

7 Lenses Maturity Matrix

	Vision	Design	Plan	Transformation leadership	Collaboration	Accountability	People
	The vision gives clarity around the outcomes of the transformation and sets out the key themes of how the organisation will operate	The design sets out how the different organisations and their component parts will be configured and integrated to deliver the vision	The plan needs to retain sufficient flexibility to be adapted as the transformation progresses while providing confidence of delivery	Delivering a transformation often means motivating into action a large network of people who are not under the direct management of the transformation leader	Collaboration is key to transformation in a multi-dimensional environment that increasingly cuts across organisational boundaries	Having clear accountability for transformation within an organisation enables productivity and improved decision making, and leads to better outcomes	Transformation will require people in your organisation to be engaged and to change their ways of working - you need to communicate effectively with them at every stage of the transformation
5	The vision is embedded in everything people do. It flows from top to bottom and is aligned with public outcomes	The public are at the heart of design work. Outcomes for different changes across the organisation are aligned. It's clear how to bridge the gap between the current and future states	Planning is joined up and fully resourced. Plans adapt as transformation progresses	Leaders embody transformation and create an environment of trust where it's safe to speak freely	The organisation compromises for the greater good and leads the way in transformation communities	Clear governance results in decisions being made at the right level and at the right time to drive progress	Ways of working needed for the future are adopted. Mature workforce planning exists
4	The vision sets a clear direction that people buy into. It is articulated in different ways	It's clear how different parts of the organisation will fit together. It's possible to assess progress as the design evolves	Planning is informed, coherent and mature, supporting both transformation and business as usual	Leaders tell a consistent story. They 'push' and 'pull' as needed to create the right environment for change	Roles, responsibilities and incentives reflect the need to collaborate, leading to new ways of working	People are becoming empowered and accountable for making decisions	Plans to deliver new skills or ways of working are being realised and people are engaged
3	There is a vision that is stretching but achievable. People see how they can fit into it	The design considers users and contains enough examples to bring it to life	Plans have the right level of detail and balance of tight and loose planning	There is sufficient ownership of transformation. Leaders talk about it. There are visible role models	Many decisions are made across boundaries. Shared outcomes are starting to be developed	There is broadly the right structure around transformation, with a focus on making decisions at the right time	Plans are in place to address the impact on people, ways of working and culture
2	A vision exists, but it means different things to different people	The design attempts to define the future in too much detail or doesn't cover everything it should	Plans are beginning to be joined up. Ambition and achievability need more focus	There is support for transformation at the top, and some change agents. There are meetings and ways to submit ideas	There is some understanding of stakeholders. Collaborative behaviour isn't yet commonplace	There is a growing level of accountability for transformation	The impact of transformation on people, ways of working and culture is understood
1	There is no clear vision for the future, or there are competing visions	There is no single design, or various designs are not joined up	Planning is not joined up. Plans are not flexible or achievable	Leaders talk about transformation on occasion. They make some effort to canvass views but avoid difficult messages	Collaboration across boundaries is limited	Responsibilities and accountabilities for transformation are unclear	The impact of transformation on people, ways of working and culture is not understood

