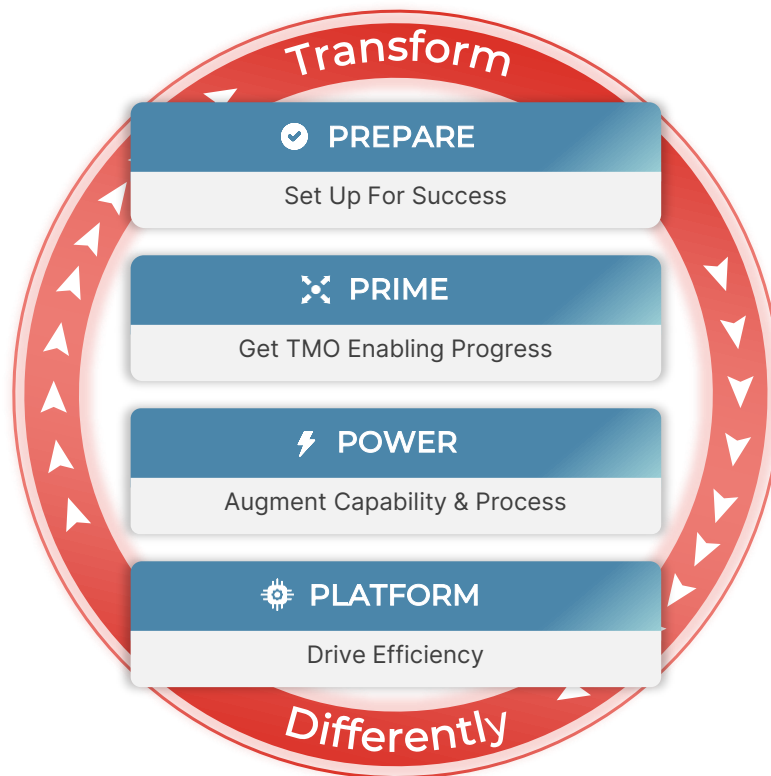




AI Transformation Readiness Assessment

Sample Assessment Results Report

January 2026



How we work

We bring our deep experience, and award-winning AI technology to the design, run and assurance of complex business transformations. We make sure your AI initiatives creates more value.

We really kick the tyres on your current assumptions, methods, and capabilities to identify improvement areas. Then we're with you at every step of your AI initiative to ensure stronger returns from your effort.

Nexus
Powered by Digiworkz



Transformation Leaders work with us to:

- **Prepare** for a transformation properly
- **Prime** the transformation office to perform
- **Power** critical tasks that drive results
- **Platform** core team processes

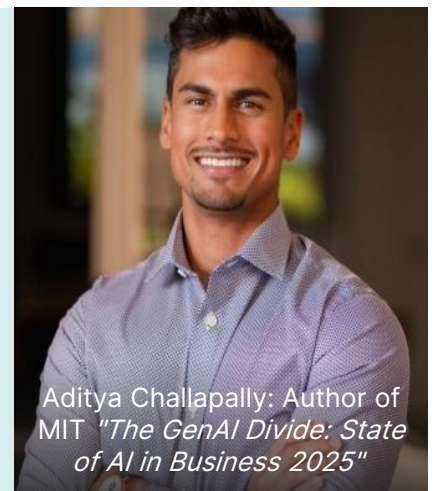
We achieve superior results for our clients by using a validated and scientific approach that's based on collective intelligence. This is delivered through our client-side advisory teams and our own transformation platform- Digiworkz Nexus.



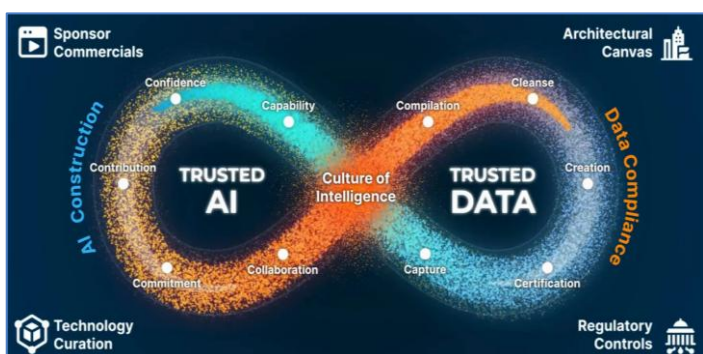
Why AI transformation readiness is critical?

The problem... too many transformation failures

Research from MIT Sloan reveals that AI scaling hinges on organizational maturity, not model sophistication: 'Organizations that consistently scale AI do so through cross-functional teams integrating business, data, and operations with clear shared goals, decision rights, and learning routines—while fragmented teaming leaves even advanced pilots stranded.' Where these team capabilities are absent, 'failure to derive value from AI reflects underdeveloped transformation capability at the team and enterprise level.



Aditya Challapally: Author of MIT "The GenAI Divide: State of AI in Business 2025"



The latest research evidence is conclusive. With a more human-centric approach to transformation, the chances of overall success are greatly enhanced.

Unfortunately, awareness on what exactly a human-centric approach entails is still relatively low. Moreover, clarity on how to improve levels of human-centricity is even more difficult to identify. This assessment from Digiworkz is designed to reveal the elements of maturity that underpin this approach and provide clients with a robust measure of their starting point.

5.3X more likely to be successful:
Organizations that put culture at the center of their transformation journey (McKinsey & Company, 2025).

AI transformation challenges today

Enterprises often chase AI pilots with great fanfare, yet 95% fail to deliver measurable P&L impact. The core issue lies not in model sophistication but in treating AI as a shiny add-on rather than a workflow revolution. Without embedding AI into core processes through cross-functional teams—blending business, data, and operations—innovations remain isolated experiments, stalled by siloed decision-making and weak execution.

Symptoms of failure abound - shadow AI proliferates as frustrated teams bypass central labs, generating unmonitored risks and fragmented tools. Pilots multiply without scaling, burning budgets on proofs-of-concept that never touch revenue or costs. Line managers lack ownership, so adoption fizzles amid resistance, while executives tout "AI leadership" despite low enterprise transformation maturity —perpetuating an AI Divide of hype over substance.

New Realities

- Scarcity of required AI skills
- AI adoption accelerating faster than organizational readiness
- Data quality, bias, and security becoming critical constraints
- Human–AI collaboration creating ambiguity in roles
- Rapid change outpacing governance and regulation

Resulting in

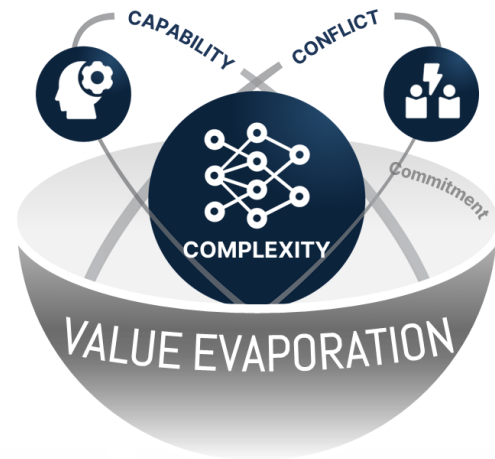
- Productivity gains and workforce disruption
- Reskilling pressure
- Faster decision-making but higher risk of or biased outcomes
- Cost efficiencies alongside increased complexity and technical debt
- Innovation acceleration with heightened ethical and legal risks
- Leadership pressure to balance speed, trust, and control

Specific factors in failure

Managing the macro dynamics of AI transformation challenges both executives and participants, as 70% of digital initiatives still fail to meet their intended objectives (Gartner 2025). Specifically, within this landscape, three factors elevate failure risk—**complexity, conflict, and capability** gaps in cross-functional teaming

To overcome the challenges around transformation, leaders should consider changing the way they manage their initiatives. However, without guidance, effective knowledge, access to specialist skills, and market facing insights, many high potential transformation projects and innovation concepts will fail before they reach fruition. This is because organizations are unable to identify proven ways in which they can transform transformation.

