THE OVERSIGHT GAP · EXAMPLE ASSESSMENT REPORT

Partner Channel Maturity Assessment

What was found, what it means and the actions identified.

Corroborated position	Self-rated	Capability floor	Confidence
25%	42%	L1.0	62%
L1.2 · Initial Partner Engagement	L2.1	Cleared firm-wide: L1	Corroborated position

PREPARED FOR
Example Organisation Ltd

BASELINE
October 2026

CONDUCTED BY
Lee McCready, The Oversight Gap

RESPONDENTS
3

This is an example report. The organisation is fictitious and the figures are illustrative.

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INTRODUCTION

What this report covers

This report records the findings of the Partner Channel Maturity Assessment for Example Organisation Ltd. It brings together the assessment results, the evidence and reported symptoms used to corroborate them, the confidence attached to each result and the actions identified for consideration.

How to read the scoring

Capability maturity is corroborated, not averaged from opinion. Perception, evidence and symptoms are separate readings, and strength in one does not make up for weakness in another.

The weakest capability sets the level

The overall position is non-compensatory. The lowest capability sets the capability floor, so strength elsewhere cannot hide a material gap.

How to read the report

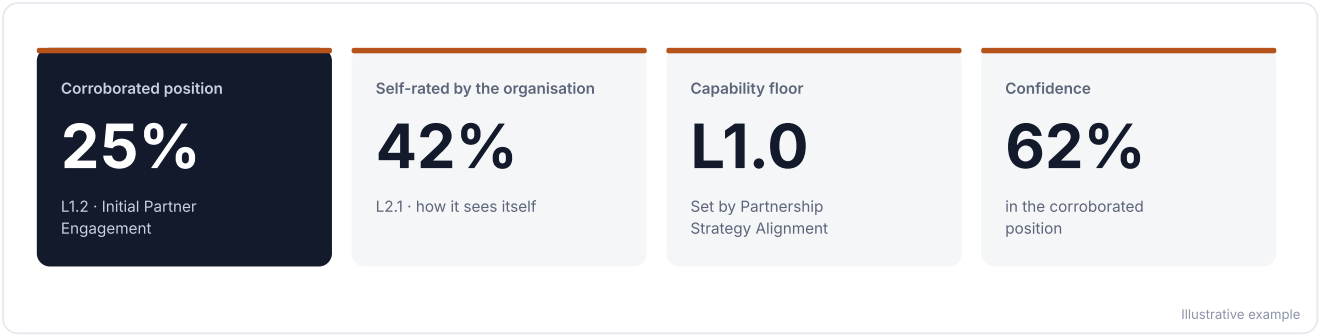
Start with the position: read the Summary and What the assessment found. Then read capability by capability. Then read what the findings mean. Detail such as response distributions and the full evidence register sits in the appendix of the full report.

Important note

This is an assessment report, not an implementation plan or a commercial proposal. Sequencing, scope, ownership and timing are agreed separately.

SUMMARY

Where the assessment places the organisation



Assessment position: Initial Partner Engagement, L1.2. The strongest capability is Ecosystem Readiness and Expansion and the weakest is Partnership Strategy Alignment, rated L1.0.

Why the level is L1 and not L1.2

The model is non-compensatory. A stronger capability does not offset a weaker one, so the overall position is set by the lowest, not the average. The average reads L1.2. The floor clears only Level 1.

