

Paul Kearns, BA Economics & Economic History
paul.kearns@maturityinstitute.com

- Dedicated Human Resource Management specialist since 1978
- Professional, scientific, evidence-based, manager of human capital
- Developer of original Intellectual Property for new, innovative, management methodologies; with **first author** copyright embedded across a range of books and publications for over 25 years.
- Inventor of the 'HR Maturity Scale' & 'Organizational Learning Maturity Scale'
- Author, speaker, trainer, educator, consultant
- Senior Partner, Organizational Maturity Services LLP ('OMS')
- Chair, Maturity Institute
- Co-developer OMINDEX® & co-author 'The Mature Corporation' (2019)



History of the HR Maturity Scale©, Maturity Institute and OMINDEX®

- The invention and origination (1993) and ongoing development of the HR Maturity Scale by Paul Kearns.
- The HR Maturity Scale as the foundation for the establishment of the 'Institute for HR Maturity' (IHRM) in 2013 (www.hrmaturity.com), which was subsequently transformed into the Maturity Institute(MI) (www.hrmaturity.com) – see Timeline <https://www.hrmaturity.com/home/maturity-timeline/>
- The development of OMINDEX® as the measurement method for establishing and monitoring MI's management standard
- OMINDEX® becomes the world's first measurement system directly linking organizational maturity (incorporating HR Maturity) with equity research and company valuation

Maturity Timeline - <https://www.hrmaturity.com/home/maturity-timeline/>

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MATURITY TIMELINE



“

The paradox is that by not pursuing profitability to the exclusion of all else, the Great Engine companies in their Golden Age would achieve enormous increases in value...whereas, by single-mindedly pursuing profit...these same companies and their successors actually created less genuine, lasting wealth; indeed, they would often destroy it.

The Puritan Gift, by Kenneth & William Hopper

The maturing of modern management is a very long story...

First public conference
where initial 'HR
effectiveness' scale
presented by Paul
Kearns – as founder of
PHIRM (Profitable
Human Investment &
Resource Management)
network -forerunner to
Maturity Institute 20
years later

PROVING THE WORTH OF THE PERSONNEL FUNCTION

A conference organised by PHIRM
and hosted by PERSONNEL

Tuesday 23rd November 1993

PHIRM is a movement of Personnel professionals dedicated to increasing the practical involvement of Personnel & HR as contributors to the business and to the 'bottom line'.

This Conference is an opportunity to see and hear the latest thinking and practical application of techniques that can make Personnel part of the core of running a business. Speakers will be

Paul Kearns founder of PHIRM and a forthright fighter for linking Personnel and Training activity directly to the 'bottom line'. Paul is speaking on this topic at IPM, Harrogate.

Alistair Mant is Chairman of the Socio-Technical Strategy Group, author of 'Leaders We Deserve' and has just returned from a lecture tour of Australasia. Alistair is a strong critic of fads and fashions in Personnel and in management.

Tony Miller is in charge of training at Frizzell where they received a National Training Award earlier this year. Tony applies measurement to training in a way that demonstrates quite astonishing returns on investment. Tony is also speaking at IPM, Harrogate.

Derek Burn is a specialist in audit of the Personnel and HR function. His systems, which help to put value on Personnel, are in wide use and have been successful in a range of different organisations.

This Conference is a debate and a learning event. PHIRM operates on a non profit making basis and this half-day (morning) Conference is **£75 + VAT including a light buffet lunch**. The venue is the Headquarters of Reed Business Publishing at Sutton in Surrey.

PHIRM can be contacted on Telephone: (0453) 521678.

To: Simon Dawson, PHIRM, PO Box 109,
Westbury-on-Trym, Bristol BS10 5BF

Action: Please reserve me a place on 'Proving the Worth of the Personnel Function' on 23rd November 1993. I enclose a cheque for £75 + VAT (or check the box for an invoice).

I am: name
title
company
address



Benefiting f WORKFOR DIVERSIT

Demographic, cultural, social and economic factors are having an increasingly profound effect on the present and future composition of the workforce. That we all know.

The more interesting and difficult issue is identifying and implementing the employment strategies an organisation should adopt to attract and retain the best possible people amidst this diversity – and elicit their best performance. All this whilst ensuring that the company itself achieves the best possible return on its investment in the payroll.

To reflect the growing interest in work diversity in the UK, we have invited our Bob Lattimer, one of America's foremost experts, to lead a workshop in Harrogate where organisations can benefit from diversifying their workforce. We will:

- identify the issues
- describe US employer's experience
- present the results of UK research
- outline possible courses of action.

■ **Venue:** Moat House Hotel, Harrogate

■ **Date:** Thursday 28 October 1993

■ **Time:** 6.30 pm

Space at this event is limited.

To reserve your place contact

Paul Wright on 071-379 4411



Towers Perrin

Castlewood
77-91 New Street
London WC2N 4DF

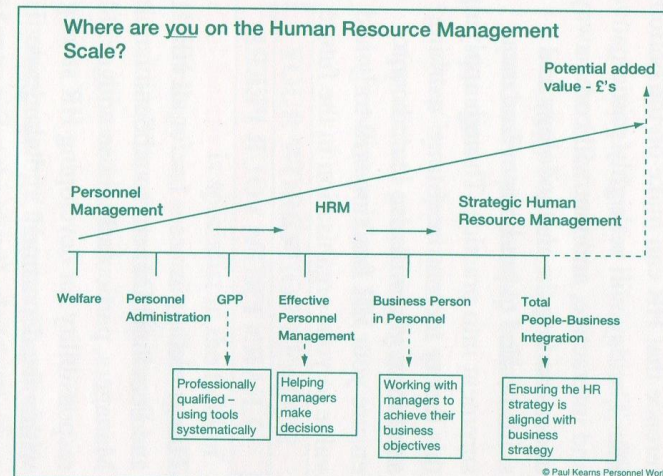
Kearns' (trading as Personnel Works Limited) presents early, copyright, version of his 'Human Resource Management Scale' linking HRM to "Potential added value - £'s"

A practical one-day intensive workshop

Developing STRATEGIC HR PERFORMANCE MEASURES

Workshop Leader:
Paul Kearns

**Wednesday
15th November 1995**



Workshop Company:
Personnel Works

**The London Marriott
Hotel**

To register, please call 0171 - 915 5055

28 years later.....

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Roles

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Research

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Gartner HR Score

**Measure, prioritize
and improve your
HR function's
effectiveness**



Assess your HR functional maturity

Maturity and Impo Each Functional Ol

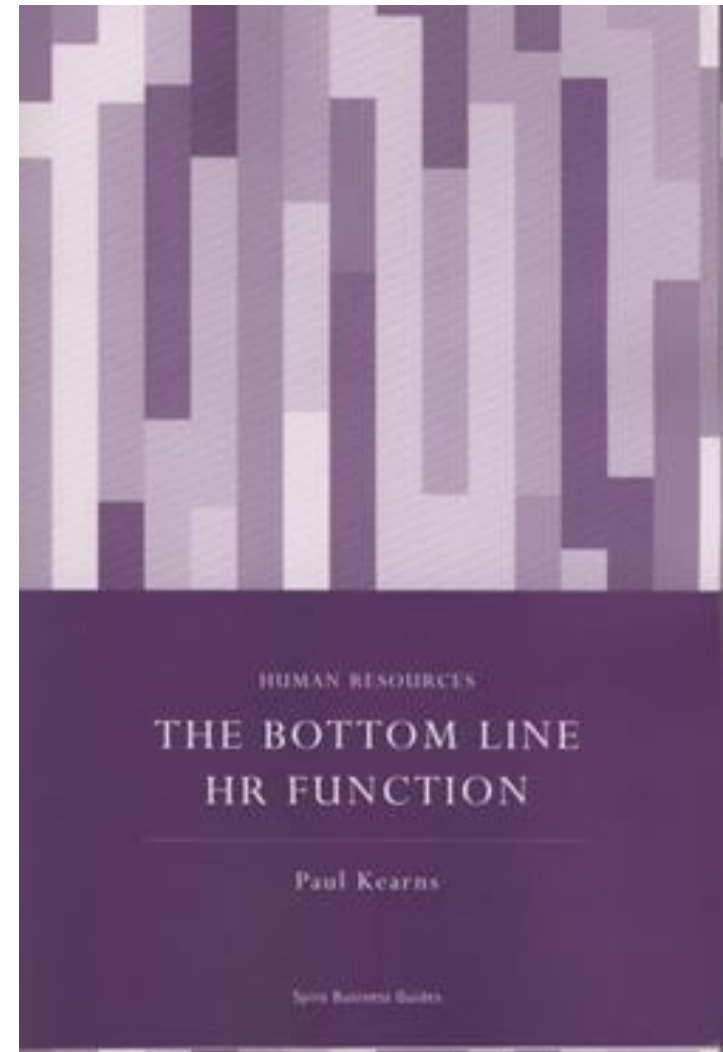
Manage the
Function
Maturity = 1+
Very Important