Challenges For AI Transformation



Complexity

Complexity remains the top challenge in AI/digital transformation, with **76%** of executives rating it as highly problematic due to interdependencies across tech, processes, and teams (BCG 2025)

Capability

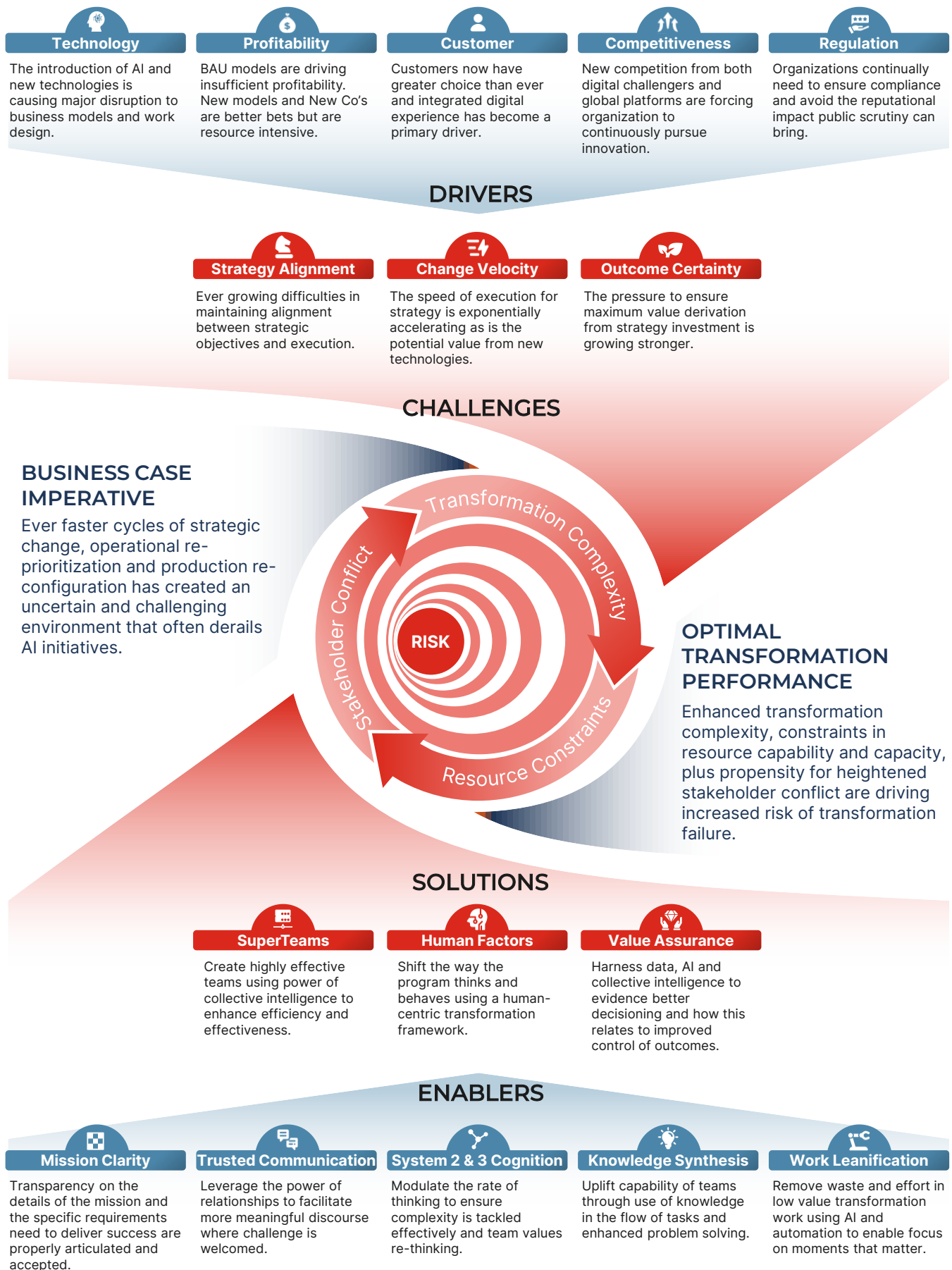
People-related skills and change issues represent **63%** of total barriers to AI success, outpacing technical challenges (Prosci 2025)

Conflict

85% of employees on transformation programs witness conflict within teams, between leaders, or among stakeholders, amplifying AI scaling risks (PMI 2025)



AI Transformation Value Vortex



How to transform AI transformation

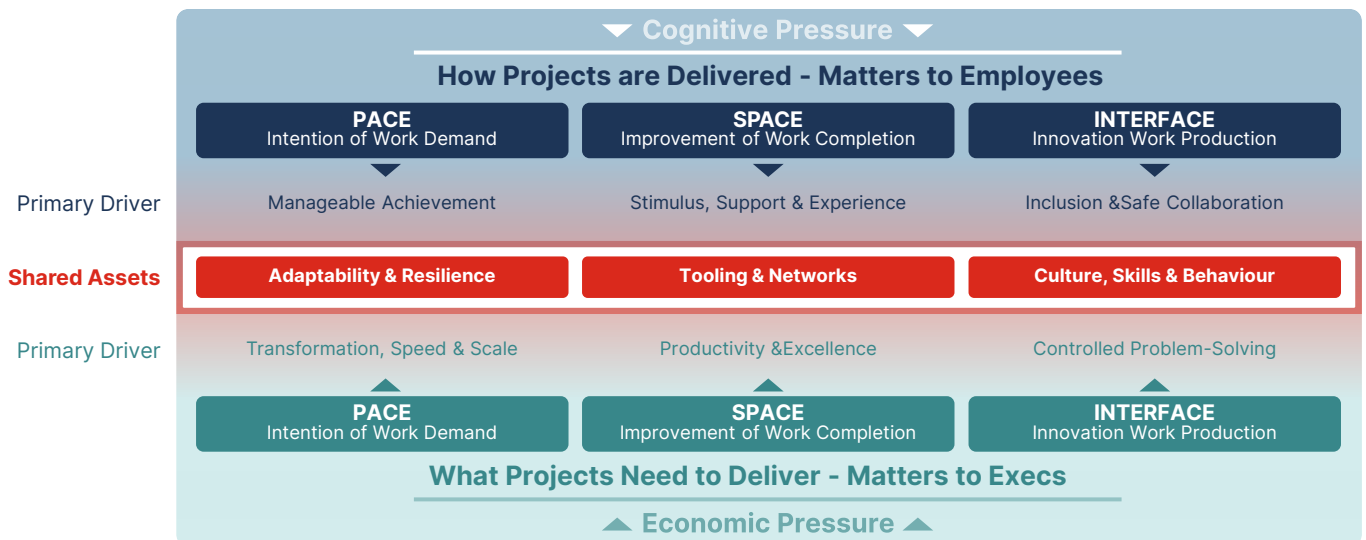
The starting point to transforming differently is recognizing the inherent tension in the relationship between those most vested in the outcomes (enterprise executives) and those most important in the supply of the inputs (employees).

