



The Product Discovery Maturity Model

A Framework for Turning Customer Signals
into Product Decisions

By ClosedLoop AI

Contents

Executive Summary	3
Level Overview	4
1. Why This Exists	5
2. The Four Dimensions	7
3. The Five Levels of Product Discovery Maturity	9
4. Self-Assessment	19
5. Common Patterns	22
Appendix	24
Quick Reference	25

Executive Summary

80% of features in the average software product are rarely or never used, yet only 15.7% of product teams use customer feedback as a primary data source. The gap isn't talent or intent — it's the absence of a system for turning raw customer signals into the right product decisions.

This maturity model defines that system. It assesses organizational capability across four dimensions — Signal Intelligence (how you capture), Insight-to-Action (how you prioritize), Proactive Validation (how you test before and after building), and Organizational Adoption (how broadly the practice is embedded) — at five levels from Reactive to Predictive.

Your overall maturity is determined by the dimension where you score lowest. The self-assessment in Section 4 identifies the specific constraint capping your current capability and tells you where to invest first. Section 1 provides the full evidence case behind these numbers.

Level Overview

These five levels describe organizational capability, not individual effort. A talented PM can mask a Level 1 organization — but when they leave, the system breaks.

Level	Name	What It Means
1	Reactive	Feedback exists but stays in people's heads. Roadmap is shaped by anecdotes and internal conviction.
2	Emerging	Basic processes exist. 1-2 channels captured. Evidence is fragmented and action is inconsistent.
3	Evidence-Informed	Decisions reference customer evidence as standard practice. The team thinks in problems, not feature requests.
4	Systematic	Evidence integrated into every product decision. The organization shares a single view of customer reality.
5	Predictive	The organization anticipates needs and validates continuously. Discovery and delivery are indistinguishable.

Section 1

Why This Exists

Every product team collects customer feedback. Very few do it in a way that consistently leads to the right product decisions.

The Feature Waste Problem

A major feature adoption study across hundreds of software companies found that 80% of features are rarely or never used. Just 12% generate 80% of daily usage. A 2024 analysis confirms the pattern: median feature adoption is 24.5%, with 6.4% of features driving 80% of usage volume. Publicly-traded cloud companies alone spent an estimated \$29.5 billion developing these unused features.

The Feedback Gap

The waste isn't caused by a lack of customer data. Most organizations have more feedback than they know what to do with — call recordings, support tickets, NPS surveys, Slack threads, sales notes. The problem is that feedback doesn't reach the right people in the right form at the right time.

50%

of product leaders say feedback always informs their decisions

65%

of their own team members say it rarely does

Only 15.7% of product teams use customer feedback as a primary data source — despite half saying they rely on it to decide what to build. Only 14% of PMs have an effective process for getting feedback from sales and support teams. Customer support — the team with the most direct contact with users — ranks second to last in influence over the roadmap. McKinsey found that over 40% of companies don't collect end-user feedback during product development at all.

The Cost of Misalignment

35% of companies admit to adding features specifically to close sales deals, not to improve product value. 28% of product launches fail to meet expectations. Fixing a requirement issue

during development costs roughly 10x more than catching it during design, and 100x more after deployment. The most expensive bug in product development isn't a code defect — it's building the wrong thing because you misunderstood the problem.

The Maturity Gap

12%

of companies report having a completely mature product management process. 88% have a structural gap in how they move from signal to decision.

This document defines that practice. It's a maturity model for product discovery — specifically, for how your organization turns raw customer signals into problems worth solving, validates assumptions before committing resources, and measures whether shipped solutions actually worked. Use it to assess where you are today, identify the highest-leverage gaps, and build a path toward a system that connects what customers need to what you build.

Section 2

The Four Dimensions

The five levels in Section 3 describe your overall maturity. These four dimensions tell you where to focus. Every organization is stronger in some dimensions than others — the self-assessment in Section 4 is designed to surface exactly where the gaps are.

Dimension 1: Signal Intelligence

How systematically you capture, process, and structure customer evidence across touchpoints.

This dimension covers the entire input pipeline: which channels you're listening to, how much of what you collect actually gets processed, how quickly raw signals become structured insights, and whether patterns across signals are identified. It's the foundation — everything downstream depends on the quality and completeness of what comes in.

Dimension 2: Insight-to-Action

How effectively customer evidence shapes product prioritization and decisions.

