

# The Corporate Maturity Matrix:

## Complete Answer Keys

Persona: Corporate / Innovation Manager / Intrapreneur

Scope: Levels 0–8 (Dimensions & Risks) | Perspective: First Person ("I am...", "We are...")

### Level 0: Conception (The Spark)

**Focus:** Resilience | **Core Question:** *Are we structurally ready to innovate?*

#### L0 Dimensions (Innovation Readiness)

| Dimension  | Grade 1<br>(The<br>Fortress)                           | Grade 2<br>(The<br>Tourist)                     | Grade 3<br>(The<br>Partner)                        | Grade 4<br>(The<br>Builder)                            | Grade 5<br>(The<br>Platform)                       |
|--|--|---|--|--|--|
| <b>D1:<br/>Problem<br/>Sourcing</b><br><br><i>Do you<br/>have list of<br/>unsolved<br/>problems<br/>for a<br/>founder to<br/>tackle?</i> | I have no awareness of problems; status quo dominates. | I have generic problems listed; they are vague. | I have identified clear business problems.         | I have strategic problems with solutions ready.        | I define transformative sector-wide problems.      |
| <b>D2:<br/>Articulation</b><br><br><i>Can you<br/>articulate<br/>these<br/>problems<br/>clearly?</i>                                     | My problem definitions remain vague; unclear thinking. | I have superficial understanding; incomplete.   | I have clear articulation with strategic insights. | I demonstrate deep understanding and systems thinking. | I articulate problems with transformative clarity. |
| <b>D3:<br/>Openness</b><br><br><i>Are you</i>  | I am closed; I prefer "Not Invented                    | I acknowledge external ideas but                | I am genuinely open; some barriers                 | I actively seek external solutions;                    | I drive transformation through external            |

|   |  |  |  |  |  |
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| <i>genuinely open to external solutions?</i>  | Here" (DIY).                                   | remain skeptical.                                | exist.   | resources allocated.                               | solutions.   |
| <b>D4: Founder Engagement</b><br><br><i>Have you engaged with early-stage founders?</i> | I have no engagement; I don't understand them. | I have token engagement; it is superficial.      | I have real engagement; I learn from them.       | I have deep engagement; it is mutually beneficial. | I am a legendary partner; founders seek me out.        |
| <b>D5: Innovation Budget</b><br><br><i>Can you allocate resources to innovation?</i>    | I allocate no resources; token gestures only.  | I allocate minimal resources; half-hearted.      | I provide clear allocation with real commitment. | I provide significant resources structurally.      | I allocate transformative resources; innovation-first. |
| <b>D6: Industry Insight</b><br><br><i>Do you have unique industry insights?</i>         | I have generic insights based on public info.  | I have some insights, but they are incomplete.   | I share deep, proprietary industry insights.     | I offer transformative insider perspectives.       | I am an industry legend; I define the future.          |
| <b>D7: Experimentation</b><br><br><i>Can you celebrate</i>                              | I punish experiments; I am risk-averse.        | I tolerate experiments but don't encourage them. | I celebrate learning and encourage trials.       | I celebrate failure and structure learning.        | I am legendary for enabling an experimentation         |

|  |  |  |   |   |   |
|--|--|--|---|---|---|
| <i>experiments?</i>  |  |  |   |   | culture.                                      |
| <b>D8: Process Speed</b><br><br><i>Can you move at startup speed?</i>          | I am paralyzed by bureaucracy; months to decide. | I am slow; weeks to make simple decisions. | I have a fast-track process for innovation.   | I match startup velocity in decision making.    | I move lightning-fast; I remove all friction. |
| <b>D9: Incentive Structure</b><br><br><i>Are incentives aligned with risk?</i> | I punish risk-taking; strictly KPI driven.       | I offer no upside for innovation risk.     | I have specific incentives for intrapreneurs. | I offer significant upside/equity-like rewards. | I have a founder-grade incentive structure.   |

