seertech
MISSION CRITICAL LEARNING

From Learning Maturity to Measurable Performance

Understanding your assessment, identifying what matters most, and turning insight into action.

> **The value of a maturity assessment isn't knowing your score. It's knowing what to do with it.**

CUSTOMER COMPANION GUIDE

For customers and prospective customers using Seertech's Learning Maturity Assesment.

August 2026 | Confidential



Contents

01 **Why learning maturity matters** — The Business Question

02 **The value gap** — Why the Assessment Exists

03 **What the assessment tells you** — A Decision Tool, Not a Scorecard

04 **The five drivers of learning effectiveness** — How the Assessment Looks at Your Organization

05 **How to read your maturity profile** — Score → Profile → Diagnosis

06 **Understanding the four maturity levels** — What the Score Means

07 **How you compare** — Benchmarking in Context

08 **Finding what is holding back performance** — The Primary Constraint

09 **From symptoms to root cause** — Understanding the Diagnosis

10 **Understand both risk and opportunity** — Why This Matters

11 **From diagnosis to curated action** — Why Recommendations Are Different

12 **Your improvement path** — Sequenced Over Time

13 **What a curated action looks like** — Worked Example

14 **Understanding the value opportunity** — From Maturity Movement to Value

15 **Quick vs Advanced assessment** — Confidence in the Result

16 **Assessment is the beginning, not the end** — The Improvement Cycle

17 **How to use your assessment** — Executive Summary

© 2026 Seertech, Inc. All Rights Reserved. | www.seertechsolutions.com

Why learning maturity matters

Learning *activity* is easy to measure. Learning *effectiveness* is harder.

Organizations can have strong participation, extensive content libraries, modern learning technology and significant investment — yet still struggle to show whether learning is building the capabilities the business needs or improving performance.

The questions that matter

- Are we investing in the right learning?
- Is learning building measurable capability and workforce readiness?
- Is learning changing what people do on the job?
- Can we demonstrate business value to leaders?
- Where is value being lost — and where should we improve first?

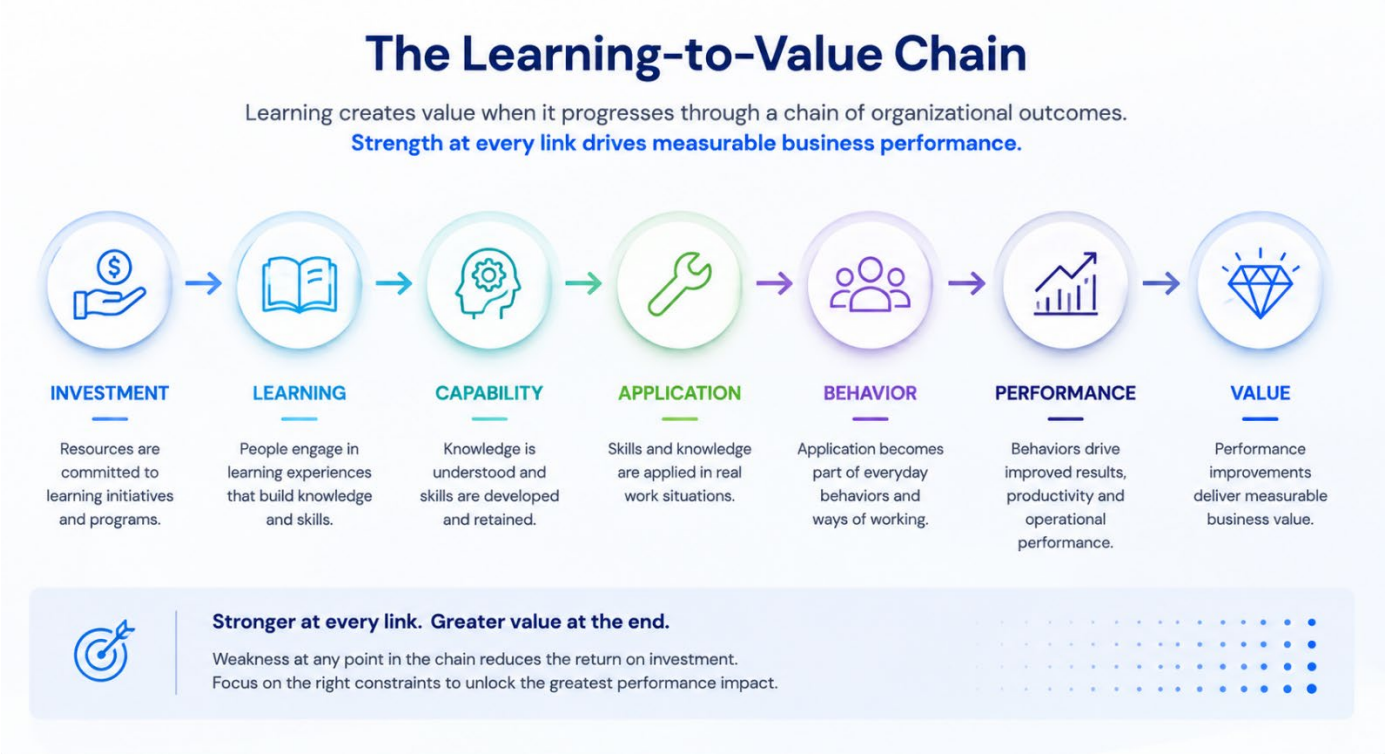
> **Learning maturity describes how reliably your organization can turn learning investment into capability, behavior, performance and value.**