At Digiworkz we've grouped these tensions as revolving around the principles of:

- **PACE** - intensity of work
- **SPACE** - inspiration for work completion
- **INTERFACE** - interaction in work production

To thrive, transformation and innovation initiatives must be designed and delivered around a principle of mutual benefit derivation between Executives and Employees.

The way that this mutual benefit is orchestrated and sustained is the principle of human-centric transformation.

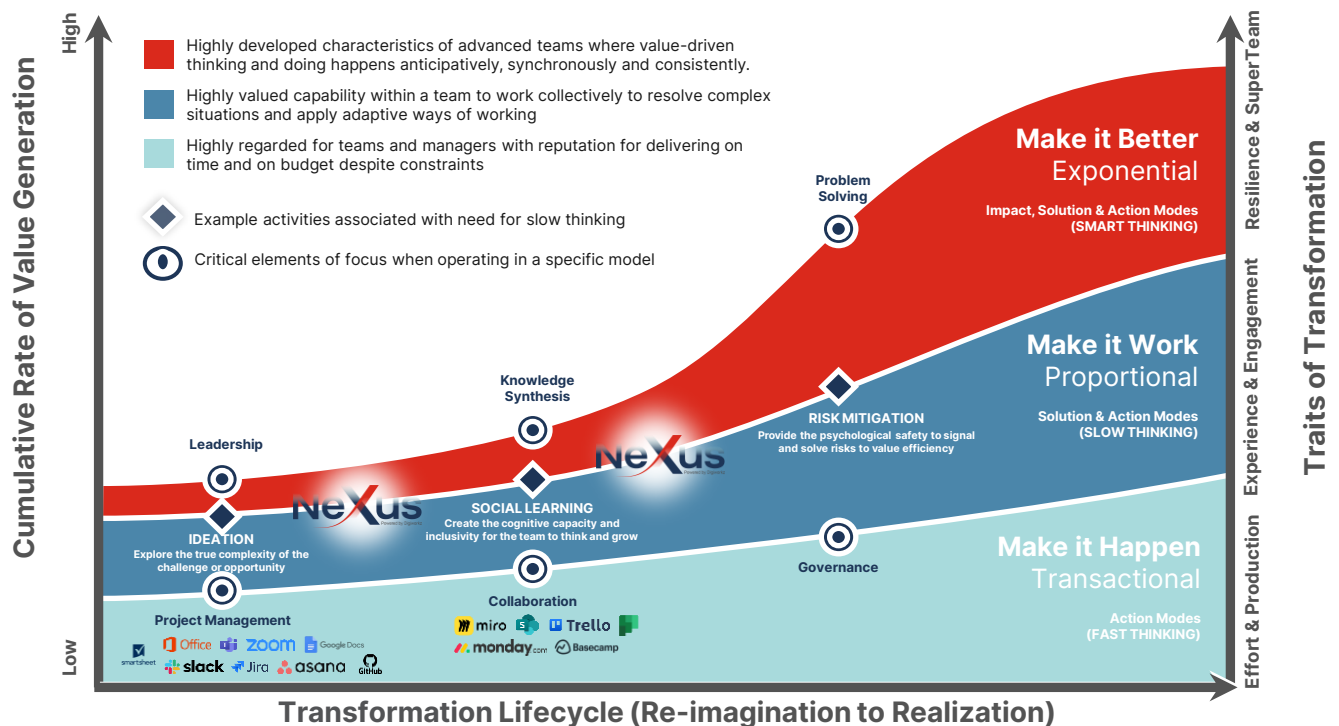


The consequences of not adhering to the Pace, Space and Interface dynamics between Executives and Employees can be damaging. Consider the following facts:

PACE	SPACE	INTERFACE
40% productivity drop caused by multitasking According to time management statistics, dedicated project managers, role focus and clear measures in place to prevent frequent distractions, are crucial to project success.	83% of high-performing enterprises invest in ongoing project management training 79% prioritize the development of project management leadership skills. The project management statistics for low performers in these areas are 34%, and 11%, respectively.	\$87.7 M PM-related specialists needed globally by 2027 Firms will continue to focus on PM performance improvement to stay competitive and relevant. Accordingly, the need for skilled, trained individuals will continue to grow and by 2027, 87.7 million experts will be working in PM-oriented roles.

What a change in transformation approach looks like

The Three Mindsets of AI Transformation Delivery



Project Management - Plans and tasks - Finance and budgets - Notifications - Activity updates - Timesheet and trackers - Logs and reports	Collaboration - Messages and chats - Instructions Meetings - Meetings - Discussions - Briefings and training - Files and documents	Governance - Project reviews - SteerCo's - Stakeholder hustings - Design authority - Exec updates - Risk review boards
Leadership - Success prediction - Portfolio tracking - Support interventions - Execution monitor - Recognition - Risk/Value control	Knowledge Synthesis - In work knowledge flows - Generative and Agentic AI - Insight evaluation - Tacit knowledge & content surfacing - Market intelligence - Crowdsourcing SME	Problem Solving - Structured thinking - Collective Intelligence - Simulations & blueprinting - Challenger reviews - Experiments - Consensus

Escaping the action trap

Large organizations default to "Make it Happen - Action Mode" in AI transformation, chasing outputs via tools and processes—yet MIT reports 95% of pilots fail to scale due to siloed teams. Slow thinking doubles success odds: McKinsey finds reflective pauses boost transformation wins by 2x, while BCG shows deliberate synthesis lifts complex project delivery from 30% to 60%. The key therefore is to balance fast execution with cross-functional collaboration, psychological safety, and shared decision rights to convert experiments into enterprise value. Collective intelligence is what proves critical: MIT research shows synchronized teams with shared mental models achieve 3x higher AI scaling rates than fragmented ones. Without it, even deliberate thinking stalls at pilots.

Our AI Transformation readiness model

Our model evaluates how organizations navigate, enable, and sustain complex AI initiatives. The results provide a clear profile of the readiness state, highlighting both established strengths and the areas that would benefit most from focused development.

