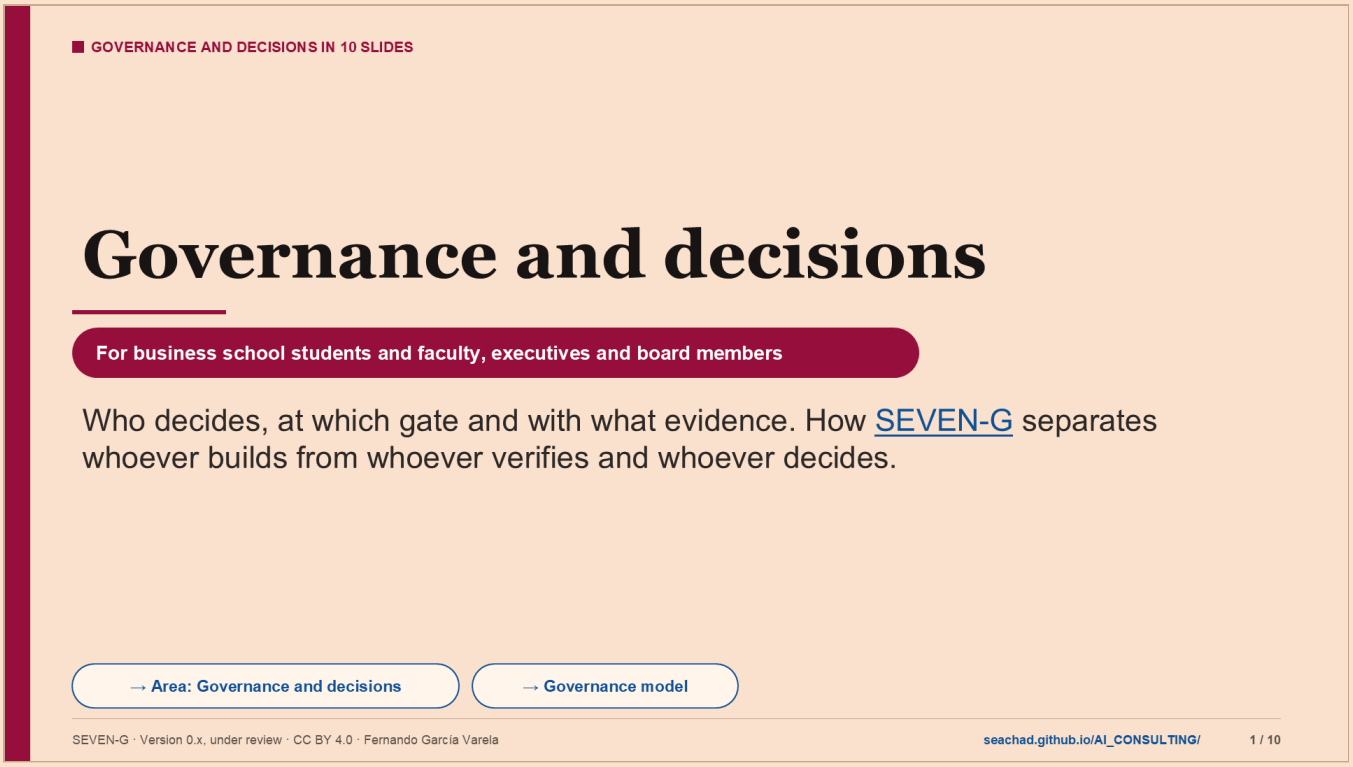


Notes

This presentation covers the SEVEN-G «Governance and decisions» action area. It answers one question: who decides, at which gate and with what evidence.

AI governance says who decides at each decision gate and with what evidence. Two rules order everything: whoever builds does not verify their own evidence, and whoever sponsors does not sign off the risk. What is required depends on the intensity of each use case (Express, Lite or Enterprise), but the core rules are the same for all.

After this cover, the journey has nine steps:

- why AI governance matters;
- the key concepts, with the glossary definitions (document 02);
- who verifies and who decides at each gate;
- the tools and templates used;
- an example with the fictitious data of the site's example register;
- common mistakes;
- questions for management or the classroom;
- the relationship with other areas and with SPHERES;
- how to start.

Why it matters: decisions on AI belong to the board, the chief executive and senior management, not only to the technology area. Without clear decision rules, nobody can stop a project and nobody answers for the whole.

Opening question for the classroom: think of the last important decision on an AI project you know. Who took it, who checked the data it relied on, and where was it recorded?

TERMS ON THIS SLIDE

- **SEVEN-G**: SEVEN-G (Seven-phase Enterprise Value & Governance) is an open framework for a company to implement, govern and measure AI, and to know whether it is transforming or only gaining efficiency. It treats each use case as an investment with decision gates and gives the board figures it can trust. Management, the AI office, risk and the board use it. The link opens its entry page, with the story, the questions and the examples. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/entrada/index.html

SOURCES AND LINKS

- **AI action area · Governance and decisions** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/gobierno.html
- **Document 30 · Governance model** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html
- **Document 01 · Decision gates (section 7)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#decision-gates
- **Area: Governance and decisions** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/gobierno.html
- **Governance model** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html



Notes

SEVEN-G starts from one premise: the usual symptoms of AI in companies are not about technology, they are about governance and measurement. The symptoms are well known: many pilots, few cases in production, declared value that nobody validates and nobody with authority to stop a project that does not work.

