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Al Maturity & Roadmap: Accelerate Your Journey to Al Excellence



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Gartner Al Maturity Model and Al Roadmap



Al Maturity Model

Find key gaps in current state



Capabilities

Al Roadmap

Plan to deliver and improve



Jobs to be done

Al Maturity Assessment: Current vs. Target



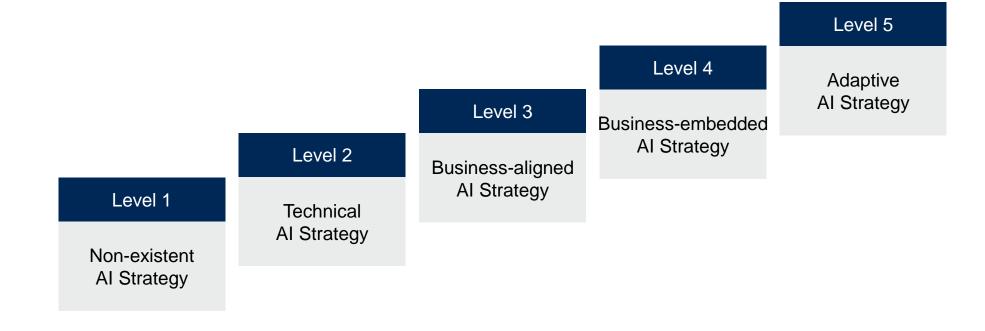
Source: Gartner

Al Roadmap at a Glance

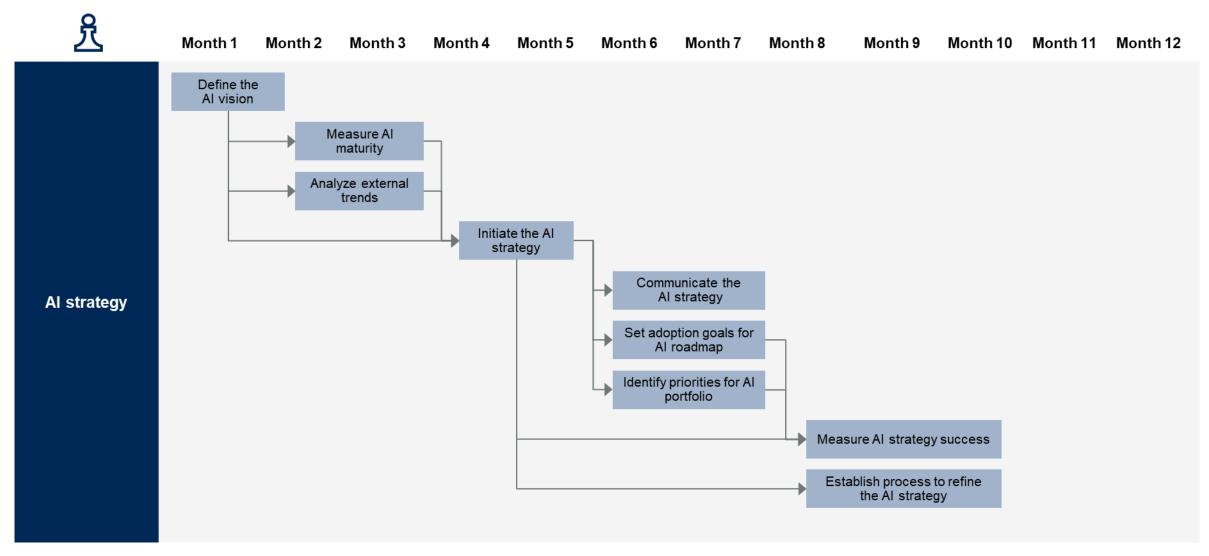
	←Initial activities				Advanced activities
Al strategy	Define the AI vision	Analyze external trends	Communicate the Al strategy	Identify priorities for Al portfolio	Establish process to refine AI strategy
	Measure AI maturity	Initiate the AI strategy	Set adoption goals for Al roadmap	Measure AI strategy success	
Al value	Prioritize initial AI use cases	Run initial AI pilots	Establish process to prioritize AI portfolio	Implement Al FinOps practices	Set up AI value monitoring system
	Define value for initial Al use cases	Track value of initial use cases	Introduce product management practices	Launch an initial Al product	Establish an Al product portfolio
Al organization	Create an Al resourcing plan	Appoint an Al leader	Establish AI target operating model	Set up process to manage	
	Set up an Al community of practice	Set up an initial Al team/center of excellence	Form initial external Al partnerships	Al partnerships	
Al people and culture	Create an initial Al workforce plan	Create an AI change management plan	Set up process to evaluate Al workforce impact	Define business champions to drive Al literacy	
	Set up process for review of roles and job redesign	Create initial AI awareness campaigns	Launch an Al literacy program	Set up monitoring of employee readiness for Al	
Al governance	Identify top AI risks and mitigation	Establish AI ethical principles	Set enforcement processes	Set up cross-functional Al governance board	Use Al literacy programs for Al governance
	Define initial AI policies	Gain buy-in for Al governance approach	Define decision rights for Al	Define target governance Al operating model	Pilot AI governance tooling
Al engineering	Establish build vs. buy framework	Set up a sandbox environment	Define AI reference architecture	Establish MLOps/ ModelOps practice	Design and embed Al UI/UX best practices
	Select vendors for initial Al use cases	Define library of design patterns	Create an AI vendor and application strategy	Set up an Al observability system	Stand up AI platform engineering
OII Al data	Assess data readiness for initial AI use cases	Build data analytics for Al	Extend data governance to support Al	Establish an Al data quality framework	Implement data observability for Al
	Implement data readiness plan	Gain buy-in to evolve data capabilities for Al	Evolve data capabilities for Al	Adapt metadata Practices for Al	