## LO Risks (The Immune System)

| Risk Factor  | Grade 1 (High Risk)                   | Grade 2 (Risk)                     | Grade 3 (Managed)                    | Grade 4 (Secure)                      | Grade 5 (Antifragile)                       |
|--|---------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|---|
| <b>EiR1: Innovation Theater</b><br><br><i>Is this real or just PR?</i> | I am doing this purely for PR/optics. | I am mostly focused on optics.     | I have some substance behind the PR. | I am results-driven, not PR-driven.   | I am purely impact-driven; substance first. |
| <b>EiR2: NIH Syndrome</b><br><br><i>"Not Invented Here" bias?</i>      | I reject anything we didn't build.    | I prefer internal builds strongly. | I am neutral; best solution wins.    | I prefer buying/partnering for speed. | I am radically open ecosystem-wide.         |

|  |  |                                    |   |  |  |
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| <b>EiR3:<br/>Quarter-itis</b><br><br><i>Short-term<br/>vs<br/>Long-term?</i> | I kill anything without quarterly ROI.     | I struggle to fund long-term bets. | I protect innovation from quarterly cuts.     | I have a ring-fenced long-term budget. | I have generational patience.            |
| <b>EiR4:<br/>Career Risk</b><br><br><i>Is innovation a career killer?</i>    | Failure here gets you fired.               | Failure stalls your career.        | Failure is accepted if learned from.          | Failure is a badge of honor.           | Innovation is the fast-track to C-suite. |
| <b>EiR5: Legal Blockers</b><br><br><i>Does Legal kill deals?</i>             | Legal kills everything early.              | Legal is a major bottleneck.       | Legal is trained in startup norms.            | Legal is a partner in speed.           | Legal finds ways to say "Yes."           |
| <b>EiR6:<br/>Procurement</b><br><br><i>Can you pay startups fast?</i>        | Payment terms are Net-90+; kills startups. | Procurement is slow and rigid.     | I have a simplified startup procurement path. | I pay startups instantly/Net-15.       | Procurement is a competitive advantage.  |
| <b>EiR7:<br/>Executive Sponsorship</b><br><br><i>Do you have air cover?</i>  | I have no executive sponsor.               | I have a weak/distracted sponsor.  | I have a committed executive sponsor.         | I have C-suite active participation.   | The CEO is the chief innovation officer. |
| <b>EiR8:<br/>Talent</b>  | My best innovators                         | I struggle to retain               | I retain talent by                            | I attract entrepreneurs                | I am a magnet for                        |

|  |                             |                                |                                     |   |                                       |
|--|-----------------------------|--------------------------------|-------------------------------------|---|---------------------------------------|
| <b>Drain</b><br><br><i>Are innovators leaving?</i>               | are quitting.               | entrepreneurs.                 | giving them autonomy.               | urial talent.                             | the world's best builders.            |
| <b>EiR9: Strategy Alignment</b><br><br><i>Is this strategic?</i> | Innovation is a side hobby. | Innovation is loosely coupled. | Innovation supports business units. | Innovation drives business unit strategy. | Innovation is the corporate strategy. |

## Level 1: Initiation (The Hunt)

**Focus:** Validation | **Core Question:** *Are we solving problems or just buying toys?*

### L1 Dimensions (Scouting & Discovery)

| Dimension   | Grade 1 (Novice)                 | Grade 2 (Amateur)                  | Grade 3 (Practitioner)                    | Grade 4 (Professional)                  | Grade 5 (Legend)                       |
|---|----------------------------------|------------------------------------|---|---|--|
| <b>D1: Scouting Quality</b><br><br><i>Can you find relevant startups?</i> | I wait for startups to email me. | I look at general databases.       | I scout based on specific problem theses. | I have a deep, active scouting network. | I find startups before they are known. |
| <b>D2: Problem Validation</b><br><br><i>Do BUs validate problems?</i>     | Business Units (BUs) ignore me.  | BUs give vague problem statements. | BUs validate problems before I scout.     | BUs actively partner in discovery.      | BUs demand innovation; pull-based.     |
| <b>D3: Pilot</b>  | BUs refuse                       | BUs are                            | BUs have                                  | BUs                                     | BUs run                                |