SPHERES explains it with sphere 09, AI governance, the meta-sphere that connects the other eight. Without governance, AI grows by piling up projects and nobody answers for the whole.

The SEVEN-G governance model (document 30) follows five design principles:

- Do not create a parallel governance: the bodies can be existing committees with an extended mandate.
- Segregation of duties: whoever builds does not verify or decide on their own work.
- Proportionality: the intensity of each use case determines which body decides.
- Recorded decision: every decision with an effect on the portfolio, risk or compliance is kept in the use case register (T01) with decision-maker, date and reason.
- Known time limits: every escalation has a recipient and a time limit.

Why it matters for deciding: a board that does not know who decides cannot hold anyone to account. For measuring: if the decision is not recorded, nobody can check later whether it was a good one. For risk: if whoever builds approves their own work, the control does not exist.

Question for the classroom: which part of a company's financial governance (budget, audit, delegation of signing authority) already has its equivalent for AI?

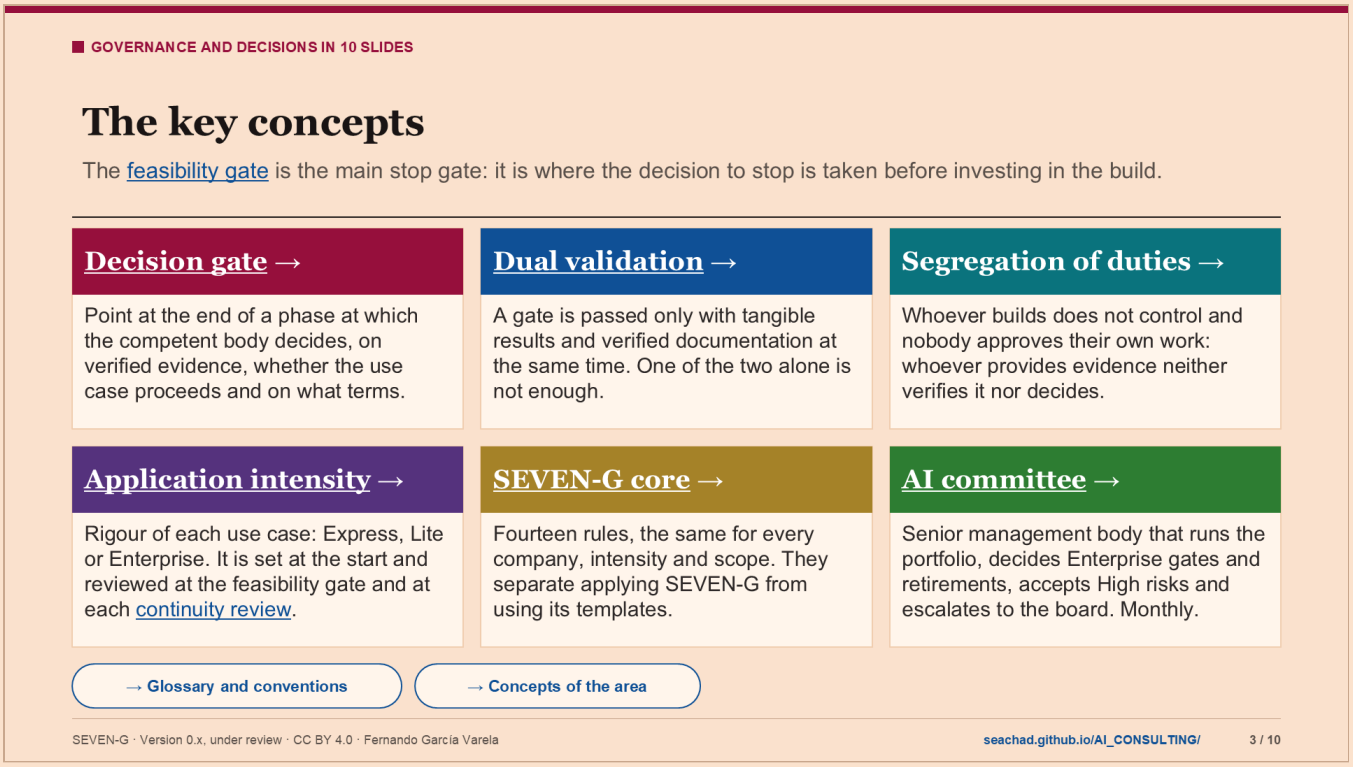
TERMS ON THIS SLIDE

- **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

- **AI action area · Governance and decisions** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/gobierno.html
- **Document 30 · Governance design principles (section 1.1)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#1-1-governance-design-principles
- **Governance design principles** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#1-1-governance-design-principles



Notes

The definitions come from the SEVEN-G glossary (document 02).

