



# LEVERAGING THE MATURITY MODEL FOR LEAN TEAMS (MM4LT™) FOR ORGANISATIONAL EXCELLENCE

Using WorkingSm@rt® techniques and the effective use of tools such as Microsoft Teams, and related tools and processes

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# WHAT IS A MATURITY MODEL?



- A maturity model is a tool that helps an organisation or team to achieve required benefits from following a desirable best practice behaviour, approach or methodology (“the goal”).
- Examples of a behaviour, approach or methodology could include:
  - Leadership,
  - Team productivity,
  - Change management,
  - Project management,
  - Software development.

# HOW DOES A MATURITY MODEL WORK?



- A maturity model consists of a series of levels, from low to high maturity and a roadmap to achieve the desired level of maturity.
- The maturity model approach uses qualitative data to enable the organisation or team to review the desirable goal and understand:
  - how they are currently performing.
  - what they must do to improve this performance and reach the goal of their desired 'maturity' level.

# WHAT IS A MATURITY MODEL LEVEL?



- A maturity model level is a milestone that indicates how close an organisation or team is to achieving 'maturity' in a certain domain.
- By reaching a specific level, the organisation or team can evaluate their progress and identify the areas that need further improvement. They can then plan for the next level of actions that will help them move closer to their desired goal.
- NOTE. The goal may not always be the highest level in the model, but rather the one that suits the organisation or team's needs and aspirations.

# WHAT A MATURITY MODEL IS NOT



- A maturity model is not a 'badge' or a tool to compare one organisation or team with another, either internally or externally.
- It is also not a guarantee that the organisation or team has achieved the desired outcomes by reaching a certain level.
- Rather, the value of a maturity model lies in the process of improvement that the organisation or team undergoes.
- Therefore, the journey of improvement is more important than the destination of maturity.

# WHAT IS THE MATURITY MODEL FOR LEAN TEAMS (MM4LT™)?



- To succeed in the long term, organisations need their teams to be productive. This means that the teams need to have:
  - Experience, discipline, and appropriate behaviour that reflect a high level of maturity.
  - Access to and knowledge of the right tools for their tasks and activities.
  - Ability to make quick and effective decisions.
- Many organisations realise that adopting a lean approach to team productivity can help them achieve these requirements.

# WHAT IS A LEAN TEAM?



- A lean team is a team that applies lean concepts to enhance its productivity.
- Lean concepts are based on lean thinking, which aims to deliver more value by eliminating waste, increasing efficiency, and improving quality.
- Lean thinking is not a one-time action, but a continuous process of learning and improvement that requires commitment and discipline.

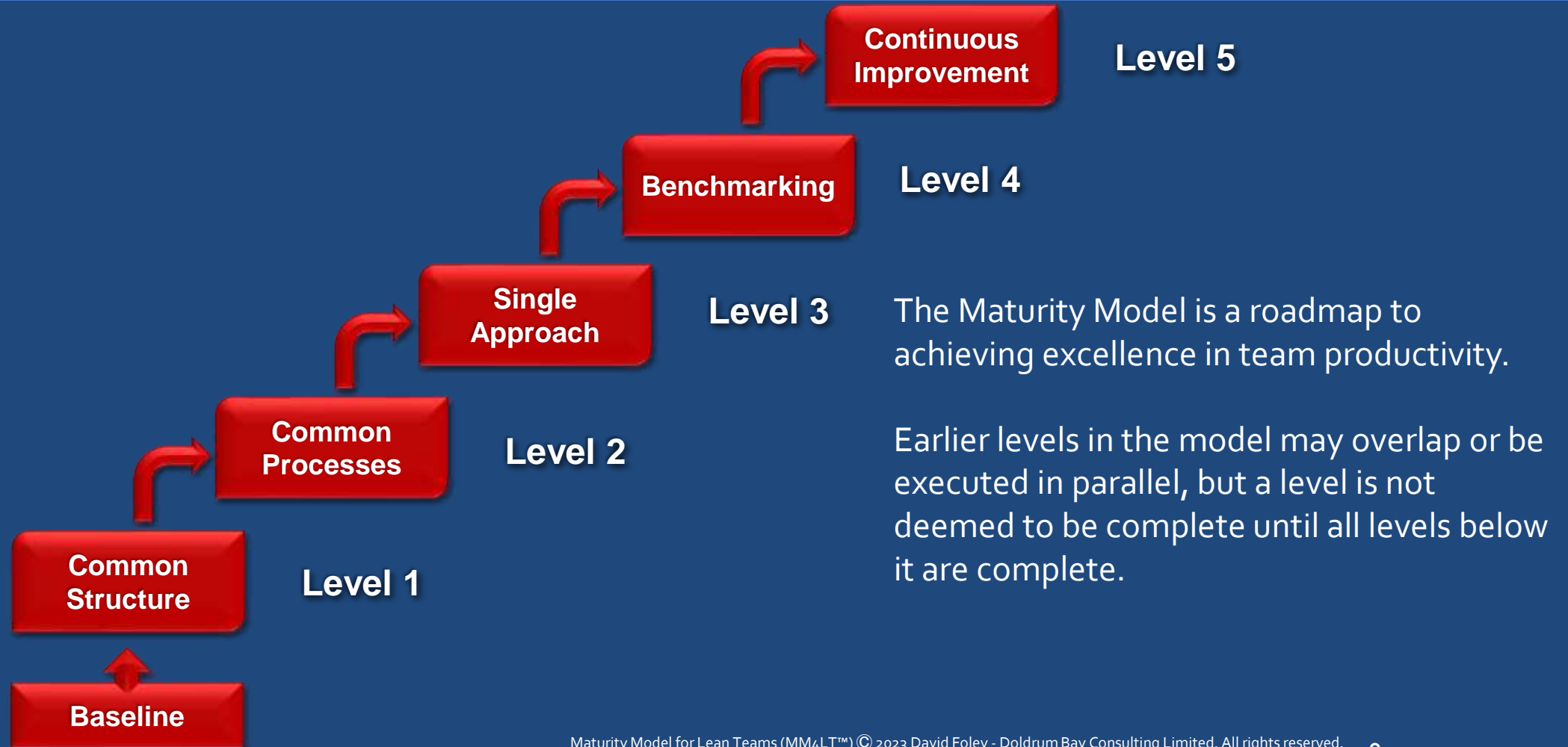
# HOW DOES THE MATURITY MODEL FOR LEAN TEAMS HELP?



