DOCUMENT 10 · SPHERE MAP AND AMBITION LEVELS

Sphere map and ambition levels

Where to use AI and with what ambition, in business language and with measurable indicators

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9	3	60	2
impact spheres	ambition levels	indicators with a formula	spheres with their own levels

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THE ESSENTIALS Always mandatory

Every use case is classified in a primary sphere and an ambition level using the rules in section 4, and the board sets the ambition per sphere in C2. The sheets for each sphere and their indicators are consulted when working in that sphere.

Obligation matrix and layered reading (document 94)

01

Purpose and scope

This document develops the SEVEN-G **impact map**: nine spheres in which artificial intelligence affects an organisation and three ambition levels at which each of them can be addressed. It establishes:

- What each sphere covers, what questions the board should ask, which examples correspond to each level and which signs indicate that something is not going well.
- **Indicators with a formula** for each sphere, so that the map can be measured and not merely described.
- The **classification rules** for placing a use case on the map: primary sphere, secondary sphere and ambition level.
- The **specific rule for spheres 08 and 09**, which are assessed on their own levels and must not be mixed with Optimise, Augment and Transform.
- The portfolio **heat map** (tool T16) and its use in the corporate cycle (C1 to C5) and in the lifecycle (phases 1, 2 and 7).

The detailed classification of a use case's ambition level (five questions and decision rules) is in document 12. Setting the target ambition by sphere is an output of C2 and is documented with document 13.

The indicator codes in this document (`IE01.01` ...) are provisional. Document 41 (Indicator catalogue) consolidates them with the rest of the framework's indicators.

02

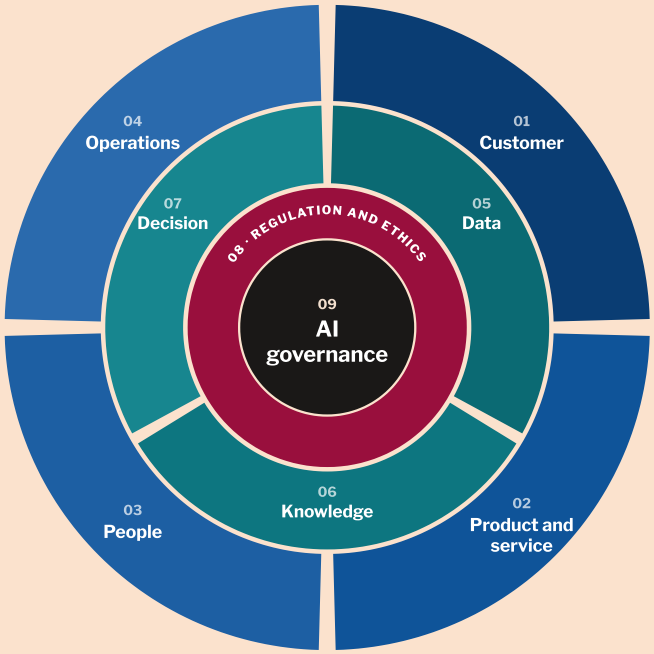
The impact map

A board does not decide on models or platforms: it decides on risk, opportunity, competitive advantage and accountability. The map makes it possible to talk about AI **without talking about**

technology and to check that the company governs it across the organisation, not as a set of isolated technical projects.

Impact map: nine spheres

From the outside in: where value is created, what enables it, the boundaries and the governance that connects it all



Where value is created

01 Customer · 02 Product and service · 03 People · 04 Operations

Enablers

05 Data · 06 Knowledge · 07 Decision. This is where the uncomfortable questions arise.

Boundaries

08 Regulation, ethics and accountability. Assessed in terms of compliance, anticipation and ethical leadership.

Meta-sphere

09 AI governance. Connects the other eight with the formality of finance, risk or compliance.

Source: SEVEN-G

Type	Sphere	Motto	What it contributes to the analysis
Where value is created	01 · Customer	Knowledge, relationship and anticipation	Revenue, retention and experience.
	02 · Product and service	AI inside, on top of or as the product	Offering, differentiation and new revenue.
	03 · People	Recipients, subjects and promoters of AI	Work, capabilities, roles and organisation.

Type	Sphere	Motto	What it contributes to the analysis
	04 · Operations	Processes, value chain and efficiency	Cost, time, quality and operational resilience.
Enablers	05 · Data	The material substrate of all AI	Availability, quality and legitimate use of data.
	06 · Knowledge	Organisational memory and collective intelligence	Critical knowledge that is accessible and not dependent on a few people.
	07 · Decision	Who decides, with what information and with how much delegation	Allocation of decisions between people and systems.
Boundaries	08 · Regulation, ethics and accountability	Regulation, principles and chain of accountability	Compliance, anticipation and ethical leadership.
Meta-sphere	09 · AI governance	The sphere that connects the other eight	Structure, balance between speed and control, and supplier ecosystem.

Principles for using the map:

1. **The nine spheres cover the whole organisation.** If a use case does not fit into any of them, its business objective is most probably unclear.
2. **The enabling spheres constrain the value spheres.** An ambition to Transform in Customer or in Product without sufficient capability in Data, Knowledge and Decision is a sign of risk, not of boldness.
3. **Spheres 08 and 09 do not generate value in themselves**: they set the boundaries and the governance system. That is why they are assessed on their own levels (sections 6 and 7).
4. **The map is read at three points in time**: current situation (C1), target ambition (C2) and the portfolio that delivers it (C3).

03

The three ambition levels

Ambition levels **are not a ladder**. It is not mandatory to go through Optimise to reach Transform, nor is Transform better than Optimise. They are three types of bet with different cost, risk, timescale and organisational resistance, which are chosen deliberately.