Collection without action is theater. This dimension measures whether evidence actually changes what gets built — whether signals are connected to business context, whether prioritization is evidence-weighted, and whether the team thinks in customer problems rather than feature requests. The gap between "we have feedback" and "feedback drives our roadmap" is often the widest in the organization.

Dimension 3: Proactive Validation

How you test assumptions before committing to build, and measure impact after shipping.

Processing incoming feedback is necessary but not sufficient. Mature organizations also validate hypotheses proactively — testing demand signals, running experiments, and measuring whether shipped solutions actually resolved the original problem. This dimension separates teams that react to what customers say from teams that learn what customers need.

Dimension 4: Organizational Adoption

How broadly the evidence practice is embedded beyond the product team.

A system that only the product team uses is a PM tool, not an organizational capability. This dimension measures how broadly customer evidence is contributed to and consumed — whether sales, CS, engineering, and leadership see the same evidence, trust it, and use it in their own decisions. It also captures whether the practice depends on specific individuals or survives team changes.

Section 3

The Five Levels of Product Discovery Maturity

These levels describe organizational capability, not individual effort. A talented PM who personally talks to twenty customers a month can mask a Level 1 organization — but the moment that person goes on leave, the system breaks. The question isn't "does someone on the team talk to customers?" It's "does the organization have a system that reliably turns customer conversations into the right product decisions?"

Each level is described across all four dimensions with three layers: Outcome (the result this level produces), Behavioral indicators (observable signs you're at this level), and Operational enablers (the practices and systems that make it possible).

1 Reactive

The team responds to whoever is loudest. Discovery happens by accident, not by design.

Signal Intelligence		
Outcome	Behavioral Indicators	Operational Enablers
Customer voice exists but is scattered and anecdotal. No one has a complete picture.	<ul style="list-style-type: none">• Feature requests arrive via forwarded emails or Slack DMs. No one knows if the same issue was raised before.• The team can't point to specific customer evidence for any of its top five roadmap items.• The same pain point surfaces in three channels and nobody connects them.	<ul style="list-style-type: none">• No shared system for feedback. Individual PMs maintain personal notes, spreadsheets, or nothing.• No distinction between customer problems and feature requests — everything is treated as "feedback."

Insight-to-Action		
Outcome	Behavioral Indicators	Operational Enablers
Decisions are based on authority or intuition, not evidence.	<ul style="list-style-type: none">• Prioritization uses phrases like "I think" or "leadership wants." No one asks "how many customers?"• The backlog is a list of feature requests from the loudest stakeholders, not a map of customer problems.	<ul style="list-style-type: none">• No prioritization framework. Roadmap shaped by urgency, politics, or the last planning meeting.

Proactive Validation		
Outcome	Behavioral Indicators	Operational Enablers
Features ship based on assumptions. Success is undefined.	<ul style="list-style-type: none"> • The team doesn't know if launched features are actually used. "Did it work?" is not a standard question. • No pre-build validation. The first test of an idea is after release. 	<ul style="list-style-type: none"> • No usage tracking or post-launch measurement. No defined success criteria before development starts.

Organizational Adoption		
Outcome	Behavioral Indicators	Operational Enablers
Product decisions are a black box to the rest of the organization.	<ul style="list-style-type: none"> • Sales and CS escalate requests but never see what happened. Different teams have conflicting narratives. • When the PM who "knows all the customers" leaves, institutional knowledge leaves with them. 	<ul style="list-style-type: none"> • No feedback loop between customer-facing teams and product. Each team maintains its own interpretation.

You know you're here if: your roadmap can't point to specific customer evidence for any of its top five items.

2

Emerging

Basic processes exist. The team is starting to listen, but evidence is fragmented and action is inconsistent.

Signal Intelligence		
Outcome	Behavioral Indicators	Operational Enablers
Feedback is captured from a few channels, but in disconnected silos. Coverage is incomplete.	<ul style="list-style-type: none"> The team knows about feedback from one or two sources (typically sales calls or support tickets), but signals from other channels go unheard. One person manually reviews the most important conversations. When they're busy, the pipeline stalls. Signals have no enrichment — you know what was said but not the segment, deal size, or competitive context. 	<ul style="list-style-type: none"> Feedback from 1–2 channels. Each team uses its own tool — CRM for sales, ticketing for support. Processing is manual and selective — someone listens to calls, reads transcripts, writes summaries.