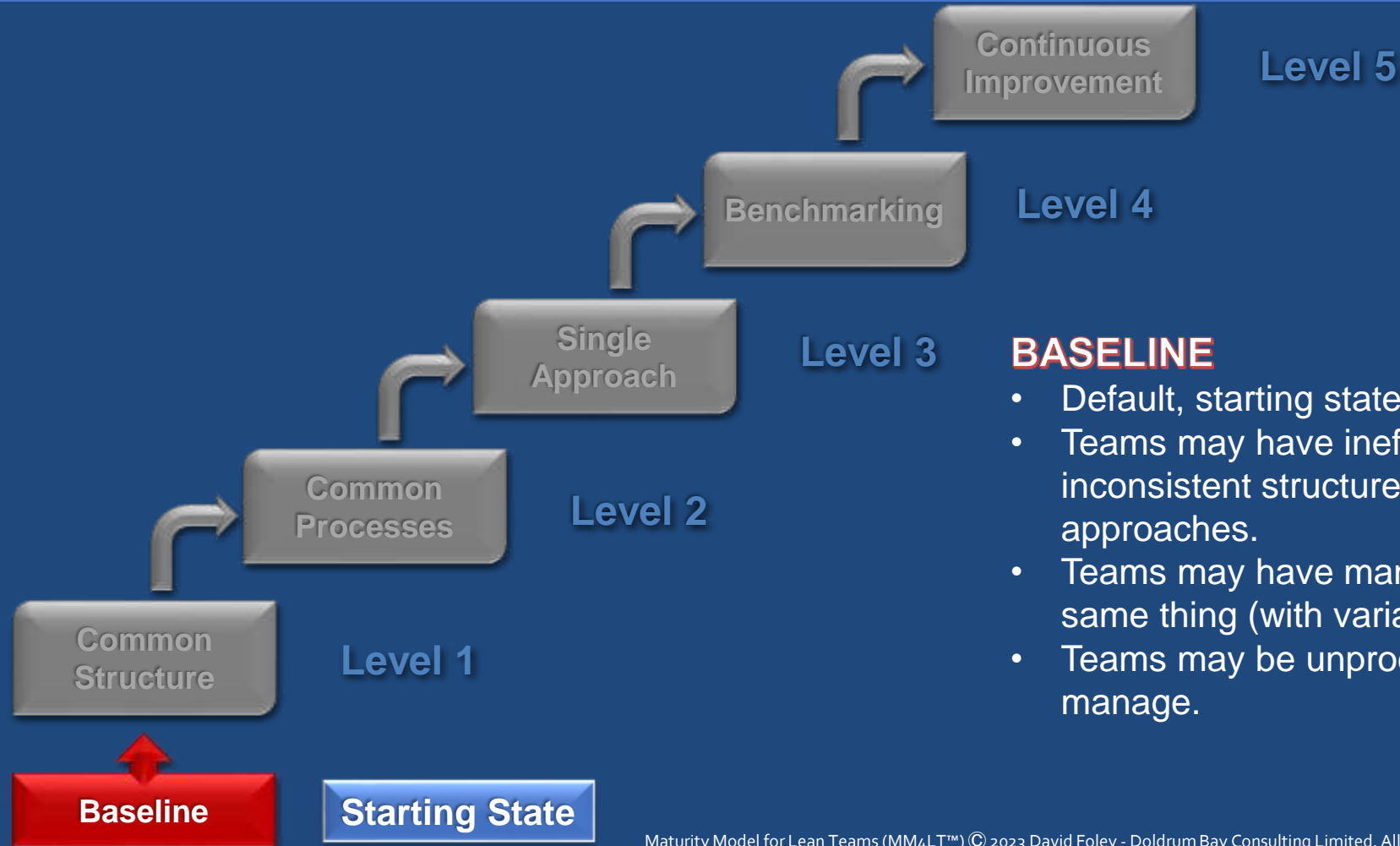
- The Maturity Model for Lean Teams (MM4LT) is a tool that helps organisations measure and improve their team productivity using lean concepts.
- The MM4LT suggests that organisations can achieve many of their lean team goals by following the Priority Management WorkingSm@rt® techniques and effectively using tools such as Microsoft Teams, and related tools and processes.
- The MM4LT, inspired by the Capability Maturity Model (CMM) for software development, defines five levels of maturity for an organisation's processes. The higher the level of maturity, the more productive the team is.



