The Turing AI Maturity Playbook

How AI-Forward Organizations Align Leadership, Engage Teams, and Operationalize Execution

TURING

Bridging AI Investment and Impact

Over 80%[1] of AI projects fail, but not for the reason you think.
Despite significant investments, AI projects fail at twice the rate of non-AI IT projects due to cultural and strategic misalignment, not technology[1].

While technology plays a vital role, successful AI adoption hinges on a host of organizational factors, such as cultural alignment, data readiness, and effective change management. Ignoring these can lead to costly AI investments that undermine progress and ROI.

This playbook serves as an introductory guide for operational AI success, focusing on two core areas:

1. **The Turing AI Maturity Model** – A tool to assess organizational AI maturity, identifying strengths and gaps requiring attention.
2. **Leadership-workforce alignment** – Practical steps to unify leadership vision with workforce engagement and process readiness, enabling scalable use cases and an AI-forward culture.

Are the majority of your employees equipped to identify, design, and scale practical AI use cases relevant to their roles? What about 20% of them?

- **If not**, untapped human potential is holding you back.
- **If yes**, are you achieving the ROI you envisioned?

While leadership alignment is essential, bottom-up support from employees is equally vital. Empowered employees can act as AI architects, sharing ideas for role-specific use cases and implementing the foundational elements for success.

Turing's AI Maturity Model

Turing's AI Maturity Model provides executives and leadership teams with a practical framework for evaluating their organization's current AI maturity level. Realistically evaluating an organization against the three dimensions of successful AI implementations (leadership, workforce, and processes), the model enables leaders to identify strengths, uncover gaps, and prioritize targeted improvements.

The assessment process begins with each executive independently evaluating the organization's position within these dimensions. The leadership team then convenes to compare results, fostering alignment and developing a unique organizational fingerprint. This fingerprint reflects the organization's AI readiness, providing a foundation for actionable steps to drive high-quality AI adoption across the workforce.

Three dimensions of AI maturity:

Workforce engagement

AI initiatives often fail due to human challenges, not technical ones. Understanding the current state of the workforce allows the AI maturity model to help leadership address concerns and transform employees into "informed humans in the loop" capable of identifying and implementing high-quality AI use cases.

Leadership alignment

Leadership must balance **short-term opportunities and long-term AI strategies with realistic plans for workforce and technical execution**. The AI Maturity Model guides executives to achieve tangible wins for boards and shareholders while ensuring pragmatic capital investments with clear ROI.

AI-integrated workflow application

To move beyond AI hype, organizations should adopt a comprehensive approach. Success requires balancing active and passive AI adoption, aligning tools, leveraging enterprise LLMs, and focusing on practical applications to build a scalable foundation.

Turing's AI Maturity Model (cont.)

Each dimension provides a concise definition, helping leaders evaluate their organization's position within the AI maturity spectrum. Its purpose is to aid in the identification of practical steps leadership can take that meaningfully optimize AI's organizational impact.