Insight-to-Action		
Outcome	Behavioral Indicators	Operational Enablers
Evidence is available but doesn't systematically influence what gets built.	<ul style="list-style-type: none"> PMs reference customer quotes occasionally, but prioritization defaults to stakeholder pressure. Pain points identified per customer, but no cross-customer pattern recognition. A customer says "add a dashboard widget" and it's logged as a feature request, not investigated as a signal. 	<ul style="list-style-type: none"> Basic prioritization exists but inputs are the PM's judgment, not aggregated evidence.

Proactive Validation		
Outcome	Behavioral Indicators	Operational Enablers
Some features are measured post-launch, but reactively and inconsistently.	<ul style="list-style-type: none"> Team checks analytics when asked "how's the feature doing?" but doesn't proactively track adoption. No pre-build validation. When a feature underperforms, the team moves on. 	<ul style="list-style-type: none"> Basic analytics exist but usage is ad-hoc. No defined success metrics before build.

Organizational Adoption

Outcome	Behavioral Indicators	Operational Enablers
Product acknowledges other teams' input but doesn't action it reliably.	<ul style="list-style-type: none">• Quarterly "feedback roundup" from CS or Sales exists but is mostly ignored.• The process depends on one person's bandwidth. Knowledge walks out when people leave.	<ul style="list-style-type: none">• Occasional feedback meetings or shared documents. No structured contribution process across teams.

You know you're here if: you have a feedback tracking system that one person maintains, and you're not confident that the most important signals from last month actually reached the people making roadmap decisions.

3

Evidence-Informed

Decisions reference customer evidence as a standard practice. The team thinks in problems, not feature requests.

Signal Intelligence		
Outcome	Behavioral Indicators	Operational Enablers
<p>Signals from multiple touchpoints flow into a shared system. The team has a structured view of what customers are experiencing.</p>	<ul style="list-style-type: none"> When debating a feature, the team pulls up aggregated evidence within minutes. Duplicates from different sources are linked. The team distinguishes patterns: "these 10 customers suggest different features but describe the same problem." Processing is systematic and doesn't depend on any single individual. 	<ul style="list-style-type: none"> Feedback from 3+ channels flows into a unified system. Signals classified by product area, segment, and severity. Basic enrichment in place — signals tagged with customer segment and account size.
Insight-to-Action		
Outcome	Behavioral Indicators	Operational Enablers
<p>Prioritization is evidence-weighted. Decisions trace back to customer data.</p>	<ul style="list-style-type: none"> PRDs cite specific evidence: "12 customers across 3 segments mentioned this" replaces "I think this is important." The team asks "what problem are you trying to solve?" when a customer suggests a feature — and records the answer separately. 	<ul style="list-style-type: none"> Regular synthesis rituals turn raw feedback into patterns. Prioritization considers frequency, segment impact, and revenue. Problems and proposed solutions tracked independently. Clustering around problems, not features.
Proactive Validation		
Outcome	Behavioral Indicators	Operational Enablers
<p>The team validates critical assumptions before full build. Post-launch, adoption is measured against criteria.</p>	<ul style="list-style-type: none"> High-risk features go through lightweight validation — prototype tests, demand signals, or structured problem conversations. Success criteria defined before build. Low adoption triggers investigation, not silence. 	<ul style="list-style-type: none"> Product analytics track adoption, funnel completion, usage patterns. Feature flags enable gradual rollouts. Usage data and qualitative feedback are connected — what customers say alongside what they do.

Organizational Adoption

Outcome	Behavioral Indicators	Operational Enablers
Customer-facing teams contribute evidence as part of their workflow, not as a favor to product.	<ul style="list-style-type: none">• Sales logs competitive intel without PM prompting. CS tags recurring pain points. Contributions show up in planning automatically.• New team members get up to speed without tribal knowledge. Feedback submission is low-friction.	<ul style="list-style-type: none">• Feedback capture embedded in existing workflows — CRM, internal comms, support tooling. Contributing takes seconds.• One shared evidence base that multiple teams contribute to and consume from.

You know you're here if: when a customer suggests a feature, your team's instinct is to ask "what problem are you trying to solve?" — and you have a place to record the answer separately from the suggestion.

4

Systematic

Evidence is integrated into every product decision across the lifecycle. The organization shares a single view of customer reality.

