

# Getting Leadership Buy In

## Maturity Model for Microsoft 365 Practitioners

January 2025

★ Guest star ★

Pia Langenkrans, Cloud 476 | @zellery\_se

### Current Core Team

Marc Anderson, Sympraxis Consulting | @sympmarc

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### Emeriti

Emily Mancini, Left Uncharted | @eemancini

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



# Agenda

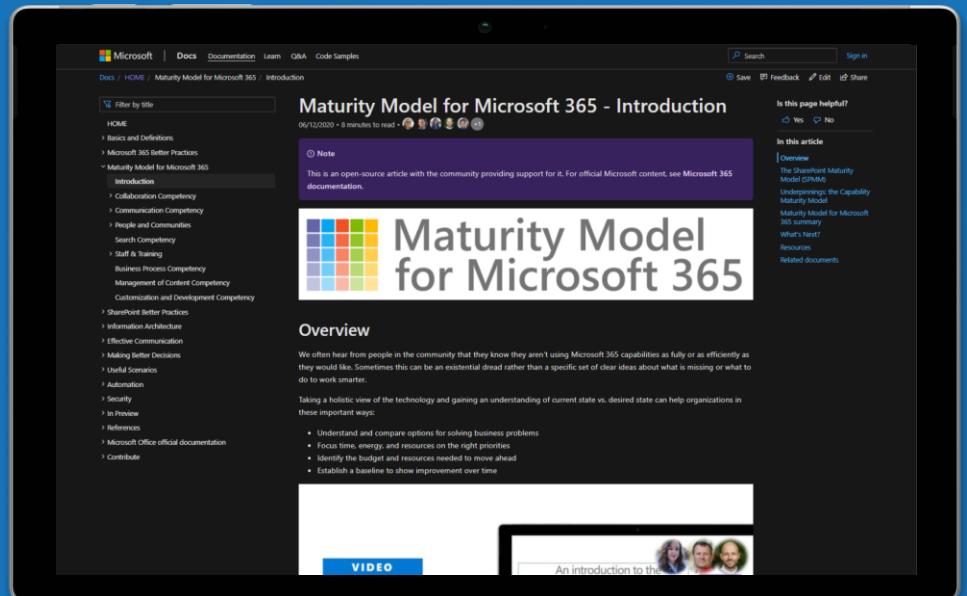
Practitioner & Maturity Model overview

- 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 title is 'Maturity Model for Microsoft 365 - Introduction'. It features a large image of a colorful bar chart with the text 'Maturity Model for Microsoft 365'. Below the image, there's an 'Overview' section with text about the maturity model and a 'VIDEO' button. The left sidebar contains a navigation menu with various categories like 'HOME', 'Basics and Definitions', 'Microsoft 365 Better Practices', 'Introduction', 'Collaboration Competency', 'Communication Competency', 'People and Communities', 'Search Competency', 'Staff & 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'.





# Reminders

Join us every month!

Download the recurring calendar series:

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

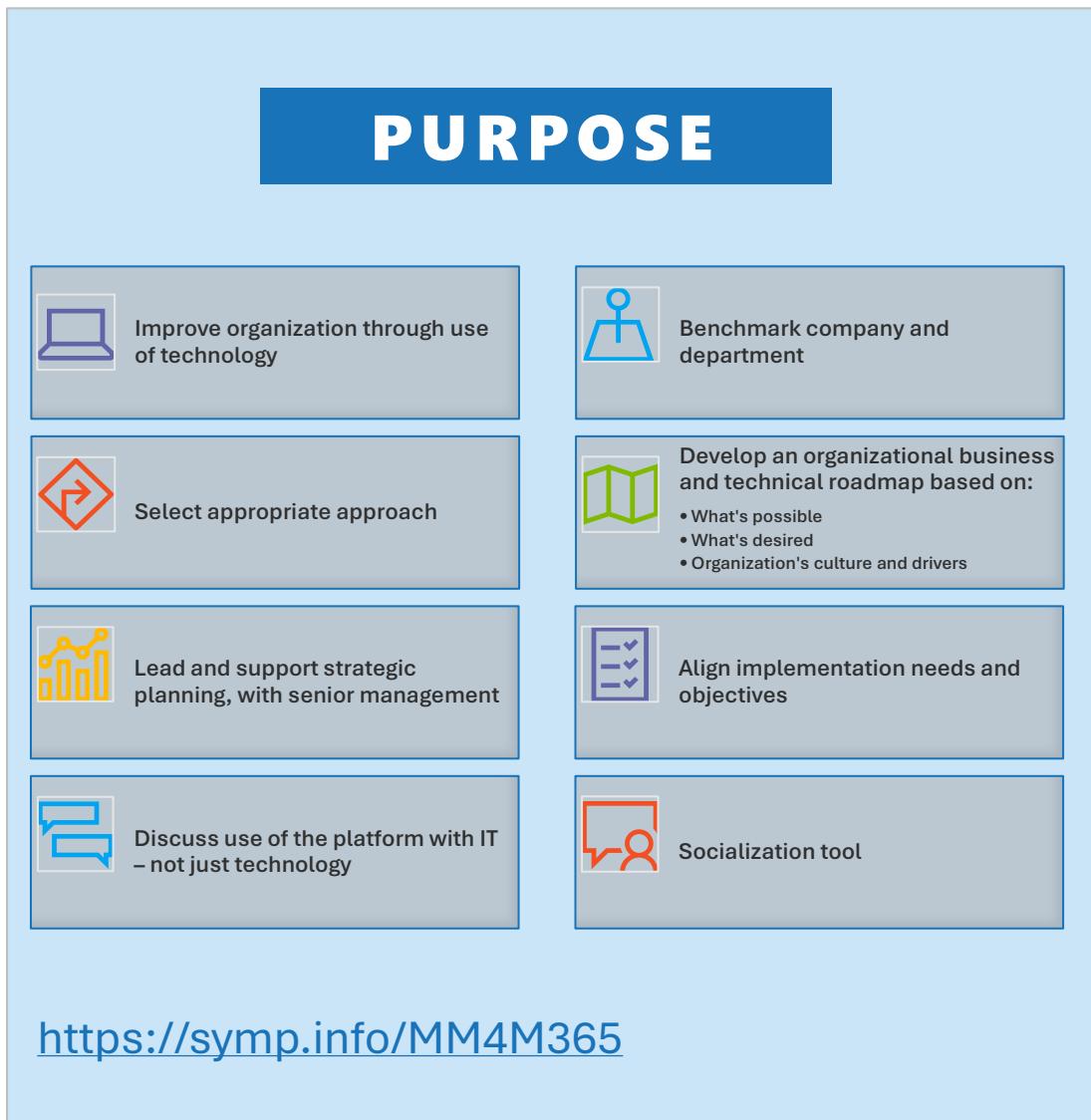
Join us via Meetup:

- [Global Microsoft 365 & Power Platform Meetup Events](#)



# Purpose and articles on Microsoft Learn

## Artifacts



<https://symp.info/MM4M365>

### 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

### Tools

- Running a MM4M365 workshop
- Practitioner meeting recordings

### In progress competencies

- Data & Analytics
- Security

### Supporting articles

Principles of...

Search

Communication

How to elevate...

Collaboration

Communication

People & Communities

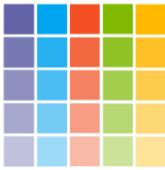
Staff & Training

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>

Present case study (at MM4M365 Practitioners or other speaking opportunities)

Contribute on GitHub

Provide feedback, insights, tools, and artifacts

Socialize content

### Run a MM4M365 workshop

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

### Recordings

- <http://mmvideos.m365.ms/>

### 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
- Sharing anecdotes and success stories
- Mapping technology, maturity level & competencies
- Running



# 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 on Branding	Security Culture	
★ Pia Langenkranz ★	★ Core Team ★	★ Simon Doy ★	★ Simon Hudson ★	★ Galen ★	

July 15	August 19	September 16	October 21	November 19	December 17
<i>Summer break</i>	<i>Summer break</i>				
None	None				

# NEXT SESSION

February 18 at 10am ET / 7am PT

How to run a Maturity Model Workshop

Third Tuesday of every month

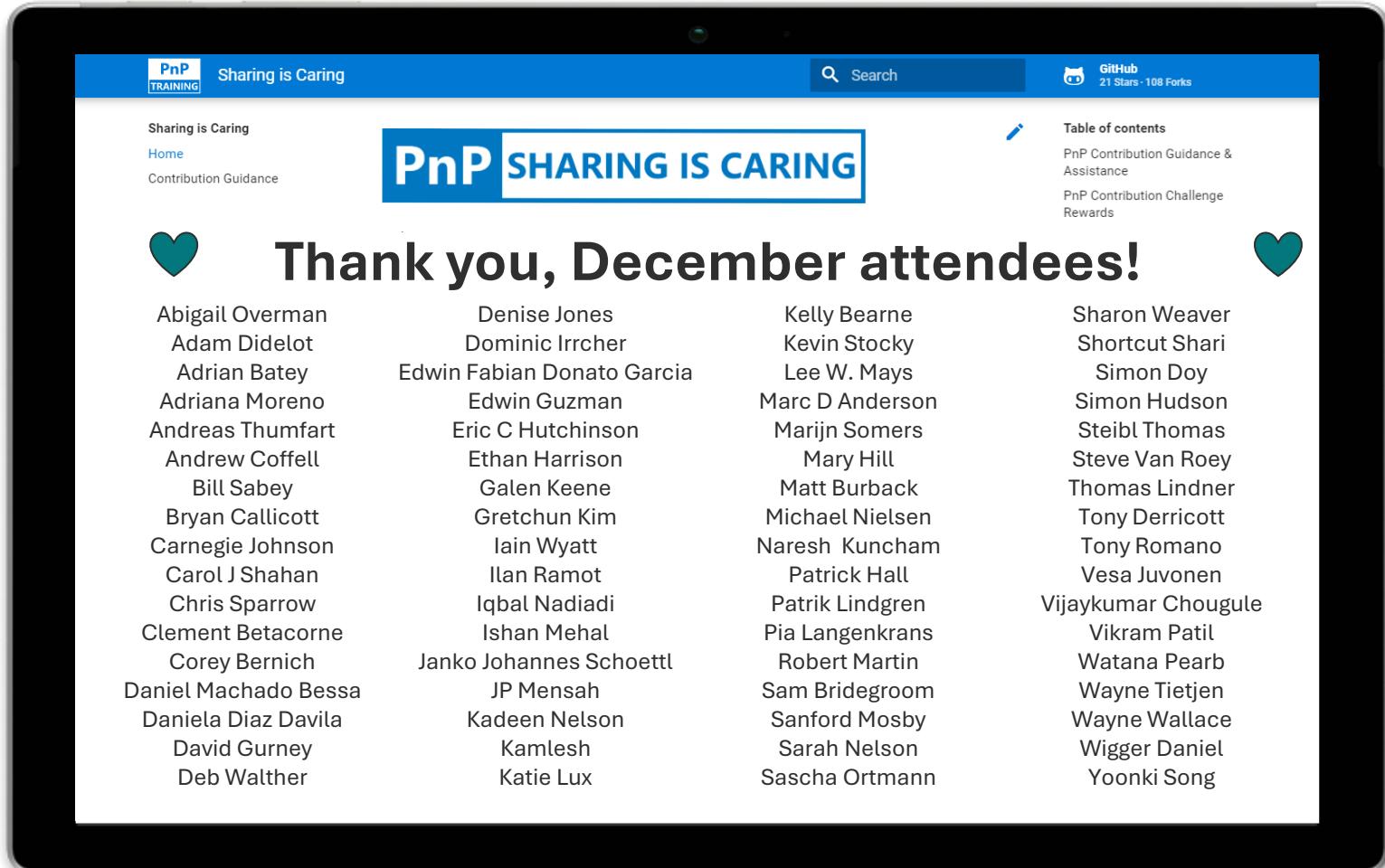
<https://aka.ms/mm4m365/invite>

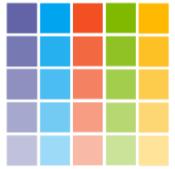
## CONTRIBUTE

Get started on open-source and community work by joining a free hands-on training session:

Community Docs  
First Time Contributor  
Writing for the Web

<https://aka.ms/sharing-is-caring>





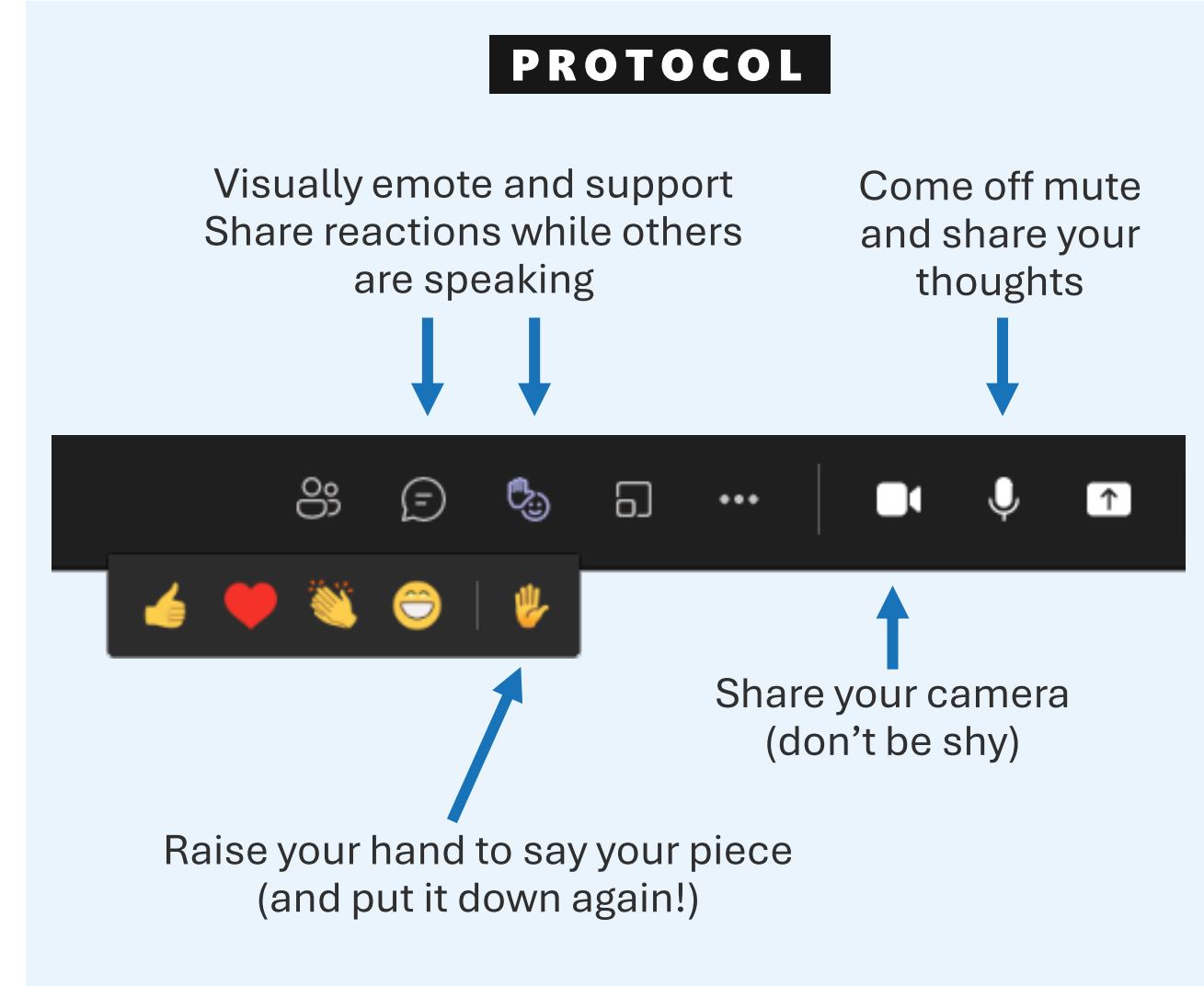
# What are we working on?