Deep Dive Into the Seven Pillars

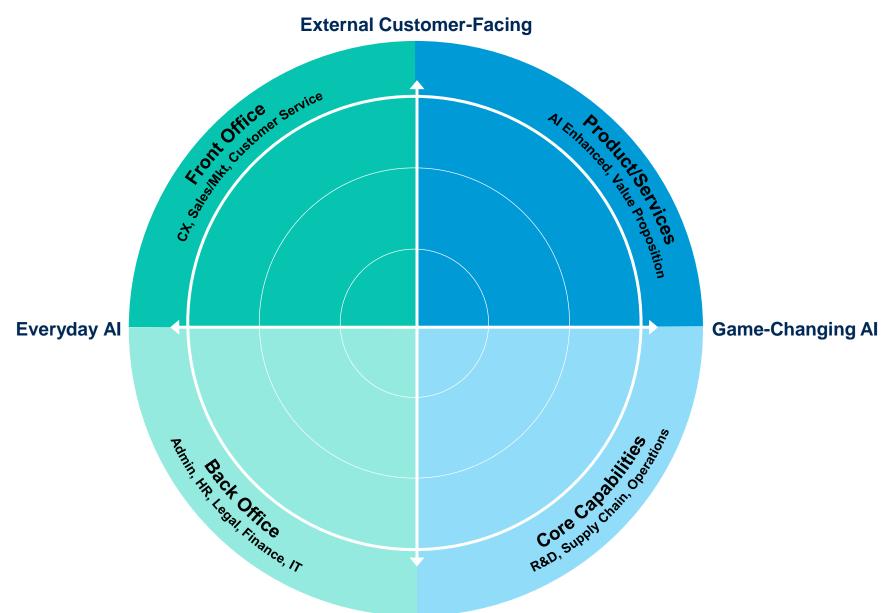
AI Strategy: Maturity



AI Strategy: Illustrative Roadmap



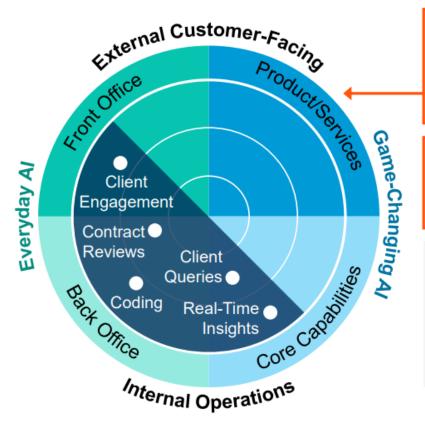
AI Strategy: AI Ambition



Al Strategy: Vizient's Al Ambition Example

Productivity Pursuers (2023)

Al First/Everywhere (2024)

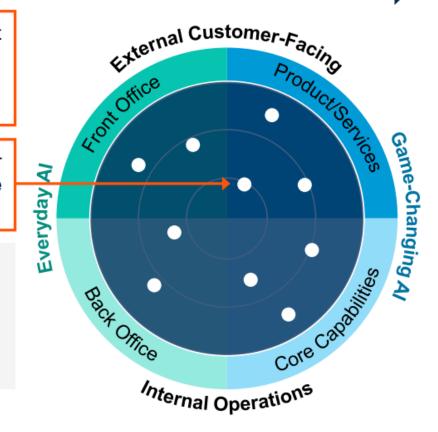


Bottom-up experimentation across different capability areas that deliver immediate returns fosters **learning and enterprise ambition**.

Learning from experiments leads to greater employee and business leader **confidence** and trust in piloting AI in other areas.

"Use cases are almost never where you think they will be. Before we invest big, we want teams to experiment big."

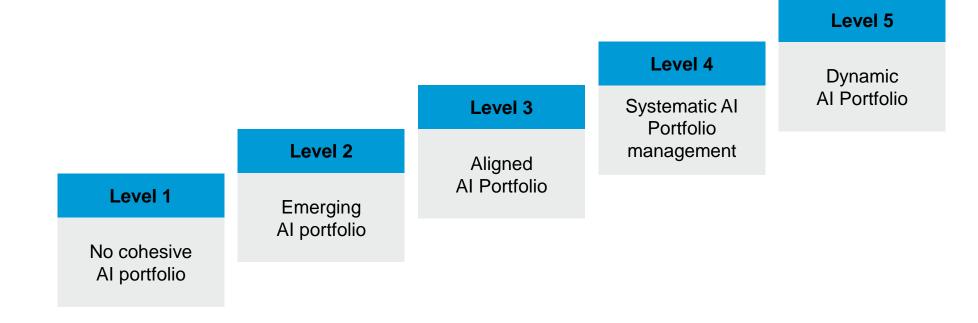
Chuck DeVries, SVP, Technology Officer, Vizient



