

Maturity Model for Microsoft 365 Practitioners

May 2025

Security Culture

🌟 Guest star 🌟 Mats Warnolf

Current Core Team

Marc Anderson	Sympraxis Consulting @sympmarc
Simon Doy	iThink 365 @simondoy (.bsky.social)
Simon Hudson	Novia Works @simonjhudson (.bsky.social)
Sharon Weaver	Smarter Consulting @sharoneweaver [On hiatus]
Galen Keene	Smarter Consulting @sdkeene [On hiatus]
Pia Langenkrans	Cloud 476 @zellery_se
Mats Warnolf	Mats Warnolf AB @MatsWarnolf

Emeriti

Emily Mancini, Left Uncharted | @eemancini

Initiative started by Sadie [Van Buren] Gilronan as the SharePoint Maturity Model in 2010



Agenda

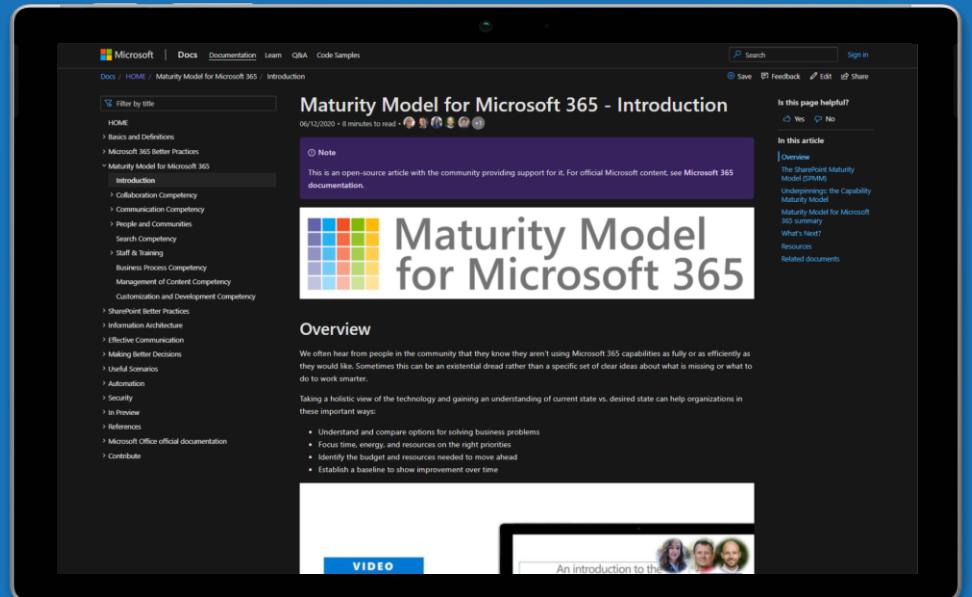
Practitioner & Maturity Model overview

- Artifacts and Updates
- Purpose

Shout-out & Picture Time
(Together Mode!)

Contribute

The main event



The screenshot shows the Microsoft Docs interface for the 'Maturity Model for Microsoft 365 - Introduction' article. The page includes a sidebar with navigation links like 'HOME', 'Basic and Definitions', 'Microsoft 365 Better Practices', 'Maturity Model for Microsoft 365', 'Collaboration Competency', 'Communication Competency', 'People and Communities', 'Search Competency', 'Skills & Training', 'Business Process Competency', 'Management of Content Competency', 'Customization and Development Competency', 'SharePoint Better Practices', 'Information Architecture', 'Effective Communication', 'Making Better Decisions', 'Useful Scenarios', 'Automation', 'Security', 'In Progress', 'References', and 'Microsoft Office official documentation'. The main content area features a large title 'Maturity Model for Microsoft 365' with a grid icon, followed by sections for 'Overview', 'Note', and 'Is this page helpful?'. A video player at the bottom shows a thumbnail for 'An introduction to the MM4M365'.

<https://learn.microsoft.com/en-us/microsoft-365/community/index-mm4m365>
or <https://symp.info/MM4M365>





Reminders

Join us every month!