- Decision gate (gate). There are eight: G0 Authorisation, G1 Opportunity, G2 Hypothesis, G3 Feasibility, G4 Design, G5 Go-live, R6 Continuity review and G7 Scale or retire. It always follows the same sequence: the team provides evidence, the verifier checks that it is complete and valid, and the competent body decides. Why it matters: it turns an opinion into a decision with an owner, a date and a reason.
- Main stop gate. It is G3 · Feasibility: the decision to stop before investing in the build is concentrated there. It is always decided separately. Stopping in time is cheaper than retiring later.
- Dual validation. Results without documentation, or documentation without results, do not pass the gate. Why it matters: it avoids both the brilliant pilot without records and the perfect file without results.
- Segregation of duties. Incompatible roles are not held by the same person. For example, the AI Risk Owner cannot be the sponsor or be part of the team that builds. Why it matters: without it, control is only apparent.
- Intensity. One Enterprise criterion (high regulatory risk, decisions about people, direct exposure, agents that act, specially protected data, critical function, Transform level or investment above the threshold) is enough to apply Enterprise. Why it matters: it matches the control effort to the risk.
- SEVEN-G core. Inventory, register, intensity, gates, G3 separately, segregation of duties, dual validation, «Yes ◆» criteria, value hypothesis, risks, rollback and continuity, board, measurement and nonconformities. It only changes by express decision of the author.
- AI Committee. It brings together business, technology, data, risk, compliance, security, data protection and people. It can be an existing committee with an extended mandate.

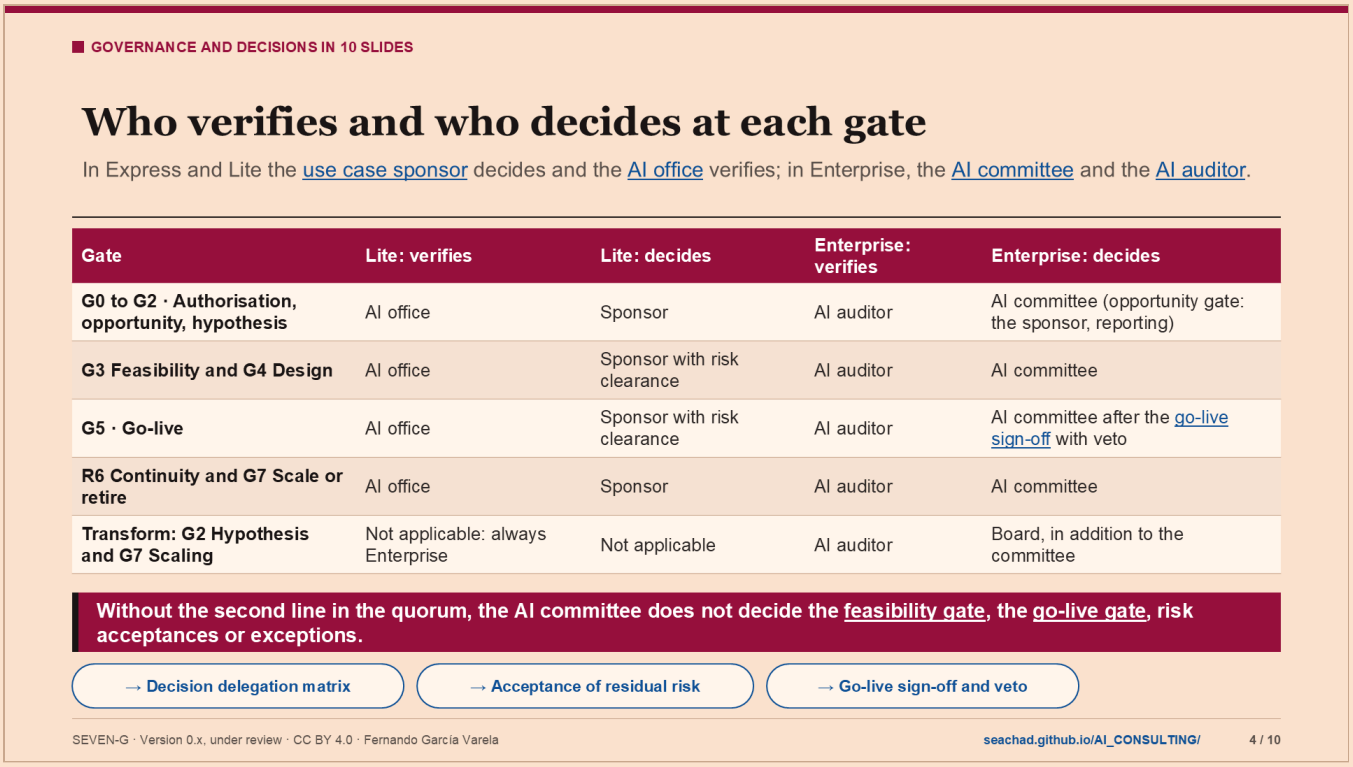
Question for the classroom: which of these concepts seems hardest to apply in a real company, and why?