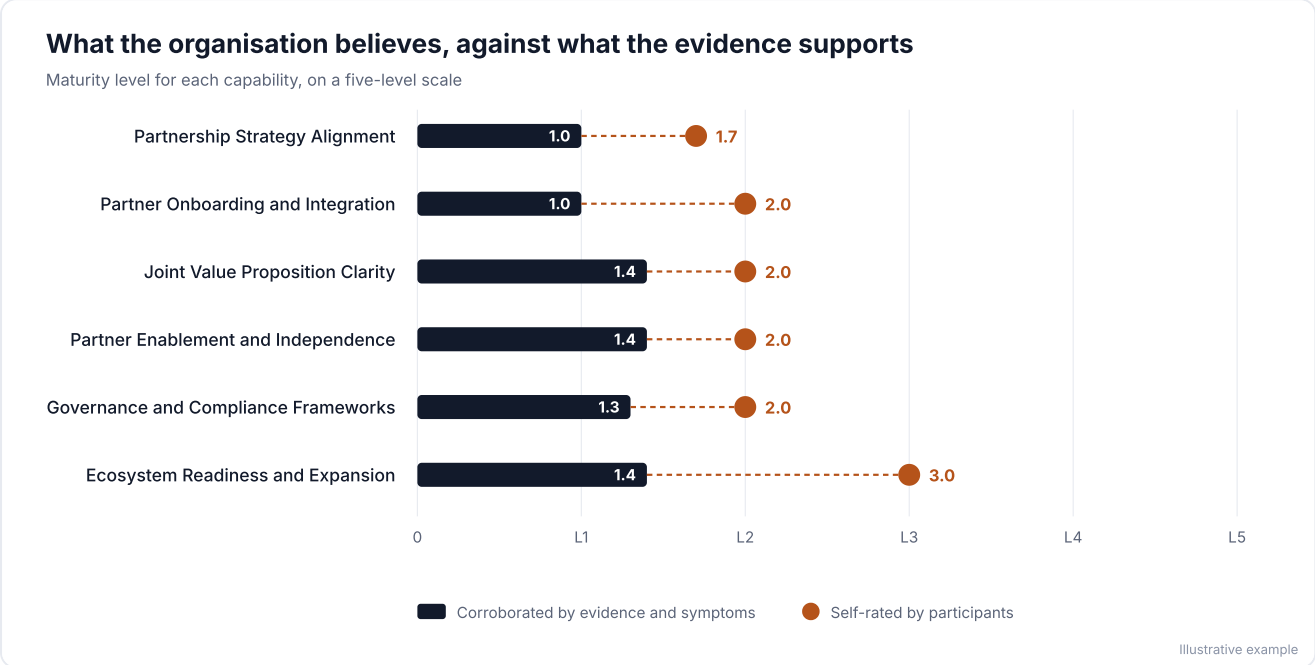
What the summary does not do

It records what the assessment found and the actions it identified. Sequencing, scope, ownership and effort are agreed separately.

WHAT THE ASSESSMENT FOUND

The organisation reads itself higher than the evidence supports

Capability	Corroborated	Self-rated	Confidence
Partnership Strategy Alignment	L1.0	L1.7	73%
Partner Onboarding and Integration	L1.0	L2.0	60%
Joint Value Proposition Clarity	L1.4	L2.0	68%
Partner Enablement and Independence	L1.4	L2.0	68%
Governance and Compliance Frameworks	L1.3	L2.0	65%
Ecosystem Readiness and Expansion	L1.4	L3.0	36%



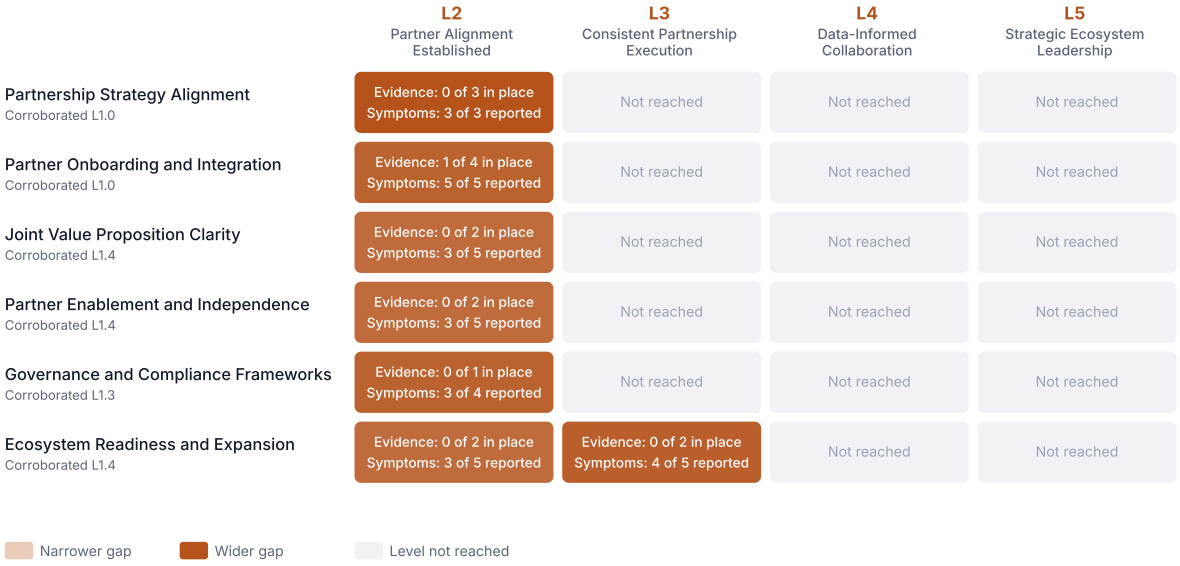
The overall self-rating is 42%, against a corroborated score of 25%. The organisation sees itself as stronger than the evidence shows. The widest difference is in Ecosystem Readiness and Expansion, self-rated at L3.0 and corroborated at L1.4.

