

Notes

This presentation develops the Board and management action area of SEVEN-G. The question it answers is direct: what the board must see about AI and which questions it must ask.

The area fits into three sentences. The board approves the AI thesis and the risk appetite, approves the transformation bets and oversees results. To do so it needs to see the whole portfolio, the validated value and the risks, not demonstrations. Its decisions and recommendations are recorded and followed up.

The cover image is the portfolio funnel. SEVEN-G treats the set of AI use cases as a sales funnel: each use case comes in as a proposal and goes through mandatory stages (value hypothesis, proof of concept, development and use). The funnel shows how many are in each stage, which ones left and why, and which ones are in use. It is the first view a board needs: not one brilliant case, but the whole.

The ten slides:

- Why AI is a matter for the board.
- The key concepts of the glossary (document 02).
- What the board decides in the corporate cycle.
- What it receives every quarter and with which rules.
- The board dashboard: how to read it and what holds back scaling.
- Where the impact is and the three perspectives of each case.
- The board's questions and the difficult questions.
- Frequent mistakes.
- The relationship with other areas and with SPHERES, and how to start.

Everything said here comes from SEVEN-G documents 60 (board pack), 61 (board conversation guide) and 62 (recommendations and decisions register), and from SPHERES document 05. The figures in the images are fictitious.

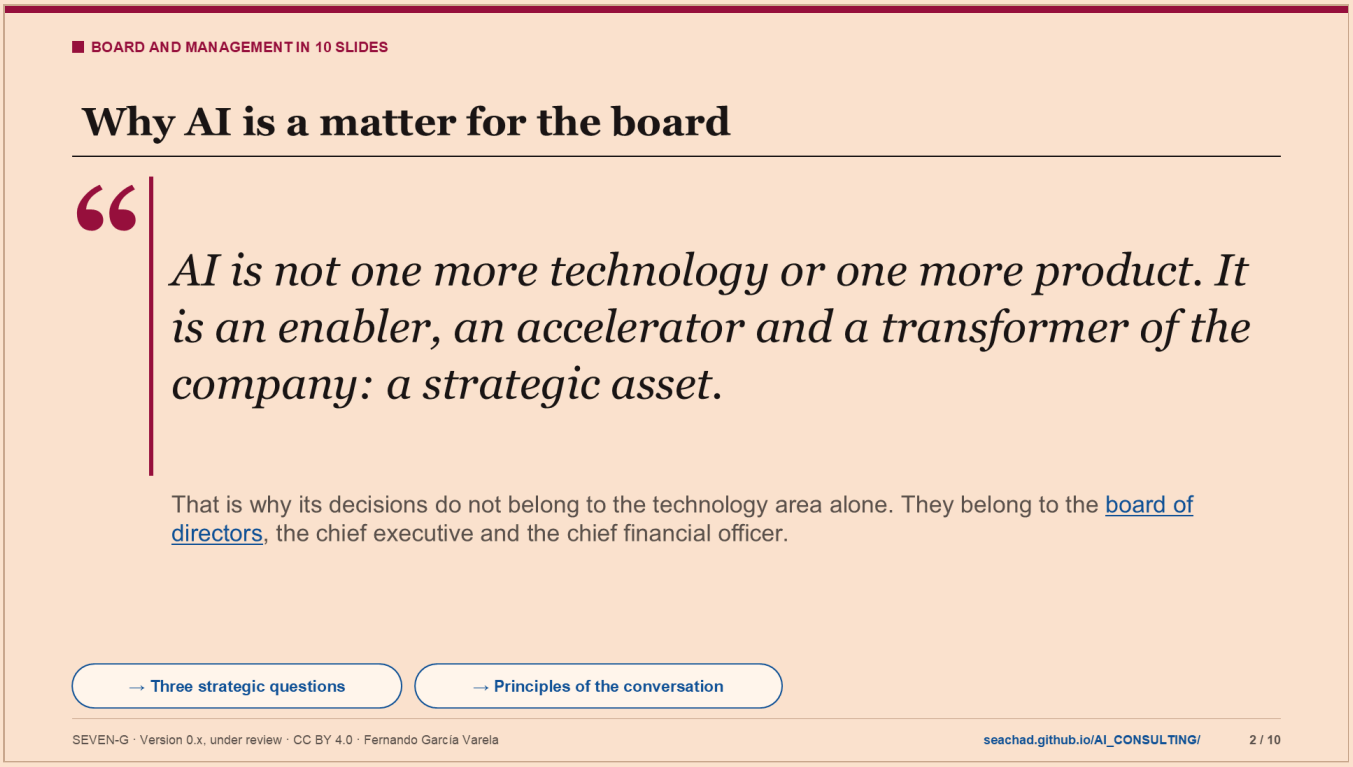
Question for the classroom: if tomorrow your company's board asked to see all the AI in use on a single page, who could prepare it and with what data?

TERMS ON THIS SLIDE

- **Quarterly board pack** (P67): The template for the oversight pack the board or its committee receives each quarter: one-page summary, decisions requested, programme traffic light, value, risks, recommendations and use cases in detail, with its preparation calendar and pre-submission checklist. The link opens the template. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P67_SEVEN-G_Paquete_trimestral_para_el_consejo.html

SOURCES AND LINKS

- **Board and management area page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/consejo.html
- **Document 60 · Board pack** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/60_SEVEN-G_Paquete_para_el_consejo.html
- **Document 61 · Board conversation guide** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/61_SEVEN-G_Guia_de_conversacion_con_el_consejo.html
- **Document 62 · Recommendations and decisions register** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/62_SEVEN-G_Registro_de_recomendaciones_y_decisiones.html
- **What SEVEN-G is** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/entrada/index.html



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This is the idea that holds the whole area together. If AI were just another tool, the technology area could manage it alone. But AI changes how customers are served, which products are offered, how people work and which decisions are delegated to a system. It affects the value, the risk and the accountability of the company. That is why SEVEN-G treats it as a strategic asset.

A board of directors does not think in “AI use cases”. It thinks in risk, opportunity, accountability and competitive advantage. The conversation guide (document 61) sets seven principles for talking to it:

- The board decides on business, not on technology.
- The answer comes first, then the reason and the evidence.
- Every figure has a status: validated, declared or estimated.
- Few use cases, well told: three in detail at most.
- Say what is not working: stops, retirements and incidents, with the same clarity as successes.
- Every board question ends up in the register.
- Nobody marks their own exam: whoever presents a use case does not assess its compliance.

What changes for management. The chief executive answers to the board for the AI strategy. The chief financial officer makes sure that value and cost figures withstand an audit. The technology area builds and operates, but it does not decide alone where to play or how much risk to accept.

Why it matters. Many board sessions on AI end with interest and no decision. Without a framework, AI returns to the agenda six months later at the same point.

