

In the 30-minute assessment session, we'll discuss your answers to the below questions to establish an understanding of the current state of your organization's delivery capabilities relative to other enterprises, and share more about the steps leading organizations are taking to get started now (as in, this week) to establish sustained transformation. In an optional 60-minute complimentary follow-up session, we'll dive deeper in the insights uncovered in the initial assessment discussion and define next steps to meet your organization's specific requirements.

We look forward to learning more about your transformation priorities and sharing how developing an Enterprise Orchestration model can support your success.

Welcome to Sensei Labs' Maturity Assessment Tool

Please, choose the scenario that best describes your reality in each of the following maturity dimensions.

Choose the scenario which best describes your reality on **Project and Program delivery roles**:

Projects are managed/executed within teams without PM roles.

Multiple teams/departments work together, with specific roles for PM, or Project Sponsor for oversight.

There is a central Program or PMO. There are also specialized roles like change management or risk manager that are shared across the business.

Specialized roles are provided for each business unit or department and are not shared a resource for example program sponsor for transformation, risk manager for finance, change manager for HR etc.

Choose the scenario which best describes your reality on **Collaboration**:

Adhoc collaboration among member from the same team. Planning activities and decisions are made inside a team boundaries.

Department leaders collaborate with other project team members and executives. Cross functional planning may occur with some interdenpendencies mapped out.

Cross functional planning is institutionalized on a annual or semi-annual basis, with control and approval process under a centralized PMO.

Everyone has ability to orchestrate transformations through an intelligently integrated transformation lifecycle, with integrated resource demand and capacity planning.

Choose the scenario which best describes your reality on **Stage Gates**:

No Stage Gate defined or basic stages for open and closed transformations.

Stage Gate process is adhoc, and only confined to some departments with minimal program maturity that requires basic gates.

Stage Gates are standardized, has specific deliverables, approval process, and owners.

Stage Gates are able to adapt to a project, being agile throughout the project lifecycle. They are based on a continuous improvement framework.

Transformation delivery standards are varied depending on the department or function they fall under. There is no governance, or lessons learned to inform best practise, transformation review, reporting or KPI tracking. Organization doesn't have a center of excellence to set best practices.

There are some standardized processes across the organization but no management to ensure that company standards are being followed for transformation/ program delivery.

There is strong governance backed by data that enforces all departments to follow through the transformation delivery. PMO is a center of excellence that helps drive change management and enforces new standards, using data and KPIs, and reports an enterprise view to executive and boards on Program Delivery.

Program Office/Transformation office is seen as a valuable driver of change and best practices to prescriptive practices and behaviors. They are agile to pivot and adapt to the business transformation.

Choose the scenario which best describes your reality on **Risk Management**:

Reactive approach to risk without any unified framework for mitigation or handling of the risk.

An organization-wide view of risk is provided to executive leadership and the board, these only address critical risks. Action plans are implemented in response to high priority risks.

Risk framework encompasses a larger number of risk categories and there are tools for risk mitigation (scenario planning, etc). There is a de-risk process for mitigation.

Proactive monitoring of risks and their relationship to issues and dependencies across all levels of the portfolio. Advance tooling allows for leading and lagging indicators for early detection and mitigation.

Choose the scenario which best describes your reality on Resourcing:

Utilization is driven by a fixed percentage allocation; resourcing is not being tracked formally. Resource allocation percentage is varied depending on duration of multiple projects, leaders have an overall

understanding of the head count and where their team members are spending their time.

There is a clear driver between the utilization and the phases of a project, resources are allocated and measured based on the time spent against a deliverable of a phase. One resource can have utilization across multiple projects and visibility into their own utilization. Teams can plan resources at the granular level of a task, or a specific deliverable on a work breakdown

structure. They can have multiple resources on the same project within the same task, diving responsibility and load, proactively managing future allocation and capacity.

Project costs are generally the only financials being tracked. Usually done on an adhoc basis, predominantly on

the supply chain or procurement teams.

Benefits Tracking implemented for specific projects mainly in IT and Operations. Extensive synergies and dis-synergies tracking. Able to attribute financial KPIs for each project and track financial

data against various milestones across the portfolio. Financial data and various other KPI points are tracked with comprehensive and predictive modeling for trends.

Able to aggregate your synergies across the organization from various functions and departments for a companywide view.

No cross functional visibility or standardized reporting. Manual and time consuming reporting process, and data

executive level, difficult to ascertain data hygiene and quality.

and evolving views for the business.

Choose the scenario which best describes your reality on **Reporting**:

points are often provided reactively upon request. Reporting is done through extraction of various data sources and combined manually into a singular report at the

Point-in-time reporting for executives to report to board and leadership. Time consuming process for collecting data from multiple sources for recurring meetings. Expensive and difficult to change reporting for new measures

Everyone has a real-time self-service view of reporting data and the ability to slice-and-dice reporting for various department, functions and based on strategic initiatives. Single view of the organization.

Choose the scenario which best describes your reality on **Platform/Tools**:

Minimal technology, basic productivity suite used, manual processes, Excel workbook heavily relied upon to manage the transformation initiatives.

Disparate systems and tools across multiple departments, ERPs or department specific tools to manage the transformation initiatives.

Various tools and technologies are used across the teams, each tool has its own owner and is providing a specific output for use by the team. There is usually a central tool being used by the PMO but it doesn't have visibility to integrate all the data points into one cohesive story.

A singular platform that integrates across various productivity and financial systems, providing real-time updates and company-wide enterprise orchestration, historical tracking, and predictive guidance and updates.