WHERE PROGRESS STOPS

The capability-by-level heatmap

Where each capability stops progressing

Darker means a wider gap at that maturity level. Both evidence and lived practice have to hold for a level to count.



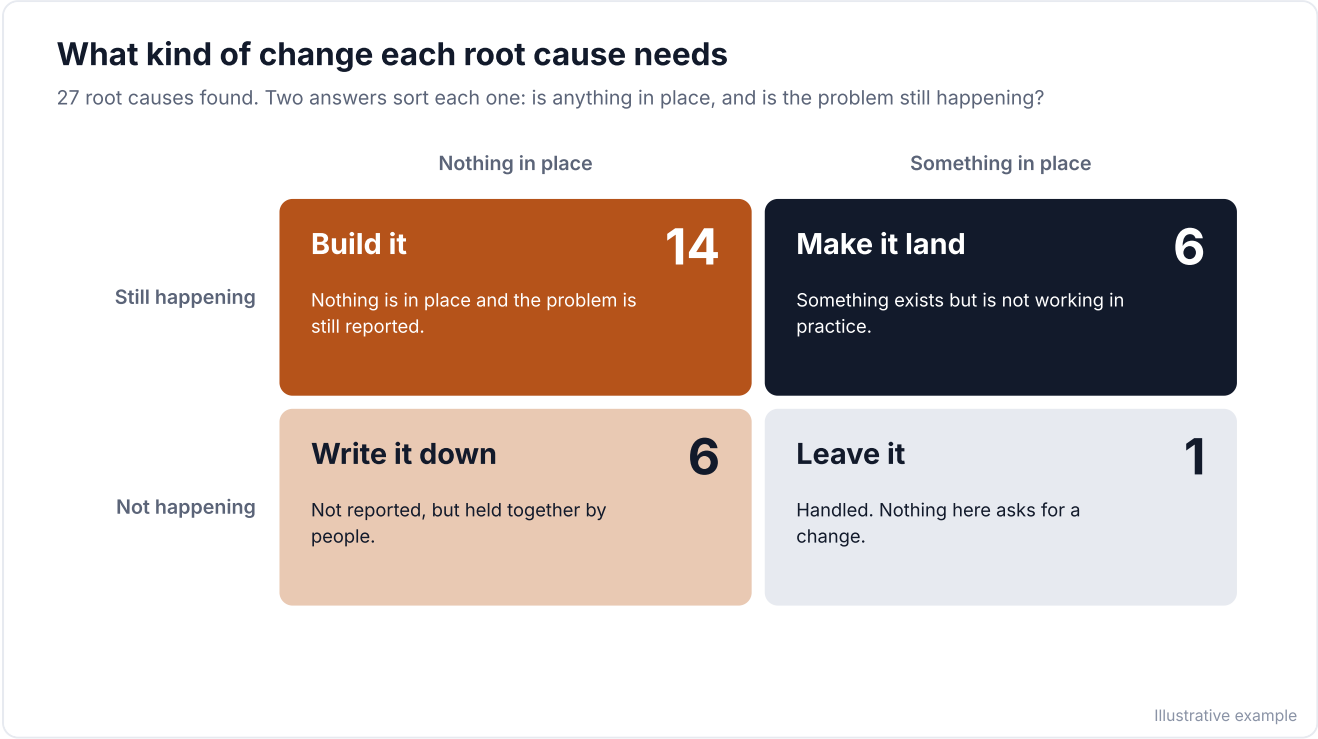
Each cell shows the evidence and symptom checks recorded at that maturity level. Evidence is what should be in place. Symptoms are the problems that people still report. Both have to hold for a level to count.

> **The evidence base**
>
> Across the 16 evidence items looked for, 1 is in place, 6 are partial and 9 are missing.

ROOT CAUSES

What kind of change each gap needs

A root cause is not a low score. It is a specific mechanism the model names, such as a way of working, a control or a routine, that a capability depends on. This assessment found 27 across six capabilities. 26 are worth acting on, and 22 are holding the score down.



Building more will not move something that already exists and is not being used. The pair of answers decides the kind of change: **build it**, **make it land**, **write it down** or **leave it**.

