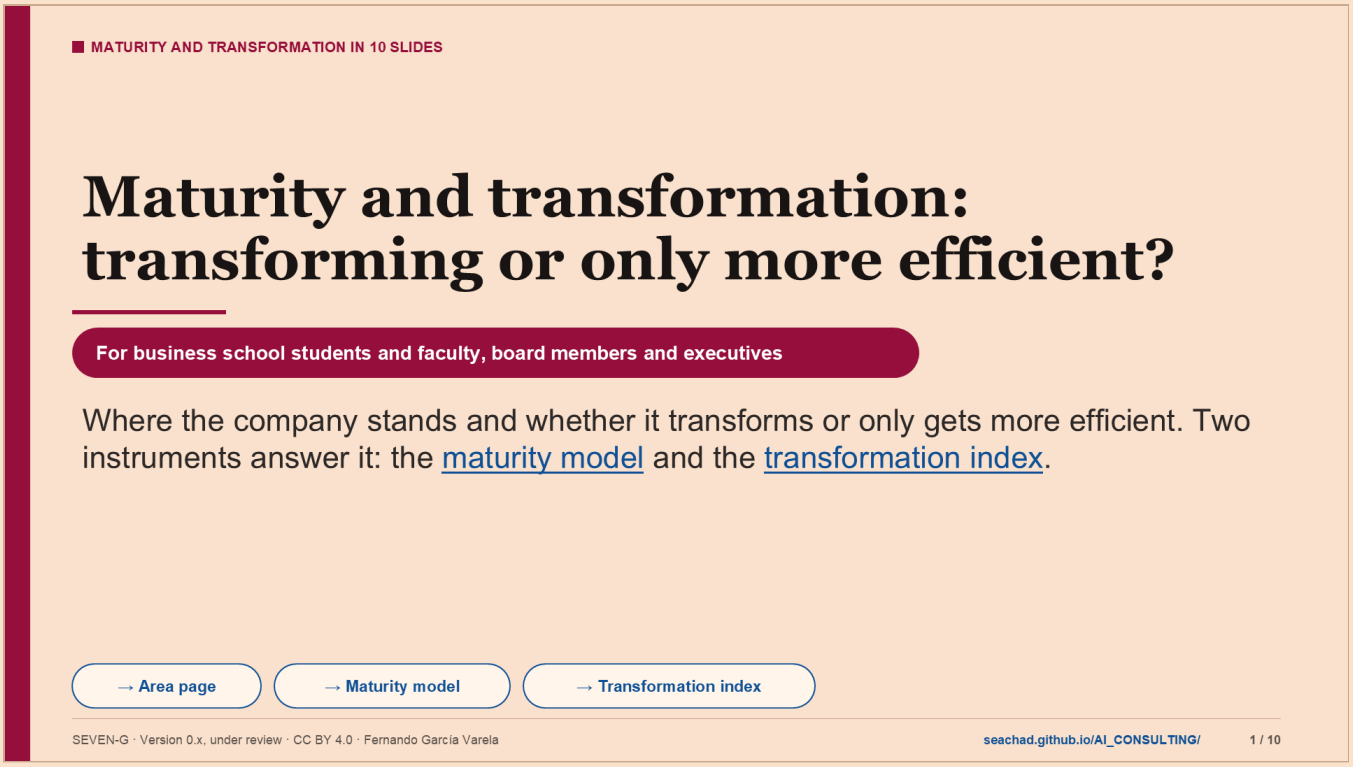


Notes

This presentation explains the «Maturity and transformation» area of SEVEN-G in ten slides. The area answers a question asked by management and, above all, by the board: where the company stands with AI and whether AI transforms it or only makes it more efficient.

SEVEN-G does not answer with a single score. It uses two instruments that are read together:

- The maturity model (document 11). It measures how much governance capability the company has: whether it decides, builds, operates and oversees AI with control and with evidence.
- The transformation index (document 12). It measures what type of value the company obtains: whether AI changes the business or only does the same thing faster or cheaper.

The two are independent. A company can be very mature and obtain only efficiency. That is a solid result, but it is not transformation. And a company can declare that it is transforming without the signals confirming it.

One idea runs through the whole area: having more technology does not raise maturity. The technology in use sets the minimum governance required. We will see it on the concepts slide.

Path: why it matters; the glossary concepts; how SEVEN-G deals with it (rules, who decides and when); tools and templates; an example with fictitious data from the site; common mistakes; questions for management or the classroom; relationship with other areas and with SPHERES; and how to start.

Opening question for the classroom: if your company said tomorrow that «it is transforming with AI», what proof would you ask for?

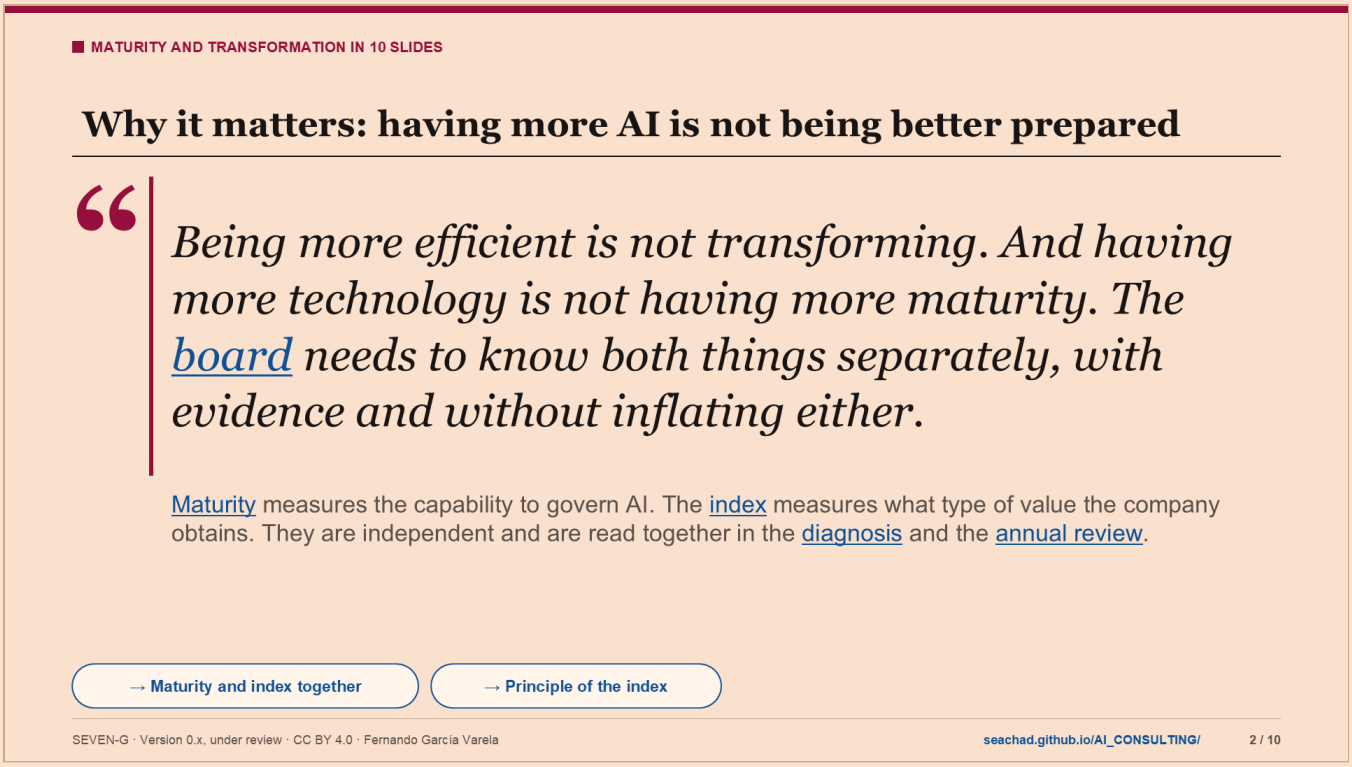
TERMS ON THIS SLIDE

- **Maturity model** (documento 11): It measures how ready the company is to govern AI: seven dimensions (D1 to D7) with levels from 0 (non-existent) to 5 (optimised), 84 evidence-based questions and an overall level capped by strategy and risk. It is applied in the diagnosis and in the annual review. The link opens the dimensions in document 11. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#2-1-dimensions

- **Transformation index** (documento 12): It answers whether the company is transforming with AI or only gaining efficiency. It uses baseline conditions and eight measurable signals to assign a profile, and warns when a transformation is declared that the evidence does not support. It is calculated with its calculator. The link opens the index in document 12. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#company-transformation-index

SOURCES AND LINKS

- **Maturity and transformation area page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/transformacion.html
- **Maturity model (document 11)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html
- **Transformation index (document 12)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html
- **Area page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/transformacion.html
- **Maturity model** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html
- **Transformation index** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html



Notes

Why this area matters for decisions.

First, maturity. The board approves the AI thesis, the risk appetite and the big bets. To do so with judgement, it needs to know whether the company has the capability to govern what it approves: bodies that work, controlled risks, data with an owner, prepared people and figures that withstand verification. That capability is maturity. Why it matters: approving a Transform bet with weak risk control means taking on a risk that nobody has measured.

Second, transformation. Efficiency and transformation are not distinguished by technology, but by what changes in the business and where value appears. A generative AI agent that drafts answers faster is optimisation. A classic statistical model that makes it possible to launch a service with personalised pricing can be transformation.