Signal Intelligence		
Outcome	Behavioral Indicators	Operational Enablers
Customer evidence is comprehensive, segmented, and continuously enriched — structured for any analytical question.	<ul style="list-style-type: none"> Any team member can answer “what do customers in segment X struggle with?” in minutes — with quotes, frequency, and full context (segment, deal stage, competitive landscape). Patterns surface proactively — the system identifies emerging themes before anyone asks. 	<ul style="list-style-type: none"> All channels feed a unified system with automatic enrichment. Strategic context (competitive intel, market trends) and historical trends layered in.
Insight-to-Action		
Outcome	Behavioral Indicators	Operational Enablers
Nothing ships without evidence. Nothing is deprioritized without documented reasoning. Trade-offs are explicit.	<ul style="list-style-type: none"> Roadmap reviews start with “what evidence supports this?” Deprioritization decisions are communicated back with reasoning. Problems linked to revenue impact, churn risk, and segment concentration — not just “important” but “important to whom, at what cost.” 	<ul style="list-style-type: none"> Evidence-backed scoring is standard. Impact measured by segment and business outcome. One source of truth: every team sees the same evidence. No more “sales says X but support says Y.”
Proactive Validation		
Outcome	Behavioral Indicators	Operational Enablers
Build-measure-learn is a continuous cycle, not a post-launch afterthought.	<ul style="list-style-type: none"> Validation before build (demand signals, prototype tests) AND measurement after (adoption tracking against criteria). Features that miss adoption targets are iterated on or sunset. Low adoption treated as a signal, not ignored. 	<ul style="list-style-type: none"> Usage analytics and qualitative feedback flow into the same system. Feature flags and staged rollouts enable testing before full commitment.

Organizational Adoption

Outcome	Behavioral Indicators	Operational Enablers
Evidence culture extends beyond product. Sales, CS, marketing, and leadership use customer evidence in their own decisions.	<ul style="list-style-type: none">• Sales, CS, and marketing use customer evidence in their own workflows — renewals, expectation management, campaign targeting.• Leadership can pull up top customer problems by revenue impact in under a minute, with evidence attached.	<ul style="list-style-type: none">• Role-specific views exist. Each team accesses relevant evidence without navigating the full system.• Evidence is the default language in cross-functional meetings. “What does the data say?” is the standard question.

You know you're here if: your product leadership can pull up the top five customer problems by revenue impact, sliced by segment, with the underlying evidence — and it takes under a minute.

5 Predictive

The organization anticipates customer needs and validates continuously at scale. Discovery and delivery are indistinguishable.

Signal Intelligence		
Outcome	Behavioral Indicators	Operational Enablers
The system surfaces emerging needs before they become escalations. Signals predict, not just report.	<ul style="list-style-type: none"> Rising pain points and churn risks identified from signal patterns before they become escalations. Enrichment is dynamic — account health changes and competitive shifts automatically recontextualize existing signals. 	<ul style="list-style-type: none"> Pattern detection surfaces emerging themes automatically. Trend detection shows where problems are heading, not just where they are.

Insight-to-Action		
Outcome	Behavioral Indicators	Operational Enablers
Product decisions are high-confidence. Most shipped features hit their targets.	<ul style="list-style-type: none"> Feature success rate tracked as an org metric and improves over time. Failed bets analyzed for missing evidence; gaps identified and filled before greenlighting new development. 	<ul style="list-style-type: none"> A defined evidence threshold exists before development starts. The team knows what “enough evidence” looks like. Strategic context — competitive intel, market trends, business priorities — continuously updated and integrated.

Proactive Validation		
Outcome	Behavioral Indicators	Operational Enablers
Continuous experimentation is the default. The team learns faster than competitors.	<ul style="list-style-type: none"> Multiple hypotheses tested at any given time. Learning happens during build, not just after. The team measures learning velocity — the cycle from signal to hypothesis to evidence takes days, not quarters. 	<ul style="list-style-type: none"> Experimentation infrastructure runs continuously — staged rollouts, A/B tests, prototype validations are standard workflow. The closed loop is automatic: build → ship → measure adoption → validate problem resolution → feed signals back.