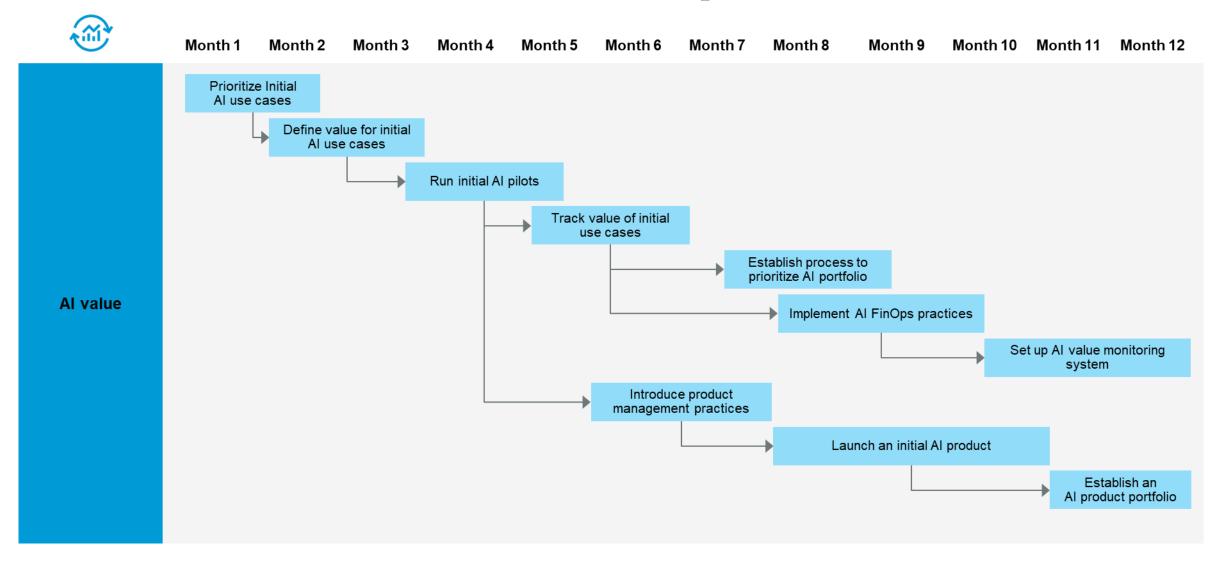
Source: Adapted From Vizient



Al Value: Maturity



Al Value: Illustrative Roadmap



Al Value: Systematic Use Case Prioritization



Source: Gartner

Note: AML = anti-money-laundering; KYC = know your customer; KYB = know your business

Al Organization: Maturity

Level 1

Best efforts with existing operating model

Level 2

Emerging operating models Level 3

Emerging network of systems

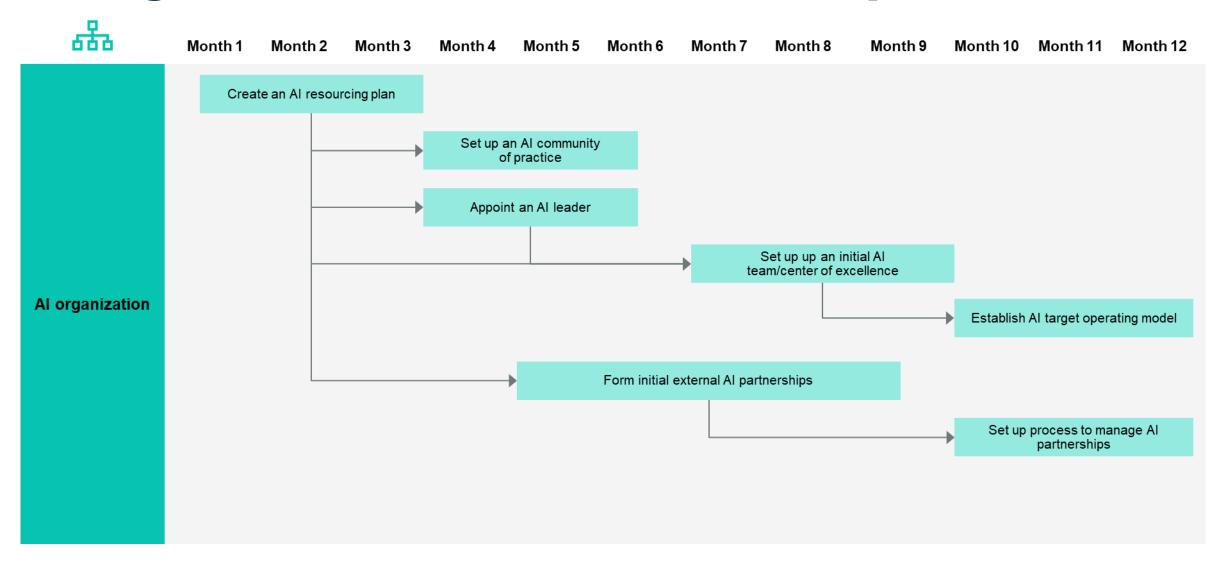
Level 4

Integrated, specialized and strategic

Level 5

Adaptive Sociotechnical

Al Organization: Illustrative Roadmap



Al Organization: Roles of the Center of Excellence

Persuade

- Fund pilots
- Detail staff
- Run trainings
- Offer contests

Al Center of Excellence

Enforce

- Establish standard practices
- Select universal vendor list
- Mandate projects
- Develop registry

Inform

- Make a list of ideas
- Discuss approaches
- Attend conferences
- Invite participants