The index is not a value judgement. Efficiency is a legitimate result, and many companies should start with it to fund their later bets. What SEVEN-G requires is that the choice is conscious, is measured and is taken by whoever is responsible. The index is above all useful to detect one situation: declared transformation that the signals do not confirm.

The two instruments are read together. Some cross-readings from document 11:

- Maturity 3 or higher and an efficiency at scale profile: a solid, well-governed result, which is not transformation.
- Transform bets with strategy and governance (D1) or risk (D6) below 2: risk of transformation without control; it is escalated to the board.
- High maturity with a scattered exploration profile: capability without use; the thesis and the portfolio are reviewed.

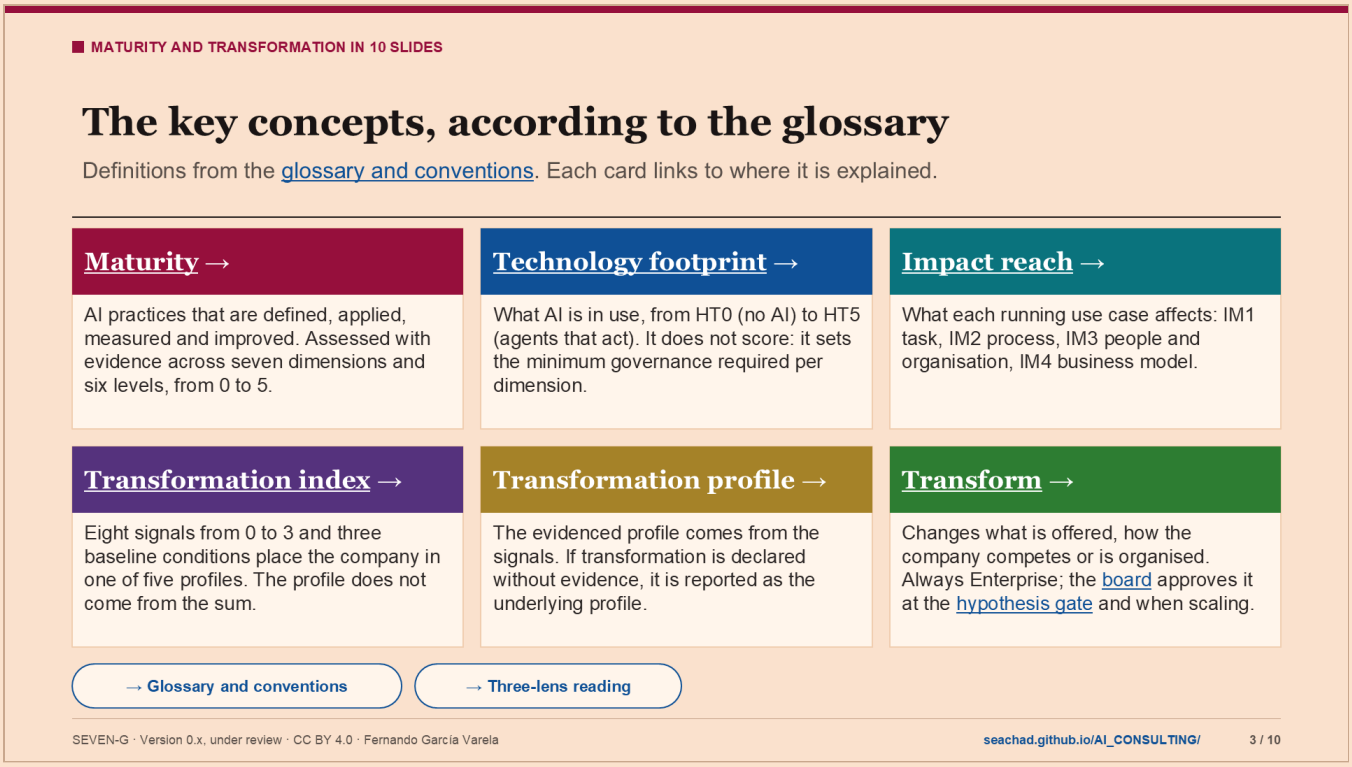
Question for the classroom: what is more dangerous for a board, a company with low maturity that knows it, or a company that believes it is transformed without proof?

TERMS ON THIS SLIDE

- **Board of directors**: The company's highest body. In SEVEN-G it approves the AI thesis and risk appetite (C2), Transform bets and their scaling, and oversees AI every quarter. AI is a strategic asset: its big decisions are not only for technology. The link opens its role in the governance model (document 30). https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#3-1-board-of-directors
- **Maturity model** (documento 11): It measures how ready the company is to govern AI: seven dimensions (D1 to D7) with levels from 0 (non-existent) to 5 (optimised), 84 evidence-based questions and an overall level capped by strategy and risk. It is applied in the diagnosis and in the annual review. The link opens the dimensions in document 11. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#2-1-dimensions
- **Transformation index** (documento 12): It answers whether the company is transforming with AI or only gaining efficiency. It uses baseline conditions and eight measurable signals to assign a profile, and warns when a transformation is declared that the evidence does not support. It is calculated with its calculator. The link opens the index in document 12. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#company-transformation-index
- **Diagnosis** (C1): The first stage of the corporate cycle. The company looks at where it stands: what AI it uses (including unauthorised use), which use cases are under way, its maturity and its risks. The AI office does it with the management sponsor. Without this starting point, the thesis and the portfolio are decided blind. The link opens the diagnosis report template (P33). https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P33_SEVEN-G_Informe_de_diagnostico_C1.html
- **Annual review** (C5): The fifth stage of the corporate cycle. Once a year, the company reviews whether the thesis was met, how much value was realised, how maturity changed, what it learned and which thresholds it recalibrates; the bodies assess themselves. It is recorded in template P37. It closes the cycle and opens the next. The link opens the annual pack in document 60. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/60_SEVEN-G_Paquete_para_el_consejo.html#3-3-annual-review-pack-c5

SOURCES AND LINKS

- **Maturity with the transformation index (document 11, section 7.2)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#7-2-with-the-transformation-index-document-12
- **Principle of the index (document 12, section 2)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#principle
- **Maturity and index together** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#7-2-with-the-transformation-index-document-12
- **Principle of the index** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#principle



Notes

The six concepts of the area, with the glossary definitions (document 02).

- Maturity: degree to which the company has AI practices that are defined, applied, measured and improved. Each of its seven maturity dimensions (D1 to D7) is an area assessed with cumulative criteria and observable evidence: strategy and governance, value and portfolio, data and knowledge, technology and operations, people and adoption, risk, security and compliance, and measurement and evidence. Levels go from 0 (non-existent) to 5 (optimised).
- Technology footprint: descriptive lens stating what AI the company has in use, in order of governance demand. HT1 is rules or robotic process automation (RPA), which are not AI. HT2, third-party AI included in products. HT3, own predictive models. HT4, generative AI in processes. HT5, agents that act with A2 or A3 autonomy. Why it matters: the order is not one of «better technology», but of higher demand for control.
- Impact reach: reading of what a running use case affects, based on the verified ambition questions IT-P1 to IT-P4. It adds no questions. It is shown as a distribution of the portfolio.
- Transformation index: places the company in one of five profiles between efficiency and transformation: scattered exploration, tactical efficiency, efficiency at scale, transformation under way and declared but unevidenced transformation.
- Transformation profile: the evidenced profile results from the signals and baseline conditions. If there is an unevidenced transformation declaration, the evidenced profile is reported as the underlying profile.
- Transform: ambition level that changes what is offered, how the company competes or how it is organised. Value lies mainly in return and in changes to the operating model.

Maturity, footprint and reach are the three lenses of document 11 §7.6. Only the first one is a level.

