

AI Readiness Assessment

Know Where Your Business Stands Before You Spend Another Dollar on AI

Before You Read This Assessment

95% of AI pilots deliver zero measurable financial return. The root cause is almost never the technology. It is almost always the organization.

This assessment exists because the most expensive thing your business can do right now is invest in AI before you're ready for it. The most ROI-positive thing you can do is find out honestly where you stand — before you sign another contract, hire another vendor, or announce another initiative.

This is not a pass/fail test. It is a diagnostic. Answer honestly. The gaps you identify here are the gaps that will determine whether your AI investment pays off — or becomes part of the 95%.

How to Use This Assessment

- Answer each question honestly based on where your organization actually is today — not where you plan to be.
- Read the implication for your answer. Every yellow and red response comes with a specific explanation of what that gap means for your AI initiative.
- Review your section scores at the end of each dimension.
- Use the Overall Readiness Summary at the end to identify your highest priority gaps.




Four Dimensions. Twenty Questions. One Honest Picture.

#	Dimension	What It Diagnoses
1	Business Readiness	Do you know what problem AI is solving, what success looks like, and whether you have the capability to execute?
2	Data Readiness	Is your data understood, governed, protected, and structured well enough to build AI on top of?
3	People & Organizational Readiness	Are your people prepared — mentally and practically — for this change, and has leadership communicated honestly about what it means?
4	Expectation & Experience Readiness	Are your timelines realistic, your board aligned, your definition of success honest, and your lessons from prior attempts applied?




SECTION 1 | BUSINESS READINESS

Do you know what you need AI to do — and whether your business is positioned to make it happen?


Q1. Do you know specifically what you need AI to do for your business — not ‘use AI’ as a goal, but a specific problem it will solve or a specific gap it will fill?



	Yes — we have a clear, specific AI objective	Your initiative has a defined purpose. This is the foundation everything else builds on. Maintain this clarity as vendors and options multiply.
	Partially — we have a general direction but not a specific objective	A general direction is not enough to build a plan from. Without a specific objective you will struggle to define success, measure ROI, or build a business case your board can defend. Sharpen this before you commit budget.
	No — we want to ‘do AI’ but haven’t defined what that means	This is the single most common reason AI initiatives fail. 95% of failed AI pilots shared one characteristic: no clear definition of what success looked like before they started. Investing without a specific objective means you will spend money, create activity, and have nothing measurable to show for it. Define your objective before you spend another dollar.

Q2. Have you identified the specific benefits AI will deliver for your business, your employees, and your customers — and do you have existing operational metrics that AI performance can be measured against?




	Yes — we have defined benefits and existing metrics to measure them	You have the measurement infrastructure to track whether AI is delivering. This is rare and valuable. Make sure these metrics are visible to leadership, not just the delivery team.
	Partially — we have a sense of the benefits but haven’t defined the metrics	Benefits without metrics are hopes. You need specific, measurable indicators — not ‘improved efficiency’ but ‘reduced processing time from 4 hours to 45 minutes.’ Without defined metrics you cannot build a credible business case, manage board expectations, or know when to adjust course.
	No — we haven’t defined the benefits or how we would measure them	This gap is more serious than it appears. Without defined metrics you have no way to know if your AI investment is working — and no way to defend continued investment when the board asks for results. Most AI initiatives that get defunded early lose funding not because they failed, but because nobody could prove they were succeeding. Define your success metrics before you begin.

Q3. Do you have a realistic picture of what results you expect to see, and over what time period — and are those expectations shared by your board and leadership team?


	Yes — we have realistic timelines and	Leadership alignment on timeline is one of the strongest predictors of AI initiative success. Organizations where the board and CEO share a realistic
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	aligned expectations across leadership	view of when results will materialize are significantly more likely to see those results.
	Partially — we have some expectations but they may not be realistic or fully aligned	Misaligned expectations are a slow-burning risk. The initiative may launch with momentum, but when results don't materialize on the timeline leadership imagined, support evaporates. Have an explicit conversation about timeline before you begin — not after you're already in execution.
	No — we haven't set realistic timelines or aligned on expectations	Organizations that haven't aligned on realistic timelines before they begin are setting up for premature defunding. Research shows most AI initiatives take 2-4 years to deliver satisfactory ROI. Only 6% pay back within a year. If your board expects results in 90 days, you have a misalignment problem that will destroy the initiative before it can deliver. Address this now.

