DOCUMENT 60 · BOARD PACK

Board pack

What information the board receives on AI, when, in what format and for which decisions

Fernando García Varela Version 0.4 (working draft) 01-10-2026 Draft for review

3	8	3	4
points in the cycle with their own pack	sections of the quarterly pack	use cases in detail per session	programme traffic light statuses

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THE ESSENTIALS Always mandatory

The board receives AI information at least every quarter, with figures that comply with the measurement rules and decisions in a clear format. In Lite scope the pack is aggregated; in Enterprise scope it carries detail per Enterprise use case.

Obligation matrix and layered reading (document 94)

01

Purpose and scope

This document defines the **AI information pack** received by the board of directors or its board committee: what it contains, how often it is delivered, how it is structured, how the decisions requested are worded and the rules by which figures are presented.

It applies to:

- The **quarterly oversight pack** (stage C4 of the corporate cycle).
- The **annual direction pack** (stage C2), in which the board approves the AI thesis, the ambition per sphere and the risk appetite.
- The **annual review pack** (stage C5), in which the board assesses progress, maturity and the transformation profile.
- The **extraordinary packs** required by a serious incident, a critical nonconformity or an unscheduled board decision.

It does not replace corporate documentation (agenda, minutes, committee reports), but feeds into it. How to conduct the conversation in the session is covered in document 61, and the register of recommendations and decisions in document 62.

02

Principles of the pack

#	Principle	What it implies
1	**Decision before information**	The pack starts with what the board has to decide. Anything that does not lead to a decision or to specific oversight goes to the annexes.
2	**Business, not technology**	The discussion is about value, risk, accountability and competitive advantage. Technical terms are translated (document 61, section 3).
3	**Evidence, not declaration**	Every figure has a formula and a validation status; every relevant statement links to its evidence in the use case register (T01).
4	**A single source of data**	The pack, the board dashboard (T17) and the recommendations register (T18) come from the same data model and the same cut-off date. Figures are not reworked by hand.
5	**Comparable over time**	Same perimeter, same definitions and comparison with the previous session. Changes of criteria are declared.

#	Principle	What it implies
6	**Brief**	One-page summary; at most three use cases in detail per session; the rest in the dashboard.
7	**What is missing is also reported**	"No data" is shown as no data. A pack that hides gaps is less reliable than one that declares them.
8	**Prepared by those who do not decide**	The AI Office prepares; management control validates the figures; the AI Committee reviews; the board decides. Nobody validates their own work.

03

Content according to the point in the cycle

3.1 Quarterly oversight pack (C4)

It answers one question: **is what was decided being delivered, and what does the board need to decide now?**

Block	Minimum content	Source
One-page summary	Main message, key figures with the validated proportion, decisions requested, main risks, changes since the previous session.	T01, T12, T17
Decisions requested	Decision sheets (section 5), in particular Transform use cases at G2 and Transform scaling at G7.	T03
Dashboard	Portfolio and value; risk and compliance; agility; adoption. View indicated in section 10.	T17
Risks	High and Critical residual risks in the portfolio, risk concentration, risks accepted outside threshold.	T06
Incidents and nonconformities	S1 and S2 incidents in the quarter; open major and critical nonconformities; status of their containment and corrective action.	T08
Recommendations and commitments	Open, overdue and closed recommendations; discrepancies between declared status and independent assessment.	T18
Use cases in detail	Up to three use cases chosen using the criteria in section 4.8.	T01
Programme traffic light	Status of each programme by axis (section 9).	T01

3.2 Annual direction pack (C2)

It answers: **where do we want to play, with what ambition and with what risk appetite?**

Block	Minimum content
Starting point	Outcome of the diagnosis (C1) or of the annual review (C5): maturity by dimension D1–D7 with evidence, transformation index profile, validated value and cost of the portfolio.
Proposed AI thesis	What role AI plays in the strategy, what will not be done and why.
Ambition per sphere	Target ambition level (Optimise, Augment, Transform) in spheres 01 to 07; expected level in Compliance, Anticipation and Ethical leadership (sphere 08) and in Structure, Balance between speed and control and Supplier ecosystem (sphere 09).
Risk appetite and thresholds	Economic impact thresholds, investment threshold requiring Enterprise intensity, return horizon, reference time limits per phase, risks that are not accepted.
Corporate AI policy	Principles, acceptable use and responsibilities (document 31).
Framework budget	Planned investment and recurring cost, with an indicative split by ambition level.
Decisions requested	Approval of each of the above elements, with their alternatives.

3.3 Annual review pack (C5)

It answers: **have we made progress, and are we transforming or merely becoming more efficient?**

Block	Minimum content
Maturity	Level by dimension and overall level using the rule in document 11, compared with the previous year and with the evidence justifying each change.
Transformation index	Score for the eight signals and resulting profile; signals with no data identified as such.
Delivery of the thesis	Target ambition against actual ambition per sphere; Transform use cases approved, in production, stopped and retired.
Value for the year	Annual net value by ambition level, validated proportion, released capacity realised and not realised.
Governance agility	Time from idea to approval and to production by risk level and ambition level; stalled use cases; conversion per *gate*.

Block	Minimum content
Lessons learned	Stop and retirement reasons; closed recommendations and their effect.
Proposed adjustments	Changes to the thesis, ambition, risk appetite, thresholds and reference time limits for the new cycle.

The annual review should involve internal audit (01 §5.1).