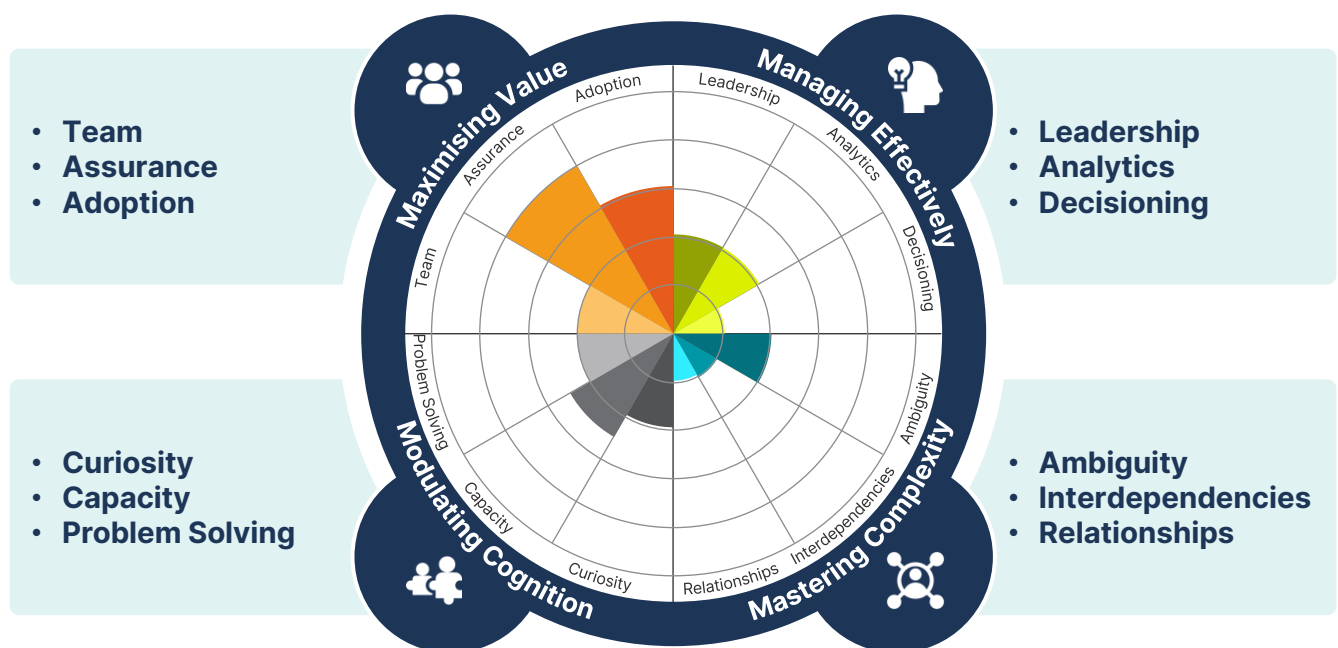
When revisited at regular intervals, the assessment can be used to track progression over time, indicate likely transformation trajectories, and inform the targeted actions needed to strengthen transformation capability and impact.

Assessment results are analysed through two connected lenses, each offering a distinct perspective on your transformation capability.

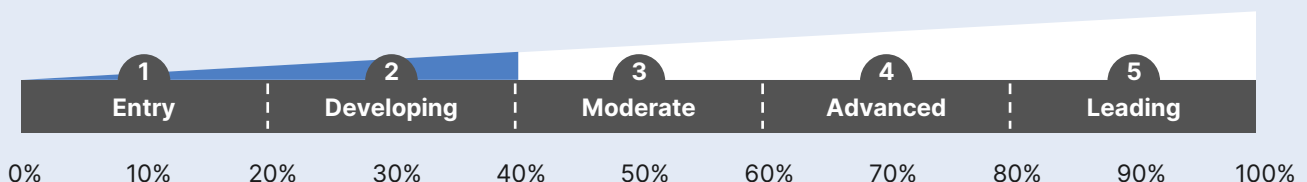
1

First, we conduct a Capability Analysis, which provides a deep dive into what you focus on and where your strengths are most strongly expressed.

This analysis explores 12 underlying dimensions, organized into 4 main categories, to reveal how effectively you create value, manage execution, handle complexity, and adapt your thinking in an AI transformation. Together, these categories show where your AI transformation capabilities are most developed and where there may be opportunities to strengthen impact.



Based on the overall readiness score, we identify the AI transformation capability level.



Our AI Transformation readiness model

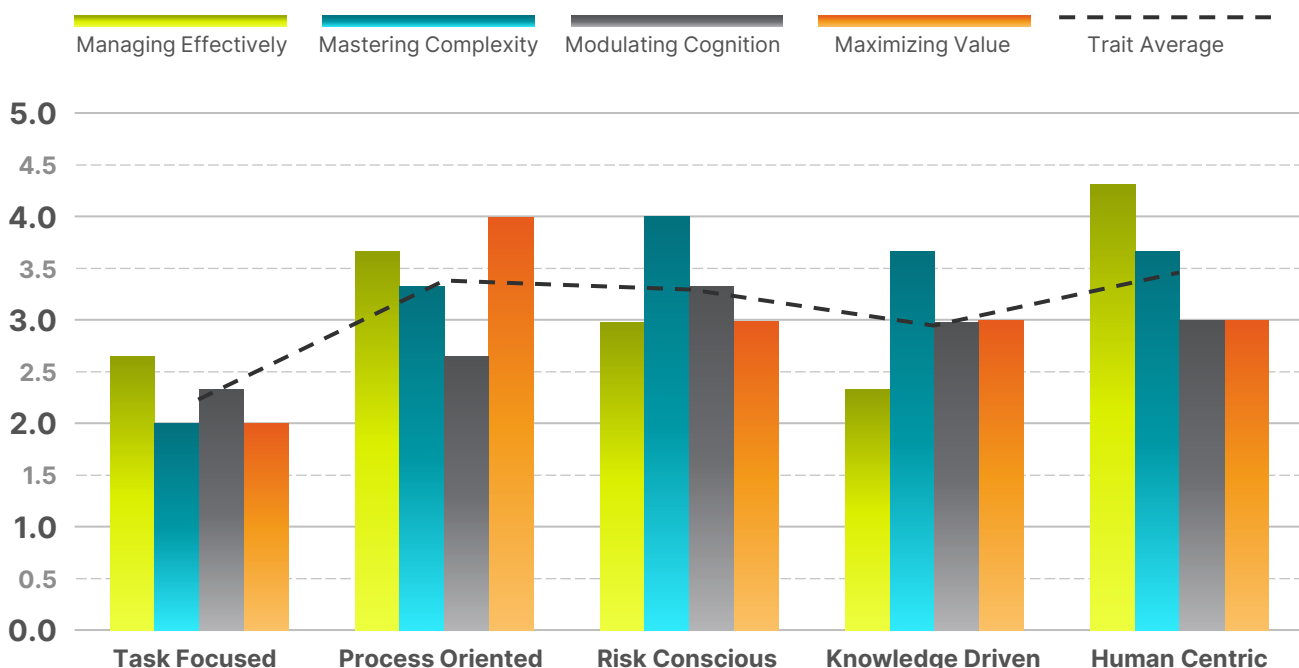
2 Secondly, we examine your Traits of Transformation Approach.

These traits describe how you tend to think, decide, and act when navigating change and complexity. They reflect your natural tendencies and behavioral patterns and show the style through which you approach AI transformation across different contexts.

This analysis provides insight into your thinking modes, showing how effectively you apply fast, slow, and smart thinking in practice.

 Task Focused	 Process Oriented	 Risk Conscious	 Knowledge Driven	 Human Centric
Relentless sprints, endless tasks & checklists, but no breathing room for reflection.	Bureaucratic- every steps prioritizes conformity over creativity.	Feels cautious— reviews ensure safe, measured advances	Feels insightful— deep analysis uncovers key patterns and guides decisions	Feels energizing— collaboration and trust unlock true potential.

