

## Maturity Model for Microsoft 365 Practitioners

October 2025

# Revisiting the Communications Competency

✨ Guest star ✨ Tara Saylor

### Current Core Team

Marc Anderson  
Simon Doy  
Simon Hudson  
Sharon Weaver  
Pia Langenkrans  
Mats Warnolf

Sympmarc Consulting | @sympmarc  
iThink 365 | @simondoy (.bsky.social)  
Novia Works | @simonjhudson (.bsky.social)  
Smarter Consulting | @sharoneweaver  
Cloud 476 | @zellery\_se  
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

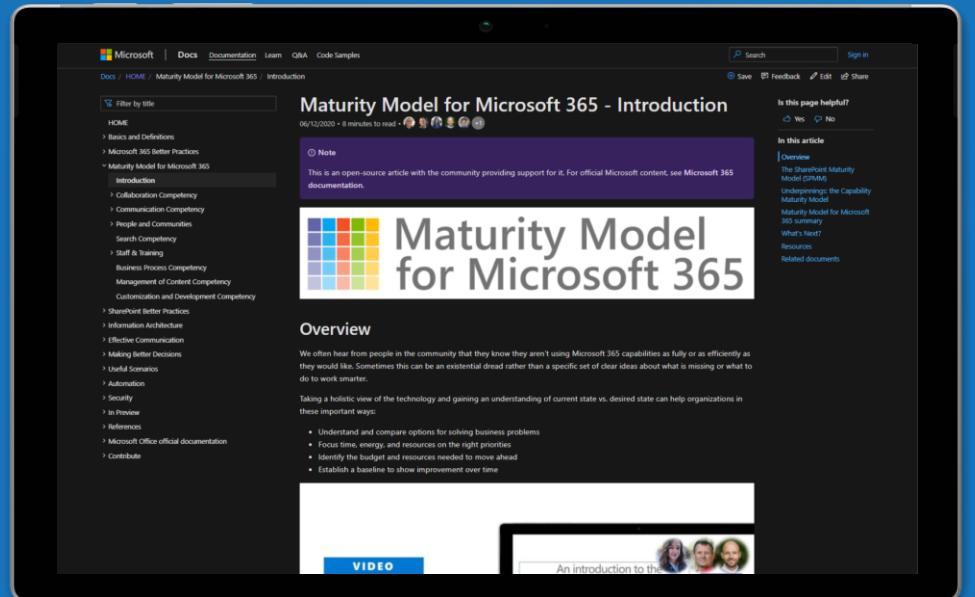
Practitioner & Maturity Model overview

- Artifacts and Updates
- Purpose

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

Contribute

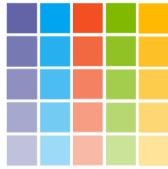
The main event



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

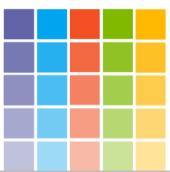
**Join us every month!**

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

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...

