

		<b>Rudimentary</b>	<b>Reactive</b>	<b>Structured</b>	<b>Integrated</b>	<b>Optimized</b>
	<b>Definition:</b>	Work is just getting started	Work is uncoordinated and uncontrolled	Work is defined and repetitive	Work is connected and managed effectively	Work is stable, mature and evolving
<b>Competency</b>	<b>Knowledge Area</b>	<b>Level 1: Rudimentary</b>	<b>Level 2: Reactive</b>	<b>Level 3: Structured</b>	<b>Level 4: Integrated</b>	<b>Level 5: Optimized</b>
Foresight	Scanning	No environmental scanning occurs within the organization	Environmental scanning is ad hoc using a business unit or subject based lens	Environmental scanning is part of an organizational process and the results are shared for information	Environmental scanning is integral to the strategy management process and the results inform planning	Environmental scanning is fully integrated and becomes a routine practice. A formal process to improve the practice is in place
	Visioning	Long term vision is undefined	Vision is defined but not cascaded nor used	Vision is cascaded, communicated and understood by key stakeholders	Vision is created with key stakeholder engagement as part of the strategy management process	Vision is fully integrated. It is routinely reviewed and a formal update process is in place
	Risk management	No risk management practice in place	Risk management is ad hoc using a business unit or subject based lens	Risk management is part of an organizational process and the results are shared for information	Risk management is integral to the strategy management process and the results inform planning and actions	Risk management is fully integrated. A formal process to improve the practice is in place
Insight	Customer	No or very limited understanding of customer needs	Customer needs are known ad hoc using a business unit or subject based lens	Customer needs are routinely collected and reviewed to improve service delivery	Customer needs are integral to the strategy management process and they inform scanning, strategy development and implementation	Customer needs are fully integrated between the strategy and operations. A formal process to better collect and understand customer needs is in place
	Strategy development	No strategy development practice in place	Strategy development is ad hoc using a business unit or subject based lens and strategies are aligned to the vision after creation	Strategy development is part of the budget process	Strategy development is integral to the strategy management processes	Strategy development is fully integrated. It is routinely reviewed and a formal process to improve prioritization is in place
	Measurement	No measure, lots of data	Measures are created inconsistently and are operationally focused	Consistent and sufficient measures cover both strategy and operations	Measures are integral to the strategy management process and the results inform progress and decisions	Measures are fully integrated. They are routinely reviewed and a formal process to improve measures is in place
Oversight	Realizing the change	No clear understanding of the key success factors to strategy	Key success factors are focused on making structure changes and public announcements	Key success factors are identified as part of the strategy management process focusing on leadership, problem solving and resource allocation and reallocation	Key success factors are integral to the strategy management process using an integrated approach	Key success factors are fully integrated. They are routinely reviewed and support and leverage organizational culture
	Reporting	No public reporting	Public reporting is available upon request and is mostly about actions	Public reporting is part of an organizational process and contains actions and performance results	Public reporting is integral to the strategy management process and demonstrates the progress and impact of the strategy	Strategy and public reporting are fully integrated. Organization continuously endeavors to improve public reporting
Hindsight	Evaluation	No evaluation of results	Evaluation is ad hoc and mostly based on experience and anecdotal information	Evaluation is part of an organizational process based on measures and data	Evaluation is integral to the strategy management process based on measures, data and causality	Strategy and evaluation are fully integrated. Evaluation continuously drives the strategy forward by enabling actions and decisions
	Decision-making	Decision-making is undefined	Decision-making is ad hoc and subject based	Decision-making is part of an organizational process; decision-making criteria is communicated and understood	Decision-making is integral to the strategy management process	Strategy and good decision-making practice are fully integrated. A formal process to improve decision-making is in place
Enabler	Leadership buy-in	No clear champion is identified	The work is owned by middle level management / lack of senior management support	Level one leadership	Level two leadership	Level three leadership
	Role of the strategist	No or very limited understanding of the roles	Understanding and exercising is ad hoc and inconsistent	Tier one - individual level understanding	Tier one and two - individual and organizational levels	Tier one, two and three - individual, organizational and systemic levels
	Organizational knowledge	No or very limited understanding of the concepts and principles	Understanding and exercising is ad hoc at a functional or a business unit level	Training is provided as part of the strategy management process	Staff understanding, acceptable and ability are integral to the strategy management process	Organizational knowledge is fully integrated. They are routinely reviewed for best practices
	Organizational capacity	No or very limited support outside the core team	Limited support and work is done in ad hoc or project based	Dedicated staff is assigned but the work is not an organizational priority	Dedicated staff focusing on the work and technology is in place to support the work	Organizational capacity is constantly being developed and optimized to support the work