



FREE TOOL FOR LEADERSHIP TEAMS

AI Readiness Scorecard

25 questions, five dimensions and one honest picture of where your organization stands with AI, plus the next three moves for your level.

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Where do you really stand?

Most organizations overestimate their AI readiness at the top and underestimate it on the floor. This scorecard makes the gap visible in 15 minutes, so your leadership team can agree on what to do next instead of debating opinions.

1

Score alone

Each leader rates the 25 statements from 1 (not true at all) to 5 (fully true), without discussion.

2

Compare

Put the scores side by side. Where leaders differ by 2 points or more, you have found your real conversation.

3

Decide

Pick the weakest dimension, agree three moves and write them into the 90 day plan with owners and dates.

Facilitation guide, 45 minutes

TIME	STEP
0 to 10	Everyone scores alone. No phones, no discussion.
10 to 20	Collect subtotals per dimension on a whiteboard. Mark the highest and lowest score per dimension.
20 to 35	Discuss the two dimensions with the biggest spread. Ask: what do you see that makes you score it this way?
35 to 45	Agree the band you are in, the weakest dimension and three moves. Fill in the 90 day plan.

Tip: also run it with a group of managers and specialists. The difference between the leadership score and the organization score is often the most useful number on the page.

Rate each statement

1 = not true at all, 3 = partly true, 5 = fully true and proven. Circle one number per line.

DIMENSION 1

Strategy and leadership

Do we know why we use AI and who owns it?

Subtotal (5 to 25)

	1	2	3	4	5
Our leadership team can explain in one sentence what AI should do for our business in the next 12 months.	☐	☐	☐	☐	☐
We have named a senior owner for AI with time and budget to act.	☐	☐	☐	☐	☐
Our AI initiatives are linked to two or three business goals with numbers attached.	☐	☐	☐	☐	☐
We decide which AI pilots to stop as clearly as which to start.	☐	☐	☐	☐	☐
Leaders use AI tools themselves every week and talk openly about it.	☐	☐	☐	☐	☐

DIMENSION 2

Data and technology

Can our data and systems support useful AI?

Subtotal (5 to 25)

	1	2	3	4	5
We know where our most important data lives and who is responsible for its quality.	☐	☐	☐	☐	☐
Teams can access the data they need without weeks of manual work.	☐	☐	☐	☐	☐
We have approved AI tools that employees can use safely today.	☐	☐	☐	☐	☐
Our core systems can connect to AI services through APIs or integrations.	☐	☐	☐	☐	☐
We can measure the cost and performance of the AI we run.	☐	☐	☐	☐	☐

DIMENSION 3

People and skills

Are our people able and willing to work with AI?

Subtotal (5 to 25)

	1	2	3	4	5
Most employees have had practical AI training linked to their own work.	☐	☐	☐	☐	☐
We have internal champions who help colleagues use AI well.	☐	☐	☐	☐	☐
Roles and responsibilities are being updated where AI changes the work.	☐	☐	☐	☐	☐
People feel safe to say where AI fails or creates risk.	☐	☐	☐	☐	☐
We hire and promote for the ability to learn and work with new tools.	☐	☐	☐	☐	☐

DIMENSION 4

Processes and ways of working

Does AI change how work actually gets done?

Subtotal (5 to 25)

	1	2	3	4	5
We have redesigned at least one end to end process around AI, not just added a tool.	☐	☐	☐	☐	☐
Successful pilots have a clear path to scale with budget and owners.	☐	☐	☐	☐	☐
We measure time, quality or revenue effects of AI before and after.	☐	☐	☐	☐	☐
Customers notice better speed or service where we use AI.	☐	☐	☐	☐	☐
Teams share what works across departments instead of starting from zero.	☐	☐	☐	☐	☐

DIMENSION 5

Governance and risk

Can we move fast without losing trust?

Subtotal (5 to 25)

	1	2	3	4	5
We have a clear, short AI policy that employees know and follow.	1	2	3	4	5
We review AI use cases for privacy, bias, security and legal risk before launch.	1	2	3	4	5
We know which AI regulations apply to us, including the EU AI Act where relevant.	1	2	3	4	5
A human is accountable for every decision AI supports in critical processes.	1	2	3	4	5
We can explain to a customer or regulator how our AI is used.	1	2	3	4	5

Total score (25 to 125)

What your score means

Exploring

25 to 49 points

AI is talk and individual curiosity. There is no shared direction, data is scattered and people are unsure what is allowed.

YOUR NEXT THREE MOVES

- Agree in one sentence what AI should do for the business this year.
- Approve one safe AI tool and a one page policy so people can start.
- Pick two processes where time is lost every week and test AI there for 30 days.

Experimenting

50 to 74 points

Pilots are running, but they are not connected to goals and few make it to production. Enthusiasm depends on a few champions.

YOUR NEXT THREE MOVES

- Name one accountable AI owner in the leadership team.
- Rank all pilots by value and effort, stop the bottom half.
- Set before and after measures for the remaining pilots.

Scaling

75 to 99 points

Some use cases create measurable value and the organization is learning to repeat that. The bottlenecks are data, skills and governance at scale.

YOUR NEXT THREE MOVES

- Redesign one end to end process around AI, not just one task.
- Build a champions network and role specific training.
- Formalize risk review so speed and trust grow together.

Leading

100 to 125 points

AI is part of how the business competes. Leaders use it, processes are rebuilt around it and value is measured.

YOUR NEXT THREE MOVES

- Look outward: how will customers and their AI agents buy from you?
- Invest in proprietary data and capabilities competitors cannot copy.
- Share your playbook across the group and with partners.

See the gaps

Fill in your own subtotal and your team's average. Any dimension below 13 is a bottleneck that will limit everything else.

DIMENSION	MY SCORE	TEAM AVERAGE	BIGGEST SPREAD (MAX MINUS MIN)
Strategy and leadership			
Data and technology			
People and skills			
Processes and ways of working			
Governance and risk			

Questions for your leadership team

- Which dimension would our customers score lowest if they could see inside?
- Which AI pilot would we stop today if we had to free budget for one that scales?
- Who in this room is accountable for AI results, by name?
- What would we need to believe to move one full band up in 12 months?

Your 90 day plan

Five moves, each with one owner, one date and one measure. If a move has no owner, it is a wish.

#	MOVE	OWNER	DUE DATE	HOW WE WILL KNOW IT WORKED
1				
2				
3				
4				
5				

Review in 30 days

Re-score in 90 days

Date:

ABOUT THE AUTHOR

Get your leaders moving.

Karl Lillrud is an AI keynote speaker and entrepreneur since 1996. He helps leaders turn AI into clear decisions and measurable action, with keynotes in English and Swedish across Europe, the Nordics and the Middle East. Global Gurus 2026 Top 30 (#16), Thinkers360 Top 10 Thought Leader, member of the Harvard Business Review Advisory Council.

Karl's keynote The C-Suite AI Adoption Playbook and his AI Opportunity Workshop take leadership teams from this score to an agreed plan in one day. The online version of this scorecard is at www.karllillrud.com/resources/ai-readiness-scorecard.

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