Tier8
OPERATIONALIZING AI

AI MATURITY ASSESSMENT

RAISE OS™ AI Maturity Report

AI Maturity. Operationalized.

Meridian Group

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70
Advancing

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Executive Summary

AI ADOPTION TRACK	OVERALL SCORE	MATURITY BAND
Scaling	**70**	**Advancing**
Exploring / Building / Scaling	out of 100	Solid foundation

How to Read This Report

RAISE OS measures two distinct things about your organization's AI program. Your **AI Adoption Track** reflects where you are in building that program. Your **Maturity Band** reflects how well your current practices are performing. These are captured separately – so you can see not just your score, but whether your practices are keeping pace with your program's stage. The pillar sections that follow use both to deliver guidance specific to your situation.

AI ADOPTION TRACK

Your AI Adoption Track reflects how far along your organization is in building an AI program. It is determined by your responses to baseline questions about current AI usage and activity, not by your pillar scores. The three tracks are:

Exploring
AI activity is informal or absent. No deliberate strategy, governance, or infrastructure is in place. The work ahead is foundational: building awareness, establishing boundaries, and identifying where AI can add meaningful value.

Building
Foundations are forming but practices remain inconsistent. Some areas are further ahead than others. The priority is to close gaps, formalise what is working, and create the conditions for more consistent AI capability.

Scaling
AI is embedded into operations in a structured, intentional way. The organization is no longer experimenting – it is executing. The focus is on optimisation, governance maturity, and expanding what AI-enabled work looks like at scale.

MATURITY BAND

Your maturity band reflects how well your organization is executing across the five RAISE OS pillars. It is determined by your overall pillar score. A band describes the quality of your current practices – it is separate from your track. An organization can be in the Building track with an Initial band: the program is underway but practices have not yet caught up. The four bands are:

Initial	Developing	Advancing	Leading
Early awareness; AI activity is ad hoc or absent	Foundations forming; practices are inconsistent	Active deployment; structured and expanding	AI-native practices embedded at scale

WHAT FOLLOWS IN THIS REPORT

The next page presents your scores across all five RAISE OS pillars, along with a reference for how to interpret the maturity bands. Each pillar then has its own section with findings, context, and specific actions – written for your AI Adoption Track and Maturity Band. The findings reflect the collective view of your leadership team and provide a clear baseline from which to build a sustainable AI capability.

SECTION 01

RAISE OS Pillar Scorecard

The table below shows your organization's score and maturity band across all five RAISE OS pillars. Each pillar is examined in detail in its own section that follows, with guidance, quick wins, and longer-term actions specific to your AI Adoption Track and Maturity Band.

PILLAR	SCORE	BAND	GAP	PERFORMANCE
Responsibility & Governance	88	Leading		
Adoption & Change	51	Developing	▲	
Integration into Work	85	Advancing		
Security & Risk	84	Advancing		
Enablement & Skills	41	Developing	▲	

BAND REFERENCE

Initial
Early awareness; AI activity is ad hoc or absent

Developing
Foundations forming; practices are inconsistent

Advancing
Active deployment; structured and expanding

Leading
AI-native practices embedded at scale

▲ = Perspective Gap detected for this pillar. See pillar section for detail.

About Perspective Gaps

Where respondents score a question significantly differently, the assessment identifies a Perspective Gap – a meaningful difference in how your leadership team views the same capability. This is not a flaw in the data; it is a signal. It may reflect inconsistent practices across functions, limited cross-functional visibility, or unclear accountability. Where detected, it is highlighted within the relevant pillar section.

PARTICIPATING RESPONDENTS

Responses are reported by role for each respondent.

1. Chief Executive Officer (CEO)
2. VP / Director of Product
3. Chief Technology Officer (CTO)
4. Chief Operating Officer (COO)

Responsibility & Governance

88 /100

LEADING *Governance at scale is a verified, board-level capability and a market differentiator*

Responsibility & Governance — Scaling / Leading

You are operating at the leading edge of AI governance at enterprise scale. Your framework is comprehensive, independently verified, regulatory-forward, and visible to the board. Governance is not a constraint on your AI agenda. It is an accelerant, enabling faster deployment with lower risk and stronger stakeholder confidence. The opportunity at this level is to shape the standards others will be required to follow.

WHY IT MATTERS

- Organizations at governance maturity leadership are being asked to set the standard: by regulators, industry bodies, and clients benchmarking their own practices.
- Governance at this level is an accelerant, not a constraint: it enables faster deployment with lower risk and stronger stakeholder confidence.
- This influence is both a responsibility and a commercial asset: organizations that help write the rules are better positioned when the rules take effect.