Download the recurring calendar series

<https://aka.ms/mm4m365/invite>

Global Microsoft 365 & Power Platform Meetup

<https://www.meetup.com/global-microsoft-365-dev-meetup/events/>



Purpose and articles on Microsoft Learn

Artifacts

PURPOSE

Improve organization through use of technology

Select appropriate approach

Lead and support strategic planning, with senior management

Discuss use of the platform with IT – not just technology

Benchmark company and department

Develop an organizational business and technical roadmap based on:

- What's possible
- What's desired
- Organization's culture and drivers

Align implementation needs and objectives

Socialization tool

Published competencies

Governance, Risk & Compliance

Business Process

AI & Cognitive Business

Collaboration

Communication

Customization & Development

Management of Content

Infrastructure

People & Communities

Search

Staff & Training

Employee Experience

Practical Scenarios

Microsoft 365 Service Change Management

Servicing Microsoft 365 Apps

Servicing Health Management

Enhancing Brand Management

Knowledge Management

Tools

Running a MM4M365 workshop

Practitioner meeting recordings

In progress competencies

Data & Analytics

Security

Supporting articles

Search

Communication

How to elevate...

Collaboration

Communication

People & Communities

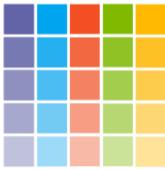
Staff & Training

Governance, Risk and Compliance



MM4M365 provides benchmarks to measure your organization

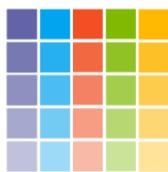
Maturity Level	Description/characteristics	Intent
Level 500 Optimizing	Optimal, systematic, statistical, improvement-focus, automated, assured, proactive	“We want to ensure all the key processes are always effective and resilient, while designing the same into anything new we do”
Level 400 Predictable	Productive, interactive, responsive, enhanced, effective, adaptable, quality	“Let’s make things even better by measuring, analyzing and taking actions to improve based on that”
Level 300 Defined	Documented, policy-driven, planned, controlled, stable	“We have defined our processes, policies and procedures, everyone seems to be doing the right thing; let’s keep doing that”
Level 200 Managed	Routine, legacy, fire-fighting, variable, personally managed	“We should ensure everyone knows what they should be doing”
Level 100 Initial	Ad hoc, reactive, uncontrolled, chaotic, unstable, not designed	“Let’s keep putting the fires out and keep the lights on!”



PnP Picture Time!

- Please turn your video on and we'll grab a Together Mode pic with everyone who wants to be seen to be here.
- We are together in this as a community!



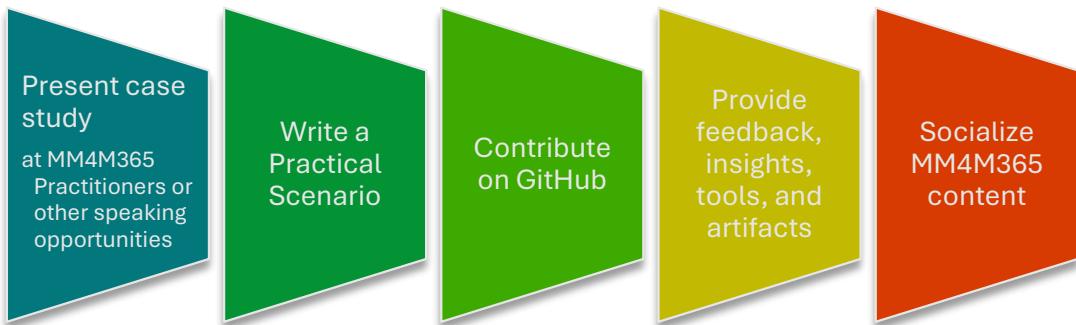


Overview

Practitioners for Maturity Model for Microsoft 365

Get Involved

<https://symp.info/SiCCommunityContentGuide>



Run a MM4M365 workshop

- <https://symp.info/MM4M365Workshop>

Purpose

Safe space to:

- Share & test your thoughts
- Guide the process and content
- Decide how to promote your use of the Maturity Model
- Hone your pitch

Discussion-based monthly meeting

- Understand the competencies & measuring maturity
- Awareness of new assets
- Feedback on the maturity model
- Share anecdotes and success stories
- Map technology, maturity level & competencies
- Run workshops



Upcoming topics in 2025

January 21	February 18	March 18	April 15	May 20	June 17
Getting Leadership Buy In	How to run a Maturity Model Workshop	Maturity Model and AI Agents	Practical Scenario: Enhancing Brand Management	Security Culture	Process Improvement Practical Scenario / AMA
★ Pia Langenkrans ★	★ Core Team ★	★ Simon Doy ★	★ Simon Hudson ★	★ Mats Warnolf ★	★ Carol Zollinger ★
July 15	August 19	September 16	October 21	November 19	December 17
Summer break	Summer break				
None	None				



What we are working on

Security Competency

- Drafted

Knowledge Management Practical Scenario

- Drafted

Governance Risk and Compliance

- In review

Management of Content review

- In process

Data Analytics Competency

- Seeking SME

NEXT SESSION

May 20 at 10am ET / 7am PT

Security Culture

Third Tuesday of every month

<https://aka.ms/mm4m365/invite>

The screenshot shows a website for 'PnP TRAINING' with a blue header bar. The header includes the logo 'PnP TRAINING', the title 'Sharing is Caring', a search bar, and a GitHub icon with the text '21 Stars · 108 Forks'. On the left, there's a sidebar with links to 'Sharing is Caring', 'Home', and 'Contribution Guidance'. The main content area features a large blue banner with the text 'PnP SHARING IS CARING' and 'Thank you, April attendees!' flanked by two teal hearts. Below this, there are three columns of names:

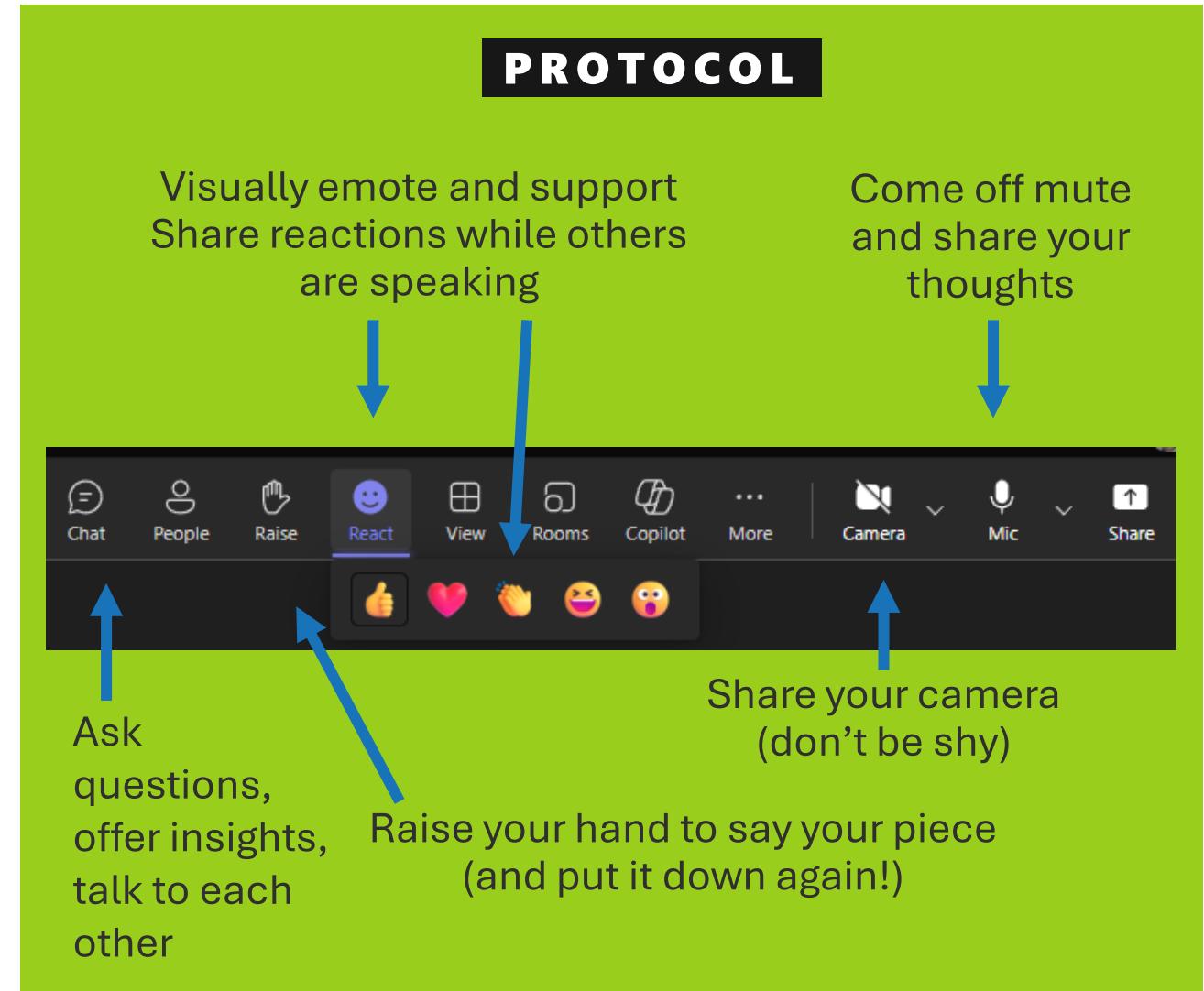
Column 1	Column 2	Column 3
Adam Salah	Daniel Altieri	Jenn
Adrian Batey	Daniel Machado Bessa	Joseph Maumus
Alexánder Meisel Roca	David Cross	Joshua Meade
Alexey Abramkin	David Neeck	Judy Walag
Aliaksei Klimavets	David Odonovan	Justin J Herrin
Andrew Coffell	David Pileggi	Katrin Rannaste
Andy Boyet	David Warner	Leru Xu
Anne Dymond	Davy Stassen	Luciano Evaristo Guerche
Anthony Hopkins	Debra Woodfork	Luke Schroeder
Artur	Dominic Irrcher	Marc D Anderson
Ashar Khan	Eddie Liao	Martin Schmucker
Ayoola Apampa	Edwin Fabián Donato García	Mats Warnolf
Bill Sabey	Edwin Guzman	Matt Brinkhoff
Braden Fase	Elena Tekin	Matt Burback
Carol J Shahan	Erik Benke	Maximilian Schober
Carol Zollinger	Giacomo Pozzoni	Mehdi Barati
Chris Gregory	Gretchen Kim	Michel Jounet
Chris Sparrow	Ilan Ramot	Monty Evans
Clément Betacorne	Ishan Pathak	Nick Woodley
Colagio Danielle	Jatin Batra	Oliver Menzel
Cornelia Brüesch	Jatin Batra	Pablo Severo

On the right side of the page, there's a vertical sidebar with sections for 'Table of contents', 'PnP Contribution Guidance & Assistance', and 'PnP Contribution Challenge Rewards'. The names listed under the 'PnP Contribution Guidance & Assistance' section are identical to those in the first column.



The Main Event

Security Culture

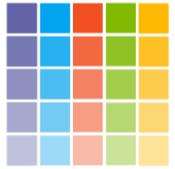


What is Information Security?

- Information Security Components
 - Systems
 - Policies
 - Controls
 - Incident processes
- How is this working?
 - IT security & Cybersecurity people working hard behind the scenes

What is Information Security Culture?