# MATURITY MODEL FOR LEAN TEAMS (MM4LT)



# MATURITY MODEL FOR LEAN TEAMS (MM4LT) – BASELINE



## **BASELINE**

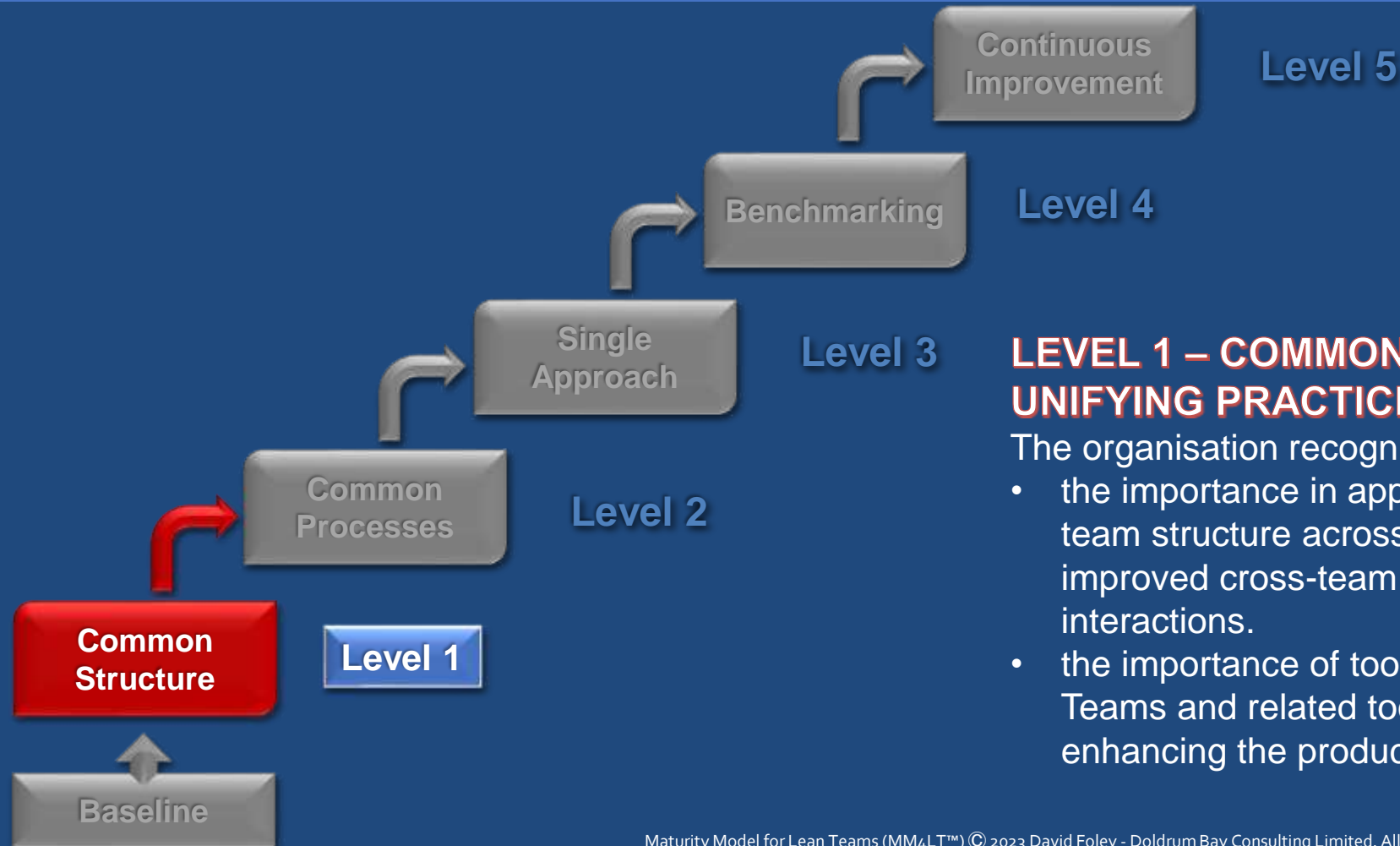
- Default, starting state.
- Teams may have inefficient, and inconsistent structures, processes, and approaches.
- Teams may have many ways of doing the same thing (with variable results).
- Teams may be unproductive, and difficult to manage.

# CHARACTERISTICS OF THE BASELINE



- Team processes are ad hoc, people or event-driven, lacking consistency, documentation, and discipline, resulting in pain points and low productivity.
- To aid team productivity, tools such as Microsoft Teams are available, but mostly used as communications tools, with limited or no training, guidance or support.
- There may be small “pockets” of interest amongst some team members in improving productivity using Microsoft Teams and related toolsets, resulting in team specific and inconsistent approaches.
- The organisation does not recognise or promote the benefits of following any best lean practice for team productivity.
- The executive or line management does not support or encourage any team productivity improvement initiatives.

# MATURITY MODEL FOR LEAN TEAMS (MM4LT) – LEVEL 1



## LEVEL 1 – COMMON STRUCTURE: UNIFYING PRACTICES

The organisation recognises:

- the importance in applying a common lean team structure across all teams allowing improved cross-team activities and interactions.
- the importance of tools such as Microsoft Teams and related tools and processes in enhancing the productivity of teams.