	1 (Emerging)	**2** (Developing)	**3** (Established)	**4** (Leading)
Leadership alignment	Leaders recognize AI's potential and begin setting realistic short-term goals to demonstrate value, aligning initial capital investments with clear roadmaps to satisfy stakeholders.	Leaders balance short-term wins with long-term strategic goals, ensuring capital investments are aligned with comprehensive roadmaps that drive productivity and meet shareholder expectations.	Leaders ensure that headcount planning incorporates both informed humans and AI agents, creating a balanced workforce. They set ambitious long-term goals, fostering a culture that supports sustained AI-driven growth.	Leaders cultivate an AI-forward workforce, integrating AI into all aspects of operations and strategy. They maintain dynamic roadmaps that adapt to evolving technologies and market demands, ensuring ongoing alignment with organizational objectives.
Workforce engagement	Employees experiment with basic AI tools and gain awareness of their potential. Organizations at this stage often rely on passive AI engagement, limiting opportunities for active exploration and adoption.	Employees integrate AI into daily workflows and initiate long-term AI initiatives that enable staff to augment complex tasks, improve efficiency, and build trust as they recognize AI's relevance and value.	Employees manage multiple AI-augmented workflows, utilizing tools such as CustomGPTs, custom applications, or agentic workflows to amplify their impact. They adopt an AI-forward mindset, embracing expanded responsibilities and leveraging AI to handle higher workloads while optimizing team performance.	Employees fluently manage interconnected AI ecosystems, leveraging advanced capabilities to optimize workflows and drive innovation. They foster a culture of continuous learning and adaptation, ensuring the organization remains competitive and establishes itself as a leader in AI-driven transformation.
AI-integrated workflows	Organizations initiate AI adoption with pilot projects and isolated tools, focusing on passive AI engagement. This stage emphasizes creating a foundation for integration, testing capabilities, and preparing for scalability while minimizing disruptions to existing workflows.	AI transitions from isolated efforts to integrated workflows, delivering measurable results. This phase combines short-term wins with long-term strategies, showcasing outcomes that build confidence and establish a foundation for enterprise-wide adoption and scalable AI solutions.	AI workflows are embedded into daily operations, autonomously executing tasks and optimizing processes. These systems enhance efficiency and scalability while empowering employees to focus on strategic contributions, aligning enterprise-wide operations with AI-driven improvements.	AI becomes integral to the organization's cultural and strategic fabric, driving innovation and optimization. Humans manage AI agents across departments, creating seamless collaboration between humans and AI, achieving sustained competitive advantage, and future-proofing operations.

Turing's AI Maturity Model (cont.)

The AI Maturity Model provides a practical starting point for organizations to harness and scale AI effectively. For example, an organization could identify advanced maturity in their leadership alignment but early stages of maturity in workforce engagement. This might manifest in leaders investing in lofty pilot projects but watching the project stall as it fails to get adopted by employees and transition into AI-powered workflows.
By understanding where you stand today, leadership teams can move beyond theoretical aspirations to targeted actions that drive measurable results.

While organizations often engage Turing to facilitate these assessments, the framework is designed for any team to initiate meaningful discussions. Determining where an organization stands today is relatively straightforward; the real challenge lies in operationalizing the steps needed to advance. The following sections delve into practical steps of leadership alignment and workforce engagement, providing actionable strategies for effective AI implementation.

Practical Steps: Leadership Alignment

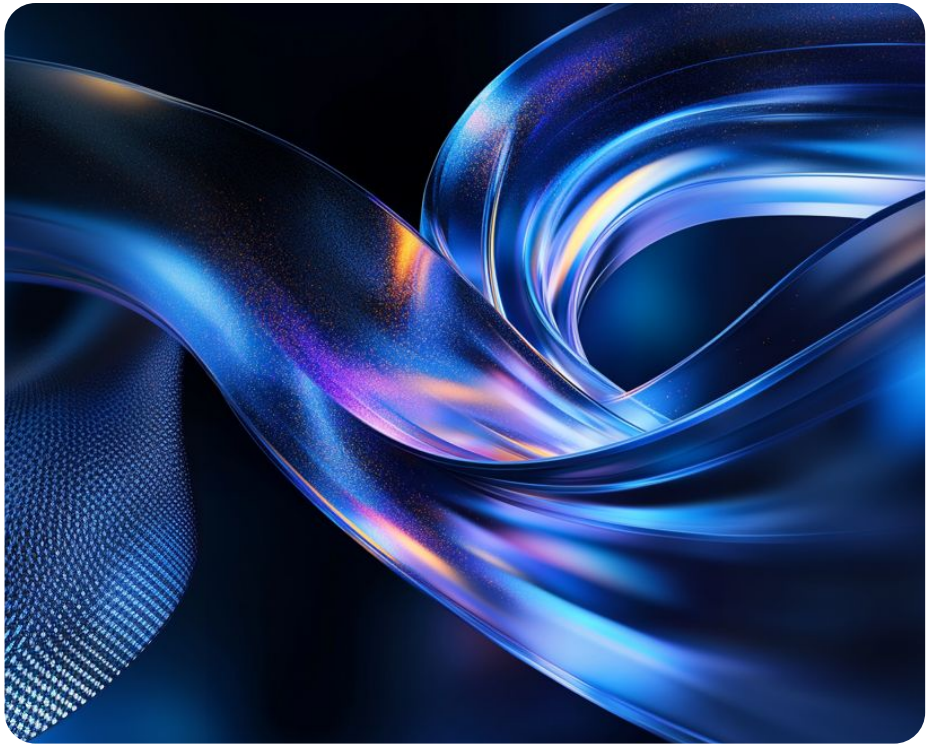
The rise of OpenAI's ChatGPT reshaped executive expectations, pushing AI to the forefront of shareholder discussions. Initial enthusiasm and market gains quickly gave way to demands for measurable results, leaving many organizations struggling to deliver clear ROI from their AI investments.

