

AI Integration Maturity Model

A Diagnostic Tool for Leaders

Part of the AI-Ready Leadership Series

The Critical Question

Is your AI strategy more like your old DEI programme, or more like your finance function?

This diagnostic helps you identify whether you're building embedded AI capability—or running another 'side-of-desk' initiative destined to stall.

How to Use This Diagnostic

For each of the five dimensions, read the descriptions across the four maturity stages. Identify which stage most closely reflects your organisation's current reality—be honest, not aspirational. Then use the reflection questions to identify your priority actions.

Tip: Complete this with your leadership team to surface different perspectives. The conversations it generates are often more valuable than the score itself.

The Four Stages of AI Integration

STAGE 1 Side-of-Desk Project mindset	STAGE 2 Coordinated Programme mindset	STAGE 3 Integrated Capability mindset	STAGE 4 Embedded Operating system
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Dimension 1: Ownership & Accountability

Who is responsible for AI adoption and outcomes?

Stage 1 Owned by an enthusiast or small innovation team. No formal accountability. Success depends on individual champions.	Stage 2 Dedicated AI lead or team with some budget. Reports to technology or innovation function. Limited line leader involvement.	Stage 3 Line leaders have AI objectives in their performance goals. Central team enables rather than owns. Cross-functional governance in place.	Stage 4 AI capability embedded in role expectations at all levels. Business unit P&Ls include AI value creation. Board-level oversight integrated with risk and strategy.
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Your current stage: ☐ 1 ☐ 2 ☐ 3 ☐ 4

Dimension 2: Strategy Connection

How does AI connect to business strategy and decision-making?

Stage 1 AI explored opportunistically. 'AI for AI's sake.' No clear link to strategic priorities or business outcomes.	Stage 2 AI use cases identified and prioritised. Some alignment with business goals. Separate AI roadmap exists alongside strategy.	Stage 3 AI explicitly referenced in strategic planning. Investment decisions consider AI implications. Strategy reviews include AI capability assessment.	Stage 4 AI is integral to strategy formulation, not just execution. Business model innovation considers AI possibilities. Competitive positioning accounts for AI capability.
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Your current stage: ☐ 1 ☐ 2 ☐ 3 ☐ 4

Dimension 3: Capability Building

How are AI skills and confidence developed across the organisation?

Stage 1 Learning is self-directed by interested individuals. No structured development. AI seen as technical specialism only.	Stage 2 AI awareness training offered. Some role-specific upskilling. Digital/AI champions identified. Learning largely optional.	Stage 3 AI proficiencies defined for key roles. Development pathways in place. Leaders receive specific AI leadership capability building.	Stage 4 AI capability built into all development programmes. Continuous learning culture around emerging technology. Skills tracked and refreshed systematically.
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Your current stage: ☐ 1 ☐ 2 ☐ 3 ☐ 4

Dimension 4: Governance & Risk

How is AI governed and how are risks managed?

Stage 1 No formal AI governance. Risk addressed reactively if at all. Ad hoc decisions about AI use made locally.	Stage 2 Basic AI policy exists. Some risk assessment for major initiatives. Governance sits with IT or legal. Compliance-focused.	Stage 3 Cross-functional AI governance body. Risk framework integrated with enterprise risk. Ethics and equity considerations included. Regular reviews.	Stage 4 AI governance part of standard business governance. Proactive horizon scanning. Continuous monitoring and adaptation. Balance of risk management and innovation enablement.
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Your current stage: ☐ 1 ☐ 2 ☐ 3 ☐ 4

Dimension 5: Culture & Ways of Working

How does AI show up in everyday work and organisational culture?

Stage 1 AI is 'someone else's job'. Experimentation discouraged or hidden. Fear or scepticism predominates. Town hall topic only.	Stage 2 Pockets of enthusiasm and experimentation. Some showcasing of AI wins. Mixed attitudes—excitement and anxiety coexist.	Stage 3 Safe experimentation encouraged. Learning from AI failures normalised. Cross-team sharing of practices. Discussion in team meetings, not just town halls.	Stage 4 AI use is normalised and expected. Human-AI collaboration designed thoughtfully. Continuous improvement mindset. Psychological safety to challenge AI recommendations.
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Your current stage: ☐ 1 ☐ 2 ☐ 3 ☐ 4

Your Maturity Profile

Transfer your scores to see your overall pattern:

Dimension	Your Stage (1-4)
1. Ownership & Accountability	
2. Strategy Connection	
3. Capability Building	
4. Governance & Risk	
5. Culture & Ways of Working	

Interpreting Your Results

Mostly Stage 1: Your AI approach mirrors the 'side-of-desk' DEI pattern—dependent on individuals rather than systems. Risk of stalling or fading when champions move on.

Mostly Stage 2: You've formalised AI activity but it remains a programme, not a capability. Common trap: impressive pilots that don't scale. Focus on connecting to line accountability.

Mostly Stage 3: You're building real integration. The risk now is losing momentum or having pockets that regress. Focus on sustainability and consistency across the organisation.

Mostly Stage 4: AI is part of your operating fabric. Your focus should be on continuous adaptation as technology evolves and maintaining the human elements that make AI valuable.

Mixed profile? This is normal. Most organisations have variation across dimensions. Your lowest-scoring dimension is likely your biggest bottleneck—address it first.

Reflection Questions for Your Leadership Team

1. If our AI lead left tomorrow, what would happen to our AI momentum?
2. Can our CEO articulate how AI connects to our three-year strategy?
3. Is AI discussed in budget meetings, or only in town halls?
4. Do line leaders see AI capability building as their responsibility, or someone else's?
5. What did we learn from our DEI journey that we should apply here?
6. Are we 'branding and boxing' AI the way we did DEI—or building it into the fabric?

Ready to Move Forward?

Jenny Garrett Global helps organisations build AI-Ready Leadership—developing the human capabilities that make AI adoption successful and equitable.

To discuss where your organisation stands and what embedding AI capability could look like, contact **Aiko Sato** at enquiries@jennygarrett.global