



# Maturity Model for Microsoft 365 Practitioners

October 2025

## Revisiting the Communications Competency

🌟 **Guest star** 🌟 Tara Saylor

### 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
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



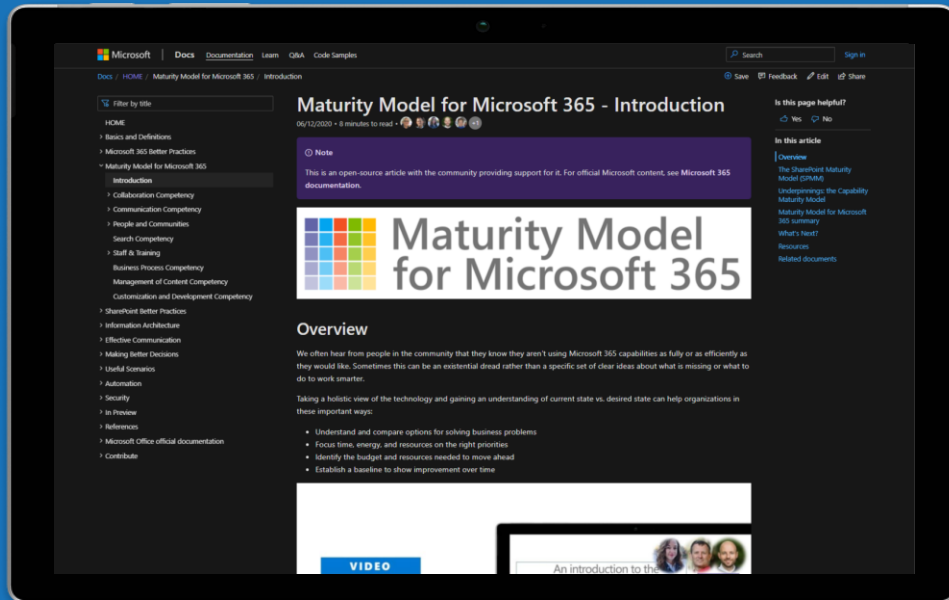
Shout-out &  
Picture  
Time  
**(Together  
Mode!)**



Contribute



The main  
event



<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

## PURPOSE



Improve organization through use of technology



Benchmark company and department



Select appropriate approach



Develop an organizational business and technical roadmap based on:

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



Lead and support strategic planning, with senior management



Align implementation needs and objectives



Discuss use of the platform with IT – not just technology



Socialization tool

## Artifacts

### Published competencies

AI & Cognitive Business ✨

Business Process ✨

Collaboration ✨

Communication ✨

Customization & Development ✨

Employee Experience ✨

Governance, Risk & Compliance ✨

Infrastructure ✨

Management of Content ✨

People & Communities

Search ✨

Staff & Training

### 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
<b>Level 500 Optimizing</b>	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”
<b>Level 400 Predictable</b>	Productive, interactive, responsive, enhanced, effective, adaptable, quality	“Let’s make things even better by measuring, analyzing and taking actions to improve based on that”
<b>Level 300 Defined</b>	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”
<b>Level 200 Managed</b>	Routine, legacy, fire-fighting, variable, personally managed	“We should ensure everyone knows what they should be doing”
<b>Level 100 Initial</b>	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>

Present case study  
at MM4M365  
Practitioners or  
other speaking  
opportunities

Write a  
Practical  
Scenario

Contribute  
on GitHub

Provide  
feedback,  
insights,  
tools, and  
artifacts

Socialize  
MM4M365  
content

### 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 18	December 16
<i>Summer break</i>	<i>Summer break</i>	Business Process & Search Competency Update	Revisiting the Communications Competency	Practical Scenario: Copilot Adoption Level 300	<i>Winter break</i>
None	None	★ Simon Hudson ★	★ Tara Saylor ★	★ Pia Langenkrans ★	None



