

THE PRODUCT LEADERS MATURITY MODEL ^{CC}

		PROCESS	STRUCTURE	CULTURE
<p>0</p> <p>HEROIC</p> <p>A few "heroes" drive the organizations success. The product emerges accidentally, everything is inconsistent.</p>	<ul style="list-style-type: none"> Delivering features is most important Focus on the individual (who does the job) Ad-hoc priorities and decisions Customers desire their personnel People rely on intuition and gut feeling Continuously unmet commitments Work is done "my way" Unreflected and not improving 	<ul style="list-style-type: none"> Ad hoc, inconsistent ways of doing Mostly fire fighting Focus is on isolated tasks Lack of transparency Decisions made ad hoc and inconsistent Unstructured and inconsistent planning Reactive (ad-hoc) dependency management 	<ul style="list-style-type: none"> Individuals, who know how to do the job get the project done Simplistic group structures (skill, function) Unclear structure ("who does what") No or very unclear roles Knowledge silos No Vision Senior management makes all decisions Inconsistent and ad-hoc usage of tools No or highly inconsistent documentation Untrained staff (beyond education) 	<ul style="list-style-type: none"> Organization culture: Orange Pseudo-Teams People compete for work and praise Leadership: Pre- & Expert Adhocracy Identity: Self/Hero Micromanagement, Command & Control Problem focused communication Justification and lay-blame Vast majority: not engaged Actively disengaged people are accepted
<p>1</p> <p>TACTICAL</p> <p>Focus and Identity is on the team, still with individual heroes and demarcation on team border.</p>	<ul style="list-style-type: none"> Project-oriented: Projects are the main structural components Delivering the project is most important Reactive Focus is on the team with clear borders (we/them) Inconsistent delivery & inconsistent quality People rely on expertise and skills of single team members Work is done "their way" with emerging standards Little reflection and improvement, only on team level 	<ul style="list-style-type: none"> Processes, Policies and Values emerge, sacrificed under pressure Managing the project Experienced based planning (gut feeling) Focus is still on tasks (tactical) Direction changes quickly Transparency only within the team Decisions made by few respected individuals Reactive (ad-hoc) dependency management Basic visualization Very few relevant metrics 	<ul style="list-style-type: none"> A group/team of individuals who know how to get the project done Siloed team structures with uneven load Roles & responsibilities given by skills No long-term vision Relevant decisions delegated up/outside or to senior management Inconsistent documentation and usage of tools Lower management: puppets on a string Inconsistent/ad-hoc staff training 	<ul style="list-style-type: none"> Organization culture: Orange Leadership: Expert Identity: Team Prevailing potential teams Collaboration and trust Managerial, without clear accountabilities Problem oriented communication Justification and lay-blame outside the team Few basic assumptions emerge over time Prevailing wishful espoused values and artifacts
<p>2</p> <p>OPPORTUNISTIC</p> <p>Teams define success with individual customer satisfaction. While having consistent processes the outcomes vary.</p>	<ul style="list-style-type: none"> Customer driven, making the customer happy is most important Customer's voice directly drives the project (eg. prioritization) Opportunistic: quick/cheap wins distract from goals Inexperienced, tactical management Unable to take decisions with confidence Consistent processes, but inconsistent outcomes Managerial heroics: Service depend on respective manager/leader Trust and success is still on the individual level Delivery track established Discovery track emerging 	<ul style="list-style-type: none"> Consistent delivery processes Basic policies are explicit Focus on customer expectations PM practises in place Experienced based planning (project level) Focus/Zoom out on project level Transparency within single projects/products Reactive dependency management Basic understanding of demand & capability Commodity agile practises are established 	<ul style="list-style-type: none"> Cross-functional teams in place Roles & responsibilities are clear Decisions are taken where needed Product Owner is (solely) managing the backlog Team leadership/lower management with limited decision power Vision in place, but people don't understand Vague (not SMART) goals in place Use of tools; templates & checklists emerge People are trained for specific needs 	<ul style="list-style-type: none"> Organization culture: Orange Leadership: Expert-Achiever Strong team identity Potential teams - real teams Collaboration and trust across teams Self-managing emerges Communication: problem oriented (intern), solution oriented (extern) High trust in team members Basic assumptions established Basic values are explicit, but often sacrificed
<p>3</p> <p>CONSISTENT</p> <p>The organization understands itself as a product delivery org and transitions from project to product.</p>	<ul style="list-style-type: none"> Outcome/Value focused: consistently creating real value Product Organization Consistent processes and consistent outcomes Repeated and consistent customer satisfaction We are reliable and predictable Competitive business Only realistic promises pursuing to build trust Balanced and sustainable work load Consistent options valuation 	<ul style="list-style-type: none"> Consistent processes & consistent delivery Focus is on end to end value stream Actionable metrics are consequently monitored Data based forecasting Pro-active dependency management Balancing demand & capability Agile practises are anchored Established pull system Confident, evidence-based decision making with policies in place Continuous improvement 	<ul style="list-style-type: none"> Product Organization Self-organizing, cross-functional teams Few, clearly defined roles Collective accountabilities & responsibilities Clear Vision and SMART goals Clear, outcome-oriented focus Skills & competencies are consistently managed personnel development creates direct outcome Tools are selected & used to fit the purpose Lean principles applied (structure & process) 	<ul style="list-style-type: none"> Organization culture: Orange Leadership: Achiever Product identity Real teams Solution oriented communication & behaviour (intern & extern) Consequently drive continuous improvement Holding each other accountable Conflicts are openly addressed (no fear)
<p>4</p> <p>ADAPTIVE</p> <p>The organization understands and actively manages culture and strategy.</p>	<ul style="list-style-type: none"> Established Product Organization Consistent economic success Triple Focus: Product, Market, Economy High trust environment for customers & employees Everything in balance (customers, demands, risks, ...) Anticipating and managing risks Intense leadership development Pluralistic, shared values culture Culture over strategy 	<ul style="list-style-type: none"> Managing the product portfolio Operationalizing product strategy Consistent risk management Managing demand & capability (portfolio level) Dynamic scheduling Data-driven decision making 	<ul style="list-style-type: none"> Culture drives structure (and vice versa) Team topologies fit for balanced demand & capability (and fairness) Product Strategy established Explicit decision framework in place Commitment for employee & leadership development 	<ul style="list-style-type: none"> Organization culture: Green Leadership: Achiever-Catalyst Organizational identity Real teams - high performing teams Leaders actively manage culture
<p>5</p> <p>RESILIENT</p> <p>Leadership, culture, structure, and process reinforce each other to sustain performance through change.</p>	<p>Definition released with V3.0</p>	<p>Definition released with V3.0</p>	<p>Definition released with V3.0</p>	<p>Definition released with V3.0</p>