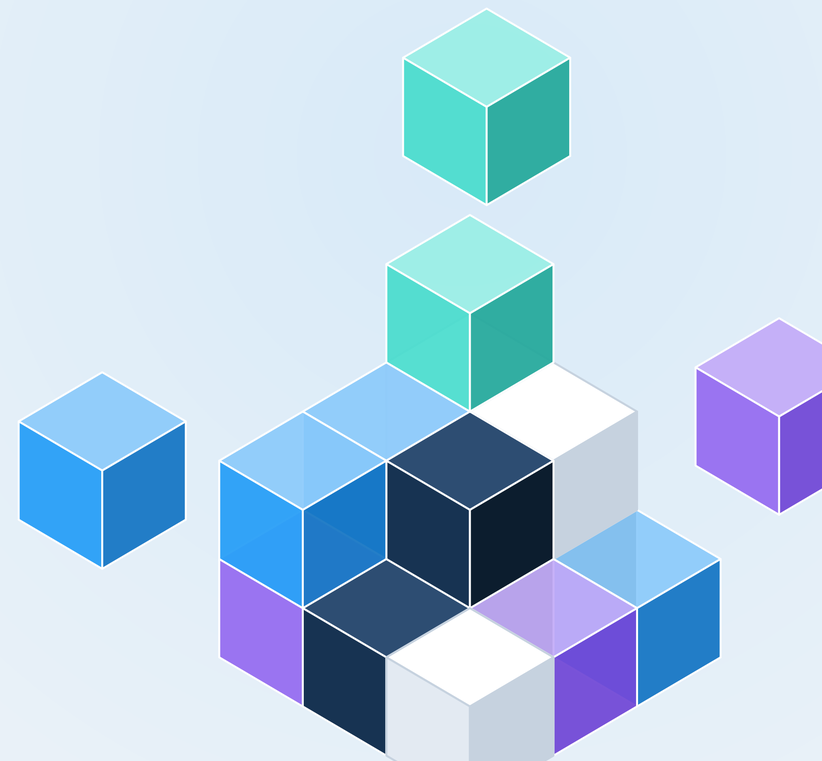
OPERATIONAL EXCELLENCE

Operational Maturity Model



An operational maturity model describes how consistently a capability is applied, in levels from reactive firefighting to self-improving, so a site can see where it stands and what comes next.

01 THE CORE MODEL

FIVE LEVELS · CAPABILITY BUILDS STEP BY STEP

01 LEVEL 1
Reactive
Firefighting; results depend on individual heroes.

→

02 LEVEL 2
Managed
Basic standards and KPIs exist in most areas.

→

03 LEVEL 3
Standardized
Common processes across areas, regularly audited.

→

04 LEVEL 4
Proactive
Problems anticipated; data drives prevention.

→

05 LEVEL 5
Optimized
Improvement is simply how work is done.

Maturity level
Describes how consistently a capability is applied, not which tools exist.

Assessment
Evidence-based scoring at the gemba, ideally by people outside the area.

Next level
The specific gaps that must close before moving up.

02 CLIMBING THE STAIRS

Levels cannot be skipped: each one is the base for the next.

REACTIVE — OPTIMIZED

LOW MATURITY

- Results vary with people and shifts
- Knowledge sits in heads, not in standards
- Time goes to firefighting

HIGH MATURITY

+ Predictable results across areas
+ Problems prevented, not just fixed
+ Improvement is part of the daily job

03 WORKED EXAMPLE

MAINTENANCE CAPABILITY IN ONE PLANT · A TYPICAL PATH

LEVEL 1 — **Breakdown repair** — fix after failure → LEVEL 2 — **Planned maintenance** — calendar-based tasks → LEVEL 3 — **Standard TPM** — all lines, audited → LEVEL 4 — **Condition-based** — data triggers the work

04 MANAGEMENT TAKEAWAYS

01
Assess with evidence
Score what you see in operation, not what is written in a manual.

02
Aim for the next level only
Close the gaps to the next step instead of chasing level 5.

03
Reassess on a cadence
Yearly reviews show whether maturity holds or slides back.

05 COMMON MISTAKE

LIMITATION

Treating levels as a trophy
When the score becomes the goal, areas optimize for audits instead of real capability.