

SCiO

OMM

The SCiO Organisational
Maturity Model

Jane Searles 17th January 2011

Purposes of 1st Version OMM

Who?

For VSM non-experts

Created By members of SCiO on a voluntary basis working as a team

What is this OMM?

Swift route to explore the value of VSM, in practice, in your own context

How?

Free to use:
On internet or paper

Why use

So you can gain insight and see where organisational improvements could be made

Why create

SCiO marketing

Where?

Both versions at

<http://www.scio.org.uk/omm>

When?

1st Version Published
September 2010

The Viable Systems Model (VSM)



The OMM Questions

- Operations
- Co-ordination
- Resource & Performance
- Monitoring
- Development
- Managing Strategy



The 4 levels of Organisational Maturity Measured

- Capacity
- Connectivity
- Balance
- Consciousness



www.callenharty.com

Manager and Director

Question 9 - OMM manager version

To what extent are there processes in your department for deciding the levels of resourcing and performance of your unit and peer units?

1	2	3	4	5	6	7	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
low					high		

Are there processes in your department for taking decisions about resourcing your unit? Are they linked to and based on the performance of your unit? Are there processes for measuring performance and rational processes for allocating resource to you?

Manager and Director

Question 9 - OMM director version

To what extent are there processes in your *organisation* (ABC Translation Services plc) for deciding the levels of resourcing and performance required of your *operations* (German translation, French translation, Japanese translation) ?

1	2	3	4	5	6	7

low high

Are there processes in your organisation for taking decisions about resourcing? Are they linked to and based on the performance of operations? Are there processes for measuring performance and rational processes for allocating resource?

The Second Level of Maturity

Question 10 - OMM manager version

To what extent do you input into the resource and performance decision process to ensure that the resources are adequate to enable your unit to meet its performance obligations?

1	2	3	4	5	6	7
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
low					high	

Are there processes in your department for taking decisions about resourcing your unit? Are they linked to and based on the performance of your unit? Are there processes for measuring performance and rational processes for allocating resource to you?

The Third Level of Maturity

Question11 - OMM manager version

To what extent are you able to take decisions about resources and performance so that your unit is able to deliver to meet users' needs?

1	2	3	4	5	6	7

low high

Do you get a fair hearing when you make requests for resource or report on performance? Are your requests taken seriously by your department and acted on when appropriate, or does it seem like going through the motions? Do external factors override the right decisions?

The Fourth Level of Maturity

Question12 - OMM manager version

To what extent is the potential synergy between your unit and peer units realised?

1	2	3	4	5	6	7	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
low					high		

Is there enough understanding in your department of how the units within the department do or might work together to deliver synergy

The Matrix

	Operations	Co-ordination	Resource & Performance Mngt	Monitoring	Development	Managing Strategy
Capacity	Q1 6	Q5 2	Q9 4	Q13 7	Q17 4	Q21 4
Connectivity	Q2 5	Q6 -	Q10 3	Q14 4	Q18 3	Q22 4
Balance	Q3 3	Q7 -	Q11 2	Q15 6	Q19 1	Q23 4
Consciousness	Q4 2	Q8 -	Q12 3	Q16 4	Q20 2	Q25 2

The Archetypes

1. Fantasy World

Frequency: Extremely Common and often Chronic

Symptoms:

Confronted by a problem, an individual can act on intuition. Generally though, management teams don't have the same intuition and even if they did, admitting to one another that they don't have a clue what's really happening isn't always acceptable. So faced with a problem, they build models of reality to make sense of the world and to justify the actions they want to take.

System Structure:

The Fantasy World archetype happens when managers don't bother to check their mental models against reality, don't collect the necessary research, or deny the evidence that they do have available. It results from a failure to build adequate or appropriate feedback loops into the organisation or into the environment to allow learning to take place and results in the management having distorted or out of date models of reality. Usually this is a chronic condition since it is self-reinforcing, instead of correcting - flawed mental models are constantly re-affirmed and restated.

Solutions:

"Don't believe what you want to believe until you know what you need to know"

The structural solution to the Fantasy World lies in building adequate feedback loops to provide evidence to confirm or deny mental models combined with a periodic testing of the assumptions our models are based on. Both conditions are necessary. Stepping outside the logic frame of the assumptions is critically important.

See also Castles in the Air

Using the OMM

- Single user / group / organisation?
- The internet version
- The paper version

SCiO
OMM MANAGER
 The Organisational Maturity Model for managers

Analysis

Results
 Triggered Archetypes
 About Archetypes
 Rating Archetypes
 Summary of Rated
 Archetypes
 Custom Report
 Where Next?
 Credits

Results

Version: OMM Manager
 Date: Sunday 9th January 2011 16:36
 Organisation :

Organisational Maturity Matrix

	Operations	Co-ordination	Resource & Performance Delivery	Monitoring	Development	Managing Strategy
Capacity	6	5	6	7	2	4
Connectivity	6	5	4	5	2	4
Balance	5	4	3	5	2	4
Consciousness	3	2	1	5	2	4

aspects of organisational maturity

Click on the coloured table cells to explore organisational maturity and select archetypes

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Report a Problem, or make suggestions [here](#).
 Read more about other versions of OMM on the [OMM Homepage](#)
 Download a printable version of OMM Manager from the [SCiO Website](#)

print

Please use the print button to print aspects of OMM Manager you see to the right



Feedback

- Not about data – but learning insights
 - Useful or not for what?
 - How do people feel who have tried it?
 - What sort of situations is it good for / would not use in?
 - What sort of issues encountered / successes / stories?
 - internet or paper - different uses?
 - Director or manager versions – opportunities?
 - Ideas for future improvements, new archetypes
 - Organisational version – needed?
- Would you like to be involved in future developments?