

Notes

This slide summarises the Board and management action area of SEVEN-G. It answers one question: what the board must see about AI and which questions it must ask. AI is not one more technology. It is a strategic asset, and its decisions belong to the board, the chief executive and the chief financial officer, not to the technology area alone. But a board does not think in use cases: it thinks in risk, opportunity, accountability and competitive advantage. SEVEN-G gives it a stable way to decide and oversee.

The six blocks, one by one:

- Approves the direction. At the direction stage (C2) of the corporate cycle, the board approves the AI thesis (why and what for the company uses AI, and what it will not do), the ambition per sphere, the risk appetite, the corporate policy and the framework budget (document 13).
- Decides the big bets. A Transform use case changes the value proposition or the business model. That is why the full board approves it at the hypothesis gate (G2) and again when scaling is proposed (G7). It also decides the exceptional acceptance of a Critical residual risk.
- Oversees every quarter. At the oversight stage (C4) it receives the quarterly pack (document 60): one-page summary, decisions requested, programme traffic light, risks, incidents, recommendations and at most three use cases in detail. The board committee (audit, risk or technology) follows risks, compliance, incidents and audits in detail.
- Sees validated value, not demonstrations. The board AI dashboard (T17) comes from the use case register (T01). It shows each total with the share validated by management control, the cases with a negative net value and the "What holds back scaling" reading, which ranks six barriers and says where to start. A missing figure is shown as "no data", never as zero.
- Asks for clear answers. Every yes-or-no question is answered with one of four formats (document 61). "It depends" is not an answer. Each case is presented in three columns that are never merged: economic value, operational outcome and risk exposure.

- Everything is recorded. The recommendations and decisions register (document 62) gives each decision a DEC code and each recommendation or assignment a REC code, with an owner and a date. What the recipient declares is shown separately from what an independent person has assessed.

Why it matters. Without this discipline, AI returns to the agenda every six months at the same point. The board hears demonstrations, figures without a status and promises, and it cannot prioritise, hold to account or stop. With it, each session ends with recorded decisions and the next one starts with their status.

Question for the classroom: at the last board meeting where AI was discussed, what exactly was decided, who carries it out and when will it be reviewed again?

The figures in the example dashboard are fictitious. To go further, open the area page, documents 60, 61 and 62, and the SPHERES conversation with the board.

TERMS ON THIS SLIDE

- **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
- **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
- **Transform**: The third ambition level: AI changes the business model, the product or the way of competing. Its value takes longer and is more uncertain, so it is funded in stages and approved by the board (at the hypothesis gate and when scaling). The quick-return criteria of Optimise are not applied to it. The link opens its explanation in the spheres methodology. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/01_SPHERES_Niveles_de_ambicion.html#transform
- **Hypothesis gate** (G2): The gate that approves the value hypothesis: how much is expected, how it will be measured, against which baseline and when it will be stopped. Transform bets are approved here by the board. Without an approved hypothesis the feasibility test is not funded. 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#6-3-g2-hypothesis
- **Inherent and residual risk**: Inherent risk is the risk a use case has without controls; residual risk is what remains after applying them. Both are measured as likelihood by impact on a 5 × 5 matrix. The residual level decides who must accept the risk: only the board accepts a Critical one. The link opens the explanation in document 33. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/33_SEVEN-G_Metodologia_de_riesgos_de_IA.html#inherent-risk-controls-and-residual-risk
- **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
- **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
- **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

- **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
- **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

- **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
- **Document 13 · 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
- **SPHERES 05 · Conversation with the board** https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/05_SPHERES_Conversacion_con_el_consejo.html
- **Board pack** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/60_SEVEN-G_Paquete_para_el_consejo.html
- **Board conversation guide** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/61_SEVEN-G_Guia_de_conversacion_con_el_consejo.html

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