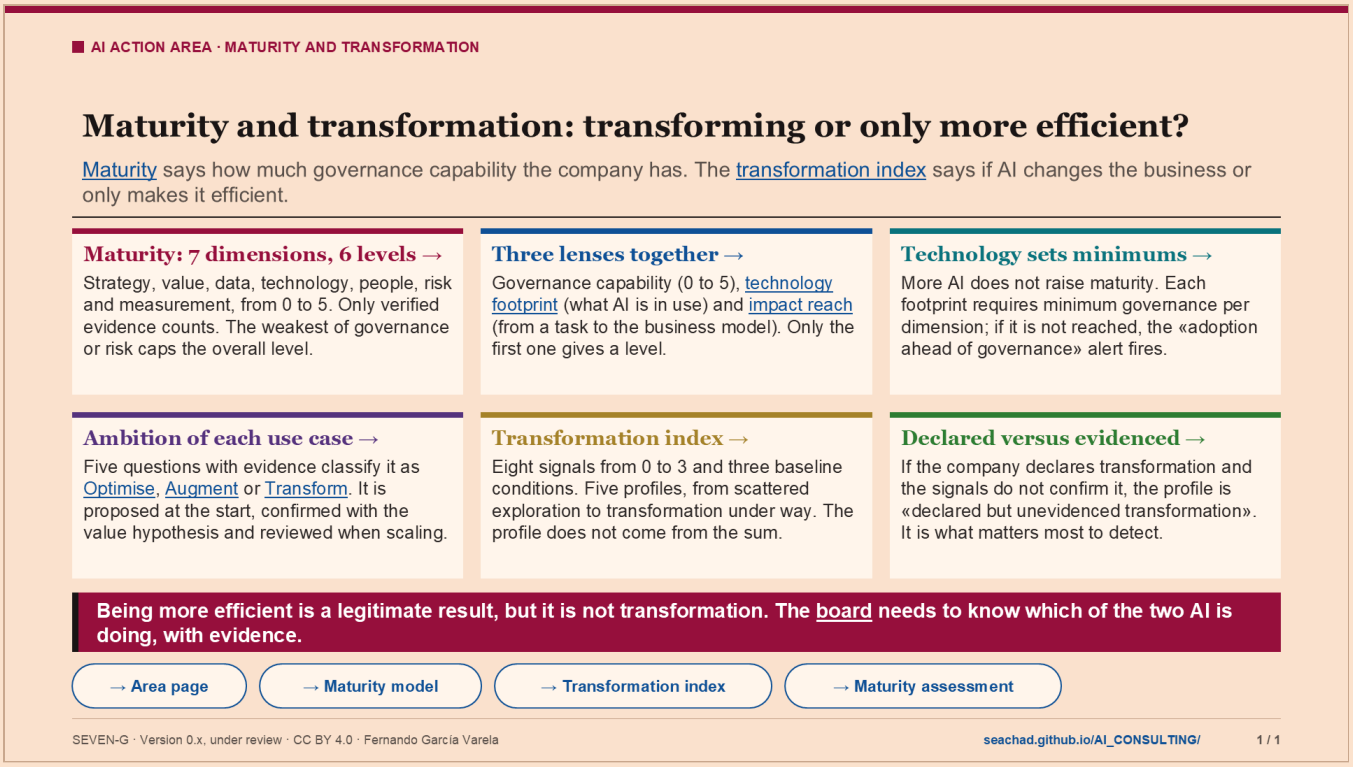
1 / 1 · Maturity and transformation: transforming or only more efficient?



Notes

This slide summarises the «Maturity and transformation» area of SEVEN-G. It answers a question from management and the board: where the company stands with AI and whether AI transforms it or only makes it more efficient. SEVEN-G splits that question into two instruments that are read together but are not mixed.

The first one is the maturity model (document 11). It measures the company's capability to govern AI and to obtain verifiable value from it. It does so across seven dimensions: strategy and governance (D1), value and portfolio (D2), data and knowledge (D3), technology and operations (D4), people and adoption (D5), risk, security and compliance (D6) and measurement and evidence (D7). Each dimension has six levels, from 0 (non-existent) to 5 (optimised), and a questionnaire of 84 questions that requires observable evidence. Why it matters: a statement is not enough; only what can be checked counts.

Three calculation rules deserve attention:

- Levels are cumulative and whole numbers. To be at level 3, everything in levels 1, 2 and 3 must be met.
- The overall level is capped at the lowest level of D1 or D6 plus one. A company with good technology and weak risk control cannot present itself as mature.
- In the Diagnosis (C1), in the annual Review (C5) and before the board, only an assessment verified by someone independent is valid. A self-assessment is useful to prepare.

Maturity is presented with three lenses. The first, governance capability, is the only one that gives a level. The second is the technology footprint: what AI is in use, from HT0 (no AI in use) to HT5 (agents that act). The third is impact reach: what each running use case affects, from IM1 (a task) to IM4 (the business model). Technology does not raise or lower the level. What it does is set the minimum governance required. If a dimension falls below it, the «adoption ahead of governance» alert fires.

The second instrument is the transformation index (document 12). First, each use case is classified with five questions (IT-P1 to IT-P5) into one of three ambition levels: Optimise, Augment or Transform. Technology

and amount have no influence; in case of doubt, the lower level is assigned. Then, for the company, eight signals are scored from 0 to 3: investment mix and value mix, materialisation of released capacity, redesigned processes, changes in roles, AI-enabled revenue, progression to production and board decision. With them and three baseline conditions, one of five profiles is assigned. The profile does not come from the sum of points.

The most important profile to detect is «declared but unevidenced transformation»: the thesis or the strategic plan talk about transformation, but the signals show efficiency or exploration. A signal without data is shown as «no data» and is never estimated.

Example, with fictitious data from document 12: an industrial company with 17 active use cases and 14 in production scores 12 out of 24 points. It governs an efficiency portfolio with validated value well, but its only Transform bet is in pilot. As its thesis declares transformation, the assigned profile is «declared but unevidenced transformation», with the underlying profile «efficiency at scale».

Why it matters for decisions: efficiency is a legitimate result and many companies should start with it. What SEVEN-G asks is that the choice is conscious, is measured and is taken by whoever is responsible.

Question for the classroom: why can a company with well-governed predictive models be more mature than another one with uncontrolled generative AI?

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
- **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
- **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

- **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 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
- **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
- **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
- **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
- **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
- **Maturity assessment** https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T15_diagnostico_madurez/madurez.html

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