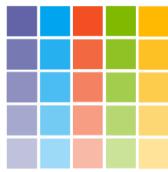
Collaboration

Communication

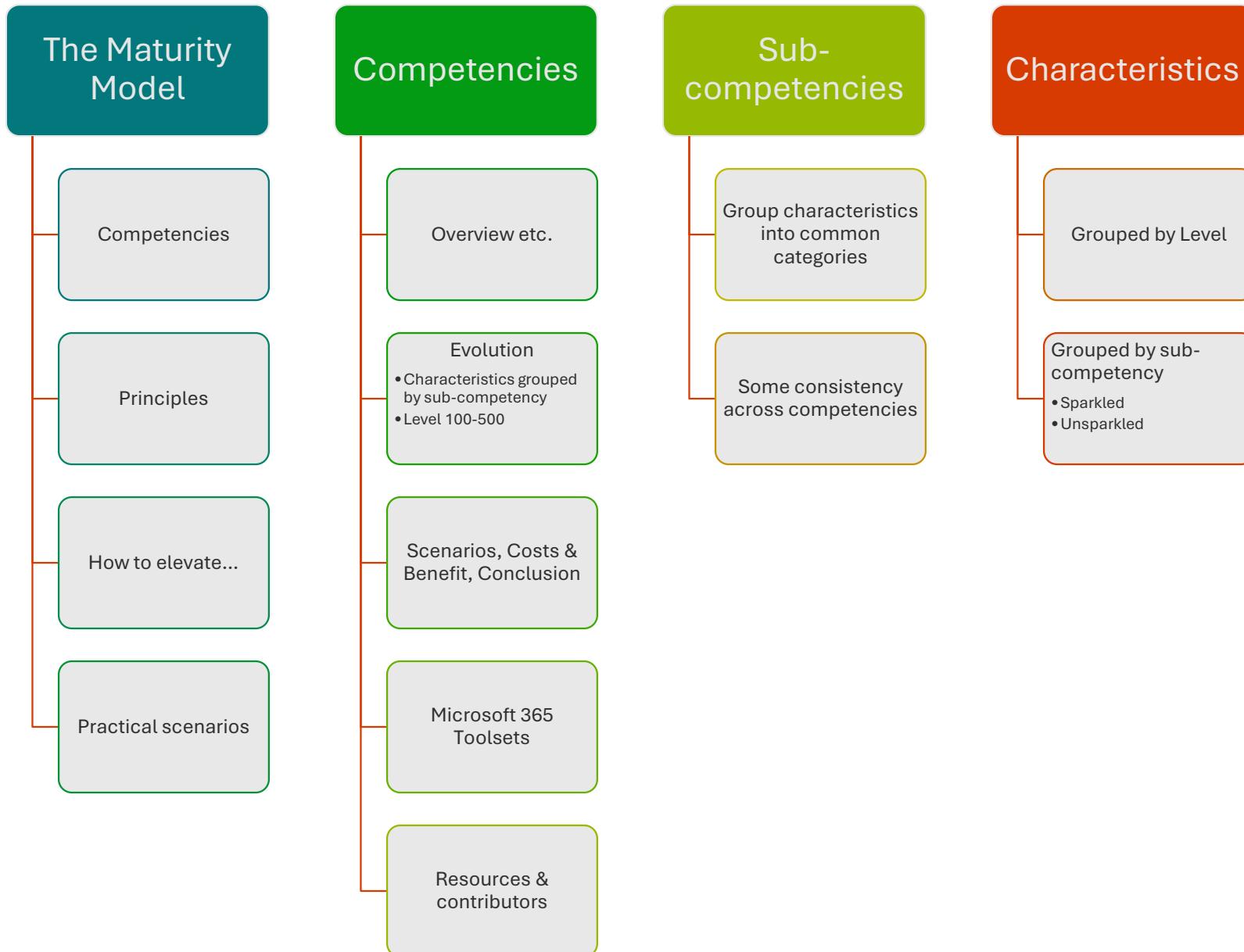
People & Communities

Staff & Training

Governance, Risk and Compliance



# Artefacts, structure, and scope



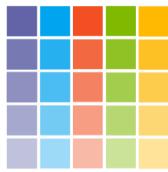
Business capability  
(Competency)

Business activities  
(Scenarios)

Technologies (Microsoft 365 Toolsets)