3.4 Extraordinary packs

Case	Recipient	Reference time limit	Content
S1 incident (includes possible serious incidents under regulation)	Chair of the board committee; information to the full board	As soon as the severity is confirmed, without waiting for the quarterly pack	Facts, affected parties, containment, notifications made or pending, decisions required.
Critical nonconformity	Board committee	Within the containment time limit (01 §12)	Description, containment, action plan, owner.
Unscheduled Transform use case at G2 or scaling at G7	Full board	Before committing investment	Decision sheet.
Request to accept a Critical residual risk	Full board or board committee	Before G3 or G5	Decision sheet with analysis of alternatives and a time limit on the acceptance.

04

Structure of the quarterly pack

4.1 Contents

Order	Section	Indicative length
1	One-page summary	1 page
2	Decisions requested	1 sheet per decision
3	Programme traffic light	1 page

Order	Section	Indicative length
4	Dashboard (link to the indicated view and reading of each block)	1–2 pages of commentary
5	Risks	1 page
6	Incidents and nonconformities	1 page
7	Recommendations and commitments	1 page plus register extract
8	Use cases in detail (maximum 3)	1 page per use case
—	Annexes	No limit; not presented in session

4.2 One-page summary

Field	Content	Guidance
Main message	Three lines at most, using one of the four response formats (document 61, section 4).	Answers "is what was decided being delivered?". Example: *"Yes, with one condition: validated value has risen, but two high-risk use cases still lack an impact assessment."*
Key figures	Efficiencies, return, recurring cost and annual net value; validated proportion; released capacity not realised (shown separately); investment executed against budget.	Rules in section 8.
Operational outcome	Use cases in use with operational indicators: how many are on target, how many below and how many without an indicator; non-quantified value at medium or high level.	Document 40 §11.1, rule 11: not translated into euros nor added to the key figures.
Portfolio	Use cases by phase and status; in production; stopped and retired in the quarter; stalled.	From T01.
Risk	Critical and High residual risks; S1 and S2 incidents; open major and critical nonconformities.	Number and link only; detail in sections 5 and 6.
What holds back scaling	The three barriers to start with (FE-1 to FE-6), with what they block, what to do, who and the annual value at stake.	Reading of §10.4, from T17. If an action needs a decision, it moves to «Decisions requested».
Decisions requested	List with code and one line per decision.	If there are no decisions, this is stated explicitly.

Field	Content	Guidance
Recommendations	Open, overdue, closed in the quarter, discrepancies between declared and assessed.	From T18.
Changes since the previous session	What has changed and why.	Comparison with the snapshot from the previous session.

Illustrative example (fictitious figures):

Field	Content
Main message	Yes, with one condition: that the customer service agent is not extended until it passes the prompt injection test. The portfolio is within budget and validated value rises from 41% to 58%.
Key figures	Efficiencies €3.9M · Return €1.6M · Recurring cost €1.3M · **Annual net value €4.2M** · Validated proportion 58% (€3.2M of €5.5M) · Released capacity not realised €1.1M (not added) · Investment executed €2.4M of €3.0M budgeted.
Operational outcome	14 use cases in use: 9 on their operational target, 3 below and 2 without an indicator. 2 use cases with high non-quantified value (customer experience).
Portfolio	31 use cases: 6 in phases 0–2, 7 in phases 3–5, 14 in production, 4 at G7. In the quarter: 1 stopped at G3 (unacceptable risk), 1 retired (replaced by another solution). 3 stalled.
Risk	0 Critical residual risks · 4 High · 1 S2 incident · 1 open major nonconformity.
What holds back scaling	1) FE-3 · Risk and compliance not closed: blocks G5 in 2 use cases; complete their impact assessments before the next AI Committee meeting (risk owner). 2) FE-1 · Value is not proven: €1.4M in use not validated; validation by management control before quarter-end. 3) FE-2 · Cases do not move forward: 3 overdue; early *gate* at the next monthly meeting.
Decisions requested	DEC-2026-014 · Authorise the value hypothesis of a Transform use case (G2). DEC-2026-015 · Take note of the stopping of a use case at G3.
Recommendations	12 open · 2 overdue · 3 closed with a conformant assessment · 1 discrepancy (declared met, assessed as nonconformant).
Changes	The validated proportion rises owing to management control's validation of two use cases; the internal queries assistant is retired (no usage).

4.3 Decisions requested

Each decision is presented with the sheet in section 5. Decisions are ordered as follows: 1) those that block investment or production; 2) risk acceptances; 3) items to take note of.

Types of decision:

Type	Meaning	Example
Approve	The body takes the decision.	AI thesis, risk appetite, Transform use case at G2.
Authorise with limits	A stage is approved with an investment limit, deadline and stop criteria.	First stage of a Transform bet.
Accept a risk	Exceptionally, a residual risk above the threshold is accepted, within the approved appetite and for a limited time.	Critical residual risk with a reduction plan.
Take note	The body is informed of a decision taken by whoever is competent.	Stop or retirement decided by the AI Committee.
Assign	The body requests a piece of work with an owner and a date. It is recorded as a recommendation or assignment (document 62).	Review of dependence on a supplier.

An assignment does not generate a DEC: it is recorded as a REC of type Assignment (62 §10.1).

4.4 Dashboard

The pack does not reproduce the dashboard: it indicates the view to be consulted (section 10) and adds **a two- or three-line commentary per block** prepared by the AI Office and reviewed by management control. The commentary states what has changed, why and whether it requires the board's attention.