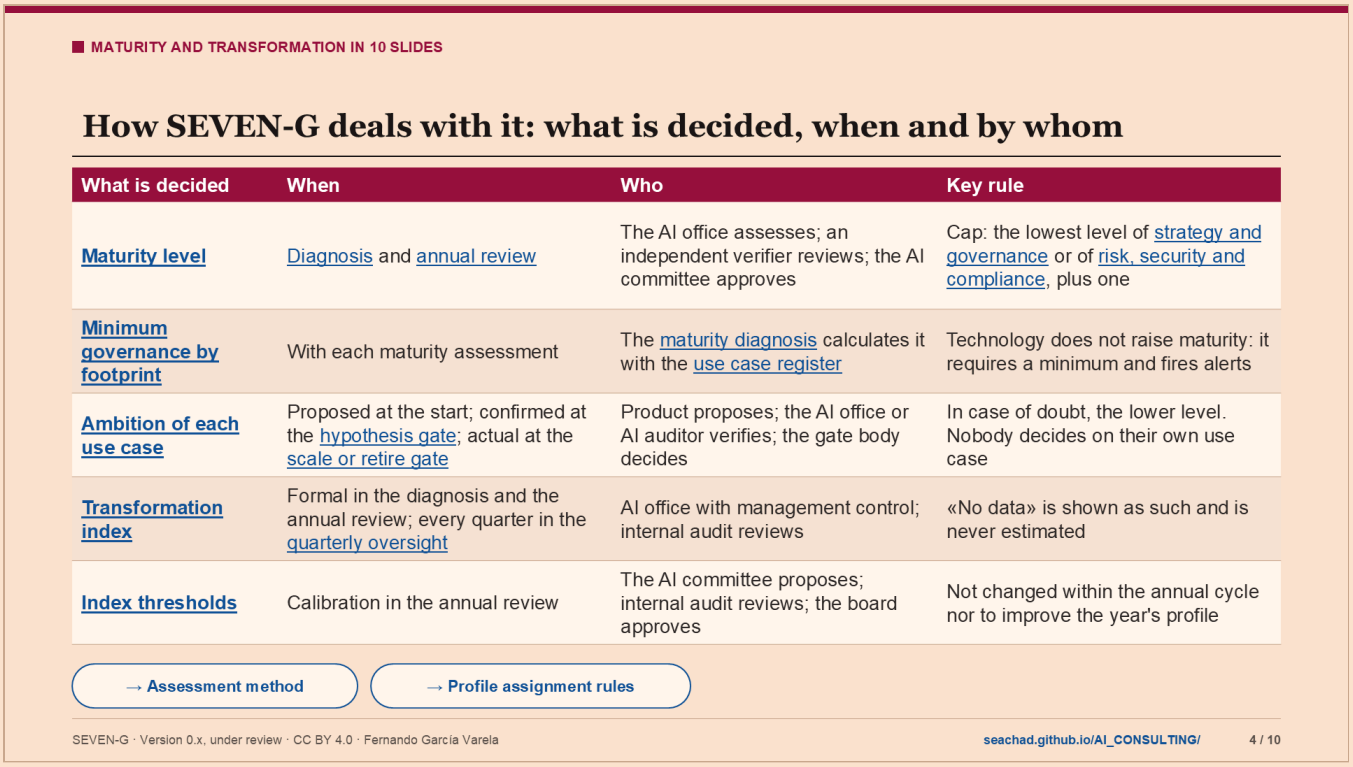
Question for the classroom: at what footprint level is your company today, and what governance demand does it imply?

TERMS ON THIS SLIDE

- **Glossary and conventions** (documento 02): The official SEVEN-G glossary: each term with its definition, its Spanish equivalent and the document that develops it, plus the scales and codes used across the framework. It ensures everyone calls the same thing by the same name. The link opens the document. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/02_SEVEN-G_Glosario_y_convenciones.html
- **Maturity model** (documento 11): It measures how ready the company is to govern AI: seven dimensions (D1 to D7) with levels from 0 (non-existent) to 5 (optimised), 84 evidence-based questions and an overall level capped by strategy and risk. It is applied in the diagnosis and in the annual review. The link opens the dimensions in document 11. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#2-1-dimensions
- **Technology footprint** (HT0–HT5): A scale describing what AI the company uses, in order of governance demand: HT0 no AI, HT1 only rules or RPA, HT2 third-party AI, HT3 in-house models, HT4 generative AI in processes and HT5 agents that act. It is not a maturity level: each step requires minimum governance in certain dimensions. The link opens the scale in document 11. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#7-6-three-lens-reading
- **Impact reach** (IM1–IM4): A scale of how far the change produced by AI reaches: IM1 a task, IM2 a whole process, IM3 people and the organisation, IM4 the business model. It helps tell efficiency apart from transformation. If the impact reaches people or the organisation while people maturity is low, an alert is raised. The link opens the scale in document 12. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#3-7-impact-reach-im1-im4
- **Transformation index** (documento 12): It answers whether the company is transforming with AI or only gaining efficiency. It uses baseline conditions and eight measurable signals to assign a profile, and warns when a transformation is declared that the evidence does not support. It is calculated with its calculator. The link opens the index in document 12. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#company-transformation-index
- **Transform**: The third ambition level: AI changes the business model, the product or the way of competing. Its value takes longer and is more uncertain, so it is funded in stages and approved by the board (at the hypothesis gate and when scaling). The quick-return criteria of Optimise are not applied to it. The link opens its explanation in the spheres methodology. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/01_SPHERES_Niveles_de_ambicion.html#transform
- **Board of directors**: The company's highest body. In SEVEN-G it approves the AI thesis and risk appetite (C2), Transform bets and their scaling, and oversees AI every quarter. AI is a strategic asset: its big decisions are not only for technology. The link opens its role in the governance model (document 30). https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#3-1-board-of-directors
- **Hypothesis gate** (G2): The gate that approves the value hypothesis: how much is expected, how it will be measured, against which baseline and when it will be stopped. Transform bets are approved here by the board. Without an approved hypothesis the feasibility test is not funded. The link opens its criteria in document 21. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#6-3-g2-hypothesis

SOURCES AND LINKS

- **SEVEN-G glossary (document 02)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/02_SEVEN-G_Glosario_y_convenciones.html#glossary-of-framework-terms
- **Profile assignment (document 12, section 5)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#profile-assignment
- **Glossary and conventions** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/02_SEVEN-G_Glosario_y_convenciones.html#glossary-of-framework-terms



MATURITY AND TRANSFORMATION IN 10 SLIDES

How SEVEN-G deals with it: what is decided, when and by whom

What is decided	When	Who	Key rule
Maturity level	Diagnosis and annual review	The AI office assesses; an independent verifier reviews; the AI committee approves	Cap: the lowest level of strategy and governance or of risk, security and compliance, plus one
Minimum governance by footprint	With each maturity assessment	The maturity diagnosis calculates it with the use case register	Technology does not raise maturity: it requires a minimum and fires alerts
Ambition of each use case	Proposed at the start; confirmed at the hypothesis gate; actual at the scale or retire gate	Product proposes; the AI office or AI auditor verifies; the gate body decides	In case of doubt, the lower level. Nobody decides on their own use case
Transformation index	Formal in the diagnosis and the annual review; every quarter in the quarterly oversight	AI office with management control; internal audit reviews	«No data» is shown as such and is never estimated
Index thresholds	Calibration in the annual review	The AI committee proposes; internal audit reviews; the board approves	Not changed within the annual cycle nor to improve the year's profile

→ Assessment method → Profile assignment rules

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Notes

How SEVEN-G deals with it: rules, who decides and at what point in the cycle.

Maturity. It is assessed in the Diagnosis (C1) and repeated in each annual Review (C5) with the same version of the questionnaire. There are three types. Self-assessment is for guidance and is not used before the board. The verified assessment is the minimum in C1 and C5. The independent assessment, by the third line or an external assessor, should take place at least every two years in Enterprise scope. Nobody assesses a dimension whose practices they lead. The AI Committee approves the report, but cannot change answers.

The calculation has fixed rules. The level of a dimension is the highest one at which all the questions of that level and the lower ones are met. The overall level is the weighted average rounded down and capped at the lowest level of strategy and governance (D1) or of risk, security and compliance (D6) plus one. Why it matters: the weakest part sets the limit.

Minimum governance by footprint. Each footprint level requires a minimum per dimension. With agents that act (HT5), for example, level 3 is required in D1, D3, D4, D5 and D6. If a dimension falls below it, the «adoption ahead of governance» alert fires; it is high if it is D1 or D6. While D6 is below the minimum, no new use case at that footprint level should pass Go-live (G5) without an explicit improvement condition, deadline and owner.

Ambition of each use case. It is classified with five questions. It is proposed in opportunity discovery (phase 1), confirmed at the value hypothesis (G2) and the actual ambition is recorded at the scaling or retirement gate (G7). If the confirmed ambition is Transform, the use case moves to Enterprise intensity and needs board approval.

Index. The formal calculation is annual (C1 and C5) and goes to the board. The quarterly one, in Supervision (C4), is presented as a trend. If three or more signals are missing, the profile is provisional.

Thresholds. They are initial and are calibrated in C5. The company may adjust thresholds, but not the structure of the signals or the assignment rules.