Aspect	Optimise	Augment	Transform
What it means	Doing the same thing faster, more cheaply or with fewer errors.	People do what they could not do before.	What is offered, how the company competes or how it is organised changes.
What changes	The efficiency of a task or process. What is done and who does it do not change.	The role and capabilities of people. The business does not change.	The value proposition, the revenue model or the operating model.
Where the value lies	Mainly in efficiencies (avoided cost).	Combined: cost and performance (productivity, quality, conversion).	Mainly in return and in changes to the operating model.
Uncertainty	Low: the baseline is known.	Medium: it depends on adoption.	High: it depends on the market, the customer or the organisation.
Organisational resistance	Low or localised.	Medium: it requires a change of habits and role.	High: it affects structures, incentives and decision-making power.
Main *gate* criterion	Positive annual net value within the horizon set in C2.	Actual adoption and performance improvement.	Learning milestones, investment limit per stage and market evidence.
Who decides	Area management, within the portfolio framework.	Management, with visibility for the AI Committee.	Explicit decision of the board or senior management.
Common mistake	Counting released capacity as savings.	Measuring assigned licences instead of usage and performance.	Calling an automation with a good narrative a transformation.

General rules:

- **Every use case has a single ambition level**, classified with the five questions in document 12. If a use case combines components of different levels, it is split or classified according to the component that justifies the investment.

- **Ambition refers to what changes in the business**, not to the technology used. A generative AI agent can be Optimise; a classical statistical model can be Transform.
- **The ambition of a sphere** (in C1 or in C2) is expressed through the levels of the use cases that make it up; it is not assigned by opinion.

Ambition levels are not adoption "horizons". Some publications place companies on three horizons (enablement, automation and reinvention) according to how much their way of working with AI has changed. That reading classifies the whole organisation; ambition levels classify each use case by the business change it seeks. A company in the first horizon can have a Transform bet, and one in the third can have almost its whole portfolio in Optimise and Augment. The full comparison, with its source, is in SPHERES 01 Â· Ambition levels, section 7.1. The SEVEN-G reading closest to the horizons is the impact reach in document 12, section 3.7.

04

Classification rules on the map

4.1 Primary sphere and secondary sphere

Each use case is recorded in the use case register (T01) with a mandatory **primary sphere** and, at most, one **secondary sphere**.

#	Rule
1	The **primary sphere** is the one in which the **main metric of the value hypothesis** is measured. It is not decided by the technology, by the sponsoring area or by the supplier.
2	The **secondary sphere** is only recorded if there is a second relevant effect **measurable with an indicator of that sphere** or an explicit organisational change. It is not used to flag generic dependencies.
3	Spheres **05 Data, 06 Knowledge and 07 Decision** are primary only when the main outcome is the enabling capability itself (a data catalogue, a knowledge base, a decision system). The fact that a use case uses data does not place it in sphere 05.
4	Sphere **03 People** is primary when the main outcome concerns work, capabilities or the organisation. It should be recorded as secondary in every Augment or Transform use case that changes roles.
5	Spheres **08 and 09** are primary only when the purpose of the use case is compliance or governance (for example, an AI system to monitor regulatory obligations or to maintain the inventory). They are **never** used to indicate that a use case carries regulatory risk: that is recorded in the regulatory classification and in the risk register.
6	Investment and value are allocated **only to the primary sphere** (measurement rule 5: each euro is attributed to a single use case). The secondary sphere appears on the map as a marker, without amounts.

#	Rule
7	If the main metric changes at G2 or G7, the primary sphere is reviewed and the change is recorded as an event.

Common borderline cases (illustrative examples):

Use case	Primary	Secondary	Reason
Assistant that drafts responses to customer complaints for the customer service team	04 Operations	01 Customer, only if satisfaction or repeat contact is measured	The main metric is handling time per complaint.
Product recommender in the digital channel	01 Customer	02 Product and service, if it modifies the offering	The main metric is incremental conversion.
Common data platform for several AI use cases	05 Data	—	The outcome is the enabling capability; the value of the use cases that use it is allocated to those use cases.
Generative assistant built into the office suite for several business units	03 People	06 Knowledge, if access to information is measured	It is a cross-unit use case: it is recorded once and measured by business unit (document 40 §7.2). It is not an enabling capability of spheres 05 to 07: its outcome falls on people's work.
Copilot for risk analysts that enables them to review more complex transactions	03 People or 07 Decision	The other of the two	Primary according to the metric: analyst performance (03) or decision quality (07).
AI system that monitors regulatory changes and assigns them to owners	08 Regulation, ethics and accountability	—	Its purpose is regulatory anticipation.

4.2 Rule for spheres 08 and 09

Spheres 08 and 09 **are not assessed with Optimise, Augment and Transform**, because they do not generate value in themselves. They have their own dimensions and grades:

Sphere	Dimensions	Grades for each dimension
08 · Regulation, ethics and accountability	Compliance · Anticipation · Ethical leadership	Absent · Basic · Systematic · Advanced

Sphere	Dimensions	Grades for each dimension
09 · AI governance	Structure · Balance between speed and control · Supplier ecosystem	Absent · Basic · Systematic · Advanced

To avoid mixing them with the three levels, the following rules apply:

#	Rule	Mistake it prevents
1	On the heat map, rows 08 and 09 show **grades by dimension**, never Optimise, Augment or Transform columns.	Presenting "Transform in Regulation" as if it were a business bet.
2	The C2 target ambition for 08 and 09 is expressed as a **target grade by dimension** (document 13).	Setting "Augment governance" as a target, which is not verifiable.
3	A use case whose primary sphere is 08 or 09 **has an ambition level** (it is classified with the five questions, like all the others), but that level **is not used** to rate the sphere. Its contribution is also recorded as the **dimension it contributes to** (for example, Anticipation).	Confusing the type of bet of a tool with the company's grade of governance.
4	The investment of use cases whose primary sphere is 08 or 09 is shown in a **separate band of the heat map** ("governance and compliance enablement") and is **excluded** from signals 1, 2 and 7 of the transformation index (document 12).	Investment in governance being read as "efficiency" and lowering the profile, or being used to inflate ambition.
5	The grades of 08 and 09 **are not maturity levels**. They serve as evidence for dimensions D6 (Risk, security and compliance) and D1 (Strategy and governance) of document 11, but do not replace them.	Duplicating or contradicting the maturity diagnosis.
6	Spheres 08 and 09 **cannot be the secondary sphere** of a use case whose purpose is not compliance or governance.	Using the 08 label as a synonym for "carries regulatory risk".