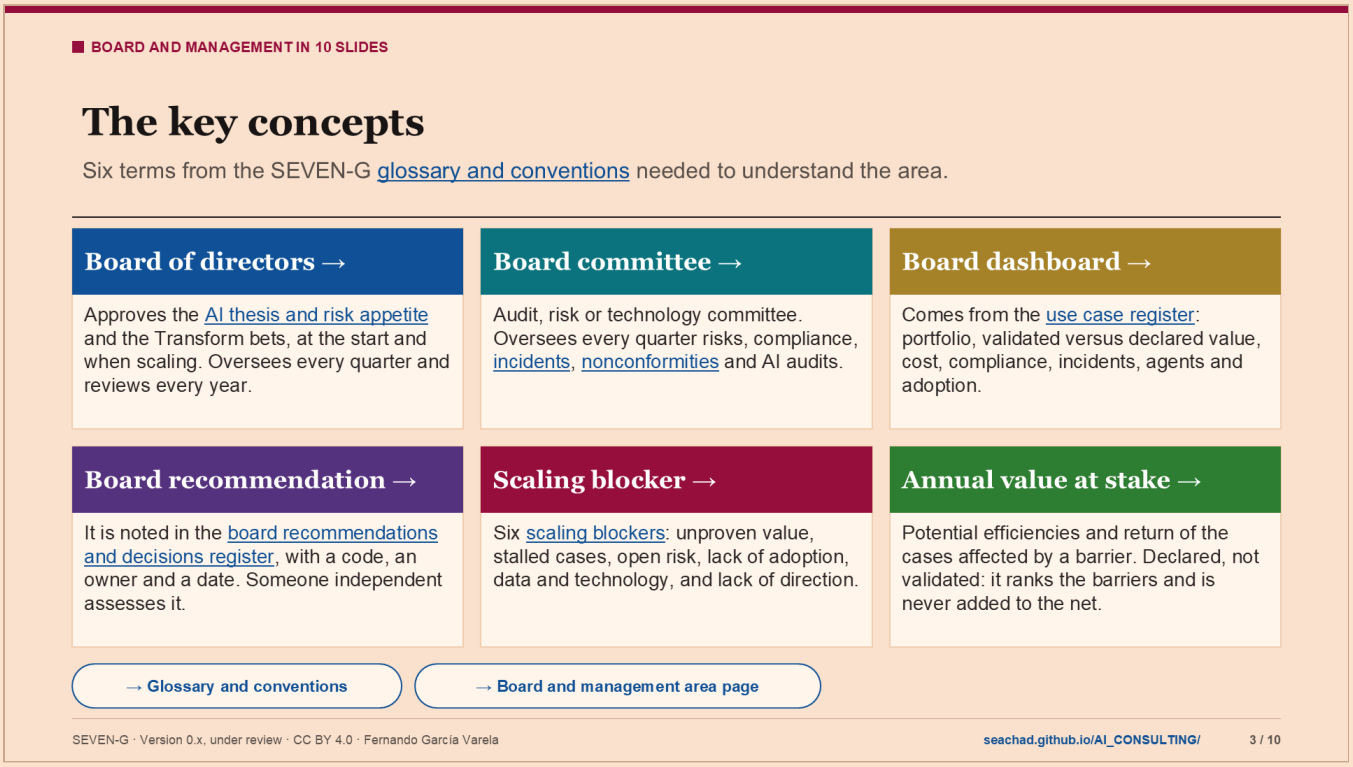
Question for the classroom: in your organisation, who presents AI to the board today? Do they talk about models and platforms, or about value, risk and accountability?

TERMS ON THIS SLIDE

- **Board of directors**: The company's highest body. In SEVEN-G it approves the AI thesis and risk appetite (C2), Transform bets and their scaling, and oversees AI every quarter. AI is a strategic asset: its big decisions are not only for technology. The link opens its role in the governance model (document 30). https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#3-1-board-of-directors

SOURCES AND LINKS

- **What SEVEN-G is · Three strategic questions** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/entrada/index.html#para-que
- **Document 61 §2 · Principles of the conversation** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/61_SEVEN-G_Guia_de_conversacion_con_el_consejo.html#principles-of-the-conversation
- **SPHERES 05 §1 · What this conversation is for** https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/05_SPHERES_Conversacion_con_el_consejo.html#what-this-conversation-is-for
- **Three strategic questions** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/entrada/index.html#para-que
- **Principles of the conversation** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/61_SEVEN-G_Guia_de_conversacion_con_el_consejo.html#principles-of-the-conversation



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Six concepts are enough to follow the rest of the presentation. All of them are in the SEVEN-G glossary (document 02) and on the area page.

- Board of directors. It is the body that approves the AI thesis, the ambition, the risk appetite and Transform use cases, at the hypothesis gate (G2) and when scaling (G7). It oversees every quarter and reviews progress every year. It may act through its board committee.
- Board committee. It is a committee of the board: audit, risk or technology. It oversees, every quarter, risks, regulatory compliance, incidents, major and critical nonconformities and AI audits. What goes to the full board and what to the committee depends on the articles of association and the board regulations; if there is no committee with those powers, everything goes to the full board.
- Board AI dashboard. It is the oversight tool (T17). It is fed by the use case register (T01): a single source of data and the same cut-off date for the pack, the dashboard and the recommendations register. Nobody redoes figures by hand.
- Board recommendation. What the board recommends or assigns receives a REC-AAAA-NNN code that is never reset or reused. Board decisions receive a DEC-AAAA-NNN code. In this way, follow-up does not depend on memory or on the minutes.
- Scaling barrier. Many companies have cases that work and still cannot scale them. The dashboard ranks six barriers, from FE-1 to FE-6, and says what each one blocks, what to do and who does it.
- Annual value at stake. It is the sum of the potential efficiencies and return of the cases a barrier touches. It is used to rank, not to promise: it is declared value, never validated, and it is not added to the portfolio net value.

Why it matters. With these six terms, the board knows who decides, where it looks and how it holds to account. Without them, each session invents its own vocabulary and nothing can be compared over time.

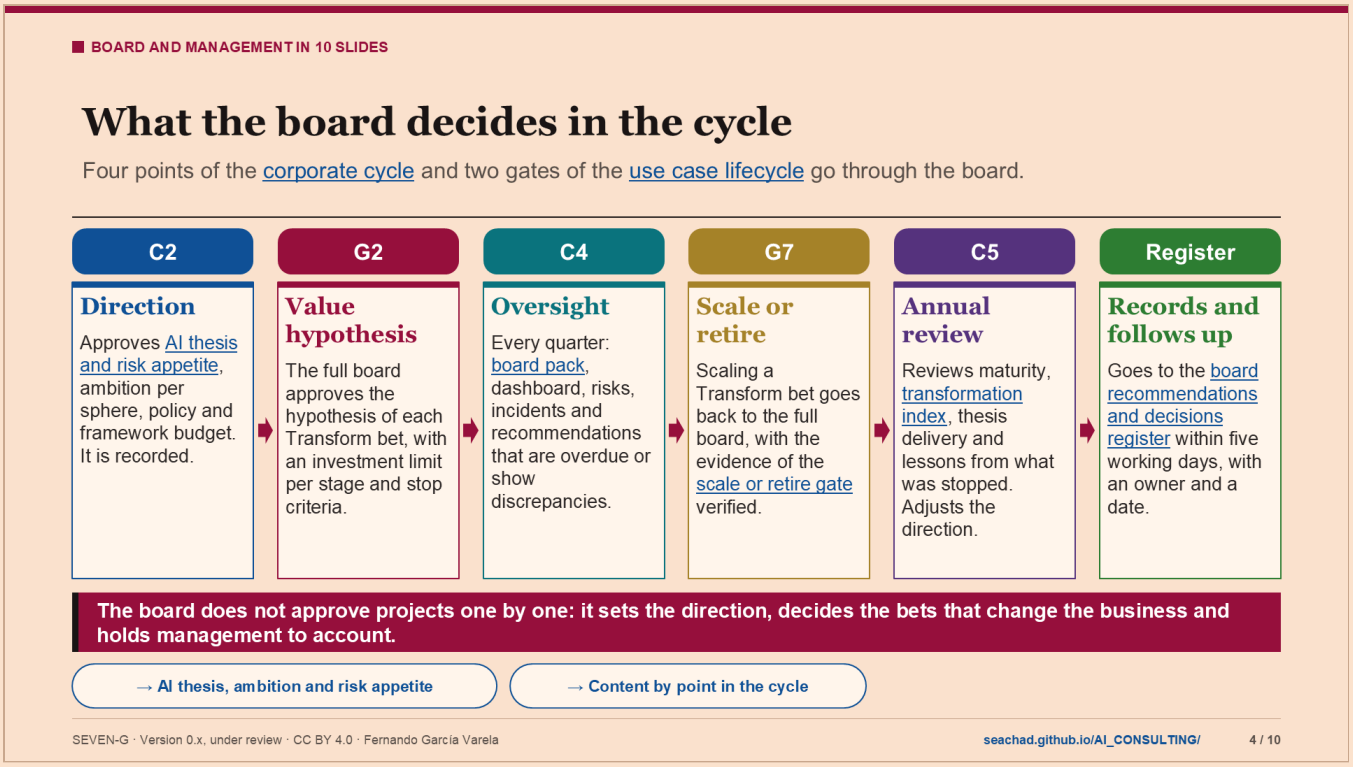
Question for the classroom: does your board have a committee that oversees AI? If not, who sees the incidents today?