|   |                                    |  |   |                                     |  |
|---|------------------------------------|--|---|-------------------------------------|--|
| <b>Readiness</b><br><br><i>Are BUs ready to pilot?</i>                        | to pilot external tech.            | hesitant to pilot.                       | budget set aside for pilots.            | compete to run pilots.              | pilots at lightning speed.                 |
| <b>D4: Startup Empathy</b><br><br><i>Do you understand startup limits?</i>    | I treat startups like big vendors. | I demand excessive documentation.        | I respect startup resource constraints. | I minimize friction for startups.   | I protect startups from my own complexity. |
| <b>D5: Trend Spotting</b><br><br><i>Can you spot market shifts?</i>           | I am blind to disruption.          | I see trends after they are mainstream . | I identify trends early.                | I predict market shifts accurately. | I shape market trends.                     |
| <b>D6: Deal Speed</b><br><br><i>How fast is your NDA/LOI?</i>                 | NDAs take months.                  | NDAs take weeks.                         | NDAs take days.                         | Standardize d, instant docs.        | Zero-friction contracting .                |
| <b>D7: Value Proposition</b><br><br><i>Why should startups work with you?</i> | I offer nothing but a logo.        | I offer slow potential revenue.          | I offer data, customers, and expertise. | I offer unfair market access.       | I make startups market leaders.            |
| <b>D8: Feedback Loops</b><br><br><i>Do you give</i>                           | I ghost startups.                  | I give vague rejections.                 | I give actionable feedback.             | I connect them to other opportuniti | I am a trusted advisor even when           |

|   |                                 |                        |                                |                                    |  |
|---|---------------------------------|------------------------|--------------------------------|------------------------------------|--|
| <i>feedback to startups?</i>  |                                 |                        |                                | es.                                | saying no.                             |
| <b>D9: Integration Vision</b><br><br><i>Do you know how they fit?</i> | I have no plan for integration. | I figure it out later. | I have a hypothesis for scale. | I have a clear path to production. | I view every pilot as a potential M&A. |

## L1 Risks (Validation Blindness)

| Risk Factor  | Grade 1 (High Risk)                   | Grade 2 (Risk)                 | Grade 3 (Managed)                   | Grade 4 (Secure)                        | Grade 5 (Antifragile)                      |
|--|---------------------------------------|--------------------------------|-------------------------------------|---|--|
| <b>EiR1: Solutionism</b><br><br><i>Looking for problems for solutions?</i> | I buy tech looking for a problem.     | I am excited by "cool" tech.   | I start with the business problem.  | I am rigorously problem-led.            | I validate the problem before seeing tech. |
| <b>EiR2: Pilot Purgatory</b><br><br><i>Do pilots go nowhere?</i>           | Pilots define success; no scale plan. | Most pilots die after the POC. | I have a defined path out of pilot. | I have a high conversion to production. | I only pilot if I intend to scale.         |
| <b>EiR3: BU Resistance</b><br><br><i>Do BUs fight you?</i>                 | BUs actively sabotage innovation.     | BUs are indifferent.           | BUs are cooperative.                | BUs are champions.                      | BUs drive the innovation agenda.           |
| <b>EiR4: Brand Risk</b>  | Fear paralyzes all action.            | Excessive compliance checks.   | Balanced risk assessment            | Smart containment of risk.              | We embrace reputationa                     |

|  |                                       |                                    |  |                                     |   |
|--|---------------------------------------|------------------------------------|--|-------------------------------------|---|
| <i>Fear of reputational damage?</i>  |                                       |                                    | .                                      |                                     | I risk for growth.                              |
| <b>EiR5: False Signals</b><br><br><i>Confusing interest with commitment?</i> | I promise deals I can't deliver.      | I overhype internal interest.      | I am transparent about decision power. | I only promise what I control.      | My word is gold; startups trust me.             |
| <b>EiR6: Mentorship Quality</b><br><br><i>Is your advice good?</i>           | I give corporate advice to startups.  | I give generic advice.             | I give relevant industry context.      | I provide game-changing mentorship. | I am a legendary mentor.                        |
| <b>EiR7: Data Access</b><br><br><i>Can startups use your data?</i>           | Data is locked; impossible to access. | Data access takes months.          | Sandboxed data available.              | API-first data access.              | Seamless, secure data integration.              |
| <b>EiR8: Fatigue</b><br><br><i>Are you wasting startup time?</i>             | I meet just to "learn".               | I ask for endless free consulting. | I respect their time/burn.             | I add value in every meeting.       | I accelerate their business regardless of deal. |
| <b>EiR9: Sourcing Bias</b><br><br><i>Do you only see the</i>                 | I only see big-name startups.         | I see what VCs send me.            | I scout diverse/global sources.        | I find hidden/stealth gems.         | I have a proprietary deal flow engine.          |



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| <i>usual suspects?</i> |  |  |  |  |  |
|------------------------|--|--|--|--|--|