4.5 Risks

Field	Content
Critical and High residual risks	Typical risk code (RT-XXX-NN), use case or system, inherent and residual level, owner, controls and review date.
Concentration	Risks affecting several use cases (same supplier, same data, same type of agent).
Accepted risks	Risks accepted above the ordinary level, who accepted them and until when.
Exposure to AI-enabled attacks	Main indicators for the security sphere (document 35).
Regulatory changes	New or amended obligations with an effect on the portfolio, with the date consulted.

Scales and levels: those in the common specification (probability 1–5, impact 1–5, level Low, Medium, High, Critical).

4.6 Incidents and nonconformities

Item	What is reported to the board or the committee
S1 incidents	Always, individually, in addition to the extraordinary communication.
S2 incidents	Individually in the quarterly pack.
S3 and S4 incidents	Aggregated: number, type, mean time to contain.
Critical nonconformities	Individually, with containment, root cause, corrective action and status.
Major nonconformities	Individually if they are open beyond their time limit; aggregated in all other cases.
Minor nonconformities	Number only.

For each individual incident: code INC-AAAA-NNN, system and use case, date, severity, origin, affected parties, time to detect and to contain, notifications to authorities and their time limit, lessons and actions.

4.7 Recommendations and commitments

Extract from the register of recommendations and decisions (document 62): overdue recommendations, recommendations closed in the quarter with their independent assessment, discrepancies between the status declared by the recipient and the assessment, and board decisions pending execution.

4.8 Use cases in detail

At most three use cases in detail are presented per session. The rest are available in the dashboard. Selection criteria, in this order:

1. Use cases that require a board decision at this session.
2. Use cases with an S1 or S2 incident, a Critical residual risk or a critical nonconformity.
3. Use cases that illustrate a relevant change in value (positive or negative) or a stop or retirement with lessons.
4. Transform use cases under way, so that the board can follow their learning milestones.

Each use case takes up one page with: what it is and what it is used for (measurement rule 10), sphere and ambition level, phase and status, value with formula and status, cost, main residual risk, next decision and date. Economic value, operational outcome and risk exposure go in three parallel columns (document 40 §11.1, rule 11), as in the dashboard's use case record.

4.9 Annexes

Full inventory, value detail by use case, funnel metrics, full recommendations register, glossary. They are not presented in session; they are consulted if the board so requests.

05

Decision format

5.1 Decision sheet

Field	Content	Guidance
Code	Proposed DEC-AAAA-NNN (document 62).	Assigned when the request is recorded and retained even if the decision is deferred.
What is requested	Exact wording to be put to the decision.	It must be possible to approve or reject it exactly as written.
Type	Approve · Authorise with limits · Accept a risk · Take note · Assign.	Section 4.3.
Body	Full board or board committee.	Section 6.
Management's response	"Yes" · "Yes, with one condition: …" · "Not yet, because … is missing" · "No, because …".	Common specification §5.8. Management states what it recommends and why.
Context	Three to five lines: what it is, sphere, ambition level, phase.	No technical jargon.
Options	At least two, including not doing it or stopping.	With the consequences of each.
Value	Efficiencies, return and recurring cost with formula and status; additional net value per additional euro invested.	Rules in section 8.
Investment	Amount, stage, limit and deadline.	For Transform, limit per stage.
Risk	Main residual level, regulatory classification, intensity.	If the residual risk is Critical, this is stated explicitly.
Stop criteria	What result would lead to stopping and when it will be checked.	Set before the decision.

Field	Content	Guidance
Proposed conditions	Each condition with an owner and a deadline.	Conditions on critical controls for security, legal compliance or human oversight are not permitted (01 §7.3).
Verified evidence	*Gate* evidence and who has verified it.	Links to the register. Without verification, the decision is not requested.
What happens if no decision is taken	Cost or risk of deferral.	One line.
Links	Related IA-AAAA-NNN, REC-AAAA-NNN, INC or NC.	

5.2 Illustrative example

Fictitious sheet, unrelated to any company.

Field	Content
Code	DEC-2026-014
What is requested	Authorise the first stage of use case IA-2026-018 "Subscription maintenance service based on failure prediction", with an investment limit of €400,000 and a continuity decision within nine months.
Type	Authorise with limits
Body	Full board (Transform use case at G2)
Management's response	Yes, with one condition: that in the first stage the service is offered only to customers who expressly accept a pilot with no minimum term commitment.
Context	Today, equipment is sold and repaired when it fails. The proposal is to sell guaranteed availability by subscription, supported by a model that anticipates failures. Sphere 02 · Product and service. Transform: it changes the value proposition and creates revenue that did not previously exist. Phase 2.
Options	A) Authorise stage 1. B) Authorise only a market study without building (lower cost, one-year delay). C) Do not authorise.
Value	Stage 1 hypothesis: 60 contracts × €9,000 annual margin per contract = €540,000 return (estimated) · Recurring cost €150,000 (estimated) · Expected annual net value €390,000 · Additional net value per euro: 390,000 ÷ 400,000 = 0.98.
Investment	€400,000 in stage 1; limit not extendable without a new decision by the full board.

Field	Content
Risk	Main residual risk High (economic: availability commitment with penalties). Regulatory classification: minimal risk, determined with legal input. Enterprise intensity.
Stop criteria	Fewer than 25 contracts signed after six months, or failure prediction accuracy below that set in the hypothesis after two iterations.
Proposed conditions	Pilot contract approved by legal counsel before the first signature · Owner: sales management · Deadline: 60 days.
Verified evidence	Value hypothesis canvas, failure baseline, attribution method and stop criteria, verified by the AI Auditor.
What happens if no decision is taken	Deferral to the next session delays stage 1 by three months.
Links	IA-2026-018 · REC-2026-006 (request at least one Transform bet in sphere 02).