TERMS ON THIS SLIDE

- **Glossary and conventions** (documento 02): The official SEVEN-G glossary: each term with its definition, its Spanish equivalent and the document that develops it, plus the scales and codes used across the framework. It ensures everyone calls the same thing by the same name. The link opens the document. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/02_SEVEN-G_Glosario_y_convenciones.html
- **AI thesis and risk appetite** (P35): A template recording the board's decision in the direction stage: what the company wants AI for, ambition per sphere, risk appetite, budget envelope, thresholds and chosen indicators. It is the reference against which every use case is later judged. The link opens the template. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P35_SEVEN-G_Tesis_de_IA_y_apetito_de_riesgo.html
- **AI incident and its severity** (S1–S4): An event in which an AI system causes or may cause harm: serious error, bias, data leak, improper action by an agent. It is classed from S1 (the most serious) to S4. S1 and S2 reach the board by the fast track and may require notifying authorities (P51). The link opens the severity scale in document 37. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/37_SEVEN-G_No_conformidades_e_incidentes.html#4-2-severity
- **Nonconformity** (P50): A breach of a framework rule or a control, even if it caused no harm (for example, a use case in production without sign-off). It is classed as minor, major or critical, recorded (P50), its root cause analysed (P52) and corrected on time. It lets governance learn from its failures. The link opens the process in document 37. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/37_SEVEN-G_No_conformidades_e_incidentes.html#nonconformity-process
- **Use case register** (T01): It is the central SEVEN-G tool and the single data source for all the others. It records each AI use case like an opportunity in a CRM: phase, status, dates, criteria for each gate, risks, value and stop reason. The AI office and the teams use it; the committee and the board see what comes out of it. The link opens an example register with fictitious use cases; anything you change is stored only in your browser. https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T01_registro_iniciativas/registro.html
- **Board recommendations and decisions register** (T18): A register of what the board decides and recommends, each item with its code, owner, committed date, status, evidence and an independent assessment. Its template is P69. It keeps recommendations from getting lost between meetings and shows the board what was actually done. Document 62 explains it; the link opens the generated example with fictitious data. https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T17_panel_consejo/ejemplo/salida/t01_Registro_Recomendaciones.html
- **Scaling blockers** (FE-1–FE-6): The six reasons AI does not scale: value not shown, use cases that do not move forward, risk not closed, people who do not adopt it, data and technology not ready, and lack of direction. The board dashboard reads them in the data, ranks them and says where to act first. The link opens the example dashboard; look at the «What holds back scaling» card (fictitious data, interface in Spanish). https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T17_panel_consejo/ejemplo/salida/t01_Dashboard_Casos_Uso_IA_v8.html

SOURCES AND LINKS

- **Document 60 §6 · Full board or board committee** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/60_SEVEN-G_Paquete_para_el_consejo.html#what-goes-to-the-full-board-and-what-to-the-board-committee
- **Document 62 §3 · Identifiers** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/62_SEVEN-G_Registro_de_recomendaciones_y_decisiones.html#identifiers
- **Tool T17 · Board AI dashboard** https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T17_panel_consejo/index.html
- **Board and management area page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/consejo.html



Notes

SEVEN-G has two levels. The corporate cycle (C1 to C5) governs AI across the whole company. The use case lifecycle (phases 0 to 7, with their gates) governs each case. The board steps in at fixed points of both.

- Direction (C2). Once a year, the board approves the AI thesis (why and what for the company uses AI, and what it will not do), the target ambition per sphere, the risk appetite, the thresholds (for example, the investment above which a use case is Enterprise), the red lines and the framework budget (document 13). What it approves here becomes criteria that the portfolio and each gate apply.
- Hypothesis gate (G2). A Transform use case changes the value proposition, creates revenue that did not exist or changes the business model. That is why the full board approves it, with an investment limit per stage and stop criteria set before investing.
- Oversight (C4). Every quarter the board receives the quarterly pack. It answers a single question: is what was decided being delivered, and what does the board have to decide now?
- Scale or retire (G7). Scaling a Transform bet goes back to the full board. Without verified evidence, the decision is not requested.
- Review (C5). Every year the board assesses maturity, the transformation index and whether the thesis has been delivered. It asks whether the company is transforming or only becoming more efficient, and adjusts the direction for the next cycle.
- Register. Each decision receives a DEC code and each assignment a REC code, with an owner and a date, within five working days after the session (document 62).

The board also decides the exceptional acceptance of a Critical residual risk, always with a time limit. The other Enterprise gates are decided by the AI Committee.

Why it matters. If the board only sees AI when there is an incident, it governs too late. With fixed points, AI enters the agenda like any other investment and risk decision.

Question for the classroom: what should your company never do with AI? Has anyone written it down?

TERMS ON THIS SLIDE

- **Corporate cycle** (C1–C5): The company level of SEVEN-G: five stages repeated every year. Diagnosis (C1), direction with thesis and risk appetite (C2), portfolio (C3), quarterly oversight (C4) and annual review (C5). Senior management and the board lead it. It sets the frame each use case lives in: how much is wanted, how much risk is accepted and how it is overseen. The link opens its explanation in document 01. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#company-level-corporate-cycle
- **Use case lifecycle**: The path of each AI use case: eight phases (0 to 7), from context to evolution or retirement, with a decision gate at the end of each phase. No phase or gate is skipped; depending on intensity, some are grouped. The use case team and its sponsor go through it; the governance bodies decide. The link opens its explanation in document 01. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#use-case-level-lifecycle
- **AI thesis and risk appetite** (P35): A template recording the board's decision in the direction stage: what the company wants AI for, ambition per sphere, risk appetite, budget envelope, thresholds and chosen indicators. It is the reference against which every use case is later judged. The link opens the template. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P35_SEVEN-G_Tesis_de_IA_y_apetito_de_riesgo.html
- **Board pack** (documento 60): What the board receives and when: a one-page summary, the quarterly pack (template P67), the annual pack, the fast track for serious incidents and the reading of what holds back scaling and where to act first. It defines what the board dashboard shows. The link opens that reading in document 60. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/60_SEVEN-G_Paquete_para_el_consejo.html#10-4-what-holds-back-scaling-executive-reading-and-where-to-act-first
- **Scale or retire gate** (G7): The final gate of the lifecycle. With the value actually measured, it decides to scale the use case (which starts a new cycle), iterate it or retire it with an orderly plan. Scaling a Transform bet is approved by the board. The link opens its criteria in document 21. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#6-8-g7-scale-or-retire
- **Transformation index** (documento 12): It answers whether the company is transforming with AI or only gaining efficiency. It uses baseline conditions and eight measurable signals to assign a profile, and warns when a transformation is declared that the evidence does not support. It is calculated with its calculator. The link opens the index in document 12. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#company-transformation-index
- **Board recommendations and decisions register** (T18): A register of what the board decides and recommends, each item with its code, owner, committed date, status, evidence and an independent assessment. Its template is P69. It keeps recommendations from getting lost between meetings and shows the board what was actually done. Document 62 explains it; the link opens the generated example with fictitious data. https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T17_panel_consejo/ejemplo/salida/t01_Registro_Recomendaciones.html

SOURCES AND LINKS

- **Document 13 §2 · The C2 decision as a whole** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#the-c2-decision-as-a-whole
- **Document 60 §3 · Content according to the point in the cycle** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/60_SEVEN-G_Paquete_para_el_consejo.html#content-according-to-the-point-in-the-cycle
- **Document 62 §10 · Recorded board decisions** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/62_SEVEN-G_Registro_de_recomendaciones_y_decisiones.html#recorded-board-decisions
- **AI thesis, ambition and risk appetite** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html
- **Content by point in the cycle** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/60_SEVEN-G_Paquete_para_el_consejo.html#content-according-to-the-point-in-the-cycle

BOARD AND MANAGEMENT IN 10 SLIDES

What the board receives every quarter

The board pack and the board recommendations and decisions register, with the rules that are not negotiable.

