its model of learning must reflect human learning patterns and be valid for all human systems whether it is an individual, team, or organisation

The model was devised by re-examining theories of learning from different strands and eras of the behavioural sciences into discovering that they could be organized into hierarchical levels of learning complexity and then measuring the activities or dimensions of an organization against these levels.

Insofar as these dimensions are sources of discrete learning, they are called Dynamics. The result is a matrix with learning stages increasing upwards in increasing complexity and the Dynamics moving outwards in increasing complexity from the most basic which is the use of physical resources to the most complex integrating macro issues from political governance to global citizenship, environmental footprint, etc.

The model offers a diagnostic framework where these dimensions can be measured for their level of functioning and it provides a developmental rationale whereby interventions are introduced at the prevailing level so that they achieve traction. They are then guided from level to level so that the whole system grows together resulting in systemically sustainable growth, while the higher levels define responsiveness, innovation and ultimately leadership. The model will take any dimension through phased development from the lowest level where it is a drain on resources to the highest where it is re-enforcing systemic leadership.

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ORG. XXXX		ORGANIZATIONAL MATURITY INDEX:							2							
MODULAR INDICES:	Productive Index:	Dynamic Index:	Human Dynamic Index:	Directive Dynamic Index:	Macro Dynamic Index:											
	-11	3	6	6												
ZONES	STAGES (Scores)	Physical Resources	Work	Emotion	Cognition	Personal	Interpersonal	Management	Leadership	Strategy	Goals	Reward	Product	Finance	Customer	Macro-environment
Leadership Zone	Sustainable Leadership (12)															
	Leadership (11)															
Comp. Adv. Zone	Sustainable Comp. Adv. (10)												11			
	Competitive Advantage (9)														10	
Competitive Zone	Sustainable Comp'n'ness (8)									9						
	Competitiveness (7)												7			
Learning Zone	Learning (6)															
	Change (5)															
Comfort Zone	Destabilisation (4)															
	Stabalisation (3)															
Critical Zone	Critical Divergence (2)															
	Critical Dependence (1)															
Dead Zone	Insulation (0.n)p	0.5														
	Inertia (0)															
	Black-Hole (-n)p		-20													

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Understanding the levels of Maturity for your Organisation

TITLES	DESCRIPTION OF HABITUATED STAGE	DESCRIPTION OF DEVELOPMENTAL PHASE
<i>SUSTAINABLE LEADERSHIP (12)</i>	Trusted Brand, etc.	Regularly diagnosing of organizational functioning & re-invigorating the phases
<i>LEADERSHIP (11)</i>	Leadership positioning in the sector and beyond, giving direction to the marketplace and beyond	People from the organization as well as the brand assume leadership positioning in the sector and in the broader world
<i>SUSTAINABLE C.A. (10)</i>	Organizational Advantage with failure to take macro-systemic Leadership	Systemising to support innovation etc., maintain quality & manage direction, Self Organization
<i>COMPETITIVE ADVANTAGE (9)</i>	Innovation that loses awareness of market, external change, etc.	Systemic Self-Engagement, Innovation, Empowering game-changing connectedness, etc.
<i>SUSTAINABLE COMP'NESS (8)</i>	Neglect of R&D, innovation, etc.	Systemising Competitiveness throughout the organization
<i>COMPETITIVE-NESS (7)</i>	Performance becomes a matter of discreet contests rather than integrating strategic growth	Customer-Care Excellence, In the marketplace, habitually, exceeding expectations, measuring up to the competition, etc.
<i>STRATEGIC LEARNING (6)</i>	A bias to process and procedure rather than the next level of market focus and the organization never becomes adaptive enough	Embedding all of the process and procedure needed to re-enforce the strategic plan and the future development through the phases; post-pilot proceduralization, etc.
<i>CHANGE (5)</i>	Introducing new process, training, etc. which is neither part of a viable strategic plan nor visibly growing the organization towards Sustainable Competitive Advantage	Training and personal development is in place that will ensure that the competence requirements of a strategic plan are in place, learning from pilot, etc.
<i>UNSTABLE EQUILIBRIUM (4)</i>	An intrinsic friction that never integrates into a drive with potential for growth. Dissenters are bipolarised & degrade or they leave	Allocation of resources, positioning key people, possible piloting, etc.
<i>STABLE EQUILIBRIUM (3)</i>	A niche is allowed to shape the organization to suit its needs. If the niche changes, degradation to a chaotic stage occurs	Getting people on board with the growth strategy, taking stock of progress from the opportunistic phase, planning for resource allocation in the next phase, etc.
<i>CRITICAL DIVERGENCE (2)</i>	Chasing opportunities that may not yield strategic value or potential for sustainable competitive advantage	Strategic Delegation to a network of key people with the credibility to leverage change & grow beyond critical dependency
<i>CRITICAL DEPENDENCE (1)</i>	Dependence on a singularity - customer, financier, etc., or deference to a leader or influence (Groupthink), limits growth creates frustration, antagonism, stress, boundaries & competence ceilings	Depending on the dimension this phase means attaining visible leadership commitment to a plan; winning a flagship customer; launching a strategic product; gaining a beachhead; etc.
<i>INSULATION/ INCUBATION (0.n)p</i>	Failure To Launch, etc.	Planning progression through the phases
<i>INERTIA (0)</i>	Deadwood, Switched off people, etc.	Critical mass of people make a resolved decision to stop what is damaging the organization or hindering its progress
<i>BLACK HOLE (<0)</i>	Projects with no ROI, "sunk-cost effect", Milking the system	

Some Applications of the Model

Major Change Program: - Can ID barriers & Enablers, Integrates OD in Strategy, Engagement

Merger & Acquisition: - Accurate Profile of both Orgs, Allows alignment interventions and integration

Collaboration Program: - Aligns and integrates the human elements of collaboration with Platform

Growth Strategy: - Establishes the performance base line and supports to maximize growth

Turnaround Strategy: - Identifies the current functioning and roadmap to high performance

Team Development: - Identifies team interventions that will maximize improvement

BENEFITS FOR ORGANISATION

- A baseline & benchmark
- ROI and traction for targeted interventions.
- Systematic and Sustainable Process
- Roadmap

BENEFITS FOR PARTICIPANTS

- Trusted scientific process
- Simple on-line process
- Engagement in the process & Change

BENEFITS FOR OD & HRM

- A consistent model and approach
- A strategic alignment with business strategy
- A method & Tools to apply professional OD & HR skills & interventions

BENEFITS FOR STAKEHOLDERS

- A way of understanding the organisation.
- A benchmark
- Clarity of engagement

For More Information

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