CAPABILITY BY CAPABILITY

The result for each, in recommended order

The order starts with the weakest corroborated capability. Where there are dependencies, the written conclusion may sequence the work differently.

1 Partnership Strategy Alignment

This category measures the degree to which an organisation's partnership strategies, both alliances and channels, are integrally aligned with its strategic business objectives and market opportunities.

L1.0	L1.7	73%
Corroborated	Self-rated	Confidence

At level 2, evidence: 0 of 3 in place, 1 partial. Symptoms: 3 of 3 still reported.

2 Partner Onboarding and Integration

This category measures how advanced an organisation is in onboarding new partners through streamlined processes, clear guidance, effective training, resource allocation, and fostering cultural and operational integration.

L1.0	L2.0	60%
Corroborated	Self-rated	Confidence

At level 2, evidence: 1 of 4 in place, 1 partial. Symptoms: 5 of 5 still reported.

3 Governance and Compliance Frameworks

This category measures the extent to which organisations have established and maintain robust governance and compliance frameworks to manage alliances and channels effectively.

L1.3	L2.0	65%
Corroborated	Self-rated	Confidence

At level 2, evidence: 0 of 1 in place, 1 partial. Symptoms: 3 of 4 still reported.

CAPABILITY BY CAPABILITY

The result for each, continued

4 Joint Value Proposition Clarity

This category assesses how clearly and consistently the joint value proposition is articulated and understood by all partners and customers.

L1.4	L2.0	68%
Corroborated	Self-rated	Confidence

At level 2, evidence: 0 of 2 in place, 1 partial. Symptoms: 3 of 5 still reported.

5 Partner Enablement and Independence

This category measures the extent to which partners are equipped, trained, and supported to perform autonomously.

L1.4	L2.0	68%
Corroborated	Self-rated	Confidence

At level 2, evidence: 0 of 2 in place, 1 partial. Symptoms: 3 of 5 still reported.

6 Ecosystem Readiness and Expansion

This category measures an organisation's effectiveness in developing and managing a strategic partner network that is aligned with business goals and market dynamics.

L1.4	L3.0	36%
Corroborated	Self-rated	Confidence

At level 2, evidence: 0 of 2 in place, 1 partial. Symptoms: 3 of 5 still reported.

CONFIDENCE AND OPEN QUESTIONS

What is settled, and what could still move

Most settled: Partnership Strategy Alignment, at 73% confidence.

Least settled: Ecosystem Readiness and Expansion, at 36% confidence. It is self-rated at L3.0 and corroborated at L1.4, and the largest difference in the assessment. Settling what is open here could still move its rating.

> **Why it matters**
> Confidence shows how far each result can be relied on. A low figure is a prompt to check, not a finding in itself.

ACTIONS IDENTIFIED

What needs addressing

These are the actions the assessment selected. They say what needs addressing, not how to deliver it.

1. Require partnership plans to articulate their contribution to business objectives.
2. Establish structured communication channels for partnership goal updates to executives.
3. Allocate onboarding resources in advance.
4. Define and communicate formal communication protocols.
5. Define operational standards for partner collaboration.
6. Require market analysis as part of partnership planning.

CONCLUSION AND NEXT STEPS

The recorded conclusion

The assessment confirms that the organisation is positioned at the Initial Partner Engagement level, with basic alliance activities and limited strategic alignment. The greatest opportunity for improvement, and therefore the most significant return, lies in addressing the gaps within Partnership Strategy Alignment and Partner Onboarding and Integration, as these currently constrain both growth and consistency.

The sequencing and prioritisation of work to address these areas will be planned separately, so the approach is tailored to the organisation's needs and readiness.

Next steps

1. Settle what is not yet firm

One capability is rated with low confidence. Settling what is open there could still move its rating.

2. Confirm the actions to take forward

Review the actions identified and confirm which will be taken forward.

3. Plan delivery

Once the actions are confirmed, agree the delivery sequence, scope, ownership, timing and approach separately. The organisation can use its own team, another provider, or ask for help.

About the assessment

Assessment: Partner Channel Maturity, corroborated against evidence and symptoms.
Organisation: Example Organisation Ltd (fictitious)
Baseline: October 2026 · 3 respondents
Conducted by: Lee McCready, The Oversight Gap · theoversightgap.com

Report evidence rule: Statements in the narrative are limited to the assessment outputs, the direct consequences of the model's rules, and the assessor's own judgement. Supporting detail is kept in the appendix.