Common definition of the grades:

Grade	General criterion	Minimum evidence
Absent	There is no defined owner or practice, or they exist only on an ad hoc and undocumented basis.	—
Basic	Practices and owners exist, but they depend on specific people or projects and do not cover the whole scope.	Partial documents or records.
Systematic	Defined, approved process applied to the whole scope, with owners and verifiable evidence.	Approved procedure, complete records, calculated indicators.
Advanced	Systematic, with indicators on target for at least two quarters, continuous improvement and review by the third line.	Internal or external audit report with no open major nonconformities.

05

Profiles of spheres 01 to 07

Each profile has the same structure: what it covers, questions for the board, examples by level, warning signs and indicators. **The examples are generic and illustrative**; they are neither recommendations nor market references. The indicators are calculated over the stated scope (company, unit or use case) and follow the measurement rules in document 00: every amount has a formula and a status, and "no data" is not zero.

5.1 Sphere 01 · Customer

What it covers. Customer knowledge, segmentation, acquisition, relationship, service, retention and anticipation of needs, across all channels. **It does not cover** the design of the offering (sphere 02) or the internal efficiency of the customer service back office (sphere 04), unless the main metric relates to the customer.

Questions for the board

- If a competitor knows our customers better because it uses AI better, how long will it take us to lose relevance?
- What part of the customer relationship is already mediated by AI systems, and who is accountable for its quality?
- Do we know whether AI improves retention and conversion, or whether it only reduces the cost of serving?
- What information do we give customers when they interact with an AI system?

Examples by level (illustrative)

Level	Examples	What distinguishes it
Optimise	Behaviour-based segmentation instead of static demographic data · Classification and routing of enquiries · Early detection of churn risk for existing campaigns.	Customer service is the same; its cost or accuracy improves.
Augment	Real-time personalisation of the proposition · Conversational assistants that resolve complete enquiries with controlled handover · Sentiment analysis across all channels to anticipate crises.	Sales and customer service teams do what they could not do before.
Transform	An AI agent becomes the main point of contact · Discovery of unserved market segments with a dedicated offering · Product co-creation with the customer mediated by generative AI.	How the company relates to customers, or whom it targets, changes.

Warning signs

- The assistant's containment rate is measured, but repeat contact and satisfaction are not.
- There is no control group to attribute retention or conversion to AI.
- Complaints related to automated responses increase and nobody analyses them separately.
- Customers do not know they are interacting with an AI system when regulation requires that they be informed.

Indicators

Code	Indicator	Formula	Source
IE01.01	AI coverage of the customer relationship	Interactions handled or assisted by AI ÷ total interactions × 100	Customer service systems and channels
IE01.02	Effective resolution without handover	Interactions resolved by AI with no handover or repeat contact within 7 days ÷ interactions handled by AI × 100	Customer service systems
IE01.03	Satisfaction differential	Average satisfaction in interactions with AI − average satisfaction without AI (same scale and period)	Satisfaction surveys
IE01.04	Incremental retention in monetary terms	(Retention rate of the treated group − rate of the control group) × customers treated × average annual margin per customer	T12, management control
IE01.05	Incremental conversion in monetary terms	(Conversion with AI − conversion of the control group) × opportunities treated × average margin per sale	T12, sales CRM
IE01.06	Complaints attributable to AI	Complaints whose recorded cause is an AI system ÷ interactions with AI × 10,000	Complaints register

5.2 Sphere 02 · Product and service

What it covers. AI embedded in the product or service, AI that speeds up its design and launch, and AI that is the product itself. **It does not cover** the commercial relationship with the customer (sphere 01).

Questions for the board

- Are we using AI to protect the current product or to build the next one? If both strategies compete for the same resources, who decides?
- What part of our revenue comes from products or services that would not exist without AI?
- Do we know the AI cost per unit of service and its effect on margin?
- What accountability do we assume towards customers for the behaviour of the AI included in our product?

Examples by level (illustrative)

Level	Examples	What distinguishes it
Optimise	Automated testing and defect detection · Assisted generation of code, design or copy to reduce time to launch · Product tuning based on actual usage.	The product is the same; it is produced or improved at lower cost or in less time.
Augment	Intelligent features within the product (recommendations, predictions, assistants) · Product that adapts to each user's context · Dynamically generated documentation and onboarding.	The product offers users new capabilities without changing the business model.
Transform	Service that exists only because there is a model behind it · Shift from selling a product to selling an ongoing capability · Modular offering of capabilities orchestrated by AI.	What is sold and how it is charged for changes.

Warning signs

- AI features are announced without measuring their actual usage.
- The AI cost per unit of service is unknown or grows faster than the product's revenue.
- There is no product owner accountable to the customer for the behaviour of the AI.
- New product use cases are assessed with the same payback period as efficiency use cases and are stopped before market evidence is obtained.