TERMS ON THIS SLIDE

- **Feasibility gate** (G3): The most important gate: using the feasibility test, the regulatory classification and the risk register, it decides whether the use case deserves the big spend of building it. It is always decided on its own, never grouped with others. It is the main stop gate: stopping here costs little; later, a lot. 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#6-4-g3-feasibility
- **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
- **Dual validation**: A rule for every gate: whoever verifies the evidence is not whoever decides, and neither is whoever builds the use case. A criterion marked as mandatory that is not met prevents continuing, whoever decides. It stops a team from approving itself. The link opens the rule in document 01. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#7-2-dual-validation
- **Application intensity**: How much governance each use case needs: Express, Lite or Enterprise. It is decided per use case, not per company. The gates are always the same; what changes is how many criteria are assessed, which sessions are grouped and who verifies. It makes the framework proportionate: an internal assistant does not carry the same load as an agent deciding about customers. The link opens the definition in document 01. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#application-intensity-express-lite-and-enterprise
- **Continuity review** (R6): A periodic review of a use case in production: quarterly in Enterprise, half-yearly in Lite and yearly in Express. It checks whether value is still arriving and whether there is drift, incidents or regulatory change. A deviation brings forward the scale or retire decision (G7). It is prepared with pack P65. 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#6-7-r6-continuity-review
- **SEVEN-G core** (N-01–N-14): The fourteen rules that always apply, in any company, intensity and size: inventory, register, gates without skipping, the feasibility gate on its own, separation of duties, dual validation, value hypothesis, risks, rollback, board thesis, measurement and nonconformities. They are never lowered. A company declares that it applies SEVEN-G against this core. The link opens its definition in document 01. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#14-1-the-seven-g-core
- **AI committee**: A management body that decides the portfolio and the gates at its level, allocates budget and escalates to the board what belongs there. It brings together business, technology, finance and risk, and follows rules of procedure (P38). It matters because it turns scattered decisions into a single portfolio. 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#3-3-ai-committee

SOURCES AND LINKS

- **AI action area · Governance and decisions** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/gobierno.html
- **Document 02 · Glossary of framework terms** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/02_SEVEN-G_Glosario_y_convenciones.html#glossary-of-framework-terms
- **Document 01 · Enterprise criteria (section 9.2)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#9-2-enterprise-criteria
- **Glossary and conventions** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/02_SEVEN-G_Glosario_y_convenciones.html#glossary-of-framework-terms
- **Concepts of the area** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/gobierno.html#conceptos



GOVERNANCE AND DECISIONS IN 10 SLIDES

Who verifies and who decides at each gate

In Express and Lite the use case sponsor decides and the AI office verifies; in Enterprise, the AI committee and the AI auditor.

Gate	Lite: verifies	Lite: decides	Enterprise: verifies	Enterprise: decides
G0 to G2 · Authorisation, opportunity, hypothesis	AI office	Sponsor	AI auditor	AI committee (opportunity gate: the sponsor, reporting)
G3 Feasibility and G4 Design	AI office	Sponsor with risk clearance	AI auditor	AI committee
G5 · Go-live	AI office	Sponsor with risk clearance	AI auditor	AI committee after the go-live sign-off with veto
R6 Continuity and G7 Scale or retire	AI office	Sponsor	AI auditor	AI committee
Transform: G2 Hypothesis and G7 Scaling	Not applicable: always Enterprise	Not applicable	AI auditor	Board, in addition to the committee

Without the second line in the quorum, the AI committee does not decide the feasibility gate, the go-live gate, risk acceptances or exceptions.

→ Decision delegation matrix | → Acceptance of residual risk | → Go-live sign-off and veto

SEVEN-G · Version 0.x, under review · CC BY 4.0 · Fernando García Varela seachad.github.io/AI_CONSULTING/ 4 / 10

Notes

The table summarises the delegation matrix of the governance model (document 30, section 7.1) and document 01, section 7.5. Anything not in the matrix belongs to the AI Committee, which can escalate it.

Decision rules that apply at every gate (document 01, section 7.4):

- Nobody decides on their own work. Whoever provides evidence neither verifies it nor decides.
- Without mandatory evidence there is no decision, and the evidence must exist before the gate.
- Conditions have a deadline and an owner; an expired condition turns the outcome into Iterate.
- After two iterations at the same gate, the higher body decides.
- Stop criteria are set beforehand and are not relaxed without approval of the body that authorised the use case.
- Every decision is recorded with outcome, reason, conditions, decision-maker and verifier.

In Lite, G0 to G2 can be resolved in one session, and G4 and G5 too, but G3 always goes separately. In Express, G3 can be resolved in writing with the risk clearance recorded. In Lite, the AI Office verifies the gate, but the risk, regulatory classification and supplier evidence is verified by the AI Risk Owner, unless they prepared it.

Acceptance of residual risk: a Low risk is accepted by the AI Product Owner; a Medium one, by the sponsor with clearance from the AI Risk Owner; a High one, by the AI Committee. A Critical risk is not accepted; only exceptionally, by the board or its board committee. A practice prohibited by the EU AI Act is not acceptable to any body.

