GENERATIVE AI MATURITY MODEL

This development tool is designed to give leadership teams clarity into their path forward across five clearly defined business areas, help them define and deepen strengths, and give leaders a way to guide their organization.

Strategy

How the organization transforms to increase its competitive advantage through GenAI initiatives

Ethics & Governance

How the organization establishes frameworks, policies, and processes to guide ethical adoption and responsible use

People & Culture

How the organization develops and organizes its people and transforms its culture for GenAI world

Systems & Processes

How the organization develops and applies GenAI to maximize efficiency and innovation

Products & Services

How the organization integrates GenAI into products and services to increase personalization, customization and loyalty

GENERATIVE AI MATURITY MODEL

	INITIAL *Limited understanding and usage of GenAI*	DEVELOPING *Begins to recognize the potential of GenAI*	MATURING *Defines approach and integrates GenAI into the business*	ADVANCED *Becomes a leader in utilizing GenAI to transform its business*	LEADING *At the forefront of adoption and sets industry standards*
Strategy	Leadership has limited awareness about GenAI and no clear vision for adoption. They may view GenAI as a threat and restrict all usage.	Leadership recognizes the importance of GeneAI and are communicating the urgency of the need to act.	The organization has a vision and strategy for the adoption of GenAI and has identified specific use cases in some functions to establish proof-of-concept (i.e. marketing, sales, legal, ops, HR).	The organization is successfully implementing GenAI solutions across various areas, driving efficiency, innovation, and competitive advantage.	The organization is considered a thought leader, with an established framework for integrating GenAI into strategic decision-making processes and leveraging GenAI for business transformation.
Ethics and Governance	There is no GenAI governance framework and limited awareness of ethical considerations.	The organization is writing down basic guardrails for GenAI usage and starting to explore ethical considerations and responsible practices for GenAI in the organization and industry.	The organization establishes governance structures to guide the ethical use of GenAI. The framework and policies ensure transparency, accountability, privacy, and compliance with emerging standards.	The organization prioritizes ethical integration in GenAI development and deployment, valuing interdisciplinary collaboration and diverse perspectives to address ethical challenges.	The organization iteratively enhances GenAI systems through feedback, learnings, and evolving ethical norms. They engage in research, collaboration, and knowledge-sharing to stay updated on emerging ethical practices.
People & Culture	The organization has limited awareness and understanding of the impact of generative AI on its people, org design, and culture.	The organization is clarifying who is accountable to drive GenAI adoption. They are encouraging everyone to learn about GenAI and build foundational skills in prompting, bias detection, and responsible use.	The organization is centralizing learning and building momentum around upskilling employees, hiring specialists to address gaps, and building a robust understanding of impact on people development, org design, workforce, and culture.	The organization has a mature GenAI center of excellence that collaborates and shares knowledge on workforce and cultural impacts beyond organizational boundaries, involving external experts, industry groups, and government bodies.	The organization actively engages with affected employees, communities, and stakeholders globally, including global research institutions, labor organizations, and policy makers to ensure a just and equitable transition during GenAI adoption.
Systems & Processes	The organization primarily relies on traditional systems and processes.	The organization is exploring limited applications of GenAI tools and technology to improve efficiency and innovation	Use of GenAI is becoming structured and integrated into their overall technology strategy. They invest in acquiring the necessary tools and technologies to implement GenAI solutions.	Generative AI is deeply embedded in the operations. They continuously optimize GenAI models to improve performance and invest in systems powered by GenAI, to streamline processes, accelerate innovation, and enhanced productivity.	The organization actively explores emerging technologies, invests in research and development to create proprietary GenAI models tailored to their specific needs. They collaborate with peers to establish best practices in responsible application.
Products & Services	A few teams are experimenting sporadically with AI applications in products or services.	The organization is exploring applications in some products or services, but the integration is still limited.	GenAI is integrated into multiple products and services to improve personalization and customization, and there is a systematic approach to measure performance.	GenAI is a key component of the organization's products and services, providing significant value for customers, driving loyalty and creating a competitive advantage	GenAI is deeply embedded in the organization's entire product and service portfolio, driving transformative outcomes and delivering exceptional customer experiences.