This section examines three common pitfalls in leadership alignment:

1. **Setting expectations** – Balancing short-term wins with long-term transformative goals to maintain stakeholder confidence.

2. **Employee involvement** – Ensuring employees are engaged and equipped to support AI initiatives effectively.

3. **Operationalizing AI adoption** – Translating strategic goals into practical actions that deliver tangible outcomes.



Leadership Alignment: “Getting to Orbit” and “Getting to Mars”

One of the biggest challenges in AI leadership is setting realistic expectations. Leaders must distinguish between what can be achieved today and what requires sustained, long-term investment. A common pitfall is focusing exclusively on ambitious, transformative goals while neglecting the need for immediate, tangible results to maintain stakeholder confidence. To succeed, leadership must balance short-term wins with long-term vision. Drawing inspiration from SpaceX’s model:

Short-term wins: "Get to Orbit" (Falcon 9)

- Rapidly deploying role-specific AI use cases to generate visible, measurable results.
- Leveraging passive AI adoption (integrating AI into existing tools) and active AI adoption (developing new, targeted use cases).
- Delivering frequent successes to inspire confidence, sustain engagement, and drive momentum.
- Fostering an AI-forward culture by equipping employees with the skills to implement and scale AI initiatives.

Long-term transformation: "Get to Mars" (Starship)

- Developing and executing roadmaps for transformative AI use cases that may take years to deliver material impact.
- Identifying realistic use cases that align with business priorities and yield measurable outcomes.
- Integrating emerging technologies, such as robotics and IoT, into a cohesive, long-term AI strategy.

Leadership Planning: From Tasks to AI Agents

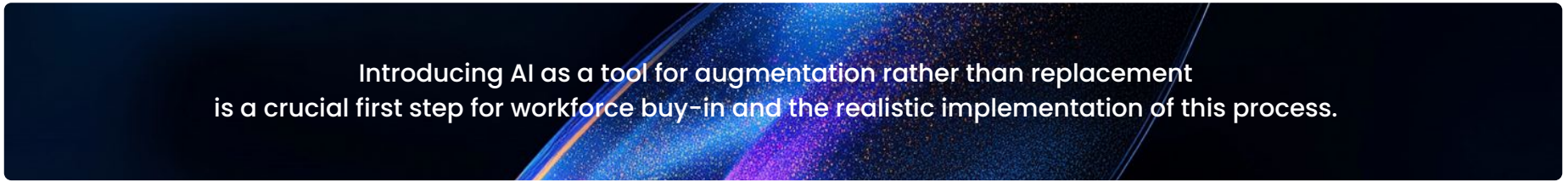
One of the biggest misconceptions when it comes to AI adoption is fear around displacement and replacement. Employees worry that integrating AI into their workflows could render them obsolete. However, this couldn't be further from the truth. With AI maturity comes more advanced ways for AI and human intelligence to work together and achieve outcomes neither could achieve independently.

However, the way that AI augments and integrates into your organization depends on the type of adoption. In the initial stage of AI adoption, organizations often grapple with determining the appropriate level of AI engagement, a challenge that can impede progress and strategic alignment. Adoption typically manifests in two forms:

- Passive AI adoption: Leverages "off-the-shelf" tools, such as enterprise LLMs, to augment tasks requiring minimal customization.
- Active AI adoption: Develops custom AI solutions tailored to specific organizational challenges, delivering transformative impacts aligned with business goals.

