Maturity Model

The stages of training development

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Goals

Training targets behaviors.

In order to identify & measure your goals, you need data analysis and integrated systems.

Agility

Invest in flexible teams.

To remain agile in production, strive to be agile in both resourcing and process management.

People tend to follow predictable behaviors when measured in large enough groups. They encounter similar challenges and seek out the same resolutions. The data to track this is spread out across disparate systems.

Technical integrations help build the database that allows you to see these behaviors.

Yet neither sophisticated goals nor a database alone will answer the question: "What should we build next?"

Understanding behavior requires systems integration.

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Production Management and Data Analysis can either reinforce or hinder one another.

The creation of training materials brings together subject matter expertise from across an organization. They help design and produce work. To organize the content produced across multiple teams, process complexity grows. Systems are developed and documented.

This structure often is built at the expense of agility. To remain agile relies on communication and clear goals. In this way, long term projects can be produced side by side with immediate work.

How to interpret the model

Four competencies work together to advance the maturity of training teams. Assessment requires considering the condition of each independently due to the impact they have on one another.

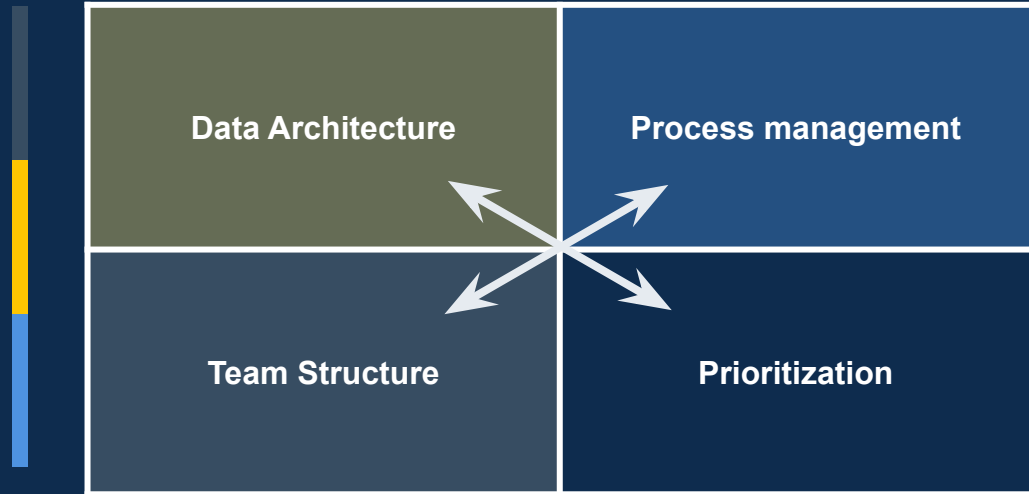Data Architecture
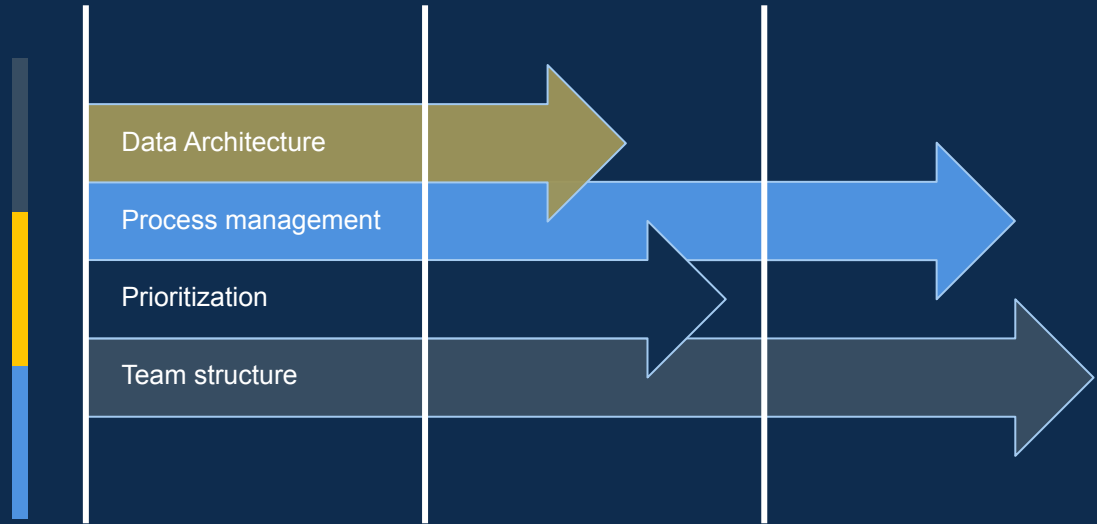
Process management