Indicators

Code	Indicator	Formula	Source
IE02.01	AI-enabled revenue	Revenue from products, services or channels that would not exist without AI ÷ total revenue × 100 (same definition as signal 6 in document 12)	Management control, T12
IE02.02	Use of AI features	Active users who use AI features in the period ÷ active users of the product × 100	Product telemetry
IE02.03	Reduction in time to launch	(Median days from idea to launch in the baseline − current median) ÷ baseline median × 100	Product management
IE02.04	AI cost per unit of service	Recurring AI cost allocated to the product ÷ units of service delivered	T13, document 42
IE02.05	Margin of the AI-enabled offering	(Revenue from the AI-enabled offering − direct costs, including allocated AI cost) ÷ revenue from the AI-enabled offering × 100	Management control
IE02.06	Defects contained before launch	Defects detected in testing ÷ (defects detected in testing + defects detected in production) × 100	Quality management

5.3 Sphere 03 · People

What it covers. The effect of AI on work, capabilities, roles, organisational structure and the relationship with employees. People play three simultaneous roles with regard to AI:

Role	What it means	What it requires of the company
Recipients	AI changes their tools, processes and productivity expectations, without them having chosen it.	Change management, training and AI literacy; adoption depends on them.
Subjects	AI can restructure, reassign or eliminate jobs.	Explicit decision by management and the board, dialogue with employee representatives where appropriate, and responsible treatment.
Promoters	Those who know a process best can identify uses of AI that no outsider would see.	A channel for proposing use cases that enter the register and the portfolio.

Questions for the board

- Does AI replace, augment or reorganise people's work? That answer defines the culture, the employer brand and talent retention.
- What happens to released capacity: does it become lower cost, is it reassigned or does it simply disappear?
- Do the people who use or oversee AI have training appropriate to their role?
- What proportion of use cases originates from employees themselves?

Examples by level (illustrative)

Level	Examples	What distinguishes it
Optimise	Automation of repetitive tasks (reports, data entry, triage) · Accelerated onboarding with knowledge assistants · Training adapted to each employee's level.	The job is the same; low-value work is eliminated.
Augment	Specialised copilot by function · Employees who propose and deploy uses of AI in their area under control · Continuous reskilling so that the role evolves with AI.	People carry out tasks they could not do before; the role changes.
Transform	Reorganisation of teams around AI systems · Disappearance of functions and creation of new roles · People who oversee autonomous systems instead of executing.	The organisational structure and the division of work change.

Warning signs

- Released hours are reported without stating whether they have been realised or reassigned.
- The number of assigned licences is measured, not actual usage.
- Decisions on jobs are taken as a technical consequence of a project, without an explicit management decision.
- There is no adoption plan in Augment or Transform use cases.
- Turnover in the affected groups rises without anyone analysing it.

Indicators

Code	Indicator	Formula	Source
IE03.01	Effective adoption	Users with active usage in the period (threshold of days of use set by the company) ÷ users with access × 100	Telemetry, T21
IE03.02	Realised released capacity	Released hours converted into actual lower cost ÷ measured released hours × 100	T12, T20
IE03.03	Reassigned released capacity	Hours explicitly reassigned to recorded activities ÷ measured released hours × 100	T20
IE03.04	AI literacy by role	People with accredited AI training appropriate to their role ÷ people who use, oversee or make decisions on AI × 100	Training register
IE03.05	Redesigned roles	Jobs with a description updated as a result of AI ÷ jobs affected by Augment or Transform use cases × 100	People, T20
IE03.06	Employee-promoted use cases	Employee-originated use cases that pass G1 ÷ employee-originated use cases registered × 100	T01 (origin field)

5.4 Sphere 04 · Operations

What it covers. Internal processes, supply chain, production, maintenance, back office, fraud control and operational risks. **It does not cover** processes whose main metric relates to the customer (sphere 01).

Questions for the board

- Which processes have a demonstrable return within the horizon set in C2, and which require a complete redesign?
- Do we know which are candidates for immediate automation? If we do not, that is the first piece of work.
- Are we automating tasks or redesigning end-to-end processes?
- What happens if an AI system supporting a critical operation fails or degrades?

Examples by level (illustrative)

Level	Examples	What distinguishes it
Optimise	Document processing and reconciliations · Demand forecasting and inventory optimisation · Predictive maintenance · Fraud and anomaly detection.	The process is the same; its cost, time or error rate improves.
Augment	Supply chain that adjusts to market signals · Planning with simulated scenarios · Quality control with computer vision or language processing.	Operational teams make decisions with capabilities they did not have.
Transform	Processes that run and correct themselves with aggregate oversight · Orchestration of workflows by multi-agent systems · Elimination of entire links in the value chain.	The process design and the operating model change.

Warning signs

- Declared savings with no actual cost reduction in the income statement.
- Isolated task automations that shift the bottleneck to the next step.
- Critical processes supported by AI without a tested rollback plan.
- Agents that execute operational actions without a defined autonomy level.

Indicators

Code	Indicator	Formula	Source
IE04.01	Cycle time reduction	(Baseline cycle time − current cycle time) ÷ baseline cycle time × 100	Process systems
IE04.02	Change in unit cost	(Total process cost ÷ units processed) − baseline unit cost	Management control
IE04.03	Straight-through processing	Transactions completed without manual intervention ÷ total transactions × 100	Process systems
IE04.04	Error or rework rate	Units with errors or rework ÷ units processed × 100, compared with the baseline	Quality management
IE04.05	Processes redesigned end to end	AI-enabled processes redesigned end to end and verified at G5 or G7 ÷ AI-enabled processes in production × 100	T01 (question 2 verified)
IE04.06	Validated realised savings	Σ efficiencies with validated status and an effect on actual cost in the period (€)	T12

5.5 Sphere 05 · Data

What it covers. Availability, quality, cataloguing, lineage, legal basis and architecture of the data used by AI systems, and data as a product. Document 51 develops its governance.

Questions for the board

- Do we know what data we have, where it is, who is accountable for its quality and whether we can legally use it for AI?
- How many use cases are delayed or stopped for lack of data?
- Have we documented where the data used by each system in production to make decisions comes from?
- Is our data an advantage that a competitor cannot replicate?

