Maturity and transformation

Where the company stands and whether it transforms or only gets more efficient.

> *"More technology does not mean more maturity. A mature company governs what it uses and knows, with evidence, whether it transforms or only becomes more efficient."*

WHAT IT IS

Knowing where the company stands

Maturity is measured in seven dimensions, from strategy to measurement, with levels from 0 to 5 and evidence for each answer. The overall level cannot exceed by more than one the level of strategy and governance or of risk and security: a governance gap does not hide in an average.

Implication: Does your board know what level AI governance and AI risk are at today, and with what evidence?

Risk: Without a diagnosis, the company invests in AI without knowing what base it has to sustain it.

WHAT IT PROPOSES

Three lenses that are not added up

SEVEN-G reads maturity through three lenses: governance capability, technology footprint and impact reach (task, process, people, business model). Technology does not score, but it sets the minimum governance required. If adoption runs ahead of governance, an alert is raised.

Implication: Does your company use generative AI or agents with governance designed for pilots?

Risk: Rewarding technology leads to adoption ahead of governance, and risk grows unchecked.

HOW IT IS CHECKED

The transformation index

Five questions on each use case tell whether it optimises, augments or transforms; when in doubt, the lower level. Eight signals and three base conditions give the company profile. If it declares a transformation it cannot prove, the index says so: «transformation declared, not evidenced».

Implication: How many cases presented as transformation really are transformation when they close?

Risk: Without the index, efficiency is sold as transformation and the board decides on a false picture.

FOUR QUESTIONS FOR THE BOARD

1. **What maturity level are we at, and who has verified it?**
   A diagnosis of the seven dimensions with evidence. An unverified self-assessment is not valid for the annual cycle or for the statement of application.
2. **Is our AI adoption running ahead of our governance?**
   The technology footprint against the minimum governance it requires. With risk and security below it, no new case at that footprint passes the go-live gate.
3. **Are we transforming or only becoming more efficient?**
   The transformation index profile, with its coverage. Being more efficient is legitimate; calling it transformation is not.
4. **Are our people ready for the change we ask for?**
   The people and adoption dimension. A bet that changes people or the organisation while that dimension is low raises the «transformation without people» alert.

WHAT FAILS IF IT IS NOT GOVERNED

WHAT FAILS	LEVEL	WHAT TO DO
Transformation bets without basic governance	HIGH	Bring the maturity diagnosis to the board
Generative AI or agents ahead of governance	HIGH	Compare the footprint with the minimum governance
Efficiency presented as transformation	HIGH	Calculate the company's transformation index
Maturity self-assessment without evidence	MEDIUM	Require verified evidence for each answer
Efficiency savings that never materialise	MEDIUM	Track freed capacity to where it goes
Transformation without preparing people	MEDIUM	Review people and adoption before transforming
The top maturity level as the default target	LOW	Set the maturity target in the board thesis

FURTHER READING

Maturity model
Document 11 · seven dimensions and three lenses

Maturity diagnosis
Tool with example data

Transformation index
Document 12 · efficiency or transformation

Transformation index calculator
Tool with example data

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