06

What goes to the full board and what to the board committee

The specific allocation depends on the articles of association, the board regulations and the applicable company law, which determine which powers cannot be delegated. The following table is the SEVEN-G reference allocation (01 §5.2 and §8.3). If the company does not have a board committee with powers over risk or technology, everything is escalated to the full board.

Matter	Full board	Board committee	AI Committee
AI thesis, ambition per sphere, risk appetite (C2)	**Approves**	Reports on risks beforehand	Proposes
Corporate AI policy	**Approves**	Reports	Proposes
AI framework budget	**Approves**	—	Proposes
Transform use cases: G2 and scaling at G7	**Approves**	—	Verifies and proposes
Annual review: maturity, transformation index, delivery of the thesis (C5)	**Assesses and decides adjustments**	Reports on risks and audit	Prepares with internal audit

Matter	Full board	Board committee	AI Committee
Quarterly summary and dashboard (C4)	**Oversees**	Oversees the risk block in detail	Prepares
Critical residual risks: exceptional acceptance	**Decides** or expressly delegates	**Decides** if it holds the delegation	Escalates
High risks in the portfolio and risk concentration	Receives summary	**Oversees**	Manages
Regulatory compliance and inventory	Receives summary	**Oversees**	Manages
S1 incidents	Informed	**Oversees** the response	Manages
S2 incidents	Receives summary	**Oversees**	Manages
Critical and major nonconformities	Receives summary	**Oversees**	Manages
AI audit results	Receives summary	**Oversees**	Responds
Recommendations register	Reviews overdue items and discrepancies	**Reviews** the detail	Maintains
Stops and retirements	Takes note of the relevant ones	Takes note of those motivated by risk	**Decides** (Enterprise)
Enterprise *gates* other than the above	—	—	**Decides**

This document does not constitute legal advice.

07

Calendar

7.1 Reference annual calendar

The calendar is aligned with the company's budget and meeting cycle. The reference proposal for a financial year that coincides with the calendar year is:

Quarter	Full board	Board committee	AI Committee
First	Annual review of the previous year. C4 · Oversight of the fourth quarter. (C5)	Risks, incidents, nonconformities and audit for the fourth quarter. Prior report to C5.	Monthly. Preparation of C5 with internal audit.
Second	Oversight of the first quarter. (C4)	Quarterly oversight.	Monthly.
Third	Oversight of the second quarter. Guidance for the thesis for the following year. (C4)	Quarterly oversight. Review of the current risk appetite.	Monthly. Preparation of C2 and C3.
Fourth	Direction for the following year: thesis, ambition, risk appetite, framework budget. C4 · Oversight of the third quarter. (C2)	Quarterly oversight. Prior report on the risk appetite.	Monthly. C3 · Portfolio for the following year after approval of C2.

In the first implementation, C1 to C3 are concentrated into ninety days (01 §5.3) and the first quarterly pack is delivered at the end of the third month.

7.2 Preparation of each quarterly pack

Time limits expressed in working days before the session. The company may adjust them; the submission deadline must comply with the board regulations.

Point	Activity	Owner
D−20	Data cut-off date. Snapshot of the dashboard and the register.	AI Office
D−15	Validation of figures: validated, declared and estimated statuses; validated proportion.	Management control
D−12	Verification of evidence for the decisions requested.	AI Auditor
D−10	Review of the pack; selection of the three use cases.	AI Committee
D−7	Submission to the board committee and the full board.	Board secretariat
Session	Presentation following the guide in document 61.	Chair of the AI Committee
D+5	Recording of decisions (DEC) and recommendations (REC) with owner and date.	Board secretariat and AI Office

If at D−12 the evidence for a decision has not been verified, that decision is not requested at the session.

08

Rules for presenting figures

The ten value measurement rules (00 §6) apply without exception. In the pack they are applied as follows:

#	Presentation rule	How it is applied	Incorrect	Correct
1	**Validated proportion always visible**	Alongside every total of efficiencies and return: *validated proportion = validated amounts ÷ total efficiencies and return for the same perimeter and period.*	"Value generated: €5.5M"	"Efficiencies and return: €5.5M, of which €3.2M (58%) is validated"
2	**No data is not zero**	Missing fields are shown as *no data*. Totals state how many use cases they include. Averages do not count missing values as zero.	"Average value per use case: €150,000" (with missing values as zero)	"Average value of the 18 use cases with data: €310,000; 13 use cases with no data"
3	**Status for each amount**	Validated, declared or estimated, with who validates or declares it.	"Savings: €800,000"	"Efficiencies: €800,000 (declared by the business area; pending validation)"
4	**Released capacity shown separately**	It is not added to the net value until it is explicitly realised or reassigned.	"Savings of 22,000 hours = €700,000"	"22,000 hours released (not added); 6,000 reassigned to the case backlog"
5	**Potential with investment, hypotheses and timeframe**	A potential without these three elements is not presented.	"Potential: €3M"	"Potential: €3M annual net value with €1.2M additional investment, in 18 months, if extended to all plants"
6	**Efficiencies, return and cost shown separately**	Annual net value = efficiencies + return − recurring cost.	Net value only	The three components and the net value
7	**Prioritise by additional net value per euro**	Expected additional annual net value ÷ additional investment required, use case by use case.	"Portfolio ROI: 250%"	Table of use cases ordered by additional net value per euro, with negative ones visible

