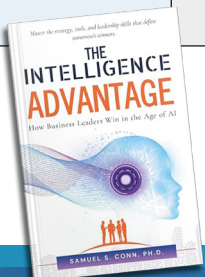


Capability Maturity Model



MATURITY »	INITIAL	DEVELOPING	DEFINED	MANAGED	OPTIMIZED
DIMENSION	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
Strategy	No AI vision or strategy; ad hoc decisions	AI awareness; early discussions but no plan	Defined AI roadmap aligned with business goals	AI initiatives are prioritized and resourced	Continuous AI strategy refinement integrated with business
Data	Data is siloed, inconsistent, and poor quality	Some data consolidation; quality issues remain	Data governance policies established; improving quality	Data is accessible, clean, and managed centrally	Data is continuously improved and leveraged proactively
Technology	Legacy IT systems; limited AI tools	Pilot AI tools tested; infrastructure gaps	AI platforms deployed; IT supports AI projects	Scalable infrastructure; cloud and edge AI adoption	Advanced AI infrastructure; automation and monitoring implemented
Talent	No dedicated AI staff; skills gap in workforce	Some training; limited AI expertise	AI team established; cross-functional training	Skilled AI professionals employed; ongoing training	Talent development embedded; partnerships with academia/industry
Culture	Resistance to change; low AI awareness	Growing interest; some pilot project support	Leadership champions AI; cultural shifts underway	AI-driven decision-making encouraged across teams	AI mindset embedded organization-wide; innovation culture thrives
Governance & Ethics	No formal governance or ethical guidelines	Initial discussions on ethics and compliance	Governance frameworks established; risk assessment	Regular audits; compliance with laws and ethics	Proactive ethical AI leadership; transparency and accountability



Note. Reproduced from *The Intelligence Advantage: How Business Leaders Win in the Age of AI* (p. 229), by S. S. Conn, 2026, Business Academic Press.