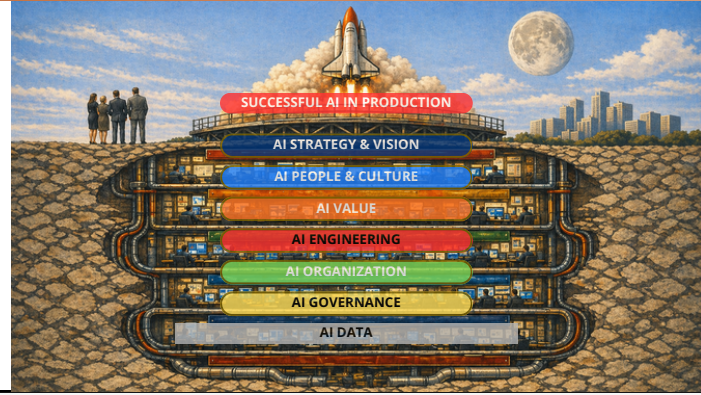


WHAT SKIPPING AN ASSESSMENT COSTS YOU

Without a diagnosis, you're **guessing** which layer is broken.

Most AI initiatives struggle not because the technology is wrong—but because the organization lacks a clear strategy for prioritizing, sequencing, and scaling AI investments. An assessment identifies the operational constraint, its maturity level, and the next capability **required to scale** successfully. Skip it, and you **treat symptoms instead of causes**.



WITHOUT ASSESSMENT

- ✗ Priorities constantly shift every quarter
- ✗ Departments pursue conflicting AI initiatives
- ✗ Resources spread across low-impact projects
- ✗ Duplicate tools and vendors emerge

WITH ASSESSMENT

- ✓ Constraint domain/capabilities identified precisely
- ✓ AI initiatives sequenced by enterprise value
- ✓ Portfolio dependencies identified before rollout
- ✓ Leadership gains structured prioritization governance

The example below shows how a symptom traces back to its **primary domain & underlying capabilities**. Without an assessment, the weakness often remains hidden until implementation begins—**rework costs increase (3-100x)**, deployment **timelines extend (1.5-5x)** & original potential value **drops significantly**.

EXAMPLE DIAGNOSTIC

PRESENTING SYMPTOM

“Every department has an AI idea—but no one agrees on priorities.”

Strategic fragmentation

Prioritization Conflict

DOMAIN CONSTRAINT

Primary domain

AI Strategy

Secondary capability:

- Strategic Alignment & Value Definition (L1)
- Governance & Decision Architecture (L1)

● ● ○ ○ ○ Level 1-2: Awareness / Exploration

ROOT CAUSE

- AI priorities fragmented across departments
- No enterprise prioritization or sequencing framework exists
- Overlapping initiatives compete for resources and attention
- Leadership lacks portfolio-level visibility and governance
- AI decisions are reactive
- The organization is scaling disconnected experimentation

POSSIBLE SECONDARY GAPS

- weak portfolio governance
- resource allocation conflict
- reactive prioritization

REMEDIATION TARGET

Move Strategy & Prioritization → Level 3 (Formalization)

- Establish **enterprise AI prioritization criteria**
- Align initiatives to **measurable business outcomes**
- Introduce **AI portfolio governance & sequencing**
- Define **initiative dependency** mapping
- Create **executive decision structure** for AI investments
- Implement **portfolio-level value tracking & prioritization** reviews

WHAT NOT TO DO

- ✗ Do NOT approve AI initiatives independently by department
- ✗ Do NOT prioritize based on loudest stakeholder or vendor urgency
- ✗ Do NOT confuse experimentation with strategy
- ✗ Do NOT deploy more tools to solve a prioritization problem

THE DIFFERENCE

Generic advice says "prioritize better."
Why prioritization is failing, where the constraint exists, and what capability must be built first.

BTCExperiences.com
info@btceperiences.com
609.246.5860

The assessment eventually happens anyway.

The only question is whether it occurs before implementation - or after failure.

WHEN AI SPENDING MOVES FASTER THAN AI GOVERNANCE

Without Portfolio Discipline, AI spending becomes momentum - not strategy.