#	Presentation rule	How it is applied	Incorrect	Correct
8	**Negatives visible**	Use cases with negative net value are listed, not offset in aggregates. The payback period for the whole portfolio is not presented.	"The portfolio pays back in 14 months"	"3 use cases in production with negative net value: …"
9	**Same perimeter for comparison**	Variations are calculated on the same set of use cases, or the change of perimeter is explained.	"Value rises by 40%" (with new use cases)	"Value rises by 12% in the same use cases; new use cases contribute €0.6M"
Sphere map and ambition levels (10)	**Cut-off date and source**	Every figure carries the cut-off date and the source system.	Undated figures	"Data as at 30 June; source: use case register"
Maturity model (11)	**Consistent rounding**	Millions with one decimal place or thousands with no decimal places; totals are calculated before rounding.	Totals that do not add up	Rounding note where appropriate
Transformation index (12)	**No external references without a source**	Figures are not compared with "the market" or "the sector" without a verifiable, dated source.	"We are above the sector average"	Omitted or the source is cited

Example figures included in training or demonstration materials are marked as **fictitious** or **illustrative**.

09

Programme traffic light

9.1 What a programme is

A **programme** is a grouping of use cases with a common objective, a sponsor and a budget (*Programme* tag in the use case register, 03 §3.3). The board does not oversee thirty use cases; it oversees a few programmes and drills down into the detail when the traffic light indicates it.

9.2 Axes and statuses

The traffic light in document 14 (§12) is used: each programme is assessed on **six axes**. Each axis has one of four statuses: **Green**, **Amber**, **Red** or **No data** (grey). The thresholds are the initial ones in

document 14, which the company sets in C2 and calibrates in C5; they are reproduced here for reference.

Axis	Green	Amber	Red
Schedule	No stalled use cases; milestones on time.	One stalled use case or one milestone delayed by up to one phase reference time limit.	Several stalled or a critical milestone with a longer delay.
Cost	Deviation from the approved tranches of up to 10%.	From 10% to 25%.	More than 25% or without approval.
Value	Realised value equal to or greater than 90% of that forecast to date, with validated or declared status.	From 60% to 90%, or estimated only.	Less than 60%, or hypothesis refuted with no decision.
Risk	No residual risks outside appetite and no open S1–S2 incidents.	High risk with mitigation on schedule or S2 incident being managed.	Risk outside appetite, S1 incident or open critical nonconformity.
Governance	*Gates*, R6 and conditions up to date.	One expired condition or one R6 delayed by less than a month.	Overdue major nonconformity, lapsed R6 at Enterprise or system in production without a *gate*.
Adoption	Actual use equal to or greater than 80% of that forecast.	From 50% to 80%.	Less than 50% after the measures in the plan.

9.3 Calculation rules

1. **The overall status is the worst of the axes.**
2. **An axis with no data prevents an overall green.** The programme is shown as at least amber, with the axis flagged as *no data*.
3. **No data on Risk, or on two or more axes, is equivalent to an overall red**, because the board cannot oversee what is not reported.
4. **The colour is calculated by the AI Office using the approved criteria**; it is not proposed by the programme owner. The owner adds a one-line explanation.
5. **Every change of colour between sessions is explained** in the one-page summary.
6. **A programme that is red for two consecutive quarters** is presented as a use case in detail with a proposed decision (proceed with a plan, redirect or stop).

9.4 Format

Programme	Sponsor	Schedule	Cost	Value	Risk	Governance	Adoption	Overall	Explanati
Fictitious example: **Customer service**	Sales management	Green	Green	Amber	Red	Green	Amber	**Red**	Agent in pi without a prompt injection te it will not b extended until it has one.
Fictitious example: **Network operations**	Operations management	Green	Amber	Green	Green	Green	No data	**Amber**	Usage measurem of the planning tc is missing; available at the next session.

In published documents, statuses are shown with text as well as colour, so that the traffic light is legible when printed in black and white and by people who have difficulty distinguishing colours.

10

Relationship with the board dashboard (T17)

10.1 Which view to use

The board AI dashboard (T17) is generated in two synchronised versions from the same data file and with the same data fingerprint: **full** and **mobile**.

Who and when	View	Value selector	Comparison
Director, reading ahead of the session	Mobile	Current	With the snapshot from the previous session
Full board, during the session	Full, portfolio and value block, projected	Current	With the snapshot from the previous session
Full board, investment or scaling decision	Full, use case record	Current and potential, with additional investment and timeframe	—

Who and when	View	Value selector	Comparison
Board committee	Full, risk and compliance block and inventory	Current	With the snapshot from the previous quarter
Annual review (C5)	Full	Current	With the closing snapshot of the previous year
AI Committee	Full, with filters by company, unit and tags	Current and potential	Free

Rules of use:

- **The default view is "Current".** Potential is shown only when deciding on additional investment, and always with its investment, hypotheses and timeframe.
- **Comparison is always with a saved snapshot** of the previous session, so that variations are read against frozen data and not against data that have changed since submission.
- **The pack states the data fingerprint** of the dashboard used; if the dashboard is regenerated after submission, this is reported.