## Level 2: Formulation (The Build)

Focus: Feasibility | Core Question: *Can we build/integrate without crushing them?*

### L2 Dimensions (Venture Building)

| Dimension  | Grade 1 (Novice)                           | Grade 2 (Amateur)                 | Grade 3 (Practitioner)              | Grade 4 (Professional)                | Grade 5 (Legend)                      |
|--|--|-----------------------------------|-------------------------------------|---------------------------------------|---------------------------------------|
| <b>D1: Internal Build</b><br><br><i>Can you build startups internally?</i> | We build corporate projects, not startups. | We build slow, expensive MVPs.    | We build lean, validated ventures.  | We run a professional venture studio. | We build category-defining unicorns.  |
| <b>D2: Tech Stack</b><br><br><i>Is your tech modern?</i>                   | Legacy systems block everything.           | We have some APIs, mostly legacy. | We have a modern integration layer. | We are cloud-native and API-first.    | Our tech stack is a competitive moat. |
| <b>D3: CVC Strategy</b><br><br><i>Do you invest?</i>                       | No investment capability.                  | Ad-hoc, strategic investments.    | Dedicated CVC fund with thesis.     | Top-tier CVC with financial returns.  | Legendary CVC; smart money.           |
| <b>D4: Spin-out Cap</b><br><br><i>Can you spin out IP?</i>                 | IP is locked forever.                      | Spin-outs are legally painful.    | We have a process for spin-outs.    | We actively spin out non-core IP.     | We create ecosystems of spin-outs.    |

|   |                                       |                                       |                                  |                                      |                                      |
|---|---------------------------------------|---------------------------------------|----------------------------------|--------------------------------------|--------------------------------------|
| <b>D5: Co-Creation</b><br><br><i>Can you co-create with startups?</i>       | We treat them as vendors.             | We try to collaborate; friction high. | We have co-creation frameworks . | We build joint IP effectively.       | We seamlessly fuse teams.            |
| <b>D6: Governance</b><br><br><i>How are projects governed?</i>              | Managed like IT projects (Waterfall). | Stage-gate with heavy docs.           | VC-style metered funding.        | Milestone-based growth boards.       | Founder-friendly governance .        |
| <b>D7: Talent Flow</b><br><br><i>Can staff move to ventures?</i>            | Staff cannot leave core roles.        | HR makes transfers difficult.         | Staff can second to ventures.    | Seamless flow between core/venture.  | Best talent fights to join ventures. |
| <b>D8: unfair Advantage</b><br><br><i>Do you leverage corporate assets?</i> | We hide our assets.                   | Hard to access assets.                | We leverage brand/distribution.  | We weaponize our scale for startups. | We provide unfair market dominance.  |
| <b>D9: Speed to Pilot</b><br><br><i>Time from hello to live pilot?</i>      | > 12 months.                          | 6-12 months.                          | 3-6 months.                      | 1-3 months.                          | < 4 weeks.                           |

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## Level 3: Market Entry (The Launch)

**Focus:** Traction | **Core Question:** *Can we scale this beyond a press release?*

### L3 Dimensions (Commercialization)

| Dimension  | Grade 1<br>(Novice)               | Grade 2<br>(Amateur)                | Grade 3<br>(Practitioner)         | Grade 4<br>(Professional)          | Grade 5<br>(Legend)                |
|--|-----------------------------------|-------------------------------------|-----------------------------------|------------------------------------|------------------------------------|
| <b>D1: Scaling Path</b><br><br><i>Path from pilot to contract?</i>           | No path; pilot ends relationship. | Path is unclear/negotiated.         | Standardized conversion path.     | Automated triggers for scaling.    | Guaranteed scale for winners.      |
| <b>D2: Distribution</b><br><br><i>Do you put them in front of customers?</i> | We never expose to customers.     | Limited exposure to friendlies.     | Active sales channel integration. | Incentivized sales force sells it. | Seamless bundle with core product. |
| <b>D3: Marketing</b><br><br><i>Do you co-market?</i>                         | No marketing support.             | We allow use of our logo.           | Joint press releases.             | Full co-marketing campaigns.       | We make them a household name.     |
| <b>D4: Procurement Scale</b><br><br><i>Can you buy at volume?</i>            | Procurement blocks scaling.       | Volume discounts hard to negotiate. | Scaled master agreements.         | Global framework agreements.       | Vendor-of-choice status globally.  |
| <b>D5: Impact Tracking</b><br><br><i>Do you measure</i>                      | No metrics; anecdotal.            | Vanity metrics (number of pilots).  | ROI metrics (cost savings/rev).   | Strategic impact metrics.          | Transformative P&L impact.         |