Manage Employee
Rewards and Benefits
Maturity = 2
Very Important



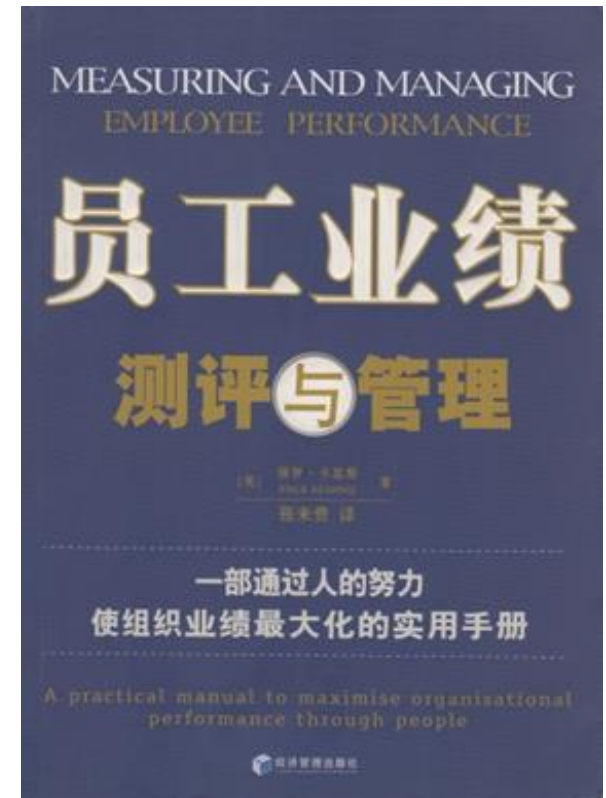
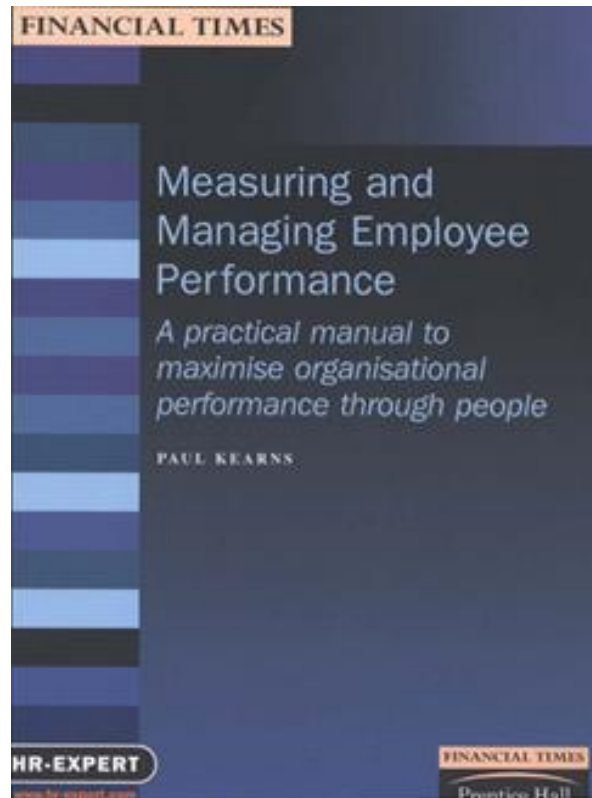
<https://www.gartner.com/en/human-resources/research/hr-score> on 23/11/21

Kearns' 2002 book 'The Bottom Line HR Function', published 2002, shows how important the measurement of financial value is becoming in the debate about the role of HR. The earlier, 1995, version of his 'HRM Scale' is renamed the 'HRM Scale of effectiveness', one of the many nuanced iterations of the model throughout its development cycle and continues today with **OMINDEX®**.



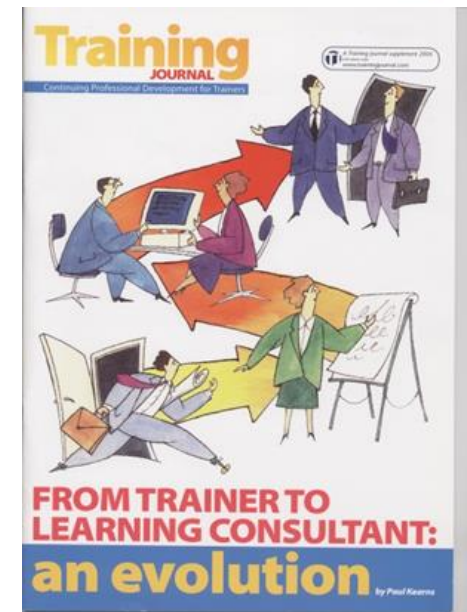
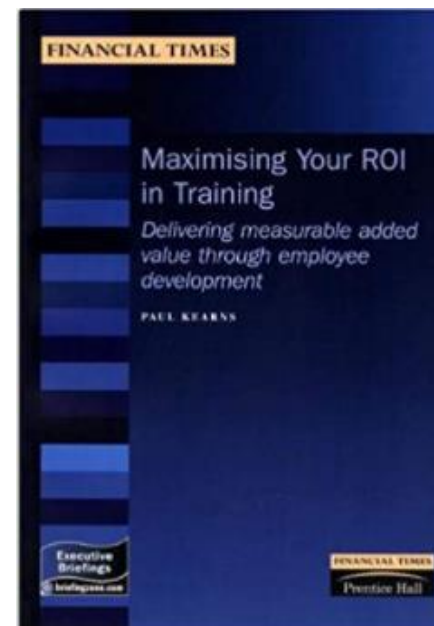
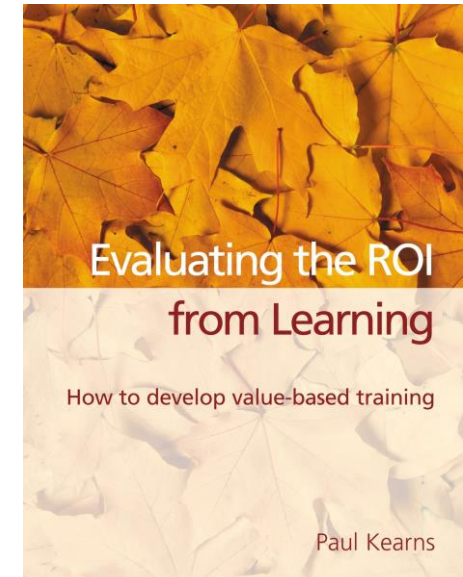
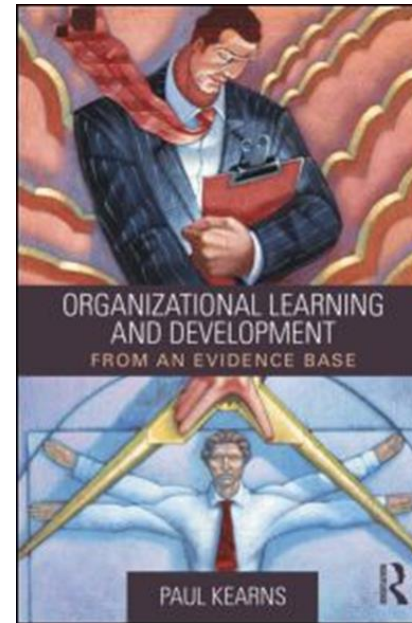
Kearns' 'HR effectiveness scale' demands revisiting the whole concept, and practices, of managing employee performance. This leads to his fundamental review in 2000 - 'Measuring and managing employee performance' for Financial Times publication.