10.2 Dashboard blocks and pack sections

Dashboard block	Pack section that uses it
Portfolio and value: what holds back scaling and where to act first (§10.4)	One-page summary (main message and what holds back scaling); decisions requested
Portfolio and value: where the impact is, spheres × ambition level (T16, §10.5)	Annual direction (C2) and review (C5) packs; summary
Portfolio and value: key indicators, efficiencies, return and cost by company and unit, additional net value per euro	One-page summary; use cases in detail; investment decisions
Portfolio and value: realisation plan, pending funding tranches and non-quantified value (§10.6)	Decisions requested (release of tranches); use cases in detail; summary
Where the company invests (ambition level) and agility	Summary; annual review (C5)
History and trend	Changes since the previous session
Adoption	Programme traffic light (adoption axis)
Risk and compliance: regulatory classification, controls per use case	Risks; traffic light (risk and governance axes)

Dashboard block	Pack section that uses it
Exposure to AI-enabled attacks; agent identity and permissions	Risks
Movements and incidents	Incidents; stops and retirements
Inventory by company and unit	Annexes; board committee

10.3 Pending adaptations

Tool T17 is fed from the use case register (T01) through its connector (03 §5.4): it shows the funnel by lifecycle **phase and status**, links each use case to its IA-AAAA-NNN code and generates the recommendations register of document 62. It also shows the executive reading **«What holds back scaling»** (§10.4), the **map of spheres × ambition levels** (T16, §10.5) and the **realisation plan with its tranches and the non-quantified value** (§10.6). Grouping by **programme** with the traffic light in section 9 is not part of the dashboard: it is calculated with the rules of 14 §12 and annexed to the pack with P67, and board decisions are recorded in P69. The dashboard takes the C2 target ambition per sphere from the thesis approved in the T01 register (board decision with its target ambition per sphere, 62 §10.2) and, only if the register does not carry it, from its general configuration.

The engine files published in the demonstrations repository are copies from their source project: adaptations are made at source and published again.

10.4 What holds back scaling: executive reading and where to act first

Many companies today have AI cases that work and still cannot scale them. The dashboard answers that question —**what is stopping us from scaling AI today?**— with a reading that ranks six **scaling barriers** from data it already has: the selected cases, the stops and withdrawals of the last year and the company's diagnosis (maturity and transformation index). It says which barrier to tackle first, what to do, who and how much value waits behind it. It creates no new rules: each signal is the reading of a rule that already exists in another document.

Why it matters. A dashboard that only informs leaves the decision unprepared: the board sees twenty indicators and none tells it where to start. Ranking the barriers with fixed, written rules turns the metrics into a defensible priority for action — what blocks a gate comes first, then what holds back the most value— and keeps the conversation on the cause rather than on the most visible symptom.

Barrier	Case signals	Pattern: stops and withdrawals because of...	Company signal	What it blocks	What to do	Who	Where it is explained
Value is not proven (FE-1)	In use with unvalidated value; in use with negative annual net; released capacity not materialised.	No plausible value; hypothesis refuted; cost higher than value.	D7 at level 2 or below; the index does not meet B2; alerts «efficiency not materialised» and «fragile transformation».	Scale (G7.01). (G7)	Validate the value of the cases in use and close their benefits realisation plan (P62); take those with negative net to G7.	Management control and business benefit owner.	Documents 40 and 43; 21 (G7).
Cases do not move forward (FE-2)	In progress over the day limit of their stage, or close to it.	—	D2 at level 2 or below; the index does not meet B3; alert «stalled bets».	—	Take the overdue cases to their gate and decide: continue with a date, pivot or stop.	AI Committee.	14 §8; 20 §11.
Risk and compliance not closed (FE-3)	In the last stage before production with pending controls; in use with pending controls; without the company's regulatory classification.	Unacceptable risk; regulation.	D6 at level 2 or below, or D6 caps the overall level (11 §5); alert «change without oversight».	go-live; the overall maturity level if D6 caps it. (G5)	Complete the classification and controls before G5; open a nonconformity for cases in use without them.	Risk and compliance owner.	Documents 32, 33 and 35; 21 (G5); 37.

Barrier	Case signals	Pattern: stops and withdrawals because of…	Company signal	What it blocks	What to do	Who	Where it is explained
People do not adopt it (FE-4)	Cross-cutting use cases with units below the adoption threshold.	No adoption.	D5 at level 2 or below.	—	Adoption plan in the units below the threshold; withdraw or reassign unused licences.	Business benefit owner and People.	Document 23; 40 §7.2.
Data and technology are not ready (FE-5)	—	Insufficient data; technically unfeasible.	D3 or D4 at level 2 or below.	—	Secure data quality, access and ownership before phase 3 (P64) and the platform the cases need.	Data owner and technology owner.	Documents 51 and 52.
Lack of direction and governance (FE-6)	Active cases without a business benefit owner or without a description of what they are and what they are for.	Change of strategic priority.	D1 at level 2 or below, or D1 caps the overall level; the index does not meet B1; alerts «transformation without the board» and ambition over-declaration.	The overall maturity level if D1 caps it.	Approve in C2 the thesis and the ambition per sphere and give each case a business owner and a defensible description.	Senior management and board.	Documents 13 and 30.