Most AI spending problems do not begin with bad technology. They begin when AI adoption accelerates faster than governance, prioritization, and measurable value.

A Strategic PMO & AI Portfolio determine:

- which initiatives deserve funding
- when spending should expand
- which capabilities are missing
- and what evidence justifies scale.

Without that discipline, momentum starts replacing data.



WITHOUT STRATEGIC AI PORTFOLIO

- ✗ AI spending accelerates w/o spend controls
- ✗ More pilots added without prioritization
- ✗ Activity mistaken for business value
- ✗ Budget consumed before ROI is proven

WITH STRATEGIC PMO + AI PORTFOLIO

- ✓ Funding tied to measurable value
- ✓ Initiative sequencing based on readiness
- ✓ Spend governed by stage-gates and KPIs
- ✓ Portfolio expands only after proven outcomes

The example below shows how a symptom traces back to its **primary domain & underlying capabilities**. Without an assessment, the weakness often remains hidden until implementation begins—**rework costs increase (3-100x)**, deployment **timelines extend (1.5-5x)** & original potential value **drops significantly**.

EXAMPLE DIAGNOSTIC

PRESENTING SYMPTOM

“We're spending more on AI than the value we're getting back.”

Post-deployment concern

Budget escalation

ROI uncertainty

DOMAIN CONSTRAINT

Primary domain

AI Value

Secondary capabilities:

- Value Clarity & Definition (L1-2)
- Business Case Discipline (L1-2)
- Value Realization & Measurement (L1-2)



WHAT'S ACTUALLY BROKEN

- AI usage expanded faster than value tracking
- Tool adoption became the success metric
- Spend lacked stage-gate controls
- Portfolio sequencing never formalized
- Leadership visibility centered on usage & activity rather validated business outcomes
- Funding decisions followed momentum rather than validated business cases

POSSIBLE SECONDARY GAPS

- weak governance controls
- fragmented initiative ownership
- engineering-led purchasing
- unclear productivity baselines

REMEDATION TARGET

Move AI Value → Level 3 (Formalization)

- Establish AI **funding stage-gates**
- Require **business case validation** before scale
- Define **value KPIs** before expansion
- Track **AI spend** against productivity impact
- **Sequence initiatives** through portfolio governance
- Expand funding only **when measurable value proves repeatability**

WHAT NOT TO DO

- ✗ Do NOT add more AI tools to prove momentum
- ✗ Do NOT assume adoption = value
- ✗ Do NOT scale pilots before building required Capabilities & proving ROI
- ✗ Do NOT manage AI as isolated projects

THE DIFFERENCE

Generic advice says "Spend carefully"

A Strategic PMO says: **business case → portfolio priority → funding gate → measured expansion.**

Hard data slows momentum before spending.

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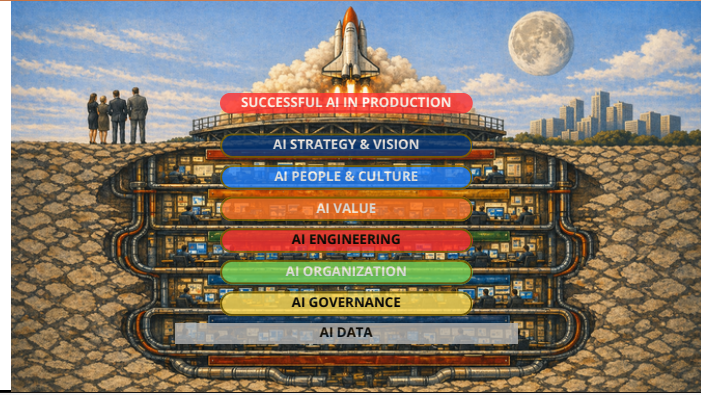
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WHAT SKIPPING AN ASSESSMENT COSTS YOU

Without a diagnosis, you're **guessing which layer is broken.**

Most AI rollouts fail not because the technology is wrong — but because the organization beneath it wasn't ready. An assessment identifies the operational constraint, its maturity level, and the next capability **required to scale** successfully. Skip it, and you **treat symptoms instead of causes**.