- Information Security Culture Components
 - People
 - Habits
 - Values
 - Behavior
- How is this working?
 - Leaders & managers make time for this through:
 - Staff meetings
 - Included in business processes
 - Training aligned with business goals and values, not just a check in the box



Same goal – Different tools

Information
Security

Information
Security
Culture

The Silent Gap

- Culture fills the gap between what we say we do, and what we actually do
- We can use Safe Links to protect against malicious links, but...
 - That will only partially protect us
- We have an incident process
 - That is never used. Does that mean that we have no incidents?

Compliance is not Culture

- Difference between Compliance and Culture
 - Compliance involves following rules
 - Culture involves caring about the rules
- Understanding Rules
 - Compliance does not necessarily mean understanding the rules
 - Culture involves a deeper understanding of the rules



Scaling Security through Culture

- We can't hire enough security people to watch over everything...
- ...but we can build a culture where employees act as part of the security team

Building an Information Security Culture

- "Culture eats policy for breakfast"
- Culture is how we behave when no one is watching

How to create a culture

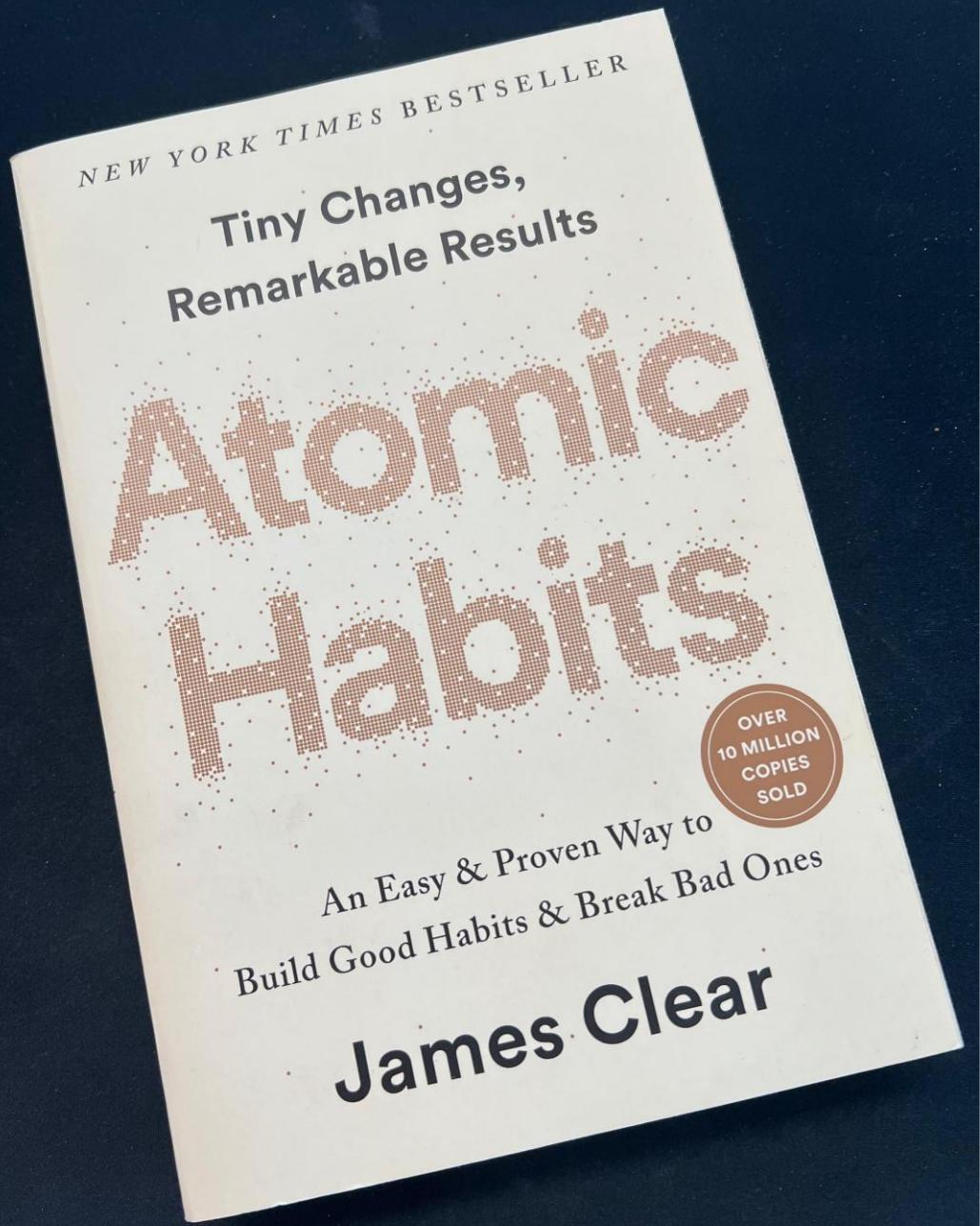
- Start with the "Why?"
 - Connect to the purpose
 - If people don't understand **why it matters**, they won't change their behavior
 - Make the connection personal