Examples by level (illustrative)

Level	Examples	What distinguishes it
Optimise	Cleansing, standardisation and deduplication · Cataloguing with AI-generated metadata and automated lineage · Continuous monitoring of quality and drift.	Existing data is managed better and with less effort.
Augment	Synthetic data where real data is scarce · Enrichment with external sources · Natural-language data queries by any authorised employee.	More people can use more data to make decisions.
Transform	Data turned into a product or service · Distributed, domain-governed data architecture · Living representation of operations fed in real time.	Data changes the business model or the operating model.

Warning signs

- Use cases that reach phase 3 without having confirmed access to the data.
- Personal data used to train or feed systems without a documented legal basis.
- Critical datasets without an identified owner.
- Systems in production without data and model lineage.

Indicators

Code	Indicator	Formula	Source
IE05.01	Catalogue coverage	Datasets used by AI systems in production that are catalogued and have an owner ÷ datasets used × 100	Data catalogue, T02
IE05.02	Quality of critical data	Critical datasets that meet the defined quality thresholds ÷ critical datasets × 100	Quality monitoring

Code	Indicator	Formula	Source
IE05.03	Documented legal basis	Datasets with personal data used in AI with a documented legal basis ÷ datasets with personal data used in AI × 100	Data protection
IE05.04	Documented lineage	AI systems in production with verified data and model lineage (P16) ÷ AI systems in production × 100	T02, P16
IE05.05	Time to data access	Median days between a use case's data request and its availability in the authorised environment	T01 (events)
IE05.06	Use cases blocked by data	Use cases stopped with the reason "Insufficient data" or on hold for data ÷ use cases stopped or on hold in the period × 100	T01

5.6 Sphere 06 · Knowledge

What it covers. Documented and tacit knowledge, organisational memory, knowledge search and reuse, domain-specialised assistants and organisational learning. Document 51 develops its management.

Questions for the board

- How much critical knowledge depends on a few people and is not available to the organisation?
- If the people who know the most left tomorrow, what would be lost? AI can narrow that gap, but only if work begins before they leave.
- Are the answers from our knowledge assistants reliable, and who verifies them?
- Do we learn from what we have decided and done, or do we repeat mistakes?

Examples by level (illustrative)

Level	Examples	What distinguishes it
Optimise	Semantic search over internal documentation · FAQ bases updated with AI · Meeting transcription and summarisation with a record of decisions.	What was already written is found sooner.
Augment	Capture of experts' tacit knowledge · Domain knowledge assistants (legal, technical, regulatory, product) · Detection of patterns of success and failure in previous projects.	People access expert knowledge they did not have before.
Transform	The organisation's knowledge as an active system that proposes and does not merely respond · Proprietary knowledge as a competitive advantage that is hard to replicate · The company retains what it has done, decided and learned.	Knowledge changes how the company competes or is organised.

Warning signs

- Knowledge assistants without an assessment of the accuracy of their answers.
- Outdated documentation feeding generative AI systems.
- Critical domains that depend on one or two people without a capture plan.
- Access to confidential information through assistants without permission controls.

Indicators

Code	Indicator	Formula	Source
IE06.01	Coverage of critical knowledge	Critical domains with documented and accessible knowledge ÷ critical domains identified × 100	Knowledge map
IE06.02	Knowledge concentration	Critical domains that depend on two people or fewer ÷ critical domains identified × 100	Knowledge map
IE06.03	Verified accuracy	Correct answers in a sample reviewed by experts ÷ answers reviewed × 100	Assistant evaluations
IE06.04	Useful resolution	Queries marked as resolved by the user and confirmed by sampling ÷ total queries × 100	Assistant telemetry
IE06.05	Currency of sources	Documents feeding AI systems reviewed within the set time limit ÷ documents feeding AI systems × 100	Document management
IE06.06	Time to autonomy	Median days until a new joiner reaches autonomy in their role, compared with the baseline	People

5.7 Sphere 07 · Decision

What it covers. Which decisions AI systems make, recommend or execute, with what information, at what autonomy level (A0 to A3) and with what human oversight and traceability.

Questions for the board

- What does AI decide on its own, what requires human validation and what is never delegated? If we have not defined this, we are delegating by default.
- Can we reconstruct what the system recommended and what the person decided in each relevant decision?
- Which systems act with A2 or A3 autonomy, and who can stop them?
- Are decisions improving with AI, or are they just being made faster?

Examples by level (illustrative)

Level	Examples	What distinguishes it
Optimise	Dashboards that prioritise relevant information · Predictive alerts before an indicator deteriorates · Automation of low-risk, high-frequency decisions.	The same decisions, with less effort or sooner.
Augment	Options with risk and probability analysis from which a person chooses · Scenario simulation · Traceability of what AI recommended and what the person decided.	Decision-makers have analytical capabilities they did not have.
Transform	Autonomous decisions in bounded domains (dynamic pricing, resource allocation) · Coordination of decisions between systems with aggregate oversight · Executives who oversee decision systems instead of deciding each case.	Who decides and how decision-making is organised change.

Warning signs

- Systems that execute actions without an assigned autonomy level or a kill switch.
- A human override rate close to zero for months: it may indicate nominal oversight.
- A very high override rate: the system is not calibrated or is not trusted.
- Decisions with significant effects on people without meaningful human review.