QUICK WINS

1. Actively engage with regulatory bodies and standards organizations (ISO, NIST, EU AI Office) to contribute operational experience to policy development.
2. Develop an AI governance vendor scorecard and share it with your supply chain to drive standards uplift across your ecosystem.
3. Use governance maturity as a verified differentiator in enterprise sales, talent acquisition, and investor relations.

LONGER TERM ACTIVITY

1. Publish a comprehensive annual AI governance report with quantitative metrics: systems audited, risks identified and remediated, incidents logged and resolved.
2. Build governance requirements into leadership development programs so accountability is embedded in the next generation of decision-makers.
3. Invest in governance tooling that automates compliance monitoring and audit trail generation at enterprise scale.

Adoption & Change

51/100

DEVELOPING *Adoption practices are developing but haven't kept pace with the scale and speed of AI deployment*

Adoption & Change — Scaling / Developing

Your adoption practices are real but are being outpaced by the velocity of your AI scaling agenda. The risk at this stage is that adoption becomes a bottleneck that slows scaling rather than an enabler that amplifies it. The priority is rapidly maturing your adoption infrastructure to match your deployment ambition. This means investment, not just intention.

WHY IT MATTERS

- What works for 50 people doesn't work for 500 or 5,000, informal adoption approaches break down at scale predictably.
- The gap between deployment speed and adoption readiness is exactly where transformation value is lost and employee trust erodes.
- Adoption that doesn't keep pace with scaling becomes a bottleneck that slows your entire AI agenda.

▲ PERSPECTIVE GAP - SEVERE DISAGREEMENT DETECTED

Your leadership team has fundamentally different views of AI adoption maturity in your organization. A gap of this magnitude is not a data artifact. It indicates a serious breakdown in how adoption is owned, communicated, and overseen at the leadership level. This finding should be addressed as a governance and accountability issue before any other adoption work proceeds.

WHY IT MATTERS

- A gap spanning multiple maturity bands means some leaders believe adoption is progressing while others see it as largely absent- they are not describing the same organization.
- Decisions about AI investment, tool deployment, and workforce expectations are being made without a shared foundation of what is actually happening.
- This is a governance and accountability failure that must be addressed before any adoption work can be effective.

QUICK WINS

1. Assess current change management capacity against your 12-month AI deployment roadmap. Identify where the gaps are largest.
2. Implement a 'go/no-go' adoption readiness check as a formal gate in your AI deployment process.
3. Standardize an adoption framework that can be applied consistently across business units without requiring central oversight for every rollout.

LONGER TERM ACTIVITY

1. Build a network of trained change agents embedded in business units for local execution with central coordination.
2. Invest in adoption infrastructure: tooling, templates, and training so adoption scales as a platform rather than a series of one-off efforts.
3. Develop tiered adoption requirements based on the size and risk profile of each AI deployment.

Integration into Work

85 /100

ADVANCING *Broad internal integration is in place but enterprise-wide consistency and agentic depth are the next frontier*

Integration into Work — Scaling / Advancing

AI is meaningfully integrated into how your organization operates. which is across most functions, at meaningful depth, with measurable productivity and quality impact. The gaps are at the edges of the enterprise: business units or geographies with lower integration maturity, and the transition from task-level AI assistance to system-level AI participation in how the enterprise runs. At scale, both of these gaps represent material competitive exposure.

WHY IT MATTERS

- Without consistent enterprise-wide standards, business units integrate at different depths with different tools and different risk controls: fragmenting the advantage you're trying to build.
- Agentic AI represents the next step-change in integration value: autonomous multi-step workflows operating at enterprise scale could deliver productivity improvements that dwarf current task-assistance gains.
- At scale, an enterprise AI integration dashboard visible to leadership is not a luxury: it's the governance infrastructure that keeps quality from silently degrading.

QUICK WINS

1. Conduct an enterprise integration consistency audit across all business units and geographies: identify material gaps and develop targeted remediation plans.
2. Establish enterprise-wide AI integration standards: common tooling, measurement frameworks, and governance expectations that apply consistently while allowing local adaptation.
3. Create an enterprise AI integration dashboard visible to the executive team: real-time view of integration depth, productivity impact, and cost efficiency.

LONGER TERM ACTIVITY

1. Develop a strategic roadmap for agentic AI integration in your highest-value operational processes: customer operations, financial reporting, supply chain, people operations.
2. Build organizational capacity to continuously redesign work as AI capabilities advance — make workflow redesign a standing enterprise competency.
3. Invest in integration governance tooling: audit trails, quality monitoring, and usage analytics that give leadership visibility across the full enterprise integration estate.