**You don't rise to the level
of your policies**

**You fall to the level of
your habits.**

- Examples of Good Habits
 - Reporting unusual activities
 - Double-checking things
 - Locking computers when you go AfK
- Make Habits Simple
 - Integrate habits into daily processes
 - Develop everyday routines



How to make habits stick

- Make it obvious
 - Reminders in the context of the action
- Make it easy
 - Remove any and all friction
- Make it attractive
 - Reward and celebrate
- Make it satisfying
 - Create immediate feedback
- Anchor to identity
 - We are a secure organization



Involve leadership – VISIBLY!

- Culture is shaped by what leaders talk about, and what they ignore
- Make security part of everyday conversations



Create safety to speak up

- Create safety to speak up
 - If people are afraid of making mistakes, they won't report them.
 - No shaming, no blaming
 - Recognize/award people who dare to report



Measure and iterate

What gets measured, gets done.
But what gets discussed becomes culture



How might we measure this?

- Inspection
 - Look at formal and real prerequisites for the culture we want to grow
- Surveys
 - Ask what is communicated, how it is understood, and how it is practiced.
- Interviews
 - Deeper dive into what is behind a certain behavior or practice
- Observation
 - "In the wild" observation to capture actual behavior

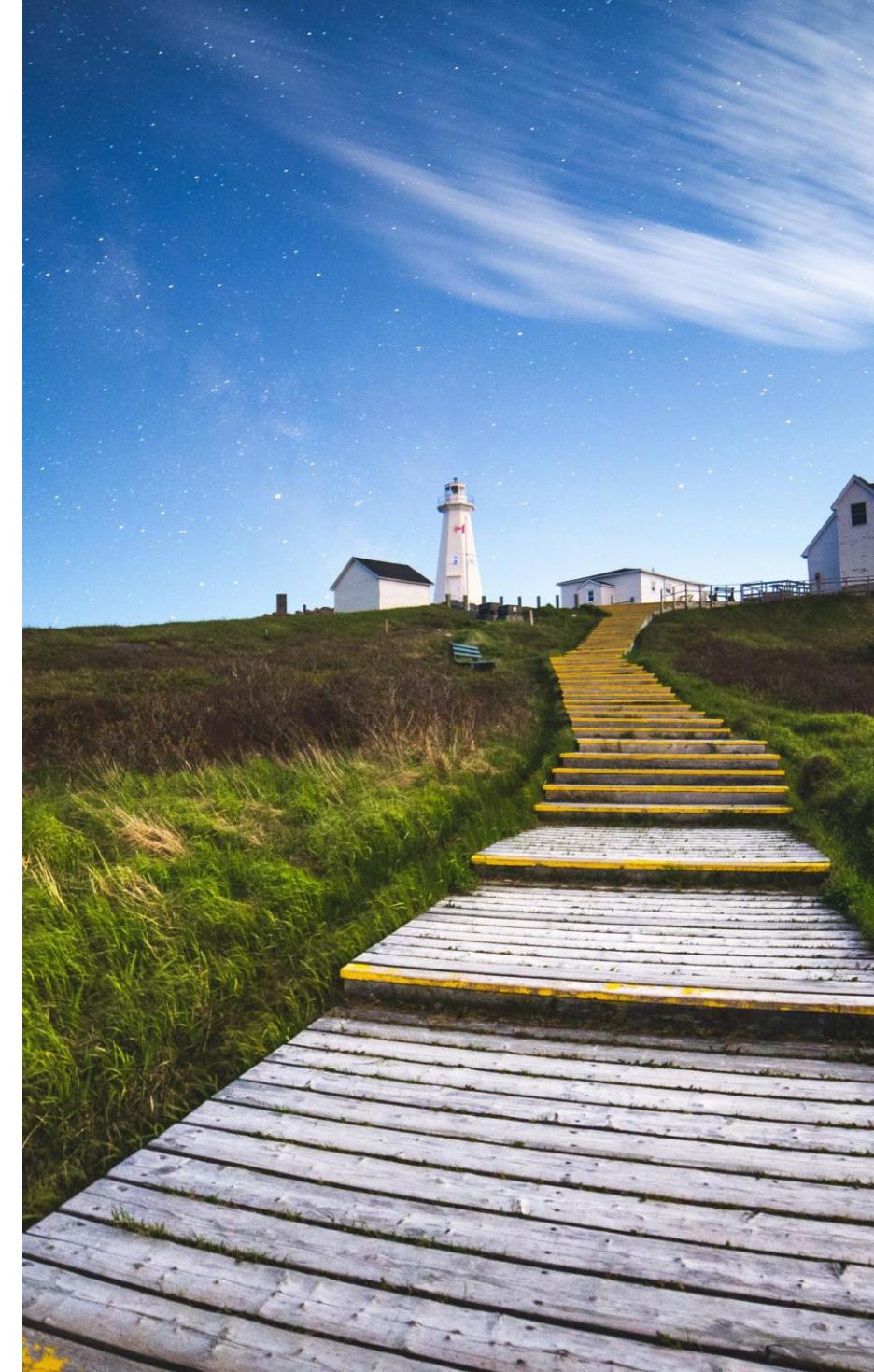


Dont push decisions up to authority

- Decentralize Decision-Making
 - Avoid delays by not waiting for approval
 - Increase efficiency and speed
- Security Responsibility
