Partly systematic, variably effective

Stage-4 organizations recognize the value of UX and have one or more established UX teams. Leadership usually supports UX and sometimes even incorporates it into high-level strategies and initiatives. Design is widely understood across the organization and there is an established, iterative human-centered–design process. User research is conducted throughout the entire product lifecycle.

Strategy
Organizations at stage 4 have strong user-centered ideas included in their vision. There is budget for UX and there may be even extra to invest in UX-growth opportunities.

Process
Organizations use a documented UX-design process that involves a variety of design and research methods, although they may struggle with choosing the right methods and using them appropriately.

Culture
At this stage, there is an organization-wide understanding of UX. UX is relatively respected by peers. UX collaborates with other disciplines and has widespread influence across teams and projects.

Outcomes
There is a process in place for tracking design and research quality. Metrics for success are driven by user-centered goals and include aspects as diverse as accessibility and usability.

How to Level-Up to Stage 5

Scale your UX practice in healthy ways.
- Identify and manage efforts across all UX teams to avoid duplicative work
- Adapt the UX process to fit the specific needs of the organization and of individual teams

https://www.nngroup.com/articles/ux-maturity-stage-4/