WITHOUT ASSESSMENT

- ✗ Departments build isolated AI solutions
- ✗ Duplicate vendors & tools emerge
- ✗ Governance standards vary by team
- ✗ Enterprise integration becomes difficult

WITH ASSESSMENT

- ✓ Organizational constraints identified precisely
- ✓ Ownership & accountability clarified
- ✓ AI initiatives coordinated across departments
- ✓ Enterprise operating model established before scale

Without an assessment, organizational fragmentation often remains hidden until implementation begins—when duplicate investments emerge, governance becomes inconsistent, integration costs rise & enterprise scalability becomes more difficult. **Rework costs increase (3-100x)**, deployment **timelines extend (1.5-5x)** & original potential value **drops significantly**.

EXAMPLE DIAGNOSTIC

PRESENTING SYMPTOM

“Different departments are building AI independently.”

Organizational Fragmentation

Siloed Innovation

DOMAIN CONSTRAINT

Primary domain

AI Organization

Secondary capability:

- Structural Ownership & Leadership (L1)
- Operating Model Integration (L1)

● ● ○ ○ ○ Level 1-2: Awareness / Exploration

ROOT CAUSE

- AI initiatives are being developed independently by business units
- No enterprise AI operating model exists
- Ownership & accountability vary across departs.
- Teams select tools, vendors, and use cases without coordination
- AI governance is inconsistent across the org
- The organization is scaling AI silos instead of enterprise capabilities

POSSIBLE SECONDARY GAPS

- inconsistent governance standards
- competing departmental priorities
- fragmented reporting structures

REMEDIATION TARGET

Move **Organization & Ops Model** → Level 3 (Formalization)

- Establish enterprise **AI ownership**
- Define AI roles, responsibilities & decision rights
- Create cross-functional **AI governance forums**
- Standardize **AI intake, approval & reporting processes**
- **Align** departmental initiatives to enterprise objectives
- **Introduce portfolio-level oversight** for AI investments

WHAT NOT TO DO

- ✗ Do NOT allow departments to select AI platforms independently
- ✗ Do NOT create separate governance models by business unit
- ✗ Do NOT confuse local optimization with enterprise transformation
- ✗ Do NOT scale departmental successes without enterprise integration planning

THE DIFFERENCE

Generic advice says "improve collaboration."

Why organizational fragmentation exists, where accountability breaks down, and what operating model capabilities must be built first.

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WHAT SKIPPING AN ASSESSMENT COSTS YOU

Without a diagnosis, you're guessing which layer is broken.

Most AI initiatives struggle not because the technology is wrong—but because employees have not integrated AI into the way work is actually performed.

An assessment tells you exactly which **domain capability** is the constraint and at what **maturity level**.

Skip it, and you **treat symptoms instead of causes**.



WITHOUT ASSESSMENT

- ✗ Generic training deployed to everyone
- ✗ More tools added to an ungoverned stack
- ✗ Adoption KPIs never defined
- ✗ Same problem resurfaces in 6 months

WITH ASSESSMENT

- ✓ Precise constraint domain/capability identified
- ✓ Remediation sequenced - 1 layer at a time
- ✓ Effort focused only on what moves the needle
- ✓ Portfolio builds on a stable foundation

The example below shows how a symptom traces back to its **primary domain & underlying capabilities**. Without an assessment, the weakness often remains hidden until implementation begins—**rework costs increase (3-100x)**, deployment **timelines extend (1.5-5x)** & original potential value **drops significantly**.