Rules of the reading:

1. **Perimeter.** Case signals are calculated on the selected cases (filters apply). Patterns, on the stops and withdrawals of the last twelve months with a coded reason that is a symptom of the barrier. Company signals come from the latest maturity diagnosis (document 11) and the latest transformation index calculation (document 12), and do not depend on the filters.
2. **Affected cases.** The distinct cases hit by the barrier's case signals; stopped or withdrawn cases that only form a pattern do not count.
3. **Annual value at stake.** Potential efficiencies plus return of the affected cases or, if a case has no potential, the current ones. It is a **declared, not validated** value: it ranks the barriers, it does not promise. A case without figures counts as «no data», never as zero.
4. **Status.** *Blocks*, if a signal prevents passing a gate (G5, G7 · Scale) or if D1 or D6 cap the overall maturity level; *With signals*, if there is any signal; *No signals*, if there is none.

5. **Order.** First those that block; then annual value at stake; then affected cases; and finally the number of signals. The first three with signals are **«Act first on»**.
6. **Maturity threshold.** A dimension at level 2 (Developing) or below is a signal of its barrier. It is a starting value, to be calibrated in C5.
7. **Nothing is estimated.** What cannot be read from the data —no maturity diagnosis, no transformation index, no status-change dates— is listed separately.
8. **The reading ranks; the body decides.** The priority prepares the AI Committee's and the board's conversation; agreed actions are recorded as recommendations or decisions (document 62) and, if they require a gate, go through it.
9. **Configuration.** Each company can adjust the maturity threshold, the months of the pattern, which stop reason maps to which barrier and the wording of the action and the owner, in the dashboard's general configuration (`frenos_escalado`), without changing the rules of this section.

In the quarterly pack, the reading feeds the «What holds back scaling» field of the one-page summary (§4.2) and, when an action needs authorisation, the decisions requested section.

10.5 Where the impact is: spheres × ambition levels in the dashboard (T16)

The dashboard includes the **portfolio heat map** (tool T16) with the rules of document 10 §8: value spheres 01 to 07 in rows, Optimise, Augment and Transform in columns, enablement band (spheres 08 and 09) separately; in each cell, use cases (and how many in production), investment and annual recurring cost, annual net and validated value; colour by share of investment and cost; gap, off-thesis, no-evidence and secondary marks. A selector switches the rows to business units. Clicking a cell shows its use cases.

> **Why it matters.** The board needs to see at a glance where the company is playing with AI and where it is not: whether investment is concentrated on efficiency in a single area, which spheres have no activity and whether the ambition approved in C2 has use cases delivering it. Without that view, each case is discussed on its own and nobody sees the whole.

Rules of use:

- **It is the view for the annual direction (C2) and review (C5) packs**; in the quarterly pack it is used when the distribution changes or there is a new gap.
- **The target ambition per sphere is the one approved in C2** (document 13). It is recorded in T01, in the board decision approving the thesis (62 §10.2), and the dashboard takes it from there and states which decision it comes from; only a dashboard not fed from T01 sets it in its general configuration (`mapa_impacto.objetivo_c2`). Without it, the map marks neither gaps nor «off thesis».

- **The grades of spheres 08 and 09** are assessed with document 10 (§6.4 and §7.3) and are not deduced from the map.

10.6 Realisation plan, funding tranches and non-quantified value in the dashboard

The dashboard shows each use case's benefits realisation plan (document 43 §4.1) as recorded in T01 (`plan_realizacion`) and its non-quantified value (`no_cuantificado` , document 40 rule 7). It estimates nothing: a use case without a recorded plan has no curve and is counted as «no realisation plan» (document 40, rule 8).

> **Why it matters.** The board approves investment in tranches, but usually sees value as an annual steady-state figure. Without the curve it does not know when the value arrives, how much money still has to be put in or whether what has been captured is on the approved pace. And if what cannot be translated into euros is not kept apart, a case kept for reputation or as a strategic option looks like a loss-making case, or is inflated with figures nobody can prove.

Card or section	What it shows	Rules
Realisation plan: curve and tranches (portfolio and value)	Sum of the curves of the use cases with a plan, by year, half-year or quarter: tranche investment, value, recurring cost, net and cumulative. Figures: investment in the next twelve months, cash still needed, use cases with NPV ≥ 0 out of those with a plan, cumulative realisation (F10) and plans recorded out of the use cases in phases 3 to 7.	NPV (F7) of each use case with the H and r of C2 (40 §8.2). Realisation against the approved reference, in total and validated only, with the IND-VAL-14 thresholds (≥ 90%, 70–90%, < 70%; 43 §9.1). The portfolio payback period is not given: aggregates hide use cases with negative value (40 rule 9).
Pending funding tranches (portfolio and value)	Committed or planned tranches of each use case with date, amount, *gate* that releases them and pass condition, and the annual net value each tranche unlocks per euro invested (F3 of the tranche).	A tranche without a pass condition is flagged (14 §6.2). Optional tranches are shown but do not add up.

Card or section	What it shows	Rules
Non-quantified value (portfolio and value)	For each use case, each dimension with its level 0–3 and its metric (baseline, target and current value); use cases «sustained by non-quantified value».	It is never translated into euros and never adds to net value (40 rule 7 and §5.3); without a metric it does not count. A use case in production (phases 6 and 7) with non-quantified value of medium or high level and a negative NPV, or without a plan that demonstrates it, is flagged as sustained by non-quantified value and needs its next R6 dated. In phases 3 to 5 it is not flagged: the option value of Transform is governed by its stages, milestones and *gates* (40 §8.3).
Realisation plan (use case record)	NPV (F7), payback period (F9, informative), maximum cash need and cash still needed, realisation (F10) in total and validated only, curve chart and tranches with their *gate* and pass condition; below, the use case's non-quantified value.	Only if the use case has a recorded plan; otherwise, «no realisation plan».

