Sample report excerpt
Meet Gartner Strategy Score

Introduction to Gartner Strategy Score

Functional leaders use Gartner Strategy Score to measure the maturity of their function in key activities, prioritize areas of improvement and plot the function’s path to improvement. This is an excerpt from a full report, which provides detail on a wide range of functional activities. Gartner Strategy Score covers 23 functional activities across 6 functional objectives.

Here’s how it works

1. Measure the performance of the function in terms of:
   - Maturity. We ask a series of yes/no questions about how your function approaches and executes each one of a range of key activities and objectives specific to your function.
   - Importance. We ask you to indicate how important each of those activities is for your function to meet its enterprise objectives.

2. Prioritize.
   - See your maturity levels at a glance. On a simple bar graph, we plot the maturity level of each activity and its importance — and you get your first glimpse of where maturity and importance aren’t aligned. For example, your function may be highly mature in activities that aren’t very important to driving business priorities or highly immature in activities that are.
   - See your priorities in rank order, based on those gaps between maturity and importance. Immediately you can see what should be your highest priorities for improvement if your function is to drive business goals effectively. You also see which activities need less attention.

3. Improve. We provide you with steps to take on your path to improvement in whatever activities the data shows to be the biggest significant opportunities for improvement.
   - “A Pathway to Maturity” lists action steps required to reach the next level in each specific activity.
   - Recommended related resources provide associated insights. In some cases, a Gartner advisor delivers the report and helps with prioritization and action planning.

Read on for more insights and recommendations you might receive on an individual activity. A complete report shows you the current status and improvement path for all activities and objectives in your function.
How mature are your functional activities?

Gartner Strategy Score benchmarks your self-assessment to provide you with a current maturity score by activity.

<table>
<thead>
<tr>
<th>Facilitate Long-Term Strategy Development</th>
<th>Manage Strategic Planning Cycle</th>
<th>Evaluate Business Development Opportunities</th>
<th>Support Strategy Execution</th>
<th>Manage the Strategy Function</th>
<th>Facilitate Strategic Analysis and Conversations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measured on a scale ranging from 1 (Low)</td>
<td>1+</td>
<td>3-</td>
<td>3-</td>
<td>3-</td>
<td>2+</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Refine Mission and Vision</th>
<th>Facilitate the Definition of Goals and Objectives</th>
<th>Identify Business Model Innovations</th>
<th>Cascade the Strategic Plan</th>
<th>Develop the Functional Mandate</th>
<th>Conduct Competitive Intelligence Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>1</td>
<td>3</td>
<td>4-</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Manage the Business Portfolio</th>
<th>Create Strategic Plans</th>
<th>Identify New Markets</th>
<th>Conduct Resource Planning</th>
<th>Hire Functional Talent</th>
<th>Facilitate Strategy Offsites</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>3</td>
<td>1+</td>
<td>2</td>
<td>4</td>
<td>2+</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Identify Core Capabilities</th>
<th>Integrate Business Unit and Functional Plans</th>
<th>Prioritize Growth Portfolio</th>
<th>Monitor Strategy Progress</th>
<th>Engage Functional Talent</th>
<th>Build Strategic Thinking Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>1</td>
<td>4</td>
<td>4</td>
<td>2+</td>
<td>4+</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Facilitate Resource Allocation</th>
<th>Build the Business Case</th>
<th>Support the Execution of Pilots</th>
<th>Assess Functional Performance</th>
<th>Manage the Function’s Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>1+</td>
<td>2</td>
<td>4+</td>
<td>4</td>
<td>2</td>
</tr>
</tbody>
</table>

Maturity: Measured on a scale ranging from 1 (Low) to 5 (High), maturity measures how advanced an organization's development is in a functional activity relative to Gartner’s best practice research. Maturity scores are refined with a (+) or (-) to indicate intermediate levels of maturity.

The set of activities as mapped here is subject to change.

Source: Gartner

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How do maturity and importance compare?

Gartner Strategy Score plots your benchmarked maturity score against the importance you assign to that activity in terms of its criticality for your function to meet enterprise business objectives.

**Select Findings**

**Lowest Maturity**
- Conduct Competitive Intelligence Analysis
- Integrate Business Unit and Functional Plans

**Highest Importance**
- Facilitate the Definition of Goals and Objectives
- Integrate Business Unit and Functional Plans
- Conduct Competitive Intelligence Analysis
- Manage the Business Portfolio

**Source:** Gartner

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What are the high-priority areas for your function?

Gartner Strategy Score rank-orders your improvement priorities, based on the gap between maturity and importance. The Activity Priority Index (API) identifies where the function is less mature in activities of greater importance. A higher API score indicates a greater priority to the organization.

The Activity Priority Index identifies where the function is less mature in activities of greater importance.

### Highest Priority
- Facilitate the Definition of Goals and Objectives
- Integrate Business Unit and Functional Plans
- Conduct Competitive Intelligence Analysis

### Lowest Priority
- Support the Execution of Pilots
- Monitor Strategy Progress
- Assess Functional Performance and more activities

Source: Gartner
High-priority area: Facilitate the Definition of Goals and Objectives

How the Strategy function helps the organization to establish strategic goals and discrete and measurable milestones that describe how a specific goal will be accomplished.

Gartner Strategy Score provides next steps for each individual activity, based on current and desired state.

Path to Maturity

Start doing the following to achieve the next level of maturity:

• Provide guidelines to develop measurable goals and objectives
• Provide guidelines to develop time bound goals and objectives

Current Level maturity averages your function’s maturity across each activity. Next Level shows the goal with next steps. The benchmark (as available) provides a peer view.
Facilitate the Definition of Goals and Objectives

Sample recommended resources

**Featured resources**

**Ignition Guide to Executive Goal Alignment**
Use this toolkit to align executive goals with overall corporate strategy and enterprise goals.

**Seagate’s Goal Alignment Workshops**
Review this case study to learn how to align goals across functions and silos.

**Lennox’s Digital Sufficiency Tests**
Read this case study to learn how to ensure that goals and objectives are fully resourced to improve odds of success.

**Strategic Plan Template Library**
Download templates to articulate goals that are clear, measurable, and achievable.

Note: Some documents may not be available as part of your current Gartner subscription.

Learn how you can use Gartner Strategy Score to evaluate your functional maturity and priorities.

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Learn more about Gartner Strategy Score  

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