© 2026 Seertech, Inc. All Rights Reserved. | www.seertechsolutions.com

The value gap

Learning does not create value simply because it is delivered or completed.

Value is created when learning progresses through a chain of organizational outcomes. Weakness anywhere in that chain can reduce the return on upstream investment.



Where organizations lose visibility

Most organizations can see investment, activity and completion. Fewer can see whether learning created capability, whether capability was applied, whether behavior changed, and whether that change improved performance.

> **The Maturity Assessment identifies where your learning-to-performance system is strong, where value is being constrained, and where improvement is most likely to matter.**

© 2026 Seertech, Inc. All Rights Reserved. | www.seertechsolutions.com

What the assessment tells you

The assessment is designed to answer three practical questions.

Question	What the assessment provides	Why it matters
Where are we?	Overall maturity, pillar profile and peer position	Creates a common baseline.
What is holding us back?	Primary constraint, root-cause story and ROI-risk headline	Focuses attention on the most strategically significant gap.
What should we do next?	Maturity-appropriate roadmap, projected lift and value opportunity	Turns diagnosis into a prioritized improvement path.

> **A strong result is not the highest possible score. It is a clearer basis for making better improvement decisions.**

© 2026 Seertech, Inc. All Rights Reserved. | www.seertechsolutions.com

The five drivers of learning effectiveness

Five pillars describe the capabilities that determine how effectively learning investment translates into business impact.

Pillar	Weight	The question it asks
Learning Demand & Productization	**25%**	Are we investing in the right learning — focused, findable and tied to real demand?
Skills & Capability Alignment	**20%**	Is learning translating into measurable workforce skills and readiness?
Governance & Operational Efficiency	**20%**	Can we run and scale learning efficiently, without manual friction and waste?
Insight & Value Demonstration	**20%**	Can we prove learning's business value to executives with data?
Adoption & Behavioral Impact	**15%**	Does learning actually change behavior on the job — and stick?

> **Together, the five pillars provide a system-level view. Improving one area while ignoring a critical constraint elsewhere may not improve overall value.**

© 2026 Seertech, Inc. All Rights Reserved. | www.seertechsolutions.com

How to read your maturity profile

Your overall score tells you where you are. Your profile explains the shape of your maturity. Constraint analysis tells you where to act.



Do not read the headline score in isolation

Two organizations can have the same overall score but very different improvement needs. One may be consistently developing across all five pillars; another may be strong in four pillars but held back by a single severe constraint.