Cash still needed is how much the cumulative net value still has to fall from today before it starts to rise: the money that still has to be put in. Money already spent does not count. **Maximum cash need** is the lowest point of the cumulative net value over the whole plan.

In the **mobile version**, the «Portfolio realisation plan» section summarises the same figures, and the **alerts** warn of missing plans, tranches without a pass condition, cumulative realisation below 90% and use cases in production sustained by non-quantified value without an up-to-date R6 (no date or an overdue date).

The default granularity, the years shown, H, r and the thresholds are adjusted in the dashboard's general configuration (`curva_valor` and `umbrales_kpi`), without changing the rules of this section. In the quarterly pack, the pending tranches card feeds the decisions requested section when the release of a tranche is requested, and the use case record feeds the use cases in detail.

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Checklist before sending the pack

#	Check	Owner
1	The summary fits on one page and starts with a response format from §5.8.	AI Office
2	All figures have a formula, status and cut-off date; the validated proportion is visible.	Management control

#	Check	Owner
3	*No data* items are shown as such and totals state how many use cases they include.	Management control
4	Released capacity not realised is not added to the net value.	Management control
5	Each decision requested has a complete sheet and verified evidence.	AI Auditor
6	No proposed condition affects critical controls for security, legal compliance or human oversight.	Risk owner
7	There are at most three use cases in detail and they meet the selection criteria.	AI Committee
8	S1 and S2 incidents and critical nonconformities are reported individually.	AI Office
9	The register extract includes overdue items and discrepancies.	AI Office
Sphere map and ambition levels (10)	The dashboard referred to is the snapshot at the cut-off date and its data fingerprint matches.	AI Office
Maturity model (11)	The allocation between the full board and the committee complies with section 6 and the board regulations.	Board secretariat
Transformation index (12)	There is no untranslated technical jargon and no comparison with the market without a source.	Chair of the AI Committee

The checklist is applied with P67 §12.

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Associated tools and templates

Name	Use in this document
Use case register (T01)	Source for portfolio, phases, statuses, programmes and value.
***Gate* manager** (T03)	Evidence and verification of the decisions requested.
Risk matrix and register (T06)	Risks section.

Name	Use in this document
Nonconformity and incident register (T08)	Incidents and nonconformities section.
Value realisation tracking (T12)	Figures with validation status.
Transformation index calculator (T14)	Annual C5 pack.
Maturity diagnosis (T15)	Annual C2 and C5 packs.
Portfolio sphere map (T16)	Annual C2 pack; dashboard card «Where the impact is» (§10.5).
Board AI dashboard (T17)	Views in section 10; «What holds back scaling» reading (§10.4); realisation plan, tranches and non-quantified value (§10.6).
Board recommendations register (T18)	Recommendations and decisions section.
AI thesis and risk appetite template (T19)	Annual C2 pack.
***Gate* decision record** (P29)	Evidence for the decisions escalated.
Scale or retirement decision (P30)	G7 decisions escalated.
Quarterly board pack (P67)	Form for the C4 pack and the C2, C5 and extraordinary variants.

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Related documents

Document	Relationship
00 · What SEVEN-G is and how it helps companies	Value measurement rules and transformation index.
01 · Foundational methodology	Corporate cycle, governance calendar, bodies, nonconformities.
03 · Tools and use case register	Data model, funnel metrics, T17 and T18.
10 · Sphere map and ambition levels	Rules of the portfolio heat map (T16) shown by the dashboard (§10.5).

Document	Relationship
11 · Maturity model	Content of C1 and C5; company signals in «What holds back scaling» (§10.4).
12 · Transformation index	Signals and profiles for the annual pack.
13 · AI thesis, ambition and risk appetite	Content of C2.
14 · Portfolio management	Programmes, prioritisation and retirements.
33 · AI risk methodology	Risk scales and levels.
37 · Nonconformities and incidents	Severities and time limits.
40 · Value measurement rules	Development of the rules in section 8.
61 · Board conversation guide	How the pack is presented in the session.
62 · Recommendations and decisions register	REC and DEC codes, statuses and assessment.

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Version control

Version	Date	Changes
0.1	16-09-2026	First version. Defines the quarterly (C4) and annual (C2 and C5) content, the structure of the pack, the decision sheet, the allocation between the full board and the board committee, the calendar, the rules for presenting figures, the programme traffic light and the relationship with the board dashboard. Consistency adjustments with 01 (segregation of duties at Lite, R6 outcomes, agents criterion) and with 34 and 37; traffic light aligned with the six axes in document 14.
0.2	28-09-2026	Executive reading «What holds back scaling» (§10.4): six barriers FE-1 to FE-6 with case signals, stop patterns and company signals, ranking rules and annual value at stake; map of spheres × ambition levels in the dashboard (T16, §10.5); «What holds back scaling» field in the one-page summary (§4.2) and dashboard blocks (§10.2).
0.3	28-09-2026	Realisation plan, funding tranches and non-quantified value in the dashboard (§10.6): «Realisation plan: curve and tranches», «Pending funding tranches» and «Non-quantified value» cards, «Realisation plan» section of the use case record, mobile version section and alerts; dashboard blocks (§10.2) and §10.3 (D135).
0.4	01-10-2026	«Operational outcome» field in the one-page summary (§4.2) and three parallel perspectives in each detailed use case (§4.8) and in the dashboard's use case record (document 40 §11.1, rule 11; D150).