Innovate

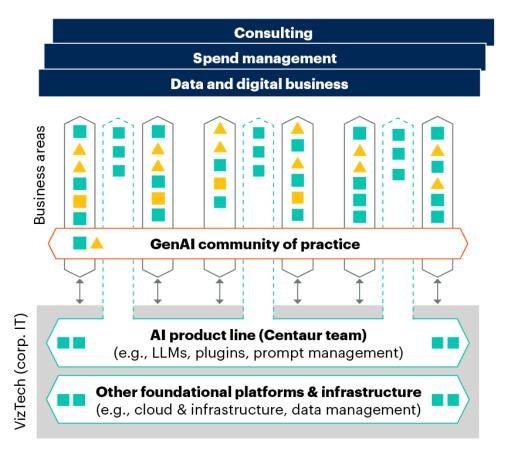
- Make a new product or service
- Deliver business impact
- Counter conventional thinking
- Cycle through new approaches

Al Organization: Vizient Example

Vizient's Organizing Construct for Driving GenAl Adoption and Learning Across the Workforce

Illustrative

Business area staff IT staff

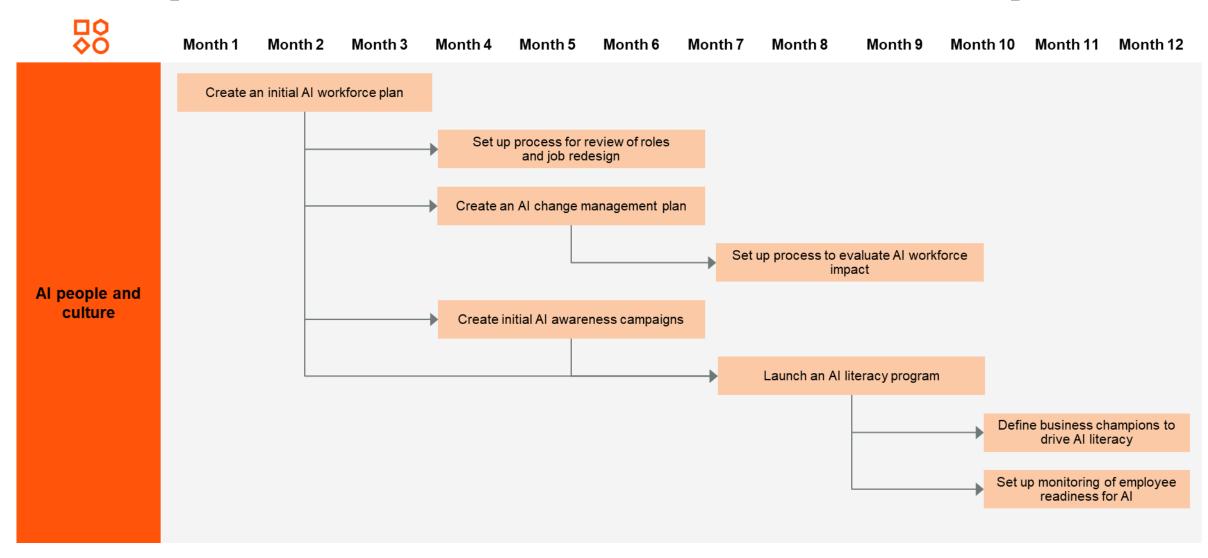




Al People and Culture: Maturity

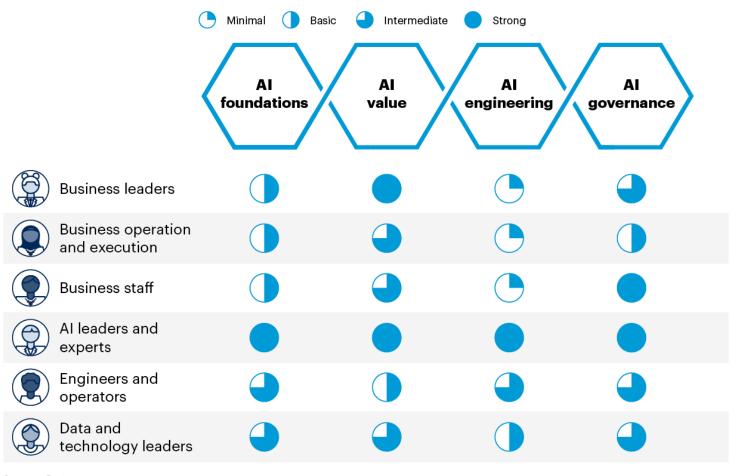
Level 5 Level 4 Personalized and dynamic Level 3 Optimum learning and culture Level 2 Organization-wide programs by Global basics with Level 1 persona pockets of excellence No literacy program / lone voices

Al People and Culture: Illustrative Roadmap



Al People and Culture: Al Literacy

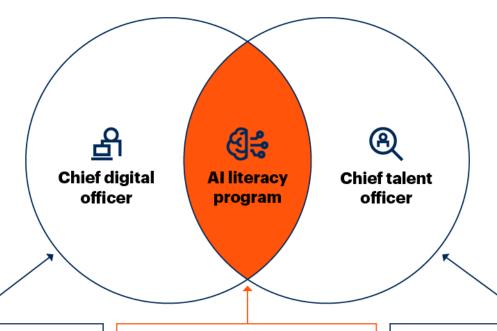
Persona Groups and Required AI Literacy Skills Levels



Source: Gartner 821222 C

Al People and Culture: Al Literacy Example

MinterEllison's AI Literacy Program Partnership



Digital provided All expertise, including on how it impacts professional services and how toolsets play out in the company's environment.

The two teams worked so well together that excellent ideas were formed collectively, regardless of where the competency would usually sit.

HR provided best practice learning and development techniques and course design and integrated this learning into existing development programs.