Both approaches balance momentum building gains with long-term transformation. While not every AI use case demands custom engineering, all implementations should align with the organization's unique goals and constraints.

AI integration is an evolving process: humans will first be augmented, then transition to managing AI agents, and eventually, agents may function autonomously alongside their human counterparts.



Leadership Planning: From Tasks to AI Agents

Here is how to start that journey: AI-augmented role deconstruction. This approach deconstructs roles into individual task loops, which are evaluated for their potential to be augmented by AI. By focusing on tasks rather than entire roles, organizations can introduce AI workflows that build trust and scalability while minimizing disruption. Gradual integration of AI into workflows transforms tasks into AI use cases, which can ultimately be consolidated into AI-driven agents managed by humans.

Tasks to Agents: Steps in AI-augmented role deconstruction:

Role mapping

Break down roles into discrete tasks to identify those suitable for AI augmentation.

Partitioning

Test AI solutions in controlled workflows, minimizing operational impact before live deployment.

Augmentation

Prioritize realistic and cost-effective AI use cases, incrementally enhancing workflows with AI.

For example, a customer support role can be deconstructed into task loops like handling order inquiries, processing returns, and resolving complaints, with AI augmenting repetitive tasks such as tracking shipments or issuing refunds. In this scenario, humans are focusing on the tasks that require critical thinking, nuance, and empathy while the AI agent is reducing administrative burden.

The endgame: Agentic AI roles

The ultimate vision of AI role augmentation is to optimize tasks across roles and consolidate them into AI agents, referred to as agentic full-time equivalents (A-FTEs). These agents, fine-tuned for efficiency and scalability, are managed by “informed humans in the loop.”

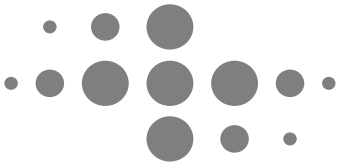
Leadership Planning: From Tasks to AI Agents (cont.)

Employees evolve into orchestrators of AI systems, fostering trust, building confidence, and enabling gradual transformation toward deeper AI integration.

Short - Term

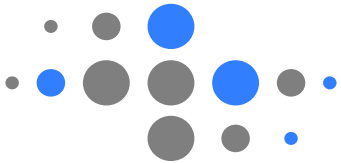
GETTING TO ORBIT

Human Job



● Human Tasks

Human Augmented AI

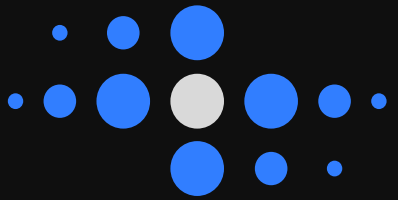


● AI Tasks
● Human Tasks

Long - Term

GETTING TO MARS

AI Agents Managed by Humans



● AI Agents
● Humans

Leadership Driving an AI-Forward Foundation

The Turing AI Maturity Model frequently uncovers foundational gaps that must be addressed to enable successful AI adoption. These gaps—spanning data, systems, and team readiness—are critical barriers to effectively scaling AI. AI amplifies existing systems and operations, for better or worse. While foundational improvements to processes and systems may not appear glamorous, they are critical for scaling AI successfully.

Key priorities for addressing foundational gaps:

1. **Operational readiness** – AI thrives on clean, structured data and optimized workflows. Addressing poor data quality, undefined roles, and fragmented workflows minimizes disruptions and ensures a robust foundation for effective AI integration.

2. **Optimized systems** – Misaligned tools and outdated processes restrict AI's potential. Seamlessly integrating AI into existing tech stacks and aligning it with meaningful use cases maximizes ROI and enables scalable, impactful solutions.

3. **Empowered teams** – Role-specific training equips employees and decision-makers with the confidence and skills to adopt and manage AI effectively. Without this foundation, resistance and underutilization can stall adoption and stifle innovation.