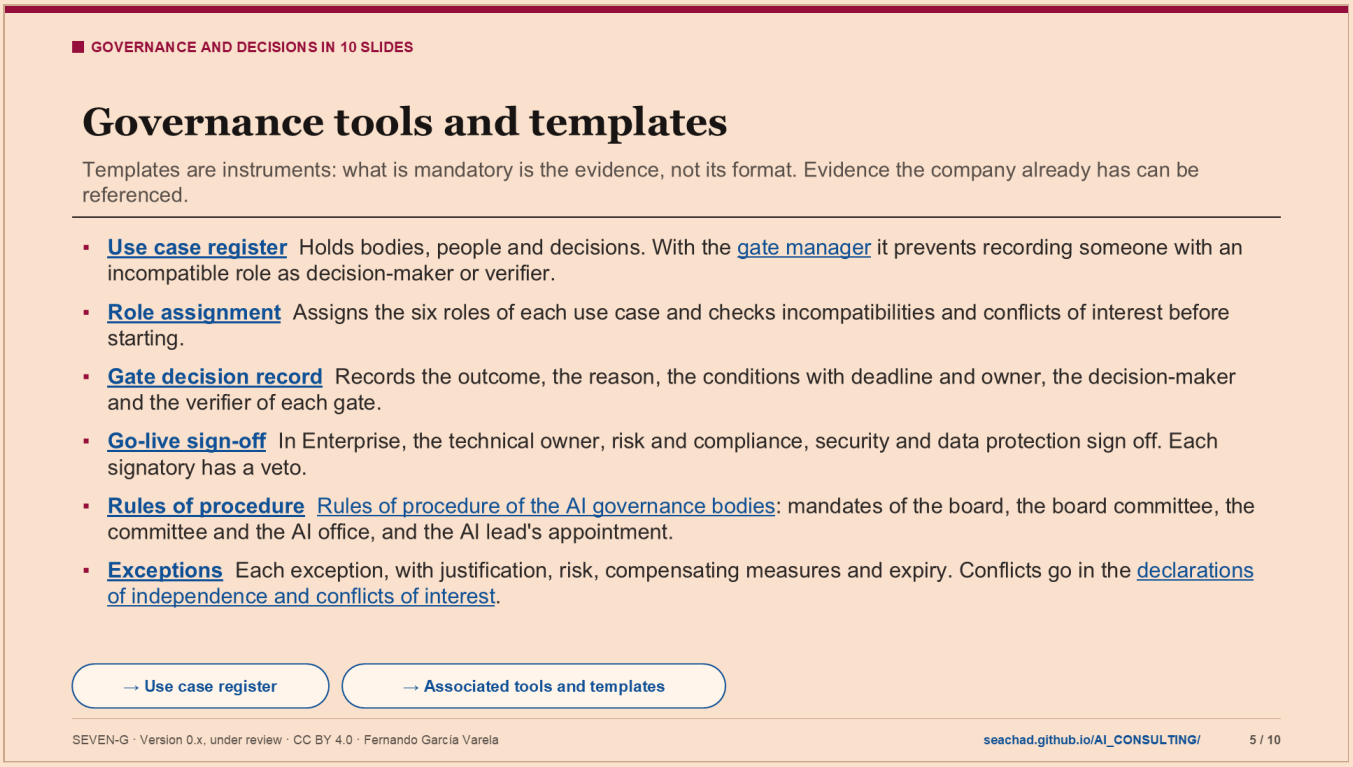
Why it matters: the second line does not vote on the business decision, but its clearance is required. If it refuses, the committee cannot decide Proceed; it can iterate, pivot, stop or escalate the disagreement to the board committee. This split follows the logic of the Institute of Internal Auditors (IIA) three lines model.

TERMS ON THIS SLIDE

- **Use case sponsor**: The business person who asks for the use case, answers for its value and defends its budget. Without a sponsor, the use case does not pass the authorisation gate. They cannot verify or audit their own use case. It matters because AI without a business owner stays a pilot. The link opens the roles in document 01. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#8-1-use-case-roles
- **AI office**: The team that coordinates the method: it keeps the use case register and the inventory, prepares the gates and the board pack, and verifies the gates in Lite use cases. It neither decides nor builds the use cases. In a small company it can be one or two people. 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#3-4-ai-office
- **AI committee**: A management body that decides the portfolio and the gates at its level, allocates budget and escalates to the board what belongs there. It brings together business, technology, finance and risk, and follows rules of procedure (P38). It matters because it turns scattered decisions into a single portfolio. 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#3-3-ai-committee
- **AI auditor**: An independent person who verifies gate evidence in Enterprise-intensity use cases (in Lite the AI office does it). They do not build, sponsor or decide the use case they verify. They give the board assurance that figures and controls are not signed only by those who defend them. The link opens their independence and competences in document 38. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/38_SEVEN-G_Marco_de_auditoria_de_IA.html#independence-and-competences-of-the-ai-auditor
- **Go-live sign-off** (P23): The multi-level sign-off required for go-live (G5): the business owner, the technology owner, the risk owner and, in the riskiest use cases, a higher body. It is recorded in template P23. Each owner accepts their part in writing before customers or people are exposed. The link opens the rule in document 21. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#multi-level-go-live-sign-off-g5
- **Feasibility gate** (G3): The most important gate: using the feasibility test, the regulatory classification and the risk register, it decides whether the use case deserves the big spend of building it. It is always decided on its own, never grouped with others. It is the main stop gate: stopping here costs little; later, a lot. 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#6-4-g3-feasibility
- **Go-live gate** (G5): The gate that authorises using the AI system with real users, customers or data. It requires validation and pilot passed, a tested rollback plan and multi-level sign-off (business, technology, risk). Nothing goes into production without this sign-off. 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#6-6-g5-go-live