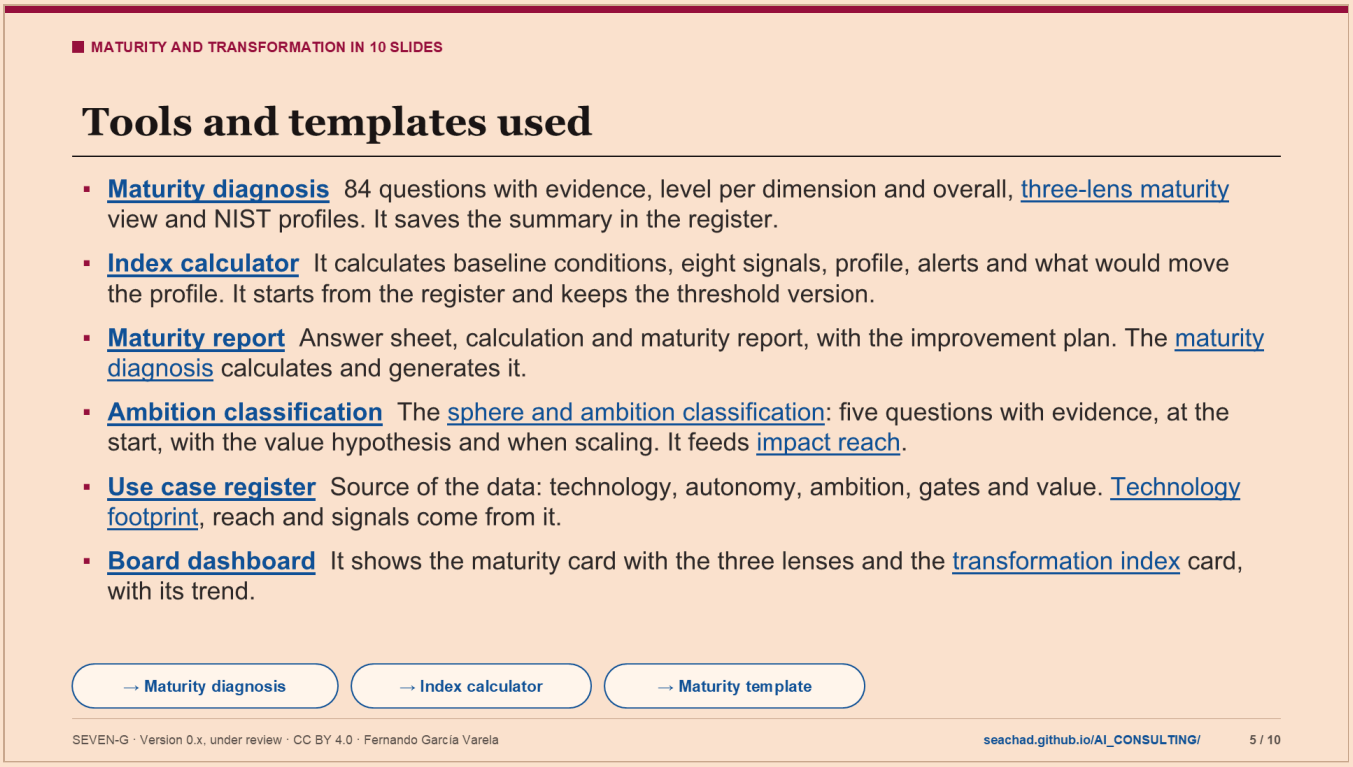
TERMS ON THIS SLIDE

- **Diagnosis** (C1): The first stage of the corporate cycle. The company looks at where it stands: what AI it uses (including unauthorised use), which use cases are under way, its maturity and its risks. The AI office does it with the management sponsor. Without this starting point, the thesis and the portfolio are decided blind. The link opens the diagnosis report template (P33). https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P33_SEVEN-G_Informe_de_diagnostico_C1.html
- **Annual review** (C5): The fifth stage of the corporate cycle. Once a year, the company reviews whether the thesis was met, how much value was realised, how maturity changed, what it learned and which thresholds it recalibrates; the bodies assess themselves. It is recorded in template P37. It closes the cycle and opens the next. The link opens the annual pack in document 60. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/60_SEVEN-G_Paquete_para_el_consejo.html#3-3-annual-review-pack-c5
- **Strategy and governance** (D1): The maturity dimension that measures whether the company has an approved AI thesis, bodies that decide, assigned roles and a board that oversees. Together with the risk dimension, it caps the overall level: a company cannot be more than one level above this dimension. The link opens its levels and questions in document 11. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#3-2-d1-strategy-and-governance
- **Risk, security and compliance** (D6): The maturity dimension that measures whether AI risks are identified, controlled and accepted by the right people, and whether regulation is complied with. Together with the strategy dimension, it caps the overall level. If it is below the minimum required by the AI in use, no new use case of that kind goes into production. The link opens its levels and questions in document 11. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#3-7-d6-risk-security-and-compliance
- **Maturity diagnosis** (T15): A questionnaire of 84 evidence-based questions that measures the company's maturity in seven dimensions, from 0 to 5, and calculates the overall level. It also shows the three-lens reading and the NIST profiles. It is done in the initial diagnosis and at each annual review; its report is template P34. An unverified self-assessment does not give a valid level. The link opens an example with fictitious data. https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T15_diagnostico_madurez/madurez.html
- **Use case register** (T01): It is the central SEVEN-G tool and the single data source for all the others. It records each AI use case like an opportunity in a CRM: phase, status, dates, criteria for each gate, risks, value and stop reason. The AI office and the teams use it; the committee and the board see what comes out of it. The link opens an example register with fictitious use cases; anything you change is stored only in your browser. https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T01_registro_iniciativas/registro.html
- **Hypothesis gate** (G2): The gate that approves the value hypothesis: how much is expected, how it will be measured, against which baseline and when it will be stopped. Transform bets are approved here by the board. Without an approved hypothesis the feasibility test is not funded. The link opens its criteria in document 21. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#6-3-g2-hypothesis
- **Scale or retire gate** (G7): The final gate of the lifecycle. With the value actually measured, it decides to scale the use case (which starts a new cycle), iterate it or retire it with an orderly plan. Scaling a Transform bet is approved by the board. The link opens its criteria in document 21. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#6-8-g7-scale-or-retire
- **Quarterly oversight** (C4): The fourth stage of the corporate cycle. Each quarter, the board receives a pack with the state of the portfolio, validated value, risks, incidents and what holds back scaling, and it decides. It lets the board oversee AI with the same discipline as the rest of the business. The link opens the quarterly pack in document 60. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/60_SEVEN-G_Paquete_para_el_consejo.html#3-1-quarterly-oversight-pack-c4

SOURCES AND LINKS

- **Maturity assessment method (document 11, section 4)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#assessment-method
- **Minimum governance required by footprint (document 11, section 7.6)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#minimum-governance-required-by-footprint
- **Who classifies, confirms and reviews (document 12, section 3.5)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#3-5-who-classifies-confirms-and-reviews

- **Frequency and calibration of the index (document 12, sections 7 and 8)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#frequency-and-owners
- **Assessment method** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#assessment-method
- **Profile assignment rules** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#5-2-assignment-rules



Notes

The tools and templates of the area. They all run in the browser, with fictitious example data.

- Maturity assessment (T15). It applies the questionnaire of document 11: Yes, Partial, No or Not applicable answers, level per dimension and overall with the cap set by strategy and governance (D1) and risk (D6), progress towards the next level and blocking criteria. Its «Three lenses» view shows the technology footprint from the register, impact reach, the minimum required and the alerts. It also calculates the NIST AI RMF and NIST CSF profiles with the same assessment: one assessment, two readings.
- Transformation index calculator (T14). It applies document 12: baseline conditions, eight signals, coverage, evidenced and assigned profile, alerts and «what would move the profile». It can start from the use case register; what the register does not contain is completed by hand and stays as «no data» until then. It keeps the threshold version of each calculation.
- Maturity questionnaire and report (P34). It is the report template: scope and method, results per dimension, cross-reading with the index, comparison and improvement plan.
- Sphere and ambition classification (P07). It is the evidence of the classification of each use case in phases 1, 2 and 7.
- Use case register (T01). It is the source of truth. The footprint comes from the technology and autonomy of the running use cases; reach, from the verified ambition questions IT-P1 to IT-P4; several signals, from the gates and the amounts.
- Board dashboard (T17). It carries the «Company maturity» card and the «Company transformation index» card, which is not recalculated in the dashboard.

Why it matters: the tools do not decide. They order the evidence so that whoever is responsible can decide.

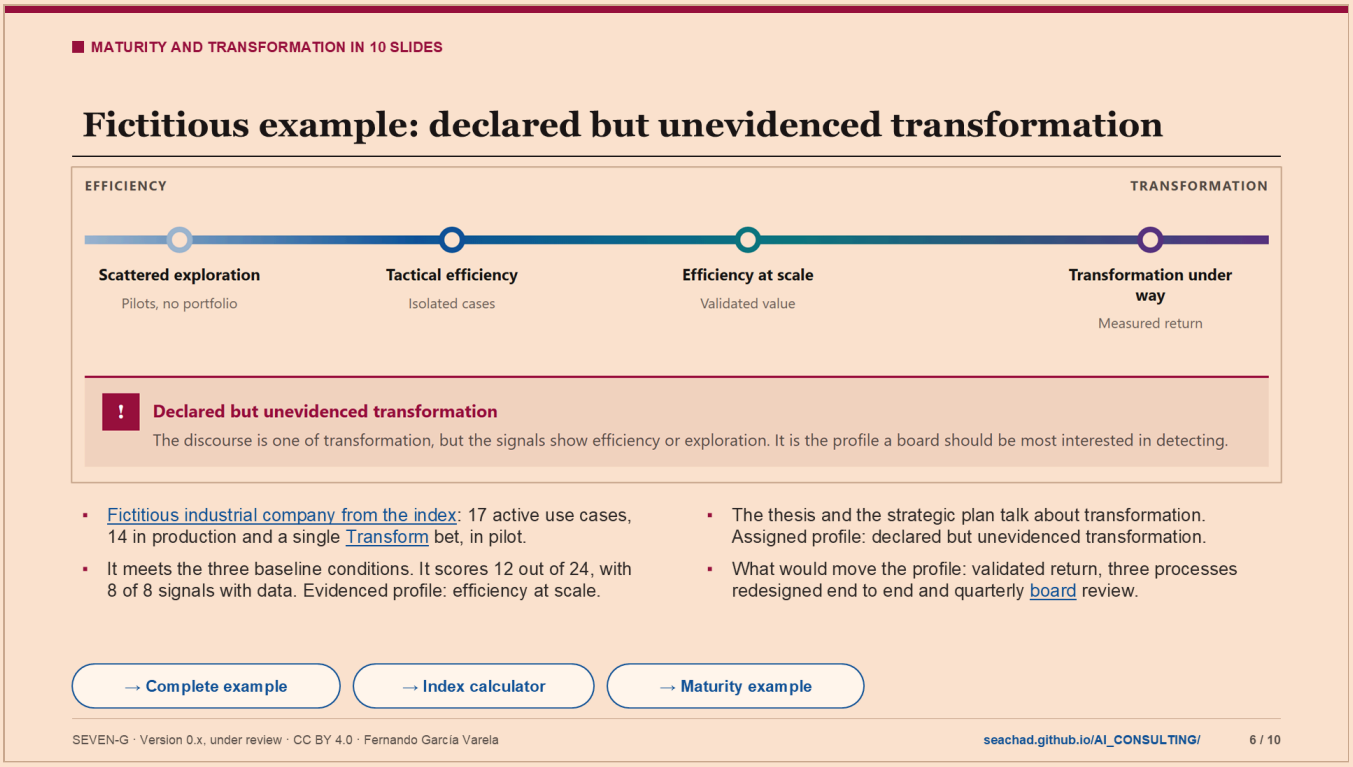
Question for the classroom: open T15 with the example data. Which dimension caps the overall level, and why?