Prioritization

Team structure

These four organizational capacities support or restrict one another as training teams mature

Four components of training team maturity

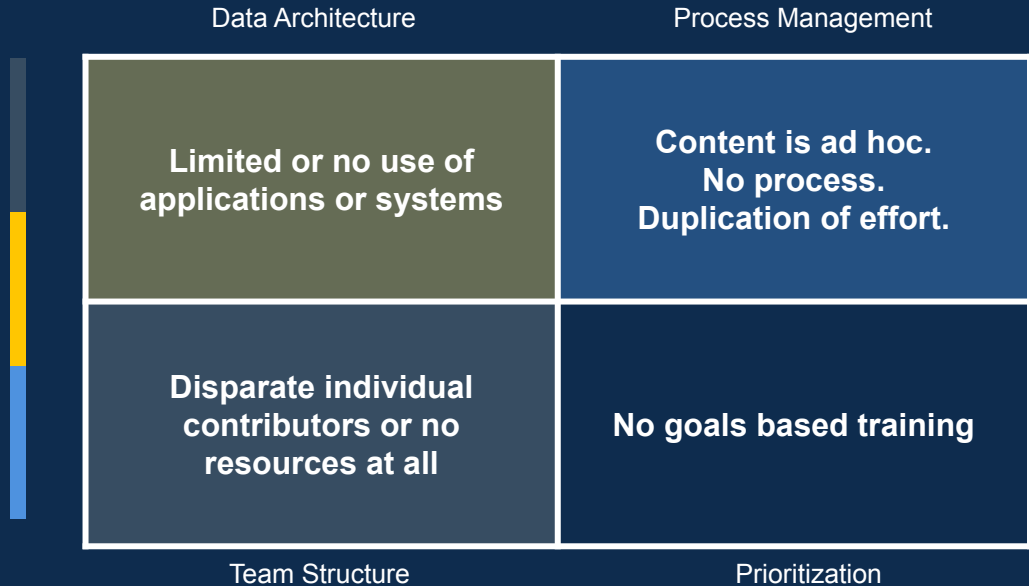Competencies rely on one another to unlock the full potential of training programs at each level

Data Architecture

Process management

Prioritization

Team structure

Training Maturity Model

	Definition	Tier 1	Tier 2	Tier 3	Tier 4
Prioritization	The use of data to make decisions and how competing priorities are managed	No goals based training	Little / no data tying back to measurable impact	Data-driven goals. Prioritization uses data. Some analysis.	Prioritization is sophisticated. Based on business outcomes.
Data Architecture	Degree to which systems are connected and analysis is being conducted	Limited or no use of applications or systems	Independent systems.	Acquired LMS or similar. System integration hasn't taken place	Integrated software. Use of central databases. Able to measure outcomes: (Contribution to MRR, Churn, employee retention)
Team structure	How production takes place	Disparate individual contributors or no resources at all	One person team. Shared resources only. Limited budget.	Production resources have been re-organized. Team has budget.	Multi-level hierarchy with specific production skills.
Process	The systems used to create, manage, and update content	Content is ad hoc. No process. Duplication of effort.	Single team production. Lots of one-off content. No content governance.	Has a backlog. Project management software. Multiple teams & SMEs contribute.	Processes follow a defined or systematic approach

Goals (rows: Prioritization, Data Architecture)

Agility (rows: Team structure, Process)

Training Team Maturity Model

Tier 1:

Little or no organization

Data Architecture

Process Management

Limited or no use of applications or systems

**Content is ad hoc.
No process.
Duplication of effort.**

Disparate individual contributors or no resources at all

No goals based training
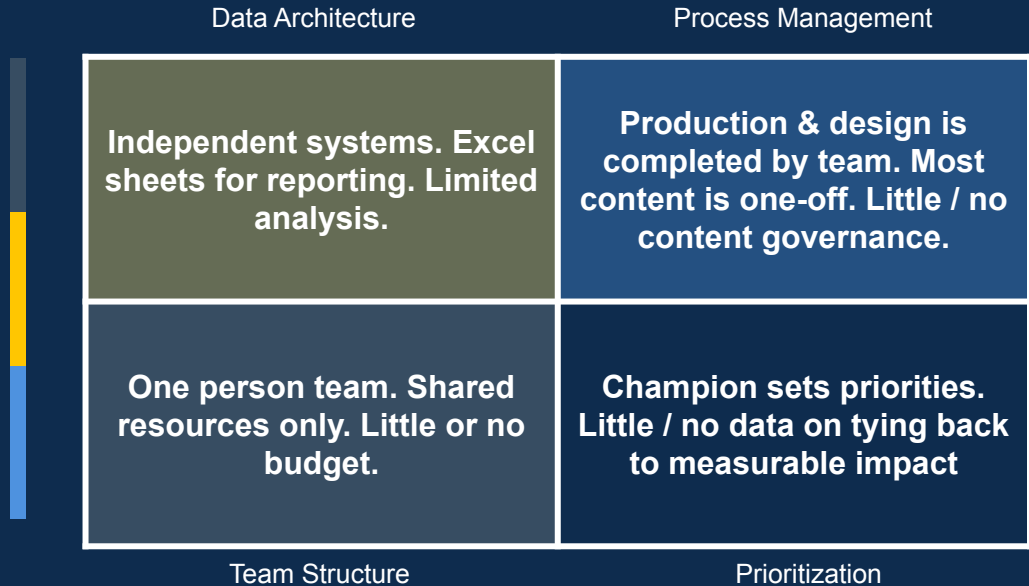
Team Structure

Prioritization

Training Team Maturity Model

Tier 1:

Little or no organization

Because there is no centralized owner, prioritization and production are ad hoc. Issues with utility, quality, and duplication of content are common. Though some individual pieces of content may prove valuable, there is no way to measure the impact.

Training Team Maturity Model

Tier 2:

Limited integration

Data Architecture

Process Management

Independent systems. Excel sheets for reporting. Limited analysis.

Production & design is completed by team. Most content is one-off. Little / no content governance.

One person team. Shared resources only. Little or no budget.

Champion sets priorities. Little / no data on tying back to measurable impact

Team Structure

Prioritization

Training Team Maturity Model

Tier 2:
Limited integration

A dedicated owner means the organization now has a place to send requests. This person likely becomes overwhelmed. This forces the question of "What should be prioritized?"

A common challenge is to address the widening backlog with a quest for more full-time resources (People, LMS, etc). The better choice is to focus on goal setting & process management before trying to build a team to cover all incoming requests.

Training Team Maturity Model

Tier 3:
Structured process

Data Architecture

LMS or similar acquired. Most systems are independent. Limited reporting.

Process Management

SMEs assist in content production. Multiple contributing teams. Project management software, backlog management & planning.

Existing resources re-organized together on a single team or budget has been given to fill in known gaps. Certain skills are outsourced.

Multiple teams work together to set priorities. Exec sponsor or c-level goals. Leaders can articulate training objectives, methods, and expected outcomes.

Team Structure

Prioritization

Training Team Maturity Model

Tier 3:
Structured process

Managing content from multiple teams (SMEs, contractors) drives a transformation in the production processes, including how work gets defined and prioritized.

With dedicated & cross-functional collaboration, multiple leaders need to understand & articulate the value of the work their resources provide. Though systems are acquired, they often lack integration.

Training Team Maturity Model

Tier 4:
Flexible

Data Architecture

Software is integrated & team can answer complex goals related to outcomes (Contribution to MRR, Churn, employee retention). BI or similar resource helps report on success / goals.

Process Management

Processes are documented and follow a systematic approach. Team can respond to different user segments and create content quickly. Content tasks tend to be small.

Team is organized to be flexible and responsive to change. Multi-level hierarchy of specific production skills organized to deliver work.

Prioritization tied to business outcomes at exec level. Task backlog is managed using project management software

Team Structure

Prioritization

Training Team Maturity Model

Tier 4:
Flexible

Systems integration and business intelligence enable sophisticated prioritization. This enables goal setting to drive business value with feedback mechanisms.

Production resources are organized in a multi-tier hierarchy with specialization. Tasks are defined and managed to be small, allowing for agility in production that serves both near & long term projects concurrently.

Thank you

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Contact via LinkedIn for more
details about how you can
execute the Maturity Model