Indicators

Code	Indicator	Formula	Source
IE07.01	Decisions with assigned autonomy	Decision types in which AI is involved with an assigned and documented A0–A3 level ÷ decision types in which AI is involved × 100	T02, P17
IE07.02	Decision traceability	Assisted decisions with a record of the recommendation and of the human decision ÷ assisted decisions × 100	System logs
IE07.03	Human override rate	Recommendations overridden or modified by the person ÷ recommendations issued × 100 (interpreted against a band set by the AI Product Owner)	System logs
IE07.04	Tested kill switch	A2 or A3 systems with a kill switch tested in the last 12 months ÷ A2 or A3 systems × 100	T10
IE07.05	Improvement in decision quality	Average outcome of decisions with AI − average outcome of the control group, converted into money (for example, loss avoided)	T12
IE07.06	Decision latency	Median time from when the information is available until the decision is executed, compared with the baseline	Process logs

06

Sphere 08 · Regulation, ethics and accountability

What it covers. The regulatory framework applicable to AI, the company's voluntary ethical principles and the chain of accountability when something goes wrong. The detail of obligations is in document 34 and the corporate policy in document 31. This document does not constitute legal advice.

Reference question for the board: do we govern proactively or do we wait for the regulator to force us? The cost of the second option is measured in penalties, but above all in reputation and trust.

6.1 Dimensions and grades

Dimension	What it assesses	Basic	Systematic	Advanced
Compliance	Classification of systems under the EU AI Act, transparency and oversight obligations, data protection in automated decision-making and profiling, sector regulation.	Classification and assessments for some systems, on demand.	All inventoried systems are classified; the required assessments are carried out before G3; nonconformities are managed with time limits.	Systematic, with indicators on target for two quarters and an audit with no open major nonconformities.
Anticipation	Monitoring of emerging regulation, impact assessments before deployment and preparation for external audits.	Regulation is followed informally.	Monitoring process with an owner; each relevant change has an impact analysis within the time limit; mock audits.	The company adapts its systems before the obligation becomes applicable and documents this.
Ethical leadership	Own principles beyond the legal minimum, an ethics body with real veto power and public transparency about the use of AI.	Published principles with no enforcement mechanism.	Principles approved by the board, ethical review of the use cases that require it and a body with documented veto power.	Periodic public report on the use of AI and recorded veto or modification decisions.

6.2 Questions for the board by dimension

Dimension	Questions
Compliance	Are all our AI systems classified? Could any of them be a prohibited or high-risk practice without our knowing it? Who signs off that classification?
Anticipation	Which obligations will apply to us in the next 24 months, and which systems do they affect? Are we prepared for an external AI audit?

Dimension	Questions
Ethical leadership	Do we have our own principles that go beyond the law? Is there anyone with real power to say no to a use case that is profitable but inappropriate?

6.3 Warning signs

- Systems in production with the regulatory classification "Pending classification" beyond the approved time limit.
- Impact assessments carried out after go-live.
- Ethics committee with no decision recorded in a year.
- Detected unauthorised use of AI that has not been regularised.

6.4 Indicators

Code	Dimension	Indicator	Formula
IE08.01	Compliance	Classified systems	Inventory systems with a regulatory classification other than "Pending classification" ÷ inventoried systems × 100
IE08.02	Compliance	Required assessments completed on time	Required impact assessments completed before G3 ÷ required impact assessments × 100
IE08.03	Compliance	Overdue regulatory nonconformities	Number of major or critical nonconformities of regulatory origin open beyond their time limit at the end of the period
IE08.04	Anticipation	Timely analysis of regulatory changes	Relevant regulatory changes with an impact analysis within the set time limit ÷ relevant regulatory changes identified × 100
IE08.05	Anticipation	Early adaptation	Obligations with a future application date and an approved adaptation plan ÷ obligations with an application date in the next 24 months × 100
IE08.06	Anticipation	Unauthorised use regularised	Cases of unauthorised use regularised (authorised, replaced or blocked) on time ÷ cases detected × 100
IE08.07	Ethical leadership	Ethical review applied	Use cases that require ethical review and have it recorded before G3 ÷ use cases that require it × 100
IE08.08	Ethical leadership	Effective veto power	Number of use cases modified or stopped by decision of the ethics body in the last 12 months (reported together with the number reviewed)
IE08.09	Ethical leadership	Public transparency	Systems with direct exposure to people described in the company's public information ÷ systems with direct exposure × 100

07

Sphere 09 · AI governance

What it covers. The meta-sphere that connects the other eight: ultimate accountability for AI, bodies, portfolio, *gates*, reporting to the board, balance between speed and control, and the relationship with AI suppliers. Document 30 develops the governance model and document 36 third-party management.

Reference question for the board: does AI have corporate governance with the same formality as finance, risk or compliance?

7.1 Dimensions and grades

Dimension	Questions for the board	Basic	Systematic	Advanced
Structure	Who has ultimate accountability for the AI strategy? Is there a framework that connects it with the business strategy? Is there a portfolio prioritised by impact and risk? Does the board receive regular and understandable information?	Designated owner; portfolio as a list of projects.	AI thesis and risk appetite approved; AI Committee operational; use case register with roles and *gates*; quarterly dashboard to the board.	Systematic, with the register of recommendations up to date and the annual C5 review completed.
Balance between speed and control	Are we accelerating adoption with risk under control? Are there decision gates in the lifecycle? How do we measure our maturity? Can we stop a use case that is not working?	Some controls, applied unevenly.	*Gates* with dual validation in all use cases; Lite or Enterprise intensity determined; reference time limits measured; stops and retirements recorded.	Decision times within time limits without an increase in nonconformities; annual calibration of time limits and thresholds.
Supplier ecosystem	Do we depend on a single model supplier? Do we assess build, buy or partner for each capability? Do contracts protect our data and intellectual property? Do we understand the cost structure of AI?	Known suppliers, without consistent assessment.	Supplier register with N1–N3 requirement level; minimum contractual clauses; cost by category and by use case.	Tested exit strategy for N3 suppliers and concentration within risk appetite.

7.2 Warning signs

- Nobody has stopped or retired a use case in the last 12 months.
- Use cases in production without a recorded *gate* or without a current continuity review.
- *Gate* decision time well above the reference time limit, which pushes teams to bypass the process.

