



G.O.A.L.

Five Pillars Maturity Assessment

*A Structured Framework for Assessing Organizational
Maturity Across the Five Pillars*

G.O.A.L. Solutions Portfolio

Maturity Assessment
G.O.A.L.-MA001
Version 1.0

The Five Pillars Maturity

Assessment applies a standardized methodology to evaluate organizational maturity across the Five Pillars. Rather than assessing each pillar independently, the framework applies the same organizational capabilities and maturity model to Nutrition, Movement, Knowledge, Mindset and Environment, enabling consistent and comparable assessments across different organizations and contexts.

The methodology evaluates five organizational capabilities that together represent the fundamental organizational functions required to develop, implement and sustain each pillar:

- Leadership & Governance
- Strategy & Policy
- Implementation & Delivery
- Engagement & Culture
- Measurement & Improvement

Each capability is assessed against a five-level maturity model ranging from Initial to Adaptive, providing a structured basis for identifying current maturity, capability gaps and improvement priorities.



1. ASSESSMENT SCOPE



Nutrition



Movement



Knowledge



Mindset



Environment



2. ASSESSMENT DIMENSIONS



Leadership & Governance



Strategy & Policy



Implementation & Delivery



Engagement & Culture



Measurement & Improvement



3. MATURITY MODEL

1



2



3



4



5

Initial

Capability is absent, informal or dependent on isolated action.

Developing

Some practices exist, but they are partial, inconsistent and not yet reliably supported.

Established

Capability is formally defined, resourced and applied through repeatable practices.

Integrated

Capability is embedded across relevant functions, decisions and routine operations.

Adaptive

Capability is systematically evaluated, improved and adapted in response to evidence and changing conditions.



4. ASSESSMENT OUTPUTS



Overall Maturity Level

A consolidated view of maturity across all Five Pillars and organizational capabilities.



Capability Profiles

Maturity levels for each capability within each pillar to identify strengths and gaps.



Improvement Priorities

Clear priorities and actions to advance maturity and drive measurable impact.

FIVE PILLARS MATURITY MODEL (MA001)

ORGANIZATIONAL CAPABILITY

1

INITIAL

Activity is absent, informal or dependent on isolated individuals.

2

DEVELOPING

Practices exist, but they are partial, inconsistent and not yet reliably supported.

3

ESTABLISHED

Practices are formally defined, resourced and applied through repeatable processes.

4

INTEGRATED

Practices are embedded across relevant functions and routine operations.

5

ADAPTIVE

Practices are systematically evaluated, improved and adapted in response to evidence and change.



Leadership & Governance

No formal ownership, accountability or governance arrangement exists. Activity depends on isolated individuals and is vulnerable to interruption.

Some leadership interest or informal ownership exists, but responsibilities, authority and oversight remain unclear or inconsistently applied.

Formal ownership, decision-making responsibility and accountability are defined. Relevant roles and governance arrangements operate consistently.

Leadership and governance are embedded across relevant functions. Responsibilities are coordinated, decisions are aligned and progress receives regular senior oversight.

Governance effectiveness is regularly reviewed and improved. Leaders respond to evidence, changing needs and implementation challenges while maintaining clear accountability.



Strategy & Policy

No clear strategic direction, objectives or supporting policies exist. Decisions are largely reactive or disconnected.

Priorities or objectives have been identified, but they are incomplete, inconsistently communicated or weakly connected to organizational planning and policy.

A formal strategy or defined set of objectives guides action. Relevant policies, responsibilities and intended outcomes are documented and communicated.

Strategic objectives and policies are aligned with wider organizational priorities and embedded within planning, budgeting and decision-making processes.

Strategy and policy are regularly reviewed using evidence, stakeholder input and changing conditions. Priorities and approaches are adjusted where necessary.



Implementation & Delivery

Implementation is absent or limited to isolated activities with no consistent process, ownership or resourcing.

Initial initiatives or pilots exist, but delivery is fragmented, uneven or dependent on temporary effort and individual commitment.

Defined initiatives are delivered through repeatable processes with assigned responsibilities, appropriate resources and expected outputs.

Delivery is coordinated across relevant functions and embedded within routine operations. Dependencies, resources and responsibilities are actively managed.

Implementation performance is systematically reviewed. Delivery models are refined, expanded, reduced or redesigned in response to evidence and changing needs.



Engagement & Culture

Awareness is limited, participation is minimal and the capability has little visible influence on organizational attitudes or behaviour.

Communication and engagement activities occur, but they are irregular, largely one-directional or limited to selected groups.

Relevant stakeholders are routinely informed, consulted or involved. Participation mechanisms are defined and expectations are communicated clearly.

Stakeholder participation influences decisions and implementation. Supporting behaviours and expectations are reinforced through leadership, systems and routine practice.

Engagement approaches and cultural conditions are regularly assessed and improved. Stakeholders contribute to learning, adaptation and sustained shared ownership.



Measurement & Improvement

No defined indicators, reliable evidence collection or structured review process exists.

Some data or feedback is collected, but measurement is irregular, incomplete or weakly connected to objectives and decisions.

Defined indicators and evidence sources are used consistently. Results are reviewed periodically and documented.

Evidence is combined across relevant functions and routinely used to guide decisions, allocate resources and identify improvement priorities.

Measurement, evaluation and learning operate as a continuous cycle. Findings lead to documented changes, and the effects of those changes are subsequently assessed.