By addressing these core elements, organizations foster an environment where AI can thrive, enabling scalability and sustained impact. These foundational efforts directly support role deconstruction, transitioning tasks into AI use cases, and evolving them into fully operational AI-driven agents. Yet, foundational readiness is only part of the equation. Workforce alignment and engagement are equally critical variables that must be optimized to unlock AI's full potential.

Practical Steps: Workforce Engagement

Empowering the workforce: bridging top-down and bottom-up AI strategies

One of the most common frustrations expressed by leadership is purchasing an enterprise LLM license, only for it to go underutilized or unused entirely. In fact, a 2024 study[2] found that only 26% of companies investing in AI were able to move beyond proofs of concept to generate tangible value. The study cited misalignment between ambitious leadership goals and core function transformation as the driving reason.

Leaders must first address a longstanding cultural apprehension tied to a fundamental question: **"How will this impact my livelihood?"**

This concern, though not universal to all change management initiatives, mirrors the fears of automation in the 1980s and the internet in the 2000s. It must be reframed for the workforce to see AI as a bridge to opportunity rather than a barrier to relevance. Turing's approach emphasizes training employees to think like an AI architect, not merely an AI user. It's akin to equipping stable managers at the dawn of the automobile era with the knowledge and tools to thrive in a rapidly changing environment. The most immediate and realistic threat to employment isn't AI itself but being replaced by someone who knows how to leverage it effectively.

75% Employees lacked confidence in using AI effectively, and fewer than half (43%[4]) reported sufficient training or communication.

4% While 39% of tech leaders classify their organizations as being in the transformative stage of AI maturity, only 4% genuinely achieve this level[5].

These outcomes highlight a critical disconnect between top-down leadership strategies and bottom-up workforce engagement. True success in AI adoption requires a hybrid approach, where employees are empowered with the ability to become AI architects. Tools like Enterprise ChatGPT can serve as transformative, non-coding labs, enabling employees to create proofs of concept for AI use cases. However, without proper training and guidance, these tools risk becoming little more than virtual paperweights.

The path forward is clear: team members need both the knowledge to identify high-quality AI use cases and the tools to develop them. This approach is critical to achieving leadership's vision of "getting to orbit" while setting the organization on a trajectory to "reach Mars." Turing's aim is not to rely solely on humans in the loop but to cultivate "informed humans in the loop", a minor shift with major implications for AI's success and scalability. A key part of this transformation is Turing's intuitive strategy to empower all employees as AI architects in their respective domains, fostering high-quality AI use-case ideas that can be turned into meaningful AI-driven impact.'

Engaging the Workforce to Identify High-Impact AI Use Cases

A common pitfall in AI adoption is viewing it solely as a technical or IT initiative rather than a shared responsibility across all roles. **AI-augmented role deconstruction** reveals that while every role can benefit from AI task augmentation, not every task is ideal for AI. This is where employees, as **"informed humans-in-the-loop,"** play a pivotal role in identifying and driving impactful AI use cases.

Employees don't need deep technical expertise to innovate with AI. By leveraging their detailed knowledge of tasks and workflows, they can identify AI use case ideas, effectively transforming into AI architects. This democratizes AI development across the organization, ensuring solutions align with real-world needs.

The **I.D.E.A. Methodology** provides a simple yet effective framework for guiding employees through this process:

1
Identify

Pinpoint job tasks suitable for AI augmentation using the principles of AI-augmented role deconstruction.

2
Design

Develop clear, role-specific AI use cases, and determine whether passive or active AI engagement is best suited for the desired outcomes.

3
Experiment

Pilot these use cases in controlled environments, utilizing tools like co-pilot or enterprise ChatGPT licenses as non-technical labs to refine concepts with feedback.

4
Action

Equip teams with the resources and support needed to turn ideas into tangible proofs of concept, scaling successful initiatives where applicable.

This methodology fosters innovation, aligns AI solutions with organizational goals, and transforms AI into a collaborative effort that drives both cultural and operational success by empowering employees to contribute meaningfully to AI adoption.

Employees Leveraging ChatGPT Enterprise as a Non-Coding Lab

LLM enterprise licenses are the gateway to AI proficiency and long-term utilization of impactful AI use cases. Nearly every role in an organization can leverage the power of an enterprise LLM to drive immediate (short-term) productivity gains, but an LLM is more than a chatbot.