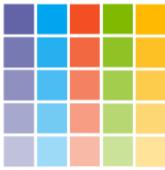
- Data Analytics Competency
- Security Competency
- Management of Content review



# The Main Event

# Getting Leadership Buy In





# Pia Langenkranz, Cloud 476



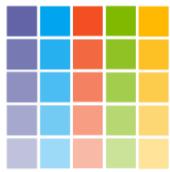
- Leadership Coach and Change Manager
- Migrate to and push organizations further up in the cloud
- Worked as a SharePoint consultant for 20+ years
  - project manager, architect, change manager, trainer..
- SaaS lover since start
- Swedish born and bread
- Lately joined the Core team

A photograph showing three people in an office hallway. A woman in a white shirt and light-colored pants points towards a whiteboard on a wall. Two other people, a man in a black t-shirt and a woman in a striped blouse, are looking at the board. The scene is set in a modern office environment with a carpeted floor and a wooden desk visible in the background.

# Why is leadership buy in so hard?

Because we in IT are doing  
it wrong.

And yes, that is our  
problem.



# What not to say

Network surveillance is critical to monitor infrastructure integrity.

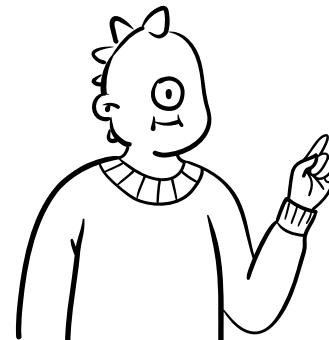
Retention policies and a high Security Score will protect us from compliance risks.

If I just explain some more details, he will finally get it.

Cost centre is nagging again. All I hear is radio gaga. I must get out of here.

Umm...

All probably  
very true



We need more virtual servers to future-proof operations.