Q4. Do you have the skills in house to lead this initiative — or have you identified and budgeted for the skills you will need to bring in?




	Yes — we have the skills or a clear plan to acquire them with budget allocated	Capability clarity is one of the most underrated readiness factors. Knowing what you have and what you need — with budget to close the gap — puts you ahead of most mid-market organizations starting an AI initiative.
	Partially — we think we have the skills but haven't formally assessed or budgeted	The skills gap is the #1 barrier to AI adoption globally — cited by 63% of employers. Assuming you have the capability without formally assessing it is a risk. People can be enthusiastic about AI without having the skills to implement it at the level your initiative requires. Conduct a capability assessment before you begin.
	No — we don't know what skills we need or where they will come from	70% of mid-market companies that implement AI end up needing outside help they didn't budget for. That unplanned cost — on top of subscription fees, implementation time, and workflow disruption — is one of the primary reasons AI initiatives run over budget and underdeliver. Identify your capability gaps and build a resourcing plan before you commit.

Q5. Can every member of your leadership team explain your AI strategy — what it is, why it matters, and what success looks like — in specific, measurable terms?

	Yes — leadership is fully aligned and can articulate the strategy consistently	Leadership alignment is the most powerful accelerant for AI adoption. When everyone in the C-suite tells the same story about why AI matters and what it will deliver, the organization follows. Protect this alignment as you move into execution.
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	Partially — some leaders are aligned but there are gaps in understanding or commitment	Partial alignment is fragile. The leaders who aren't fully aligned will create friction at the worst possible moments — when the initiative hits its first obstacle and needs cross-functional support to get back on track. Close this gap before you launch.
	No — leadership has different views on the AI strategy or its importance	Leadership misalignment on AI strategy is one of the most common and most expensive problems in mid-market AI adoption. When the CEO sees AI as existential and the CFO sees it as discretionary spending, the initiative stalls every time it needs a decision. You cannot execute a strategy your leadership team doesn't share. Align before you begin.




Business Readiness — Section Score

 Mostly Green	You are well-positioned in this dimension. Proceed with confidence and revisit as conditions change.
 Mixed Results	Proceed with a plan to close your yellow and red gaps before scaling. These gaps won't stop you today but will cost you later.
 Significant Gaps	Stop and address these gaps before proceeding. Each red in this section represents a documented root cause of AI initiative failure.




SECTION 2 | DATA READINESS

AI runs on data. If your data isn't ready, your AI initiative isn't ready.




Q6. Do you have someone in your organization who truly understands your data — not just what it is, but what you collect, why you collect it, what you do with it, who you share it with, and how you use it to generate value?

	Yes — we have dedicated data ownership and literacy in house	Data literacy at the leadership level is rare and extremely valuable. Organizations with a clear data owner who understands the full data lifecycle are significantly better positioned to build AI on top of it.
	Partially — some people understand parts of our data but there is no single owner	Fragmented data knowledge creates fragmented AI. If different people own different pieces of your data without a unified picture, your AI initiative will surface that fragmentation at the worst possible moment — mid-implementation, when the cost of addressing it is highest. Consolidate data ownership before you build.
	No — nobody has a comprehensive view of our data	Building AI on data nobody fully understands is one of the most reliable ways to produce an AI initiative that creates more problems than it solves. Data quality issues, unexpected outputs, compliance violations, and integration failures all trace back to this gap. Before you invest in AI tools, invest in understanding what you're building them on.




Q7. Have you mapped your data — what you collect, where it lives, how it flows through your organization, who owns it, and how it connects across your systems?

	Yes — we have a documented data map that is current and accessible	A documented data map is one of the most valuable assets an organization can have going into an AI initiative. It eliminates entire categories of discovery work and dramatically reduces implementation time and cost.
	Partially — we have some documentation but it is incomplete or out of date	Partial data mapping creates partial AI results. The gaps in your map will become the gaps in your AI outputs. Outdated documentation is often worse than no documentation because it creates false confidence. Invest in bringing your data map current before you build AI on top of it.
	No — we have never formally mapped our data	This is the single biggest technical reason AI pilots fail in mid-market companies. AI cannot be built reliably on unmapped data. You will discover your data architecture during implementation — at the highest possible cost. Data mapping is not glamorous work but it is the foundation of every successful AI initiative. Do this first.


