

Gen AI Maturity Survey

“Know thyself”

- Socrates

Introduction

Before you can begin any type of organizational transformation project, you need to know the current state of “things” within the company. The “things” are the dimensions in the assessment. What is the culture like? What is the level of AI knowledge in the organization? Yes - you can start a proof-of-concept project with little regard to your organization’s current state or maturity within the technology you’re looking to implement. A POC is a learning exercise and can help determine what needs to change in order to scale the technology you tested.

This AI assessment is one that is adapted from several sources and should be useful for our classroom exercise. This assessment is not meant to be all-inclusive.

Culture

Your Culture describes the way individuals in your organization interact with one another, your purpose, values and how the company views the adoption of new technology.

Not AI Ready:

Things to look for:

- People act as individuals with little collaboration or communication between groups
- The company or leaders at many levels are afraid of change, want to block change or are passive aggressive, at best
- This type of company is “all in it for oneself” - very individualistic.

Somewhat AI Ready

Things to look for:

- People are still acting as individuals but there are pockets of the organization that *are* collaborating and starting to work together
- Many leaders are afraid of change, but a small number are starting to be optimistic of change and support changes

Almost AI Ready

Things to look for:

- Most teams and people are working well together and collaborating effectively
- A majority of leaders are for change, get on-board with changes early and are early supporters of change

AI Ready

Things to look for:

- Nearly ALL teams and people are working well together and collaborating effectively

- All leaders are positive about change, get on-board with changes early and are early supporters of change
- Senior leadership regularly conducts innovation sessions to look forward and determine how best to change the company

AI Advanced

Things to look for:

- Leadership is proactive about identifying changes, both for process efficiency and for business disruption
- Leadership at several levels regularly conduct “how can we be disrupted” sessions, led by experience external consultants

Strategy

Your Strategy describes the series of “chess moves” the company desires to make, in order to compete and win in the marketplace. Typically there are strategies for 1-year, 3-years and 5-years in duration. On a yearly or semi-yearly schedule the strategy is revisited and refreshed.

Not AI Ready:

Things to look for:

- There is little to no strategy in-place. The CEO is “shooting from the hip” or just “winging it”.
- The company or leaders at many levels may have their own strategy, but none are aligned with each other.
- This type of company is run by “sheer will” and the “strategy” is more reactionary than planned

Somewhat AI Ready

Things to look for:

- There is ‘some’ strategy in place. Individual division leaders may have a coherent one or two year strategy.
- The CEO may have a strategy - but it’s “all in her head” and not will communicated through the organization

Almost AI Ready

Things to look for:

- A strategy for AI exists at the highest level in the organization and some division leaders also have an AI strategy that is somewhat aligned with the corporate strategy
- The AI strategy is communicated to most parts of the organization, but not all.

AI Ready

Things to look for:

- There is a well documented, communicated AI strategy that exists from the CEO.
- Divisional leaders also have a detailed AI strategy that is aligned with the corporate AI strategy
- The AI strategy is well communicated and understood through the organization

AI Advanced

Things to look for:

- There is a well documented, communicated AI strategy that exists from the CEO.
- Divisional leaders also have a detailed AI strategy that is aligned with the corporate AI strategy
- The AI strategy is well communicated and understood through the organization
- The AI strategy is refreshed on a periodic basis such as quarterly in order to keep up with the fast pace of change in the AI industry

Leadership Commitment and Vision

Leadership commitment and vision is a key element in any organizational change. You're looking for leaders that are early adopters of changes and minimally supporters. They lend their people to POCs and pilot projects and may fund small starter projects.

Leaders take the time to have a forward looking view of their industry and are proactive at identifying disruptions in their industry.

Not AI Ready:

Things to look for:

- There is open resistance to change from all levels of leadership - either AI technology or *any* new technology is difficult to adopt
- Leaders at all levels are short-term focused and have no vision of the future

Somewhat AI Ready

Things to look for:

- There is open resistance to change from many levels of leadership, but some leaders *are* open to change
- A small number of leaders are "forward looking" within their industry

Almost AI Ready

Things to look for:

- Resistance to change exists, but only in a small part of the organization. Most leaders accept changes and are early adopters of mandated changes
- Most leaders are forward looking or have allocated resources to "watch the industry and any future developments" that may impact the organization

AI Ready

Things to look for:

- Resistance to change is minimal to non-existent.
- Divisional leaders are forward looking or have allocated resources to "watch the industry and any future developments" that may impact the organization
- The AI strategy is well communicated and understood through the organization

AI Advanced

Things to look for:

- There is no resistance to change

- Proactive updates to strategy and vision of the industry. Many leaders are attending conferences or sending individuals to conferences to gain a perspective their industry
- AI tools may even be in-place to highlight industry trends and provide “early warnings” of disruptive factors.