EXAMPLE DIAGNOSTIC

PRESENTING SYMPTOM

“AI adoption is slow or not at all”

Post-deployment failure

Change resistance

DOMAIN CONSTRAINT

Primary domain

AI People & Culture

Secondary capability:

- Adoption & Behavior Change (L1-2)
- Cultural Integration & Sustainability (L1-2)

● ● ○ ○ ○ Level 1-2: Awareness / Exploration

WHAT'S ACTUALLY BROKEN

- AI is **not embedded into daily workflows**
- Employees **do not see AI as part of how work gets done**
- Usage is **optional, inconsistent & not reinforced**
- No **behavioral expectations or accountability** tied to AI usage
- Adoption depends on **individual initiative, not organizational norms**

POSSIBLE SECONDARY GAPS

- heavy leadership rebuild
- broad skills gap
- generic training

REMEDIATION TARGET

Move **Adoption & Culture** → Level 3 (Formalization)

- Define **when & where AI must be used in workflows**
- Establish **clear behavioral expectations (not optional usage)**
- Introduce **team-level accountability for AI utilization**
- Embed AI usage into **performance conversations / operating norms**
- Track **adoption KPIs (actual usage, task-level impact, consistency)**

WHAT NOT TO DO

- ✗ Do NOT launch more broad training programs
- ✗ Do NOT assume awareness = adoption
- ✗ Do NOT add more tools to “force” usage
- ✗ Do NOT treat this as a skills problem

THE DIFFERENCE

Generic advice says “improve adoption.”

A sequenced portfolio roadmap says **domain → level → next layer** to build. That precision only comes from an assessment.

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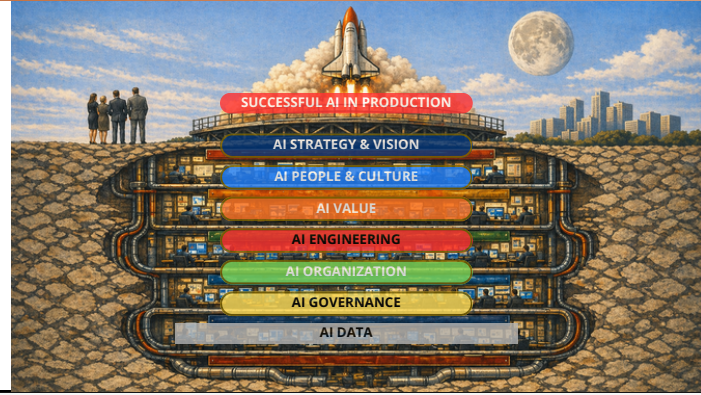
WHAT SKIPPING AN ASSESSMENT COSTS YOU

Without a diagnosis, you're **guessing** which layer is broken.

Most AI initiatives struggle not because the technology is wrong—but because governance, risk, and compliance requirements are discovered after implementation begins.

An assessment identifies the operational constraint, its maturity level, and the next capability **required to scale** successfully.

Skip it, and you **treat symptoms instead of causes**.



WITHOUT ASSESSMENT

- ✗ Projects repeatedly pause for approvals
- ✗ Security & compliance concerns emerge late
- ✗ Teams perform costly rework
- ✗ AI deployment schedules continue slipping

WITH ASSESSMENT

- ✓ Constraints identified before implementation
- ✓ Risk reviews occur early in planning
- ✓ Approval pathways become predictable
- ✓ AI initiatives progress with fewer interruptions

Without an assessment, governance weaknesses often remain hidden until implementation begins—when Legal, Security, Compliance, or Leadership identify unresolved concerns which forces teams into rework, schedules slip & drop in confidence. **Rework costs increase (3-100x)**, deployment **timelines extend (1.5-5x)** & original potential value **drops significantly**.

EXAMPLE DIAGNOSTIC

PRESENTING SYMPTOM

“AI initiatives keep slowing down at the last minute.”

Approval Delays

Governance Friction

DOMAIN CONSTRAINT

Primary domain

AI Governance

Secondary capability:

- Governance & Oversight (L1)
- Risk & Compliance Management (L1)

● ● ○ ○ ○ Level 1-2: Awareness / Exploration

ROOT CAUSE

- Requirements introduced late in the lifecycle
- AI risk reviews occur after significant effort has already been invested
- Security, Legal & Compliance operate in silo
- Approval criteria are unclear or inconsistently applied
- Initiatives lack defined governance checkpoints
- Teams discover governance requirements during implementation instead of before it