- A single supplier accounts for most of the spending on models without an exit strategy.

7.3 Indicators

Code	Dimension	Indicator	Formula
IE09.01	Structure	Register coverage	Active AI use cases and systems registered in T01 and T02 with roles assigned without incompatibilities ÷ known active use cases and systems × 100
IE09.02	Structure	Current continuity	Systems in production with a continuity review (R6) within its periodicity ÷ systems in production × 100
IE09.03	Structure	Board recommendations closed on time	Recommendations closed with evidence within the time limit ÷ recommendations due in the period × 100
IE09.04	Speed and control	*Gate* decision time	Median days between the request and the *gate* decision, by intensity, compared with the reference time limit
IE09.05	Speed and control	Time to production	Median days between registration and G5, by intensity and by ambition level
IE09.06	Speed and control	Ability to stop	Use cases stopped or retired with a coded reason in 12 months ÷ use cases with a *gate* decision in 12 months × 100
IE09.07	Ecosystem	Concentration in the main model supplier	Spending on the main model supplier ÷ total spending on models × 100
IE09.08	Ecosystem	Exit strategy	N3 suppliers with a documented and tested exit strategy ÷ N3 suppliers × 100
IE09.09	Ecosystem	Allocated AI cost	AI cost allocated to use cases through analytical allocation ÷ total AI cost × 100

08

Sphere × level heat map (T16)

The heat map is the portfolio view over the impact map. It is generated from the use case register (T01) and shown in the board dashboard (T17), in the card «Where the impact is» under «Portfolio and value» (60 §10.5), which can also show the rows by business unit. The C2 target ambition per sphere is recorded in T01, in the board decision approving the thesis (62 §10.2), and the dashboard takes it from there; without it, it marks neither gaps nor «off thesis».

8.1 Construction

Element	Definition
Rows	Spheres 01 to 07. Below, in a separate block, spheres 08 and 09 with their dimensions, and the "governance and compliance enablement" band with the investment of use cases whose primary sphere is 08 or 09.
Columns	Optimise · Augment · Transform.
Scope	Active use cases (from G0 passed until retirement) and those stopped or retired in the last 12 months, which are shown separately.
Level used	Actual ambition if it exists; otherwise, confirmed; otherwise, proposed, marked as such.
Content of each cell	Number of use cases (total and in production) · Investment and annual recurring cost · Validated annual net value · C2 target ambition for the sphere.
Colour	Share of the cell's investment and recurring cost in the total for spheres 01 to 07: **No activity** (0 %) · **Low** (less than 5 %) · **Medium** (5 % to 15 %) · **High** (more than 15 %). Initial thresholds, to be calibrated in C5.
Markers	**Gap**: in the cell of the level that matches the sphere's target ambition there is no use case that has passed G2. · **Outside the thesis**: investment in a sphere declared non-priority in C2 above 5 % of the total. · **No evidence**: use cases with more than 12 months in production and no validated value. · **Secondary**: number of use cases that have the sphere as secondary (without amounts).

In rows 08 and 09 each dimension shows its **current grade** and its **target grade** (Absent, Basic, Systematic or Advanced), calculated with the indicators in sections 6.4 and 7.3 and validated by the AI Office.

8.2 Illustrative example

Illustrative data for a fictitious company. Amounts in millions of euros (investment and annual recurring cost for the period).

Sphere	C2 target	Optimise	Augment	Transform
01 · Customer	Augment	3 use cases · 0.45 · Medium	1 use case · 0.30 · Medium	—
02 · Product and service	Transform	1 · 0.10 · Low	—	1 · 0.30 · Medium
03 · People	Augment	2 · 0.40 · Medium	1 · 0.40 · Medium	—
04 · Operations	Optimise	6 · 1.60 · **High**	—	—

Sphere	C2 target	Optimise	Augment	Transform
05 · Data	Augment	1 · 0.35 · Medium	**Gap**	—
06 · Knowledge	Augment	1 · 0.10 · Low	**Gap**	—
07 · Decision	Optimise	**Gap**	—	—
Enablement band (08 and 09)	—	2 use cases · 0.25 (outside the total of 4.00)	—	—

Sphere	Dimension	Current grade	Target grade
08	Compliance · Anticipation · Ethical leadership	Systematic · Basic · Basic	Systematic · Systematic · Basic
09	Structure · Speed and control · Ecosystem	Systematic · Basic · Absent	Systematic · Systematic · Basic

Reading for the board: 75 % of the investment (3.00 of 4.00) is in Optimise and 40 % in Operations; the Transform bet in Product exists but is a single one; Data and Knowledge have an Augment target with no use case delivering it, which weakens the value spheres; Decision has no activity; and the supplier ecosystem is not governed. The same example is used to calculate the transformation index in document 12.

09

Use of the map in the two cycles

9.1 Corporate cycle

Stage	Use of the map	Output	Document
Diagnosis (C1)	Classify existing use cases and systems by sphere and level; calculate the available indicators; assign grades to 08 and 09; build the current heat map. For each sphere, the **level achieved** (highest level with at least one use case in production and measured value) and the **level in the portfolio** (highest level with any use case that has passed G2) are recorded.	Current sphere map with explicit indicators and "no data".	11, 12
Direction (C2)	Set the priority and target ambition for each sphere 01–07, and the target grade by dimension for 08 and 09, with one main indicator per sphere chosen from those in this document.	Ambition by sphere approved by the board.	13

Stage	Use of the map	Output	Document
Portfolio (C3)	Compare the heat map with the target ambition; prioritise use cases that close gaps; limit investment outside the thesis; check that the enabling spheres support the ambition of the value spheres.	Prioritised portfolio with sphere and level per use case.	14
Oversight (C4)	Quarterly heat map in the board dashboard with gap, outside-the-thesis and no-evidence markers; evolution of the main indicators.	Board alerts and recommendations.	60, 62
Review (C5)	Compare the map with the previous year's and with the target ambition; recalibrate colour thresholds and markers; review the chosen indicators.	Proposed adjustment of ambition by sphere.	12, 13