- **Overall maturity:** the headline position on a 0–100 scale.
- **Pillar profile:** where capability is stronger or weaker.
- **Peer comparison:** whether the result is ahead of, level with or behind comparable organizations.
- **Primary constraint:** the gap creating the greatest strategic drag.
- **Roadmap:** the maturity-appropriate sequence for improvement.

© 2026 Seertech, Inc. All Rights Reserved. | www.seertechsolutions.com

Understanding the four maturity levels

Maturity is a progression in how consistently learning is governed, connected to capability, measured and converted into value.

Band	Range	What it means	How to advance
Emerging	0–40	Fragmented and reactive. Learning value is largely unproven.	Standardize core processes and connect priority programs to business KPIs.
Developing	40–60	Defined but inconsistent. Value is recognized but not systematically demonstrated.	Tighten governance and measurement so results become consistent and visible.
Managed	60–75	Stable, mapped to priorities and producing predictable impact.	Automate measurement and scale proven practices across the portfolio.
Optimized	75–100	Integrated, predictive and continuously improving. Learning ROI becomes a competitive advantage.	Sustain the edge through predictive planning and continuous optimization.

The maturity score is a **relative maturity measure**, not a pass/fail test.

© 2026 Seertech, Inc. All Rights Reserved. | www.seertechsolutions.com

How you compare

A maturity score becomes more useful when you can see it in relation to comparable organizations.

The assessment positions results against an industry × organization-size baseline. As real peer assessments accumulate, those results blend with the baseline to improve the comparison.

Signal	Interpretation
Ahead of peers	This capability is comparatively strong and may be an organizational advantage.
Near peers	Performance is broadly consistent with the comparison group; internal priorities determine whether it needs attention.
Behind peers	The capability may be limiting competitiveness or value realization and deserves closer diagnosis.

> **Benchmarking is not the destination. It provides context for deciding which gaps matter most.**

© 2026 Seertech, Inc. All Rights Reserved. | www.seertechsolutions.com

Finding what is holding back performance

Not every gap deserves equal attention.

The assessment ranks pillars by strategic severity: how far each pillar sits below its industry peer benchmark, amplified by the pillar's strategic weight. The highest-severity gap becomes the primary constraint. A second constraint is surfaced only when it represents a genuine additional gap.

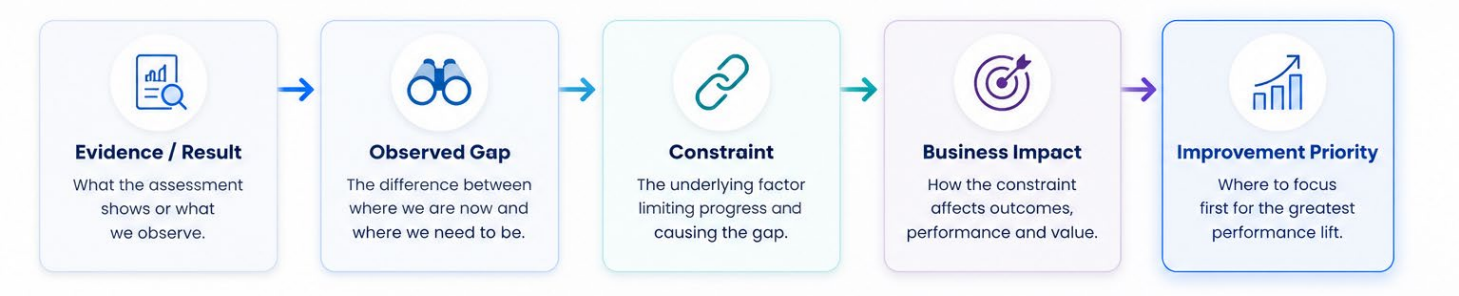
Pillar	Constraint archetype	What it looks like
Learning Demand	**Portfolio Inefficiency**	Duplicate content, low utilization and weak content-to-value alignment.
Skills Alignment	**Capability Translation Gap**	Learning spend is not converting into measurable workforce capability.
Governance	**Operational Friction**	Manual overhead and inconsistent processes limit scale and optimization.
Insight & Value	**Value Visibility Gap**	Impact is invisible to executives, leaving learning vulnerable to cuts.
Adoption	**Behavior Change Failure**	Knowledge does not convert into sustained on-the-job performance.