# What we are working on

## Governance Risk and Compliance

- Updated

## Security Competency

- In process

## Management of Content review

- In process

## Knowledge Management Practical Scenario

- Ready to publish

## Data Analytics Competency

- Seeking SME


## NEXT SESSION


**November 18 at 10am ET / 7am PT**


## Practical Scenario: Copilot Adoption Level 300

*Third Tuesday of every month*


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



[Sharing is Caring](#)





[GitHub  
 21 Stars · 108 Forks](#)

[Sharing is Caring](#)  
[Home](#)  
[Contribution Guidance](#)






[Table of contents](#)  
[PnP Contribution Guidance & Assistance](#)  
[PnP Contribution Challenge Rewards](#)



# Thank you, September attendees!



Aneesh Kumar	Diego Domingos Da Silva	Kathryn Dickerson	Rocky Bisogno
Anthony Ryan Hopkins	Dishant Gosalia	Katrin Rannaste	Roxanna Aguirre
Archie Clark	Edwin Fabián Donato García	Kelly Bearne	Sam
Artur	Elena Tekin	Lance Yoder	Sarah Nelson
Athena Depper	Elijah Angelman	Marc D Anderson	Scott Perley
Avishek Mazumdar	Erik Benke	Marcelo Souza	Simon Hudson
Ayoola Apampa	Ethan Harrison	Mark Morris	Taylor Sand
Bill Sabey	Ferrell Carr	Martin Schmucker	Thomas Lindner
Carnegie Johnson	Gary Cirujales	Matt Burbach	Thomas Scharl
Carol J Shahan	Giovanny Jimenez	Michael Nielsen	Tomasz Waško
Carol Zollinger	Gregory S. Burns	Michael Oguidan	Tonie Hartwigsson
Celio Moreira	Haug Marco Stam	Monty Evans	Travis Luther
Christene Costello	Iqbal Nadiadi	Mythili R Sampathgiri	Vinaydeep Ayinapurapu
Clément Betacorne	James Aitken	Nag Raj	Von Zantua
Daniel Griffin	James Williams	Patrick Hall	Wayne Tietjen
Daniel Machado Bessa	Jean Nerty-Valere	Paul Seifert	Yaroslav Ryaboshtan
Darin Waldrop	John Gardner	Petre Danaila	Yasar
David Cross	Jose Gabriel Marulanda Calle	Pia Langenkranz	Yasar Ayirkan
David Gurney	Joseph Maumus	Rajendar Singh	Yashpal Singh
David Sibert	JP Mensah	Ralph Rivas	Zack Che
David Warner	Julie Artler	Ricardo Vallecillo	新远
Deb Walther	Karen Y. Andrews Mack	Richard Plantt	



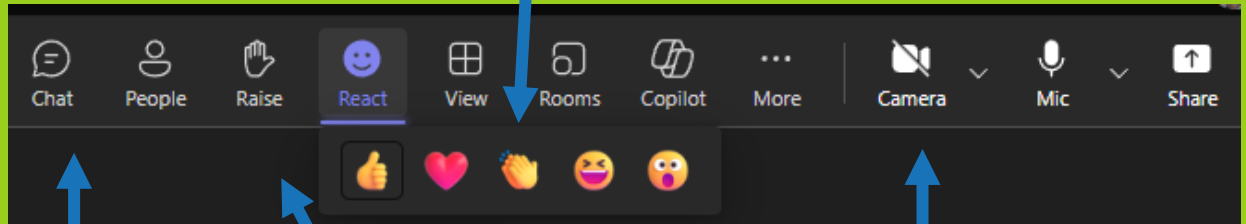
# The Main Event

## Revisiting the Communications Competency

### PROTOCOL

Visually emote and support  
Share reactions while others  
are speaking

Come off mute  
and share your  
thoughts



Ask  
questions,  
offer insights,  
talk to each  
other

Raise your hand to say your piece  
(and put it down again!)