# ASSESSMENT AND ADVANCEMENT CRITERIA FOR LEVEL 1



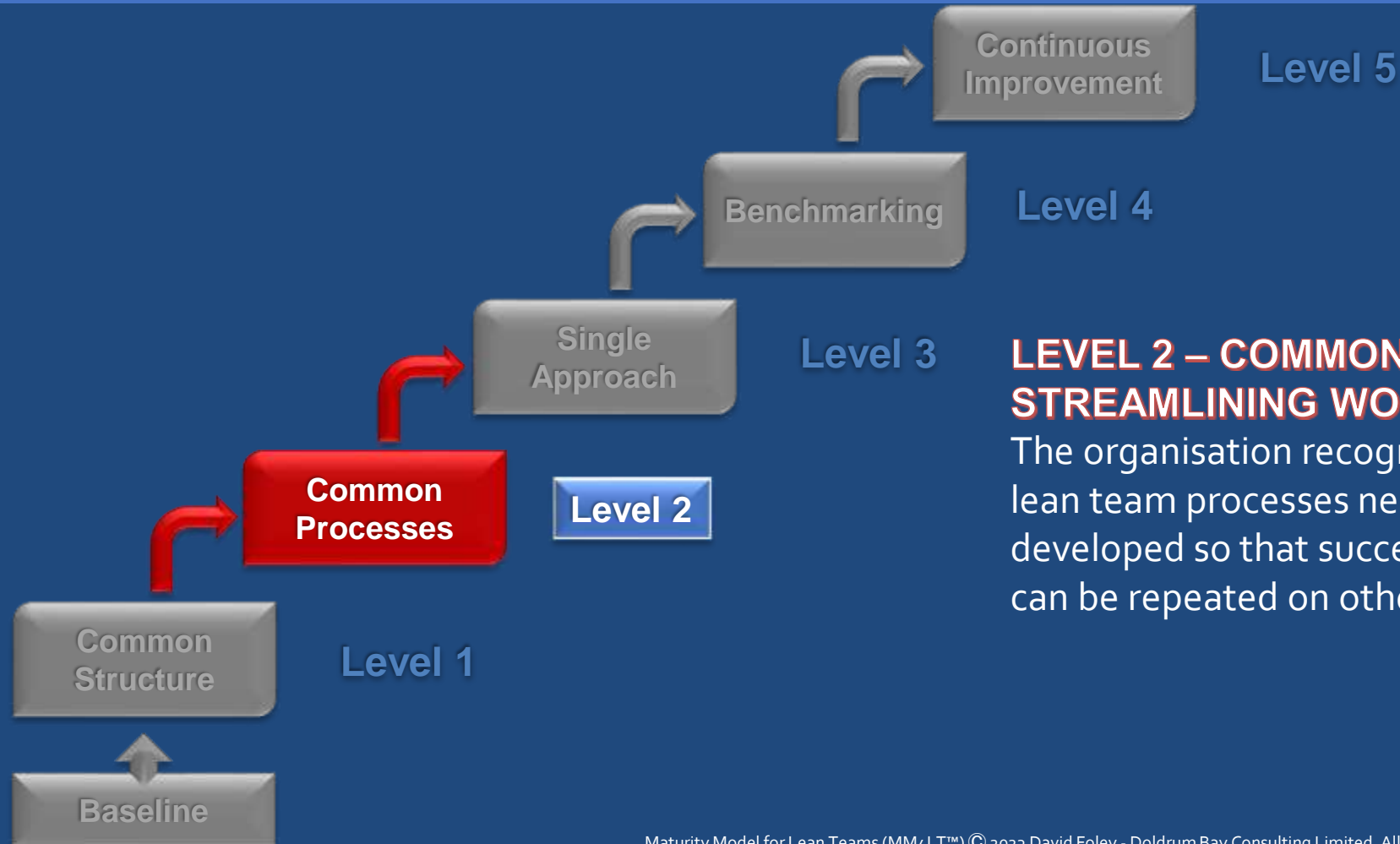
## ASSESSMENT

- MM4LT level is assessed using pre-defined criteria and any behavioural changes agreed, planned and started.
- Initial training in lean team productivity tools such as Microsoft Teams is planned and started.
- Best practice guidance is available on common content layout, and content management structures using Microsoft Teams and related tools.
- Compliance and performance metrics are defined, approved and published.

## ADVANCEMENT CRITERIA

- Initial training in lean team productivity tools such as Microsoft Teams is completed.
- Common content layout, and content management structures are in place.
- Compliance and performance metrics are collected.
- Executive and Line Management support is in place.
- MM4LT self-assessment is completed showing Level 1 is achieved, prompting planning for progression to Level 2.

# MATURITY MODEL FOR LEAN TEAMS (MM4LT) – LEVEL 2



## **LEVEL 2 – COMMON PROCESSES: STREAMLINING WORKFLOW**

The organisation recognises that common lean team processes need to be defined and developed so that successes on one team can be repeated on other teams.

