



Offshore Readiness Maturity Matrix



The **Atticus Maturity Matrix** shows you where your offshore operation stands today and what needs to change to maximize the value you're getting from it.

If you're exploring offshore for the first time, this will show you what you need to build.

It's built around three dimensions that determine whether your offshore team delivers consistent results at scale or requires constant oversight.



The Three Dimensions

1. Organization Structure and People

How functions and roles are designed so that teams are well-integrated, have clear delineation of roles, and are aligned with the delivery model regardless of location.

This also looks at capability building and enablement.

Can your offshore teams take ownership of delivery work, operate independently, and scale as you grow?

This dimension covers:

- Clear functions, reporting lines, and role definitions
- Performance reviews and growth paths
- Capacity and bandwidth for managing teams
- Employee upskilling and leadership development
- The presence of delivery or operations-focused management roles at different stages



The Focus

Well-defined structure and repeatable people management systems that improve speed-to-value and decrease employee attrition. This impacts consistent delivery and reduces operational risks.



Impact on offshore value

Clear structure and capable people reduce onshore coordination time. You build high-performing teams that deliver reliably.

Lower attrition means consistent delivery and fewer risks. You scale without adding onshore headcount.

Better structure, capability development, and retention lead to better margins.



2. Leadership and Empowerment

This assesses leadership mindset, behaviors and management practices that enable offshore teams to operate with ownership and accountability.

This dimension covers:

- Level of trust, delegation, and empowerment
- Willingness to move away from micromanagement
- Shift from viewing offshoring as a cost center to seeing it as a strategic, revenue-driving partnership



The Focus

Developing independent, accountable teams with strong leadership pipelines. This enables the transition of operations and delivery management to the offshore team. It maximizes value by freeing onshore leaders to focus on strategy, business growth, and high-impact initiatives while the offshore team handles day-to-day delivery.



Impact on offshore value

When onshore leaders spend their days reviewing offshore work, they're not growing the business. Empowered offshore teams deliver consistent results independently. Onshore talent focuses on growth. Offshore team handles the client work that generates revenue.

3. Operating Procedures and Systems

How structured and scalable are your processes for offshore teams to perform consistently and autonomously?

This dimension covers:

- Existence and consistency of Standard Operating Procedures (SOPs)
- Systems and tools that support daily operations
- Strength of onboarding, training, and documentation processes



The Focus

Culturally and geographically aligned policies, processes, systems, and controls that are actually adhered to. This results in stable and consistent delivery of quality service and output.



Impact on offshore value

Undocumented processes mean every new hire, every project, every decision requires onshore involvement. Documented SOPs and systems mean offshore teams self-manage, quality stays consistent, and you can scale without breaking what works. One-time savings become compounding value.

The Three Stages of Maturity

A note on using this matrix:

You'll likely be more mature in one dimension than the others. Not every description will match your situation perfectly.

That's normal.

This matrix helps you understand where you are, see the progression, and prioritize what to fix next.



The Three Stages of Maturity

Emerging

The starting point.

At this stage, the organization has not yet established the culture, structure, and systems needed for offshore team members to operate independently and consistently.

Organization Structure and People:

- Hiring is reactive and case-by-case.
- Reporting lines are unclear and function on a "need" basis.
- 0-30% of roles or expectations are documented.
- No clear measure for team and individual performance vs company goals.
- No performance evaluations and feedback loops that follow a schedule.
- The offshore team is siloed with no career pathing integrated with the larger organization.
- Reactive to no retention strategy.
- No onboarding or basic onboarding is followed.

Leadership and Empowerment:

- Top-down with limited delegation, tendency toward micromanagement.
- Almost 100% of decisions are made onshore.
- Leaders view offshore teams as "doers" and only assign tasks vs collaborating and getting insights.
- Leaders don't share vision, strategy, and plans with offshore teams.
- Offshore is viewed as cost-cutting.
- No established leadership competencies.
- No cultural sensitivity in people management and operational practices.
- Minimal trust between onshore and offshore teams.

