











Strategy Maturity Model

(How Effective Is Your Strategy?)

Rate the maturity of your strategy development, deployment and execution in these ten elements, from 1 (concept is unknown) to 5 (concept is fully integrated and effective). See description at bottom of page for rating scale.

Strategic Element	Description of Strategic Element	Rating 1 to 5
 Testable	Based on written hypotheses, explicit assumptions, cause and effect relationships and linked to key strategic themes	
 Valid	Has explicit criteria and processes to validate assumptions, hypotheses and likelihood of success with key stakeholders	
 Agile	Includes processes and skills to anticipate and respond to alternative futures and support agile structure and culture	
 Simple	Stated concisely and consistently as possible, using common terminology without jargon, and with consistent meaning	
 Coherent	Has a well-described, systematic structure, parts fit with each other with minimal overlap, preferably has a graphical display	
 Seamless	Has clear and logical linkages with organization's diagnostics, strategy, business models and performance management components	
 Aligned	Is complementary and supportive of leadership, talent, operations, marketing, and analytics and R&D in support of the whole strategy	
 Accountable	Unambiguously assigns key tactical outcomes to individuals in exchange for needed resources to support timely decision making	
 Innovative	Promotes and provides opportunities and a platform to test and validate new structures, product/service ideas and models	
 Pivot & Hammer	Defines "bearing, hammerhead & handle" for both competitors and self to allow capitalizing on strengths and accommodate weaknesses	
 Comparable	Makes possible evaluation of current/future competitor capabilities and position that allows adapting own strategy and structure	

Total Strategy Maturity Score

Use this rating scale to best describes the maturity of each of your strategy elements:

- 1 = **None**: We don't know what this is or don't understand how we'd use it.
- 2 = **Approach**: We've thought about it and scoped out how we'd design it but haven't deployed it.
- 3 = **Deployment**: We've implemented it but aren't seeing repeatable results yet.
- 4 = **Integration**: We can show its impact and it's an integral part of our strategy framework.
- 5 = **Learning**: We've fully integrated and rely on it to refine structure, processes, people and tools.

Companies differ in strategy maturity and its impact on decision making and operational and financial performance. However, if your score is below 30, you might benefit from a discussion of where strengthening your strategy would increase decision making and performance.