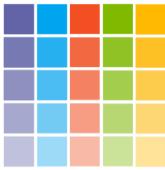
Business Functions

Markets



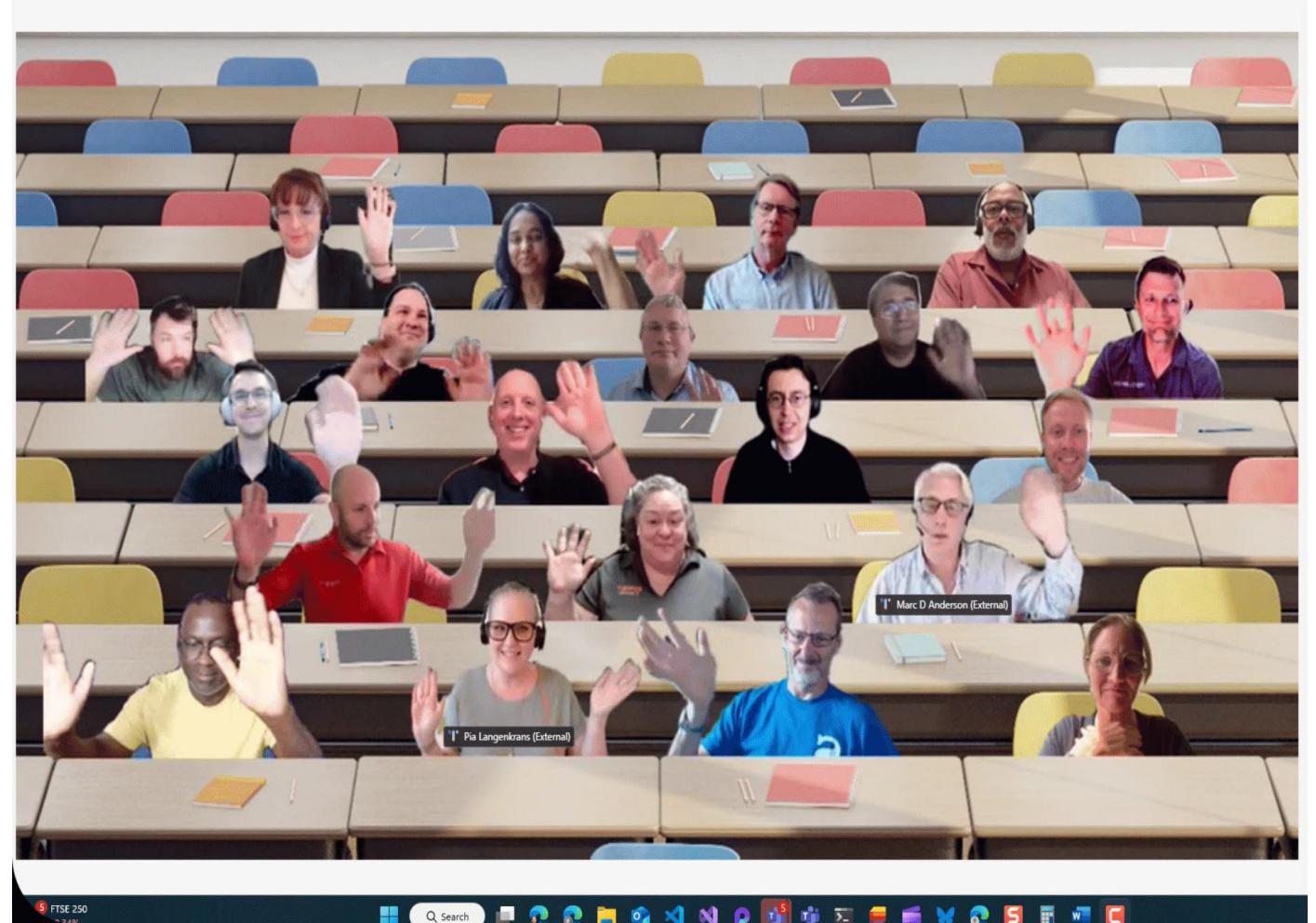
# MM4M365 provides benchmarks to measure your organization

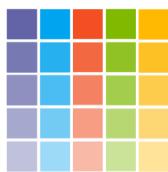
Maturity Level	Description/characteristics	Intent
<b>Level 500 Optimizing</b>	Optimal, systematic, statistical, improvement-focus, automated, assured, proactive	“We want to ensure all the key processes are always effective and resilient, while designing the same into anything new we do”
<b>Level 400 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>



### Run a MM4M365 workshop

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

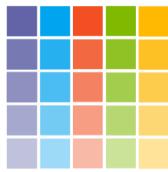
### Purpose

#### 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

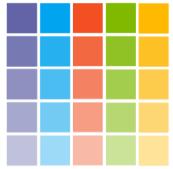
- Understand the competencies & measuring maturity
- Awareness of new assets
- Feedback on the maturity model
- Share anecdotes and success stories
- Map technology, maturity level & competencies
- Run workshops



# 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 Langenkranz ★	★ Core Team ★	★ Simon Doy ★	★ Simon Hudson ★	★ Mats Warnolf ★	★ Carol Zollinger ★

