Diagnostic Tool

AI Literacy

About the tool

This assessment is designed to help you benchmark your readiness to lead and support AI-enabled teams by evaluating the foundational *human* skills necessary to lead in an AI-enabled world. Rather than focus on technical knowledge of AI systems, this tool investigates your ability to delegate, communicate intent, discern quality, and to generally keep it Twilio.

By mapping your current capabilities against a four-stage maturity model, you will identify actionable gaps and move towards a state where AI is a central part of how you build and support your function.

Understanding the levels

The tool scores your responses across a linear scale of progression

Level	Definition
🔴 Not Started	You're still in the onboarding phase, or focused on surface-level symptoms; you rely on clear signals and those around you to define problems and goals
🟡 Compliant	You understand standard operating challenges and KPIs; you can use approved AI tools safely without putting Twilio at risk
🟢 Competent	You are AI literate and can perform root-cause analysis when dissatisfied by AI outputs; you use AI systems at a basic level to accomplish goals and manage your function's needs
🟢 Creative	You synthesize complex data and context to uncover non-obvious problems and solutions; you use AI to innovate and create things previously unattainable or possible

Section 1: Delegation to AI Systems

Delegation is about making thoughtful decisions about what work you should hand over to AI systems, and what work you should continue to manage on your own. Effective delegation requires both domain expertise and a comprehensive understanding of current AI capabilities.

- **Understanding the problem:** When working with AI tools and systems, I explain the relevant context of the task that enables AI to successfully assist or streamline the work.

  - **Not Started** - I provide generic prompts without context, often resulting in AI outputs that are too broad or irrelevant to my function's actual problems.
  - **Compliant** - I include basic operational details and department-approved goals in my instructions, ensuring the AI stays aligned with our standard KPIs.
  - **Competent** - I provide "signal" by including root-cause data and cross-functional impacts, enabling the AI to separate relevant information from noise and offer business-aligned solutions.
  - **Creative** - I synthesize complex, conflicting data points within the prompt to uncover non-obvious patterns, using AI to anticipate future risks and build proactive mitigation strategies.

- **Understanding the goal:** When working with AI, I can clearly define and articulate what success looks like so the system generates high-value outcomes.

  - **Not Started** - I provide vague goals (e.g., "make this better"), which leads to generic AI outputs that rarely meets my needs.
  - **Compliant** - I define success using standard benchmarks and KPIs in my prompts, ensuring the AI output is safe and meets minimum departmental requirements.
  - **Competent** - I translate high-level business objectives into specific constraints for the AI, resulting in highly relevant outcomes that align with my problem-statement and needs.
  - **Creative** - I build context over time with AI tools through clear examples and repeated system utilization to balance immediate results with sustainable innovation and future-readiness.

- **Task decomposition:** When working with AI, I can break complex plans into discrete parts to delegate specific elements to the most capable system or person.
  - **Not Started** - I tend to feed AI entire projects as a single block, which often causes the system to miss the nuanced sub-tasks required for a finished solution.
  - **Compliant** - I can break a plan into high-level phases for the AI, ensuring that the work is divided according to standard operating procedures and known roles.
  - **Competent** - I isolate specific dependencies and sequence tasks for the AI logically, defining discrete workloads so the system has clear, focused objectives.
  - **Creative** - I architect modular workflows where AI handles parallel, optimized units of work, allowing me to innovate on independent parts of the solution simultaneously.

- **Platform Awareness:** When working with AI, I can select the right tool or model based on its specific strengths to solve the problem at hand.
  - **Not Started** - I am not yet familiar with the specific AI tools available; I use whichever tool is most convenient without knowing its technical limitations or approval status.
  - **Compliant** - I use only enterprise-approved platforms and stay within compliant

boundaries, ensuring my team uses safe, vetted tools for basic tasks.
  - **Competent** - I understand the specific strengths of different models (e.g., reasoning vs. creativity) and guide my team on selecting the tool best suited for the task.
  - **Creative** - I stay ahead of emerging features, strategically pairing unique platform capabilities with complex business challenges to create previously unattainable value.

Section 2: Communication & Clarity

Clear communication is essential when working AI systems. How you articulate your intention, standards and expectations makes the difference when writing prompts or designing AI systems that automate multiple stages of work.

- **Product Description:** As a leader, I can describe the desired product or output in a way that minimizes or eliminates ambiguity.
  - **Not Started** - I struggle to describe what a final product should look like, often providing vague or generic requests that lead to mismatched results
  - **Compliant** - I can describe products using standard terminology, ensuring that the output meets basic departmental needs
  - **Competent** - I can provide detailed specifications, including format, tone, and audience to ensure that the final output is fit-for-purpose and high quality
  - **Creative** - I can articulate mult-dimensional requirements that go beyond the obvious, describing how an output/product should look, feel, function over time.

- **Process Clarity:** As a leader, I can clearly explain the *how* behind a task, so that it can be understood, replicated or automated.
  - **Not Started** - I have difficulty explaining *the how* and usually just ask for the result and leave the process entirely up to others
  - **Compliant** - I can outline the standard steps for a known process, ensuring that team members follow standard operating procedures (SOPs) and stay within operational lanes
  - **Competent** - I can explain the logic behind each step of a process, making it easy for others to replicate the workflow and troubleshoot bottlenecks independently
  - **Creative** - I can design and communicate entirely new workflows from scratch, explaining how various stages of work interact and automate to increase speed