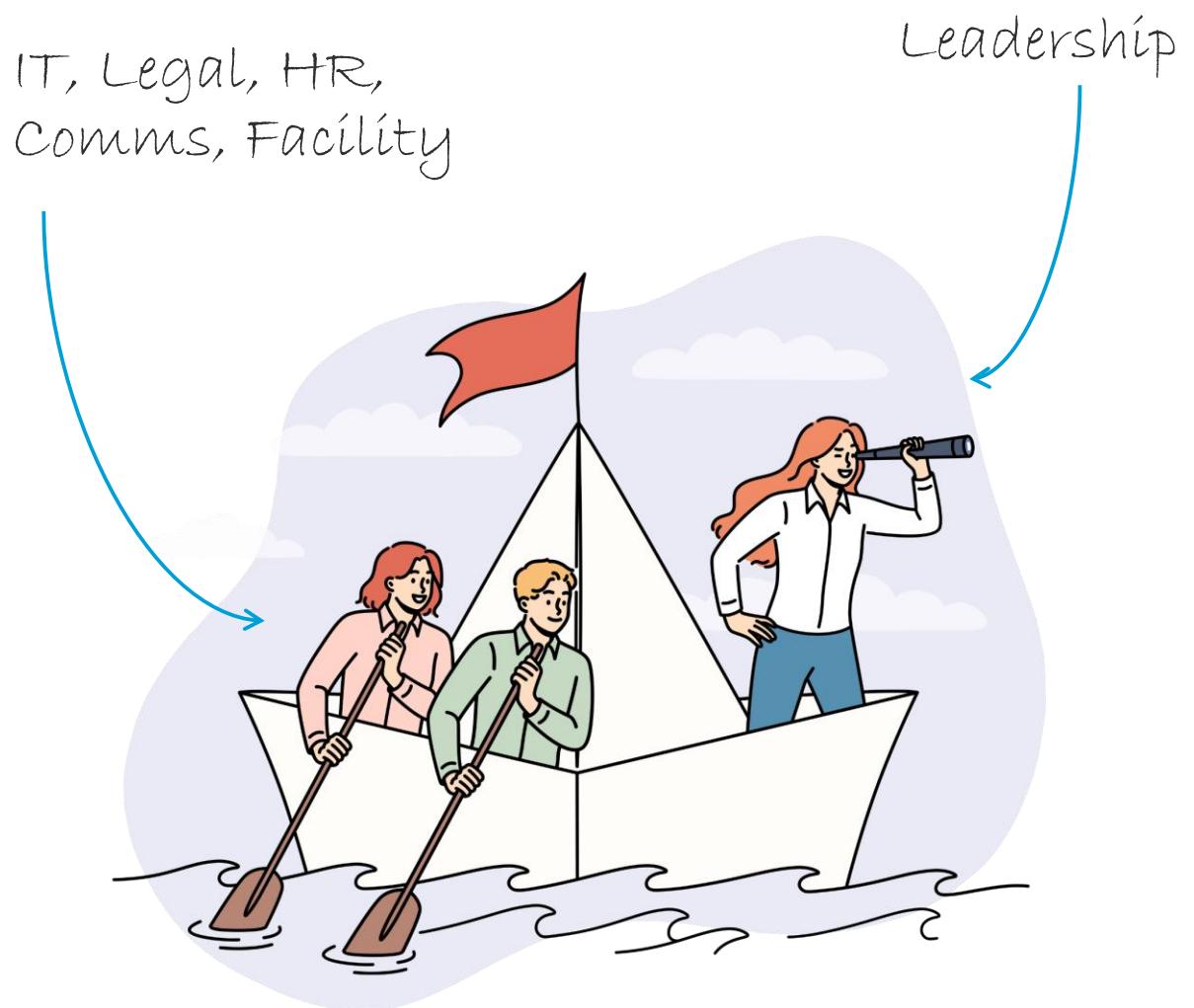


# Their language

We need to speak **their** language and make it clear from **their** point of view and **their** priorities based on **their** perspective.

If you get too specific then they will not see what they are going to do about it, unless they must learn and become an IT person. And they do not want that. That is your job.

- Longer perspective.
- The entire company, not just IT.
- People and customers.
- The future and risks.
- And the cost of it all – their job is to not ruin the company.





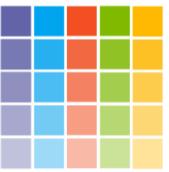
# The Story of Pancom – fictional and common

Let me tell you a story about Pancom and their journey from chaos to clarity...

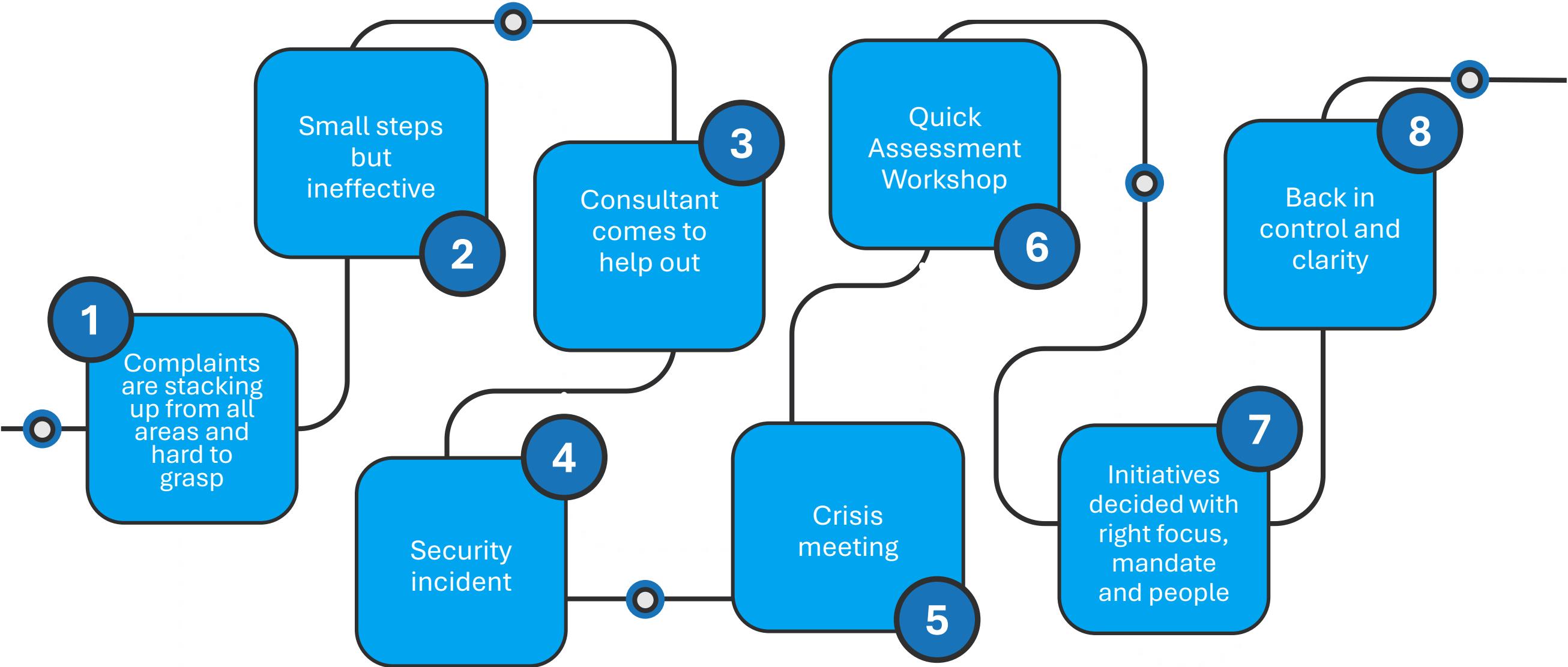


Quick assessment numbers:

- Starting out average 156 focusing on 8 competencies
- Target of average of 279.
- That is a maturity of 132.
- Manageable and sensible



# Pancom timeline





# Outcome of the workshop

## Judgement based Maturity Level assessment

Rate each competency as level 100, 200, 300, 400, or 500 using the stated criteria.

