

# OPERATIONAL MATURITY REPORT 2022

130+ BUSINESSES  
EVALUATED

REPORT BY SAMANTHA BURGESS



**JOURNEY**



# INTENTIONALITY STALLS AS BUSINESSES RECOVER

It's no secret that COVID-19 has left many in the lurch when it comes to strategic planning, but to what extent? How has 'survival mode' really affected progress?

Turns out we can quantify these metrics and (no surprises here) we're drifting. Our data shows that leadership teams are **pouring focus and resources into employee engagement and culture**, but these changes have been made in haste and may not stick. Additionally, many teams report having less focus on proactive and intentional management of their business as it stands today, leaving us wondering **"What are we striving for anyway?"**

Leadership teams are reporting:

- **More focus and resources spent on employee engagement and culture**
- **Less focus and resources spent on vision, strategic planning, and protection**

131 leadership teams reporting across General Business, Healthcare, Non-Profit, and Financial Advisory.

2.59

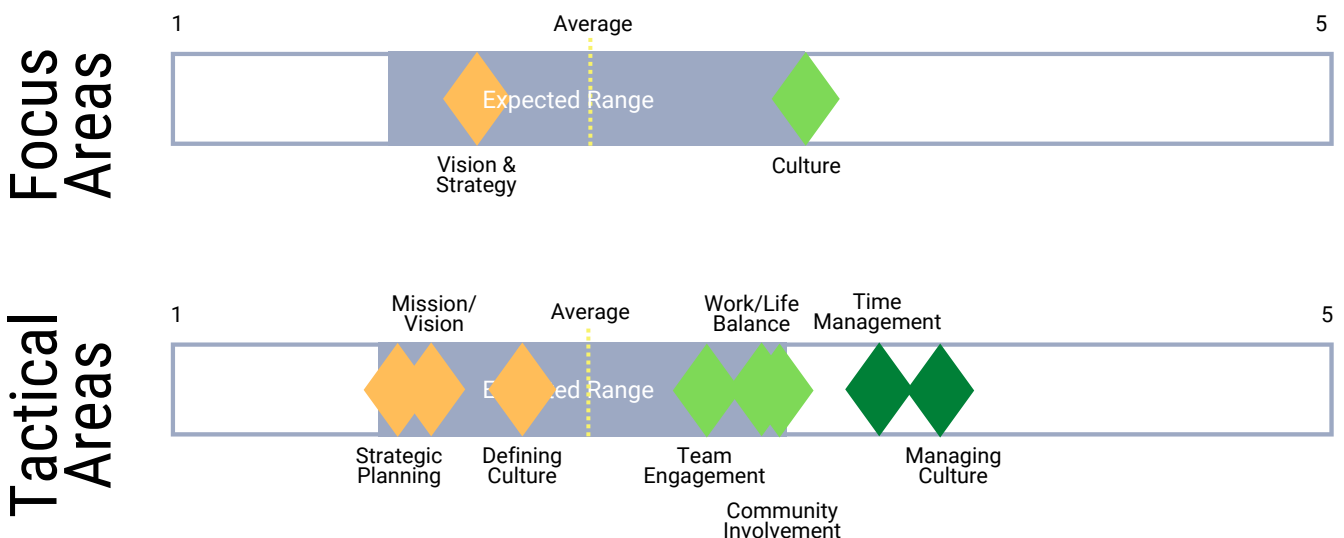
Average  
Operational Maturity  
Score (out of 5)

# WHAT THE RESULTS TELL US

**Culture building activities are being executed, but the absence of strategic planning indicates shallow change.**

## Leadership reported:

- Higher scores in the most visible and actionable tactical areas related to culture and team engagement.
- Lower scores in the fundamental and foundational areas that define culture and team building.
- A significant delta (1.05) between tactical management of culture (high) and intentional definition of desired culture (low).