|   |                                      |                                 |                                  |                                |                                     |
|---|--------------------------------------|---------------------------------|----------------------------------|--------------------------------|-------------------------------------|
| <i>results?</i>   |                                      |                                 |                                  |                                |                                     |
| <b>D6: M&amp;A Readiness</b><br><br><i>Can you acquire them?</i>  | M&A is disconnected from innovation. | M&A is slow and destroys value. | M&A watches innovation pipeline. | Innovation feeds M&A targets.  | Seamless acquire-and-integrate.     |
| <b>D7: Global Rollout</b><br><br><i>Can you take them global?</i> | Local pilots only.                   | Hard to cross borders.          | Regional rollout capability.     | Global rollout infrastructure. | Instant global scale.               |
| <b>D8: Revenue Share</b><br><br><i>Are deal terms fair?</i>       | We take all the value.               | We squeeze their margins.       | Fair, standard terms.            | Generous terms to fuel growth. | Ecosystem-first value sharing.      |
| <b>D9: Adoption Culture</b><br><br><i>Do employees use it?</i>    | Employees resist new tech.           | Forced adoption; low usage.     | Champions drive adoption.        | Widespread enthusiastic use.   | It becomes essential to daily work. |

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## Level 4: Scaling (Grow)

**Focus:** Growth | **Core Question:** *Can innovation drive material revenue?*

### L4 Dimensions (Growth Engine)

| Dimension | Grade 1 (Novice) | Grade 2 (Amateur) | Grade 3 (Practitioner) | Grade 4 (Professional) | Grade 5 (Legend) |
|-----------|------------------|-------------------|------------------------|------------------------|------------------|
|           |                  |                   |                        |                        |                  |

|                               |                                |                                |                                      |                                      |  |
|-------------------------------|--------------------------------|--------------------------------|--------------------------------------|--------------------------------------|--|
| <b>D1: P&amp;L Impact</b>     | Innovation is a cost center.   | Innovation breaks even.        | Innovation contributes to EBITDA.    | Innovation drives material revenue.  | Innovation saves/makes the company.      |
| <b>D2: Portfolio Mgt</b>      | No portfolio view.             | Ad-hoc collection of projects. | Balanced portfolio (Core/Adj/New).   | Rigorous portfolio optimization.     | Self-sustaining innovation fund.         |
| <b>D3: New Biz Units</b>      | We never launch new units.     | New units die inside core.     | New units survive with protection.   | New units thrive independently.      | New units become the new core.           |
| <b>D4: Market Share</b>       | We are losing share.           | We are defending share.        | We are growing share via innovation. | We are taking share from disruptors. | We are expanding the TAM.                |
| <b>D5: Talent Density</b>     | Innovators leave for startups. | We hire some ex-founders.      | We retain intrapreneurs.             | We attract top startup talent.       | We are the top destination for builders. |
| <b>D6: Brand Perception</b>   | We are seen as a dinosaur.     | We try to look cool.           | We are respected as modern.          | We are seen as an innovator.         | We are a category king.                  |
| <b>D7: Ecosystem Gravity</b>  | Startups avoid us.             | Startups tolerate us.          | Startups like working with us.       | Startups prefer us to VCs.           | We define the ecosystem.                 |
| <b>D8: Investment Returns</b> | We lose money on innovation.   | Returns are unclear.           | Returns meet cost of capital.        | Returns beat market benchmarks.      | Innovation funds the future.             |
| <b>D9: Strategic</b>          | We cannot                      | We pivot                       | We pivot strategically               | We anticipate                        | We shape the market                      |

|         |        |             |    |            |            |
|---------|--------|-------------|----|------------|------------|
| Agility | pivot. | too slowly. | y. | and adapt. | direction. |
|---------|--------|-------------|----|------------|------------|