Operating Procedures and Systems:

- No established and documented policies and processes for managing offshore operations.
- No standard tools or infrastructure to drive collaboration and enforce compliance.
- No onboarding process specific to offshore operations.
- No business continuity plan.
- No audit on SOP compliance.

What drives this stage:

Fear of the unknown. Anxiety of being able to replicate or standardize service and output quality and meeting client expectations.

The Cost:

High rates of rework, resulting in decreasing margins and burnout across the entire team.



The Three Stages of Maturity

Developing

Structure is starting, but it's inconsistent.

The organization has begun to establish structure, clarity, and shared ways of working with the offshore team, but consistency and confidence are not yet fully in place. Roles are more defined, and leaders are starting to delegate, but ownership, capability-building, and process standardization are still maturing.

Organization Structure and People:

- Team and individual accountabilities and reporting lines are established.
- There's a designated leader who directly oversees and manages the offshore team members.
- Resource planning is reactive vs proactive. Some workforce planning but short-term focused.
- Reactive and inconsistent capability building.
- Team and individual KPIs are set and aligned with company goals.
- Performance evaluations are aligned with the local or global team, regularly conducted, and follow an annual schedule.

Leadership and Empowerment:

- Clear culture and values that are known by all.
- Leaders inconsistently apply cultural sensitivity in people management and development initiatives.
- Offshore leaders start to share responsibilities with the local leadership team.
- Middle-managers and offshore leaders start making at least 50% of operational decisions.
- Onshore leaders delegate responsibilities and provide lead opportunities to offshore team members.
- Onshore leaders start collaborating with offshore teams for planning and operational decisions.
- Leaders start coaching and delegating vs assigning and micromanaging teams.

Operating Procedures and Systems:

- Some SOPs are established but inconsistently applied.
- Inconsistent onboarding process for offshore operations.
- SOPs and BCP do not consider external factors that affect offshore operations (stable connectivity, power interruptions, inclement weather conditions).
- Outdated SOPs or existing SOPs are not aligned with offshore operations (escalation process, timezones and communication practices).
- Cultural sensitivities are inconsistently applied in processes and systems.

What drives this stage:

Confidence in offshore reliability.
Shared ownership across locations.

What this unlocks:

Predictable delivery. Scalable margins.
Onshore leaders can focus on business development and growth instead of operations management.



The Three Stages of Maturity

Mature

Fully integrated. Fully operational.

The offshore operation is fully integrated into the organization.

Roles, expectations, and processes are clear, tailored to offshore operations, and consistently applied across locations. Offshore teams can operate independently, maintain quality, and contribute reliably. Development, performance management, and collaboration routines are well-established, allowing the offshore team to grow with the business and deliver value consistently over time.



Organization Structure and People:

- The offshore team is embedded in the organization's structure, operations, and core processes with full documentation of job frameworks and capability matrices.
- Resource planning is proactive. Capability building capitalizes and enhances strong skills specific to the offshore team, is a norm, and is anchored on short and long-term goals.
- Team and individual KPIs are set and aligned with company goals.
- Full talent management cycles, including goal setting and performance evaluations, career development, and feedback loops, are aligned with the local or global team, regularly conducted, and follow an annual schedule.
- Cultural sensitivity in retention strategies and rewards systems is consistently applied (employee development, promotion and appraisal process, benefits package).
- Cultural sensitivity in onboarding and people management is consistently applied
- Data-driven decision making.

Leadership and Empowerment:

- Culture and values are clear, consistently applied and integrated in policies and processes, and are embodied by all.
- Leaders consistently practice and apply cultural sensitivity in people management practices.
- Leaders build and sustain psychological safety and accountability across all units.
- All employees, independent of location, have strong strategic alignment and vision.
- Local and offshore leaders are aligned with the established leadership competencies and build the same for their respective teams.
- Local and offshore leaders are equally respected and developed and serve as strategic partners driving business growth and innovation.
- Senior Management focuses on business development and strategic initiatives and rely on offshore leaders and team members to handle the day-to-day operations and service delivery.
- Leaders see offshoring the same as other units or even as a key unit that can drive revenue.