# ASSESSMENT AND ADVANCEMENT CRITERIA FOR LEVEL 2



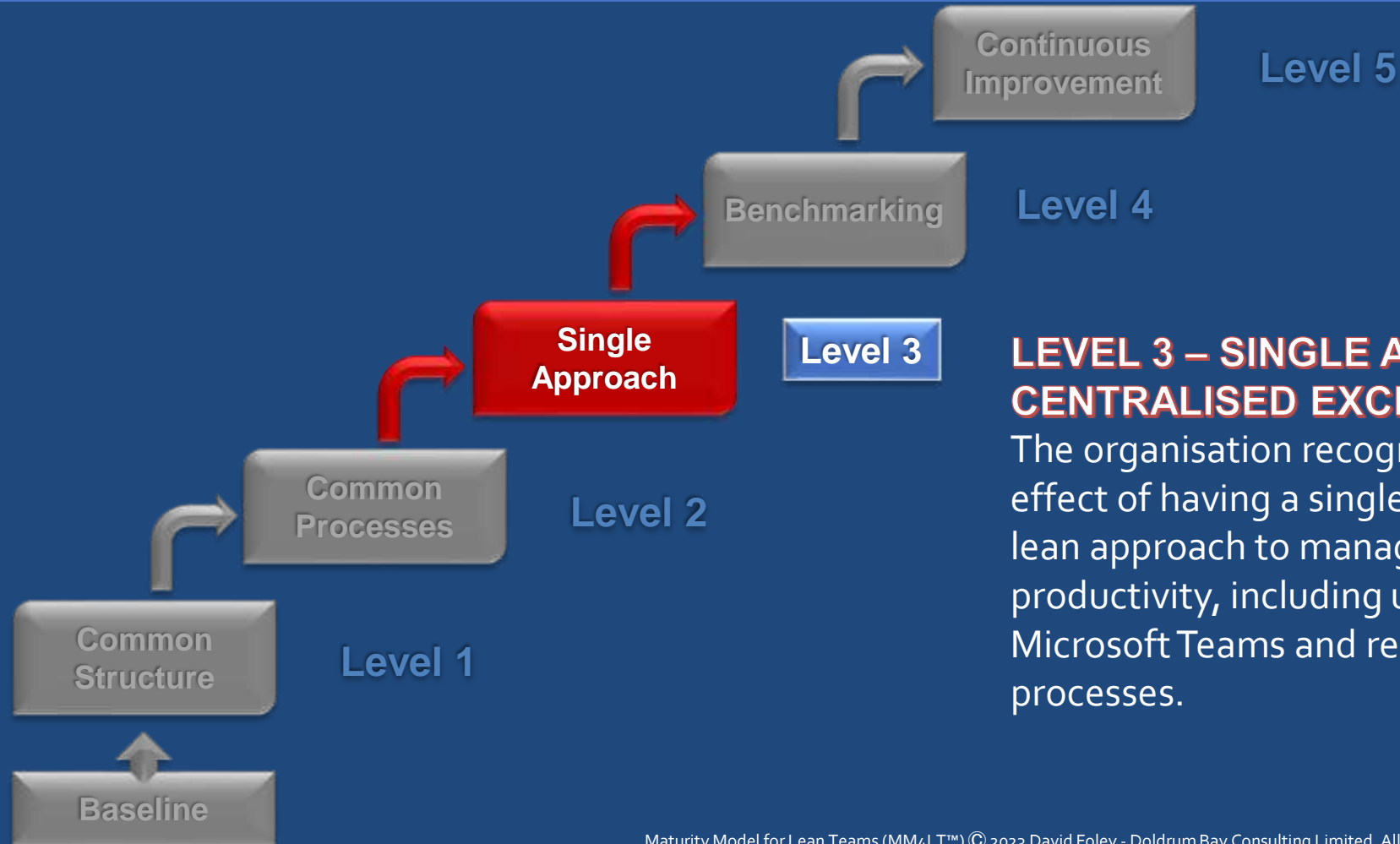
## ASSESSMENT

- MM4LT level is assessed using pre-defined criteria and any required behavioural changes ongoing.
- All-employee training curriculum for team productivity tools such as Microsoft Teams is planned and started.
- Common team processes, including communications approach, defined, approved and published.
- Common compliance and performance improvement metrics for team processes are defined, approved and published.

## ADVANCEMENT CRITERIA

- Common team processes and approaches are in place and being followed.
- Common compliance and performance improvement metrics for team processes and approaches, are being collected and monitored.
- Executive and Line Management support is ongoing.
- MM4LT assessment is completed showing Level 2 is achieved, prompting planning for progression to Level 3.

# MATURITY MODEL FOR LEAN TEAMS (MM4LT) – LEVEL 3



**LEVEL 3 – SINGLE APPROACH: CENTRALISED EXCELLENCE**  
The organisation recognises the synergistic effect of having a single, organisation-wide lean approach to managing team productivity, including using tools such as Microsoft Teams and related tools and processes.



