

Organizational Maturity Model

**The Organizational Maturity Model was created by Penny Raney-Crow of Operational Strategies*

In 2007, Careerbuilder.com identified 84% of Americans are unhappy with what they do for a living. Although many of those interviewed may have liked what they did, they did not like the person or company for whom they worked.



An excellent leader will provide an environment that not only provides a stable paycheck but also makes an employee feel valued overall. You may recall Maslow's Hierarchy of Needs describes in graphic form the basic human requirements from life. As organizational leaders, we should remember that our organizations are made up of human beings with those basic human needs. A mature organization will provide an environment that allows and encourages employees to grow, perform, and excel in their workplace. An even more mature organization will treat the company as though it is a living, breathing organism, and thereby create an engaged employee. Read the descriptions and determine where your organization ranks in regard to maturity.

Job Duties/Requirements: This organization provides a culture that encourages "it's a job and paycheck" mentality. The employees don't have loyalty to the organization because the organization doesn't show loyalty to them. This organization provides a paycheck for an honest day's work.

Organization Environment: This organization provides a paycheck and a safe environment for the employees to work. The organization usually passes Fire Marshall Inspections, OSHA standards, and has few work-related incidents. Budgets reflect expenditures on equipment, supplies, and training to guarantee the physical premises are safe for employees and customers. There may even be a nurse on the premises to assist with employee health needs. A private officer may patrol to encourage a sense of security.

Organization Culture: This organization provides an environment where employees have their basic needs met, employees feel safe, and they connect with leadership and co-workers. Employees genuinely feel cared for by their employer and reciprocate those feelings. Leadership can identify employees by name, may be familiar with spouses and children, and interact on a regular and consistent basis with staff members. This environment recognizes the employees have more in their lives than just the job.

Employee Recognition: This organization recognizes the employee as an individual as well as a member of a group. These employees feel their basic needs are met, safety is ensured, and they belong. Furthermore, these employees are confident, and have mutual respect for their leaders and peers. They are recognized for their assertiveness, ideas, work performance, and achievements. This organization makes a difference in the community. The internal customers are just as important as the external ones. Leadership is a joint effort between formal and informal leadership.

Employee Engagement: This organization provides to their people the basics of a job, safe environment, community, recognition, and personal fulfillment. These people want to be there because they know as a collective group they make a difference in their industry, community, and each other's lives. These employees feel heard and appreciated for their efforts, time, and knowledge. Together leadership and employees have defined and created success for the people in the company, as well as for the company itself. Operational excellence is achieved!

A fully mature organization will be led by a leader that thrives on learning, creating, and appreciating the men and women that make their business excel. Without engaged employees, an organization cannot meet its full potential. If a leader is not providing the environment for his employees to excel, he is missing an opportunity to create an organization made up of people from the 16% of Americans who enjoy what they're doing for a living.