SOURCES AND LINKS

- **AI action area · Governance and decisions** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/gobierno.html
- **Document 01 · Decision rules (section 7.4)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#7-4-decision-rules
- **Document 30 · Disagreements with the second line (section 8.3)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#8-3-resolving-disagreements-with-the-second-line
- **Document 30 · Three lines model applied to AI (section 9)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#three-lines-model-applied-to-ai
- **IIA · Three Lines Model (2026 statement of position)** https://www.theiia.org/en/resources/statements-of-position/
- **Regulation (EU) 2024/1689, the EU AI Act** https://eur-lex.europa.eu/eli/reg/2024/1689/oj/eng
- **Decision delegation matrix** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#7-1-decision-gates
- **Acceptance of residual risk** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#7-2-acceptance-of-residual-risk
- **Go-live sign-off and veto** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#9-2-sign-off-and-veto-rules



Notes

Document 30 links tools and templates to each piece of governance. All are open: they are editable in Word and adaptable to the company's format.

- Use case register (T01). It is the single source of truth for the portfolio. With its gate manager (T03) it must prevent recording a person with an incompatible role as decision-maker or verifier, record abstentions, require the second line at G3, G5, risk acceptances and exceptions, and raise alerts with the escalation time limits. On the site it opens with fictitious data.
- Role assignment record (P03). The six roles are sponsor, product, technical, operations, risk and auditor. They are functions, not jobs: a person takes them on for a use case in addition to their job.
- Gate decision record (P29). Why it matters: a decision that is not recorded cannot be audited or learnt from.
- Go-live sign-off (P23). The veto is reasoned and it blocks: the committee cannot lift it by majority; it can only decide Iterate or Stop. Only whoever issued it lifts it, after the correction, or the board committee.
- Rules of the governance bodies (P38) and agenda and minutes (P39). They turn the model mandates into text the body can approve.
- Exceptions (P40). They are never allowed on prohibited practices, legal obligations, segregation of duties, multi-level sign-off or a stop mechanism. An expired exception that is not closed is a major nonconformity.
- Independence and conflict-of-interest declarations (P41). They are signed when taking on a role and every year in the bodies.

The corporate AI policy (document 31) also sets the red lines, which allow no exceptions, and the audit framework (document 38) requires the AI Auditor to be independent of what they audit.

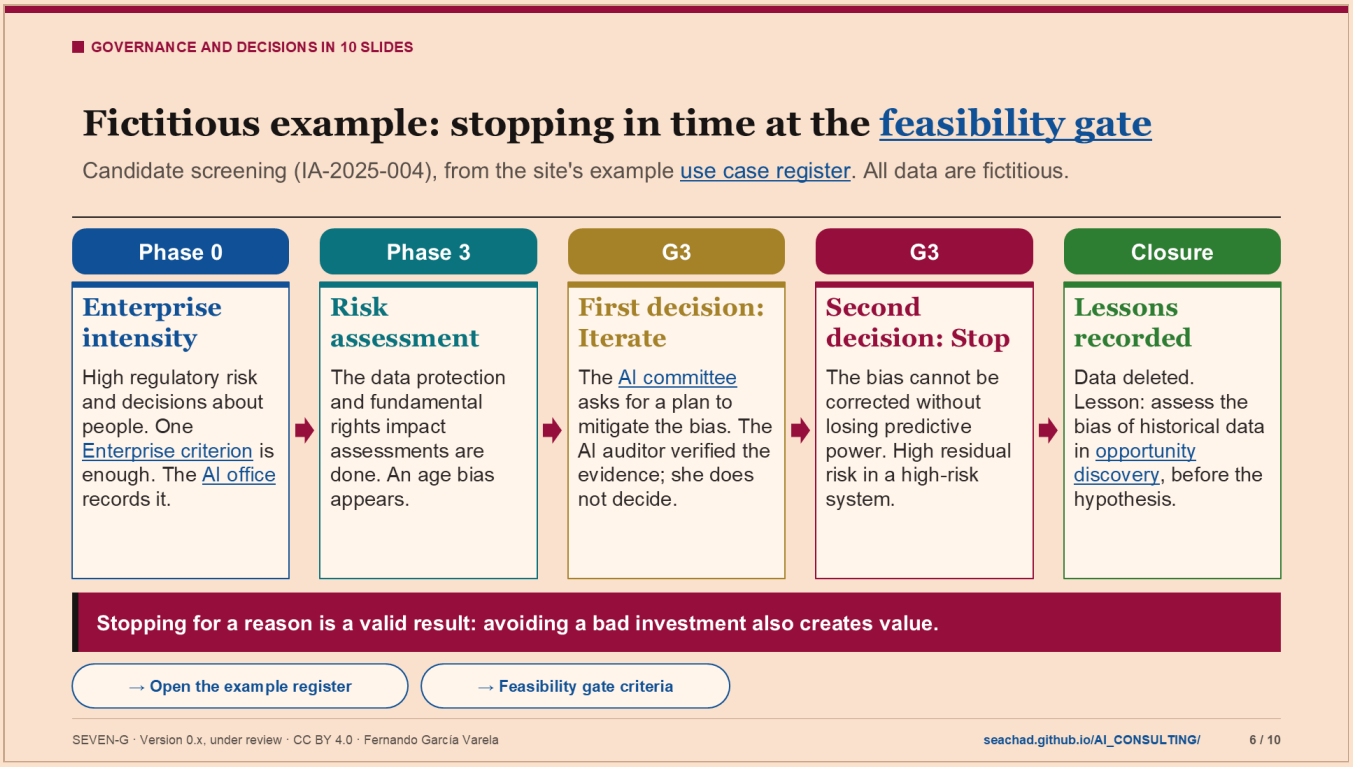
Question for the classroom: which template on this list already has an equivalent in your company, even if it does not mention AI?