# ASSESSMENT AND ADVANCEMENT CRITERIA FOR LEVEL 3



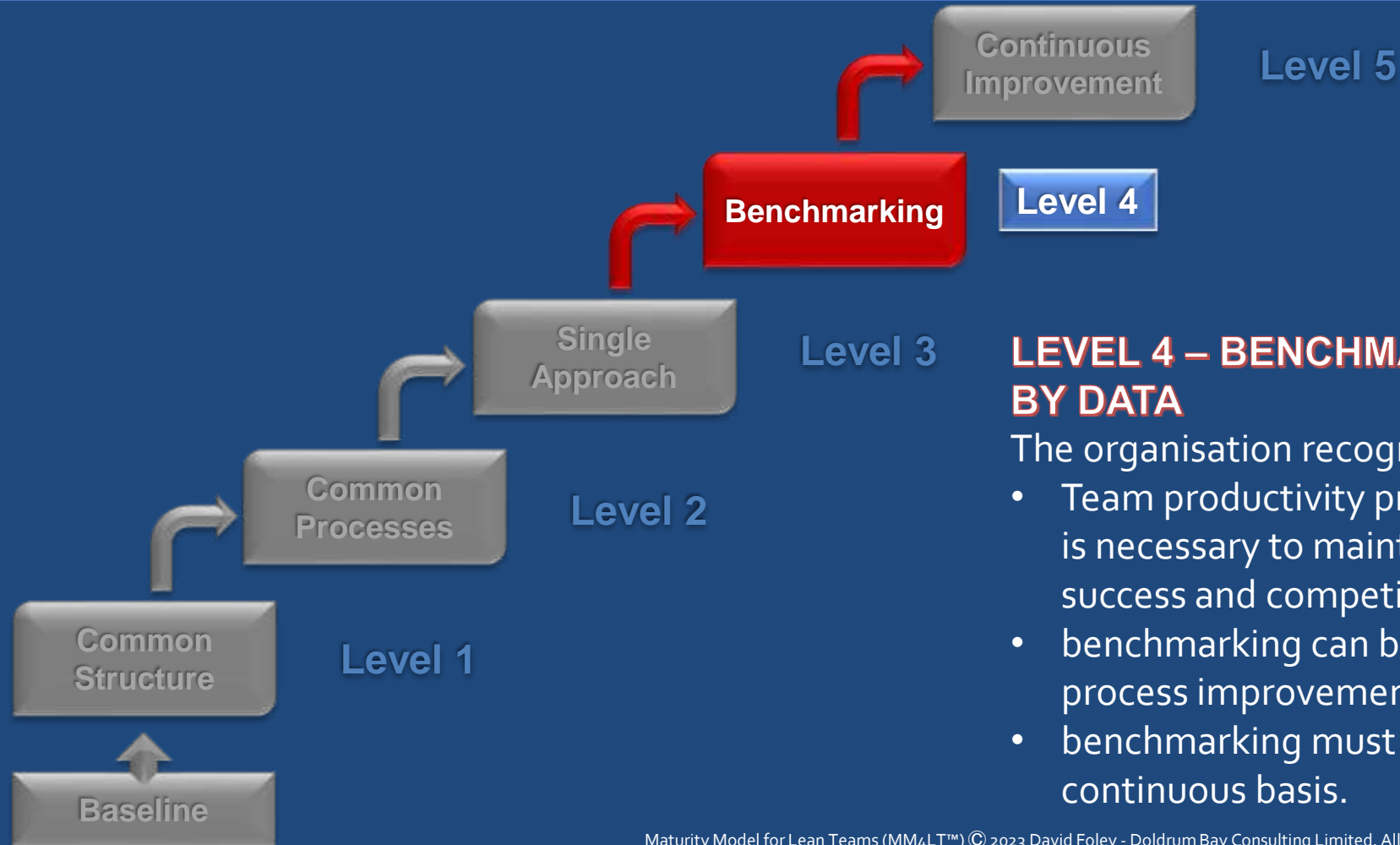
## ASSESSMENT

- MM4LT level is assessed using pre-defined criteria and any required behavioural changes ongoing.
- A single organisation-wide approach to lean teams is defined, approved and published for all current and future teams. This includes using tools such as Microsoft Teams and related tools and processes.
- Compliance and performance metrics for team productivity are defined, approved and published for all current and future teams.

## ADVANCEMENT CRITERIA

- A single organisation-wide approach to lean teams is in place and managed. This includes using tools such as Microsoft Teams and related tools and processes.
- Compliance and performance metrics for team productivity are being collected organisation-wide.
- MM4LT assessment completed showing Level 3 is achieved, prompting planning for progression to Level 4.

# MATURITY MODEL FOR LEAN TEAMS (MM4LT) – LEVEL 4



## LEVEL 4 – BENCHMARKING: GUIDED BY DATA

The organisation recognises that:

- Team productivity process improvement is necessary to maintain long term success and competitive advantage.
- benchmarking can be used to identify process improvements.
- benchmarking must be performed on a continuous basis.