Q8. Do you have a centralized data architecture — or do you have multiple systems storing the same data independently, with frequent mismatches or inconsistencies between them?



	Yes — we have a centralized or well-integrated data architecture	Clean, integrated data architecture is the infrastructure AI needs to perform. Your initiative will be able to train on reliable, consistent data and produce outputs you can trust.
	Partially — we have some integration but also significant siloes and inconsistencies	Data siloes produce unreliable AI. When the same customer appears differently in your CRM, your billing system, and your support platform, your AI will learn from contradictory information and produce contradictory outputs. This is manageable if you plan for it — but it needs to be in your implementation scope and budget.
	No — we have significant siloes, inconsistencies, and data mismatches across systems	Fragmented data architecture is the #1 barrier to AI progress cited by organizations in 2026 — above budget, skills, and executive support. Training AI on fragmented, inconsistent data does not produce fragmented results. It produces confidently wrong results — which are more dangerous than no results at all. Addressing your data architecture before you begin is not optional. It is the work.

Q9. Do you have policies and controls governing how your data is stored, accessed, shared, and protected — and are those policies actually followed?




	Yes — we have documented, enforced data governance policies	Data governance maturity is a significant competitive advantage in AI adoption. Organizations with enforced policies are better protected from the compliance, security, and reputational risks that scale with AI implementation.
	Partially — we have some policies but they are inconsistently followed or incomplete	Partial governance is not governance — it is documentation that creates the illusion of protection without providing it. Introducing AI into a partially governed data environment amplifies every existing risk. Before you scale AI, identify the governance gaps and close them.
	No — we do not have formal data governance policies in place	Ungoverned data plus AI is one of the highest-risk combinations in enterprise technology. The consequences range from regulatory violations — particularly serious in healthcare and financial services — to data breaches, client trust failures, and reputational damage that can be existential for a mid-market company. Data governance is not a compliance checkbox. It is the difference between AI that builds your business and AI that exposes it.

Q10. Do you understand your regulatory obligations around data — including HIPAA, PII, financial data regulations, and any sector-specific requirements — and have you assessed how AI implementation will affect your compliance posture?

	Yes — we have assessed our regulatory	Regulatory clarity before implementation is significantly more valuable than regulatory discovery during implementation. You are positioned to build AI in a way that strengthens rather than jeopardizes your compliance posture.
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	obligations and understand the AI compliance implications	
	Partially — we understand some of our obligations but haven't fully assessed the AI implications	Partial regulatory awareness leaves gaps that become violations. AI systems process, generate, and store data in ways that create new regulatory exposure — particularly around PII, consent, and auditability. Complete your compliance assessment before you deploy AI in any customer-facing or data-intensive workflow.
	No — we haven't assessed our regulatory obligations in the context of AI	Regulatory non-compliance in AI is not a theoretical risk for mid-market companies — it is an active and growing one. Healthcare organizations face HIPAA exposure. Financial services firms face SEC and FINRA implications. Any company handling personal data faces CCPA, GDPR, or state-level privacy law considerations. Introducing AI without a regulatory assessment is not a technology risk. It is a business risk. Get your compliance picture clear before you build.




Data Readiness — Section Score

	Mostly Green	You are well-positioned in this dimension. Proceed with confidence and revisit as conditions change.
	Mixed Results	Proceed with a plan to close your yellow and red gaps before scaling. These gaps won't stop you today but will cost you later.
	Significant Gaps	Stop and address these gaps before proceeding. Each red in this section represents a documented root cause of AI initiative failure.




SECTION 3 | PEOPLE & ORGANIZATIONAL READINESS

The message you send about AI on day one will determine whether your initiative succeeds or fails.

Q11. Do your people understand AI at a level that goes beyond using a chatbot for quick answers — specifically, can your team build real use cases that improve how your business actually operates?

