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# **ELEVATING FUNCTIONAL EFFECTIVENESS & OPERATIONAL MATURITY**

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# ELEVATING FUNCTIONAL EFFECTIVENESS & OPERATIONAL MATURITY



Functional or operational maturity is an important part of a business running smoothly, efficiently and successfully. Evaluating processes for weak spots or areas of cross-functional friction can surface opportunities to improve work experience (and performance) for team members and the organization at large.

In assessing Functional maturity, let's focus on processes that your team owns or participates in heavily as they will have the most impact. This is a great activity to do as a group with your team members and hear different perspectives on what is and isn't working. It is also valuable to get external feedback from other groups on their assessment of your team's operational maturity levels.

- Which processes should be evaluated?
- What is the current level of operational maturity?
- What would be the cost/benefit of investing in elevating them?
- What are the priorities?

# FUNCTIONAL MATURITY LEVEL

*What is the current level of your operational maturity by Function?*

Talk through specific processes with your team and use the characteristics identified below to identify which level of operational maturity applies. Remember to try and be objective.

## **Level 1**

Minimally defined processes & documentation  
Inconsistently executed  
High friction  
Require extra effort to execute

## **Level 2**

Some processes defined  
Processes are performed, but with defects  
Resources are not planned for  
Hand-overs between departments is not smooth

## **Level 3**

Most processes are defined  
Planning and performance tracking exists  
Training and onboarding exists  
Process improvement & project management exists

## **Level 4**

Perform appropriate change management mechanics  
Preventing defects  
Managing performance objectively  
Process improvement is ingrained in each team

## **Level 5**

Harmony between people, processes and technology  
Processes are cross-functional  
Highly data and information-driven business  
Continuously improving

## IDENTIFY PROCESSES TO EVALUATE

*Which processes should be evaluated?*

The first step is to review the **Job Landscapes** of your team members – identify the processes that members of your team spend a ‘High’ amount of time on (6 hrs/week or more) or that involve multiple team members.

Get some internal validation with the team and invite them to add to the list.



## COST/BENEFIT ANALYSIS

*What are the cost/benefits of investing in elevating processes?*

- For the stage your organization and team is at, what is the realistic level each of those processes should be at today? What about the medium term?
- How much effort/resources/time would it take to get them where they should be? Where might external resources be needed?

## CLARIFYING PRIORITIES

*What are the priorities?*

- Which processes will yield the greatest returns by undergoing a process improvement exercise?
- Are there upcoming growth plans/strategic initiatives impacted by these processes that should be factored in?