The Three Stages of Maturity

Mature

Operating Procedures and Systems:

- Policies and procedures are documented and accessible to all.
- Clear and standardized onboarding process for offshore operations.
- IT infrastructure supports collaboration, data availability, retention, and compliance requirements independent of location.
- Governance is in place (decision rights, escalation paths, risk controls) for all units.
- Audit and compliance checks are conducted on a regular basis for all units independent of location.
- Integrated tools and automated workflows are used by both onshore and offshore.
- SOPs and BCP are consistently applied and aligned with external factors that need to be considered in terms of offshore operations.
- Data-driven decision making.

What drives this stage:

Confidence in the reliability of the offshoring team and shared ownership.

What this unlocks:

Predictable delivery and scalable margin. The onshore leadership can fully depend on the offshore leaders and teams for delivery decisions for about 90% of the time and focus more on business development and growing the organization.



The Matrix: Where Do You Stand?

You won't fit perfectly into one stage across all dimensions. Use this to identify your weakest areas and prioritize what to fix next.

	Emerging	Developing	Mature
Organizational Structure and People	<ul style="list-style-type: none">• Hiring is not planned or on a case-to case basis.• Functions and reporting lines are unclear.• Roles and expectations are not documented.• No clear measure of performance.	<ul style="list-style-type: none">• Team and individual accountabilities and KPIs are established.• Inconsistent and unstructured retention strategies and rewards systems.• Basic onboarding and compliance is available but inconsistently followed.	<ul style="list-style-type: none">• Offshore team is embedded in the organization's structure, operation, and core processes and documentation is available.• Performance evaluations, career conversations, and feedback loops are aligned both locally and offshore and follow annual schedule.• Cultural sensitivity in policies, processes, retention strategies and rewards systems is consistently applied.
Leadership and Empowerment	<ul style="list-style-type: none">• Leadership tendency is micromanagement.• Minimal trust between onshore and offshore teams.• Leadership view offshore as cost-cutting initiative	<ul style="list-style-type: none">• Leaders inconsistently apply cultural sensitivity in people management and development initiatives.• Offshore leaders start to share responsibilities and make 50% of operational decisions.• Onshore leaders start coaching and delegating vs assigning and micromanaging.	<ul style="list-style-type: none">• Leaders consistently practice and apply cultural sensitivity in people management practices.• Local and offshore leaders are equally respected and developed and serve as strategic partners driving business growth and innovation.• Senior Management focuses on business development and strategic initiatives and rely on offshore leaders and team members to handle the day-to-day operations and service delivery.
Operating Procedures and Systems	<ul style="list-style-type: none">• No established and documented policies and processes for managing offshore operations.• No standard tools or infra to drive collab and enforce compliance.• No onboarding processes specific to offshore ops.	<ul style="list-style-type: none">• SOPs are established but inconsistently applied.• SOPs and BCP do not consider external factors that impact offshore operations.• Inconsistent onboarding process.	<ul style="list-style-type: none">• Clear and standardizes process for offshore operations.• Governance is in place (decision rights, escalation paths, risk controls) for all units• Integrated tools and automated workflows that are used by both onshore and offshore.

If you already have an offshore team:



1. Take the Readiness Assessment. It evaluates where you stand across all three dimensions and shows you specific gaps.



2. Identify where you're weakest. That's where you're losing the most value and where your risks are highest.



3. Fix one dimension at a time. You can't jump from Emerging to Mature. Build the foundation first.

If you're exploring offshore for the first time



1. Use this as your blueprint. Understand what works before you build.



2. You don't have to start at Emerging. Design your offshore operation with the right structure, leadership practices, and systems from the start.



3. Take the Readiness Assessment. It shows you what your offshore operation needs. We've built offshore teams before. We'll help you build yours.

What this matrix tells you

- Where your structure is weak and causing bottlenecks.
- Where your leadership practices are holding offshore teams back.
- Where missing processes force onshore involvement in every decision.

What we do

We help you build the structure, build capable teams, develop the leadership practices, document the systems, and create the governance that makes offshore a competitive advantage instead of just a way to cut costs.