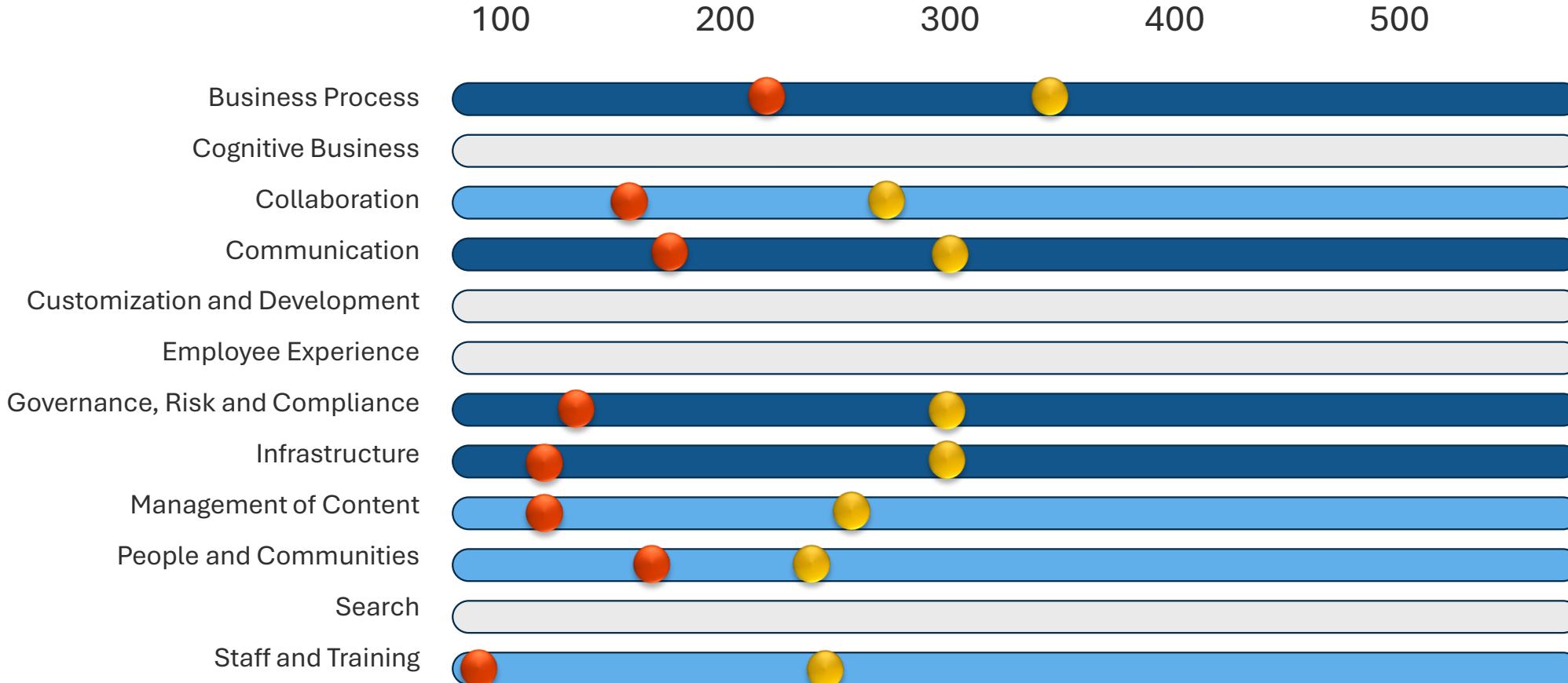
**Organisation:** Pancom

**Scope:** Organization

Competencies	All Company	Current assessment				Mean	12 month target				Target (Organisation)
		IT dept	HR dept	Sales & marketing	Creative Operations		IT dept	HR dept	Sales & marketing	Creative Operations	
Management of Content	→ 110	120	140	120	110	120	200	300	300	300	275
Collaboration	→ 180	150	180	150	140	160	200	300	300	300	275
Communication	→ 200	200	200	200	190	198	200	200	400	400	300
Search	→					-					-
People and Communities	→ 200	180	200	180	170	186	200	200	300	300	250
Staff & Training	→ 100	120	100	100	90	102	200	200	300	300	250
Employee Experience	→					-					-
Business Process	→ 300	180	200	180	170	206	300	300	400	400	350
Data and Analytics	→					-					-
Customization and Development	→					-					-
Infrastructure	→ 120	140	150	140	130	136	300	300	300	300	300
Governance, Risk and Compliance	→ 100	200	200	100	100	140	300	300	300	300	300



# How Pancom matured



Main focus

Adjacent

Not prioritized now



# What happened from Gail's perspective?

- Initial State: Fragmented Complaints and Skepticism
  - Client and internal frustrations
- The Trigger: Recognizing Systemic Weaknesses
  - George incident
  - Quick assessment workshop
- Decision Points: Shifting from Skepticism to Action
  - \*\*"Small Wins to Build Trust" Decision
  - Commitment to Governance
  - Backing Employee Training
  - Making Tough Choices



## How her attitude changed:

- Gail moved from seeing complaints as disconnected issues to understanding that they stemmed from systemic inefficiencies.
- The George Incident acted as the turning point, reframing these problems as opportunities to rebuild Pancom's foundation.
- Her collaboration with Steven, trust in Jessica, and openness to governance and training catalyzed her transformation into a visionary leader.