Share your camera  
(don't be shy)





# Communications...and collaboration!

- Corporate comms background, enterprise IT day job
- Moved to tech so I could build more effective systems for others
- Working internationally and virtually for over 10 years
- Led comms for a global IT company during the pandemic
- Rants about poorly written emails instead of sending well-written ones



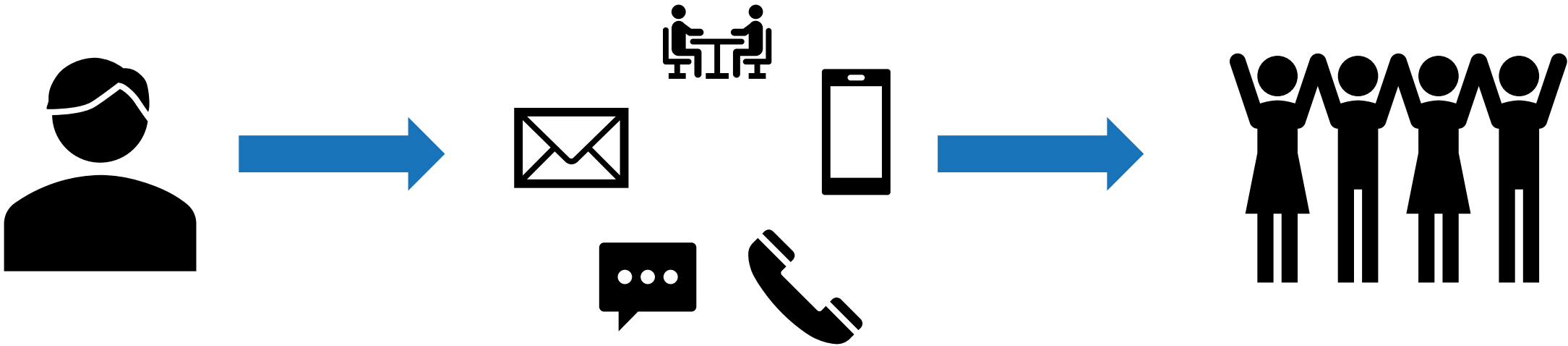
# Since then, I've learned

- Complexity behind the scenes, especially with legacy systems
- The importance of working across tech tools
- Tech needs the business

