AI TRANSFORMATION
Finding Your Bearings and Charting a Course



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How an AI maturity matrix can help leaders understand the bigger picture, develop a shared vision, and find a way forward. Artificial intelligence is everywhere. Hardly a day goes by without another article about how AI will transform our businesses, change the way we work, or fundamentally reshape entire industries. We know that AI is important. We see the opportunities, but also the risks. We hear about companies investing heavily in AI, introducing new tools, automating processes, and developing entirely new business models. But what does becoming an AI-ready organisation actually involve? What are we trying to achieve? And how do we know what we should be doing now, rather than next year or even further down the road?
These are questions I've been asking myself as well.

Making sense of the bigger picture
At ARGO, we had already started our own AI journey. We were looking at governance, risks, policies, which tools to make available, and how to help our people become more proficient in using AI. So it wasn't that we weren't doing anything. Quite the opposite. But personally, I was still struggling to see the bigger picture. I wanted to understand what AI transformation really involves, not only for our own organisation, but also for the customers we work with. What are the different capabilities an organisation needs to develop? How do they fit together? What does progress look like? And, perhaps most importantly, what does the organisation we're trying to become actually look like?
Then I was introduced to the concept of an AI maturity matrix. For me, that was something of a turning point.

A map of the journey
The idea behind a maturity matrix is quite simple. It breaks a complex topic into several dimensions and describes what different levels of maturity look like in each one. In our case, we developed a matrix with eight dimensions and five levels of maturity. These dimensions cover →

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much more than technology. They include areas such as AI strategy, governance and risk management, data and IT infrastructure, processes, employee skills, and organisational culture and leadership. For each dimension, we described what an organisation might look like at different stages of development, from having little awareness or experience with AI to using it systematically and strategically across the business.
And suddenly, I could see the bigger picture. Instead of seeing AI as a collection of technologies, tools, opportunities and risks, I could see the different capabilities that an organisation needs to develop and how they fit together.
More importantly, the descriptions at each level helped me imagine what progress could actually look like. Not just what needed to be done, but what kind of organisation we might become.
For example, when we think about employee capabilities, the first step might simply be helping people understand what AI can and cannot do, providing access to appropriate tools, and encouraging them to experiment.
As maturity develops, the organisation might introduce more structured learning, share good practices, develop role-specific capabilities, and eventually integrate AI into everyday workflows. The same logic applies to governance, data, technology, processes and leadership.

The maturity matrix doesn't make the complexity disappear. But it makes it much easier to understand, imagine and navigate.

Seeing the destination together

In our work with organisational transformation, we've seen how important it is for people to understand the bigger picture. Take lean transformation, for example. Leaders and employees may learn individual tools and methods, such as 5S, value stream mapping or continuous improvement. But until they understand the overall system and what it is trying to achieve, it can be difficult for them to see the value, develop a shared ambition or meaningfully contribute to the change. I think something similar applies to AI.
An organisation may already be introducing new technologies, developing policies, training employees and launching projects. But do its leaders share an understanding of where all of this is leading? And if leaders themselves cannot picture the future, how can they help their people understand and shape it? This is where I see another important value of a maturity matrix. It gives a leadership team a common language and a structured way to discuss not only where the organisation stands today, but also what it might want to become. The descriptions of different maturity levels help make possible futures more concrete.
Leaders can begin to discuss what those futures would mean for their business, their people, their processes and the way they work together. And through that discussion, they can begin developing a shared vision and a common understanding of the journey ahead.
Of course, the goal isn't necessarily to achieve the highest level of maturity in every dimension. Different organisations have different needs. A manufacturing company might see significant opportunities in production planning, quality management or predictive maintenance.
A professional services company might focus more on knowledge management, research or improving the way its people work.
The question isn't simply, How do we become more mature in AI? It's What kind of organisation do we want to become, what level of AI maturity makes sense for our business, and where should we focus our efforts? A maturity matrix doesn't answer these questions for us. Nor does it replace strategy or good business judgment. But it helps us see the possibilities, understand the choices, and develop a shared picture of where we want to go.
And that shared understanding is an important foundation for leading any transformation.

Getting started doesn't have to be complicated or expensive

I think this is relevant for organisations of all sizes.
Not every company has a dedicated AI department, a large IT team or the resources to engage major consulting firms to develop a comprehensive AI strategy.
And even in larger organisations, where specialist teams may already be moving ahead quickly, leaders can struggle to understand how the different activities fit together.
Before making substantial investments or launching additional initiatives, it makes sense to spend some time understanding what AI readiness actually involves and what the organisation wants to achieve. There are a number of AI maturity models available, including frameworks developed by technology companies, research organisations and consultancies. They differ in their approach and emphasis, but they can all provide useful perspectives.
To help you get started, we've made our ARGO AI Maturity Matrix available for download *(see Link below)*. It provides an overview of eight dimensions and five levels of maturity, with descriptions of what each stage of development can look like.
You can even use an AI tool such as ChatGPT to help you explore and adapt a maturity framework to your own organisation's needs. That's how we developed and refined our own matrix.