Want to see the one-pager they had at their leadership meeting when Pancom took the go ahead decision?



# One pager for leadership

## Purpose and Overview

- Goal:** Resolve inefficiencies, improve collaboration, and ensure competitiveness.
- Approach:** Holistic transformation using a maturity model, modern tools, and targeted training.

## Current Risks

- Data Security:** Legacy systems risked GDPR non-compliance and fines.
- Infrastructure Debt:** Disconnected systems caused inefficiencies and downtime.
- Client Impact:** Missed deadlines and miscommunication increased churn.
- Employee Burnout:** Fragmented tools and no training lowered morale.
- Collaboration Issues:** Confusion from disorganized workflows.

## Mitigation Outcomes:

- Data Security:** Advanced compliance tools reduced risk of breaches.
- Streamlined Collaboration:** SharePoint/Teams replaced disjointed tools, saving time.
- Client Satisfaction:** Complaints reduced by 30%, retention up 15%.
- Employee Engagement:** Satisfaction up 25%; training ROI of 400%.

## Leadership Takeaways

- Future Competitiveness:** Avoid obsolescence with agile, modern systems.
- Risk Mitigation:** Improved governance avoids \$50,000+ in potential fines.
- Employee Empowerment:** Better tools and workflows boost morale and retention.
- Foundation for AI:** Lays groundwork for advanced automation and innovation.

## Financial Impact

- Direct Costs:**
  - Consultant Fees: \$72,000
  - Hardware-as-a-service: \$48,000/year
  - Training Setup: \$12,500

## Indirect Costs:

- Time Investment: \$25,000
- Migration Disruptions: Minimal.

## Savings:

- SaaS Consolidation: \$39,600/year
- Automation Efficiencies: \$9,600/year
- Employee Productivity: \$625,000/year

**Total Savings:** \$744,600/year

**ROI:** 500% – Every \$1 invested generated \$5 in value.



# And what did they decide?

They did not decide to:

- ✗ Fix IT stuff.
- ✗ Balance the technical debt.
- ✗ Focus on the digital workplace.
- ✗ Or even to follow the Maturity Model.

The took decisions about individual initiatives that means something to the business.