Organizational Adoption

Outcome	Behavioral Indicators	Operational Enablers
Customer evidence is embedded in organizational DNA — it's how the company thinks, not a process they follow.	<ul style="list-style-type: none">• New hires onboarded with access to customer evidence. Understanding problems is part of joining the company.• Board-level decisions reference product evidence. Strategy reviews use the same evidence base as sprint planning.• The practice survives team changes. Discovery and delivery are indistinguishable — not a separate activity.	<ul style="list-style-type: none">• The evidence system is the source of truth for customer understanding across the company.• The practice is self-reinforcing: contributing and consuming evidence is embedded in every team's existing workflow.

You know you're here if: when a feature ships and adoption is low, the system automatically connects that signal to the original customer problem and flags it for review — without anyone having to remember to check.

Section 4

Self-Assessment

Score your organization on each dimension. Be honest — this is for your team, not for external consumption. If you're not sure where you fall, that ambiguity is usually a signal in itself.

For each dimension, rate yourself on three aspects: Outcome (are you seeing the results?), Behavior (are the practices observable?), and Enablers (do the systems exist?). The lowest of the three is your real score for that dimension.

Dimension Scorecard

Dimension	Level 1	Level 2	Level 3	Level 4	Level 5
Signal Intelligence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Insight-to-Action	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proactive Validation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizational Adoption	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Signal Coverage Checklist

For Signal Intelligence, get specific. Which channels are you actually capturing?

Channel	Active	Planned	N/A
Sales calls / meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support tickets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer success conversations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal communication (Slack, Teams)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
NPS / surveys	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community / forums	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product usage / behavioral data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Form submissions / intake workflows	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CRM notes and deal intelligence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Channel	Active	Planned	N/A
App store reviews	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How to Read Your Score

Your overall maturity level is determined by the dimension where you score lowest — not the highest. An organization with Level 4 Signal Intelligence but Level 1 Proactive Validation is effectively operating at Level 1–2 overall, because evidence that doesn't translate into validated decisions is just expensive data collection.

The dependency chain: Signal Intelligence is the foundation — everything downstream depends on what comes in. But Signal Intelligence alone doesn't create value. You need Insight-to-Action to turn signals into decisions, Proactive Validation to test before you build and verify after, and Organizational Adoption to ensure the practice scales beyond one team.

Common Imbalances and What They Mean

Pattern	What It Means	Highest-Leverage Fix
Strong Signal Intelligence, weak Insight-to-Action	You collect well but don't use it. The "expensive filing cabinet" problem.	Build synthesis rituals and evidence-backed prioritization into your planning process.
Strong Insight-to-Action, weak Signal Intelligence	Decisions feel evidence-based but draw on a narrow, biased signal set.	Expand channel coverage and processing before trusting your current conclusions.
Strong everywhere, weak Proactive Validation	Good at reacting to feedback but don't test assumptions before building.	Add pre-build validation steps and post-launch success measurement.
Strong everywhere, weak Organizational Adoption	Product team runs a great process that nobody else benefits from.	Embed evidence into cross-functional workflows — not a PM silo.

The biggest trap: optimizing Signal Intelligence (collecting more, processing faster) when the real gap is Insight-to-Action or Proactive Validation. More data doesn't help if you don't use it — and using it doesn't help if you never verify your conclusions.

Focus on the dimension that's capping your current level. That's your highest-leverage investment — not improving everything at once, but removing the specific constraint that's holding you back.

Quarterly Assessment Template

Use this for quarterly self-assessment with your product leadership team. Have each person fill it in independently, then compare. The disagreements are where the most valuable conversations happen.

Dimension	Current Level	Target (next Q)	Key Gap to Close
Signal Intelligence			
Insight-to-Action			
Proactive Validation			
Organizational Adoption			
Overall Level:			

Common Patterns

5.1 The “Known vs. Unknown” Problem

Most product teams only work with feedback they already know about. They search for what they expect to find. If you query your feedback system for “dashboard,” you’ll get results about dashboards. You won’t discover that 30 customers described the same underlying problem using completely different language — “visibility,” “status tracking,” “team overview,” “reporting” — all pointing to the same unmet need.

This is the fundamental limitation of retrieval-based approaches to customer intelligence. They’re excellent at finding what you’re looking for. They’re useless at surfacing what you didn’t know to look for.

The gap between “searchable feedback” and “proactive intelligence” is where the most valuable insights live. The signals that change your roadmap are rarely the ones you went searching for — they’re the patterns that emerge across hundreds of conversations that no single person could have read.

