


STREAM® Framework and the Skills Maturity Model



Examining skills through the STREAM® lens shows the clear progression and evolution of an organization in terms of its talent management and skills-based practices. The factors listed in the content represent different stages or levels of maturity that an organization may want to achieve.

	 DEFINING	 EMERGING	 DEVELOPING	 TRANSFORMING	 ADAPTING	FACTORS
Summary	Competency models and job staffing systems	Skills-based development and career pathways	Skills-based leadership and planning. Talent marketplace.	Skills-based Talent Management. Opportunity Marketplace.	Adaptive skills-based organization. Fluid and fungible skills, work and organization visibility.	
Strategy	Building a talent strategy and culture around skills is not priority	Awareness that developing a skills-based strategy will be necessary	Executive buy-in to leverage skills within our existing talent strategy	Have investment and well-defined roadmap to develop into a skills-based organization	Commitment to building a skills-based talent strategy and culture is a top priority and business imperative	Building commitment to the priority of a skills-based talent strategy
Transformation	Role-based, limited standardization	Standard processes and tasks tightly aligned to defined job responsibilities	Increasingly expand projects into roles	Project and assignment focused	Fungible and dynamic, work a collection of skills	Work is changing and not fully fungible or only in pockets
Recognition	Limited awareness of skills beyond job description	Participate in role-based or performance management skills assessments	Skills added to internal public and talent marketplace	Have visibility into future skills and work via talent marketplace	Have a clear sense of skills governance and evolving skills and work opportunities	Increasing skills and opportunity visibility via marketplaces
Enablement	Learning and leadership development are not strategically organized or delivered around skills	Leaders emerge organically. Learning organized by competency and career level	Experiential and skills-based learning pathways emerge. Limited Hi-Po development	Learning pathways start a future-focus. Sporadic mentoring and developmental staffing	Strategic, future-focused skill-based learning pathways are experiential, and taken in the flow of work	Increasing focus on skill development as the focus of people development
Alignment	Limited alignment across talent and business	Some talent practice and skills alignment	Increasing alignment across pockets of talent and business	Well aligned talent, organization and skills practices	Deeply aligned talent and skills practices across talent areas	Talent alignment and shared skills practices play an important role
Management Systems	Loosely integrated learning and talent HR platforms	Emphasis on career and journeys via talent systems	Loosely integrated talent ecosystem with talent marketplace and LXP	An opportunity marketplace emerges for continual development	Opportunity marketplace as strategic tool with advanced analytics	Data and dynamic platforms used to solve talent gaps and create opportunities