Teams Structure Standardization

Secure Hardware Subscriptions

GDPR Compliance Automation

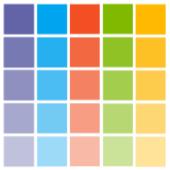
Sales and Delivery Process Redesign

Decommission Legacy Systems

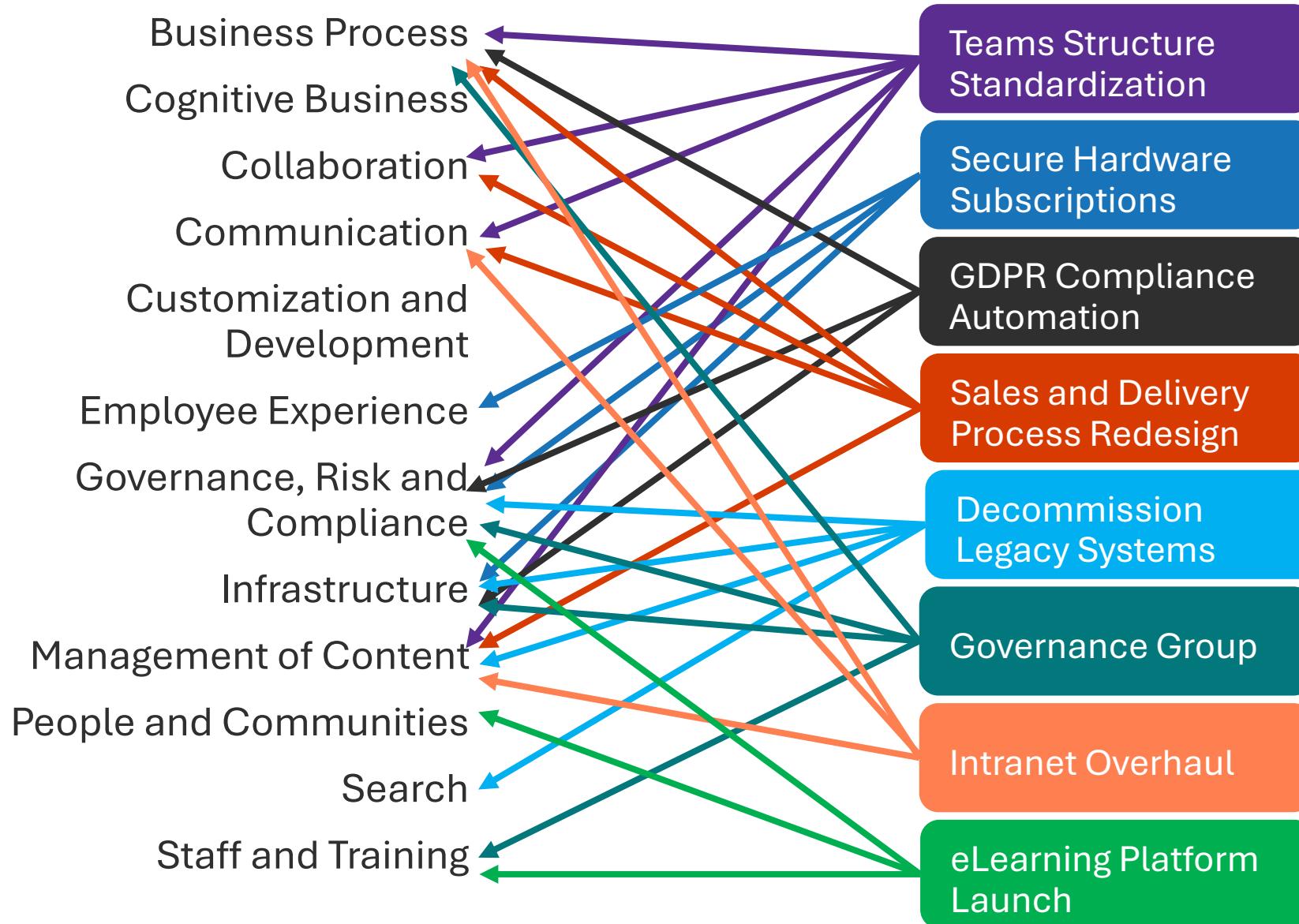
Governance Group

Intranet Overhaul

eLearning Platform Launch



# Initiatives and how they impact the competencies





# What to say

Real cool speak

Your IT strategy is  
your business  
strategy

Future Competitiveness

We are at risk at becoming  
obsolete in a rapidly  
evolving market.

Recurring Value

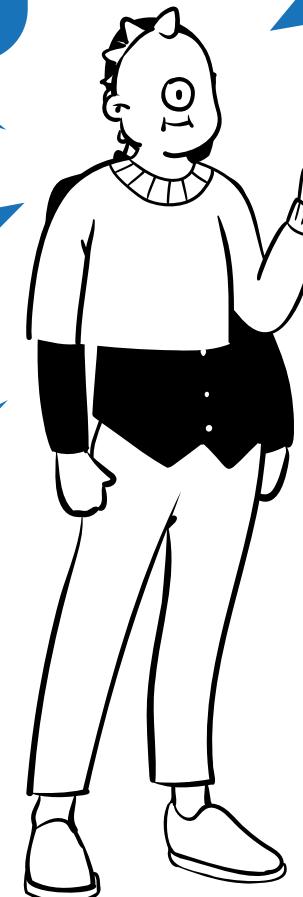
These savings and  
efficiencies are not one-time;  
they will compound year over  
year as adoption grows.

Clear Financial Upside

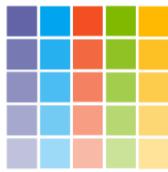
By investing X amount over  
two years, we will get an ROI  
of more than 300%

Risk Mitigation as Cost Avoidance

Improved compliance and  
governance have prevented  
potential fines and  
reputational damage, which  
could have cost upwards of  
\$50,000.



I think I'm  
in love



# Underlying Fears Behind These Behaviors



Fear of appearing incompetent or uninformed about technical matters.



Concern about disrupting established workflows or upsetting employees.



Anxiety over financial accountability and potential cost overruns.



Worry about personal reputation if the change fails.

- So, you need to:

- Help them overcome these fears
- See through the tactics
- Speak their language
- (Make them a hero)

- How?

- Align with corporate values and long-term strategic goals.
- Focus on shared goals: risk reduction, customer satisfaction, and operational efficiency.
- Use clear, relatable metrics (e.g., time saved, compliance avoided fines, Net Promoter Scores (NPS)).



# Understanding leadership resistance behaviour

## Deflection

- Redirecting responsibility for decisions to other departments or teams to avoid accountability.

## Analysis Paralysis

- Requesting endless reports or data analyses without making decisions based on the findings.

## Token Agreements

- Offering superficial approval for initiatives but not committing resources or time to actual implementation.

## Silent Sabotage

- Avoiding attendance at crucial workshops or meetings to limit exposure to new ideas or change efforts.

## Delegation Without Direction

- Handing off tasks related to change initiatives to subordinates without clear guidance or involvement.

## Dismissive Attitudes

- Labeling innovative ideas as “nice-to-haves” rather than essential, downplaying their significance.

## Excessive Risk Aversion

- Overemphasizing potential risks of change while ignoring risks of maintaining the status quo.

## Information Hoarding

- Not sharing vital insights or context that could support effective decision-making.

## Excuse-Making

- Using external factors, such as market conditions or time constraints, to justify inaction.

## Focus on Immediate Gains

- Prioritizing short-term wins over the longer-term strategic goals, often undermining transformative initiatives.



# Thank you

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- @M365Maturity | @M365CommDocs | #MM4M365

Next MM4M365 monthly call

- **February 18 – 10 ET / 7 PT**
- *Third Tuesday of every month*
- <https://aka.ms/mm4m365/invite>

Take the Maturity Model Self-Assessment:

- Fill out the Maturity Model Survey: <https://symp.info/MM4M365Survey>
- Discussions in Github: <https://symp.info/MM4M365Discussion>
- YouTube: <https://symp.info/MM4M365Videos>
- Slide decks: <https://symp.info/MM4M365Slides>





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