THE ONE-TEAM GROWTH ENGINE

# Growth is not accidental. It is an architecture.

The Open Maturity Model — v1.0

5 pillars x 3 dimensions x 5 maturity levels

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HOW THIS MODEL WORKS

# The One-Team Growth Engine

The One-Team Growth Engine (OTGE) maps commercial organizations across **5 pillars** (Vision, Language, Process, Rhythm, Culture) and **3 dimensions** (People, Process, Data). That produces **15 cells**, each scored on a 1–5 maturity scale.

| LEVEL | NAME | MEANING |
|---|---|---|
| 1 | Chaotic | Ad hoc, person-dependent, invisible |
| 2 | Emerging | Pockets of good practice, not systemic (transitional) |
| 3 | Defined | Documented, shared, and used — the "One Team" threshold |
| 4 | Managed | Measured, coached, and improving (transitional) |
| 5 | Engineered | Self-correcting system; the architecture runs without heroes |

Levels 1, 3 and 5 are fully described per cell. Levels 2 and 4 are transitional: score a 2 when you are clearly past chaos but practices aren't yet organization-wide; score a 4 when defined practices are actively measured and coached but not yet self-correcting.

**Scoring rule:** score what is *demonstrably true today*, not what is planned or claimed. If you cannot show the artifact, the meeting, or the data — it doesn't count. (No mutual mystification.)

**Reading your result:** the grid's power is not the average score — it's the *spread*. A team scoring 4 on Process but 1 on Rhythm has a well-designed machine nobody runs. A team scoring 4 on Culture but 1 on Language has great people talking past each other. Growth leaks at your lowest cells.

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PILLAR 1 — VISION

# Does everyone know where we play, how we win, and why it matters?

## 1.1 Vision × People

*Whether individuals — across sales, marketing, CS, product, operations — can articulate the commercial ambition and their part in it.*

| 1 · CHAOTIC | 3 · DEFINED | 5 · ENGINEERED |
|---|---|---|
| Ask five people where the company is going commercially; get five answers. Purpose exists only in the CEO's head or the pitch deck. | A written Where-to-Play / How-to-Win choice exists; every commercial role can state the target segments, the differentiation, and their own contribution to it. | New hires absorb the vision in onboarding without leadership present; teams use it autonomously to say no to off-strategy deals. The vision filters decisions at every level. |

## 1.2 Vision × Process

*Whether strategy is an operating process or an annual slide ritual.*

| 1 · CHAOTIC | 3 · DEFINED | 5 · ENGINEERED |
|---|---|---|
| “Strategy” is a Q4 budget exercise. Planning is mistaken for strategy; a list of targets is mistaken for a plan. | A strategy cascade exists (winning aspiration → where to play → how to win → capabilities → management systems) and is revisited quarterly against explicit assumptions. | Assumptions are tested continuously; the organization distinguishes wrong assumption from poor execution in every review, and reallocates within the quarter, not the year. |

## 1.3 Vision × Data

*Whether the ambition is quantified and falsifiable.*

| 1 · CHAOTIC | 3 · DEFINED | 5 · ENGINEERED |
|---|---|---|
| Targets are last year plus ambition percentage. Nobody can trace the number to a market model. | The revenue target decomposes into segments, motions, and assumptions (win rates, ACV, cycle time) anyone can inspect — a formula, not a wish. | A living market model links external signals to the plan; deviations trigger scenario switches that were pre-built, not improvised. |

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PILLAR 2 — LANGUAGE

# Do we mean the same thing when we say “qualified,” “committed,” “customer”?

## 2.1 Language × People

*Shared vocabulary across functions and levels — the end of mutual mystification.*

| 1 · CHAOTIC | 3 · DEFINED | 5 · ENGINEERED |
|---|---|---|
| “Qualified lead,” “forecast commit,” and “churn risk” mean different things in marketing, sales, and CS. Meetings are spent re-litigating definitions. | A shared definitions dictionary exists and is used: ICP, stage entry/exit criteria, qualification standard (e.g., MEDDICC-based), forecast categories. | The language extends to customers: proposals, success plans, and QBRs use the same outcome vocabulary. New tools must adopt the dictionary before rollout. |