TERMS ON THIS SLIDE

- **Three-lens maturity**: A way of reading maturity through three views together: governance capability (the seven dimensions), technology footprint (what AI is used) and impact reach (task, process, people or business). Technology adds no points: it sets the minimum governance required. So adopting AI ahead of governance is not rewarded. The link opens the reading in document 11. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#7-6-three-lens-reading
- **Maturity diagnosis** (T15): A questionnaire of 84 evidence-based questions that measures the company's maturity in seven dimensions, from 0 to 5, and calculates the overall level. It also shows the three-lens reading and the NIST profiles. It is done in the initial diagnosis and at each annual review; its report is template P34. An unverified self-assessment does not give a valid level. The link opens an example with fictitious data. https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T15_diagnostico_madurez/madurez.html
- **Sphere and ambition classification** (P07): A template that places each use case in its primary sphere and at one ambition level (Optimise, Augment or Transform) using five questions. Ambition is proposed in phase 1, confirmed at the hypothesis gate and checked in production. It matters because each level is decided and measured with different criteria. The use case register includes the same classifier. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P07_SEVEN-G_Clasificacion_de_esfera_y_ambicion.html
- **Impact reach** (IM1–IM4): A scale of how far the change produced by AI reaches: IM1 a task, IM2 a whole process, IM3 people and the organisation, IM4 the business model. It helps tell efficiency apart from transformation. If the impact reaches people or the organisation while people maturity is low, an alert is raised. The link opens the scale in document 12. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#3-7-impact-reach-im1-im4
- **Technology footprint** (HT0–HT5): A scale describing what AI the company uses, in order of governance demand: HT0 no AI, HT1 only rules or RPA, HT2 third-party AI, HT3 in-house models, HT4 generative AI in processes and HT5 agents that act. It is not a maturity level: each step requires minimum governance in certain dimensions. The link opens the scale in document 11. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#7-6-three-lens-reading
- **Transformation index** (documento 12): It answers whether the company is transforming with AI or only gaining efficiency. It uses baseline conditions and eight measurable signals to assign a profile, and warns when a transformation is declared that the evidence does not support. It is calculated with its calculator. The link opens the index in document 12. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#company-transformation-index

SOURCES AND LINKS

- **Tools and templates of the maturity model (document 11, section 10)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#associated-tools-and-templates
- **Tools and templates of the index (document 12, section 12)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#associated-tools-and-templates
- **Use case register (T01), with fictitious data** https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T01_registro_iniciativas/registro.html
- **Index calculator** https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T14_indice_transformacion/indice.html
- **Maturity template** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P34_SEVEN-G_Cuestionario_e_informe_de_madurez.html



Notes

An example with fictitious data from the site. The image shows the five profiles of the index, from scattered exploration to transformation under way, and separately the profile that matters most for a board to detect.

The company in document 12 is industrial, with fictitious revenue of €400M. It has 17 active use cases in the value and enabling spheres (14 Optimise, 2 Augment and 1 Transform). Fourteen are in production. The Transform bet is a new service in a commercial pilot.

Baseline conditions: 88% of the portfolio is governed (threshold, 80%); 59% of realised value is validated (threshold, 50%); and there are 14 use cases in production (threshold, 5). The eight signals add up to 12 out of 24. The signals for return, redesigned processes, operating model and AI-enabled revenue score 1: an efficiency reading. That is why «transformation under way» is not met, and the evidenced profile is «efficiency at scale».

But the thesis approved in the Direction stage (C2) sets Transform in the product and service sphere, and the strategic plan calls AI a «transformation lever». There is a transformation declaration. The assigned profile is «declared but unevidenced transformation», with the underlying profile «efficiency at scale».

The message to the board is not a score. It says what would move the profile: validated return of at least €0.20M or enabled revenue of at least €2M, at least three processes redesigned end to end in production and quarterly board review of the bet.

Document 11 brings another fictitious example, on maturity: a services company with technology and operations (D4) and measurement and evidence (D7) at level 4, but risk, security and compliance (D6) at level 1. The average gives 3, but the cap leaves the overall level at 2. It cannot declare that it applies SEVEN-G.

Why it matters: the example shows a company that does efficiency well. The problem is not efficiency, but presenting it as transformation.

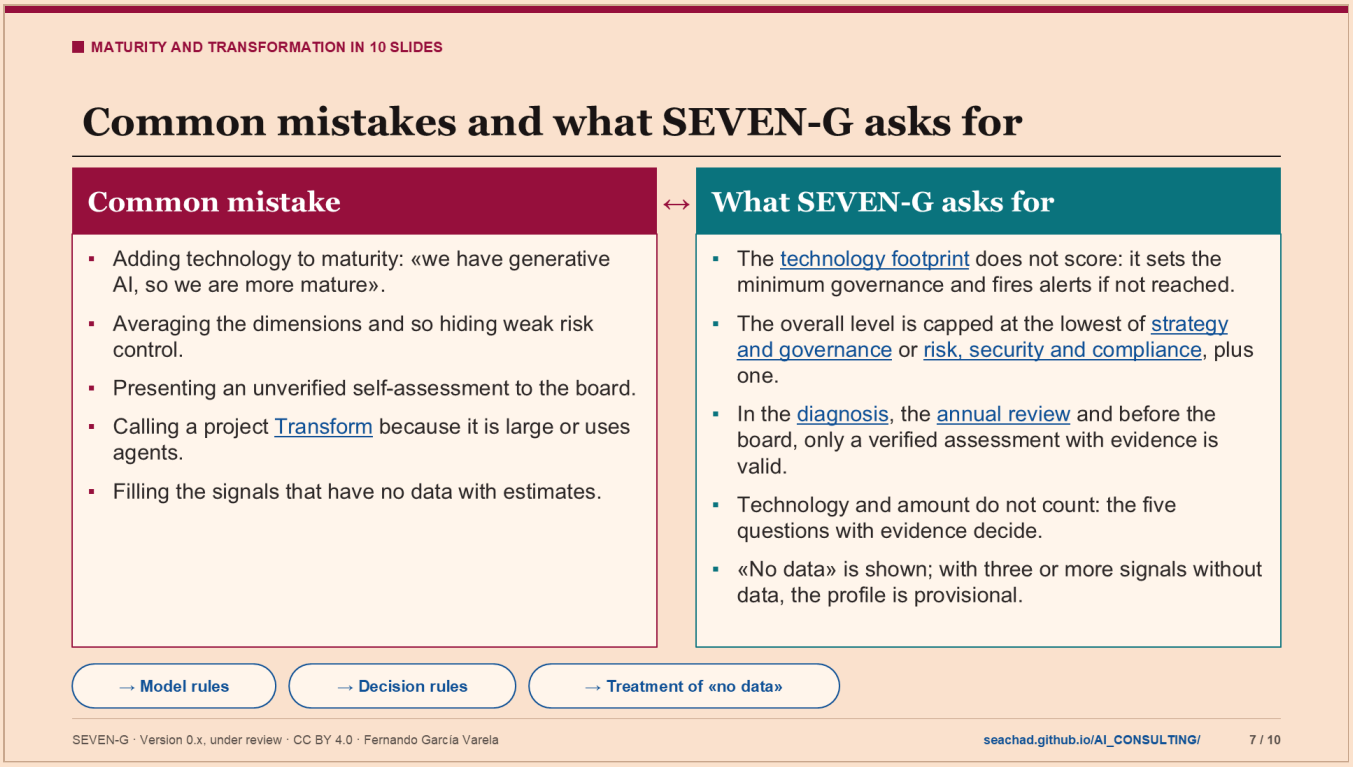
Note: the image comes from a SEVEN-G component; the example data are illustrative.

TERMS ON THIS SLIDE

- **Transform**: The third ambition level: AI changes the business model, the product or the way of competing. Its value takes longer and is more uncertain, so it is funded in stages and approved by the board (at the hypothesis gate and when scaling). The quick-return criteria of Optimise are not applied to it. The link opens its explanation in the spheres methodology. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/01_SPHERES_Niveles_de_ambicion.html#transform
- **Board of directors**: The company's highest body. In SEVEN-G it approves the AI thesis and risk appetite (C2), Transform bets and their scaling, and oversees AI every quarter. AI is a strategic asset: its big decisions are not only for technology. The link opens its role in the governance model (document 30). https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#3-1-board-of-directors

SOURCES AND LINKS

- **Complete illustrative example of the index (document 12, section 9)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#complete-illustrative-example
- **Illustrative maturity example (document 11, section 9)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#illustrative-example
- **Presenting the index to the board (document 12, section 10)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#presentation-to-the-board
- **Complete example** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#complete-illustrative-example
- **Index calculator** https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T14_indice_transformacion/indice.html
- **Maturity example** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#illustrative-example



Notes

Five common mistakes and the SEVEN-G rule that prevents them.