Item	What it contains	Rule
One-page summary	Main message, key figures, scaling blockers, decisions requested and changes	Starts with one of the four response formats
Decision sheet	What is requested, options, value, investment, risk, stop criteria and conditions	At least two options, one of them not doing it or stopping
Use cases in detail	Up to three: one needing a decision, one on risk or a stop, one on value or transformation	The three perspectives in three columns: value, operational outcome and risk
Figures	Efficiencies, return, recurring cost and net value, with cut-off date and source	Validated share visible; "no data" is not zero; released capacity separately
Recommendations register	Recommendations open, overdue, closed and with discrepancies; pending decisions	Declared is not verified: someone independent assesses

→ Board pack · → Quarterly board pack template · → Board decisions register

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The quarterly pack has eight sections: one-page summary, decisions requested, programme traffic light, dashboard, risks, incidents and nonconformities, recommendations and commitments, and use cases in detail. Annexes are not presented in the session. The table shows the items that most change the quality of the decision.

- One-page summary. It starts with what the board has to decide. It answers "is what was decided being delivered?" with one of the four response formats. It includes the three barriers to start with.
- Decision sheet. Each decision is written so that it can be approved or rejected exactly as it stands. It has at least two options, one of them not doing it or stopping, and the stop criteria set before deciding. If the evidence is not verified twelve working days before the session, that decision is not requested.
- Use cases in detail. Three per session at most. A balanced combination: one that needs a decision, one on risk, an incident or a stop, and one on value or transformation. Economic value, operational outcome and risk exposure go in three parallel columns.
- Figures. The presentation rules are strict. Every total carries the validated share. A missing figure is shown as "no data", not as zero. Released capacity is not added to the net until it is realised. Cases with a negative net value are listed; they are not offset in aggregates. Nothing is compared with "the market" without a verifiable source.
- Register. The board sees overdue recommendations and the discrepancies between what the recipient declares and what an independent person assesses.

The underlying rule is that the pack is prepared by those who do not decide: the AI office prepares, management control validates the figures, the AI Committee reviews and the board decides. Nobody validates their own work.

Why it matters. A long pack without decisions turns the session into a presentation. A short one, with figures that carry a status, allows decisions to be made in the session.

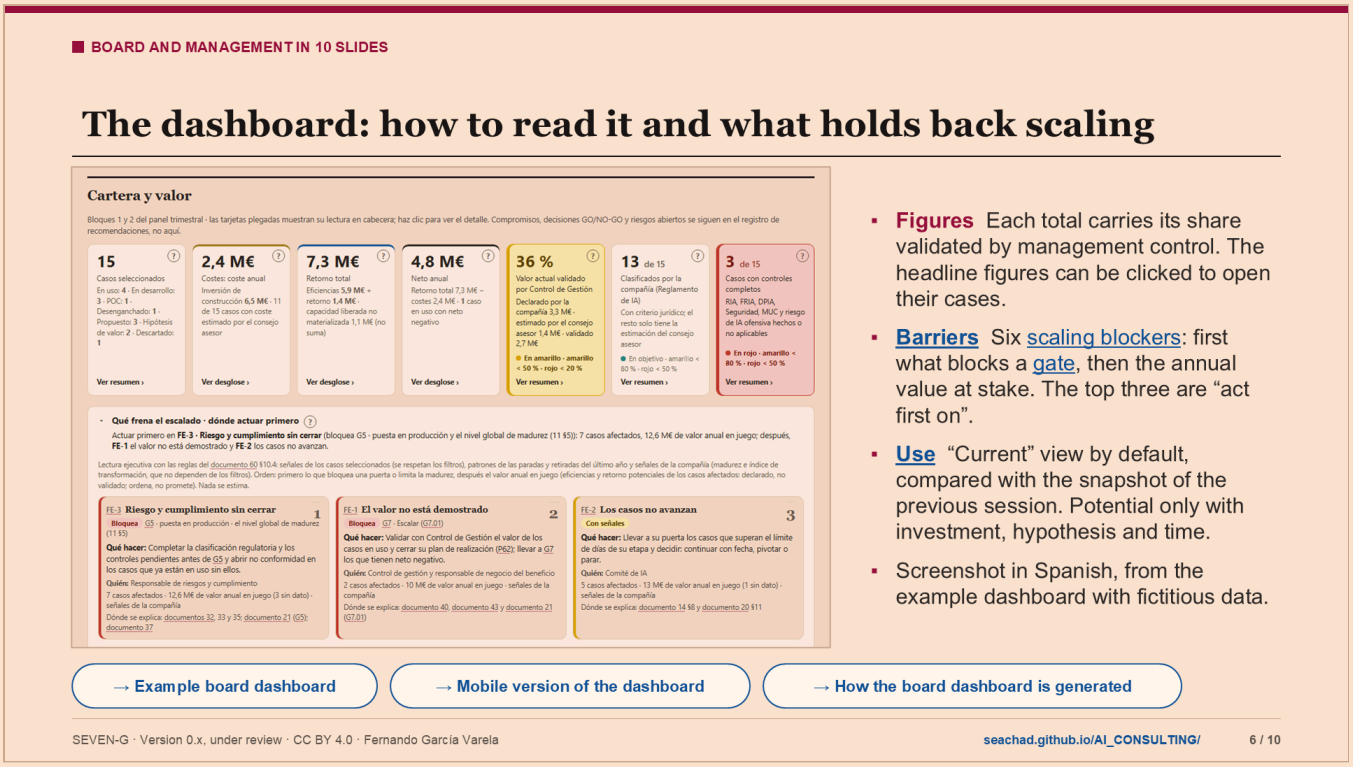
Question for the classroom: how many pages on AI did the last board you know receive? How many of them ended in a decision?

TERMS ON THIS SLIDE

- **Board pack** (documento 60): What the board receives and when: a one-page summary, the quarterly pack (template P67), the annual pack, the fast track for serious incidents and the reading of what holds back scaling and where to act first. It defines what the board dashboard shows. The link opens that reading in document 60. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/60_SEVEN-G_Paquete_para_el_consejo.html#10-4-what-holds-back-scaling-executive-reading-and-where-to-act-first
- **Board recommendations and decisions register** (T18): A register of what the board decides and recommends, each item with its code, owner, committed date, status, evidence and an independent assessment. Its template is P69. It keeps recommendations from getting lost between meetings and shows the board what was actually done. Document 62 explains it; the link opens the generated example with fictitious data. https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T17_panel_consejo/ejemplo/salida/t01_Registro_Recomendaciones.html
- **Scaling blockers** (FE-1–FE-6): The six reasons AI does not scale: value not shown, use cases that do not move forward, risk not closed, people who do not adopt it, data and technology not ready, and lack of direction. The board dashboard reads them in the data, ranks them and says where to act first. The link opens the example dashboard; look at the «What holds back scaling» card (fictitious data, interface in Spanish). https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T17_panel_consejo/ejemplo/salida/t01_Dashboard_Casos_Uso_IA_v8.html
- **Three perspectives of the use case**: A presentation rule: each use case is shown with three columns read together and never merged into a score: economic value in euros, operational result with physical indicators, and risk exposure. It avoids hiding a high risk behind a good number. The link opens the rule in document 40; the board dashboard applies it in each record. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/40_SEVEN-G_Reglas_de_medicion_del_valor.html#11-1-rules
- **Released capacity**: Working hours that AI saves. They do not count as value until they are materialised (lower real cost) or reassigned to another activity that creates measurable value. It avoids the most common mistake: adding up «hours saved» that nobody turns into money. The link opens the rule in document 40. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/40_SEVEN-G_Reglas_de_medicion_del_valor.html#3-3-rule-3-released-capacity-is-not-counted-until-it-is-materialised-or-reassigned

SOURCES AND LINKS

- **Document 60 §4 · Structure of the quarterly pack** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/60_SEVEN-G_Paquete_para_el_consejo.html#structure-of-the-quarterly-pack
- **Document 60 §8 · Rules for presenting figures** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/60_SEVEN-G_Paquete_para_el_consejo.html#rules-for-presenting-figures
- **Document 61 §5 · How many use cases to present** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/61_SEVEN-G_Guia_de_conversacion_con_el_consejo.html#how-many-use-cases-to-present
- **Template P67 · Quarterly board pack** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P67_SEVEN-G_Paquete_trimestral_para_el_consejo.html
- **Board pack** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/60_SEVEN-G_Paquete_para_el_consejo.html
- **Quarterly board pack template** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P67_SEVEN-G_Paquete_trimestral_para_el_consejo.html
- **Board decisions register** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P69_SEVEN-G_Registro_de_decisiones_del_consejo.html



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The screenshot is the top of the example dashboard, in the “Portfolio and value” block. All figures are fictitious, and the screenshot is in Spanish.