# ASSESSMENT AND ADVANCEMENT CRITERIA FOR LEVEL 4



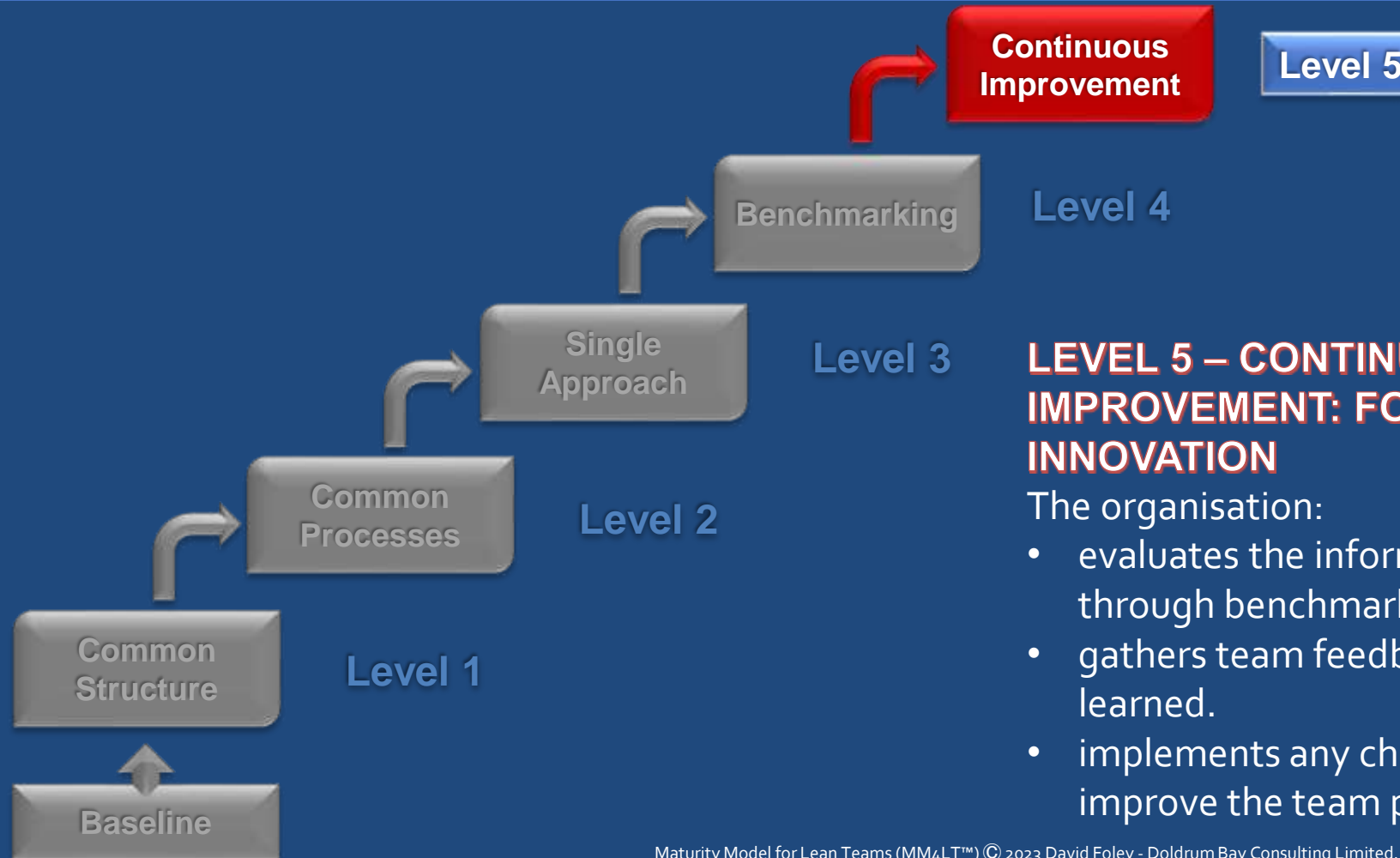
## ASSESSMENT

- MM4LT level is assessed using pre-defined criteria with ongoing measurement.
- A corporate-wide lean team productivity benchmarking process is defined, approved and published.
- What to benchmark and who to benchmark against (internal and/or external) is defined, approved and published.
- Benchmarking metrics for team productivity are defined, approved and published.

## ADVANCEMENT CRITERIA

- A corporate-wide lean team productivity benchmarking process is in place.
- Benchmarking metrics for team productivity are being collected.
- MM4LT assessment completed showing Level 4 is achieved, prompting planning for progression to Level 5.

# MATURITY MODEL FOR LEAN TEAMS (MM4LT) – LEVEL 5



## LEVEL 5 – CONTINUOUS IMPROVEMENT: FOSTERING INNOVATION

The organisation:

- evaluates the information obtained through benchmarking.
- gathers team feedback and lessons learned.
- implements any changes necessary to improve the team productivity process.

# CHARACTERISTICS AND ASSESSMENT OF LEVEL 5



## CHARACTERISTICS

- All major team activities include a feedback and lessons learned process, along with a focus on continuous improvement.
- Knowledge learnt in one team is made available to all other teams.
- Strategic planning for lean team productivity is continuous. This includes using tools such as Microsoft Teams and related tools and processes.

## ASSESSMENT

- MM4LT level is assessed, with ongoing measurement.
- Benchmarking information gathered during Level 4 is evaluated.
- Team feedback and lessons learned knowledge is captured and evaluated.
- Any changes necessary to improve team productivity based on benchmarking, feedback and lessons learned are planned and implemented.

# SUGGESTED DEGREE OF DIFFICULTY IN ACHIEVING EACH LEVEL



Level	Description	Degree of Difficulty *
1	Common Structure	Medium
2	Common Processes	Medium
3	Single Approach	High
4	Benchmarking	Low
5	Process Improvement	Low

\* Difficulty is mostly around managing cultural and behavioural change, and gaining stakeholder buy-in. Providing appropriate training and consultancy can reduce this difficulty.

# MM4LT SELF-ASSESSMENT TOOL



- Doldrum Bay Consulting, in consultation with its partner, Priority Management, has developed a Maturity Model for Lean Teams (MM4LT™) self-assessment tool that will help your organisation to:
  - measure how mature your current approach to lean teams is,
  - show ways to improve this maturity using Priority Management WorkingSm@rt® techniques and the effective use of Microsoft Teams and related tools and processes,
  - measure and report the progress on your journey to lean team maturity.