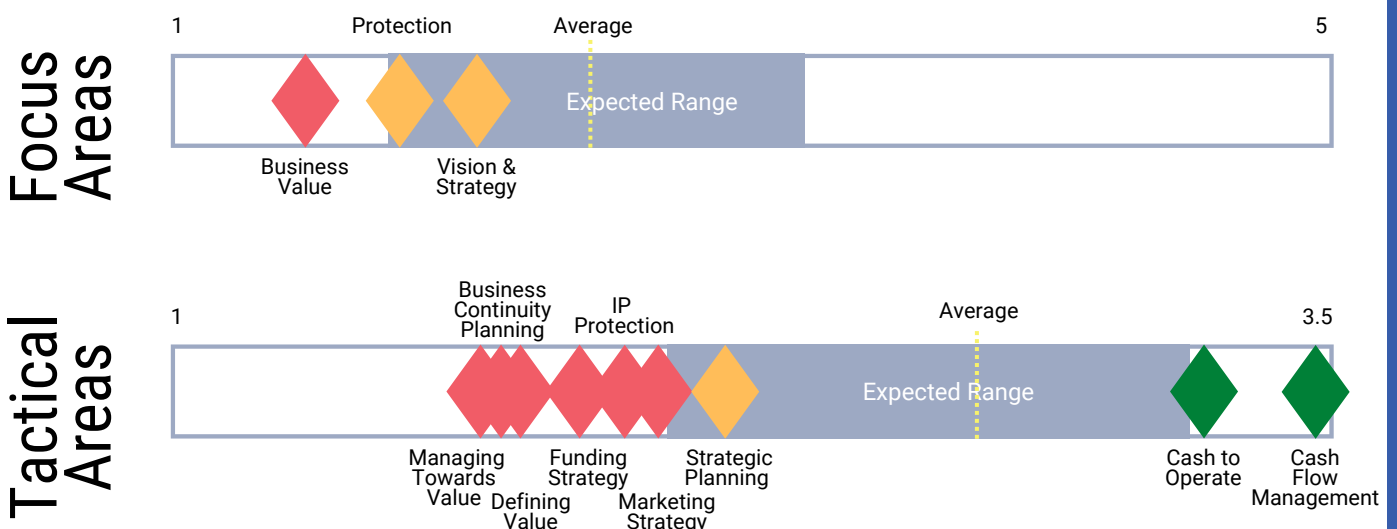


# WHAT THE RESULTS TELL US

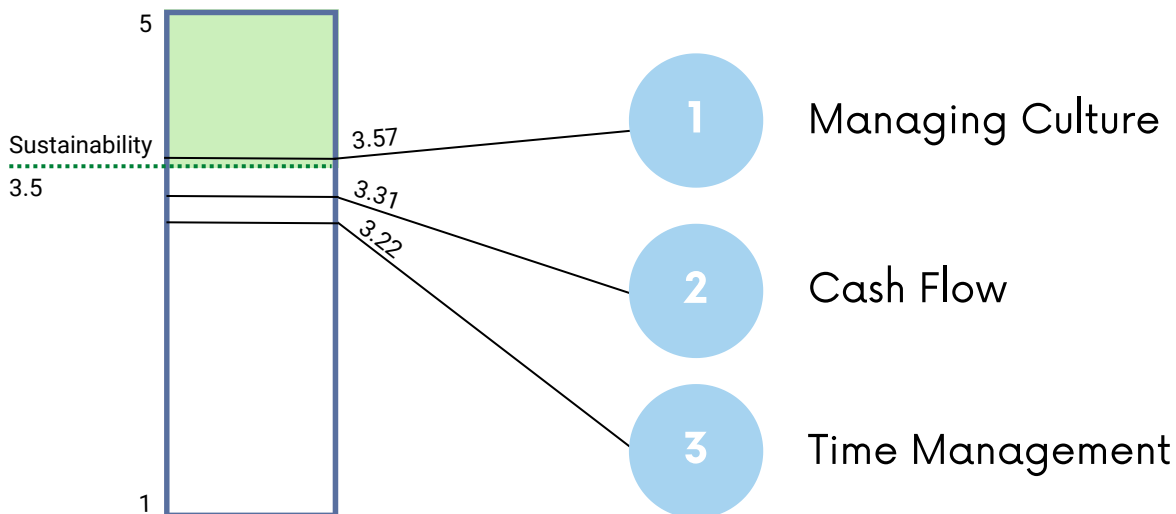
**Planning, protection, and business value are losing our attention.**

**Leadership reported:**

- Strategic planning activities - in overall direction, funding, culture, and marketing - aren't getting enough focus and resources to create material impact.
- Leaders are far more focused on counting cash to keep the doors open than proactively addressing funding.
- Despite the last two years, leaders still aren't focused on being prepared for future threats to operations.



# THE HIGHEST SCORES ARE BARELY CUTTING IT



**Even the highest ranking areas of focus are barely meeting basic standards of sustainability.**

## Basic standards for Sustainability:

- Action is shared between multiple roles
- Partial documentation of process
- Initial measurable proof of outcomes
- Planning for mid-term future
- More proactive than reactive

## What Level 3 Maturity means:

- Recently began working as a team in this area
- Minimal documentation of process
- Anecdotal proof of outcomes
- Looking just beyond current circumstances
- The intention of being proactive, but reactive in reality

**Today's business efforts are  
lacking intentionality in  
every category.**

Now that you know Operational Maturity can be measured,  
*What can you do about it?*

## Here's how Journey can help:

- \* Identify blindspots and key influencers within your team.
- \* Create a team alignment report to illustrate alignment or lack there of.
- \* Deliver a playbook for how to proceed with upcoming growth strategies.

# JOURNEY