9.2 Use case lifecycle

Moment	What is done	Who	Evidence
Phase 0	The expected sphere is stated in the use case charter, to check alignment with the thesis.	AI Product Owner	P01
Phase 1	The **primary sphere, secondary sphere and ambition level** are proposed using the rules in section 4 and the five questions in document 12. It is checked whether the sphere is a priority in C2.	AI Product Owner; reviewed by the AI Office	P07, P06
Phase 2	The primary sphere is confirmed with the main metric of the hypothesis and the ambition level is confirmed. At least one indicator of the primary sphere is chosen as the hypothesis metric or as a secondary metric.	Verified by the AI Office (Lite) or the AI Auditor (Enterprise)	P07, P08
Phase 7	The **actual ambition** is recorded with the evidence, and the sphere is reviewed if the main metric has changed.	AI Product Owner; verified by the AI Office or the AI Auditor	P07, P30

A use case in a sphere that is not a priority according to C2 **may** continue, but the sponsor must justify it at G0 and the AI Committee must be informed of it in C3.

10

Conversation with the board and first ninety days

The impact map is the basis for the first conversation with a board. The full script, with questions, materials and response format, is in document 61. In summary, a sixty-minute session is organised as follows:

Block	Content	Minutes
1 · Strategic framing	What business we are in and how AI changes its rules. Presentation of the nine spheres and the three levels.	10
2 · Spheres where value is created	Customer, Product and service, People and Operations, with one example per level.	12
3 · Enabling spheres	Data, Knowledge and Decision: diagnosis of actual capability.	10
4 · Regulation	EU AI Act , data protection and sector regulation.	10
5 · Position on people	Replace, augment or reorganise work with AI? The board is asked to take a position.	8
6 · AI governance and first ninety days	What governance structure the company needs and how to get started.	10

The **first ninety days** concentrate C1 to C3 (document 01, section 5.3). The detailed plan is in document 90:

Period	Objective	Use of the map
Month 1	Diagnosis	Current sphere map, grades for 08 and 09 and transformation index profile.
Month 2	Risks and opportunities	Main risks and opportunities by sphere, with owner, economic impact and timescale.
Month 3	Governance structure	Ambition by sphere, main indicators and reporting cadence approved.

11

Associated tools and templates

Name	Use in this document
Use case register (T01)	Primary and secondary sphere fields, proposed, confirmed and actual ambition level, and contribution dimension for 08 and 09.
AI system inventory (T02)	Basis for the data, decision, compliance and governance indicators.
Ambition classifier (T05)	Five questions from document 12, integrated with sphere selection.

Name	Use in this document
Value realisation tracking (T12)	Indicator amounts converted into money.
Transformation index calculator (T14)	Uses the enablement band to exclude spheres 08 and 09 from signals 1, 2 and 7.
Portfolio sphere map (T16)	Heat map in section 8.
Board AI dashboard (T17)	Shows the heat map and the main indicators by sphere.
Opportunity portfolio and screening notes (P06)	Sphere proposed in phase 1.
Sphere and ambition classification (P07)	Evidence for phases 1, 2 and 7.
Use case profile (P31)	Understandable description with its sphere and level.

12

Related documents

Document	Relationship
00 · What SEVEN-G is and how it helps companies	Presentation of the impact map (section 4.1).
01 · Foundational methodology	Component A, corporate cycle and *gate* criteria by ambition level.
03 · Tools and use case register	Controlled taxonomy of spheres and levels; tools T05 and T16.
11 · Maturity model	Spheres 08 and 09 provide evidence for D6 and D1.
12 · Transformation index	Use case ambition classification and company signals.
13 · AI thesis, ambition and risk appetite	Target ambition by sphere and target grades for 08 and 09.
14 · Portfolio management	Use of the heat map to prioritise and balance.
30 · Governance model and **36 · AI third parties and suppliers**	Development of sphere 09.
31 · Corporate policy and **34 · Regulatory mapping**	Development of sphere 08.

Document	Relationship
41 · Indicator catalogue	Consolidation of indicators IE01.01 to IE09.09.
50 · People and organisation and **51 · Data and knowledge**	Development of spheres 03, 05 and 06.
61 · Board conversation guide	Full sixty-minute script.
90 · Implementation guide	Detailed plan for the first ninety days.
SPHERES · SPHERES Library	Supporting methodology that explains the spheres, the ambition levels and the conversation with the board in detail and with examples.

13

Version control

Version	Date	Changes
0.1	16-09-2026	First version. Integrates the previous sphere framework into SEVEN-G: profiles of the nine spheres with questions, examples by level, warning signs and indicators with a formula; primary and secondary sphere rules; rule preventing spheres 08 and 09 from being mixed, with their own grades; heat map (T16) and its use in C1–C5 and in phases 1, 2 and 7.
0.2	28-09-2026	The heat map (T16) is shown in the board dashboard as the card «Where the impact is» (60 §10.5), with a view by business unit; section 8.
0.3	19-11-2026	Section 3: ambition levels are not the adoption "horizons" (enablement, automation, reinvention); refers to SPHERES 01, section 7.1 (D194).

External sources cited

Links to the official or primary source, checked before publication. Always verify the version in force on the date of use.

Regulation (EU) 2024/1689 of the European Parliament and of the Council of 13 June 2024 laying down harmonised rules on artificial intelligence (Artificial Intelligence Act) · https://eur-lex.europa.eu/eli/reg/2024/1689/oj/eng · Parlamento Europeo y Consejo de la UE · 13-06-2024