The CustomGPT section of ChatGPT enterprise is a high-impact lab where any team member can test a proof of concept and develop their I.D.E.A. in a controlled and partitioned environment.

In its most basic format, any employee could follow these three steps to develop a proof of concept AI use case in ChatGPT to test their I.D.E.A.

1 **Develop instructions:** The user can use these template prompts to develop the instructions necessary to create a CustomGPT.

2 **Create a custom GPT:** Add the instructions developed in ChatGPT and any necessary knowledge base materials for the custom GPT to reference.

3 **Test & refine:** The user can then test and refine the CustomGPT to "fine-tune" it for the individual's role.

The Process in Action

Process	Context	Real example
Generate an I.D.E.A.	With proper training, any employee can use the secure sandbox environment of ChatGPT Enterprise to create a custom GPT. This allows them to trial AI augmentation for selected tasks outside existing workflows, effectively partitioning the use case.	Turing's People Operations Team used ChatGPT Enterprise to design a CustomGPT that could address FAQs, such as payroll and benefits questions, reducing ticket response times by 33% in just 2-days of work.
Refine the use case:	Employees, as "informed humans in the loop" with subject matter expertise, can fine-tune their use cases more efficiently than passive AI adoption methods. Through prompting and iterative refinement, they can quickly optimize their proofs of concept.	The team refined a CustomGPT designed to assist new hires, iteratively improving its accuracy and ability to provide instant, relevant onboarding support. This reduced reliance on manual processes and accelerated onboarding.
Define the outcome:	Determine the most appropriate outcome for the proof of concept: Passive AI adoption (e.g., selecting an off-the-shelf AI solution). Retaining the custom GPT for organizational use. Developing the concept into a custom application or agentic workflow.	The team evaluated their CustomGPTs based on impact and scalability. Some solutions, like knowledge base enhancements, were retained as ongoing tools, while others evolved into autonomous workflows integrated into SaaS tools for long-term use.

Conclusion: Empowering Leadership and Workforce

Achieving AI success requires a clear strategy that bridges leadership vision and workforce empowerment. The journey to an AI-forward organization can be distilled into three essential concepts:

- **Understand where you are to inform where you're going** – Accurately assessing your organization's current AI maturity is the foundation for determining the path forward. The Turing AI Maturity Model provides the framework to identify strengths, address gaps, and prioritize actionable steps.
- **Align and inform leadership and workforce** – AI adoption thrives when leadership and employees work in tandem. Empowered teams equipped with the right skills and aligned with organizational goals ensure scalable, sustainable success.
- **New opportunities, old problems** – Beyond the hype of AI lies a familiar challenge: effective change management. While AI introduces transformative possibilities, its adoption depends on addressing long-standing barriers like data quality, process optimization, and workforce readiness.

By focusing on cultural alignment, empowering employees, and integrating AI into core operations, organizations can unlock AI's full potential, driving sustainable success in the evolving digital landscape.

AI success begins with an honest assessment, but its long-term impact is realized through clear strategy, aligned execution, and a commitment to doing the fundamentals exceptionally well. The path forward is not just about adopting AI but about reimagining what is possible when humans and AI work together as collaborative partners.

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About Turing

Turing is one of the world's fastest-growing AI companies accelerating the advancement and deployment of powerful AI systems.

It helps customers in two ways: Working with the world's leading AI labs to advance frontier model capabilities in thinking, reasoning, coding, agentic behavior, multimodality, multilinguality, STEM and frontier knowledge; and leveraging that work to build real-world AI systems that solve mission-critical priorities for companies.

Turing—based in San Francisco, California—was named #1 on The Information's annual list of "Top 50 Most Promising B2B Companies," and has been profiled by Fast Company, TechCrunch, Reuters, Semafor, VentureBeat, Entrepreneur, CNBC, Forbes, and many others. Turing's leadership team includes AI technologists from Meta, Google, Microsoft, Apple, Amazon, X, Stanford, Caltech, and MIT.

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