How to read it. The top row gives the key figures: selected cases, annual cost, total return, annual net value, the share of value validated by management control, the cases classified under the EU AI Act and the cases with all their controls complete. Colours mark thresholds: in the example, only part of the value is validated and the box appears in amber. Each figure can be clicked and opens the summary or breakdown of its cases.

What holds back scaling. Below is the executive reading of document 60 §10.4. It answers a question many companies ask: what is stopping us from scaling AI today? It ranks six barriers:

- FE-1 Value is not proven.
- FE-2 Cases do not move forward.
- FE-3 Risk and compliance not closed.
- FE-4 People do not adopt it.
- FE-5 Data and technology are not ready.
- FE-6 Lack of direction and governance.

The order follows fixed rules. First come the barriers that block a gate (go-live, G5, or scaling at G7) or that limit the overall maturity level. Then the annual value at stake; then the cases affected. Each card says what to do, who does it and where it is explained. The reading ranks; the body decides and records the action.

How it is used. The board member reads the mobile version before the session. In the session, the full version is projected. The default view is “Current”, and it is compared with a saved snapshot of the previous session, so that changes are not read on data that has moved since the pack was sent.

Why it matters. A dashboard that only informs leaves the decision unprepared. Ranking the barriers with written rules turns twenty indicators into a defensible priority for action.

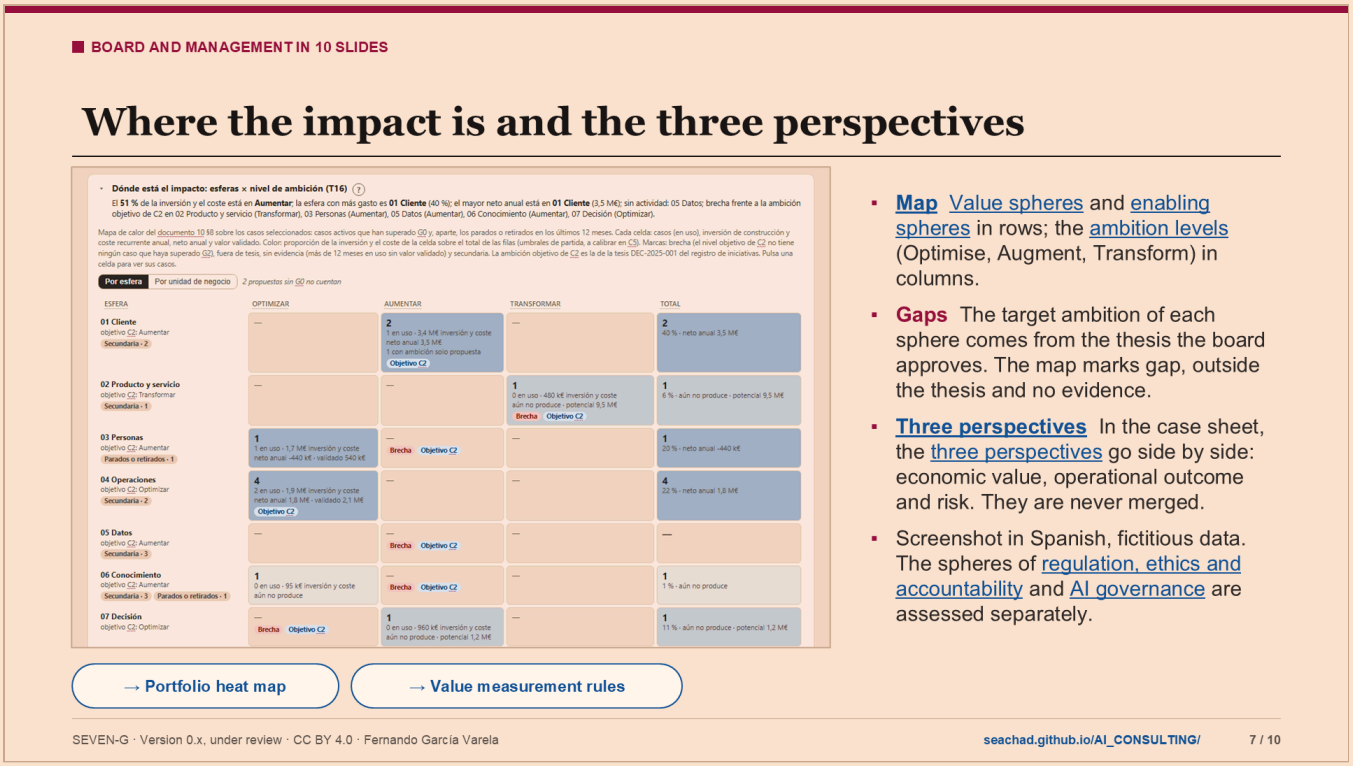
Question for the classroom: in the example, why does the risk barrier come before the value barrier, even though it affects fewer cases?

TERMS ON THIS SLIDE

- **Scaling blockers** (FE-1–FE-6): The six reasons AI does not scale: value not shown, use cases that do not move forward, risk not closed, people who do not adopt it, data and technology not ready, and lack of direction. The board dashboard reads them in the data, ranks them and says where to act first. The link opens the example dashboard; look at the «What holds back scaling» card (fictitious data, interface in Spanish). https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T17_panel_consejo/ejemplo/salida/t01_Dashboard_Casos_Uso_IA_v8.html
- **Decision gates** (G0–G7): At the end of each phase there is a gate: a moment when a body decides, with verified evidence, whether the use case continues, continues with conditions, iterates, pivots or stops. There are at most two iterations before the decision is escalated. Gates turn enthusiasm into recorded decisions. The link opens their definition in document 01. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#decision-gates

SOURCES AND LINKS

- **Document 60 §10 · Relationship with the board dashboard** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/60_SEVEN-G_Paquete_para_el_consejo.html#relationship-with-the-board-dashboard-t17
- **Document 60 §10.4 · What holds back scaling** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/60_SEVEN-G_Paquete_para_el_consejo.html#10-4-what-holds-back-scaling-executive-reading-and-where-to-act-first
- **Mobile version of the dashboard** https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T17_panel_consejo/ejemplo/salida/t01_Dashboard_Movil_IA_v8.html
- **How the board dashboard is generated** https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T17_panel_consejo/index.html



Notes

The screenshot is the “Where the impact is” card of the example dashboard. It applies the portfolio heat map (tool T16) with the rules of document 10 §8. All figures are fictitious, and the screenshot is in Spanish.

How to read the map. SEVEN-G organises the impact of AI into nine spheres. Spheres 01 to 04 are where value is created (customer, product and service, people and operations). Spheres 05 to 07 are enablers (data, knowledge and decision). Sphere 08 marks the boundaries (regulation, ethics and accountability) and 09 is the AI governance meta-sphere. On the map, spheres 01 to 07 are in rows and the three ambition levels in columns. Each cell shows how many use cases there are (and how many in use), the investment and recurring cost, the annual net value and the validated value. Clicking a cell shows its use cases. A selector changes the rows to business units. Spheres 08 and 09 are not deduced from the map: they are assessed with their own grades.