	Yes — our team has genuine AI capability and is building real use cases	Real AI capability in the organization — not just individual tool use — is one of the strongest predictors of initiative success. Your people will be able to identify opportunities, flag problems, and contribute to the implementation in ways a less capable team cannot.
	Partially — some team members have real capability but most use AI superficially	Superficial AI use is widespread and understandable — but it will not drive your initiative. If AI lives at the edge of your organization — used by individuals for personal productivity without connecting to core business workflows — it will never deliver the ROI you are trying to build. Invest in capability development alongside implementation.
	No — our team uses AI experimentally at best and doesn't have the skills to build real use cases	You cannot implement what your team cannot understand. The skills gap is the #1 barrier to AI adoption globally and it is even more acute at the mid-market level where dedicated AI talent is harder to attract and retain. Without a capability development plan running alongside your implementation, you will be dependent on external support indefinitely. Build the skills while you build the solution.

Q12. Do your people believe AI will be used as a tool to make them more effective — or do they believe AI is coming for their jobs?

	Yes — our people understand AI as a tool and are not afraid of it	Psychological safety around AI is one of the most undervalued assets in implementation. A team that sees AI as an ally rather than a threat will engage with it, improve it, and make it work in ways a resistant team never will.
	Partially — some employees are comfortable but there is visible anxiety or resistance in parts of the organization	Pockets of fear become pockets of resistance. They slow adoption, create workarounds, and produce data quality problems that compound over time. Address the fear directly — not with reassurances but with specific, honest conversations about what this means for each team and each role.
	No — our people are afraid that AI will replace them and	Fear of replacement is the silent killer of AI initiatives. It manifests not as open resistance but as passive non-adoption — people who technically use the tool but don't trust it, don't feed it good data, and don't surface problems that would improve it. You cannot outsource this conversation. Leadership


<p>nobody has directly addressed that fear</p>	<p>has to have it directly, honestly, and early. Every week you delay costs you adoption momentum you will struggle to rebuild.</p>
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Q13. How have you framed the AI conversation with your organization — and have you communicated specifically what it means for your people, their roles, and their futures?




<p>✓</p>	<p>Yes — we have communicated clearly, honestly, and specifically about what AI means for our people</p>	<p>Clear, specific leadership communication about AI is the single most powerful driver of successful adoption. You have done the hardest part of change management before the change has even begun.</p>
<p>⚠</p>	<p>Partially — we have communicated broadly about AI but haven't addressed the specific implications for roles and people</p>	<p>Broad communication without specific answers to the questions people actually have — 'what does this mean for my job?' — creates anxiety and speculation that fills the void. People will answer the question themselves, and their answers will almost always be more frightening than the truth. Be specific before the speculation starts.</p>
<p>✘</p>	<p>No — we have announced an AI initiative without explaining what it means for our people</p>	<p>The most common AI leadership communication failure is announcing the initiative without answering the question every employee is asking but nobody is saying out loud: 'What does this mean for me?' When leaders say 'we need to use AI or we will be left behind' without context, employees hear 'we are replacing you with AI.' That message will produce resistance, disengagement, and quiet sabotage that no implementation plan can overcome. Reframe the communication before you proceed.</p>

Q14. Has your organization recently been through other major changes — and does your team have the capacity to absorb another significant transformation alongside existing responsibilities?




<p>✓</p>	<p>Yes — our team has capacity and change fatigue is not a significant factor</p>	<p>Change capacity is a genuine competitive advantage. Organizations that are not stretched by prior transformation efforts can engage with AI implementation with focus and energy rather than exhaustion.</p>
<p>⚠</p>	<p>Partially — there has been recent change and capacity is limited but manageable</p>	<p>Limited capacity is manageable if you plan around it. Scope your AI initiative to match your organization's actual bandwidth — not its theoretical bandwidth. The most common mid-implementation failure mode is asking a stretched team to absorb more than they can while maintaining existing operations. Be honest about capacity before you commit.</p>

	No — our team is already stretched and change fatigue is a real issue	A fatigued organization does not implement AI. It goes through the motions of implementing AI while quietly waiting for this initiative to end like the last one did. Change fatigue is not weakness — it is a signal that your organization needs recovery time before it can absorb something new effectively. Launching an AI initiative into a fatigued organization is one of the fastest ways to produce the kind of failure that makes the next initiative even harder to launch.
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Q15. Does your culture reward experimentation and tolerate the learning that comes from failure — or does it punish mistakes in ways that will prevent your people from engaging honestly with AI implementation?