- **Performance Expectations:** As a leader, I can set clear, high-quality standards that define what *great* looks like.
  - **Not Started** - I do not set performance standards, I typically realize that work is subpar once it is finished and delivered
  - **Compliant** - I set expectations on a binary pass/fail criteria or deadline, ensuring the bar

for the function is met
- ○ **Competent** - I provide clear benchmarks for 'good' vs 'great', using specific examples to illustrate the nuances of high performance
- ○ **Creative** - I articulate aspirational standards that push the boundaries of current capabilities, defining success as 'exceptional quality' vs 'meeting specs'

- ● **Context Aggregation:**
  - ○ **Not Started** - I provide information as needed, assuming that others have the context they need without me explaining "the big picture"
  - ○ **Compliant** - I provide the necessary background information for a specific task, ensuring that that my team has the basic facts required to stay compliant with the objective
  - ○ **Competent** - I synthesize relevant data, history and external factors into cohesive briefs, ensuring that all participants understand *the why* behind *the what*
  - ○ **Creative** - I can pull disparate threads of institutional and market knowledge together to provide a 360-view of a situation, enabling others to make autonomous, well-informed decisions

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Section 3: Discernment

Discernment is about evaluating AI outputs and behavior with a critical eye. As a leader, your role is to act as the final filter, ensuring that the logic, accuracy, and quality of an output meet your standards rather than accepting results at face value.

- ● **Domain/Craft Expertise:** As a leader, I have a deep understanding of the best practices, standards and strategies of the domain and craft that my team works on.

  - ○ **Not Started:** My strength as a leader relies mostly on my leadership experience, and I typically rely on experts within my team to help establish and articulate best practices.
  - ○ **Compliant:** I have a solid grasp of the standard techniques, operating procedures and benchmarks required for my team to function effectively and safely.
  - ○ **Competent:** I stay current with evolving standards and strategies in my field, enabling me to provide informed guidance and identify when work areas meet professional quality standards
  - ○ **Creative:** I am an expert in my craft, capable of delivering and defining new standards and strategies that push the domain forward and create competitive advantage for the organisation.

- ● **Logic and Reasoning:** As a leader, I can evaluate the 'thinking' behind a plan or argue to

ensure it is sound, and free of bias.

- ○ **Not Started:** I focus mostly on the final recommendation rather than how my team gets there, sometimes missing gaps in their underlying approach or reasoning
  - ○ **Compliant:** I follow standard, logical frameworks to see if a plan makes sense and aligns to our basic operational processes and procedures
  - ○ **Competent:** I deconstruct a strategies to find logical gaps or hidden assumptions, ensuring that the path to a solution is robust and defensible
  - ○ **Creative:** I regularly stress-test complex reasoning from multiple viewpoints, identifying potential biases or systemic flaws before they can impact the final outcome

- ● **Coaching for Improvement:** As a leader, I can distinguish between 'average' work and 'best-in-class' with a critical eye and provide specific, actionable feedback on how to bridge the gap.

  - ○ **Not Started:** I rely mostly on my gut for whether or not something is meeting expectations and delivering on what was promised. Feedback focuses on what is wrong with the current state
  - ○ **Compliant:** I identify when the deliverable meets minimum required standards and can point out errors that prevent it from being acceptable
  - ○ **Competent:** I clearly define the difference between 'pass' and 'high-quality' output, providing specific guidance on how to refine the logic or output of the final deliverable
  - ○ **Creative:** I envision how 'good' work can be transformed into 'industry-leading' work, and provide high-level, strategic feedback that pushes the team to innovate beyond the original brief.

Section 4: Keeping it Twilio

Keeping it Twilio focuses on smart, responsible and ethical AI collaborations. As a leader, you are the steward of your team's integrity, ensuring that AI use aligns with organizational values, legal standards, and ethical best practices.

- ● **Data Stewardship:** As a leader, I am vigilant about the data my team shares with AI systems and ensure we protect proprietary and sensitive information.

  - ○ **Not Started:** I am unfamiliar with my company's AI usage policies
  - ○ **Compliant:** I follow established corporate data policies and ensure that my team only uses approved platforms and tools for departmental work
  - ○ **Competent:** My function has established a clear 'human-in-the-loop' approach to how we leverage AI, ensuring that a person is always accountable for the final verification
  - ○ **Creative:** I model accountability, creating a culture where AI is seen as an extension of

the team's capabilities, and errors are used as transparent learning opportunities to refine our systems

- **Bias & Fairness Awareness:** As a leader, I am conscious of the potential for AI to reinforce biases and actively work to ensure fair and equitable outcomes.

  - **Not Started:** I am unaware of how AI training affects its ability to introduce or reinforce bias
  - **Compliant:** I am knowledgeable about our company's diversity and inclusion guidelines and leverage that knowledge to review AI work to ensure that there are no issues
  - **Competent:** I actively look for 'blind-spots' in AI prompt and outputs and encourage my team to challenge AI-generated logic that appears skewed or one-sided
  - **Creative:** I strategically use AI to uncover bias, including my own and leverage the technology to ensure that our strategies meet the company's D&I expectations. My prompts are specific and intentional to mitigate these risks.

- **AI Literacy:** As a leader, I understand the relevant technical details of how AI systems are created and operate.

  - **Not Started:** AI systems operate like a 'black-box' and I do not understand the underlying technology, making it difficult for me to understand or anticipate why the system might not deliver the result I'm expecting
  - **Compliant:** I have a basic understanding of what AI systems can do, based on training that has been provided to me, or information I have found independently
  - **Competent:** I have completed structured training and understand core concepts like machine learning, inference and probabilistic systems, helping me to critically evaluate AI results to ensure my team uses the technology responsibly and reliably.
  - **Creative:** I have a deep grasp of model architecture and limitations, enabling me to architect complex, compliant workflows that push the boundaries of what individuals are doing with AI inside of my organization.

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