The gaps. The target ambition of each sphere is the one the board approved at the direction stage (C2). The dashboard takes it from the thesis stored in the use case register (T01). If a sphere has a Transform target and no case delivers it, the map marks a “gap”. It also marks what is outside the thesis and what has been in use for more than twelve months without validated value.

The three perspectives. Each case is presented in three columns read together: economic value in euros with its status, operational outcome with its physical indicators (baseline, target and current value) and risk exposure. None is translated into another, and they are not combined into a score (document 40, presentation rule 11).

Why it matters. The board needs to see at a glance where the company plays with AI and where it does not. It is the view of the annual direction pack (C2) and review pack (C5).

Question for the classroom: if all your company’s investment were in Optimise operations, would that be a problem? What does it depend on?

TERMS ON THIS SLIDE

- **Spheres where value is created** (esferas 01–04): The four spheres in which AI creates direct business value, such as the customer relationship, operations or the product. For each one, the document gives examples by ambition level, why it matters and what to ask. The link opens the SPHERES document. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/02_SPHERES_Esferas_donde_se_genera_valor.html
- **Enabling spheres** (esferas 05–07): The three spheres that do not create value on their own but make it possible, such as data, technology and people. Without them, use cases in the value spheres stay as pilots. The document explains each one with examples and questions. The link opens the SPHERES document. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/03_SPHERES_Esferas_habilitadoras.html
- **Ambition levels**: Three levels stating how much a company wants to change with each use case: Optimise (do the same better), Augment (extend what people can do) and Transform (change the business). Each level is decided, funded and measured differently. The link opens the SPHERES document that explains them with examples. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/01_SPHERES_Niveles_de_ambicion.html
- **Three perspectives of the use case**: A presentation rule: each use case is shown with three columns read together and never merged into a score: economic value in euros, operational result with physical indicators, and risk exposure. It avoids hiding a high risk behind a good number. The link opens the rule in document 40; the board dashboard applies it in each record. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/40_SEVEN-G_Reglas_de_medicion_del_valor.html#11-1-rules
- **Regulation, ethics and accountability** (esfera 08): The sphere of limits: what regulation requires, what the company considers acceptable and who answers for what AI does. It produces no direct value, but without it value is not sustainable. It is assessed with four grades. The link opens the sphere in SPHERES. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/04_SPHERES_Regulacion_y_gobierno_de_la_IA.html#sphere-08-regulation-ethics-and-accountability
- **AI governance** (esfera 09): The meta-sphere: how the company governs its own AI, that is, who decides, how it is measured and how the other spheres are controlled. It is the one SEVEN-G develops in detail. It is assessed with four grades. The link opens the sphere in SPHERES. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/04_SPHERES_Regulacion_y_gobierno_de_la_IA.html#sphere-09-ai-governance

SOURCES AND LINKS

- **Document 60 §10.5 · Where the impact is** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/60_SEVEN-G_Paquete_para_el_consejo.html#10-5-where-the-impact-is-spheres-ambition-levels-in-the-dashboard-t16
- **Document 10 §8 · Sphere × level heat map (T16)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/10_SEVEN-G_Mapa_de_esferas_y_niveles_de_ambicion.html#sphere-level-heat-map-t16
- **Portfolio heat map** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/10_SEVEN-G_Mapa_de_esferas_y_niveles_de_ambicion.html#sphere-level-heat-map-t16
- **Value measurement rules** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/40_SEVEN-G_Reglas_de_medicion_del_valor.html



Notes

The six cards are the board's questions that the SEVEN-G entry page answers, each on its own page with the answer in three ideas and where to see it in practice. Click each card to open it.

How to answer. Every yes-or-no question, and every proposed decision, is answered with one of four formats (document 61 §4):

- "Yes", with the main evidence in one sentence.
- "Yes, with one condition: …", with its owner and its deadline. A single condition; if there are several, the real answer is "not yet". The condition never affects critical controls for security, legal compliance or human oversight.
- "Not yet, because … is missing", with who provides it and when it will be brought back. It creates a recorded commitment.
- "No, because …", with the reason and the alternative. Avoiding a bad investment also creates value.

"It depends" is not an answer.

The difficult questions. Document 61 §9 lists seventeen frequent difficult questions, with how to answer, the evidence that supports the answer and what to avoid. Some of them:

- How much does AI save us? Separate efficiencies, return and recurring cost, give the net value and the validated share, and released capacity separately.
- Are we behind the competition? If there is no verifiable source, say so, and compare the company with itself over time.
- Why have we stopped this after investing? Because the stop criterion set before investing was not met.
- What is stopping us from scaling AI? Name the three barriers to start with, without presenting the value at stake as secured.

- How do we know it is worth it if it cannot be put in euros? Separate the three perspectives and say when it will be reviewed again.

Why it matters. A board question without a clear answer becomes a postponed decision. If it cannot be answered in the session, it is recorded as a recommendation or assignment with an owner and a date.

Question for the classroom: choose one of the six questions and answer it for a company you know, using one of the four formats.