Traits of AI Transformation Approach



Viewed together, these two lenses create a coherent picture:

- Capability domains show where performance sits
- Transformation traits explain how that performance is shaped

The combined insights are presented throughout this report to support focused reflection, informed decision-making, and targeted development actions.

AI Transformation readiness focus areas

- what “good” looks like in each area

	Task Focused	Process Oriented	Risk Conscious	Knowledge Driven	Human Centric
 Managing Effectively • Leadership • Analytics • Decisioning	Leaders provide clear direction and priorities, using analytics to keep teams focused on near-term delivery outcomes. Decisions are made promptly to remove blockers, even when information is incomplete, ensuring progress is sustained without losing accountability.	Leaders establish consistent decision-making and reporting processes, enabling teams to rely on shared data and structured governance rather than ad-hoc judgement. Analytics are embedded into routines that support repeatable, scalable program execution.	Leaders actively encourage teams to surface risks and challenge assumptions, using analytics to assess potential impacts before decisions are taken. Decisioning balances speed with control, particularly where ethical, regulatory, or delivery risks are present.	Leaders and teams use insight from data, experience, and past initiatives to inform decisions, adapting direction as new information emerges. Analytics support learning, not just reporting, enabling more confident and informed leadership choices.	Leaders communicate decisions transparently, using analytics to support understanding rather than dictate outcomes. Teams feel included in the decision process, and the human impact of leadership choices is considered alongside delivery priorities.
 Mastering Complexity • Ambiguity • Interdependencies • Relationships	Leaders help teams translate ambiguity into concrete actions, clarifying responsibilities across interdependent workstreams. Relationships are used pragmatically to unblock issues and maintain delivery focus in complex environments.	Structured approaches are used to navigate uncertainty, with interdependencies explicitly mapped and reviewed. Leaders rely on defined coordination mechanisms and relationship management practices rather than informal networks alone.	Leaders and teams actively assess how ambiguity and interdependencies may introduce systemic risk. Relationships are leveraged to surface emerging issues early, allowing preventative action before impacts escalate.	Teams explore ambiguity through learning and experimentation, building shared understanding of complex systems. Leaders use insight from across relationships and dependencies to inform decisions and adjust programme direction.	Leaders acknowledge uncertainty openly and foster trust-based relationships that support collaboration across boundaries. Teams feel psychologically safe to raise concerns and navigate complexity together.
 Modulating Cognition • Curiosity • Capacity • Problem Solving	Leaders direct curiosity toward priority challenges, ensuring problem solving remains focused on delivery outcomes. Cognitive capacity is actively managed so teams can sustain effort without distraction or overload.	Curiosity and problem solving are supported through structured methods and routines. Leaders plan capacity deliberately, enabling teams to engage in complex thinking without compromising execution discipline.	Leaders recognise the risks of cognitive overload and unmanaged exploration. Problem solving includes consideration of unintended consequences, and capacity constraints are addressed before they affect delivery quality.	Curiosity drives continuous learning, with teams building knowledge through reflection and experimentation. Leaders support evidence-based problem solving and invest in developing cognitive capability across the program.	Leaders create environments where curiosity is encouraged and diverse perspectives are valued. Capacity is managed with wellbeing in mind, and problem solving is collaborative rather than individually driven.
 Maximizing Value • Team • Assurance • Adoption	Leaders align teams around clear value outcomes, using assurance activities to protect delivery commitments. Adoption is treated as a delivery responsibility, not an afterthought.	Teams operate with defined roles and value-tracking mechanisms. Assurance and adoption activities are embedded into programme processes to ensure benefits are realised systematically.	Leaders use assurance to identify delivery, ethical, and adoption risks early. Teams proactively address risks that could erode value or stakeholder confidence.	Teams use data and insight to understand what drives value and adoption. Leaders adapt assurance and adoption strategies based on evidence and feedback from real-world use.	AI streamlines tasks, saving time on less important ones. Teams work better together, making wiser choices and saving resources. We regularly assess our solutions' effectiveness in reaching our goals.

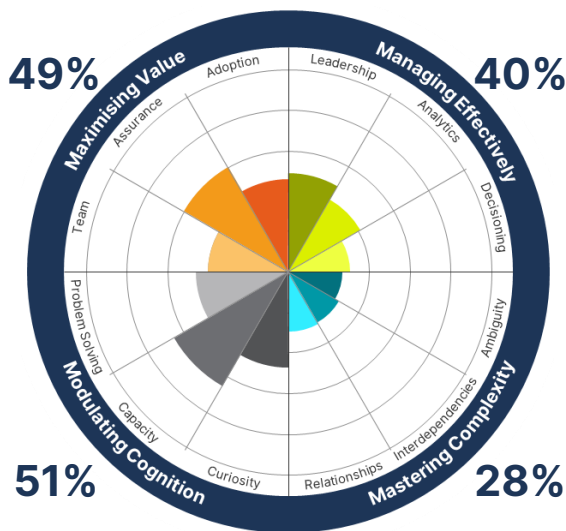
Sample Assessment Results Snapshot

Overall AI Transformation Readiness: MODERATE

The transformation is falling behind other organizations in the consistent adoption of good practices. A clear plan and roadmap for improvement should be considered.

Overall Readiness

42%



Relative strength

MODULATING COGNITION

- Modulating Cognition: Capacity

Relative weakness

MASTERING COMPLEXITY

- Pressing Concerns: Ambiguity, Interdependencies, Relationships

Priority area for immediate focus

MASTERING COMPLEXITY

- Pressing Concerns: Ambiguity, Interdependencies, Relationships

The complexity dimension of the assessment reveals areas of significant shortfall relative to the demands that are prevalent in the program. Project X needs to urgently design, develop and deploy new strategies to ensure that overall program management is more effective at handling the inherent complexity of the activities involved.