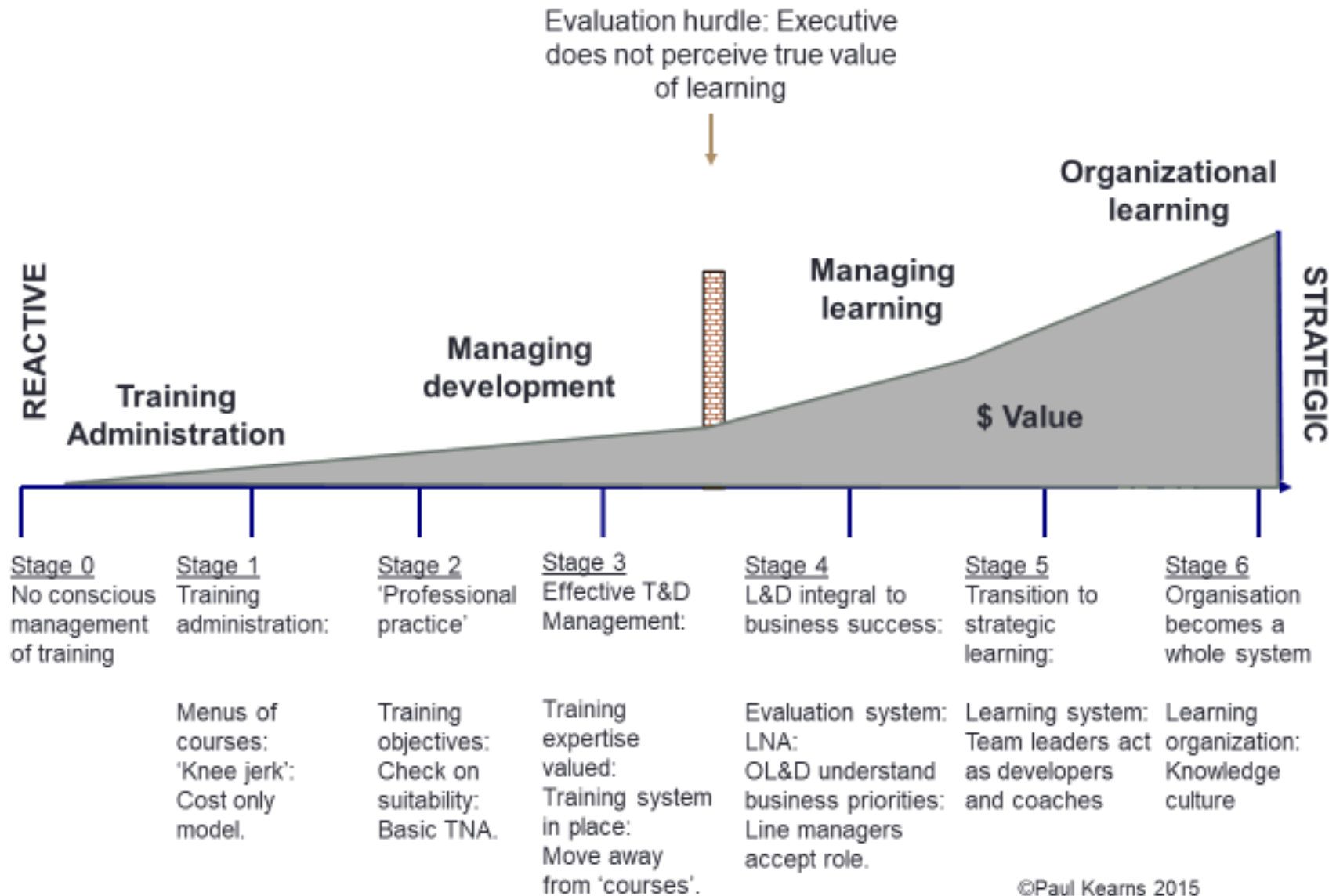
Chinese translation follows.



Mature learning & development

2000-2015 - Running in parallel with the continuous development by Kearns of his HR effectiveness/HR Maturity Scale, he produces a complementary scale to focus on measuring the value of learning and development. This incorporates his many practical lessons learned from his years as a Training Manager and consultant. So he produces a complementary, original series of publications covering training evaluation, ROI (return on investment), with a registered trademark of his 'Kearns' Baseline Evaluation Model' (2008) and the need for adopting the scientific method and evidence-based principles at every stage in the learning process. Culminating in his 2015 book 'Organizational Learning & Development - From an Evidence Base' and his 'Organizational Learning Maturity Scale', designed from, and to work with, his HR Maturity Scale.





2003: After 10 years of continuous development, Kearns publishes book containing latest, copyright, version of, what has evolved into, his ‘HR Maturity Scale’. It forms the foundation for any company’s ‘HR Strategy’, which has to become both “business focused and individually centred”. Each “Stage” of scale explained in practical detail

French translation published.



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200 Wheeler Road, Burlington MA 01803

First published 2003

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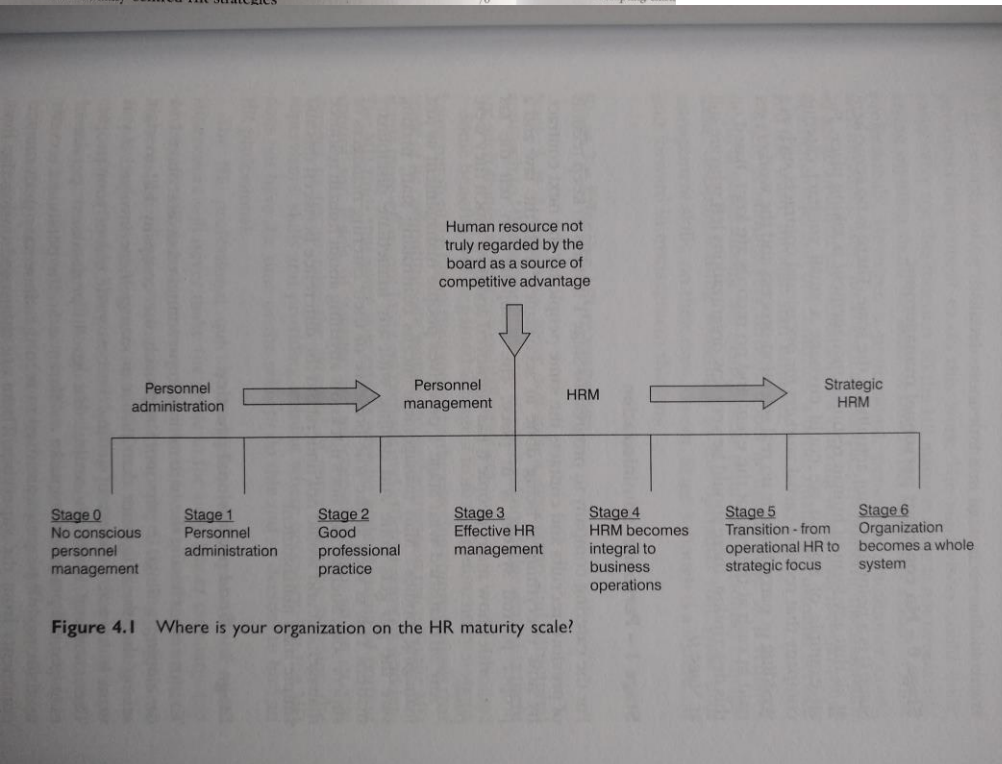
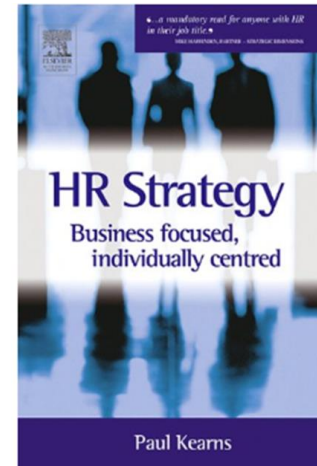


Figure 4.1 Where is your organization on the HR maturity scale?