July 15	August 19	September 16	October 21	November 18	December 16
Summer break	Summer break	Business Process & Search Competency Update	Revisiting the Communications Competency	Practical Scenario: Copilot Adoption Level 300	Winter break
None	None	★ Simon Hudson ★	★ Tara Saylor ★	★ Pia Langenkranz ★	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*

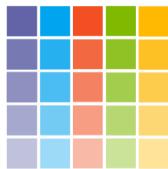
<https://aka.ms/mm4m365/invite>

The screenshot shows a website for 'PnP TRAINING' with a blue header bar. The header includes the PnP logo, the text '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 has a large blue banner with the text 'PnP SHARING IS CARING'. Below it, a large heart icon is followed by the text 'Thank you, September attendees!' and another heart icon. The main body contains three columns of names:

Aneesh Kumar	Diego Domingos Da Silva	Kathryn Dickerson
Anthony Ryan Hopkins	Dishant Gosalia	Katrin Rannaste
Archie Clark	Edwin Fabián Donato García	Kelly Bearne
Artur	Elena Tekin	Lance Yoder
Athena Depper	Elijah Angelman	Marc D Anderson
Avishek Mazumdar	Erik Benke	Marcelo Souza
Ayoola Apampa	Ethan Harrison	Mark Morris
Bill Sabey	Ferrell Carr	Martin Schmucker
Carnegie Johnson	Gary Cirujales	Matt Burback
Carol J Shahan	Giovanny Jimenez	Michael Nielsen
Carol Zollinger	Gregory S. Burns	Michael Oguidan
Celio Moreira	Haug Marco Stam	Monty Evans
Christene Costello	Iqbal Nadiadi	Mythili R Sampathgiri
Clément Betacorne	James Aitken	Nag Raj
Daniel Griffin	James Williams	Patrick Hall
Daniel Machado Bessa	Jean Nerty-Valere	Paul Seifert
Darin Waldrop	John Gardner	Petre Danaila
David Cross	Jose Gabriel Marulanda Calle	Pia Langenkranz
David Gurney	Joseph Maumus	Rajendar Singh
David Sibert	JP Mensah	Ralph Rivas
David Warner	Julie Artler	Ricardo Vallecillo
Deb Walther	Karen Y. Andrews Mack	Richard Plantt

