

Five Pillars *Maturity Assessment*

Score each pillar honestly, 1 to 4. There is no prize for claiming a higher level than you have earned — the value is in seeing where the next step actually is.

The Four Levels

Level	What it looks like
1 • Ad hoc	It depends on individuals. No shared routine. Results are inconsistent and hard to predict.
2 • Emerging	Some routines exist but are inconsistently followed. Quality depends on who is involved.
3 • Established	A shared routine is followed by most of the team, most of the time, with predictable results.
4 • Systematic	The routine runs without heroics, is actively improved, and holds even under pressure.

Score Your Team

Pillar	1	2	3	4	Notes
Deliver	☐	☐	☐	☐	
Run	☐	☐	☐	☐	
Grow Our People	☐	☐	☐	☐	
Govern	☐	☐	☐	☐	
Innovate & Improve	☐	☐	☐	☐	

Pick the pillar where moving up one level would help the most, and make it your focus for the quarter. Improving the weakest pillar by one level usually helps more than pushing a strong pillar from 3 to 4.

Diagnosing with the Pillars

When something feels wrong, match the symptom to the pillar and act at the right level, instead of treating the symptom directly.

Symptom you feel	Likely weak pillar	Where to act first
Dates slip and we re-plan constantly	Deliver (and Govern priorities)	Install the weekly routine; force a ranked list
We fix the same incidents again and again	Run	Treat repeats as design defects; remove one cause

Symptom you feel	Likely weak pillar	Where to act first
Management differs under every manager	Grow Our People	Adopt the shared feedback standard everywhere
The same decisions get re-argued endlessly	Govern	Record decisions; decide at the right level
We are busy but never actually get better	Innovate & Improve	Protect capacity; run the improvement rhythm

This is a companion resource to *Never Down: Leading Technology Operations Through Continuous Transformation* by Domenico Sannelli.