> **The assessment asks: which gap is creating the greatest strategic drag?**

© 2026 Seertech, Inc. All Rights Reserved. | www.seertechsolutions.com

From symptoms to root cause

A useful assessment explains why a result matters — not just where the score is low.



Example: Capability Translation Gap

What the result may show	What it means
Skills gaps persist despite training investment	Learning activity is not reliably building required proficiency.
Weak mapping between learning and role requirements	Development is disconnected from the capability model.
High time-to-competency	People may be completing learning without reaching readiness quickly enough.
Limited visibility of capability improvement	Leaders cannot confidently see whether investment is changing workforce readiness.

Root-cause framing helps avoid treating symptoms independently when a shared underlying constraint may be driving them.

© 2026 Seertech, Inc. All Rights Reserved. | www.seertechsolutions.com

Understand both risk and opportunity

Every significant finding should be read through two executive lenses.

Organizational Exposure — what happens if we do nothing?	Organizational Potential — what becomes possible if we improve?
Continued duplicated or low-value investment	A more focused portfolio and better utilization
Slow time-to-competency and weak readiness visibility	Faster readiness and clearer capability evidence
Administrative friction and avoidable cost	Greater scalability and lower operational burden
Limited executive confidence in learning value	Stronger value visibility and investment confidence
Learning that does not translate into behavior	More reliable application and performance impact

The ROI-risk headline

The assessment also classifies *why* the primary constraint matters: an internal bottleneck, a below-market position, an internal & market gap, or low absolute maturity.

> **Risk creates urgency. Opportunity creates direction.**

© 2026 Seertech, Inc. All Rights Reserved. | www.seertechsolutions.com

From diagnosis to curated action

Your results do not produce a generic checklist.



The improvement roadmap is selected according to both the diagnosed constraint and the organization's maturity tier. Two organizations with similar headline scores can therefore receive different plans.

Tier	When it applies	Primary focus
Foundation	Average <50 or constraint <40	Fix structural gaps.
Alignment	Constraint ≥40 and average ≥50	Connect learning activity to measurable outcomes.
Optimization	Average ≥60 and constraint ≥50	Scale, automate and compound proven capability.

Curation focuses effort on the actions most likely to unlock the next stage of maturity.

© 2026 Seertech, Inc. All Rights Reserved. | www.seertechsolutions.com

Your improvement path

Every roadmap turns the diagnosis into a practical sequence rather than a list of disconnected recommendations.

Horizon	Typical purpose	Example emphasis
0–90 days	Establish the foundation or remove immediate friction	Governance, baselines, role/capability definition, core measurement.
3–6 months	Connect and instrument	Dashboards, workflow automation, KPI linkage, structured pathways.
6–12 months	Scale and optimize	Predictive insight, intelligent automation, continuous optimization.

The sequence changes with maturity

- **Foundation:** Stabilize → Align → Optimize
- **Alignment:** Connect → Instrument → Scale
- **Optimization:** Automate → Predict → Compound

Projected lift

The roadmap estimates a realistic point gain for the primary constraint. The conservative range closes about 60% of the peer gap; the ambitious range reaches or modestly exceeds peers, tempered for higher-maturity organizations and capped by remaining headroom.

© 2026 Seertech, Inc. All Rights Reserved. | www.seertechsolutions.com

What a curated action looks like

A recommendation becomes useful when you can see the chain from finding to action and measurement.

Element	Illustrative example: Skills & Capability Alignment
Finding	Skills & Capability Alignment is materially below the organization's peer benchmark.
Diagnosis	Capability Translation Gap.
What we see	Learning is not consistently mapped to role capability requirements; readiness is difficult to evidence.
Why it matters	Training activity may occur without sufficient visibility that investment is building required workforce capability.
Priority action	Establish a role-to-capability framework for priority workforce segments.
Enablement	Map learning → capability → proficiency → evidence; establish gap visibility and targeted pathways.
Success measures	Capability coverage, validated proficiency, skills-gap reduction, time-to-competency, workforce readiness.
Expected outcome	Greater visibility into whether learning investment is building the capability the organization requires.