Security & Risk

84 /100

ADVANCING

Scalable security infrastructure is in place but enterprise-wide monitoring and regulatory alignment need strengthening

Security & Risk — Scaling / Advancing

Your AI security infrastructure is scaling effectively. Controls are applied consistently, the security team has AI-specific expertise, and the highest-risk systems have appropriate protection. The remaining challenges are at the enterprise perimeter: ensuring consistent security across all business units and geographies, aligning with tightening regulatory requirements, and building the external accountability that enterprise clients and regulators increasingly expect.

WHY IT MATTERS

- At scale, security consistency across the enterprise is harder to maintain than depth in specific systems: business units with different tools and practices create gaps centralized standards alone can't close.
- Enterprise clients are increasingly conducting their own AI security due diligence of vendors and partners: inability to demonstrate controls is a commercial risk.
- Regulatory requirements for AI security are tightening globally; organizations that aren't proactively aligned will face rushed, expensive compliance responses.

QUICK WINS

1. Conduct an enterprise-wide AI security audit covering all business units and geographies: identify where standards are consistently applied and where material gaps exist.
2. Develop a client-facing AI security disclosure package covering your framework, independent assessments, and incident response commitments.
3. Implement a SOC capability specifically covering AI system monitoring, integrated into your enterprise security infrastructure.

LONGER TERM ACTIVITY

1. Map your AI security controls against emerging regulatory requirements (EU AI Act, NIST AI RMF, sector-specific guidance) and develop a compliance roadmap for identified gaps.
2. Build a continuous regulatory monitoring function so your security posture adapts ahead of enforcement across all relevant jurisdictions.
3. Develop an annual enterprise AI security report with quantitative metrics for external audiences — clients, regulators, and partners.

Enablement & Skills

41 /100

DEVELOPING *Skills programs are developing but aren't scaling fast enough to match AI deployment*

Enablement & Skills — Scaling / Developing

Learning programs exist and are producing capability, but they're not keeping pace with the speed and breadth of your AI scaling agenda. The result is a growing gap between what's being deployed and what the workforce can effectively operate. Closing this gap requires treating skills development with the same urgency, investment, and operational rigor as technical deployment, including dedicated headcount, budget, and executive accountability.

WHY IT MATTERS

- Every function that receives an AI tool without adequate capability to use it is a drag on productivity and a source of growing AI skepticism.
- Skills infrastructure that scales requires digital delivery, modular design, and continuous updates: a fundamentally different challenge than running training programs for small cohorts.
- The gap between deployment speed and skills readiness is where transformation value leaks out at scale.

▲ PERSPECTIVE GAP - SEVERE DISAGREEMENT DETECTED

Your leadership team has fundamentally different views of AI skills maturity. A gap of this severity indicates that your organization is effectively operating as two separate entities when it comes to AI capability. Some functions are AI-enabled and others are not. This divide is not self-correcting. Without deliberate intervention, it will widen as AI deployment continues in capable functions while others fall further behind.

WHY IT MATTERS

- A gap of this severity means the organization is effectively operating as two separate entities on AI capability: some functions are AI-enabled and others are not, and this divide is not self-correcting.
- AI-capable employees become disproportionately productive, creating retention risk, less-capable employees disengage or feel threatened, and AI deployment in advanced functions generates insights that other functions can't interpret or act on.
- This is a strategic workforce risk that requires executive sponsorship and a funded remediation plan, not an HR training initiative.

QUICK WINS

1. Shift learning delivery to scalable digital formats: replace instructor-led sessions with on-demand, role-specific pathways that can reach the full workforce without facilitator bottlenecks.
2. Build learning directly into AI tool deployment: make skill development a prerequisite or immediate companion to tool access, not a separate track.
3. Create a rapid learning response capability: when new AI tools are deployed, learning content must be available within weeks, not months.

LONGER TERM ACTIVITY

1. Establish skills measurement at scale: use assessments, tool usage analytics, and performance data to track capability development across the entire workforce.
2. Develop dedicated skills budget and headcount that scales proportionally with your AI deployment roadmap.
3. Build a live skills intelligence dashboard so leadership can monitor the gap between deployment pace and workforce readiness in real time.