HR Maturity Scale in 'HR Strategy'
published 2002, ©2003

The HR Maturity Scale - how mature is your organisation?

Human resource not truly regarded by the board as a key source of competitive

advantage

Personnel administration

Personnel Management

HRM

Strategic HRM



Stage 0
No Conscious Personnel Management

Stage 1
Personnel Administration

Basic administration
Payroll
No's. employed
Personnel costs

Stage 2
Good Professional Practice

Recruitment and selection systems
Rudimentary performance review process

Stage 3
Effective HR Management

HRM expertise valued by line
Systems start to have teeth

Stage 4
HRM becomes integral to business operations

HR business partners in place who understand the business
Line managers accept HRM intervention in their management role
Business measurement systems start to look at people measures

Stage 5
Transition - from operational HR to strategic focus

Organisation starts to become focused on maximum value from people through processes

Stage 6
Organisation becomes a whole system

Knowledge sharing culture
Intellectual capital managed
Individually centred but learning enabled

On publication of ‘HR Strategy’ (November 2002 and advertised on www.HR.com) Kearns is immediately contacted by Asta Bjarnadottir at Reykjavik Business School, saying “*This is exactly what I need!*”

Kearns is asked to take over the teaching of ‘HR Strategy’ as elective option on Reykjavik’s MBA programme in 2004 and teaches continuously until 2016. Kearns’ course becomes ‘Core’ course on MBA.

Dear Mr. Kearns,

I saw the extract from your new book on HR.com and thought "Wow, this is exactly what I need!"

I am part of a research group that aims to do research on the connection between HRM and success indicators for organizations here in Iceland. We are part of the CRANET consortium of comparative HR research (www.cranet.org), but we want to go further than benchmarking, because benchmarking often tends to be too descriptive, rather than prescriptive. The concept of HR maturity is right up our alley, because we have been looking for the right framework for the diagnostic tool that will be necessary to do this. We have been looking at work by authors such as Huselid, Ulrich and Fitz-enz, but still feel we need a better measurement/diagnostic framework.

So, I was wondering if you would be willing to share with us the questions (or other methods) that you use to place organizations on the continuum....?

Best regards,
Asta Bjarnadottir

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Faculty of Business
Reykjavik University, www.ru.is
Reykjavik, ICELAND
e-mail: asta@ru.is
personal web-page: <<http://www.ru.is/kennarar/asta>>
tel: (354) 510 6277 / mobile: (354) 820 6277

Google search question, 'Who invented the HR Maturity Scale?' 18 years after 'HR Strategy' publication (27th Nov. 2021) - shows 3rd Nov. 2002 link to www.HR.com site as first ranking

The screenshot shows a Google search interface. The search bar contains the text "who invented the HR Maturity Scale". Below the search bar, the results are displayed. The first result is from "https://www.hr.com > human_resources_management" and is titled "The HR Maturity Scale". The snippet below the title reads: "3 Nov 2002 — The **HR Maturity Scale** offers a range of positions against which an organization can assess the **maturity** of its **HR** thinking and systems." Below this result, there is a section titled "People also ask" with four questions, each followed by a downward arrow: "Who created the maturity model?", "What is HR Maturity Model?", "Who invented human resource development?", and "Who is the founder of human resource management theory?". At the bottom of the screenshot, another result is partially visible from "https://www.researchgate.net > figure > Where-is-your-or..." with the title "1 Where is your organisation on the HR maturity scale?".

Google

who invented the HR Maturity Scale

SafeSearch on

Tools

About 1,900,000 results (0.74 seconds)

<https://www.hr.com> > human_resources_management

The HR Maturity Scale

3 Nov 2002 — The **HR Maturity Scale** offers a range of positions against which an organization can assess the **maturity** of its **HR** thinking and systems.

People also ask

Who created the maturity model?

What is HR Maturity Model?

Who invented human resource development?

Who is the founder of human resource management theory?

Feedback

<https://www.researchgate.net> > figure > Where-is-your-or...

1 Where is your organisation on the HR maturity scale?

Download scientific diagram 1.1 Where is your organisation on the HR maturity scale? from

New HR Charter - Part 1

Does HR have a reputation problem?

I could refer you to articles written over 20 years ago about HR's image problem. The causes of this are highly complex and we can explore them in detail as this series progresses but what has been happening in the meantime? Is HR represented on any more FTSE 100 boards now than it was? Even if it is, what role does HR play, business partner or ethical monitor? Does it pick up the pieces when all the hard-nosed business decisions have already been taken? Does it act as a buffer between the cold world of commercial decision making and employee aspirations and wishes? Is HR the pink and fluffy side of the organisation or is it really a respected contributor to business strategy.

Do boards of directors have any better understanding of HR's purpose than they did 20 years ago or do they still see it as primarily an administrative function? Are they really convinced that HR will help them gain a competitive advantage through people?

What about those who work in the profession? Do you accept that your role is the same as any other operational manager - to keep shareholders happy? Or do you see yourself as an employee champion - fighting to give them a voice and helping them to find fulfilling employment and an outlet to develop their potential? Are these two diametrically opposed and conflicting roles for HR or are they actually mutually inclusive for organisational effectiveness and business success?

What about those who do not work in the commercial arena? What is HR's role in the NHS, the police, local government and the civil service? Does HR strategy really exist and are you anymore respected in the public sector? Moreover, what role does HR have when the motivation of many employees is less to do with their pay packet and much supposedly much more founded on a public service ethos?

All contributors are welcome. Let the debate commence.

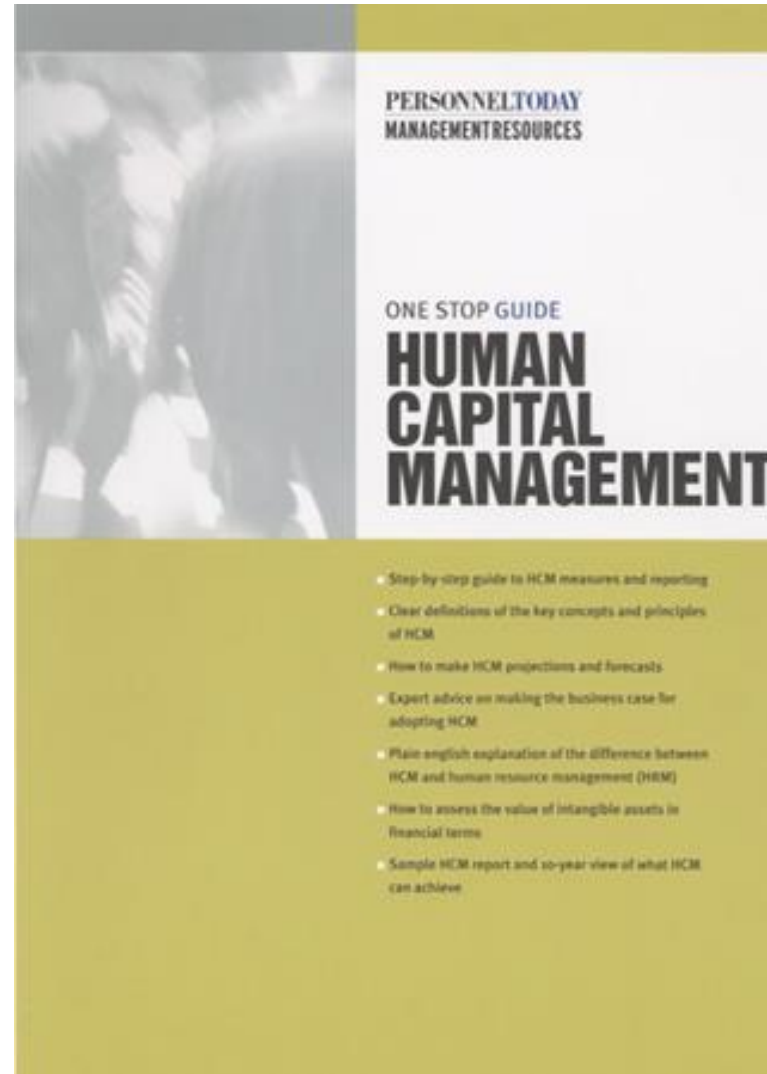
Kearns attracts a wider, regular audience through his writing and public speaking - HRZone.com, 2004, writes 'New HR Charter series' in 21 parts