Data Infrastructure and Architecture

Data infrastructure and architecture are critical to the implementation of Gen AI. A company's data architecture program ensures high-quality data is accessible, scalable, and secure. Data is crucial for training and deploying effective AI models.

A well-designed data infrastructure optimizes data retrieval, storage, and processing, leading to improved model performance and cost-efficiency. Additionally, it helps protect sensitive data from unauthorized access and breaches, ensuring compliance with privacy regulations.

Not AI Ready:

Things to look for:

- There is no overarching data strategy in-place
- Multiple databases may contain duplicate data, data may be incomplete
- There is no one in charge of data strategy and/or quality
- There may not be sufficient infrastructure to support data needs for a successful Gen AI implementation

Somewhat AI Ready

Things to look for:

- There is a semblance of a data strategy which is followed by some parts of the organization
- Duplicate data may exist, but the problem is relatively small
- Infrastructure may support a small Gen AI implementation

Almost AI Ready

Things to look for:

- A data strategy exists as well as processes for Master Data Management (MDM)
- MDM practices are followed and overall data quality is good, but there is room for improvement
- A Chief Data Officer exists and is responsible for corporate data strategy, data infrastructure and data architecture

AI Ready

Things to look for:

- A data strategy exists as well as processes for Master Data Management (MDM)
- Data quality is high and duplicate data does not exist
- There is sufficient storage infrastructure to support LLM development
- Databases are fully integrated with each other

AI Advanced

Things to look for:

- Tools are in place for the automated proliferation of data between databases
- AI tools are used to predict storage needs

Data Quality

Data quality is critical to a successful Gen AI implementation with high-quality data being the foundation for training accurate and reliable AI models. Inaccurate, incomplete, or biased data can lead to biased models, poor predictions, and erroneous outcomes.

When AI models are trained on high-quality data, they can learn patterns and relationships more effectively, resulting in improved performance and decision-making capabilities. Investing in data cleaning, validation, and quality assurance are key practices to look for.

Not AI Ready:

Things to look for:

- Data quality is poor at best, across the organization
- Data is often incomplete and data quality is poor. Many data fields are blank.
- There is no one in charge of data quality and no MDM practices are in place

Somewhat AI Ready

Things to look for:

- Data quality has improved across the organization. Some data is accurate and complete
- Duplicate data may exist, but the problem is relatively small
- A leader is assigned the task of improving data quality

Almost AI Ready

Things to look for:

- Data quality is relatively good across the organization. Nearly all fields are complete within databases and data is accurate and complete
- MDM practices are followed and but there is room for improvement
- A Chief Data Officer exists and is responsible for corporate data strategy, quality and security
- Duplicate data is kept at a minimum and data quality is good

AI Ready

Things to look for:

- Master Data Management practices are followed across the organization
- Data quality is high and duplicate data does not exist
- Databases are fully integrated with each other

AI Advanced

Things to look for:

- Tools are in place for the automated proliferation of data between databases
- Automatic data quality corrections are in-place

- AI tools are used to predict storage needs

AI Skills

Before you can start any type of AI adoption, you need AI skills in the organization. As with any new technology, initially there will be near zero skills in an organization. As AI momentum builds in the industry, slowly there will be people that start to learn on their own. These are the 1/3rd early adopters that exist in any organization. They'll be reading articles, websites, books and may have even attended a session or two at a conference. They may also be some of the first 1 million users of ChatGPT!

Your job is to understand the depth and breadth of AI skills in the organization. Once you understand the current state, you can craft a learning strategy that fits the organization

Not AI Ready:

Things to look for:

- A majority of the leadership and technical team have a near zero understanding of AI, the technology behind AI nor the capabilities of AI.
- Little to none understanding of the benefits of AI nor how AI can improve a business
- A lack of understanding for business use cases for AI, ML or data science

Somewhat AI Ready

Things to look for:

- A few members of the leadership and technical team have a basic understanding of AI, or the technology behind AI and the capabilities of AI
- Some leaders and technical staff are starting to understand the benefits of AI and how AI can improve a business
- There is some understanding of business use cases for AI and how AI could be applied to a business

Almost AI Ready

Things to look for:

- More members of the leadership and technical team have a deeper understanding of AI, the technology behind AI and the capabilities of AI
- More leaders and technical staff understand the benefits of AI and how AI can improve a business
- There is some understanding of business use cases for AI and how AI could be applied to a business
- There are some people that have hands-on experience using public AI tools or may have experimented on their own with public AI services

AI Ready

Things to look for:

- Leadership is well versed in the capabilities of AI and AI is a frequent topic of discussion during strategy sessions
- Technical staff are well versed in the technology behind AI and many have hands-on experience using publicly available tools
- Pilot projects have been identified for specific use cases and testing scenarios defined
- The organization is capable of attracting and hiring AI talent
- There is widespread understanding of the ethical, bias and potential inaccuracies in AI generated results

AI Advanced

Things to look for:

- AI pilot projects are complete or close to completion
- AI is a component of the business and technical strategies for an organization
- Leaders and technical teams have a deep understanding of AI
- At least one AI project is in production
- The organization has hired and continues to hire AI talent
- There is widespread understanding of the ethical bias and potential inaccuracies in AI generated results. The organization is proactive in leading industry best practices through conference presentation and/or participating in AI industry groups

AI Policies and Guidelines

Once people are trained in AI, have some hands-on experience and have transitioned from “We don’t know what we don’t know” to “We now know what we don’t know”, you can establish standards, guidelines and policies for adoption.

Policies and guidelines should address topics such as: ethical guidelines for AI use and how to identify and handle bias. The organization should be aware of any regulatory requirements related to AI in their industry or country

Not AI Ready:

Things to look for:

- It’s a free-for-all! There are no policies, guidelines or standards
- Groups are working independently with no consideration for consistency between teams
- There is no one responsible for AI policies, guidelines and standards

Somewhat AI Ready

Things to look for:

- Some teams have created informal policies and guidelines. These are not shared across the organization, but at least they exist
- There is no one responsible for AI policies, guidelines and standards

Almost AI Ready

Things to look for:

- A team or group is responsible for establishing and promoting AI standards, policies and guidelines
- AI standards, policies and guidelines exist and are in the process of being communicated across the organization
- Many teams are aware of industry and country regulations governing the use of AI

AI Ready

Things to look for:

- A team or group is responsible for establishing and promoting AI standards, policies and guidelines
- AI standards, policies and guidelines exist and have been communicated across the organization.
- There is widespread understanding and adherence to established AI standards, policies and guidelines
- Most if not all teams are aware of industry and country regulations governing the use of AI

AI Advanced

Things to look for:

- The organization is successfully following established AI policies, standards and guidelines and have been incorporated into daily work practices for quite some time
- The organization is proactively working with industry consortiums and standards bodies to help craft and maintain industry and/or government level AI policies, standards and guidelines

Change Management Processes in Place

Changing an organization is a difficult task that requires strong leadership, rewards aligned with the change and a good team in place to drive the change across an organization.

Organizational change doesn't "just happen" because a senior leader makes a decree. True change takes time, and requires all leaders to be on board to drive the change.

Not AI Ready:

Things to look for:

- No change management processes in place
- Organizational change is haphazard at best with no real processes followed
- Previous change attempts have failed
- Rewards are not aligned with the success of any organizational changes

Somewhat AI Ready

Things to look for:

- A change management process is in place but not consistently followed across the organization
- Organizational change is has occurred with only a small percentage of the organization following a change management process
- Some previous change attempts have succeeded and others have failed
- Some teams are rewarded with the success of an organizational change, but rewards are inconsistent across the organization

Almost AI Ready

Things to look for:

- A change management process is in place with most teams following the process to implement organizational changes
- Organizational change is has occurred with most of the organization following a change management process
- Many previous change attempts have succeeded while only a small percentage have failed
- Teams are rewarded with the success of an organizational change, but rewards are mostly consistent across the organization

AI Ready

Things to look for:

- A change management process is in place with all teams following the process to implement organizational changes
- Organizational change is has occurred with the entire organization following a change management process
- Previous change attempts have succeeded - failures are rare
- Teams are rewarded with the success of an organizational change, rewards are consistent across the organization

AI Advanced

Things to look for:

- A dedicated change management team is in place to lead large, organizational changes
- Business teams as well as technology teams all participate in the implementation of organizational changes
- Senior leaders are rewarded for the successful implementation of large organizational changes

Interpretation

Any maturity assessment is somewhat subjective, but when you talk to a large enough number of people, you'll be able to corroborate things you've heard and develop a fairly accurate picture of an organization.

In a real world scenario, you would ideally review any draft maturity results with someone you trust from the organization and adjust accordingly. The last thing you want to do, is provide inaccurate results.

In our classroom exercise, you're trying to understand the current state of Acme across the above dimensions. This will help you determine the types of projects to implement first and the order of your transformation projects (there will be several).

For example: If Acme is low on AI skills - you would recommend AI training for a majority of the organization or at least those people that need it. If Acme scores high on AI skills, then training would not be that important.

Ideally each dimension would be brought to the "AI Ready" maturity before wide-scale adoption would take place.

Good luck!