	Yes — our culture supports experimentation and honest failure	A culture that tolerates learning failures is essential for AI implementation. AI requires iteration — testing, adjusting, failing small, and improving. Organizations with this culture move through the learning curve dramatically faster than those that don't.
	Partially — some parts of the organization support experimentation but there are areas where failure is not tolerated	Cultural inconsistency on failure tolerance creates inconsistent AI adoption. The teams that feel safe experimenting will move forward. The teams that don't will avoid anything that could expose them to criticism. This produces uneven implementation that is harder to manage and harder to measure.
	No — our culture punishes mistakes and people are reluctant to try things that might not work	AI implementation requires a culture of safe experimentation. It will not produce perfect results immediately — it will produce learning, adjustment, and gradual improvement. In a culture that punishes failure, people will not engage honestly with the process. They will hide problems, avoid edge cases, and present results more favorably than they are. You will not discover what isn't working until it is too late and too expensive to fix.




People & Organizational Readiness — Section Score

	Mostly Green	You are well-positioned in this dimension. Proceed with confidence and revisit as conditions change.
	Mixed Results	Proceed with a plan to close your yellow and red gaps before scaling. These gaps won't stop you today but will cost you later.
	Significant Gaps	Stop and address these gaps before proceeding. Each red in this section represents a documented root cause of AI initiative failure.



SECTION 4 | EXPECTATION & EXPERIENCE READINESS


AI is not chicken bones and foo foo dust. It will not transform your business overnight.

Q16. Has your organization tried AI before — and if so, have you done an honest post-mortem on what happened, what you learned, and what you would do differently?




	Yes — we have tried AI, done a genuine post-mortem, and applied those lessons	Organizations that learn from prior AI experience move through subsequent implementations dramatically faster and with far fewer of the same mistakes. Your prior experience is an asset — provided you used it to learn rather than just move on.
	Partially — we have tried AI before but haven't fully analyzed what went wrong or why	Unexamined failure becomes repeated failure. If you know something didn't work but haven't identified specifically why, you are likely to reproduce the same conditions in your next attempt. Conduct the post-mortem — even briefly — before you invest again.
	No — we have tried AI and it didn't work but we haven't analyzed why, or this is our first attempt with no structured learning approach	The organizations contributing to the 95% failure rate are overwhelmingly organizations that either skipped the post-mortem on prior failures or never built a structured learning approach into their implementation. Investing in AI without a mechanism to learn from what isn't working means you will repeat the same mistakes at the same cost until the budget runs out. Build the learning loop before you launch.

Q17. Does your leadership team have a realistic understanding of how long AI will take to deliver meaningful results — and is that timeline reflected in your board commitments and budget cycles?


	Yes — our timeline expectations are realistic and our board commitments reflect that	Realistic timeline expectations are the most powerful protection against premature defunding. You have set your initiative up to be judged against what is actually achievable — not against an optimistic projection that was never grounded in how AI implementations actually unfold.
	Partially — we have some sense of the timeline but our board expectations may not be fully aligned	Partially aligned timeline expectations create the conditions for a crisis at the first board review when results don't match what was implied at launch. Have a direct, honest conversation with your board about realistic timelines before results are expected — not after they are questioned.



	No — our board expects results faster than AI realistically delivers or we haven't set expectations at all	Overpromising AI results to a board is one of the most dangerous things a CEO can do in 2026. When the first quarterly review comes and the numbers don't reflect the initiative, the initiative gets defunded — usually before it had enough runway to deliver. Research shows most AI implementations take 2-4 years to deliver satisfactory ROI. If your board expects results in one year or less, you have a communication problem that will become a defunding problem. Address it now.
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Q18. Is your board genuinely aligned on what this AI initiative requires — in time, investment, patience, and organizational disruption — or did they approve the budget without fully understanding what they were approving?




	Yes — our board understands what this requires and has genuinely committed to the full journey	Board commitment that is grounded in realistic understanding of what AI requires is one of the rarest and most valuable assets an AI initiative can have. Protect this alignment by communicating honestly throughout the implementation — including when things are harder than expected.
	Partially — the board approved the budget but may not fully understand the timeline or disruption required	Budget approval is not the same as strategic commitment. A board that approved AI spending without understanding what they were approving will not provide the sustained support the initiative needs when it hits its first significant obstacle. Close the understanding gap before the first major decision point.
	No — the board approved spending based on enthusiasm or competitive pressure rather than genuine understanding of what the initiative requires	Board enthusiasm without board understanding is not a foundation. It is a countdown. When enthusiasm meets the reality of a 2-4 year timeline, repeated iteration cycles, and results that don't materialize as quickly as hoped, that enthusiasm turns to scrutiny — and then to defunding. The best time to have an honest conversation with your board about what AI requires is before they have a reason to be disappointed. Have it now.