Icelandic consultancy attends Kearns' Executive Education programme and completes 2 company case studies using 'HR Maturity Scale'

Attentus vinnur eftir líkani Paul Kearns

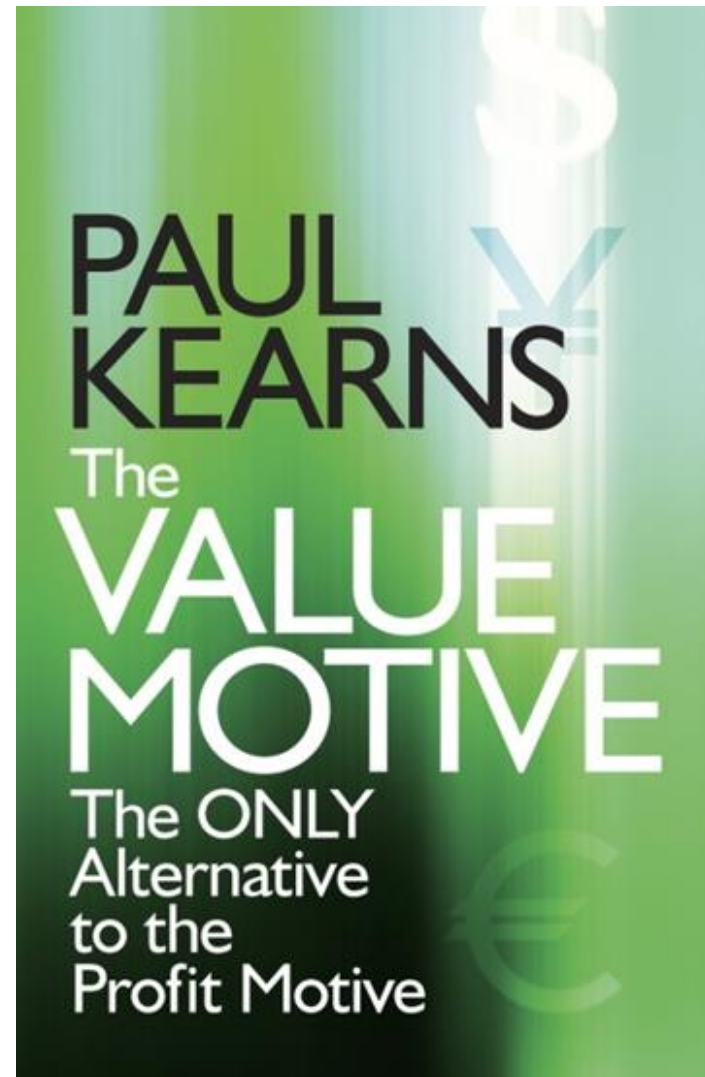
Stig 0	Stig 1	Stig 2	Stig 3	Stig 4	Stig 5	Stig 6
Ráðningar og launagreiðslur	Grunn - launavinnsla	Faglegri starfsmanna-stjórnun	Markmið mannauðs stjórnunar að bæta frammistöðu starfsmanna og stofnunar/ fyrirtækis	Mannauðsstefna notuð meðvitað til að framkvæma stefnu	Fræðsla og starfsþróun orðið stöðugt lærdómsferli	Erfitt að komast hingað
Engin stefna	Litið á starfsmenn sem kostnað	Starfsmanna stefna	Matskerfi Starfsmanna-samtöl	Frammistöðumat tengt stefnu fyrirtækis/ stofnunar	Fyrirtækið er hannað í kringum að hámarka ánægju viðskiptavina	Frumkvæði og nýsköpun skapar fyrirtækinu samkeppnis forskot
Litið utanumhald	Vitað um fjölda starfsmanna og launakostnað	Ferlar fyrir ráðningar og móttöku nýrra starfsmanna	Starfsmannastefna virk	Starfsþróun virkari	Ferlin skýr en sveigjanleg	
Geðpóttar- og innsæisákvæðanir	Námskeið tengd áhugamálum	Dæmi um að frammistaða stýri launum	Launastefna tengd stefnu og árangri fyrirtækisins	Stjórnun virk og tekið á vandamálum	Mikil teymisvinna hjá starfsmönnum – þeir hafa áhrif á stefnu og ferli	
"Reactive" starfsmanna stjórnun		Byrjað að stýra þjálfun og fylgjast með kostnaði	Markviss þjálfun og þarfgreining	Klæðskera-saumaðar lausnir í fræðslu	Framsækin (proactive) mannauðs-stjórnun	
		Upplýsingastreymi (handbækur, tölvupóstur)	Gott upplýsinga flæði Starfsmenn afla sér upplýsinga, Innra net/fundur	Skipuritið sveigjanlegt – unnið þvert á skipuritið í teyimum		

2004 - Kearns
commissioned by
‘Personnel Today –
Management Resources’
to write guide to the
burgeoning topic of
‘Human Capital
Management’. Kearns
incorporates first ever
reporting format to link
‘intangibles’ to
financials.

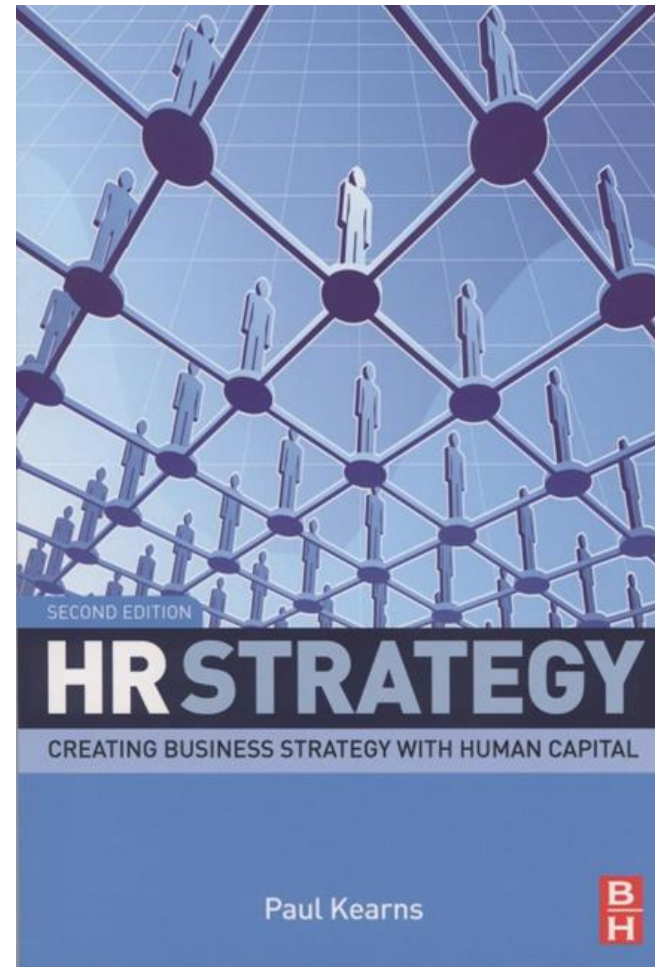


- Step-by-step guide to HCM measures and reporting
- Clear definitions of the key concepts and principles of HCM
- How to make HCM projections and forecasts
- Expert advice on making the business case for adopting HCM
- Plain english explanation of the difference between HCM and human resource management (HRM)
- How to assess the value of intangible assets in financial terms
- Sample HCM report and 10-year view of what HCM can achieve