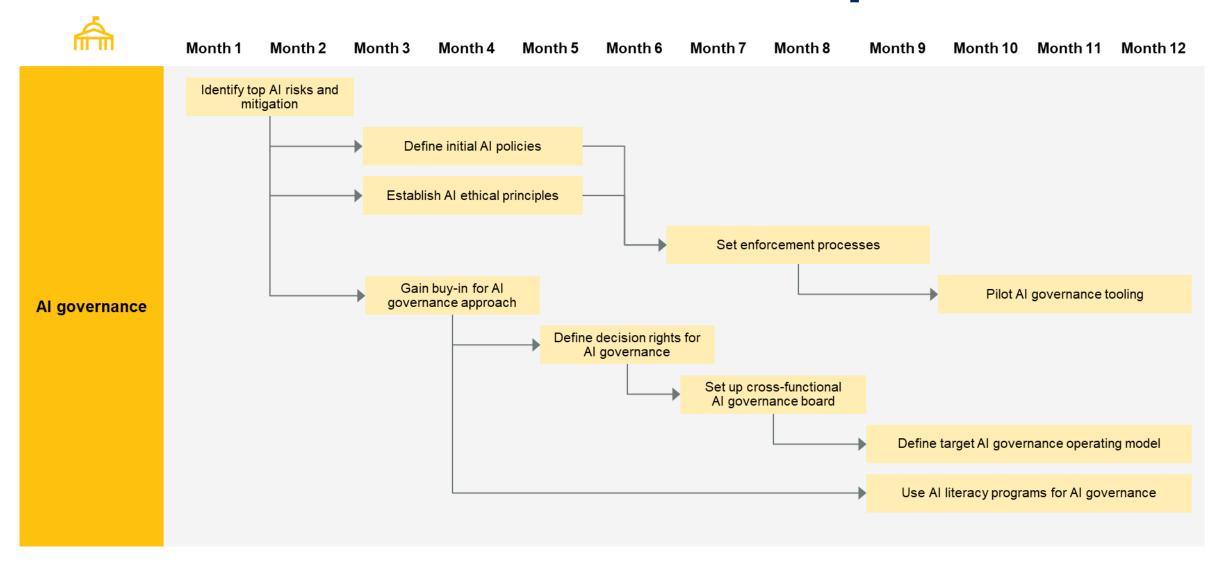
Source: Adapted from MinterEllison 824547 C

MinterEllison.

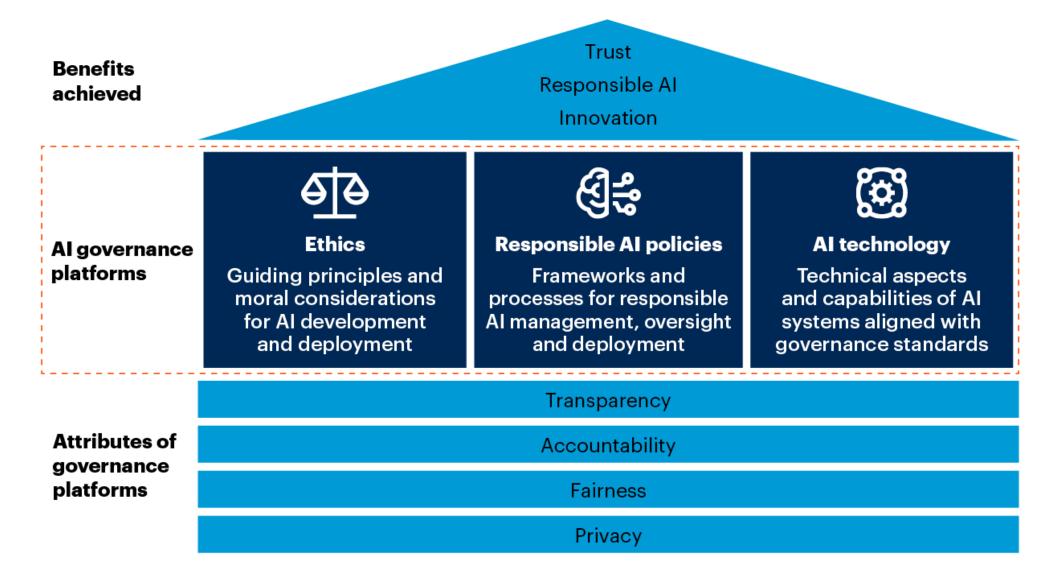
Al Governance: Maturity

Level 5 Level 4 Adaptive Al governance Level 3 Proactive Al governance Level 2 Balancing central vs. edge Level 1 Al governance Best efforts Al governance No AI governance or standards

Al Governance: Illustrative Roadmap



Al Governance: Key Elements



Al Governance: IBM Example

Risk-Based Triage Criteria for Focal Points

Purpose Limitation • Where will it be used and by whom? Are any high-risk individuals or geographies involved? • Is there a potential use beyond the intended use that may need further review? **Anchored in IBM's AI Ethics** • Does it align with IBM values and principles? • Does it have a beneficial use? **Regulatory Compliance and Internal Standards** • Does it comply with the applicable industry and jurisdictional regulations? • What were the results of the data clearance review? **Alignment With Use Case Guidance** • Has a similar use case been approved by the board?

If No to One or More

Focal Point Must Escalate to Al **Ethics Board**

- Does this use case raise any risks from previously reviewed use cases?



