

## Lesson 6

### Process and Enterprise Maturity Model (2)

#### Reading: Case (B) “Pinnacle West”

(in groups of 2-4 students)

#### Task:

1. Draw an organizational chart of the divisions, units and departments mentioned in the case. Include the names of the main characters with each organizational unit.
2. Carefully analyze the case with respect to the PEMM enablers. Underline or highlight passages in the case that speak to each enabler, and make notes on the margin as to what these passages mean. Some passages in the case may speak to more than one enabler.

#### Questions:

- Which of the PEMM enablers are described in the case?
- If an enabler is described, at what level do you believe that Pinnacle West is?
- Which PEMM enablers are not described in the case?
- Given your evaluation of Pinnacle West, at what overall level do you believe they are?
- Where do you see the biggest need for improvements?
- What improvements do you recommend that Pinnacle West make?