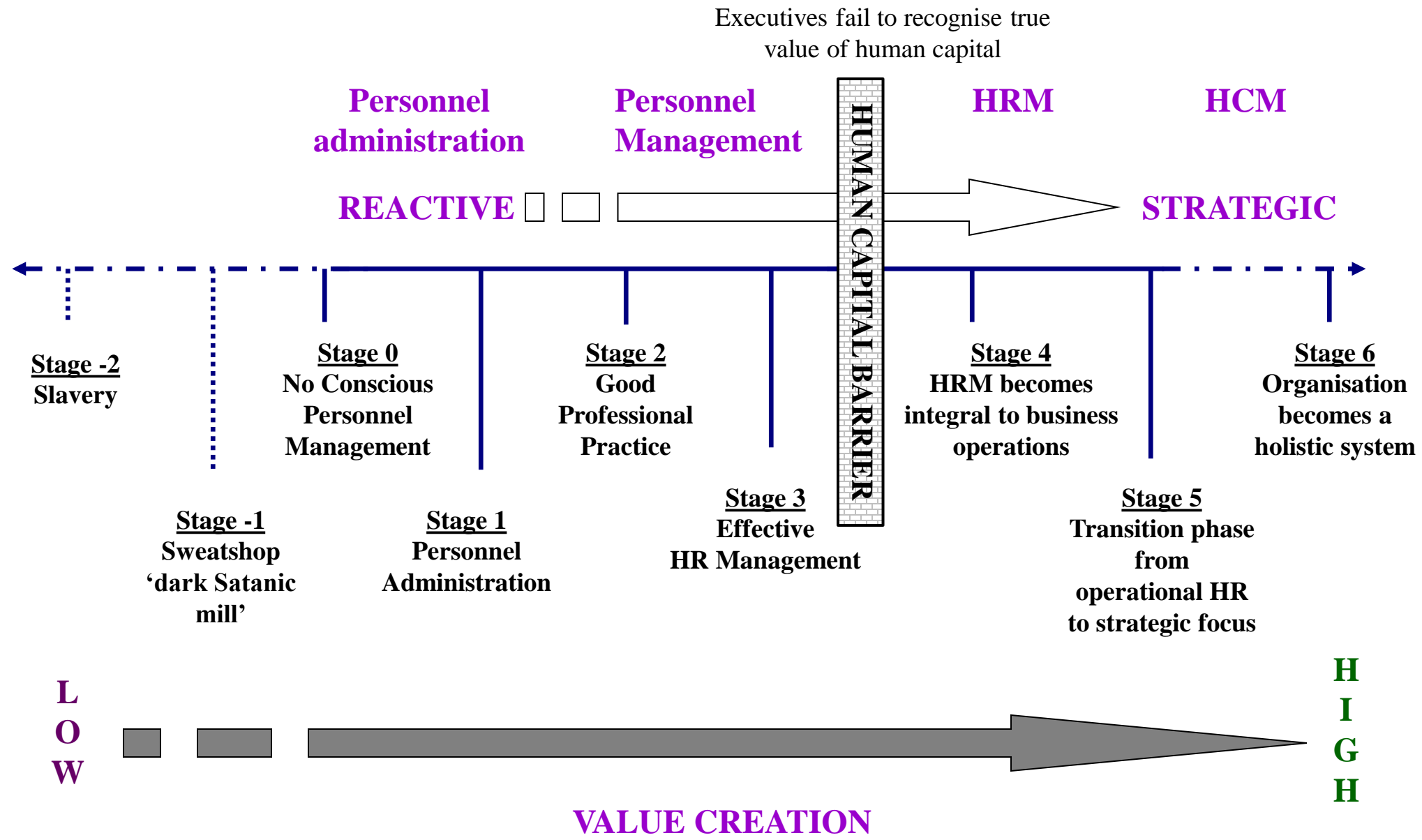
2007 – Kearns’ focus on people as ‘human capital’ leads him to write ‘The Value Motive’. His seminal, ground-breaking challenge to conventional economic theory, systems thinking, the profit motive and shareholder capitalism by redefining ‘Value’ as the only basis on which a legitimate form of capitalism can truly serve the whole of society.



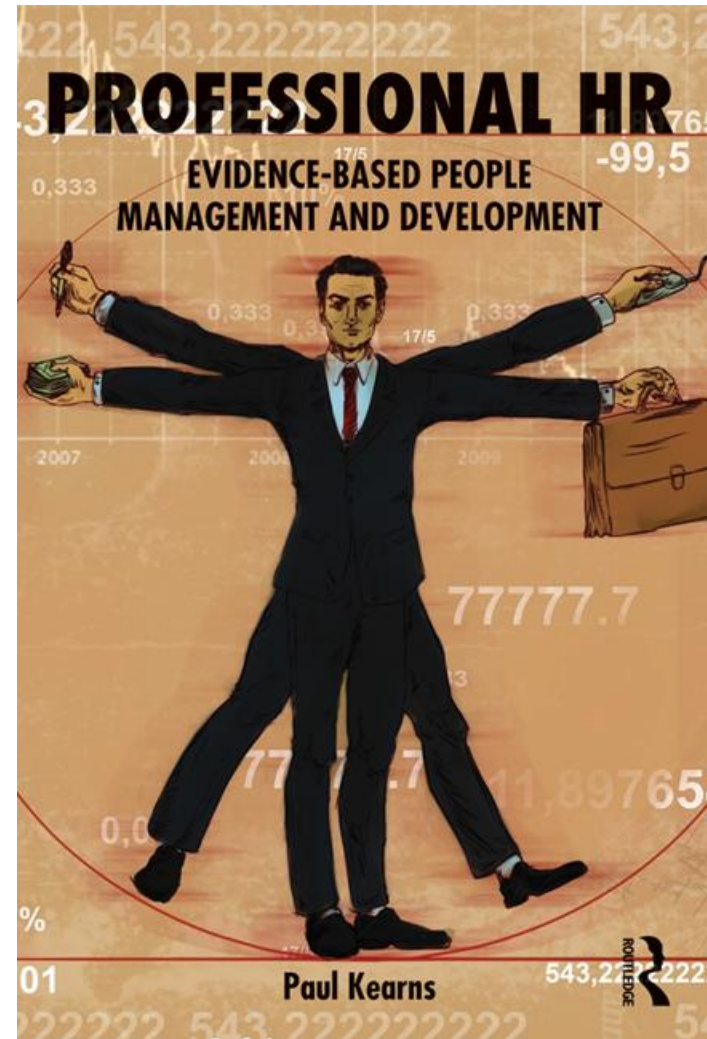
2010 – As the world continues to change, Kearns commissioned to write updated, 2nd Edition of HR Strategy - now subtitled “Creating business strategy with human capital”. Focus moves away from HR function effectiveness to whole organization management and clear links to real, holistic measure of ‘value’.