TERMS ON THIS SLIDE

- **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
- **Gate manager** (T03): A module of the use case register that manages each decision gate: the criteria assessed, their status, the evidence behind them, who verified it, the decision and its conditions. It ensures no gate is passed «on someone's word». Open the link and choose the «Gates» view or a record's tab; the use cases are fictitious. https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T01_registro_iniciativas/registro.html
- **Gate decision record** (P29): A template that records each gate decision: criteria assessed, evidence, who verified, who decided, outcome, conditions and deadlines. A decision that is not recorded does not exist for the framework. The link opens the template; the use case register also captures it. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P29_SEVEN-G_Registro_de_decision_de_gate.html
- **Go-live sign-off** (P23): The multi-level sign-off required for go-live (G5): the business owner, the technology owner, the risk owner and, in the riskiest use cases, a higher body. It is recorded in template P23. Each owner accepts their part in writing before customers or people are exposed. The link opens the rule in document 21. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#multi-level-go-live-sign-off-g5
- **Rules of procedure of the AI governance bodies** (P38): A template for the rules of procedure of the AI committee and the other bodies: membership, duties, frequency, quorum, how decisions are made, what is escalated to the board and appointment of the AI lead. It gives clear rules to those who decide. The link opens the template. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P38_SEVEN-G_Reglamento_de_los_organos_de_gobierno_de_IA.html
- **Declarations of independence and conflicts of interest** (P41): A template with which anyone who verifies, audits or decides declares that they have no conflict with the use case or the supplier. It backs up separation of duties and dual validation with a signed document. The link opens the template. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P41_SEVEN-G_Declaraciones_de_independencia_y_conflictos_de_interes.html

SOURCES AND LINKS

- **AI action area · Governance and decisions** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/gobierno.html
- **Document 30 · Associated tools and templates (section 13)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#associated-tools-and-templates
- **Document 30 · Exceptions (section 7.4)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#7-4-exceptions
- **Document 31 · Red lines (section 3.7)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/31_SEVEN-G_Politica_corporativa_y_uso_aceptable.html#3-7-red-lines
- **Document 38 · Independence of the AI Auditor (section 3.1)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/38_SEVEN-G_Marco_de_auditoria_de_IA.html#3-1-independence
- **Associated tools and templates** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#associated-tools-and-templates



Notes

This example comes from the site's example use case register (T01). The company, the people and the dates are fictitious.

The use case proposes a system that would rank incoming applications by their fit to the job, so that the selection team can prioritise interviews. Its ambition is Augment and its autonomy is A1: it recommends and a person decides.

- Phase 0. The intensity determination flags two Enterprise criteria: a high-risk system under the regulation and decisions that affect people. One is enough. That is why the AI Auditor, from the third line, verifies, and the AI Committee decides.
- Phase 3. The team carries out the data protection impact assessment and the fundamental rights impact assessment. The analysis of the hiring history shows an age bias.
- G3, first decision. The AI Committee decides Iterate: the bias has no mitigation plan. The AI Auditor verified the evidence but does not take part in the decision. This is segregation of duties.
- G3, second decision. After the iteration, the bias cannot be corrected without losing predictive power. The residual risk is still High in a high-risk system. The AI Committee decides Stop, with the coded reason «unacceptable risk».
- Closure. The training data sets are deleted and the assessment documentation is kept. The lesson is recorded: assess the quality and bias of the historical data in phase 1, before formulating the hypothesis.

Why it matters: the decision to stop was taken at the main stop gate, before the big spend on the build. The board dashboard shows this case among those that left the funnel, with its reason and what was learnt. That is part of the organisation's learning.