POSSIBLE SECONDARY GAPS

- fragmented approval processes
- reactive risk management
- compliance uncertainty
- inconsistent AI standards

REMEDIATION TARGET

Move **Governance & Oversight** → Level 3 (Formalization)

- Establish **enterprise** AI governance framework
- Define **governance checkpoints** before implementation begins
- Standardize AI **approval criteria**
- Align Security, Legal and Compliance reviews
- Create AI risk assessment procedures
- Implement portfolio-level governance oversight

WHAT NOT TO DO

- ✗ Do NOT treat governance as a final approval step
- ✗ Do NOT wait until deployment to engage Security, Legal or Compliance
- ✗ Do NOT manage AI risks through exceptions and workarounds
- ✗ Do NOT allow every project to invent its own governance process

THE DIFFERENCE

Generic advice says "Improve communication with Legal and Compliance."

Why approvals are occurring late, where governance is breaking down, and what governance capability must be built first.

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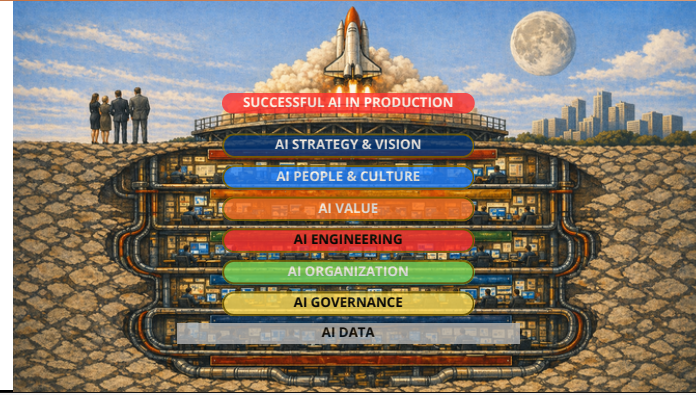
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The only question is whether it occurs before implementation - or after failure.

WHAT SKIPPING AN ASSESSMENT COSTS YOU

Without a diagnosis, you're **guessing which layer is broken.**

Most AI rollouts fail not because the technology is wrong — but because pilot success was mistaken for production readiness. An assessment identifies the operational constraint, its maturity level, and the next capability **required to scale** successfully. Skip it, and you **treat symptoms instead of causes**.



WITHOUT ASSESSMENT

- ✗ Pilot success creates false confidence
- ✗ Production dependencies remain hidden
- ✗ Operational failures emerge after deployment
- ✗ Technical teams are trapped in rework cycles

WITH ASSESSMENT

- ✓ Production constraints identified before rollout
- ✓ Infrastructure readiness validated early
- ✓ Operational dependencies ID'd before deployment
- ✓ AI initiatives scale on a stable foundation

Without an assessment, engineering weaknesses often remain hidden until production deployment—when real workloads, operational dependencies, user adoption patterns, and support requirements expose gaps that never appeared during the pilot. **Rework costs increase (3-100x)**, deployment **timelines extend (1.5-5x)** & original potential value **drops significantly**.

EXAMPLE DIAGNOSTIC

PRESENTING SYMPTOM

“The pilot worked... but production became unstable.”

Production Instability

Scaling Failure

DOMAIN CONSTRAINT

Primary domain

AI Engineering

Secondary capability:

- Production Integration & Deployment (L1)
- AI Lifecycle Management (L1)

● ● ○ ○ ○ Level 1-2 - Awareness / Exploration

ROOT CAUSE

- Pilot environments do not reflect production
- AI workflows are poorly integrated into operational processes
- Production support requirements never defined
- Monitoring, escalation and maintenance processes are immature
- Operational dependencies were not identified during pilot execution
- The organization validated the technology—but not the operating environment

POSSIBLE SECONDARY GAPS

- infrastructure bottlenecks
- support model immaturity
- operational dependency failures

REMEDIATION TARGET

Move Production Engineering → Level 3 (Formalization)

- Establish **production deployment standards**
- Define **operational support ownership**
- Implement **monitoring & performance management**
- Create **AI incident & escalation procedures**
- Validate **production dependencies** before rollout
- Establish lifecycle management controls

WHAT NOT TO DO

- ✗ Do NOT assume pilot success equals production readiness
- ✗ Do NOT rely on manual intervention to stabilize production
- ✗ Do NOT scale AI before validating operational dependencies
- ✗ Do NOT treat production support as an afterthought

THE DIFFERENCE

Generic advice says "Improve the deployment."