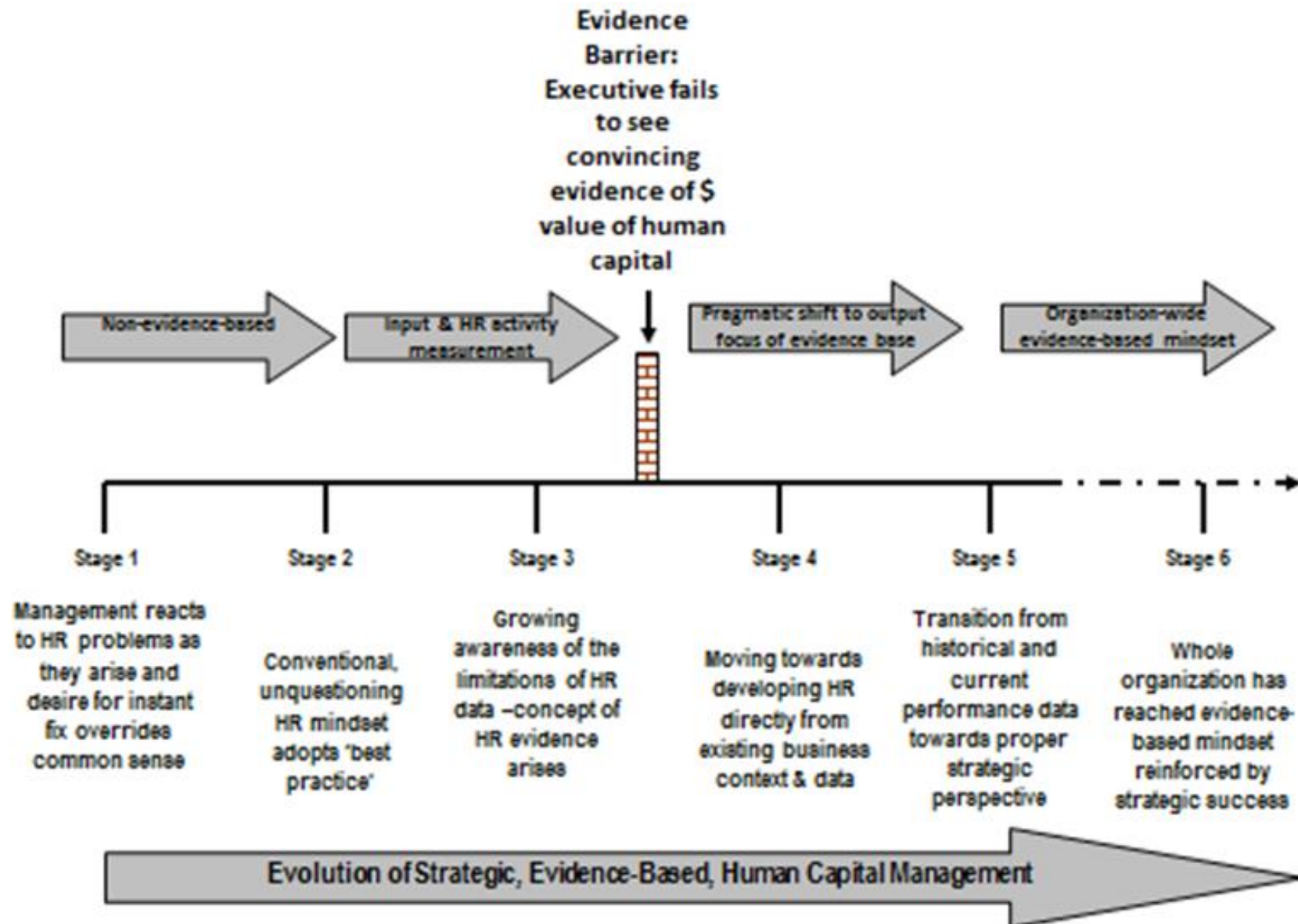
Kearns' 2nd Edition further develops 'HR maturity scale' by adding 2 'negative' stages; reflecting and highlighting plight of people in slavery and sweatshops that still exist today



2012-13 Kearns decides, as an economist, and with over 30 years experience in Human Resource Management, that the extant 'professional' bodies (e.g. CIPD, SHRM, ATD) have become obsolete because of their failure to effectively connect people to company and societal value. Writes a definitive, practical guide to new professionalism founded on the scientific method and evidence-based principles.



From 'Professional HR -Evidence-Based People Management & Development' 2013. The 'Maturity Scale' now provides a basis for assessing professionalism





From HR Maturity to responsible, Stakeholder Capitalism and Total Stakeholder Value via the Maturity Institute's scientific evidence base and the OMINDEX® measurement system to maintain the highest, professional management standards

The world of finance and investment now measures human intangibles in tangible terms of financial value using OMINDEX® ratings

<https://www.hrmaturity.com/?s=OMINDEX>

Registered trademark of OMINDEX® owned by OMS LLP

[Trademark Search in the United Kingdom](#) > [Trademark Category](#) > [Advertising, Business & Retail Services](#) > [OMINDEX](#)

 **LIVE** Current Status - Registered

OMINDEX

OMINDEX United Kingdom Trademark Information

By [Organizational Maturity Services LLP](#)



The OMINDEX trademark was assigned an **Application Number #UK00003438537** by the UK Intellectual Property Office (UKIPO). Trademark Application Number is a Unique ID to identify the OMINDEX mark in UKIPO.

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Latest Status Update

This trademark was filed on Tuesday, October 22, 2019.

The current status for this OMINDEX trademark - Registered.

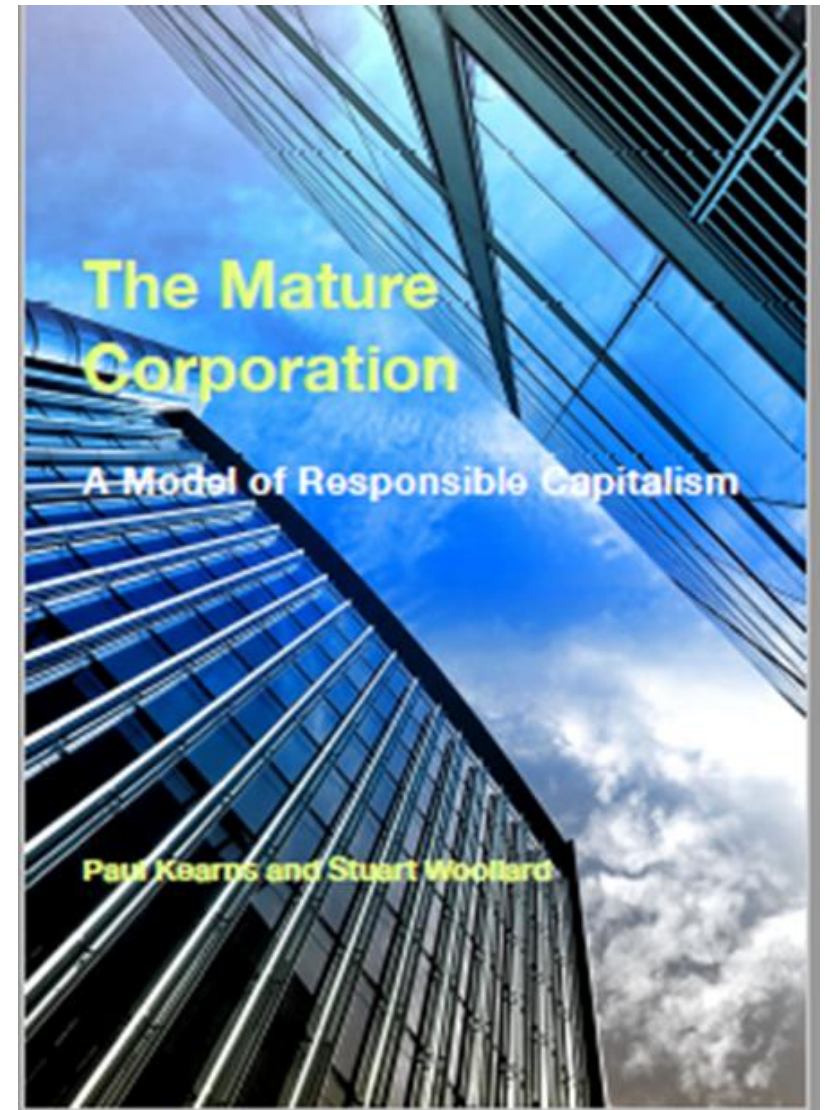
On Tuesday, October 22, 2019, Organizational Maturity Services LLP filed a United Kingdom trademark application for OMINDEX trademark.



