

Enterprise Strategy and Planning Maturity Model

Core belief: Every organization is on a maturity journey

Every organization has an Enterprise Strategy and Planning (ESP) function because every organization sets and operationalizes strategy – whether they do it well or poorly. All organizations sit somewhere across the **ESP maturity journey**. By understanding where your business stands on the maturity scale, you can take intentional steps to strengthen alignment, execution, and long-term impact.



Foundational

FACETS

They view and manage the six core facets in **separate, static, and siloed** ways. The source of truth for strategy is often in spreadsheets or slides.

STRATEGY

The strategy lifecycle is **haphazard** and strategy events are **ad hoc** or **ineffective**. There are frequent restarts and abandoned initiatives with lots of manual lifting.

OUTCOMES

There's more than enough reporting, but teams **can't connect the dots to what matters**. With more data than they could want, the relational parts are missing. Too much strategic planning is based on gut feeling, and the results show it.

Developing

FACETS

They have **partial views that connect some facets**, but not all. They most often try to connect Goals, Work, and Talent. They too often **underinvest** in other facets.

STRATEGY

They oversteer, like a car avoiding an obstacle. Then they're forced into a flurry of small corrections to return to normal. They change their strategy in **medium ways, frequently**.

OUTCOMES

The strategy is on the right track, but something isn't connecting. They feel the symptoms of the facets they ignore.

Leading

FACETS

They view and manage the **six core facets together, in building blocks** that make sense to them. They successfully manage all facets of the cube, at all altitudes.

STRATEGY

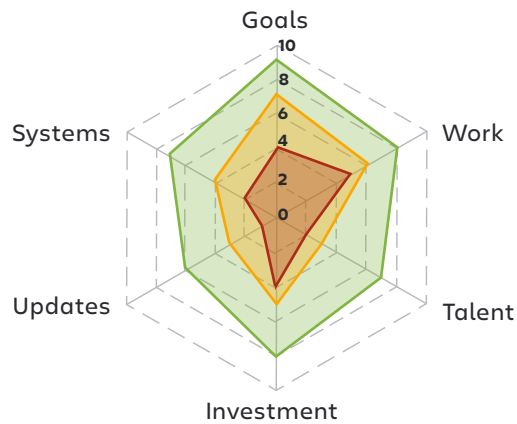
Every facet is considered and tracked through the strategy lifecycle. They validate ideas quickly and monitor their markets, competitors, and customers. With short feedback loops, they respond to signals with successful pivots and achieve strategic agility.

OUTCOMES

Big bets pay off with growing wins for the business as they make adjustments and see connected results. They make the right changes at the right time.

Overview on scoring ESP maturity

Maturing your ESP is about managing the **six core facets – together**. It's easy to see how our three examples (**Foundational**, **Developing**, and **Leading**) might score on a radar chart:



- Example Foundational
- Example Developing
- Example Leading

Modeling Strategic Focus Areas

As your leadership team enters a strategy refresh or planning cycle, [run this Play](#) to build and align on your organization's strategic focus areas.



PREP TIME

1-2 weeks



RUN TIME

90-180 mins



PERSONS

4-10



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