The central leadership challenge of the AI era is not learning how to manage AI. It is learning how to lead humans whose relationship with knowledge, expertise, decision-making, and work is being fundamentally reshaped by AI.

	Strategy & Leadership	People & Skills	Processes & Ways of Working	Data & Knowledge	Technology & Infrastructure	Governance & Risk	Adoption & Value Realization	Culture & Mindset
	Questions: • Is AI mentioned in strategic plans? • Are executives sponsoring initiatives? • Is there a prioritised roadmap?	Questions: • What percentage of employees us AI weekly (for work)? • How many managers understand AI opportunities and limitations? • Are there AI champions? • Is there structured training?	Questions: • Have we redesigned work or merely added tools? • Are AI-supported processes documented? • Do teams share best practices? • Are teams using AI collaboratively?	Questions: • Is knowledge accessible? • Is data trustworthy? Is it sufficient for decision-making? • Can AI access internal knowledge safely?	Questions: • Are approved tools available? • Can AI connect to business systems? • Is infrastructure scalable? • Security controls?	Questions: • Responsible use guidelines? • Do employees know what is allowed? • Is risk assessed consistently? • Is governance practical and usable? • Legal review process? • Data protection controls?	Questions: • Can we quantify value delivered? • Which KPIs improved? • Are benefits sustained over time?	
AI is mostly a topic of curiosity. • No AI Strategy • Individual experimentation • No policies • Few skills • No AI projects producing business outcomes	**Level 1: Awareness**	• No AI Vision • No executive ownership • Initiatives driven by individuals • No investment decisions linked to AI	• <10% active users • No training • Significant fear or confusion	• Existing processes unchanged • AI used occasionally	• Knowledge fragmented. • Data quality concerns. • AI cannot access internal knowledge safely.	• Public tools only. • No standards.	• No policies. • Employees self-manage risk.	• No measurement. • Benefits anecdotal.	Level 1: Ignorance, resistance & fear **Typical Behaviors** • Employees avoid AI where possible • Leaders rarely discuss AI • AI viewed primarily as risk • People worry about job loss • Experimentation not encouraged • Employees hide AI use from managers **Leadership signals** • Focus almost entirely on compliance and risk • Little visible curiosity • Leaders do not use AI themselves **Organisational norms** • Mistakes are punished • Employees wait for instructions • Innovation viewed as risky
Pilot projects begin... • Leadership interested • Isolated use cases • Small proof-of-concepts • Informal prompting skills • No enterprise governance • Benefits anecdotal	**Level 2: Experimentation**	• Leadership is talking about AI • Some strategic opportunities identified • Pilots approved • Sponsorship informal	• Early adopters experimenting • Some awareness sessions • Skills vary widely	• AI assists isolated tasks • Usage depends on individual initiative	• Some structured repositories. • Initial data cleanup efforts.	• Some approved tools. • Limited integration.	• Awareness of legal and compliance concerns. • Draft policies emerging.	• Individual success stories. • No consistent tracking.	Level 2: Curiosity & Exploration **Typical Behaviors** • Early adopters experimenting. • Some enthusiasm from innovators. • Most employees remain observers. • AI use is inconsistent. **Leadership signals** • Leaders encourage learning. • AI discussed occasionally. • Support depends on individual manager. **Organisational norms** • Experimentation tolerated. • No expectation to use AI. • Learning remains informal.
AI becomes part of selected business processes • Defined priorities • AI use cases linked to business objectives • Training programs • Governance established • Metrics tracked • Departmental adoption	**Level 3: Operational**	• AI linked to strategic priorities • Executive sponsorship assigned • Prioritised use cases exist • Budget allocated	• 40-60% active users • Formal training available • Managers understand practical applications • AI champions exist	• AI embedded in selected workflows • Teams have documented use cases • Standard practices emerging	• Key systems connected. • Reliable knowledge sources identified. • Internal AI use possible.	• Enterprise AI platforms available. • Security controls implemented. • Integration projects underway.	• Formal AI policy. • Risk reviews established. • Privacy and security addressed.	• KPIs defined for major initiatives. • Productivity improvements measured.	Level 3: Acceptance & Practical Adoption **Typical Behaviors** • Employees regularly use AI for selected tasks • Teams share successful prompts and use cases • Managers encourage practical experimentation • Learning communities emerge **Leadership signals** • Leaders openly discuss AI opportunities. • Leaders use AI themselves. • AI learning receives investment. **Organisational norms** • Experimentation encouraged. • Best practices shared. • Learning from failures accepted.
AI becomes a core organisational capability. • Enterprise AI roadmap • Clear ownership • AI embedded in workflows • Data foundations mature • Strong risk management • Portfolio management of use cases	**Level 4: Integrated**	• AI roadmap tied to business goals • Leaders actively champion adoption • AI considered in major investment decisions • Cross-functional governance exists	• AI literacy expected across most roles • Function-specific training established • Leaders coach teams on AI use	• Processes redesigned around AI capabilities • Human-AI collaboration clearly defined • AI incorporated into operating procedures	• Enterprise knowledge architecture exists. • Information is searchable and accessible. • Data governance established.	• AI integrated into major systems. • Reusable platforms and components exist. • Strong technical support.	• Governance integrated into delivery processes. • Monitoring and oversight active. • Roles clearly defined.	• Portfolio-level value tracking. • Business cases routinely evaluated.	Level 4: Human-AI Collaboration Mindset **Typical Behaviors** • Employees routinely consider AI when solving problems. • Teams redesign workflows around AI capabilities. • AI use is collaborative rather than individual. • Employees actively seek new applications. **Leadership signals** • Leaders model AI-enabled work. • AI use discussed in business reviews. • AI capability considered strategic. **Organisational norms** • Continuous improvement mindset. • Knowledge sharing widespread. • Cross-functional learning common.
AI reshapes business models and competitive advantage. • AI integrated into strategy formation • New products/services enabled by AI • Continuous capability building • Significant productivity gains • AI-native workflows • Competitive differentiation	**Level 5: Transformational**	• AI influences competitive positioning • Ne products, services or business models enabled • AI considered in virtually all strategic decisions • Leadership continuously scans for opportunities	• >80% actives users • Continuous learning culture • AI skills incorporated into hiring and promotion • Employees actively redesign work using AI	• Most knowledge work intentionally redesigned • AI continuously improves workflows • Significant productivity gains visible	• Knowledge flows seamlessly. • AI can securely leverage enterprise knowledge. • Data viewed as strategic asset.	• Enterprise AI ecosystem. • Agentic and automated workflows deployed. • Infrastructure scales rapidly.	• Governance enables innovation rather than slows it. • Continuous monitoring. • Responsible AI principles embedded.	• AI value measured enterprise-wide. • Leadership regularly reviews realized benefits. • Investment decisions driven by proven outcomes.	Level 5: AI-Augmented Learning Organization **Typical Behaviors** • Employees constantly improve work methods. • AI-supported innovation occurs throughout the organization. • Teams proactively challenge existing processes. • New capabilities emerge continuously. **Leadership signals** • Leaders act as role models for experimentation. • AI capability building is ongoing. • Strategic discussions assume AI-enabled possibilities. **Organisational norms** • Learning velocity highly valued. • Safe-to-fail experimentation embedded. • Curiosity and adaptation rewarded. • Change viewed as normal rather than disruptive.