 - Should not be escalated to IT
 - Empower individuals to handle security
- Knowledge and Confidence
 - Provide necessary information
 - Boost confidence in decision-making



Maturity level characteristics





Level 100

- No discernable culture
- Security is IT's problem



Level 200

- There is a general awareness
- People follow guidelines when told to
- Maybe a nano training for IT security.
Maybe.



Level 300

- Security is part of core processes
- Reporting is normal
- Leaders talk about security



Level 400

- Culture is measured
- Behaviors and habits are adapted to risks and goals
- Security habits are part of everyday work from onboarding forward



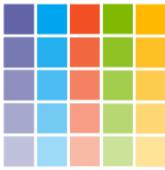
Level 500

- Culture is managed
 - Insights are converted into improvements
- Everyone takes part in growing the culture
 - Reporting mistakes is safe and normal
 - Learning from mistakes is central



There is no
install media for
Information
Security Culture

Start building it
Measure as you go



Thank you

Next MM4M365 monthly call

June 17 – 10 ET / 7 PT

Third Tuesday of every month: <https://aka.ms/mm4m365/invite>

Stay in touch

- 🌟 Newsletter 🌟 [Sign up](#)
- 🌟 LinkedIn group 🌟 [Maturity Model for Microsoft 365 Community](#)
- YouTube: <http://mmvideos.m365.ms/>
- Slide decks: <https://symp.info/MM4M365Slides>
- Twitter/X: [@M365Maturity](#) | [@M365CommDocs](#) | #MM4M365

Take the Maturity Model Self-Assessment

- Fill out the Maturity Model Survey: <https://symp.info/MM4M365Survey>





aka.ms/m365pnp



MATURITY MODEL FOR MICROSOFT 365

PnP



PARKER