Q19. Have you defined what success looks like for YOUR specific business — not what industry analysts say AI should deliver, but what your specific organization needs this investment to produce?


	Yes — we have a specific, measurable definition of success tied to	A business-specific definition of success is the difference between an AI initiative that your team is building toward and one they are guessing at. Every decision — what to build, what to measure, when to adjust — becomes clearer when success is defined in terms that are meaningful to your specific business.
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	our business context	
	Partially — we have a general sense of what success looks like but it is not specific or tied to our context	Generic definitions of success produce generic implementations. ‘Improved efficiency’ and ‘better customer experience’ are not definitions — they are aspirations. Translate them into specific, measurable outcomes that are meaningful in the context of your business before you build toward them.
	No — we are measuring success against industry benchmarks or vendor promises rather than our own business needs	Measuring your AI initiative against what a vendor says you should achieve, or what a case study from a different industry delivered, is one of the fastest ways to mismanage an implementation. Your business has specific processes, specific customers, specific constraints. Your definition of success needs to reflect those realities. Build your success metrics from the inside out — starting with your actual business needs, not someone else’s results.

Q20. Do you have a clear owner for this AI initiative who has the authority, the accountability, and the commitment to see it through beyond the initial excitement — including when it gets hard?

	Yes — we have a named owner with authority, accountability, and genuine commitment	Single ownership with real authority is one of the strongest predictors of AI initiative success. The initiatives that stall almost always trace back to a moment when nobody had clear ownership over the decision to continue, adjust, or stop.
	Partially — there is a nominal owner but authority or accountability is unclear	Nominal ownership without real authority produces an initiative that moves until it hits friction and then stalls. When decisions need to be made — about scope, budget, resources, or direction — unclear ownership means decisions don’t get made. Or they get made by the wrong people at the wrong level. Clarify ownership before you begin.
	No — ownership is shared, unclear, or dependent on the CEO’s continued personal attention	AI initiatives that depend on the CEO’s personal attention to survive are not initiatives — they are passion projects. When the CEO’s attention moves to the next priority — and it will — the initiative loses its oxygen. Assign a named owner with real authority and real accountability before you launch. The initiative needs a champion who will still be fighting for it in month eighteen when the initial energy has faded.

Expectation & Experience Readiness — Section Score

	Mostly Green	You are well-positioned in this dimension. Proceed with confidence and revisit as conditions change.
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 Mixed Results	Proceed with a plan to close your yellow and red gaps before scaling. These gaps won't stop you today but will cost you later.
 Significant Gaps	Stop and address these gaps before proceeding. Each red in this section represents a documented root cause of AI initiative failure.

OVERALL READINESS SUMMARY

Use this summary to identify your highest priority gaps across all four dimensions.

Dimension	✔ Greens	⚠ Yellows	🔴 Reds	Priority Actions
Business Readiness	/5	/5	/5	List your top 1-2 actions here
Data Readiness	/5	/5	/5	List your top 1-2 actions here
People & Org Readiness	/5	/5	/5	List your top 1-2 actions here
Expectation & Experience Readiness	/5	/5	/5	List your top 1-2 actions here

Reading Your Results

✔ **Mostly Green across all sections:** You are well-positioned to proceed. Move forward with a structured implementation plan that keeps your gaps in view.

⚠ **Mixed across sections:** You have gaps that will slow you down or derail you mid-execution. Address your yellows and reds before you scale. A structured readiness plan will save you more than it costs.

🔴 **Significant Reds:** Stop. Each red answer in this assessment represents a documented root cause of AI initiative failure. Proceeding without addressing these gaps is how organizations become part of the 95%.

What Comes Next

This assessment tells you where you are. The Touchstone Discovery Method helps you get to where you need to be.

If you completed this assessment and found gaps you're not sure how to close — that's exactly the conversation we're built for. HQ Partners works with mid-market CEOs, Founders, and COOs to build the foundation that makes AI investment pay off.

Book a 30-minute discovery call: h-queueconsulting.com/contact