APPENDIX

Respondent Response Matrix

Yes Partial No Unknown

Q	QUESTION	CHIEF EXECUTIVE OFFICER (CEO)	VP / DIRECTOR OF PRODUCT	CHIEF TECHNOLOGY OFFICER (CTO)	CHIEF OPERATING OFFICER (COO)
B1	Does your organization have a dedicated role, team, or owner responsible for AI strategy or implementation?	Yes	Yes	Partial	Yes
B2	Has your organization's leadership formally acknowledged AI as a strategic priority?	Partial	Yes	Partial	Partial
B3	Does your organization have any formal AI policies, guidelines, or governance structures in place?	Yes	Partial	Yes	Yes
B4	Has your organization deployed or piloted any AI tools or solutions beyond standard productivity software?	Partial	Yes	Yes	Yes
	Baseline - Overall	Scaling	Scaling	Scaling	Scaling
R1	Does your organization have a designated owner — person, team, or committee — responsible for AI oversight?	Yes	Yes	Yes	Yes
R2	Are there written policies governing employee use of AI tools, including which data can and cannot be entered?	Yes	Yes	Yes	Partial
R3	Is there a defined process for evaluating legal, compliance, or ethical risk before deploying an AI solution?	Partial	Partial	Partial	Yes
R4	If an AI system produces an incorrect or harmful output, is there a clear escalation and accountability process?	Yes	Yes	Yes	Yes
	Responsibility & Governance - Overall	Leading	Leading	Leading	Leading
A1	Has leadership articulated a clear, shared vision for how AI should create value for the organization?	No	No	Yes	Yes
A2	Are AI initiatives tied to specific, measurable business objectives?	Partial	Unknown	Yes	Yes
A3	Does leadership actively model AI adoption — visibly using tools and championing their use to others?	No	No	Yes	Partial
A4	Are employees encouraged to experiment with AI tools, with clear guidance on how to do so responsibly?	Partial	No	Yes	Yes
	Adoption & Change - Overall	Leading	Leading	Initial	Developing
I1	Are AI tools integrated into existing workflows or core systems (e.g., CRM, development tools, analytics platforms)?	Yes	Partial	Yes	Yes
I2	Is there a defined process for piloting AI solutions and scaling what works across teams?	Partial	Partial	Partial	Partial
I3	Are AI use cases documented and tracked centrally, rather than discovered ad hoc by individual teams?	Partial	Yes	Yes	Yes
I4	Is there a mechanism for capturing and sharing AI learnings and best practices across teams?	Yes	Yes	Partial	Yes
I5	Has your organization deployed AI in workflows where the system executes multi-step processes or coordinates with other systems with limited or no human intervention?	Yes	Partial	Partial	Yes
	Integration into Work - Overall	Leading	Leading	Leading	Leading
S1	Does your organization maintain a registry of approved AI tools that employees are authorized to use?	Yes	Yes	Yes	Yes
S2	Do you have visibility into whether employees are using AI tools that have not been formally approved?	Partial	Partial	Yes	Partial
S3	Are employees trained on how to handle sensitive data — customer, financial, or proprietary — when using AI tools?	Yes	Yes	Yes	Partial
S4	Are AI-related risks, incidents, or failures reviewed and used to improve policies over time?	Yes	Yes	Yes	Partial
S5	Are there AI systems in your organization that take automated actions without human review of each output before it is acted upon?	Partial	Partial	Partial	Yes
S6	Where AI systems operate autonomously, are their actions logged, auditable, and subject to defined boundaries or permission scopes?	Yes	Yes	Yes	Yes
	Security & Risk - Overall	Advancing	Leading	Leading	Leading
E1	Has the organization provided structured training on how to use AI tools relevant to employees' specific roles?	No	No	Yes	Yes
E2	Do employees understand how AI could practically improve their daily work?	Unknown	No	Yes	Partial
E3	Does the organization assess AI skill gaps and have a plan to address them?	No	Unknown	Partial	Partial
E4	Are managers equipped to guide their teams on responsible and effective AI use?	Partial	No	Yes	Partial
	Enablement & Skills - Overall	Advancing	Leading	Initial	Initial
	Overall RAISE OS Score	Leading	Leading	Developing	Advancing

NEXT STEPS

What Comes Next

This RAISE OS AI Maturity Report is the beginning of a structured journey, not the end of one. The findings you have reviewed reflect a clear-eyed view of where your organization stands today across five pillars that together define what it means to be genuinely ready to operationalize AI.

The guidance in this report is specific to your context: your band, your track, and the dynamics your team has surfaced. Use the quick wins to build momentum now, and use the longer-term activities to build the infrastructure for sustained AI capability. If you would like a referral to a consulting firm that can assist you with implementing these suggestions, please reach out to us.

Return to this report in six to twelve months, run RAISE OS again, and use the results to measure progress and recalibrate your priorities.

AI Maturity. Operationalized.

WE'D LOVE TO HEAR FROM YOU

We welcome your feedback and would love to hear how your journey is going. Reach out to us at any stage - whether you have questions about your results, want to discuss your next steps, or simply want to share how things are progressing.

Thank you for choosing Tier8

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