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