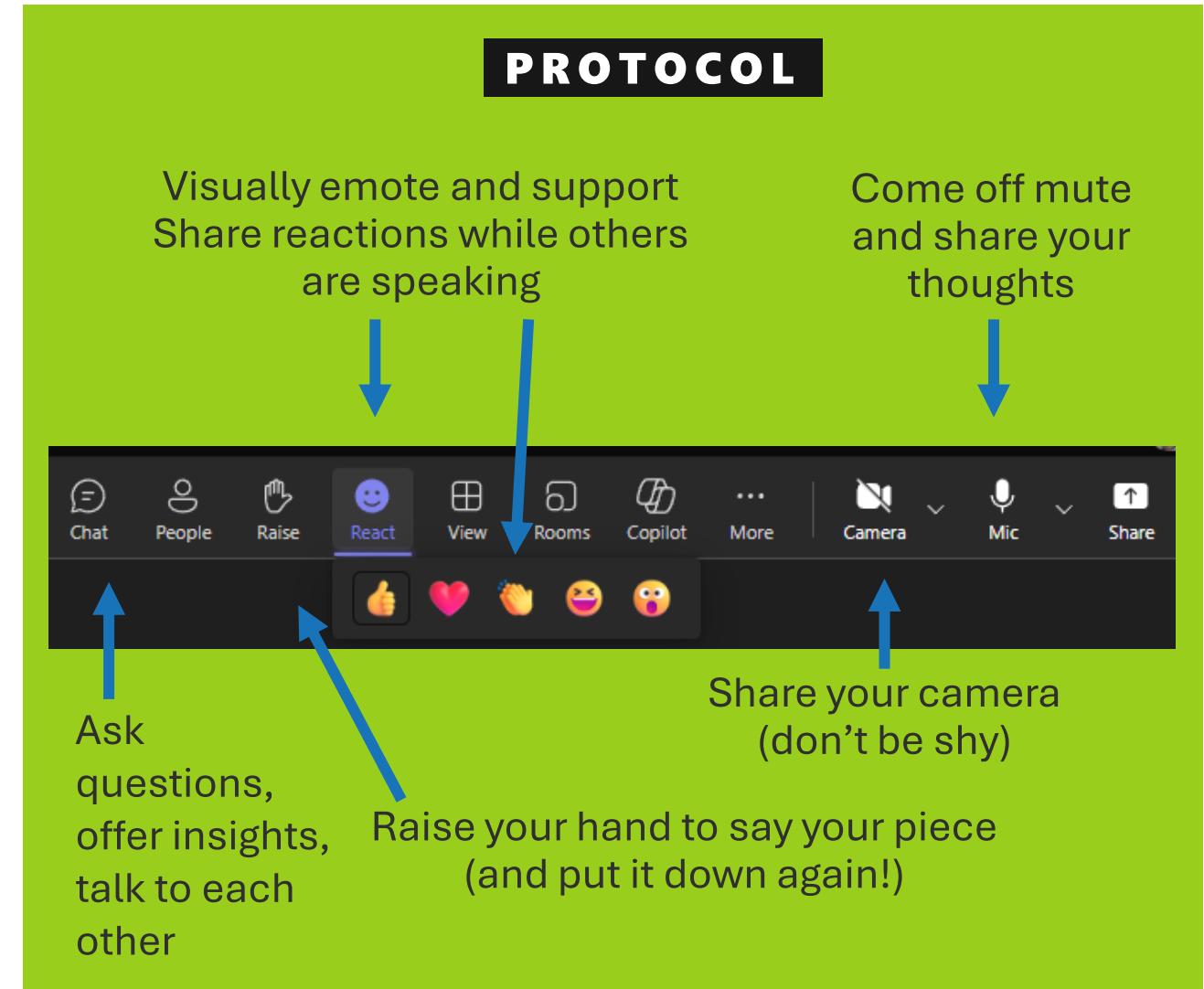
On the right side of the page, there are two columns of names:

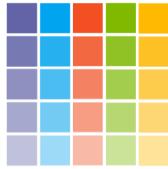
Rocky Bisogno	Von Zantua
Roxanna Aguirre	Wayne Tietjen
Sam	Yaroslav Ryaboshtan
Sarah Nelson	Yasar
Scott Perley	Yasar Ayirkan
Simon Hudson	Yashpal Singh
Taylor Sand	Zack Che
Thomas Lindner	新远
Thomas Scharl	
Tomasz Waśko	
Tonie Hartwigsson	
Travis Luther	
Vinaydeep Ayinapurapu	



# The Main Event

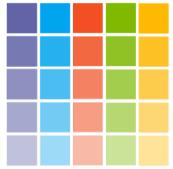
## Revisiting the Communications Competency





# 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

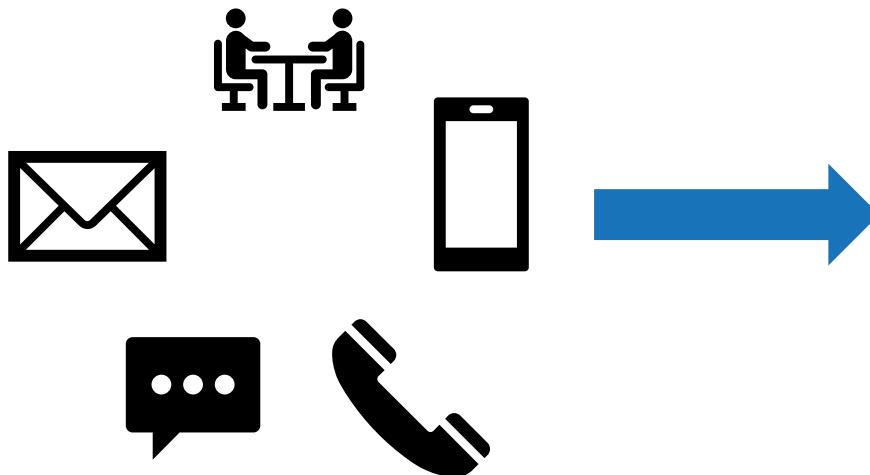
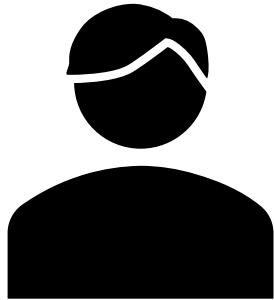
- Complexity behind the scenes, especially with legacy systems
- The importance of working across tech tools
- Tech needs the business



