The PS 2.0 Maturity Model, Rebuilt

Seven Dimensions and a Ceiling

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The weakest dimension sets the ceiling.

1

INTRODUCTION

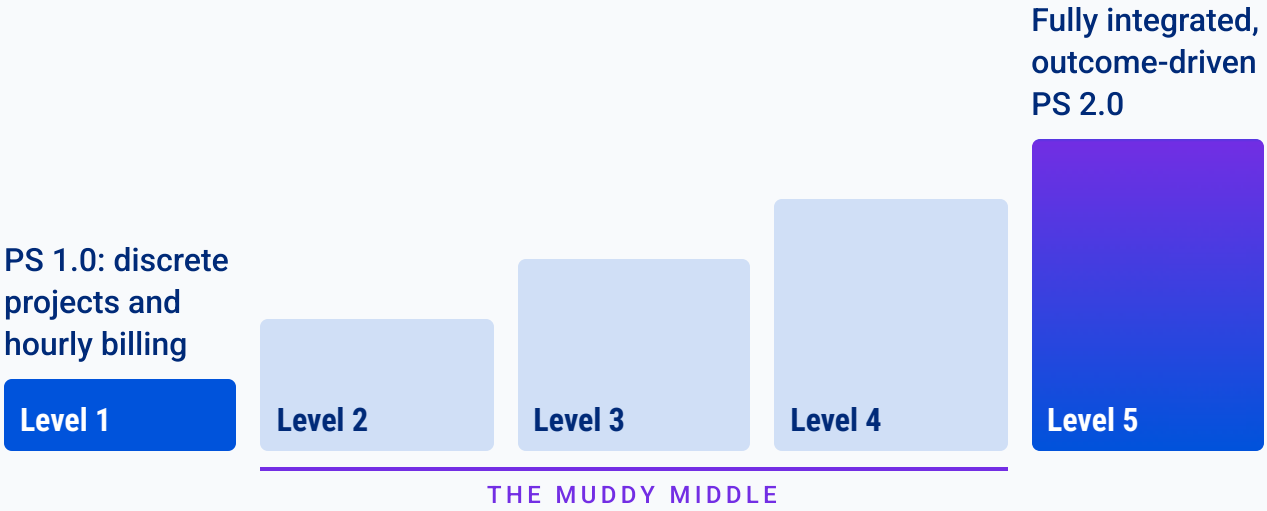
The flagship model gave PS leaders and TSIA a common vocabulary at the moment the industry needed one.

Overview

The original PS 2.0 Maturity Model provided professional services leaders with a shared language for the move to AI-enabled, outcome-aligned services. But the single five-level scale has now reached its limit. This framework replaces it with seven dimensions, each moving through five maturity stages, with AI built into the conditions for advancing. It measures the operating architecture a PS organization has built, not the revenue mix or margin it reports, so leaders can find the dimension holding them back and sequence the next investment.

What the First Model Made Visible

The original model described five levels of transformation and gave the industry a common vocabulary. The industry told a consistent story: most organizations placed themselves in the muddy middle. They had drafted a PS 2.0 charter and bought the tools, but had not yet changed how the work is built, sold or measured.



The original PS 2.0 Maturity Model. Five levels from PS 1.0 to an integrated, outcome-driven PS 2.0 organization.

No organization placed itself at Level 5 on any instrument TSIA fielded.

The model also showed that the barrier moves as organizations climb: first the lack of standardized, repeatable offers, then alignment with sales, customer success and product. And only a small minority of organizations at any level tracked whether customers achieved the outcomes they bought.

2

WHY A SINGLE SCALE HAS REACHED ITS LIMIT

Organizations are uneven, and a level hides the unevenness.

Why a Single Scale Has Reached Its Limit

1

A level hides the unevenness.

Each level bundled strategy, AI, offers, talent and finance into one description. An organization with strong engineered offers and no outcome measurement has no correct level. It picks the closest fit, and the gap that matters most disappears into the average.

2

Five broad levels move too slowly to show progress.

Real progress happens one capability at a time. An organization can spend a year building engineered offers or instrumenting outcomes and still sit at the same level, because a level only changes once many capabilities have moved together.

3

The flagship model scored results that lag the work.

Subscription share, customer lifetime value and outcome achievement rate arrive late. Operational maturity runs ahead of business model change, and disciplined organizations can show lower margin while they invest. A model that scores results penalizes organizations in the middle of building.

4

A level cannot say what to fix first.