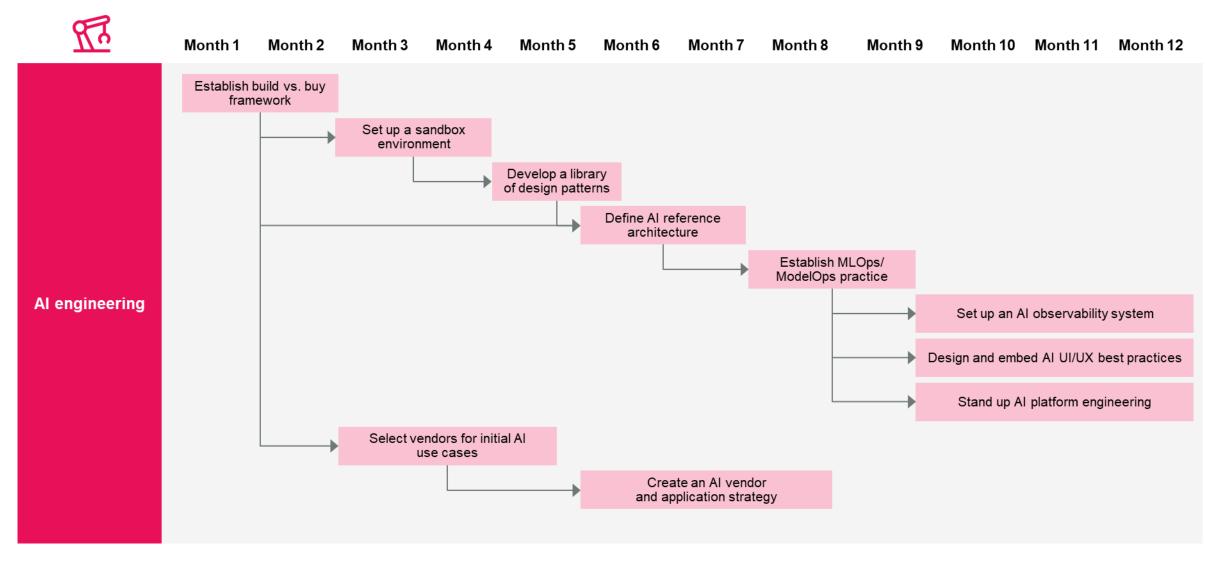
Focal Point can approve based on established guidelines.



Al Engineering: Maturity

Level 5 Level 4 Adaptive and innovative Level 3 Al engineering Fusion/collaborative Al engineering Level 2 Standardized Al engineering Level 1 Basic Al engineering frameworks Ad-hoc Al engineering

Al Engineering: Illustrative Roadmap



Al Engineering: Verizon's Reusable Design Patterns

Prioritized use cases Common capabilities After 12+ months of experimentation, Design patterns are defined based on Generate content Verizon prioritized 150+ GenAl use use case outcomes or outputs, not cases down to 20 based on their inputs. For example, **Use case:** Generate strategic importance, ROI, technical marketing collateral Content Generation Pattern: feasibility and risk. Use case: Generate Guidance on the workflows and technology components required for employee collateral uses cases that generate content as text, image, audio, video, tailored for Verizon requirements.

"Surveying our different use cases has quickly taught us that most use cases are not unique snowflakes."