Of course, the results need to be reviewed critically.
AI can help structure your thinking, but it doesn't know your business as well as you do.
Once you have a framework, the next steps can be relatively straightforward.
Bring together your leadership team, perhaps including a few people from different parts of your organisation.
Look at the dimensions of AI maturity and discuss where you believe you stand today.
Then look at the descriptions of higher maturity levels.
What might be relevant for your organisation? What kind of future do you want to create?
What would need to change to get there? You don't need a perfect assessment or a fully developed strategy. The discussion itself is valuable.
Where are you already making progress? Where are the gaps?
Which capabilities matter most for your business? Where do you want to go together? And what might be sensible next steps?
You may discover that there are things you can begin doing immediately, without significant investment.
Perhaps it's establishing some basic guidelines for using AI safely.
Perhaps it's giving employees opportunities to learn and experiment.
Or perhaps it's identifying a few business processes where AI could make a meaningful difference.
Other areas may require more substantial investment, specialized expertise or longer-term planning.
The important thing is that you're beginning to make these decisions together, with a clearer understanding of both the destination and the journey.

From orientation to action

A maturity matrix isn't an AI strategy, and it isn't a ready-made roadmap. But it can be an excellent starting point for developing both.
It helps make the different dimensions of AI transformation visible, creates a common language for discussion, and helps leaders develop a shared understanding of what the future could look like.
From there, organisations can begin setting priorities, experimenting, learning from experience and gradually building the capabilities that matter most to them.
And as they learn, their understanding of what is possible, and what is necessary, will continue to evolve.
For me, this was the real value of discovering the maturity matrix. It helped turn a topic that seemed difficult to grasp into something I could begin to understand, imagine and work with.
And I think that is what leaders need to help their people do as well.
We don't need to have all the answers before getting started.
But it helps enormously to understand the landscape, develop a shared picture of where we want to go, and have a map to help us find our way. Before committing significant resources to AI transformation, spending some time finding our bearings and agreeing on a direction together may be one of the most valuable investments we can make.

If you'd like to exchange thoughts or experiences on this topic, feel free to reach out to Matthew Strauss or Johannes Hindler at ARGO. We'd be happy to continue the conversation.

https://argo.at/wp-content/uploads/2026/10/ARGO-AI-Maturity-Matrix.pdf

aboard



Robert Kirschner Steps Back from His Active Role as Managing Partner at ARGO

One of our owners and Managing Partners, Robert Kirschner, will be stepping back from his active role as managing partner for personal reasons.

We are grateful for everything Robert has contributed to ARGO over the past few years — to our clients, our team, and the development of our company.

As he now turns his attention to personal matters, we wish him all the very best for the time ahead, and sincerely hope that the coming months bring positive developments.

This summer, we celebrated 30 years of ARGO with a few wonderful days together in Athens. And where better to celebrate than in Greece, the home of Jason and the Argonauts, whose legendary ship gave ARGO its name? For once, there were no workshops, no meetings and no packed agendas. Just an opportunity for all of us ARGOnauts to relax, have fun and enjoy each other's company after a busy spring.





The highlight was a full-day boat trip, with plenty of time for swimming, exploring and enjoying the sea.













Add to that some great meals, wandering through Athens and lots of good conversations, and it was a great way to celebrate our anniversary together.

The one thing missing was our dear colleague Dieter Bernold, who had fallen ill shortly before the trip. We missed him very much and wished he could have been there to celebrate with us.

Celebrating 30 Years of ARGO in Athens



mission

A Small Change in Words. A Clearer Expression of Our Purpose.

After 30 years, ARGO is updating its mission statement.

Our previous mission was simple:
"We support people and organisations to be successful together."
Our new mission is equally simple:
"We support people and organisations to successfully shape change together."
At first glance, this may seem like a small change in wording. But it reflects something fundamental about who we are, what we do, and the world in which our customers operate.
What hasn't changed is our commitment to helping our customers succeed.
Nor has the way we work with them.
For 30 years, we have supported organisations through complex transformations, helped leaders develop their capabilities, strengthened teams, built cultures of continuous improvement, and coached individuals to improve their effectiveness and performance.
Whether we are supporting a major organisational transformation, developing leadership capabilities, or helping organisations build an AI-ready culture and the leadership to drive it, there is a common thread running through everything we do: We help people and organisations change, adapt, learn, and grow.
This has always been at the heart of our work.

Why make the change now?

The world in which organisations operate has changed dramatically over the past 30 years. Increasing complexity, uncertainty, and volatility mean that the ability to continuously adapt is more important than ever. Change is no longer something that happens occasionally, followed by long periods of relative stability. It has become a constant part of organisational life. And success increasingly depends not only on achieving today's objectives, but also on developing the capabilities needed to meet tomorrow's challenges.Our new mission statement recognizes this reality and makes explicit what has always connected our work.

Why "shape change"?

There is an important distinction between managing change and shaping change. Managing change often suggests reacting to developments around us. Shaping change implies something more: taking ownership, making conscious choices, and actively influencing the future we want to create.
Of course, we cannot control everything that happens around us. But we can influence how we respond, what we learn, what we build, and where we go next.
And we believe that meaningful, sustainable change happens together.



It is not something that consultants do to organisations, nor something that leaders can accomplish on their own. It requires the engagement, commitment, and capabilities of the people who make up an organisation. Our role at ARGO is to support them on that journey—not by providing all the answers, but by helping them find their own, develop their capabilities, and turn their intentions into results.

Looking ahead

Our new mission is not a change in direction. It is a clearer expression of the direction we have followed for three decades.
It connects our past with our future and brings together the different ways we support our customers under one common purpose.

We support people and organisations to successfully shape change together. That is what we have always done. And in a world where the ability to adapt and evolve matters more than ever, it is what we remain committed to doing.

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