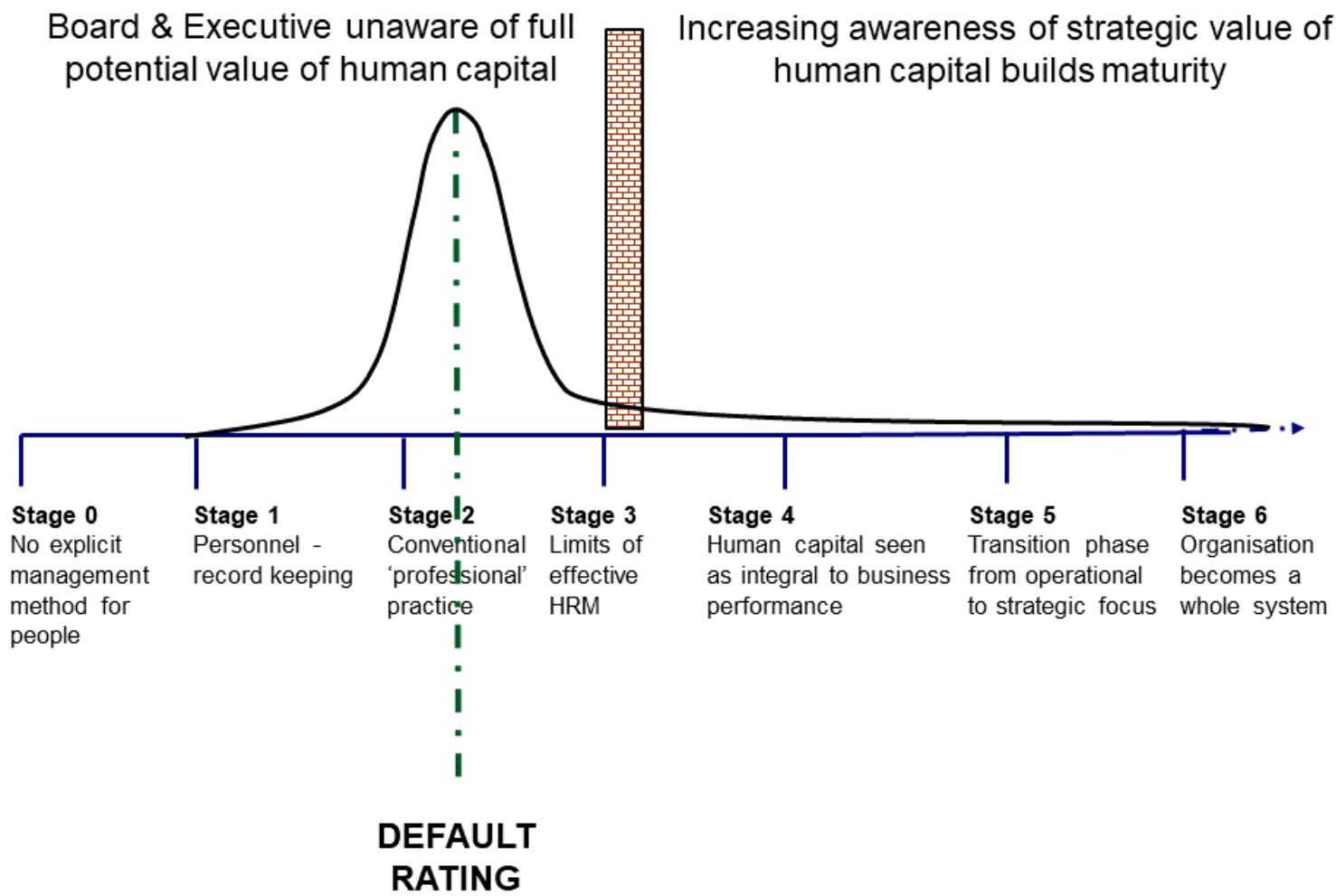
<https://www.cambridgescholars.com/product/978-1-5275-2082-0>

This volume represents the first textbook of the Maturity Institute, a new, not-for-profit, multi-disciplinary professional development institution established in 2012 to address the developmental needs of corporations. It explains the institution's brief history, philosophy, goals, principles, strategic framework and measurement of mature, management practice. It offers a critique of earlier attempts to temper and moderate the worst excesses of late 20th century capitalism including concepts of 'balanced scorecards', 'triple bottom lines' and 'corporate social responsibilities'. It tackles the root causes of capitalism's present malaise, tracing them back to the mantra of 'shareholder value'.

In its analysis, the text describes a mutually inclusive, whole system, value paradigm where every societal stakeholder can benefit from corporate activity, where true wealth creation, resource utilisation and sustainability go hand-in-hand. This book provides a sophisticated, yet practical, navigation chart for all organisations needing to address the immense social and economic changes of the unfolding millennium.

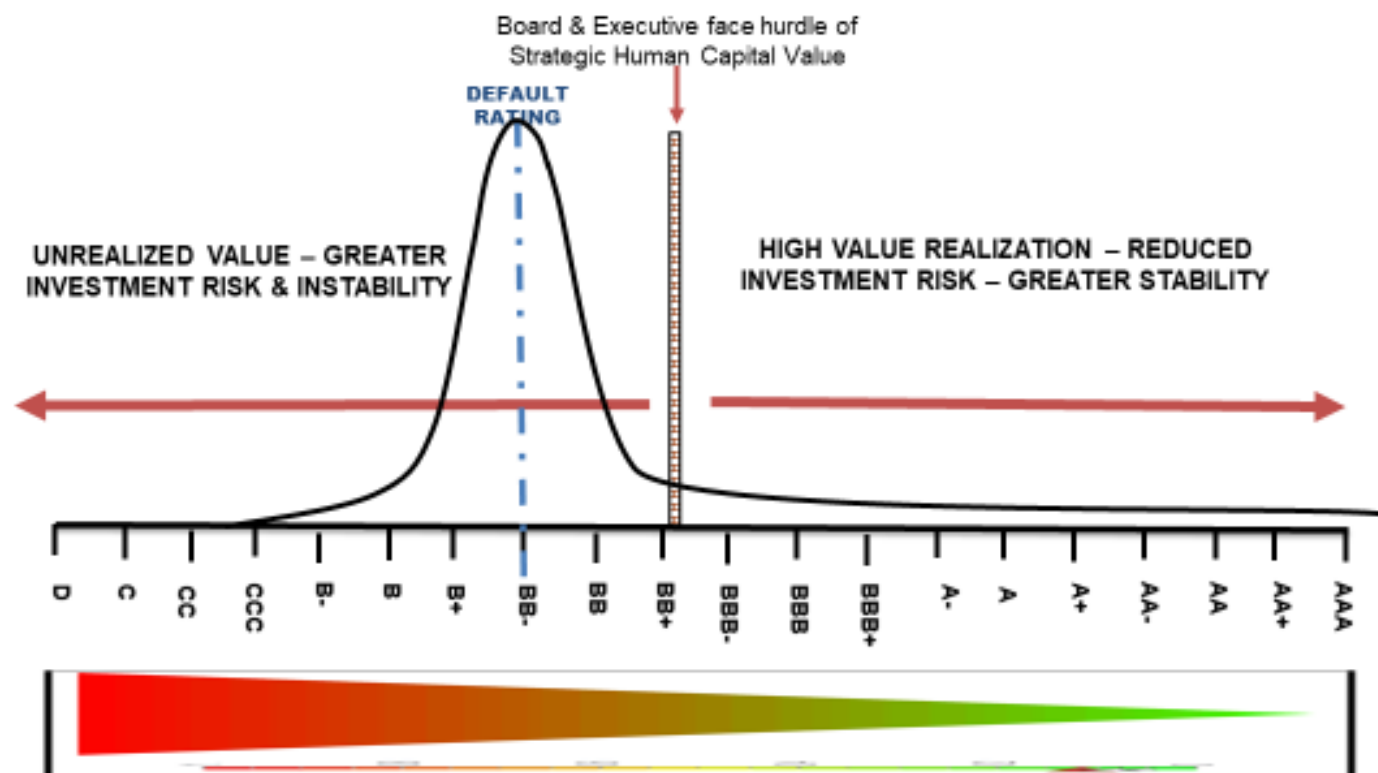


From ‘The Mature Corporation – A Model of Responsible Capitalism’ by Paul Kearns & Stuart Woollard, Cambridge Scholars Publishing, 2019. Chapter 1, page 3, ‘Fundamental impediments to organizational health’ shows ‘Figure 1.1 A simple scale of Board and Exco attitudes towards people management’



MI's OMINDEX® SCALE (v.2.00)

Our evidence reveals a skewed distribution in corporate performance & responsibility



See Toyota exemplar explanation: [Using Maturity Analysis in investment decisions. Seeking true alpha](#)

OMS LLP is approved by the

