

Data & AI Impact Management: Your Value Layer Maturity Self-Assessment

Discover how well your organization connects data and AI initiatives to real business value

The “value layer” is the organizational capability that connects the data and AI layer to business decision making. It ensures that initiatives are aligned with real business problems, that teams reuse existing assets where possible, and that every effort is tied to business value.

This assessment helps you understand how mature your organization is in establishing this value layer.

Rate each statement on a scale from 1 (strongly disagree) to 5 (strongly agree).

Section 1: Visibility & alignment of data & AI use case portfolio

Do we know what is happening and why?

- We have a transparent overview of our data and AI use case portfolio across the organization.
- Data and AI work is visibly connected to strategic priorities and business goals.
- Use cases are clearly linked to specific business problems or opportunities they're meant to address.
- Our portfolio view helps us identify and avoid duplicated efforts across teams and highlights synergies.
- Leadership can easily see which initiatives are in flight, which are planned, and what outcome we're targeting.

Section 1 score: ____ / 25

Section 2: Reusability & asset awareness

Do we know what exists, and do we reuse it effectively?

- We maintain an up-to-date inventory of data assets, pipelines, models, and AI capabilities.
- Teams can easily access and discover existing assets before building something new.
- When designing solutions, we systematically identify what can be reused versus what needs to be built.
- We consistently document gaps - which assets we still need and what they'll be used for.
- Reusability metrics (e.g., how often assets are leveraged across use cases) are tracked and reviewed.

Section 2 score: ____ / 25

Section 3: Value definition & measurement

Do we consistently define and track business value?

- We use a standardized methodology to quantify expected business value for initiatives.
- Every initiative includes a value hypothesis and documents assumptions before work begins.
- Prioritization decisions follow transparent, agreed-upon criteria, applied across teams.
- We distinguish between value potential and value realized, tracking both.
- When work moves into delivery tools (e.g., Jira), use case and value context remains visible and traceable.

Section 3 score: ____ / 25

Section 4: Process & ownership

Do we have a repeatable way of creating value?

- There is a clear owner or team responsible for managing the value layer and its processes.
- We have implemented an end-to-end process from business problem → solution design → value realization.
- Business and data teams share joint accountability for value creation and outcomes.
- We follow a consistent, structured process for capturing new ideas and qualifying business needs.
- Our demand management approach ensures problems are properly qualified before solutions are designed.

Section 4 score: ____ / 25

Section 5: Collaboration & governance

Do teams work together to deliver impact?

- Business stakeholders proactively bring forward problems and opportunities.
- Data and AI teams speak the language of business outcomes and value, and actively help shape problem definitions.
- Cross-functional collaboration between business and technical teams is embedded in our workflows, not dependent on individuals.
- Compliance and risk considerations are captured early (during problem definition and solution design), not only reviewed after delivery.
- There's a shared understanding that delivering value is a joint effort, not something "the data team does."

Section 5 score: ____ / 25

Add the scores for all 25 questions and determine which range you're in.

Total score: ____ / 125

■ Emerging (25–50)

It's time to stabilize your foundations.

Your organization is at an early stage of managing data and AI through the lens of business impact. Initiatives exist across teams, but visibility is limited, reuse is low, and value is rarely defined in a consistent or explicit way. Decisions about what to prioritize are often reactive or driven by urgency rather than a shared understanding of value. Processes vary across teams, and governance and collaboration depend more on individuals than on a clear management structure.

What does this mean for you?

You likely have talented teams and meaningful initiatives, but struggle to create transparency, steer demand, or clearly explain value to leadership. The biggest opportunity lies in establishing a basic management layer: creating visibility across initiatives, clarifying how value is defined, and introducing more structured demand and prioritization practices.

■ Developing (51–85)

Structure exists, but inconsistently applied.

You have started to put elements of a value layer in place. Some initiatives are clearly linked to business problems, value is occasionally defined, and reuse happens in parts. But these practices are not yet consistent or broadly adopted. As a result, steering the portfolio and aligning teams around impact still requires significant manual effort.

What does this mean for you?

You have some elements of the value layer in place – perhaps a use case intake process or data product catalog – but these aren't centralized or widely adopted. You are moving in the right direction, but impact management is not yet a shared discipline. The next step is to standardize how value is defined, qualified and used in decision-making. Making portfolio transparency and reuse a common practice.

■ Defined (86–110)

Clear processes, growing reuse, measurable value.

Your organization has established a functioning value layer. Data and AI initiatives are largely aligned with business problems, value is defined for many use cases, and reuse of assets is increasing. Prioritization decisions are increasingly based on value rather than opinion. However, managing impact still requires active coordination, and some processes may remain manual or fragmented across tools. The opportunity now lies in scaling consistency and reducing friction in how value, execution, and reporting are connected.

What does this mean for you?

You are able to steer your data and AI initiative portfolio with confidence and demonstrate impact. The focus shifts from establishing value management to operationalizing it at scale – embedding it more deeply into workflows, reporting, and execution.

■ Optimized (111–125)

Integrated, scalable, and value-driven.

Your organization operates a mature value layer where Data & AI initiatives are consistently managed through business impact. Value is explicit, traceable, and actively used to steer prioritization, investment decisions, and execution. Reuse is high, governance is proactive, and leadership has a clear, ongoing view of how data and AI contributes to strategic goals. Impact management is embedded into how the organization operates – not handled as a separate exercise.

What does this mean for you?

You have built a strong management foundation for data and AI. The focus now is on continuous optimization, advanced steering, and sharing best practices across the organization to drive even greater impact.

Ready to level up your value layer with data and AI impact management?

Whether you're just starting out or looking to optimize, let's discuss how you can get there.

[Book a meeting](#)

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