Why production became unstable, where the engineering constraint exists, and what operational capability must be built first.

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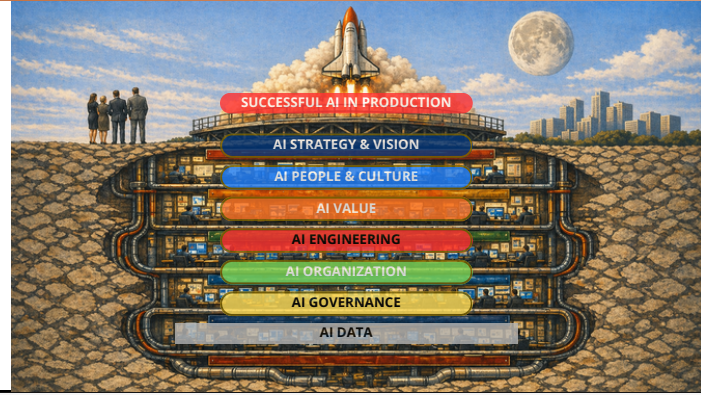
The only question is whether it occurs before implementation - or after failure.

WHAT SKIPPING AN ASSESSMENT COSTS YOU

Without a diagnosis, you're **guessing which layer is broken.**

Most AI initiatives struggle not because the model is wrong—but because the data foundation beneath it isn't trusted or consistent

An assessment identifies the operational constraint, its maturity level, and the next capability **required to scale** successfully. Skip it, and you **treat symptoms instead of causes**.



WITHOUT ASSESSMENT

- ✗ Teams manually verify AI outputs
- ✗ Business users trust experience more than AI
- ✗ Adoption slows despite technical success
- ✗ Decisions continue outside the AI workflow

WITH ASSESSMENT

- ✓ Data constraints identified precisely
- ✓ Data quality & governance weaknesses exposed
- ✓ Reliability standards established before scale
- ✓ AI outputs become measurable and trusted

Without an assessment, data weaknesses often remain hidden until deployment—when users begin questioning recommendations, validating outputs manually, and bypassing AI entirely. **Rework costs increase (3-100x)**, deployment **timelines extend (1.5-5x)** & original potential value **drops significantly**.

EXAMPLE DIAGNOSTIC

PRESENTING SYMPTOM

“Nobody fully trusts the AI outputs.”

Trust Deficit

Data Reliability Concerns

DOMAIN CONSTRAINT

Primary domain

AI Data

Secondary capability:

- Data Quality & Reliability (L1)
- Data Governance & Stewardship (L1)



ROOT CAUSE

- Data quality varies across source systems
- Business context is incomplete or inconsistent
- Data governance standards are immature
- Reliability is assumed rather than measured
- Users must manually validate AI outputs
- The organization is scaling AI on a foundation it does not fully trust

POSSIBLE SECONDARY GAPS

- fragmented source systems
- duplicate records
- weak master data management
- inconsistent reporting logic

REMEDIATION TARGET

**Move Data Reliability & Governance
→ Level 3 (Formalization)**

- Establish **enterprise** data quality standards
- Define ownership and stewardship responsibilities
- Implement **data confidence scoring**
- Standardize **critical business** definitions
- Create **data validation & monitoring** processes
- **Align AI outputs** to trusted data sources

WHAT NOT TO DO

- ✗ Do NOT solve trust issues by buying a new AI tool
- ✗ Do NOT force adoption when confidence is low
- ✗ Do NOT assume more training will fix data quality problems
- ✗ Do NOT scale AI before establishing trusted data foundations

THE DIFFERENCE

Generic advice says "Improve AI accuracy."

Why trust is breaking down, where the data constraint exists, and what capability must be built first.

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