The objective is not to generate more recommendations. It is to create an understandable cause and a credible path to improvement.

© 2026 Seertech, Inc. All Rights Reserved. | www.seertechsolutions.com

Understanding the value opportunity

The assessment estimates the additional annual value associated with improving maturity.

The current model links maturity to an ROI-elasticity that increases across the four maturity bands. Value tracks the projected maturity gain rather than assuming an organization jumps an entire band.

How to read the financial estimate

- Use your actual annual learning budget when available.
- If budget is not provided, the assessment can use headcount × $1,250 or a clearly labeled illustrative $1M assumption.
- Treat the result as a **directional value opportunity**, not audited ROI.
- If an organization is already optimized, the appropriate story may be maintaining excellence rather than claiming artificial upside.

> **The financial story is there to translate maturity movement into business relevance — not to overstate certainty.**

© 2026 Seertech, Inc. All Rights Reserved. | www.seertechsolutions.com

Quick vs Advanced assessment

The assessment supports two paths, and they should not be interpreted as equally rigorous.

Path	How it works	How to use it
Quick Estimate	Five self-rated pillar sliders	A fast, directional view for exploration and early conversation.
Advanced Assessment	30 structured, dimension-weighted questions	A more defensible maturity profile for diagnosis and action planning.

When a user moves from Quick to Advanced, the change by pillar can reveal where self-perception differed from a more structured assessment. That difference is itself useful insight.

> **Use Quick to orient. Use Advanced to diagnose and plan.**

© 2026 Seertech, Inc. All Rights Reserved. | www.seertechsolutions.com

Assessment is the beginning, not the end

Maturity becomes valuable when insight creates measurable organizational movement.



Stage	Management question
Assess	Where are we today?
Understand	Why are we here?
Prioritize	What matters most?
Improve	What should we change?
Measure	Did the intervention work?
Reassess	How far have we moved — and what is next?

The goal is not a one-time maturity label. It is a repeatable improvement cycle.

© 2026 Seertech, Inc. All Rights Reserved. | www.seertechsolutions.com

How to use your assessment

Your assessment is most valuable when it changes the quality of the decisions that follow.

1 Know where you are.

Use the maturity score, pillar profile and peer position to establish a shared baseline.

2 Understand what is holding you back.

Use the primary constraint and root-cause story to understand the gap creating the greatest strategic drag.

3 Know what matters most.

Use risk and opportunity to decide why the issue deserves attention now.

4 Know what to do next.

Use the maturity-appropriate roadmap to sequence improvement over 0–90 days, 3–6 months and 6–12 months.

5 Prove that you are improving.

Track success measures, reassess maturity and use the next result to guide the next improvement cycle.

> **See clearly. Decide intelligently. Improve deliberately.**

SEERTECH LEARNING MATURITY ASSESSMENT

A structured way to move from learning activity to clearer capability, stronger performance and more visible value.

© 2026 Seertech, Inc. All Rights Reserved. | www.seertechsolutions.com

seertech
MISSION CRITICAL LEARNING

Close Your Maturity Gap

Turn learning into measurable business impact.
Seertech helps you strengthen every part of your learning-to-value chain — so you can drive capability, change behavior, and deliver results that matter.

Standardize
Consistent core learning workflows across the organization

Automate
AI-driven operations that remove manual friction

Prove Impact
Turn learning into measurable business outcomes

Ready to close your maturity gap?

See how Seertech's AI-powered LMS standardizes learning operations, automates workflows, and turns learning into measurable business impact — **book a personalized demo.**

Book Your Demo →

Scan to book a demo

https://www.seertechsolutions.com/demo-ai-powered-lms/

seertech
MISSION CRITICAL LEARNING