## Level 5: Efficiency (Profit)

Focus: Profit | Core Question: *Is innovation efficient and accretive?*

### L5 Dimensions (ROI & Optimization)

| Dimension              | Grade 1 (Novice)               | Grade 2 (Amateur)          | Grade 3 (Practitioner)         | Grade 4 (Professional)        | Grade 5 (Legend)                  |
|------------------------|--------------------------------|----------------------------|--------------------------------|-------------------------------|-----------------------------------|
| D1: Innovation ROI     | Unknown ROI.                   | Negative ROI.              | Positive ROI tracked.          | High ROI consistently.        | Exceptional, compounded ROI.      |
| D2: Kill Rate          | We never kill zombie projects. | We kill projects too late. | We kill projects rigorously.   | We kill fast and redeploy.    | We celebrate killing projects.    |
| D3: Resource Fluidity  | Resources are siloed.          | Resources move slowly.     | Resources follow opportunity.  | Liquid resource allocation.   | Frictionless capital/talent flow. |
| D4: Process Auto       | Manual innovation tracking.    | Spreadsheets and meetings. | Digital innovation management. | Automated dashboards/metrics. | AI-driven portfolio management.   |
| D5: Cost of Innovation | Extremely expensive.           | High cost per success.     | Benchmarked cost.              | Efficient capital use.        | Negative cost (self-funding).     |
| D6: Synergy            | Synergies are                  | Synergies are hard to      | Synergies                      | Synergies are                 | The whole is 10x the              |

|                               |                               |                           |                                |                                  |                                    |
|-------------------------------|-------------------------------|---------------------------|--------------------------------|----------------------------------|------------------------------------|
| <b>Capture</b>                | theoretical.                  | realize.                  | are tracked.                   | systematically captured.         | parts.                             |
| <b>D7: Operational Bridge</b> | Gap between Innovation & Ops. | Handoffs are painful.     | Structured handover process.   | Integrated ops/innovation teams. | Seamless continuum.                |
| <b>D8: Data Usage</b>         | Data is siloed/useless.       | Data is descriptive.      | Data informs decisions.        | Data predicts success.           | Data drives autonomous innovation. |
| <b>D9: Profit Centers</b>     | Innovation is overhead.       | Innovation is subsidized. | Innovation is a profit center. | Innovation funds other units.    | Innovation is the growth engine.   |

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## Level 6: Leadership (Lead)

**Focus:** Innovation | **Core Question:** *Is innovation part of our DNA?*

### L6 Dimensions (Culture & Strategy)

| Dimension                   | Grade 1 (Novice)            | Grade 2 (Amateur)          | Grade 3 (Practitioner)            | Grade 4 (Professional)     | Grade 5 (Legend)              |
|-----------------------------|-----------------------------|----------------------------|-----------------------------------|----------------------------|-------------------------------|
| <b>D1: CEO Mandate</b>      | CEO ignores innovation.     | CEO pays lip service.      | CEO reviews innovation quarterly. | CEO actively champions it. | CEO's legacy is innovation.   |
| <b>D2: Board Engagement</b> | Board asks about risk only. | Board asks about ROI only. | Board reviews strategy.           | Board demands innovation.  | Board includes founders/V Cs. |

|                                 |                              |                            |                             |                                     |  |
|---------------------------------|------------------------------|----------------------------|-----------------------------|-------------------------------------|--|
| <b>D3: Culture</b>              | Culture of fear/compliance.  | Culture of execution.      | Culture of improvement.     | Culture of experimentation.         | Culture of ownership/invention.            |
| <b>D4: Org Structure</b>        | Innovation is a department.  | Innovation is a side-desk. | Innovation is a function.   | Innovation is embedded everywhere.  | The organization is a network of startups. |
| <b>D5: Incentive Alignment</b>  | Incentives favor status quo. | Mixed signals.             | Innovation KPIs exist.      | Long-term incentives (LTI) aligned. | Everyone owns the future upside.           |
| <b>D6: Psychological Safety</b> | Fear of failure dominates.   | Blame culture.             | Safe to fail within limits. | Failure is analyzed, not punished.  | Fearless radical candor.                   |
| <b>D7: Vision</b>               | Quarter-to-quarter.          | 1-year plan.               | 3-year strategy.            | 5-10 year moonshots.                | Generational vision.                       |
| <b>D8: Change Mgt</b>           | We resist change.            | We manage change poorly.   | We adapt to change.         | We lead change.                     | We are the agents of change.               |
| <b>D9: Ambidexterity</b>        | We only exploit (core).      | We struggle to explore.    | We balance exploit/explore. | We excel at both.                   | Seamless integration of both.              |