# DISCUSSION: What is communication, anyway?

Sender

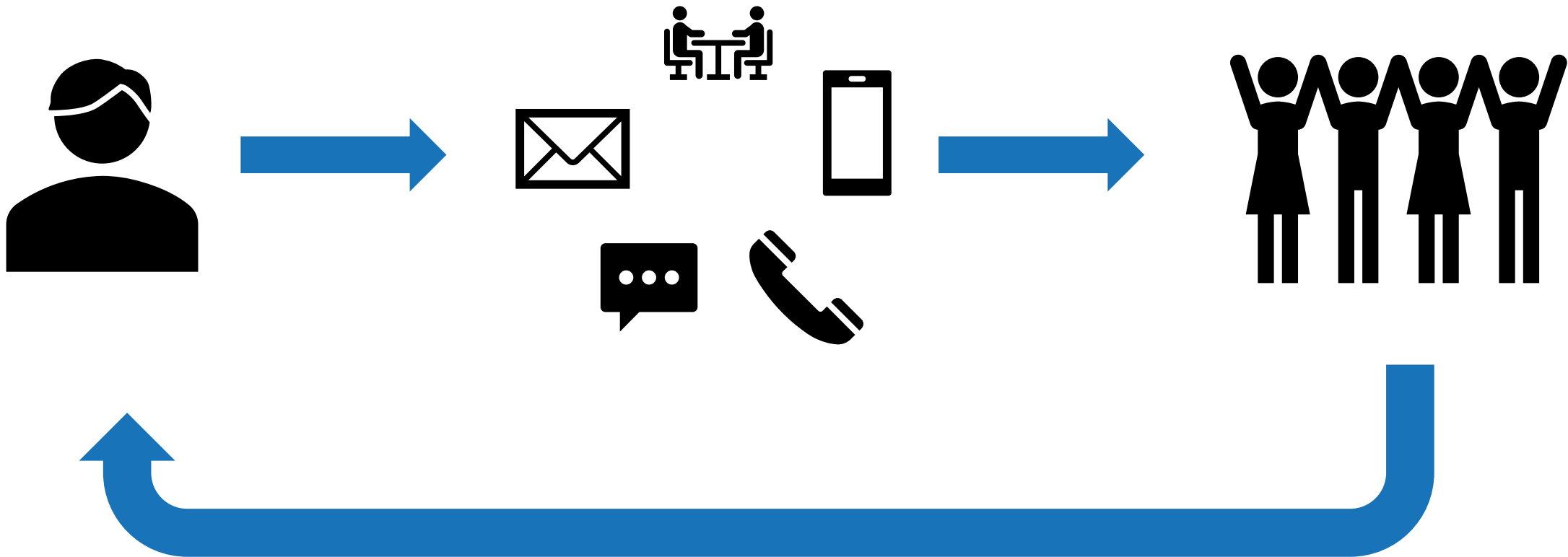
Recipients



# DISCUSSION: What is communication, anyway?

Sender

Recipients


















## DISCUSSION: Message complexity





# Conversation and Collaboration Modes

Type	Example	Try this ...
Quick, transitive, low importance	"Want to grab a sandwich?"	
Making decisions, group think	"Which sandwich shop should we order from for the department from now on?"	 
External, formal	"We'd like to work on a sandwich with you."	
Seeking help, crowdsourcing	"Who knows about sandwiches?"	
Strategic	"NDA: We're planning to start a sandwiches division."	 
Informational, inspirational	"We see that sandwiches are trending up."	  
Personal, confidential	"Sandwich guy is getting promoted – YOU!"	



# MM4M365 – Intention at level 100

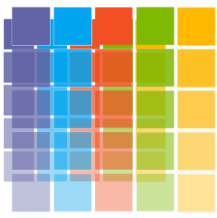
Maturity Level	Description	Intent
Level 100 <b>Initial</b>	<ul style="list-style-type: none"><li>• Ad hoc and as needed</li><li>• Messages planned and prioritized by what's happening now</li><li>• Limited audience segmentation, if any (all employees)</li><li>• Created and sent by leaders or voice of authority</li><li>• Minimal concern about conflicted messages or message volume</li><li>• Knowledge unlikely to be documented</li></ul>	"This is my area, and I'll update everyone as when there's something to say"



# MM4M365 – Intention at level 200

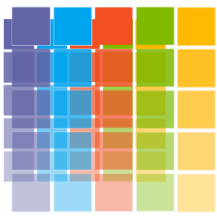
Maturity Level	Description	Intent
Level 200 Managed	<ul style="list-style-type: none"><li>Established channels and channel owner, but likely not full focus (may be many senders in different areas of the org)</li><li>Some process (proofreading, request for channel use) but messages delivered when requested</li><li>Not centralized or archived</li><li>Push messages primarily- not self-service content or two-way engagement</li><li>May ask for "vanity metrics" like page views, email opens, etc</li><li>Some knowledge documented, but not optimized</li></ul>	"Send this email from the HR Inbox on Tuesday so they know it's open enrollment"





## MM4M365 – Intention at level 300

Maturity Level	Description	Intent
Level 300 <b>Defined</b>	<ul style="list-style-type: none"><li>• Defined and standardized communications approach (mix of full-time and part-time communicators) but communicators focused on individual audiences</li><li>• Surveys and other high-level feedback tools</li><li>• Preferred tools for different needs (this is our intranet. We post like this.)</li><li>• High-level audience targeting (geography, job title, other HR data)</li><li>• Established communication infrastructure with checks and gates (main DLs locked down, approval process for new intranet articles)</li><li>• Regular cadence for key messages established and maintained</li><li>• Communications calendar follows corporate calendar (open enrollment, year-end closing, big business milestones) focused on What with some Why</li><li>• Governance documents for key channels like email, intranet</li></ul>	"We have defined our processes, policies and procedures, everyone seems to be doing the right thing; let's keep doing that"