1. Adding technology to maturity. It would reward adopting ahead of governance. A company with well-governed predictive models is more mature than another one with uncontrolled generative AI. That is why the technology footprint does not raise or lower the level: it sets a minimum and fires alerts. A company with agents that act and D6 at 2 does not appear «more mature»; it appears with a high-severity alert.

2. Averaging the dimensions. A simple average hides gaps. In SEVEN-G the overall level is rounded down and capped at the lowest level of strategy and governance (D1) or of risk, security and compliance (D6) plus one. In the fictitious example of document 11, the average gives 3 and the overall level stays at 2.

3. Presenting a self-assessment. Self-assessment is useful to prepare, but it is labelled as unverified and is not used in the Diagnosis (C1), in the annual Review (C5), on the board dashboard or in the declaration of application. An interview is an indication, not evidence.

4. Calling a large project Transform. Technology, amount, technical novelty and the name of the programme do not influence the ambition level (rule 10). A large automation is still Optimise. Reducing the number of people who do the same thing is not a change of role either.

5. Estimating what is missing. «No data» scores 0 and is shown as «no data», never as a measured zero or as an estimate. If coverage is below 6 of 8 signals, the profile is provisional and comes with a plan to obtain the data.

There is a sixth mistake that document 12 points out: comparing the index with other companies. It is not comparable across sectors or between companies of very different size. It is only used to follow the company's own evolution.

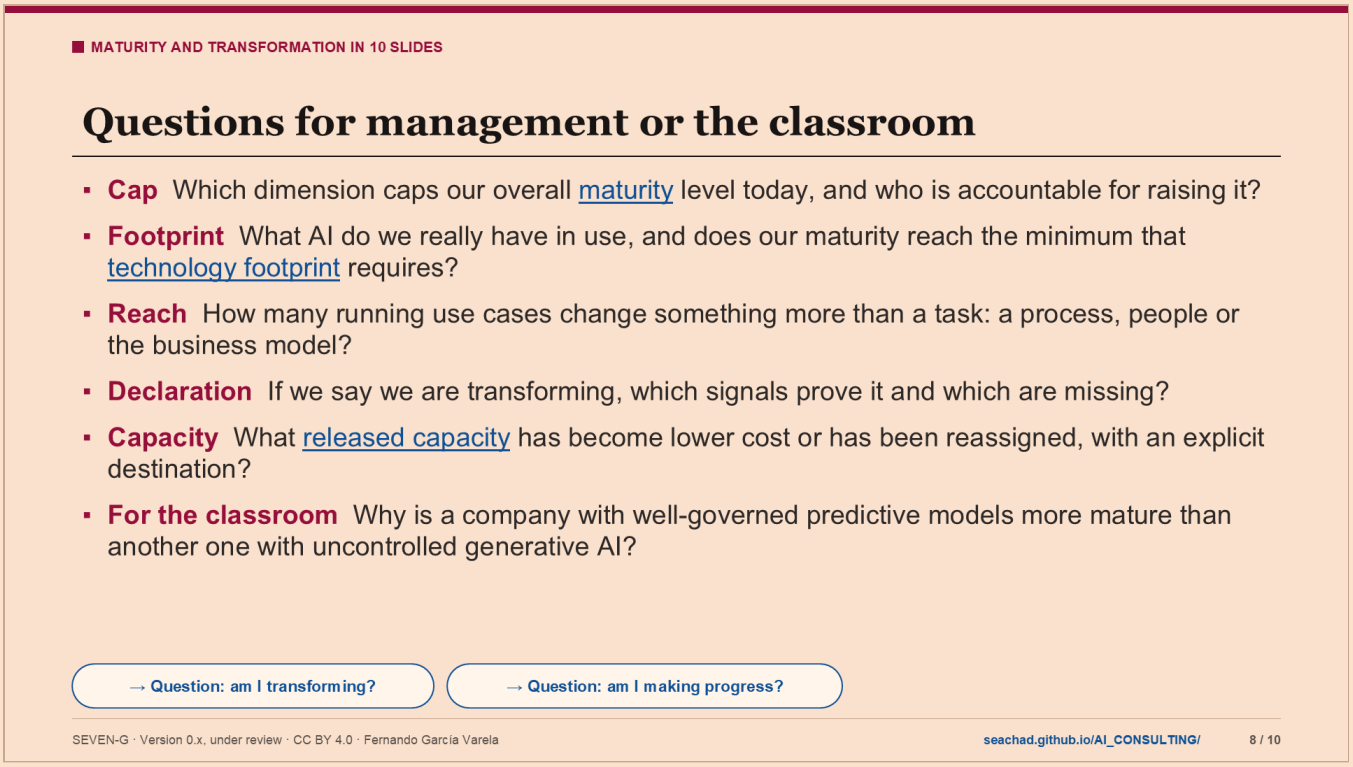
Question for the classroom: which of these mistakes have you seen in a company you know, and what consequence did it have?

TERMS ON THIS SLIDE

- **Transform**: The third ambition level: AI changes the business model, the product or the way of competing. Its value takes longer and is more uncertain, so it is funded in stages and approved by the board (at the hypothesis gate and when scaling). The quick-return criteria of Optimise are not applied to it. The link opens its explanation in the spheres methodology. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/01_SPHERES_Niveles_de_ambicion.html#transform
- **Technology footprint** (HT0–HT5): A scale describing what AI the company uses, in order of governance demand: HT0 no AI, HT1 only rules or RPA, HT2 third-party AI, HT3 in-house models, HT4 generative AI in processes and HT5 agents that act. It is not a maturity level: each step requires minimum governance in certain dimensions. The link opens the scale in document 11. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#7-6-three-lens-reading
- **Strategy and governance** (D1): The maturity dimension that measures whether the company has an approved AI thesis, bodies that decide, assigned roles and a board that oversees. Together with the risk dimension, it caps the overall level: a company cannot be more than one level above this dimension. The link opens its levels and questions in document 11. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#3-2-d1-strategy-and-governance
- **Risk, security and compliance** (D6): The maturity dimension that measures whether AI risks are identified, controlled and accepted by the right people, and whether regulation is complied with. Together with the strategy dimension, it caps the overall level. If it is below the minimum required by the AI in use, no new use case of that kind goes into production. The link opens its levels and questions in document 11. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#3-7-d6-risk-security-and-compliance
- **Diagnosis** (C1): The first stage of the corporate cycle. The company looks at where it stands: what AI it uses (including unauthorised use), which use cases are under way, its maturity and its risks. The AI office does it with the management sponsor. Without this starting point, the thesis and the portfolio are decided blind. The link opens the diagnosis report template (P33). https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P33_SEVEN-G_Informe_de_diagnostico_C1.html
- **Annual review** (C5): The fifth stage of the corporate cycle. Once a year, the company reviews whether the thesis was met, how much value was realised, how maturity changed, what it learned and which thresholds it recalibrates; the bodies assess themselves. It is recorded in template P37. It closes the cycle and opens the next. The link opens the annual pack in document 60. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/60_SEVEN-G_Paquete_para_el_consejo.html#3-3-annual-review-pack-c5

SOURCES AND LINKS

- **Maturity model rules (document 11, section 2.3)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#2-3-model-rules
- **Assessment types (document 11, section 4.1)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#4-1-assessment-types
- **Ambition decision rules (document 12, section 3.2)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#3-2-decision-rules
- **Limitations of the index (document 12, section 11)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#limitations
- **Model rules** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#2-3-model-rules
- **Decision rules** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#3-2-decision-rules
- **Treatment of «no data»** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#treatment-of-quot-no-data-quot



Notes

Six questions to use in a management committee, a board session or the classroom. Each one leads to a specific part of the framework.

- Cap. The overall level is capped at the lowest level of strategy and governance (D1) or of risk (D6) plus one. Knowing which dimension sets the cap tells where to invest governance effort first. The answer is in the maturity report (P34) and in the maturity assessment (T15).
- Footprint. Many companies do not know what AI they have in use: there is third-party AI inside contracted products and unauthorised use. The footprint is calculated from the use case register; without a register, with a question from the implementation path (document 96).
- Reach. A portfolio with all use cases at IM1 (a task) is not transforming the company, even if the thesis says so. Why it matters: reach comes from what has really changed, not from the ambition label.
- Declaration. It is the central question of the index. If the answer is «no signal», the profile will be «declared but unevidenced transformation».
- Capacity. Released capacity is not savings. It only counts when it becomes real lower cost or is reassigned to a destination activity. It is signal 3 of the index.
- For the classroom. It serves to discuss the central idea of the area: maturity measures control, not technology.

One way to work on them in the classroom: split the group in two. One defends that the company in the document 12 example is transforming; the other, that it is only efficient. Each group may only use the signals of the example.