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## Level 7: Unicorn (Icon)

**Focus:** Legacy | **Core Question:** *Have we reinvented the industry?*

### L7 Dimensions (Industry Transformation)

| Dimension | Grade 1 | Grade 2 | Grade 3 (Practition | Grade 4 (Professio | Grade 5 |
|-----------|---------|---------|---------------------|--------------------|---------|
|-----------|---------|---------|---------------------|--------------------|---------|



|                            | (Novice)                         | (Amateur)                       | er)                        | nal)                          | (Legend)                         |
|----------------------------|----------------------------------|---------------------------------|----------------------------|-------------------------------|----------------------------------|
| <b>D1: New Ventures</b>    | No new ventures.                 | Small, irrelevant ventures.     | Successful niche ventures. | Category-leading ventures.    | Multi-billion dollar new lines.  |
| <b>D2: Market Cap</b>      | Stagnant/Declining.              | Tracking index.                 | Outperforming peers.       | High growth multiple.         | Tech-like valuation multiples.   |
| <b>D3: Disruption</b>      | We are being disrupted.          | We are following trends.        | We are fast followers.     | We are disrupting others.     | We disrupted ourselves.          |
| <b>D4: Ecosystem Power</b> | We are isolated.                 | We participate.                 | We are a key player.       | We orchestrate the ecosystem. | We are the ecosystem.            |
| <b>D5: Talent Magnet</b>   | We hire mercenaries.             | We hire managers.               | We hire builders.          | We hire visionaries.          | The best people work here.       |
| <b>D6: Legacy</b>          | We will be forgotten.            | We are a case study in decline. | We are a stable incumbent. | We are a renewed giant.       | We are an industrial icon.       |
| <b>D7: Standards</b>       | We follow standards.             | We complain about standards.    | We adopt standards early.  | We influence standards.       | We write the industry standards. |
| <b>D8: Global Impact</b>   | No impact.                       | Local impact.                   | Regional impact.           | Global impact.                | Civilization-level impact.       |
| <b>D9: Reinvention</b>     | We define ourselves by the past. | We are trying to change.        | We have modernized.        | We have reinvented.           | We are eternally young.          |

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## Level 8: Steward (Sustain)

**Focus:** Stewardship | **Core Question:** *Are we good ancestors?*

### L8 Dimensions (Sustainability & Ethics)

| Dimension                 | Grade 1<br>(Novice)     | Grade 2<br>(Amateur)   | Grade 3<br>(Practitioner) | Grade 4<br>(Professional)   | Grade 5<br>(Legend)                    |
|---------------------------|-------------------------|------------------------|---------------------------|-----------------------------|--|
| <b>D1: Purpose</b>        | Profit at all costs.    | CSR as PR.             | Purpose alongside profit. | Purpose-driven profit.      | We exist to solve humanity's problems. |
| <b>D2: Sustainability</b> | Extractive.             | Compliance-based.      | Sustainable practices.    | Net-zero/Regenerative.      | Healing the planet.                    |
| <b>D3: Ethics</b>         | Compliance only.        | Avoid scandals.        | Ethical guidelines.       | Ethics by design.           | Moral leadership.                      |
| <b>D4: Community</b>      | We take from community. | Transactional charity. | Good corporate citizen.   | Deep community integration. | Pillar of society.                     |
| <b>D5: Inclusivity</b>    | Exclusive/Homogeneous.  | Diversity targets.     | Inclusive culture.        | Belonging and equity.       | Radical inclusion.                     |
| <b>D6: Long-termism</b>   | Next quarter.           | Next year.             | Next cycle.               | Next decade.                | Next century.                          |
| <b>D7: Stakeholders</b>   | Shareholders only.      | Shareholders first.    | Balanced stakeholders.    | Stakeholder capitalism.     | We serve the world.                    |

|                           |                    |                |              |              |                       |
|---------------------------|--------------------|----------------|--------------|--------------|-----------------------|
| <b>D8:<br/>Governance</b> | Opaque/Defensive.  | Compliant.     | Transparent. | Accountable. | Radical transparency. |
| <b>D9:<br/>Wisdom</b>     | Smart but foolish. | Knowledgeable. | Experienced. | Wise.        | Institutional Wisdom. |