LEARNING BUSINESS MATURITY MODELTM

STRATEGIC AND OPERATIONAL GAP

STAGE 1: STATIC

LEADERSHIP

- No clear vision or accountability
- Operational focus

STRATEGY

- Missing or poorly articulated strategy
- Unclear objectives and measurements

CAPACITY

- Lack of resources
- · Poorly defined or no processes

PORTFOLIO

- "We've always done it this way rationale
- Information-focused offerings

MARKETING

- No validated understanding of market, competition, or audience
- Limited, random, unmeasured use of marketing channels

STAGE 2: REACTIVE

LEADERSHIP

- · Vision but no broad buy-in
- Accountability for current performance but unclear how to sustain or improve it

STRATEGY

- Strategy that does not differentiate and has not been shared broadly
- No tracking and measurement

CAPACITY

- Resources adequate for current needs but not for growth
- Processes implicitly understood but poorly documented

PORTFOLIO

- · Efforts made to assess learner needs but inconsistently
- Some performance-focused offerings
- Some evaluation beyond smile sheets

MARKETING

- · Anecdotal view of market
- Offerings communicated consistently via one channel but limited tracking of results

STAGE 3: PROACTIVE

LEADERSHIP

- Vision embraced by crossfunctional team
- Shared understanding of how to sustain and improve performance

STRATEGY

- Broadly-shared strategy that provides for differentiation
- Metrics tracked and acted on

CAPACITY

- Resources adequate for current and emerging needs
- Key processes documented
- Some investment in staff and volunteer development

PORTFOLIO

- Good awareness of learner needs and learning theory but inconsistently put into practice
- Increased evaluation beyond smile sheets

MARKETING

- Periodic efforts to assess market and competition
- Efforts to establish segments and priorities within audience
- Use of multiple marketing channels with efforts to measure results and adjust
- Nascent brand and name recognition

STAGE 4: INNOVATIVE

LEADERSHIP

- Vision shared by top organizational leaders
- Clear accountability and responsibility with succession and transition plans
- · Culture of learning

STRATEGY

- · Distinctive positioning
- Strategy that is shared and embraced broadly
- Metrics tracked and acted on consistently

CAPACITY

- · Resources to address current needs and support innovation
- Well-defined processes that are continuously improved
- Consistent investment in staff and volunteer development

PORTFOLIO

- Clear understanding of learner needs and learning theory consistently put into action
 Effective alignment of offerings
- Effective alignment of offerings with learner needs and strategy
- Evaluation focused on assessing change

MARKETING

- Validated understanding of market and competition
- Use of segmentation and clear segment priorities
- Strategic use of multiple marketing channels
- Strong brand and name recognition

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