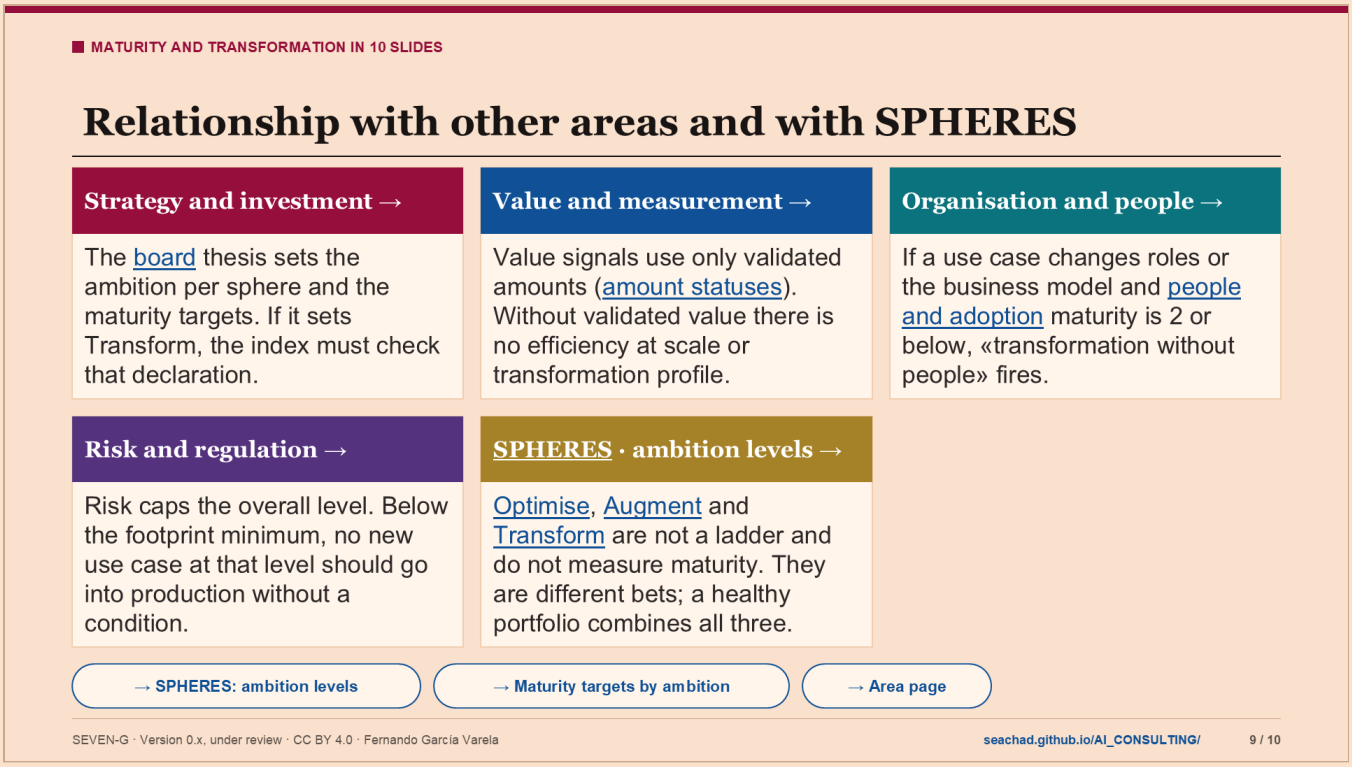
For the board, document 12 asks for the index to be presented with three elements: the profile, the table of signals with their trend, and «what would move the profile», with owner and deadline. It is not presented as a score or compared with other companies.

TERMS ON THIS SLIDE

- **Maturity model** (documento 11): It measures how ready the company is to govern AI: seven dimensions (D1 to D7) with levels from 0 (non-existent) to 5 (optimised), 84 evidence-based questions and an overall level capped by strategy and risk. It is applied in the diagnosis and in the annual review. The link opens the dimensions in document 11. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#2-1-dimensions
- **Technology footprint** (HT0–HT5): A scale describing what AI the company uses, in order of governance demand: HT0 no AI, HT1 only rules or RPA, HT2 third-party AI, HT3 in-house models, HT4 generative AI in processes and HT5 agents that act. It is not a maturity level: each step requires minimum governance in certain dimensions. The link opens the scale in document 11. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#7-6-three-lens-reading
- **Released capacity**: Working hours that AI saves. They do not count as value until they are materialised (lower real cost) or reassigned to another activity that creates measurable value. It avoids the most common mistake: adding up «hours saved» that nobody turns into money. The link opens the rule in document 40. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/40_SEVEN-G_Reglas_de_medicion_del_valor.html#3-3-rule-3-released-capacity-is-not-counted-until-it-is-materialised-or-reassigned

SOURCES AND LINKS

- **Presenting the index to the board (document 12, section 10)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#presentation-to-the-board
- **Impact reach (document 12, section 3.7)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#3-7-impact-reach-im1-im4
- **Materialisation of released capacity (document 12, signal 3)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#signal-3-materialisation
- **Question: am I transforming?** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/preguntas/transformo.html
- **Question: am I making progress?** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/preguntas/avanzo.html



Notes

This area relies on four others and on SPHERES.

- Strategy and investment. In the Direction stage (C2) the board approves the thesis, the ambition per sphere and the maturity targets. Targets are proportional to ambition: if Optimise predominates, level 2 in all dimensions and 3 in D2 and D7 at twelve months; with Transform bets, level 3 in D1, D2, D6 and D7 before scaling a bet at G7. Level 5 is not a default target. If the thesis sets Transform in a sphere, there is a transformation declaration (condition IT-D1).
- Value and measurement. The value signals of the index (2, 3 and 6) use only validated amounts. Condition B2 requires at least 50% of realised value to be validated. Dimension D7 measures whether the figures withstand verification.
- Organisation and people. Reach IM3 means that roles, structure or who decides change. Without a people plan, the «transformation without people» alert is high. Signal 5 of the index only counts changes of roles with defined human oversight.
- Risk and regulation. D6 caps the overall level and is the dimension the footprint demands most. The board should not approve Transform bets at G2 with D1 or D6 below 2 except with an explicit improvement condition, deadline and owner.

SPHERES is the explanatory layer of the nine spheres and the three ambition levels. Remember: spheres 01 to 04 are value spheres, 05 to 07 enabling, 08 sets the limits and 09 is the governance meta-sphere. Use cases whose main sphere is 08 or 09 are excluded from signals 1, 2 and 7 and are reported separately. SPHERES stresses an idea that this area completes: ambition levels do not describe maturity. «A mature company has everything in Transform» is a mistaken idea; maturity is measured with document 11.

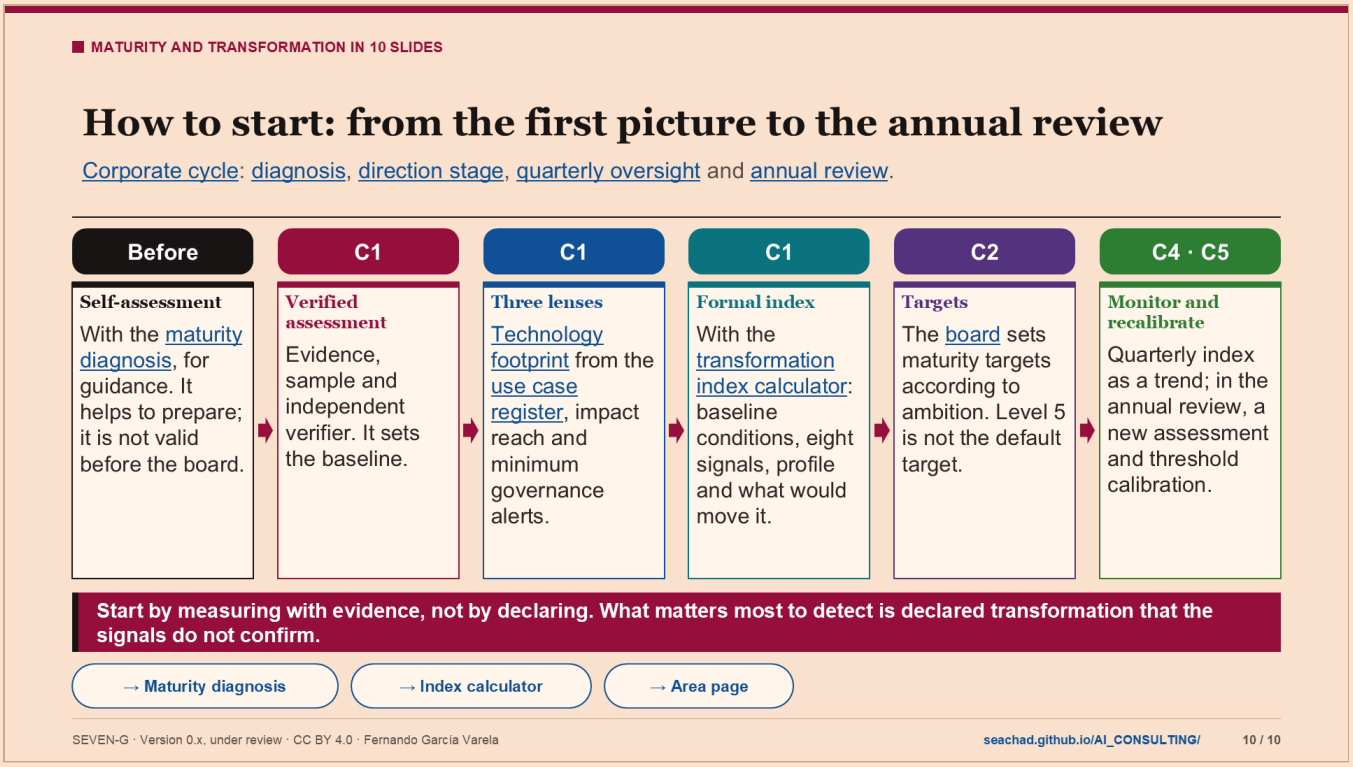
Question for the classroom: why would treating the levels as a ladder make the classification lose its value for the board?