A level describes where an organization sits on average. It does not identify the weakest link that caps everything above it, and that is the question a PS leader brings to a maturity model.

Since the first model was published, TSIA has built dimensional maturity models for Forward-Deployed Engineering and for outcome-based pricing in the actor seat. PS 2.0 research has moved through the Engineered Execution series and new work on services engineering and the augmented consultant.

The flagship model needs to catch up.

3

SEVEN DIMENSIONS OF PS 2.0 ARCHITECTURE

The new model measures the operating architecture a PS organization has built.

Seven Dimensions of PS 2.0 Architecture

The new model moves every dimension through the same five stages: Absent, Ad Hoc, Defined, Managed and Optimized. The model measures the operating architecture a PS organization has built for engineered, outcome-aligned, AI-enabled delivery. No stage rewards a revenue mix or a financial result, which should follow the profile over time.

1 **Strategy and Alignment**

Measures the choices PS has made for the AI economics era and whether leaders agree on the specifics.

2 **Engineered Offers**

Measures how much of the business runs through offers with a known cost and margin envelope, how customer-specific work is produced and whether recurring offers are built to be renewed.

3 **Delivery Capacity and Ecosystem**

Measures whether employees, partners and AI agents are qualified to deliver PS 2.0 work and are allocated as one pool.

4 **Data and AI-Powered Delivery**

Measures whether delivery runs on one system of record, instrumented project control and governed knowledge, with AI working beyond personal copilots.

5 **Outcome Loop**

Measures whether every engagement defines a customer outcome before signature, whether that outcome persists after handoff and whether results feed back into offer design.

6 **Commercial Architecture and Seat**

Measures whether PS knows which seat each offer occupies and prices its portfolio with discipline.

7 **Scorecard and Funding**

Measures what PS is graded on and how transformation work is funded.



The rebuilt PS 2.0 Maturity Model. Seven dimensions assessed across five maturity stages.

Where AI Sits in the Model

What Is Professional Services 2.0? put AI at the center of PS 2.0 and identified three places for it: internal workflow, client delivery and AI solution work sold to customers. The rebuilt model keeps all three. It does not give AI a scale of its own, for the reason the Transformation Paradox gives: AI amplifies whatever process and data it runs on, so adoption measured in isolation rewards tools over capability.

AI runs through the rows instead. Three dimensions require AI in delivery to reach Managed: Engineered Offers, Delivery Capacity and Ecosystem, and Data and AI-Powered Delivery. Two more require it in the strategy and the budget: Strategy and Alignment, and Scorecard and Funding. No organization reaches Level 5 without it.

4

READING ACROSS THE ROWS

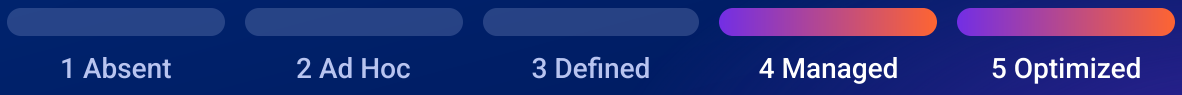
Your weakest dimension sets the ceiling.

Reading Across the Rows

Read the grid one row at a time. Reading down a column produces a tidy answer, and the tidy answer is the least useful one. A PS organization almost never sits at one stage on every dimension, and the shape of its unevenness is the finding.

The weakest dimension sets the ceiling. One organization runs a fifth of its revenue through engineered offers and has no outcome defined on any engagement. Its ceiling is the Outcome Loop, and its strength in offers cannot lift it. Another has certified a strong bench of augmented consultants who still staff from spreadsheets and report actuals by hand. Its ceiling is Data and AI-Powered Delivery. Extending a strong dimension buys little while a weak one caps the organization.

Level 5 Now Means Every Dimension Is at Managed or Higher



What the Model Is Built to Deliver

For a PS leader, the model offers a ceiling and a sequence.

A Ceiling

The dimension holding everything else back.

A Sequence

Investment pointed where it lifts the whole organization.

One Picture

Where the organization stands, including where its leaders see it differently.

Find the dimension holding you back, and sequence your next investment.

INSIDE THE FULL FRAMEWORK

- → All 35 stage descriptions: seven dimensions, Absent to Optimized
- → How the new model was built, and the evidence that decided what to score
- → Illustrative profiles and where each one's ceiling sits
- → What to fix first when two dimensions tie
- → The PS 2.0 Maturity Diagnostic and next steps for PS leaders

Read the full framework on the TSIA Portal →



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