

# Lab: Maturity Assessment (Case Study Analysis) — 2h

## Overview

In this lab you will analyze the maturity of a fictional organization and determine its current stage of resilience maturity using observable behaviors not policy statements. You will assess its culture leadership habits governance signals and decision patterns to understand how resilience is actually practiced inside the organization.

## Organizational Profile (Case Study)

### Company Name

Asterion Retail Systems

### Industry

Cloud based retail inventory and point of sale software

### Size

1,200 employees across three regions

### Context

The company recently experienced two service disruptions in the last twelve months. Both incidents were contained technically but business teams reported confusion over ownership communication delays and uncertainty about who makes decisions in a crisis.

### Leadership Culture

Executives speak positively about resilience and business continuity but most messaging is top down. Senior leaders approve investments when prompted but rarely sponsor initiatives directly. Middle managers view resilience as “something for IT or security to handle.”

### Governance and Process Signals

There is a documented business continuity policy but few people outside of risk and security have read it. Testing is irregular and driven by audit deadlines rather than operational learning. Post incident reviews do not consistently lead to completed improvements.

### People and Behavior Signals

Teams collaborate well during normal operations but silo during stress. Employees hesitate to escalate early because they do not want to “raise a false alarm.” There is no shared language for disruption or severity levels. Most staff assume recovery happens “somewhere else.”

## **Mindset Indicators**

Resilience is seen as important but not integrated into day to day decision making. Ownership is unclear. Good intentions exist but there is limited repetition practice or reinforcement. Resilience is treated as a function not a culture.

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## **Your Mission**

Your team will assess this organization's maturity level and recommend what specific cultural behaviors leadership shifts or governance improvements are needed to advance it to the next stage.

## **Your Objectives**

By the end of this lab you will

- Translate cultural signals into a maturity placement
- Identify what is holding the organization at its current stage
- Separate documented intent from observed behavior
- Recommend targeted improvements tied to readiness
- Explain what progress would look like in practice

## **How to Work Together**

Form groups of four to six and assign roles

- **Facilitator**
- **Culture observer**
- **Governance and process reviewer**
- **People and behavior reviewer**
- **Maturity score lead**

- Recorder

## **Steps to Complete the Lab**

### **Step 1 Case Review**

Study the profile and list clear behavioral indicators

Look for patterns around ownership accountability participation and leadership posture

### **Step 2 Evidence Collection**

List three to six signals that show current maturity

Document both strengths and friction points

### **Step 3 Maturity Placement**

Choose the maturity tier that best matches the described behavior not the documented policy

The placement must be justified with evidence

### **Step 4 Gap Analysis**

Identify the key blockers holding maturity back

Distinguish between “lack of structure” and “lack of commitment”

### **Step 5 Targeted Improvements**

Recommend a small number of realistic improvement steps that match their readiness

Focus on building habits not adding paperwork

### **Step 6 Cultural Enablers**

Identify which behavior shifts would move maturity forward if reinforced consistently

### **Step 7 Reflection Shareback**

Each group presents their placement and rationale along with next step recommendations

## **What You Will Deliver**

Your team will produce a short summary containing

1 selected maturity tier

2 the observed behaviors that justify the placement

3 the primary blocker  
4 two or three targeted improvements  
5 the expected visible signal of cultural progress

## **Tips for Success**

- Maturity is behavior in motion not documentation on paper
- Culture accelerates or stalls growth more than tools
- Realistic next steps matter more than ideal end state models
- The correct tier is what employees live not what leaders say