Areas to leverage

MAXIMISING VALUE

- Main Catalyst: Assurance
- Opportunity for Development: Adoption

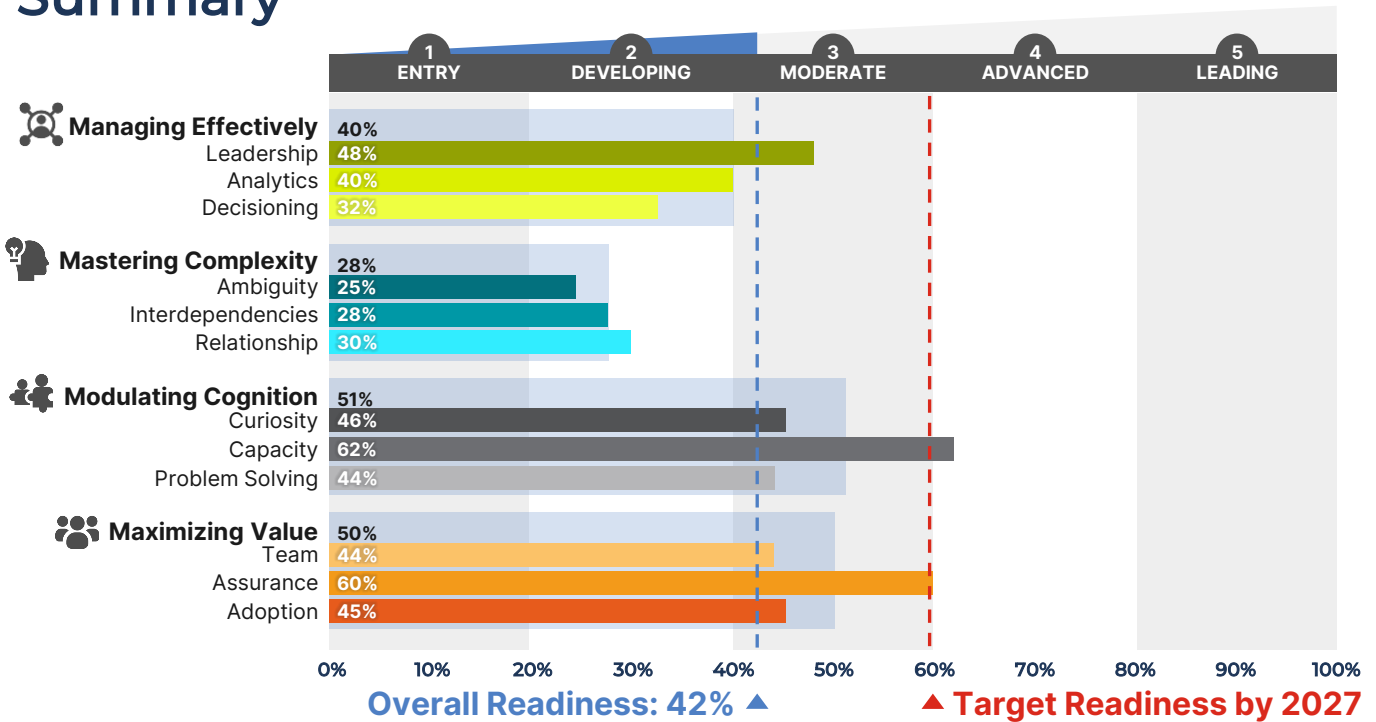
MODULATING COGNITION

- Main Catalyst: Capacity
- Opportunity for Development: Problem Solving

Minimum requirement

KEY GAPS: There are 8 main capability gaps that fall short of minimum requirements. These relate to all areas within our framework, however specifically DECISIONING, AMBIGUITY, INTERDEPENDENCIES and RELATIONSHIPS represent a major threat to Project X being able to mount an effective strategic response to program related disruption.

Summary



The score of 42% denotes an organization with “MODERATE” AI transformation readiness. This reflects solid execution in task and process traits—delivering outputs through structured sprints and clear workflows—but low readiness is observed in the more success dependent traits such as effective knowledge utilization and human-centricity. However, weakness in managing complexity stalls scaling, as interdependencies overwhelm siloed efforts. A targeted strategy must evolve leadership thinking, resources, and cross-functional commitment to master complexity and reach higher readiness levels.

Status: MODERATE

The program is doing well relative to experiences in other organizations with signs of adoption of leading and strong foundational traits. A clear roadmap for improvement should be considered to further enhance overall capability in pursuit of greater AI transformation certainty.

Priority area for immediate focus

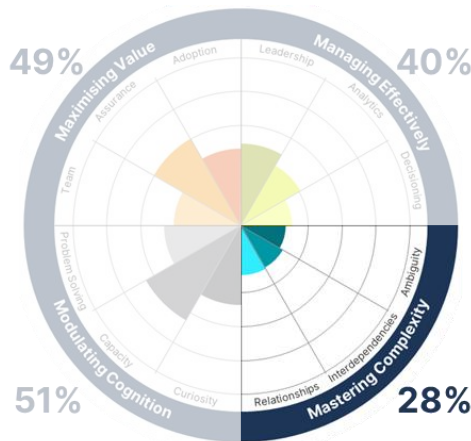
7 out of our 12 dimensions of Transformation management require significant levels of focus to reach the minimum requirement level. In order to enhance current capabilities and achieve the target readiness level by 2024, comprehensive changes need to be implemented across teams, especially in relation to deficit areas.

Recommended actions

There are a number of ways in which the organization can enhance readiness:

- Interpret and socialize learnings from the assessment
- Identify leadership accountabilities for strategic ownership of the transformation management improvements
- Determine an overarching approach to building immediate capability
- Identify the target point and critical milestones
- Mobilize resources and investment in ways which are more integrated
- Link transformation management to business planning, performance and strategic processes
- Commit to continuous improvement of overall capability

Priority area for immediate focus: Mastering Complexity



The ways teams handle complexity are fundamentally shifting. Teams need to focus on their abilities to work collectively to ensure maximized value from AI transformations. This increasingly requires a human-centric approach and mindset throughout the lifecycle of transformation.

The starting point is to further develop the mechanisms and approaches that surface risk elements in a more holistic and systematic way. This will in turn demand for greater insights and knowledge as a solution to mitigating presenting risks.

Status

Pressing Concerns: Ambiguity, Interdependencies, Relationships

The complexity dimension of transformation management reveal areas of significant shortfall relative to the demands that are emerging. The organization needs to urgently design, develop and deploy new strategies to ensure that overall Program management is efficient and impactful.

Priority area for immediate focus

Overall, “Mastering Complexity” represents the weakest aspect of readiness, as significant gaps and concerns exist across all three dimensions

✓ Top Positive Themes

- Recognition that uncertainty is driving the overall risk profile
- Methodology adoption is strong and does recognize concept of complexity

⚠ Top Risk Themes

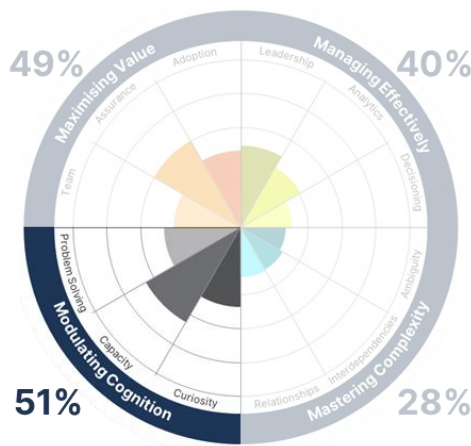
- Inability to link complexity levels to overall levels of risk
- Inability to identify and track the specific dependencies and variables
- Stakeholders not uniformly managed to help mitigate complexity risks

Recommended actions

There are a number of ways in which the Organization can address the challenges represented by the “Mastering Complexity” category.

- Recognize the current position is contributing to unsustainable levels of Program management risk relative to levels of investment and strategic importance
- Interpret and socialize learnings from the assessment to generate need to act among senior stakeholders
- Identify leadership accountabilities for mastering Program complexities and introduce appropriate changes to methodology
- Teams focus on the critical value stream of moments that matter and decisions are regularly re-visited to ensure shared learning
- Enable and measure personal growth
- Seek diverse or contentious opinions within teams
- Gain the ability to solve the complexity challenges in ways that are aligned with the underpinning purpose and strategic objectives

First area to leverage: Modulating Cognition



Modulating cognition is a key step for all business processes that include people. Therefore, it is important that this category is harnessed as optimally as possible given the high transformation failure rates due to people-related factors.

This focus is driving leading Organizations to accelerate their ability to solve complex challenges with innovative and inclusive approaches, while also optimizing the ways of working across teams. This in turn is placing real focus on the ability for Organizations to adopt new solutions at scale and at pace. For Project X, further efforts are needed to ensure people have the capacity, curiosity, and a working environment that leverages a structured approach for problem solving.