## 2.2 Language × Process

*Whether interactions — internal and customer-facing — follow shared contracts.*

| 1 · CHAOTIC | 3 · DEFINED | 5 · ENGINEERED |
|---|---|---|
| Meetings happen without purpose, agenda, or agreed outcome. Handoffs between functions are informal and lossy. | Upfront Contracts are standard for customer meetings (purpose, time, both agendas, expected outcome); internal handoffs have documented entry/exit criteria both sides signed. | Contract discipline is self-enforcing: teams refuse meetings without UFCs, deals cannot advance stages without the defined evidence, and handoff SLAs are tracked like customer SLAs. |

## 2.3 Language × Data

*Whether definitions are encoded in systems so the data means one thing.*

| 1 · CHAOTIC | 3 · DEFINED | 5 · ENGINEERED |
|---|---|---|
| CRM is a pile of records. The same field means different things per team; reports are contested before they're discussed. | Stage definitions, qualification fields, and forecast categories are enforced in the CRM; one source of truth exists and reports are debated on conclusions, not on data validity. | Data quality is monitored automatically (stale opportunities, skipped stages, missing evidence flagged); the definitions dictionary and the system schema are the same document. |

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PILLAR 3 — PROCESS

# Does revenue follow a designed, full-lifecycle journey — or a funnel that ends at signature?

## 3.1 Process × People

*Whether roles map to the customer journey, including after the deal.*

| 1 · CHAOTIC | 3 · DEFINED | 5 · ENGINEERED |
|---|---|---|
| Sales owns everything until signature, then throws the customer over the wall. The right side of the bow tie is nobody's job. | Roles are mapped across the full bow tie — acquisition AND adoption, retention, expansion — with named owners per journey stage and clear team structures per segment. | Teams flex with the journey: resources shift between acquisition and expansion based on where the bow-tie data says growth is moving, without reorganization trauma. |

## 3.2 Process × Process

*The design quality of the journey itself.*

| 1 · CHAOTIC | 3 · DEFINED | 5 · ENGINEERED |
|---|---|---|
| The sales process is a linear funnel drawn from the seller's perspective; the buyer's actual looping journey is ignored. Closing is a stage, not a result. | A documented full-lifecycle journey exists (discover → evaluate → buy → adopt → realize value → stay → grow → refer) with playbooks per stage and buyer-enablement artifacts. | The journey is treated as a product: instrumented, versioned, and improved on a release cadence. Win/loss and churn analysis feed design changes within the quarter. |

## 3.3 Process × Data

*Whether the journey is measured as a system of conversion and velocity.*

| 1 · CHAOTIC | 3 · DEFINED | 5 · ENGINEERED |
|---|---|---|
| The only number is bookings. Nobody can say where deals stall or why customers churn. | Bow-tie metrics exist per stage on both sides — CAC, LTV, NRR, win rates by segment — reviewed against the Goldilocks balance of Quality, Growth, Efficiency. | The full bow tie runs as a data model: a change in stage-2 conversion predicts its ARR impact three quarters out; investment decisions are made from the model, not opinion. |

PILLAR 4 — RHYTHM

# Does execution have a heartbeat — or does the quarter end in a frenzy?

## 4.1 Rhythm × People

*The cadence of human attention — 1:1s, coaching, development.*

| 1 · CHAOTIC | 3 · DEFINED | 5 · ENGINEERED |
|---|---|---|
| 1:1s happen when there's a problem. Coaching means deal inspection. Burnout is discovered at resignation. | Weekly 1:1s in the team member's preferred format, separated from pipeline review; coaching targets skills (max three per role), not just outcomes; burnout indicators are watched. | Coaching is peer-to-peer and self-sustaining; skills development compounds through documented incremental wins; the cadence survives leadership changes because the team owns it. |

## 4.2 Rhythm × Process

*The operating cadence of the commercial system.*

| 1 · CHAOTIC | 3 · DEFINED | 5 · ENGINEERED |
|---|---|---|
| The quarter is a sprint that starts in month three. Grasshopper mode: discount-heavy, deadline-driven closing frenzies. | A defined cadence stack runs: weekly pipeline (50%+ weighted focus), monthly sales meeting with progress telex, quarterly Review & Preview (QBRP) with rolling 3-quarter reverse pipeline view. Meeting ownership is delegated; actions are recorded and executed. | The rhythm is anti-fragile: forecasting is weekly and rolling, quarter-end distortion is measurably absent (no month-3 win-rate collapse, no discount spike), and the cadence adapts tempo to market turns. |