TERMS ON THIS SLIDE

- **Board of directors**: The company's highest body. In SEVEN-G it approves the AI thesis and risk appetite (C2), Transform bets and their scaling, and oversees AI every quarter. AI is a strategic asset: its big decisions are not only for technology. The link opens its role in the governance model (document 30). https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#3-1-board-of-directors
- **Amount statuses**: Every value figure carries its status: estimated (a forecast), declared (the business says so) or validated (management control has checked it). Only validated value counts as realised before the board, and «no data» is never zero. So the board knows how much to trust each figure. The link opens the statuses in document 40. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/40_SEVEN-G_Reglas_de_medicion_del_valor.html#amount-statuses
- **People and adoption** (D5): The maturity dimension that measures whether people know how to use AI, actually use it and take part in the change: mandatory literacy, training by profile, adoption plans and dialogue with employee representatives. Without adoption, the expected value does not arrive. The link opens its levels and questions in document 11. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#3-6-d5-people-and-adoption
- **SPHERES**: A methodology that explains where AI can create value in a company and with what ambition, through three questions: where do we play?, with what ambition? and what do we ask? It is the explanatory layer of the spheres and ambition levels; the operating rules are in SEVEN-G. It supports conversations with management and the board. The link opens its presentation document. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/00_SPHERES_Que_es_y_para_que_sirve.html#what-spheres-is
- **Optimise**: The first ambition level: AI makes what the company already does cheaper or faster, without changing the process. Its value is measured in savings and time and must be shown early. It is the most frequent level and the one that transforms least. The link opens its explanation in the spheres methodology. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/01_SPHERES_Niveles_de_ambicion.html#optimise
- **Augment**: The second ambition level: AI extends what people can do, with better decisions, higher quality or new capabilities in the process. Its value combines efficiency and better results. It requires changing how work is done, not just installing a tool. The link opens its explanation in the spheres methodology. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/01_SPHERES_Niveles_de_ambicion.html#augment
- **Transform**: The third ambition level: AI changes the business model, the product or the way of competing. Its value takes longer and is more uncertain, so it is funded in stages and approved by the board (at the hypothesis gate and when scaling). The quick-return criteria of Optimise are not applied to it. The link opens its explanation in the spheres methodology. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/01_SPHERES_Niveles_de_ambicion.html#transform

SOURCES AND LINKS

- **Maturity targets by ambition (document 11, section 8)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#maturity-targets-by-ambition
- **Scope and common rules of the index (document 12, section 4.2)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#4-2-scope-and-common-calculation-rules
- **Ambition levels: not a ladder (SPHERES, document 01)** https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/01_SPHERES_Niveles_de_ambicion.html#not-a-ladder
- **SPHERES: ambition levels** https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/01_SPHERES_Niveles_de_ambicion.html
- **Maturity targets by ambition** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#maturity-targets-by-ambition
- **Area page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/transformacion.html



Notes

How to start, in six steps linked to the corporate cycle.

1. Self-assessment. Open the maturity assessment (T15) and answer with what you know. It is useful to prepare the assessment and to locate evidence. It is labelled «unverified self-assessment».

2. Verified assessment in the Diagnosis (C1). The AI Office leads it with a team of at least two people. A cut-off date is set, evidence is requested, different functions are interviewed and a stratified sample of use cases is reviewed. An independent verifier reviews all the «Yes» answers of strategy and governance (D1) and of risk (D6). The AI Committee approves the report and it is presented to the board. Indicative duration: three to four weeks in Lite scope and six to eight in Enterprise.

3. Three lenses. With the use case register up to date, T15 reads the technology footprint, impact reach and the minimum required. If an alert fires, it goes to the improvement plan.

4. Formal index. The AI Office, with management control, calculates it with T14 and internal audit reviews it. It is presented with the profile, the table of signals and what would move the profile.

5. Targets in the Direction stage (C2). The board sets the maturity targets per dimension, proportional to ambition and risk. The footprint adds its own minimum.

6. Monitor and recalibrate. Every quarter, in Supervision (C4), the index is calculated as a trend. In the annual Review (C5) the assessment is repeated with the same version of the questionnaire, compared with the baseline, and the thresholds are calibrated.

Why it matters: measuring first avoids two costly mistakes. One is approving bets that the company cannot govern. The other is telling the board about a transformation that does not exist.

If your company does not have AI in use yet, the implementation path (document 96 and T23) says where to start according to its starting point.

Question for the classroom: who should be the independent verifier in a medium-sized company without its own internal audit?

TERMS ON THIS SLIDE

- **Corporate cycle** (C1–C5): The company level of SEVEN-G: five stages repeated every year. Diagnosis (C1), direction with thesis and risk appetite (C2), portfolio (C3), quarterly oversight (C4) and annual review (C5). Senior management and the board lead it. It sets the frame each use case lives in: how much is wanted, how much risk is accepted and how it is overseen. The link opens its explanation in document 01. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#company-level-corporate-cycle
- **Diagnosis** (C1): The first stage of the corporate cycle. The company looks at where it stands: what AI it uses (including unauthorised use), which use cases are under way, its maturity and its risks. The AI office does it with the management sponsor. Without this starting point, the thesis and the portfolio are decided blind. The link opens the diagnosis report template (P33). https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P33_SEVEN-G_Informe_de_diagnostico_C1.html
- **Direction stage** (C2): The second stage of the corporate cycle. The board approves the AI thesis (what the company wants AI for), the ambition per sphere, the risk appetite, the budget envelope and the thresholds the whole framework will use. It is the decision that gives meaning to the rest: without it, each use case is approved on its own criteria. The link opens how that decision is taken in document 13. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#the-c2-decision-as-a-whole
- **Quarterly oversight** (C4): The fourth stage of the corporate cycle. Each quarter, the board receives a pack with the state of the portfolio, validated value, risks, incidents and what holds back scaling, and it decides. It lets the board oversee AI with the same discipline as the rest of the business. The link opens the quarterly pack in document 60. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/60_SEVEN-G_Paquete_para_el_consejo.html#3-1-quarterly-oversight-pack-c4
- **Annual review** (C5): The fifth stage of the corporate cycle. Once a year, the company reviews whether the thesis was met, how much value was realised, how maturity changed, what it learned and which thresholds it recalibrates; the bodies assess themselves. It is recorded in template P37. It closes the cycle and opens the next. The link opens the annual pack in document 60. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/60_SEVEN-G_Paquete_para_el_consejo.html#3-3-annual-review-pack-c5
- **Maturity diagnosis** (T15): A questionnaire of 84 evidence-based questions that measures the company's maturity in seven dimensions, from 0 to 5, and calculates the overall level. It also shows the three-lens reading and the NIST profiles. It is done in the initial diagnosis and at each annual review; its report is template P34. An unverified self-assessment does not give a valid level. The link opens an example with fictitious data. https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T15_diagnostico_madurez/madurez.html
- **Technology footprint** (HT0–HT5): A scale describing what AI the company uses, in order of governance demand: HT0 no AI, HT1 only rules or RPA, HT2 third-party AI, HT3 in-house models, HT4 generative AI in processes and HT5 agents that act. It is not a maturity level: each step requires minimum governance in certain dimensions. The link opens the scale in document 11. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#7-6-three-lens-reading
- **Use case register** (T01): It is the central SEVEN-G tool and the single data source for all the others. It records each AI use case like an opportunity in a CRM: phase, status, dates, criteria for each gate, risks, value and stop reason. The AI office and the teams use it; the committee and the board see what comes out of it. The link opens an example register with fictitious use cases; anything you change is stored only in your browser. https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T01_registro_iniciativas/registro.html
- **Transformation index calculator** (T14): A tool that calculates the company's transformation index from the use case register: baseline conditions, eight signals, profile and alerts. It never estimates: anything missing stays as «no data». The AI office uses it for the board report. The link opens example calculations with fictitious data. https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T14_indice_transformacion/indice.html
- **Board of directors**: The company's highest body. In SEVEN-G it approves the AI thesis and risk appetite (C2), Transform bets and their scaling, and oversees AI every quarter. AI is a strategic asset: its big decisions are not only

for technology. The link opens its role in the governance model (document 30). https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#3-1-board-of-directors

SOURCES AND LINKS

- **Maturity assessment process (document 11, section 4.3)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#4-3-process
- **Maturity in the Diagnosis (C1) and Review (C5) (document 11, 7.1)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#7-1-with-c1-and-c5
- **Implementation path (T23)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T23_recorrido_implantacion/recorrido.html
- **Maturity and transformation area page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/transformacion.html
- **Area page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/transformacion.html

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