## MM4M365 – Intention at level 400

Maturity Level	Description	Intent
Level 400 <b>Predictable</b>	<ul style="list-style-type: none"><li>• Move from event-driven communication to campaigns</li><li>• Content delivered via multiple channels, with messages appropriate for each (Teams and Email and Intranet)</li><li>• Opt-in lists and more sophisticated targeting (length of tenure, groups that don't line up with org charts)</li><li>• Process users demonstrate competence and understand reasons</li><li>• Use past analytics to plan future messages and strategies ("Wow, stories about X generate engagement in comments. Let's do more.")</li><li>• Out-of-date content is managed or removed (I'd love that to happen sooner, but it's hard to do)</li></ul>	"We know associates are likely to take action when we send email on behalf of the CEO, so we planned that for launching the new strategic project."



## MM4M365 – Intention at level 500

Maturity Level	Description	Intent
Level 500 <b>Optimizing</b>	<ul style="list-style-type: none"><li>• Internal systems mirror customer journeys and marketing best practices</li><li>• Message delivery systems reflect user preferences</li><li>• Communicators serve as SMEs on company initiative teams</li><li>• Analytics used to adapt tactics during outreach ("hmm, no one clicked on that email link. Let's try a rewrite and push again on Thursday") and tied to actual business objectives and priorities</li><li>• Holistic content, branding and user engagement strategies exist and are actively managed</li><li>• Close partnerships between tool owners and content creators</li></ul>	"We want to ensure all the key processes are <i>always</i> effective and resilient, while designing the same into anything new we do"



# Where does AI fit?



Maturity Level	Description/characteristics	Intent
<b>Level 500 Optimizing</b>	Optimal, systematic, statistical, improvement-focus, automated, assured, proactive	"Here's how we recommend you use AI to personalize information."
<b>Level 400 Predictable</b>	Productive, interactive, responsive, enhanced, effective, adaptable, quality	"These reliable AI tools are part of our user experience, and you can trust them."
<b>Level 300 Defined</b>	Documented, policy-driven, planned, controlled, stable	"Only use these approved AI tools in these approved ways."
<b>Level 200 Managed</b>	Routine, legacy, fire-fighting, variable, personally managed	"If you know how to, I guess you can use it."
<b>Level 100 Initial</b>	Ad hoc, reactive, uncontrolled, chaotic, unstable, not designed	"What's this copilot button do?"





# Let's talk LLMs



- Not all AI is an LLM
- LLMs predict the plausible words based on their data sets, but they don't understand them
- Managed content matters



# SharePoint FAQ Webpart

## FAQ (Preview) ×

Let AI create a set of frequently asked questions based on source file you provide.

### Source files

Product Brochure.docx ×

Product Launch Presentatio... ×

Add

A sensitive file has been added, please ensure this complies with your organization's policy.

### Purpose ⓘ

Product ▼

### Other details for AI

Enter information that will help AI build this FAQ

Start



Draft questions

Add a category

Sustainability

AI Autonomy

Sustainability

Battery Management

Edit

Move Up

Move Down

Delete

Draft answers

Sustainability

Add a question

How does the DreamWing S10 promote sustainability?

What materials are used in the carbon-neutral frame?

How does the modular design reduce e-waste?

What are the environmental benefits of zero-emissions electric propulsion?

AI Autonomy

Add a question

How does AI optimize flight patterns?

What features are included in intelligent pathfinding?

How does the drone avoid obstacles autonomously?

What is terrain-aware navigation?

Battery Management

Add a question

How does SmartCharge™ technology work?

What are the benefits of extended flight times?

How is battery health optimized?