## 4.3 Rhythm × Data

*Whether forecasting and reporting are continuous instruments or backward-looking rituals.*

| 1 · CHAOTIC | 3 · DEFINED | 5 · ENGINEERED |
|---|---|---|
| Forecast = pipeline × hope, assembled the night before the board meeting. Seasonality and ghost deals are unknown. | A rolling forecast runs on maintained pipeline data plus historical patterns; forecast meetings double as enablement moments rather than interrogations. | Leading indicators drive the rhythm: the system flags at week 2 what the quarter will miss at week 12, and pre-built offense/defense plays trigger automatically for review. |

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PILLAR 5 — CULTURE

# Do people own outcomes — and does the system make them better?

## 5.1 Culture × People

*Trust, ownership, authenticity, and psychological safety.*

| 1 · CHAOTIC | 3 · DEFINED | 5 · ENGINEERED |
|---|---|---|
| Coffee-is-for-closers residue: fear-based management, hero worship, information hoarding. People perform for the boss, not the customer. | Extreme ownership is the norm: everyone leads their domain, mistakes surface as lessons, feedback flows both ways, and selling is authentic — no tricks, no mind games. | The culture develops leaders faster than the org can absorb them; decentralized command works because everyone knows the mission and the why. Purpose — not pressure — is the fuel. |

## 5.2 Culture × Process

*Whether cultural values are embedded in how work actually runs.*

| 1 · CHAOTIC | 3 · DEFINED | 5 · ENGINEERED |
|---|---|---|
| Values live on a poster. Comp plans reward exactly the behavior the values condemn (quarter-end discounting, lone-wolf deals). | Incentives, performance management, and promotion criteria visibly reward team play, customer outcomes, and skill growth — not just bookings. Innovation has a defined path. | The culture self-corrects: when a process or incentive drifts against the values, the team flags and fixes it without escalation. Continuous improvement is the default response to friction. |

## 5.3 Culture × Data

*Whether the human system is measured with the same seriousness as the revenue system.*

| 1 · CHAOTIC | 3 · DEFINED | 5 · ENGINEERED |
|---|---|---|
| The only people-metric is quota attainment. Engagement, retention risk, and coaching impact are invisible. | People-metrics are tracked and discussed: engagement, internal mobility, training hours, skill progression, burnout indicators — reviewed with the same cadence as pipeline. | People-data and performance-data are connected: the organization can show that coaching investment moves win rates, and it allocates leadership attention accordingly. |

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USING THE MODEL

# From score to action

**Self-assessment (60–90 minutes):** score each of the 15 cells honestly using the evidence rule. Involve at least three functions — a sales-only scoring defeats the point of a One-Team model.

**The diagnostic questions:** each cell maps to one question in the OTGE Diagnostic Intake (15 questions, one per cell). Use the intake to structure the conversation; use this grid to score it.

**Prioritizing:** fix the lowest cell in the pillar that most constrains growth right now. Common patterns:

- Scaling stalls → usually Language or Process at L1–2 (the machine can't be replicated)
- Quarter-end chaos → Rhythm × Process and Culture × Process (incentives fighting cadence)
- High churn despite good sales → Process × People (bow-tie right side unowned)
- Great strategy, no traction → Vision × People and Rhythm (the cascade never reached the floor)

**Re-scoring cadence:** quarterly, inside the QBRP. Maturity moves in half-levels per quarter at best — distrust bigger jumps.

CONTRIBUTING

## This model is open

Extensions, industry adaptations, translated versions, and case studies are welcome — share them under the same license with attribution, and tag them #OneTeamGrowthEngine. The model credits and builds on the shoulders of: Jacco van der Kooij / Winning by Design (bow tie, revenue architecture), Roger Martin (Playing to Win), David Sandler (Upfront Contracts), John C. Maxwell, Jocko Willink, Dave Gray (The Connected Company), and Gartner's Winning in the Turns.

*One-Team Growth Engine™ — the name and the 5×3 architecture originate with Jan Bultinck. The model is free; the experience of applying it is where the craft lives.*

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