5.2 The Multi-Context Problem

A single product leader operates in multiple modes in a given week — investigating a churn signal, preparing quarterly priorities, building a board deck, reviewing a shipped feature, deep-diving a competitive threat. Each requires a different analytical lens on the same underlying data.

Static dashboards fail here because no fixed set of views covers the shifting contexts a product leader operates in. The goal isn’t twenty dashboards that cover every scenario. It’s the ability to ask any question of your customer data and get an evidence-backed answer scoped to your specific context — role, segment, time window, and strategic priority.

5.3 The “Feedback Theater” Trap

Organizations at Level 2 sometimes mistake activity for progress. They collect a high volume of signals, process them efficiently, and produce well-organized reports that nobody acts on. The system looks productive — dashboards are updated, tags are applied, weekly summaries go out — but the roadmap hasn’t changed. Decisions are still made the same way.

The antidote is Dimension 2 (Insight-to-Action): measure not how much evidence you collect but how many product decisions changed because of it. If the answer is zero, your feedback system is an archive, not a decision-making tool.

Appendix

Glossary

Signal: A raw piece of customer feedback from any source — a quote from a call, a support ticket, a survey response, a message in an internal channel. Unprocessed.

Insight: A signal that's been extracted, classified, and contextualized. It has metadata: who said it, what product area, what severity, what segment.

Problem: The underlying customer need or pain point. Not "add a dashboard widget" but "I can't quickly see if my team is on track without manually checking three tools."

Solution: A proposed way to address a problem. Customers suggest solutions. Your job is to find better ones.

Pattern: A recurring theme across multiple signals or insights. "12 customers across 3 segments are describing the same problem in different words."

Opportunity: A validated problem with enough evidence and strategic alignment to justify investing in a solution. The thing that belongs on your roadmap.

Related Frameworks

This maturity model complements several established product management frameworks:

- Teresa Torres's Opportunity Solution Tree — The foundational model for separating problems from solutions in product discovery. The Insight-to-Action dimension is directly influenced by this work.
- Jobs to Be Done (JTBD) — The lens for understanding why customers behave the way they do. When this model says "extract the underlying problem," it means understanding the job the customer is hiring your product to do.
- Continuous Discovery — The practice of maintaining weekly customer touchpoints within the team that's building the product. Level 5 of this model assumes continuous discovery is the norm, not the exception.
- Lean Startup / Build-Measure-Learn — The experimental mindset behind the Proactive Validation dimension. Testing assumptions before committing resources isn't new — but systematizing it within a customer evidence practice is where most organizations fall short.



Product Discovery Maturity Model

Quick Reference — Assess your organization across four dimensions and five levels

	L1 Reactive	L2 Emerging	L3 Evidence-Informed	L4 Systematic	L5 Predictive
Signal Intelligence					
Outcome	Scattered, anecdotal	Partial coverage	Structured view	Comprehensive intel	Predictive signals
Behavior	Signals stay unlinked	Single reviewer	Team pulls evidence	Patterns auto-surface	Emerging needs flagged
Enablers	Personal notes	1-2 channels, manual	3+ channels unified	Auto-enrichment	Trend detection
Insight-to-Action					
Outcome	Conviction-based	Evidence underused	Evidence-weighted	Evidence-required	High-confidence bets
Behavior	Decisions by authority	Occasional references	PRDs cite data	Standard question	Success rate tracked
Enablers	No framework	PM judgment only	Synthesis rituals	Impact scoring	Evidence thresholds
Proactive Validation					
Outcome	Unmeasured	Reactive checks	Defined criteria	Continuous cycles	Experimentation default
Behavior	No post-launch review	Checked when asked	Low adoption investigated	Underuse triggers action	Learning velocity measured
Enablers	No analytics	Ad-hoc analytics	Feature flags	Qual + quant linked	Closed loop automatic
Organizational Adoption					
Outcome	Stays in product team	Input received, underused	Cross-team contribution	Company-wide culture	Organizational DNA
Behavior	Knowledge is personal	Single-person dependent	Teams contribute actively	Leadership uses evidence	Survives team changes
Enablers	No feedback loop	Occasional meetings	Workflow-embedded	Role-specific views	Self-reinforcing

Your overall maturity = your lowest dimension score. | Outcome = result produced • Behavior = observable signs • Enablers = systems & practices