Status

- Readiness: 51%
- Main Catalyst: Capacity
- Opportunity for Development: Problem Solving

Priority area for immediate focus

The organization's score is slightly higher in the capacity dimension relative to other dimensions within the category. However, it is clear that real progress is needed for all these dimensions for an impactful people strategy.

✅ Top Positive Themes

- Reasonably adequate capacity levels
- Task focus ensures transparency of work effort and demands
- Clarity of role expectations supports confidence of the team

⚠️ Top Risk Themes

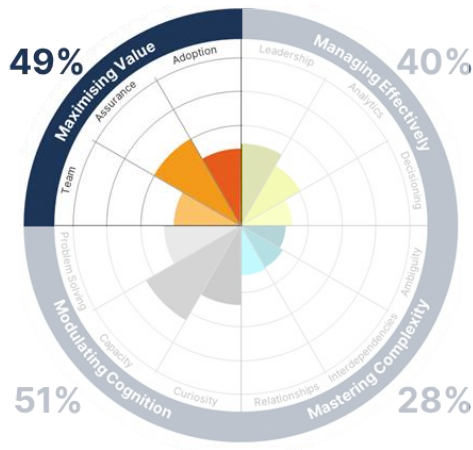
- Complex problems are sub-optimally solved
- Team culture is not embedded in the behaviors needed for problem solving
- Knowledge is not being appropriately utilized

Recommended actions

The focus should be on improving the way in which capabilities of people are utilized to transform the initiative outputs.

- Interpret and socialize learnings from the assessment
- Consider how the current people strategy relates to the transformation management
- Encourage people to share failures as they are opportunities for learning
- Adopt a knowledge first mindset to the collective resolution of problems and challenges
- Derive the power of teams from the collective intelligence of the whole group
- Lead people to build direct and indirect models of understanding as well as connected validation of likely solution efficacy

Second area to leverage: Maximizing Value



It is important that Programs maintain a keen focus on the intended value creation and do their utmost to avoid overall benefit erosion.

For this to be effective it is necessary for the benefit of the Program outputs to be continuously protected, the recognition that adoption drives benefits not the process of building solution, and that it is the collective intelligence of teams that will ultimately denote the likelihood of intended value being realized. It is quite common for Programs to embrace activities designed to maximize value, but the reality is that these efforts are seldom successful if sufficient readiness levels are not prevalent across the other three primary categories.

Status

- Readiness: 49%
- Main Catalyst: Assurance
- Opportunity for Development: Adoption

Priority area for immediate focus

The organization's score is slightly higher in the capacity dimension relative to other dimensions within the category. However, it is clear that real progress is needed for all these dimensions for an impactful people strategy.

✓ Top Positive Themes

- Leverage the recognition of importance of assurance
- Continue to emphasize the criticality of change management
- Utilize assurance as way of bringing leadership support to the forefront

⚠ Top Risk Themes

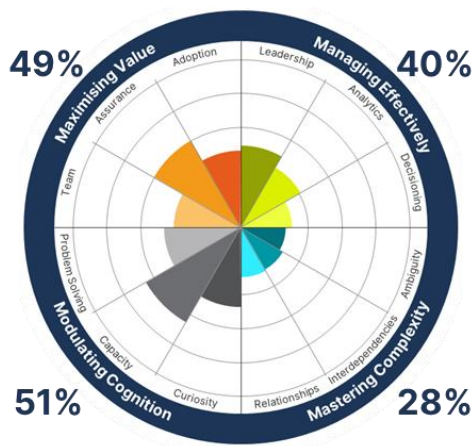
- Teams require support to collaborate more effectively
- Silos need to be eradicated between different workstreams
- Ability to divert from systems 1 thinking to systems 2 will improve solutioning quality

Recommended actions

The focus should be on improving the way in which teams work to deliver valuable outputs and support transformation Programs.

- Interpret and socialize learnings from the assessment
- Consider how the current mindset determines problem solving processes
- Enable transparency across workstreams so that approaches and eventual decisions can be worked through collectively
- Encourage opportunities to re-design work around value-added tasks
- Empower people to focus on high-end cognitive and communication related activities
- Augment team collaboration with AI solutions for both better decisioning and reduced Program waste

Conclusion



Four categories around the circumplex of AI transformation readiness are all critical to ensuring the successful outcome of transformations.

At present, sufficient and consistent ability to manage transformation Programs in an integrated manner across all the moving parts of a dynamic enterprise are not evidenced. It is likely that a shift in mindset and a re-set of how teams work will be needed across key areas of the Organization to ensure sustainable enterprise success from transformation effort

Relative strength

- Main Catalyst: Capacity
- Maximizing Value: Assurance

Relative weakness

MASTERING COMPLEXITY

- Ambiguity, Interdependencies, Relationships

Priority area for immediate focus

The assessment reveals a picture of an Organization that does not have the required Program management capabilities to achieve superior project outcomes. However, this issue can be solved by identifying focus areas and developing a strategy that focuses on turning weaknesses into strengths

✓ **Top Positive Themes**

- The importance of managing for value is well embedded
- Assurance activities demonstrate real impact in overall Program governance
- Attempts are made to ensure the required resources and capacity exists

⚠ **Top Risk Themes**

- Internal decisioning processes are not productive
- The linkages and dependencies between elements are not understood properly
- Key relationships are left under-developed which in turn impacts support levels