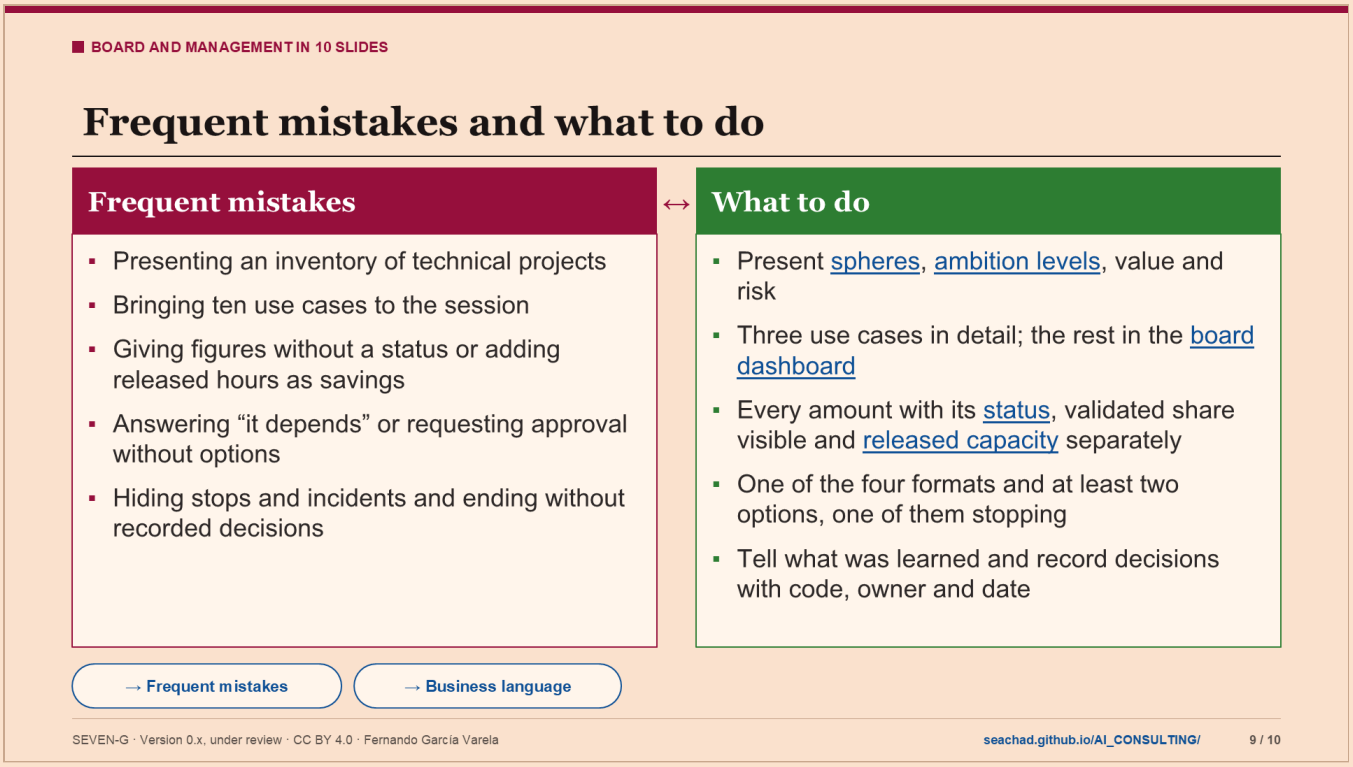
TERMS ON THIS SLIDE

- **Board questions**: Six questions a board asks about AI: are we making progress?, are the use cases profitable?, can the company do more?, are we transforming or only gaining efficiency?, do we know when to stop?, and is risk under control? Each one has its own page with the answer and where to see it. The link opens the questions on the SEVEN-G entry page. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/entrada/index.html#preguntas
- **Portfolio funnel**: A way of seeing all use cases as a sales funnel: mandatory stages (proposed, value hypothesis, test, development) until they reach use, with the use cases that did not pass each stage and why. It shows how much is stopped, where, and what is learned. The link opens the example funnel on the SEVEN-G entry page (fictitious data). https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/entrada/index.html#embudo
- **Released capacity**: Working hours that AI saves. They do not count as value until they are materialised (lower real cost) or reassigned to another activity that creates measurable value. It avoids the most common mistake: adding up «hours saved» that nobody turns into money. The link opens the rule in document 40. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/40_SEVEN-G_Reglas_de_medicion_del_valor.html#3-3-rule-3-released-capacity-is-not-counted-until-it-is-materialised-or-reassigned
- **The nine spheres** (esferas 01–09): Nine areas where AI acts in a company: four where value is created (01 to 04), three enablers that make it possible (05 to 07), the limits of regulation and ethics (08) and the governance of AI itself (09). Each use case sits in one primary sphere. The link opens the overview in SPHERES. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/00_SPHERES_Que_es_y_para_que_sirve.html#the-nine-spheres-at-a-glance
- **Transformation index** (documento 12): It answers whether the company is transforming with AI or only gaining efficiency. It uses baseline conditions and eight measurable signals to assign a profile, and warns when a transformation is declared that the evidence does not support. It is calculated with its calculator. The link opens the index in document 12. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#company-transformation-index
- **Decision gates** (G0–G7): At the end of each phase there is a gate: a moment when a body decides, with verified evidence, whether the use case continues, continues with conditions, iterates, pivots or stops. There are at most two iterations before the decision is escalated. Gates turn enthusiasm into recorded decisions. The link opens their definition in document 01. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#decision-gates
- **AI system inventory** (T02): A list of all the company's AI systems: its own, third-party AI embedded in processes, the assistants employees use and any unauthorised use detected. Each system has an owner, a regulatory classification, an intensity and an autonomy level. It comes first, because you cannot govern what you do not know. It is a view of the use case register: open the link and choose «Inventory» (fictitious data). https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T01_registro_iniciativas/registro.html

SOURCES AND LINKS

- **Document 61 §4 · Response format for the board** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/61_SEVEN-G_Guia_de_conversacion_con_el_consejo.html#response-format-for-the-board
- **Document 61 §9 · Frequent difficult questions** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/61_SEVEN-G_Guia_de_conversacion_con_el_consejo.html#frequent-difficult-questions
- **Document 61 §7 · Questions by stage of the cycle** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/61_SEVEN-G_Guia_de_conversacion_con_el_consejo.html#questions-by-stage-of-the-corporate-cycle
- **Frequent difficult questions** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/61_SEVEN-G_Guia_de_conversacion_con_el_consejo.html#frequent-difficult-questions

- **The four response formats** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/61_SEVEN-G_Guia_de_conversacion_con_el_consejo.html#4-1-the-four-formats



Notes

Document 61 §11 lists twelve frequent mistakes when talking about AI with a board, with their consequence and what to do. The slide groups the most common ones.

- An inventory of technical projects does not allow the board to prioritise or hold to account. What it needs is to see spheres, ambition levels, value and risk.
- With ten use cases nothing is decided and the session drags on. Three use cases in detail allow the board to understand, ask and decide.
- A figure without a status leads to decisions about value that does not exist. Adding released hours as savings inflates a value that does not appear in the income statement.
- “It depends” leaves the board not knowing what to decide. A request without options prevents it from performing its function: there must be at least two, one of them not doing it or stopping.
- Hiding stops and incidents causes a loss of trust when they become known. A session without recorded decisions leaves what was discussed in the memory of those present.

Other mistakes on the list: calling any use case transformation, having whoever presents a use case assess its compliance, comparing with the market without a source, and talking about models instead of decisions.

A good remedy for the last one is the business language table in document 61 §3.2. For example, instead of “we have saved 20,000 hours”, say “we have released 20,000 hours; of these, 6,000 have been reassigned and none has yet reduced cost” (fictitious figures). Instead of “we comply with the AI Act”, give the status by system: how many are inventoried, how many are classified on legal criteria and how many impact assessments are done.

Why it matters. These mistakes are not about form. Each one changes what the board decides, or makes it decide nothing.

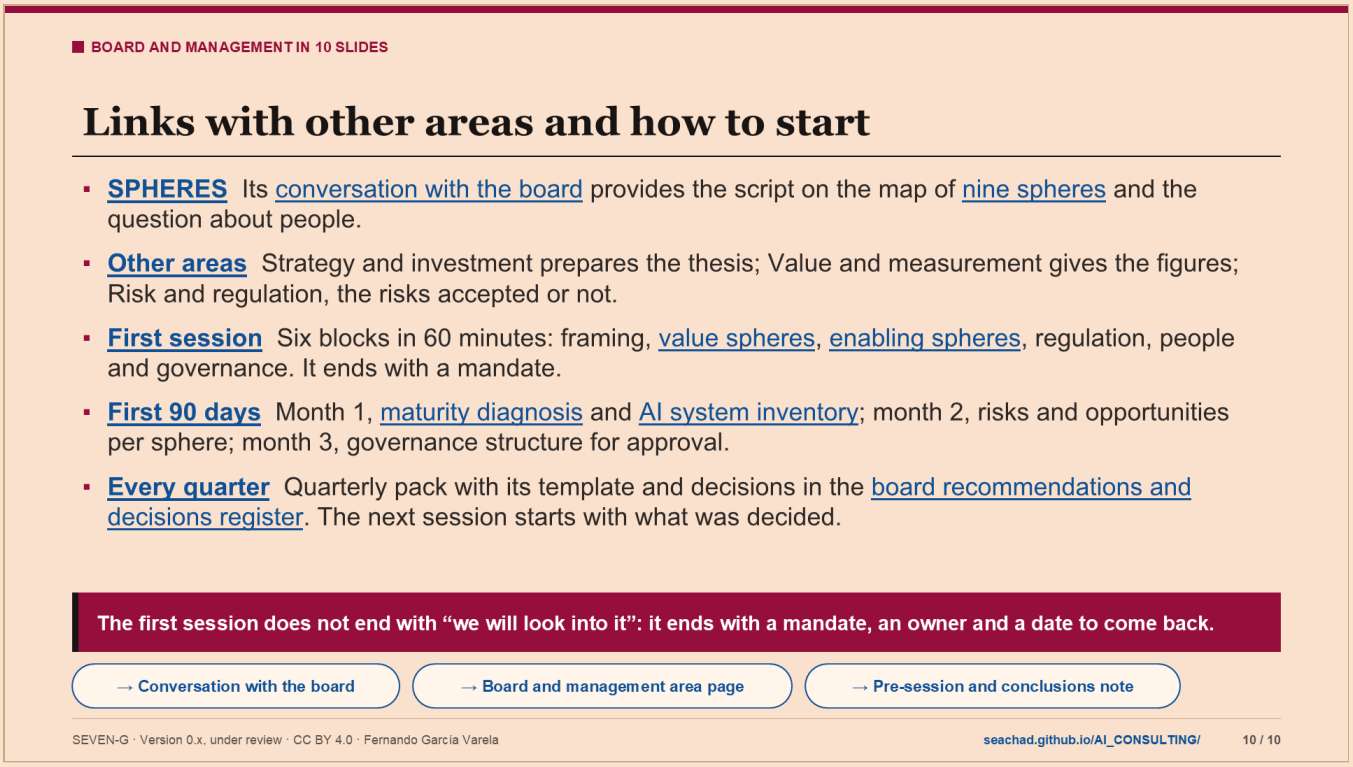
Question for the classroom: which of these mistakes have you seen most in a presentation on AI? Which decision was lost because of it?