# USING THE MM4LT SELF-ASSESSMENT TOOL



- Initial use of the tool is performed with a Doldrum Bay Consulting or Priority Management coach who will guide you in:
  - running a brief team workshop to assess your baseline position,
  - planning what can be achieved by your next review date that will improve your lean team maturity level.
- After the workshop, you can then use the tool to:
  - update progress on a regular basis,
  - review tailored suggestions as to what you can do to advance your maturity level based on your progress to date,
  - produce a progress report for your team and for your senior management.
- For more details, contact [David.Foley@doldrumbayconsulting.com](mailto:David.Foley@doldrumbayconsulting.com) or visit [DoldrumBayConsulting.com](http://DoldrumBayConsulting.com)





# WORKINGSM@RT – FROM PRIORITY MANAGEMENT



- WorkingSm@rt® is a flexible and practical combination of behaviour changing methods, best practice tools and processes that can transform the way you work.
- The WorkingSm@rt method was created by Priority Management, to meet the changing demands of a complex modern global business world, evolving with the challenges in business to provide the solutions that organisations need to be successful.
- Since its launch in 1983 more than 2 million people from organisations both large and small have been trained by Priority Management in the WorkingSm@rt method, giving them control over their day and making them and their teams better at what they do.



# WORKINGSM@RT TRAINING PROGRAMMES



- Priority Management is a world leader in management training, personal and team productivity improvement, and organisational development
- Priority Management courses help organisations change and improve personal and team productivity behaviours across all levels of the Maturity Model for Lean Teams (MM4LT™).



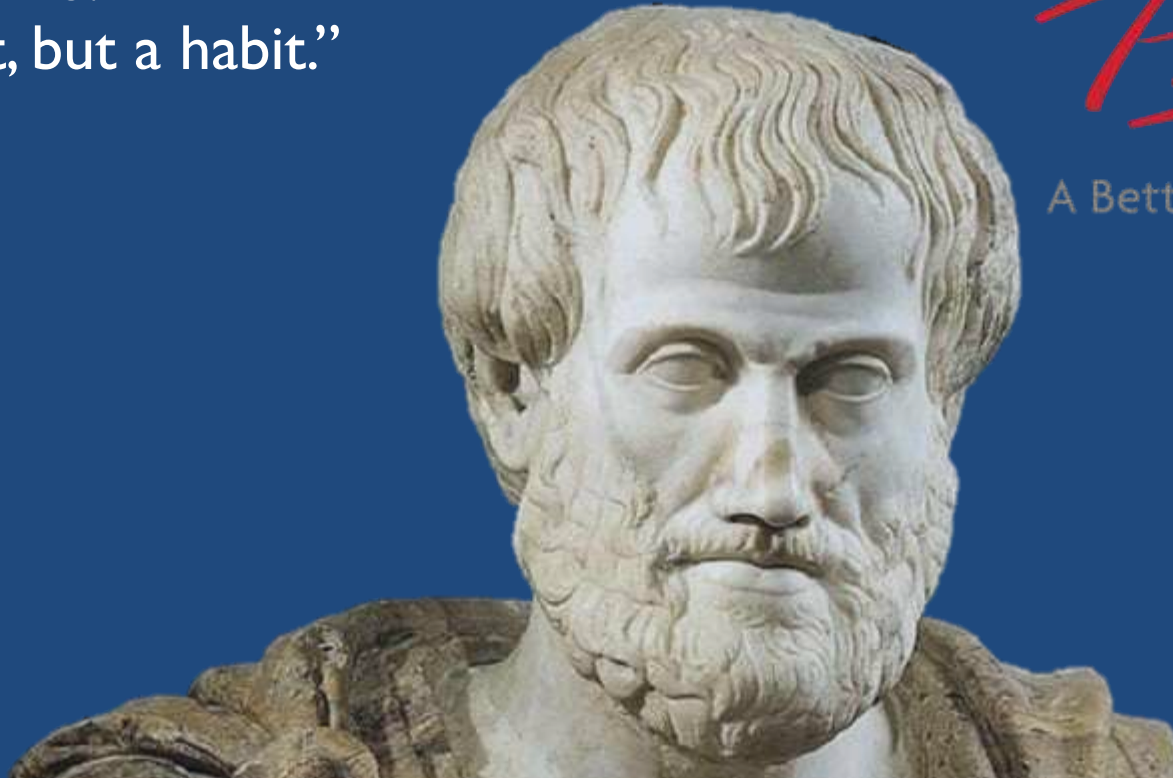
Training Programme	Who should attend	What behaviours will attendees learn about
Working Sm@rt using Outlook	All team members	Personal productivity and how that links to team productivity
Working Sm@rt using OneNote	All team members	Personal and team productivity
Working Sm@rt using Microsoft Teams	All team members	Team productivity
Working Sm@rt in Meetings	All team members	Personal and team productivity

# DOLDRUM BAY CONSULTING & PRIORITY MANAGEMENT TRAINING



“We are what we repeatedly do.  
Excellence then, is not an act, but a habit.”

- Aristotle



# FOR MORE INFORMATION



For more information on the Maturity Model for Lean Teams (MM4LT™), contact Doldrum Bay Consulting Limited:

-  [DoldrumBayConsulting.com](https://www.DoldrumBayConsulting.com)
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-  +353 | 832 2556 (office hours)

For more information on the WorkingSm@rt suite of training programmes, contact Priority Management Ireland:

-  [PriorityManagementTraining.ie](https://www.PriorityManagementTraining.ie)
-  [pmireland@prioritymanagement.com](mailto:pmireland@prioritymanagement.com)
-  +353 | 584 6376 (office hours)



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