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ARCHETYPES

As organizations embrace the potential of GenAI, they adopt different approaches to leverage its capabilities based on their objectives and industry focus. Here are five archetypes of organizations that are adopting GenAI in distinct ways.

Skeptics

Focus on *Ethics and Governance*

Benefit: Building trust with the technology

Risk: Losing competitive edge while focusing on risk assessment, evaluation and external validations

Learners

Focus on *People & Culture*

Benefit: A learning culture around AI

Risk: Lack of application internally and with customers to realize gains from time spent learning

Optimizers

Focus on *Systems & Processes*

Benefits: Quick productivity gains

Risk: Racing to optimize without consideration of equity, workforce impacts, reskilling, org design and operating model implications

Personalizers

Focus on *Products and Services*

Benefits: Quick customer gains

Risk: Race to personalize and customize without due consideration of ethical impacts of the deep fakes and the dangers of Auto-AI

Innovators

Focus on *Strategy*

Benefits: Recognized as the boundary of what's possible

Risk: Racing to innovate without ethic considerations or building the infrastructure and people skills to sustain progress

Which archetype aligns most closely with our organization's goals, values, and industry? How can we leverage the strengths of that archetype and mitigate the risks to drive innovation and achieve our strategic objectives?

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10 Ways to Get Started with Generative AI

Begin your organization's AI journey, fostering a culture of learning, collaboration, and responsible innovation, while addressing ethical considerations and managing the transition for your workforce.

1. Create a small steering team with a diverse group of stakeholders to own AI adoption

2. Communicate the urgency of the need to act on AI, acknowledging both potential gains and ethical risks

3. Encourage and enable individual learning and skill building at all levels

4. Create forums for people to discuss and learn from each other

5. Bring leaders together to discuss and decide on Gen AI vision and strategy

6. Write down hypotheses and potential use cases for how AI might transform your business

7. Establish basic governance and ethical principles and set a cadence to regularly adapt them

8. Promote safe experimentation to create business value within clear guardrails

9. Create centralized forums to surface, capture and take action on learning on experimentation, workforce impact, and strategic implications

10. Develop approach for responsible workforce transitions based on learning

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Leadership Team Discussion Questions

Use these questions to facilitate a structured dialogue with other leaders about how AI may impact your business, your vision for success, potential challenges, and important choices you may face.

As we consider our approach to AI as a business, what might be some of the difficult trade-offs we may encounter? What good things do we want to prioritize *even over* AI, and vice versa?

When we've approached the adoption of other innovations in our business in the past... What's worked? Where have we gotten stuck? What might we do differently this time?

If we think of AI as a disruptive technology, that will radically reduce costs, speed, and/or ease of access, which area of our business might be most threatened? Which area of our business might benefit the most?

Imagine that we are wildly successful at adopting AI in our business. Write a headline for an article that will be written about our success 5 years from now.

What is a worry that you are carrying, that we may want to avoid talking about now, but the longer we hold onto it the worse it's going to get?

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Erica is an org designer, strategist and coach to leadership teams that seek purposeful growth and change. Erica founded the organization transformation consultancy August to spark movements toward a new way of working and organizing inside the world's most ambitious companies. From global enterprises including PepsiCo and Intel to public and nonprofit institutions like Planned Parenthood and NYC's Department of Education, Erica has guided leaders and teams to design operating models better suited for the 21st century. Her approach is supported by over 15 years of experience in organization development, digital transformation, and grassroots organizing.

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Karina is passionate about coaching teams as they learn together, question deeply held assumptions, and achieve breakthrough change. Prior to joining August, she worked for ten years with nonprofits, foundations, government agencies, and community networks tackling complex organizational and social challenges - including economic development, public safety, food security, and creative placemaking. At August, Karina is an organizational design consultant who helps nurture more creative, self-managing and productive teams.

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