TERMS ON THIS SLIDE

- **The nine spheres** (esferas 01–09): Nine areas where AI acts in a company: four where value is created (01 to 04), three enablers that make it possible (05 to 07), the limits of regulation and ethics (08) and the governance of AI itself (09). Each use case sits in one primary sphere. The link opens the overview in SPHERES. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/00_SPHERES_Que_es_y_para_que_sirve.html#the-nine-spheres-at-a-glance
- **Ambition levels**: Three levels stating how much a company wants to change with each use case: Optimise (do the same better), Augment (extend what people can do) and Transform (change the business). Each level is decided, funded and measured differently. The link opens the SPHERES document that explains them with examples. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/01_SPHERES_Niveles_de_ambicion.html
- **Board dashboard** (T17): A supervision dashboard generated from the use case register. It shows the board cost, validated versus declared value, the funnel, risks, incidents, adoption, maturity and what holds back scaling, with a «?» help on each card. It is for deciding, not just for informing. The link opens the example dashboard with fictitious data; the interface is in Spanish and the help texts are in both languages. https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T17_panel_consejo/ejemplo/salida/t01_Dashboard_Casos_Uso_IA_v8.html
- **Amount statuses**: Every value figure carries its status: estimated (a forecast), declared (the business says so) or validated (management control has checked it). Only validated value counts as realised before the board, and «no data» is never zero. So the board knows how much to trust each figure. The link opens the statuses in document 40. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/40_SEVEN-G_Reglas_de_medicion_del_valor.html#amount-statuses
- **Released capacity**: Working hours that AI saves. They do not count as value until they are materialised (lower real cost) or reassigned to another activity that creates measurable value. It avoids the most common mistake: adding up «hours saved» that nobody turns into money. The link opens the rule in document 40. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/40_SEVEN-G_Reglas_de_medicion_del_valor.html#3-3-rule-3-released-capacity-is-not-counted-until-it-is-materialised-or-reassigned

SOURCES AND LINKS

- **Document 61 §11 · Frequent mistakes** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/61_SEVEN-G_Guia_de_conversacion_con_el_consejo.html#frequent-mistakes
- **Document 61 §3.2 · Terms best avoided** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/61_SEVEN-G_Guia_de_conversacion_con_el_consejo.html#3-2-terms-best-avoided-and-how-to-say-them
- **SPHERES 05 · Frequent mistakes** https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/05_SPHERES_Conversacion_con_el_consejo.html#frequent-mistakes
- **Frequent mistakes** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/61_SEVEN-G_Guia_de_conversacion_con_el_consejo.html#frequent-mistakes
- **Business language** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/61_SEVEN-G_Guia_de_conversacion_con_el_consejo.html#business-language



Notes

This area does not work alone. It relies on other areas and on SPHERES.

SPHERES. It is the explanatory layer of the nine spheres and the three ambition levels (Optimise, Augment and Transform). Its document 05, “Conversation with the board”, translates AI into risk, opportunity, accountability and competitive advantage. It proposes building, before the session, a preliminary map with the known use cases, each one in its sphere and level, and marking what is not known. The gaps on the map are often the first relevant finding. SEVEN-G provides the rules, the dashboard and the register.

Other areas. Strategy and investment prepares the thesis and the budget that the board approves at the direction stage (C2). Value and measurement gives the rules for the figures. Risk and regulation defines the risks the board accepts or not. Maturity and transformation provides the assessment and the index that the board reviews in the annual review (C5).

How to start. The conversation guide (document 61 §8) proposes a first 60-minute session in six blocks:

- Strategic framing: why AI is a business issue.
- Spheres where value is created: where the company’s AI is today.
- Enabler spheres: real capability in data, knowledge and decision.
- Regulation, ethics and accountability: whether governance is proactive.
- Position on people: will AI replace, augment or reorganise work?
- Governance and first 90 days: the board decides whether to commission the assessment and the governance structure.

The ninety-day plan: month 1, maturity assessment with evidence and inventory; month 2, risks and opportunities per sphere with an owner and a deadline; month 3, governance structure with bodies, roles, thresholds, gates, metrics and reporting rhythm. Then the quarterly pack (template P67) and the decisions register (P69).

The board may rely on a director or adviser with AI experience. This person helps it ask good questions, interpret the evidence and follow up decisions, but does not manage the company's AI. The EU AI Act includes AI literacy obligations (Article 4); their scope for the board must be assessed on legal criteria.

Question for the classroom: what position would your board take on people: replace, augment or reorganise?

TERMS ON THIS SLIDE

- **Conversation with the board**: A SPHERES document with a script for talking about AI with the board using the spheres and ambition levels: what to ask in each sphere, which signals to look for and how to lead the conversation to decisions. The link opens the document. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/05_SPHERES_Conversacion_con_el_consejo.html
- **The nine spheres** (esferas 01–09): Nine areas where AI acts in a company: four where value is created (01 to 04), three enablers that make it possible (05 to 07), the limits of regulation and ethics (08) and the governance of AI itself (09). Each use case sits in one primary sphere. The link opens the overview in SPHERES. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/00_SPHERES_Que_es_y_para_que_sirve.html#the-nine-spheres-at-a-glance
- **Spheres where value is created** (esferas 01–04): The four spheres in which AI creates direct business value, such as the customer relationship, operations or the product. For each one, the document gives examples by ambition level, why it matters and what to ask. The link opens the SPHERES document. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/02_SPHERES_Esferas_donde_se_genera_valor.html
- **Enabling spheres** (esferas 05–07): The three spheres that do not create value on their own but make it possible, such as data, technology and people. Without them, use cases in the value spheres stay as pilots. The document explains each one with examples and questions. The link opens the SPHERES document. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/03_SPHERES_Esferas_habilitadoras.html
- **Maturity diagnosis** (T15): A questionnaire of 84 evidence-based questions that measures the company's maturity in seven dimensions, from 0 to 5, and calculates the overall level. It also shows the three-lens reading and the NIST profiles. It is done in the initial diagnosis and at each annual review; its report is template P34. An unverified self-assessment does not give a valid level. The link opens an example with fictitious data. https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T15_diagnostico_madurez/madurez.html
- **AI system inventory** (T02): A list of all the company's AI systems: its own, third-party AI embedded in processes, the assistants employees use and any unauthorised use detected. Each system has an owner, a regulatory classification, an intensity and an autonomy level. It comes first, because you cannot govern what you do not know. It is a view of the use case register: open the link and choose «Inventory» (fictitious data). https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T01_registro_iniciativas/registro.html
- **Board recommendations and decisions register** (T18): A register of what the board decides and recommends, each item with its code, owner, committed date, status, evidence and an independent assessment. Its template is P69. It keeps recommendations from getting lost between meetings and shows the board what was actually done. Document 62 explains it; the link opens the generated example with fictitious data. https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T17_panel_consejo/ejemplo/salida/t01_Registro_Recomendaciones.html

SOURCES AND LINKS

- **Document 61 §8 · Script for a 60-minute session** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/61_SEVEN-G_Guia_de_conversacion_con_el_consejo.html#script-for-a-60-minute-session
- **Document 61 §10 · Role of the director or adviser with AI experience** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/61_SEVEN-G_Guia_de_conversacion_con_el_consejo.html#role-of-the-director-or-adviser-with-ai-experience
- **Regulation (EU) 2024/1689 (EU AI Act)** https://eur-lex.europa.eu/eli/reg/2024/1689/oj/eng
- **Board and management area page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/consejo.html
- **Pre-session and conclusions note** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P68_SEVEN-G_Nota_previa_y_nota_de_conclusiones_de_la_sesion_del_consejo.html

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