- Anil Kumar, VP Data Engineering & Industrialization, Verizon



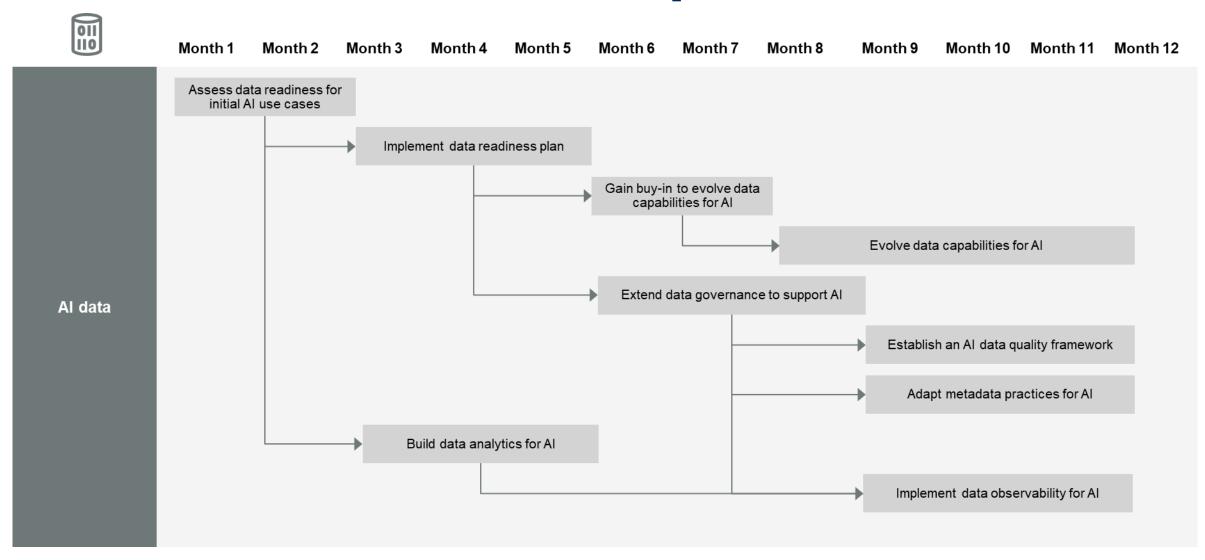
Source: Adapted from Verizon

Al Data: Maturity

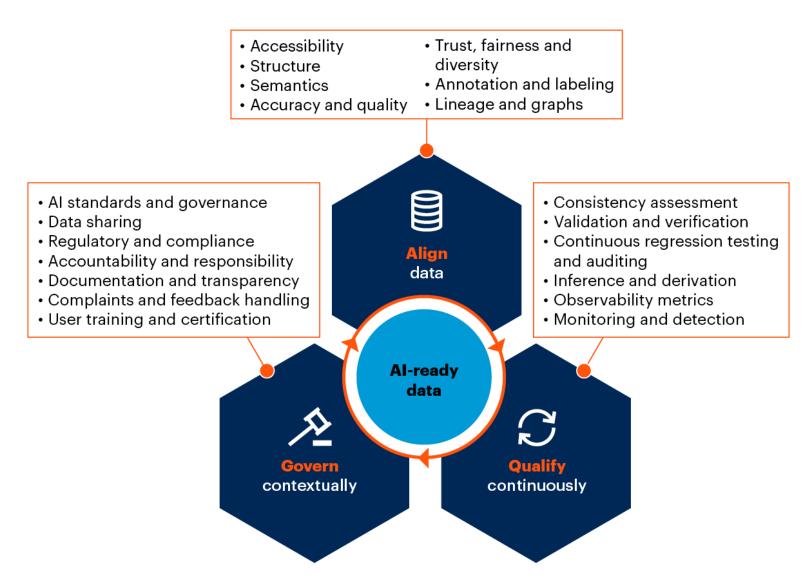
Level 4 Networked AI data ecosystems Level 3 Broad and safe access to AI data Level 2 Data optimized for ΑI Level 1 Basic AI data management Limited AI data development and utilization

Level 5

Al Data: Illustrative Roadmap



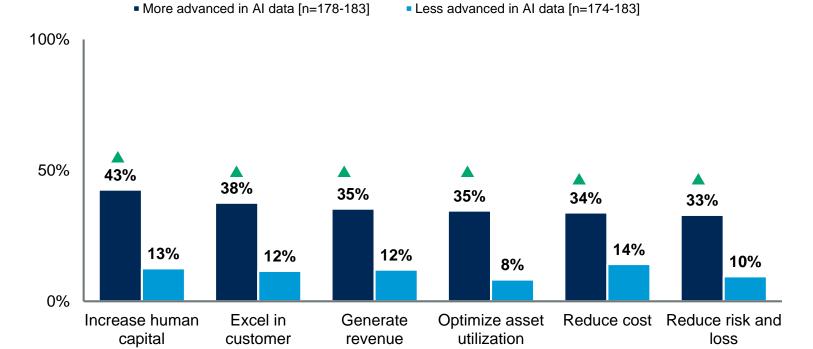
Al Data: Govern, Align & Qualify



Al Data: More Advanced in Al Data = More Value

CEO's assessment of investments based on Al-driven business results – By Al data

Top 2 Box (6= Moderately above CEO expectations to 7= Far above CEO expectations)

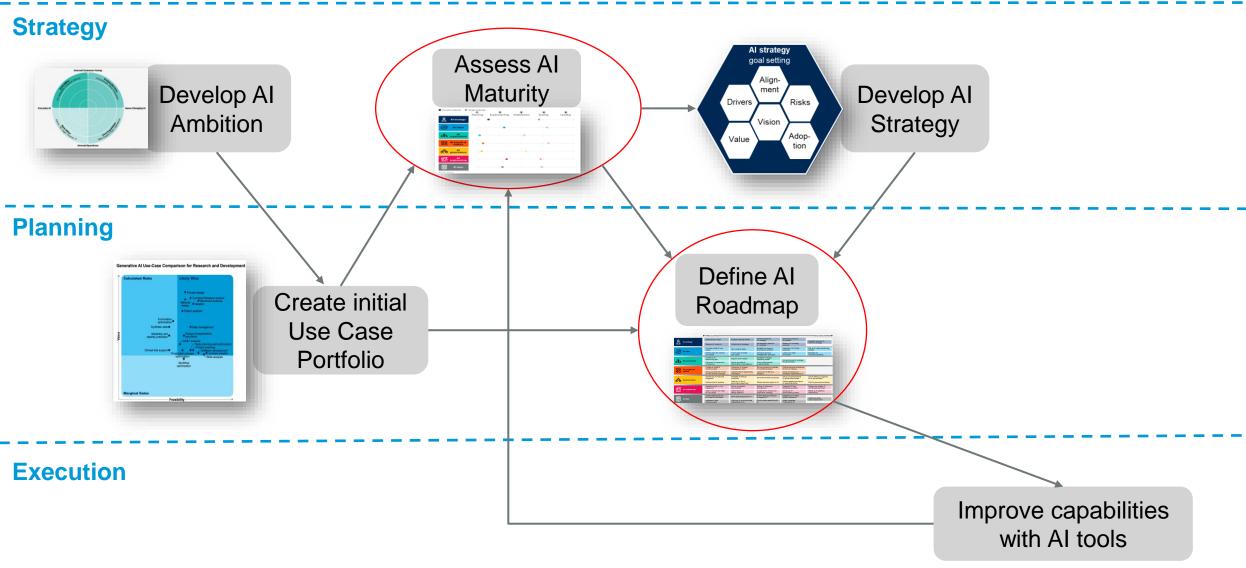


Q13: How would your CEO rate the performance of your organization's investments in AI technologies toward the realization of the following business outcomes? E03) Which best describes your organization's AI data? Source: 2024 Gartner AI Mandates for the Enterprise Survey ID:

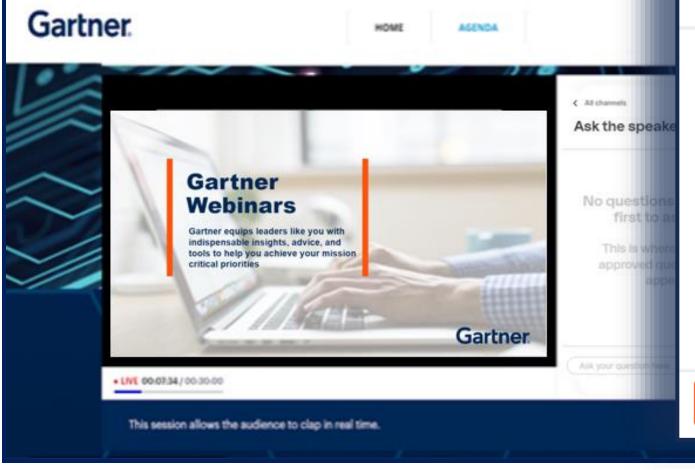
experience

effectiveness

How Everything Fits Together



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All channels Ask the speaker No questions yet. Be the first to ask one! This is where all of the approved questions will appear

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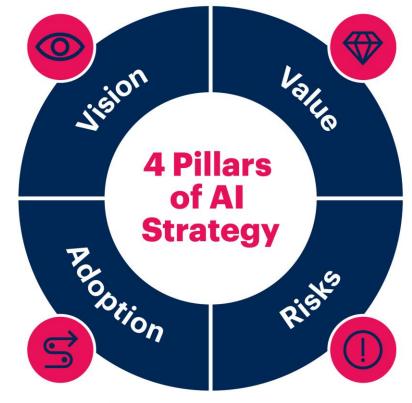
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GenAl Planning Workbook

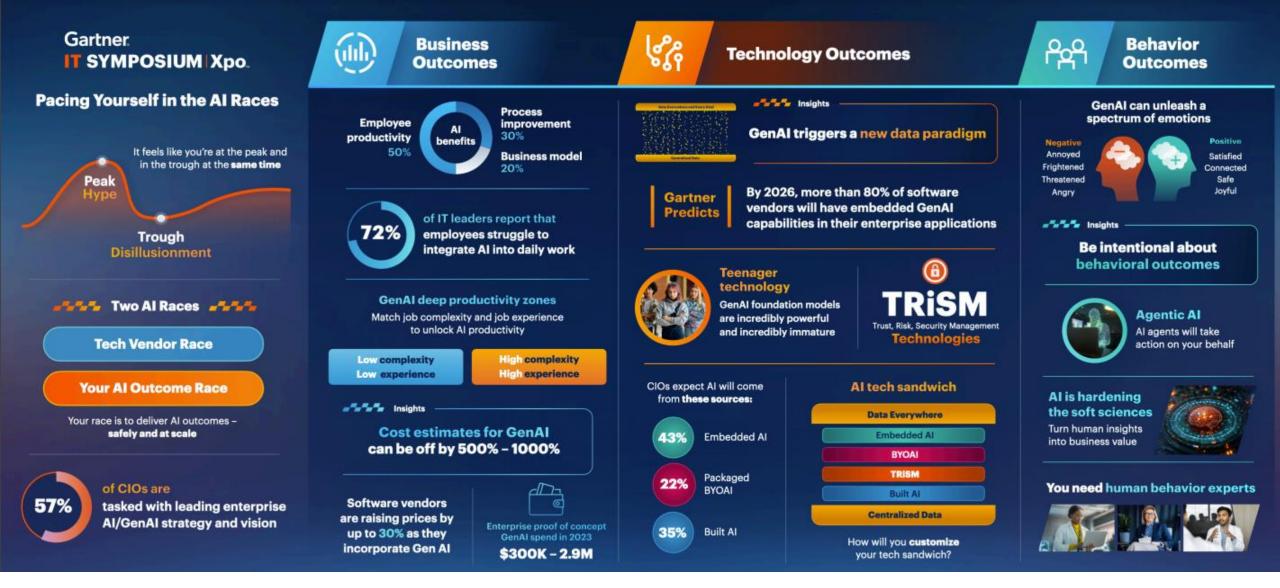
For more AI impact, fortify four key pillars of your AI strategy: Vision, value-realization, risk and adoption plans.



Source: Gartner 2422900

Download Workbook





Get the guidance you need to set the right AI pace and safely achieve your business, technology, and behavioral goals at scale.

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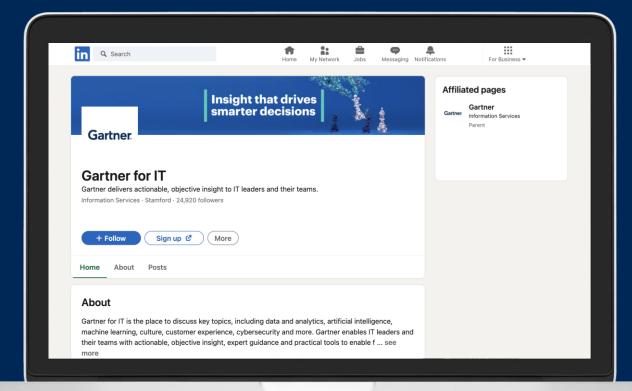
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