

Communication technology maturity worksheet

Read the statements in each section below. Determine your level of agreement with each statement and record a number **between 1 and 7** in the spaces provided. A score of "1" means **strongly disagree** with the statement, "4" means you're **neutral** about the statement, and "7" means you **strongly agree** with the statement.

Section 1: Baseline maturity

This section of the worksheet can help you develop a baseline assessment of an organization's readiness for technological change.

Part 1: Baseline maturity relative to competitors

___ We use communication technologies (such as analytics, social media, mobile devices and embedded devices) to better understand our customers.

___ We use communication technologies and channels (such as social media, virtual simulation, teleconferencing communication, and mobile devices) to market our services.

___ We sell our services through various communication technologies and channels.

___ We use communication technologies and channels to provide customer service.

___ Communication technology allows us to link customer contact and operational processes in new ways.

___ We've automated our core processes (with, e.g., robots, sensors, GPS systems, and cameras).

___ We have an integrated view of key operational and customer information.

___ We use analytics to make better operational decisions.

___ We use communication technologies to increase the performance of or add value to our existing services.

___ We have launched new business models based on the communication technologies we've deployed.

___ **Total score**

Part 2: Leaders' relationship to communication technologies

___ Senior executives seem focused on their future vision for the role of communication technology in this company.

___ Senior executives and middle managers share a common vision for communication technologies at this company.

___ Everyone in the company can take part in the conversation about communication technologies.

___ The company seems to support the cultural changes necessary for implementing new communication technologies.

___ The company is investing in training and education necessary for increasing employees' skills with communication technologies.

___ Communication technology initiatives are coordinated across divisions (such as by function or region).

___ Roles and responsibilities for supervising communication technology initiatives are clearly defined.

___ Communication technology initiatives are assessed through a common set of key performance indicators.

___ IT and business leaders work as partners.

___ The IT unit's performance meets the needs of the company as a whole.

___ **Total score**

Part 3: Awareness of challenges and opportunities

___ Senior leaders are aligned around the strategic importance of communication technology to the organization's future.

___ Senior leaders agree on the pace of communication technology innovation in the industry.

___ Change in the communication technology landscape is a permanent fixture on senior leaders strategic agendas.

___ **Total score**

Part 4: Technological mastery relative to competitors

___ We understand which strategic assets will be most important in communication technology renewal both in costs and utilization.

___ We understand how our own communication technology capabilities compare with those of our competitors.

___ We have a clear view of the most important first steps in our renewal as many technical devices are becoming more cost effective.

___ **Total score**

Part 5: Ability to articulate technological vision

___ Senior leaders are aligned on a vision for the future of communication technology in our company.

___ Senior executives' vision for technological innovation crosses internal organizational boundaries.

___ Senior executives can explain the value of communication technology to multiple stakeholders.

___ Senior leaders' vision for new communication technologies involves some radical organizational changes.

___ **Total score**

Section 2: From vision to action

This section of the worksheet can help you assess the organization's ability to translate technological vision into action.

Part 6: Ability to translate vision to action

___ We have a strategic milestone checklist to guide communication technology changes.

___ We have developed a high-level action plan for communication technology introductions.

___ Our action plan encompasses all personnel skill changes required, not just technology changes.

___ **Total score**

Part 7: Supervision strategies

___ Communication technology initiatives are coordinated across divisions such as functions or regions.

___ We are clear on what needs to be coordinated and what needs to be shared across the enterprise.

___ Roles and responsibilities for communication technology initiatives are clearly defined in the company.

___ **Total score**

Part 8: Funding strategy for implementation

___ Our business strategy and key performance indicators are linked to our action plan to introduce high performing, low cost technical devices.

___ We balance our portfolio of communication technology investments between long-term capability building, short-term return on investment and experiments.

___ We have a diversified funding strategy.

___ **Total score**

Part 9: Clarity and promotion of vision

___ Senior leaders are actively promoting a vision of the future that involves new communication technologies.

___ Senior leaders and middle managers share a common vision of communication technology innovation.

___ Employees understand the benefits of using improved communication technology.

___ **Total score**

Part 10: Ability to build and sustain engagement

___ Everyone in the company can take part in the conversation about new communication technologies and their benefits.

___ We have identified "true believers" who will help introduce communication technologies to others.

___ We have identified those who believe they won't benefit from (or simply won't consider) new technologies and will resist adopting them. We have a plan to handle the situation.

___ We are building momentum through quick successes with our technology introduction and implementation strategies.

___ **Total score**

Section 3: Organizational considerations

This section of the worksheet will help you analyze specific organizational capacities for introducing and sustaining technological changes.

Part 11: Organizational culture

___ Senior leaders actively model the new communication behaviors they would like the entire organization to adopt.

___ We tolerate and learn from failures in our communication initiatives.

___ We are promoting the necessary cultural changes for communication technology renewal.

___ **Total score**

Part 12: Organizational structure

___ The organization is investing in the necessary skills people need to sustain organizational change.

___ Where appropriate, we use common communication technology platforms built on recognized industry standards.

___ We have strong IT-business relationships throughout the organization.

___ **Total score**

Part 13: Reward and incentive structures

___ Financial incentives (bonuses, etc.) are aligned with the goal of introducing and adopting new communication technologies.

___ Awards and recognition mechanisms are aligned with the organization's goals for introducing and adopting new communication technologies.

___ Standards for individual performance (reflected in performance reviews, promotions, etc.) are aligned with the organization's goals for introducing and adopting new communication technologies.

___ **Total score**