## DISCUSSION: What is communication, anyway?



Sender



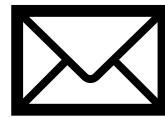
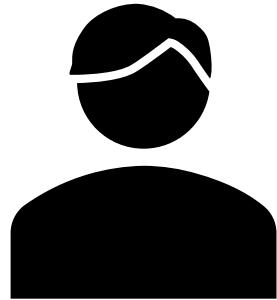
Recipients



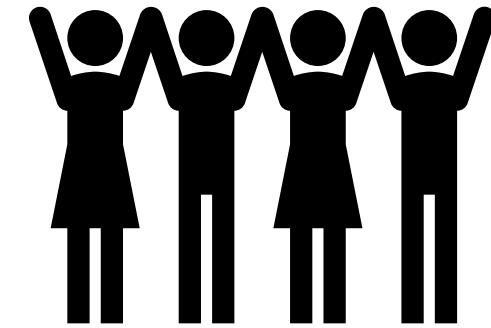
# DISCUSSION: What is communication, anyway?



Sender

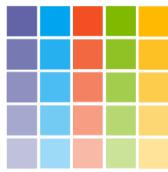


Recipients



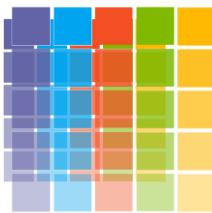
# DISCUSSION: Message complexity





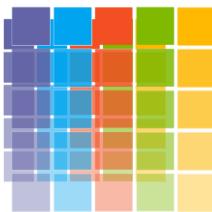
# Conversation and Collaboration Modes

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!"	



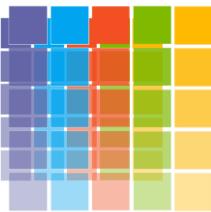
# MM4M365 – Intention at level 100

Maturity Level	Description	Intent
<b>Level 100 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>	<p>"This is my area, and I'll update everyone as when there's something to say"</p>



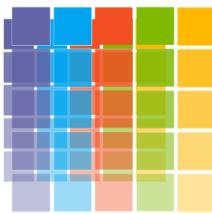
# MM4M365 – Intention at level 200

Maturity Level	Description	Intent
<b>Level 200 Managed</b>	<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>	<p><i>"Send this email from the HR Inbox on Tuesday so they know it's open enrollment"</i></p>



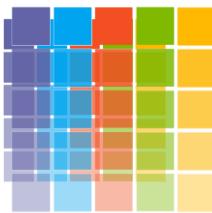
# MM4M365 – Intention at level 300

Maturity Level	Description	Intent
<b>Level 300 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>	<p><b>"We have defined our processes, policies and procedures, everyone seems to be doing the right thing; let's keep doing that"</b></p>



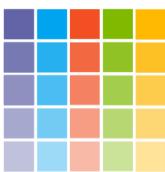
# MM4M365 – Intention at level 400

Maturity Level	Description	Intent
<b>Level 400 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>	<p><b>"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."</b></p>



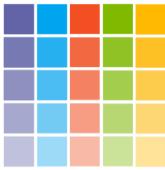
# MM4M365 – Intention at level 500

Maturity Level	Description	Intent
<b>Level 500 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?