# Summarization tools

The screenshot shows a Microsoft Teams chat window for "Project Yosemite". The chat history includes a meeting recording from March 5, 2023, at 11:28 AM, titled "Recording" by Daniela Mander. Below this, there are messages from Marie Beaudouin and David Power. A Copilot sidebar is open on the right, displaying prompts like "Let AI handle the busywork", "Check the facts", and "It's your Copilot". The sidebar also shows a list of action items from a meeting, including "Erika will reach out to the design team" and "Babak will review the telemetry and identity next steps".

Teams

The screenshot shows the Viva Engage feed interface. The main content area displays a post from Laurence Gilbertson titled "Welcome Carole Poland, our new Chief Executive Officer!". The post includes a photo of Carole Poland and text welcoming her to the team. A Copilot sidebar is open on the right, showing a list of recent posts and a prompt to "Visit Carole Poland storyline".

Viva Engage

The screenshot shows the Microsoft Outlook inbox interface. The inbox list includes several emails, with the top one being "Business Offer for E-Commerce Business" from Juncy Kross. A red arrow points to the "Summary by Copilot" link next to the email. The right sidebar shows a list of contacts, including "Apps4Rent Conference Desk" and "Juncy Kross".

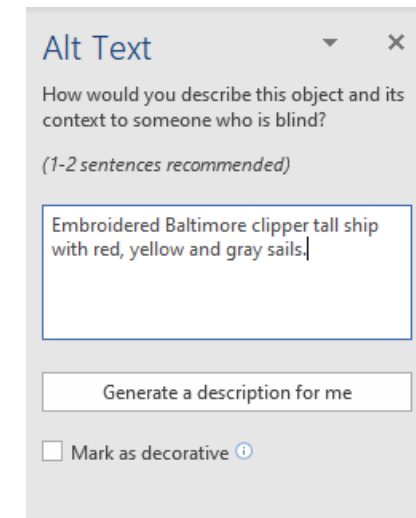
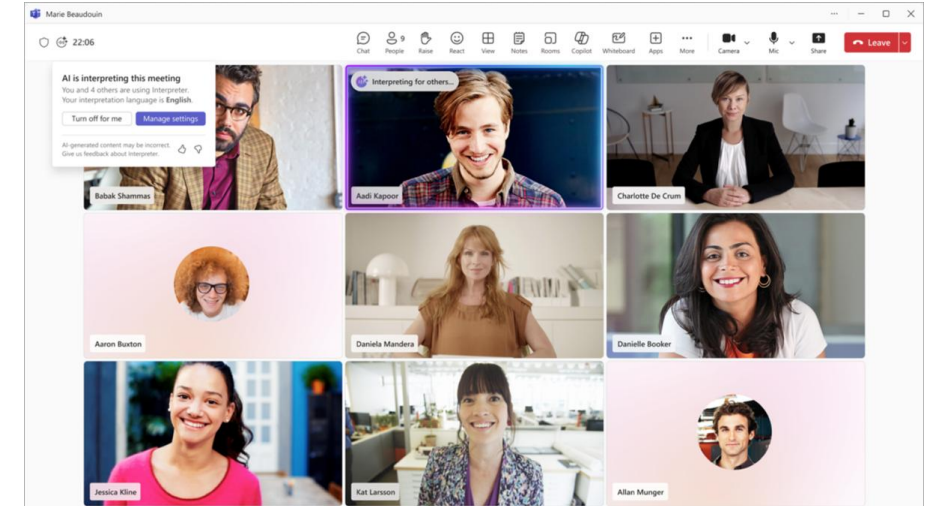
Outlook



# AI and Accessibility

- Transcripts for video
- Simplified language suggestions
- Interpreting for meetings
- Alt text suggestions
- Content summarization from visual tools like Whiteboard
- Prioritization and info overload for neurodivergence

Accessibility can't be outsourced to AI,  
but AI can help us include others.





# Thank you

## Next MM4M365 monthly call

**November 18 – 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
- BlueSky: [@mm4m365.org](#)

## Take the Maturity Model Self-Assessment

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







# MATURITY MODEL

## FOR MICROSOFT 365

PnP



# PARKER