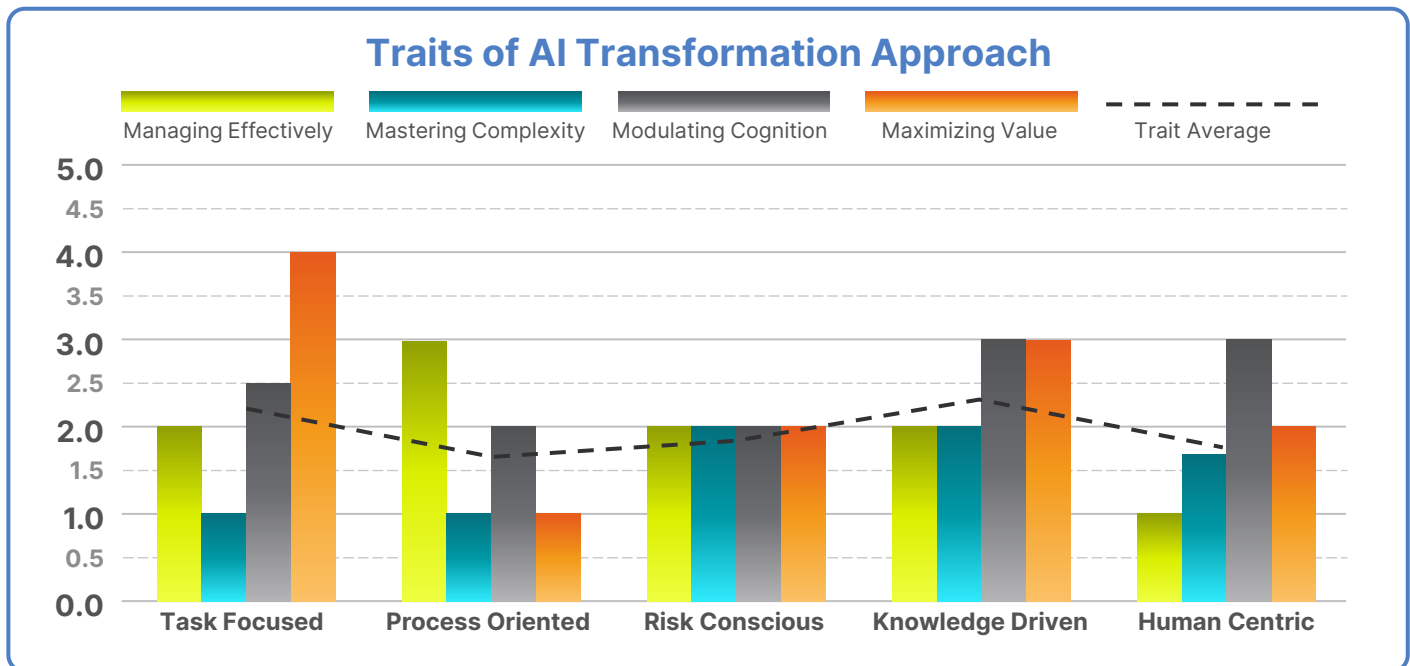
Recommended actions

A more consistent and structured framework that centralizes human-factors for building an outstanding Program management capability within the organization would support improvements in overall transformation capability.

- Link gaps in readiness to examples of previous Program challenges
- Unpack the specific activities required in shortfall areas
- Align the vision of leadership to the desired mindset of Program leadership toward Program management
- Create an organization wide center of expertise to drive transformation
- management capability
- Find a way to systematically link Program management to productivity and value creation
- Define a vision for human-centric transformations and bring it to life

Traits of Transformation Approach: Overview

The analysis of traits reflect how the transformation is approached across five core patterns of behaviour: Task Focused, Process Oriented, Risk Conscious, Knowledge Driven, and Human Centric. Together, these traits describe the norms and operational rituals that shape how AI transformation programs are executed in practice.



Overall, the results show a stronger emphasis on driving tasks forward and applying knowledge and insight, with comparatively less consistency in process discipline, risk integration, and human-centric application.

Scores for **Task Focused (2.4)** and **Knowledge Driven (2.5)** suggest that effort is generally directed toward delivery objectives and informed by learning and insight, particularly when addressing immediate challenges or problem-solving needs within AI initiatives.

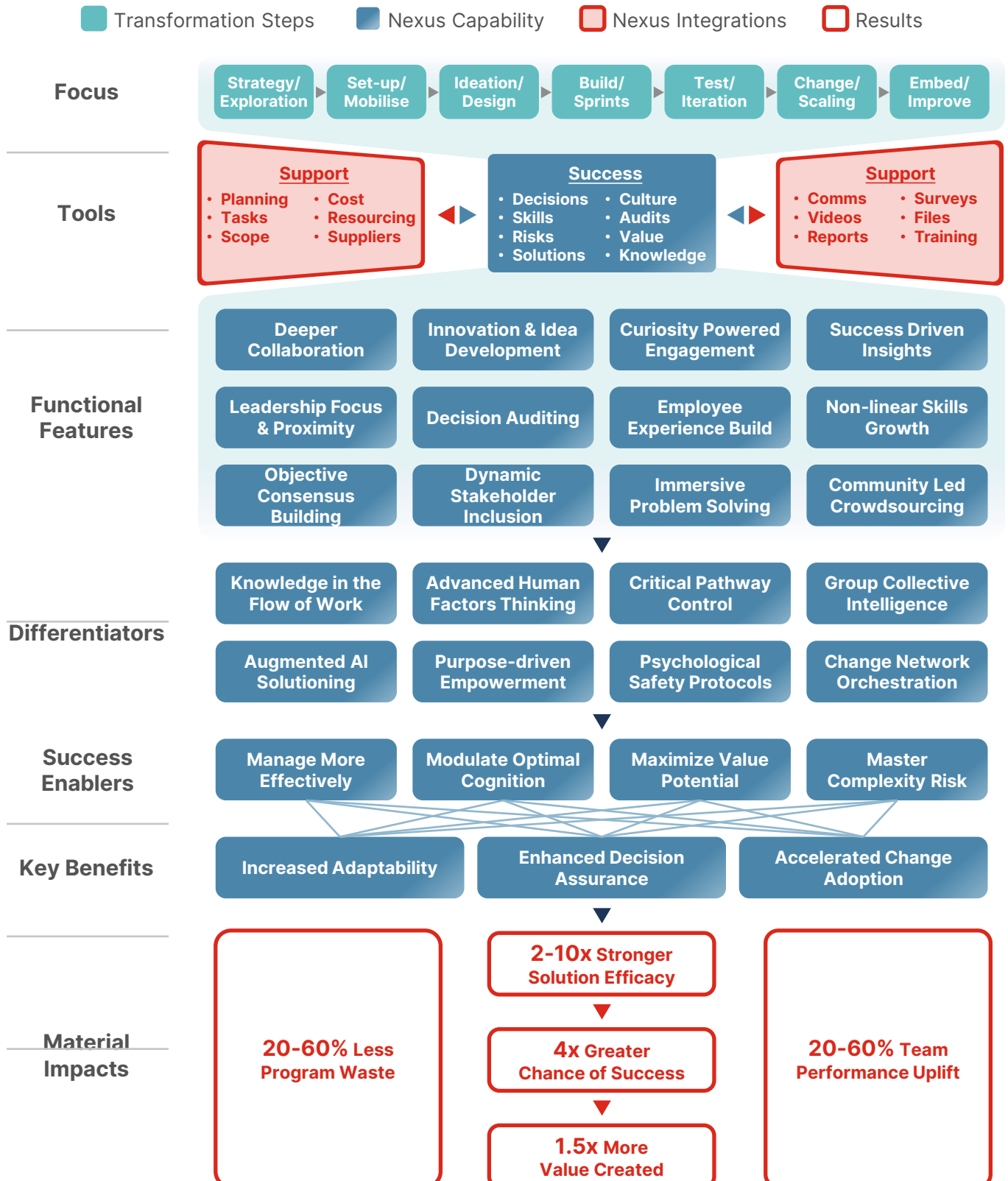
In contrast, lower scores in **Process Oriented (1.8)** and **Risk Conscious (2.0)** indicate that structured ways of working and systematic consideration of risk are not yet applied consistently across programmes. This may lead to variability in execution, decision-making, and assurance as complexity increases.

The **Human Centric (1.9)** score further suggests that the people dimension of AI transformation—such as engagement, trust, adoption, and sustainable ways of working—may not be addressed with the same level of focus as technical or delivery considerations.

Taken together, these results suggest that AI transformation efforts are currently driven more by individual expertise and task execution than by repeatable processes, embedded risk practices, or consistent people-focused change approaches. Strengthening these traits will be critical to ensuring that AI initiatives remain reliable, scalable, and trusted as their scope and impact expand.

How to improve your readiness level?

Nexus is designed to be your main supporter in your AI initiatives through its various features around collaboration, knowledge synthesis and transformation management. As we have witnessed Nexus users to experience increased adaptability, enhanced decision-making processes and many other benefits in the past few years, it is safe to say that it will be a game changer in your transformation journey.





Transform beyond boundaries with Agentic AI



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