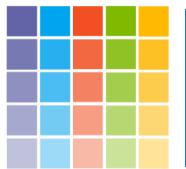
Maturity Level	Description/characteristics	Intent
<b>Level 500 Optimizing</b>	Optimal, systematic, statistical, improvement-focus, automated, assured, proactive	"Here's how we recommend you use AI to personalize information."
<b>Level 400 Predictable</b>	Productive, interactive, responsive, enhanced, 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

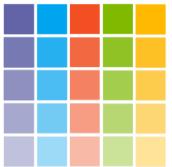
- Sustainability
- AI Autonomy
- Sustainability
- Battery Management

**Draft answers**

+ Add a question

- Sustainability**
  - 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**
  - 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**
  - How does SmartCharge™ technology work?
  - What are the benefits of extended flight times?
  - How is battery health optimized?

+ Add a question



# Summarization tools

The screenshot shows the Microsoft Teams interface for a meeting titled "Project Yosemite". The meeting has ended, indicated by a recording message. A Copilot summary is displayed, suggesting action items such as reaching out to design and reviewing telemetry. The summary also includes a link to the Copilot interface.

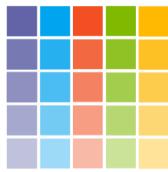
Teams

The screenshot shows the Viva Engage interface. A Copilot summary is displayed, mentioning recent posts from Carole Poland and Lydia Bauer. It suggests visiting their storylines. The summary also includes a link to the Copilot interface.

Viva Engage

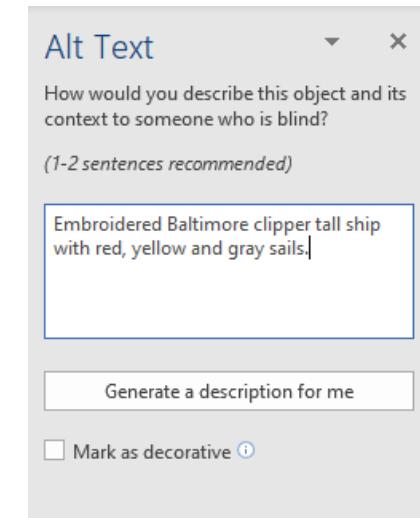
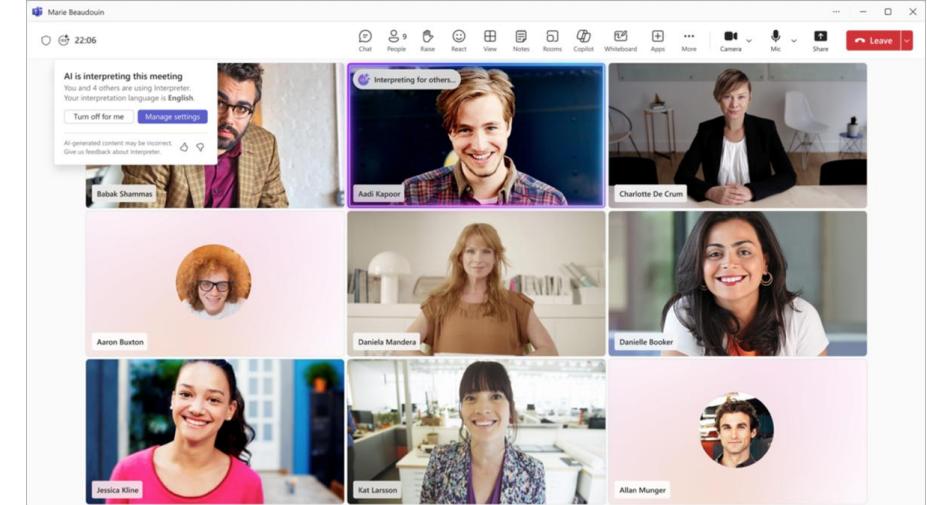
The screenshot shows the Microsoft Outlook inbox. A summary from Copilot is visible in the list of emails, indicating it has generated content for the inbox. The summary is highlighted with a red arrow.

Outlook

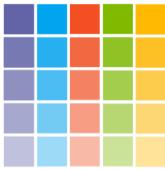


# AI and Accessibility

- 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>

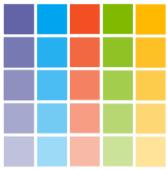
Stay in touch

- 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>





aka.ms/m365pnp



# MATURITY MODEL FOR MICROSOFT 365

PnP



# PARKER