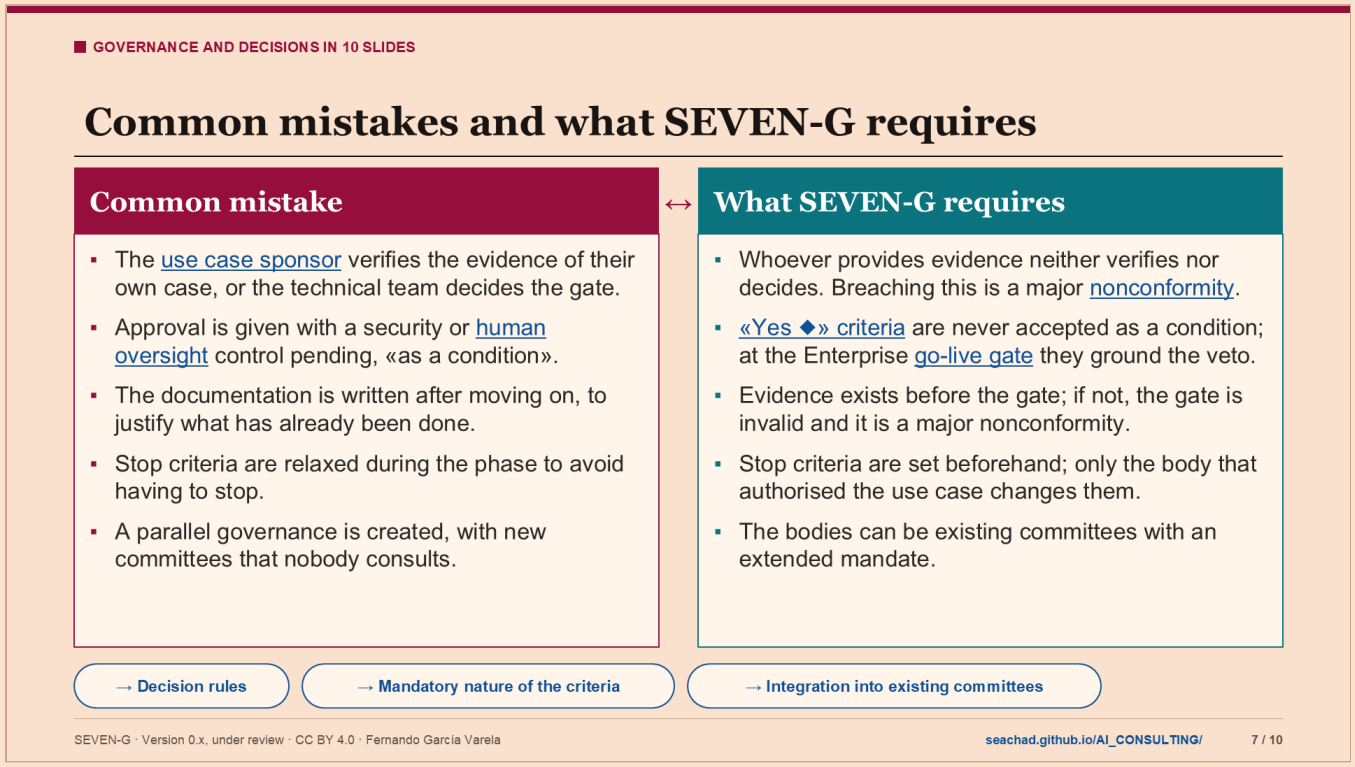
Question for the classroom: what would have happened if the sponsor from the people area had been able to decide this gate alone?

TERMS ON THIS SLIDE

- **Feasibility gate** (G3): The most important gate: using the feasibility test, the regulatory classification and the risk register, it decides whether the use case deserves the big spend of building it. It is always decided on its own, never grouped with others. It is the main stop gate: stopping here costs little; later, a lot. 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#6-4-g3-feasibility
- **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
- **Enterprise criteria**: A list of situations that require a use case to be governed at Enterprise intensity: high regulatory risk, decisions about people, direct customer exposure, agents that act, protected data, critical function, Transform ambition or high investment. One is enough. So rigour goes where the possible harm is greatest. The link opens the list in document 01. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#9-2-enterprise-criteria
- **AI office**: The team that coordinates the method: it keeps the use case register and the inventory, prepares the gates and the board pack, and verifies the gates in Lite use cases. It neither decides nor builds the use cases. In a small company it can be one or two people. 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#3-4-ai-office
- **AI committee**: A management body that decides the portfolio and the gates at its level, allocates budget and escalates to the board what belongs there. It brings together business, technology, finance and risk, and follows rules of procedure (P38). It matters because it turns scattered decisions into a single portfolio. 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#3-3-ai-committee
- **Opportunity discovery** (fase 1): The phase in which the business problem AI could solve is found and screened, placed in a sphere and given a proposed ambition level. It ends at the opportunity gate (G1). It ensures the portfolio fills with real problems, not solutions looking for a problem. The link opens the phase manual in document 20. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/20_SEVEN-G_Manuales_de_fase.html#phase-1-opportunity-discovery

SOURCES AND LINKS

- **AI action area · Governance and decisions** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/gobierno.html
- **Example board dashboard (T17), in Spanish** https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T17_panel_consejo/ejemplo/salida/t01_Dashboard_Casos_Uso_IA_v8.html
- **Document 01 · Possible outcomes of a gate (section 7.3)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#7-3-possible-outcomes



Notes

These mistakes appear when governance is seen as a formality and not as a way to decide better.

- Self-approval. If the sponsor verifies their own case, verification adds nothing. SEVEN-G treats it as a major nonconformity and, if it affected the feasibility gate (G3) or the go-live gate (G5), verification and decision are repeated.
- Critical controls as a condition. Criteria marked «Yes ◆» cover security, legal compliance and human oversight. They are mandatory and cannot be made a condition: «Proceed with conditions» is never approved with one of them pending. Their absence in a system in production is a major or critical nonconformity.
- Documentation after the fact. Evidence must be dated before the gate request. Writing it afterwards to justify progress invalidates the gate.
- Stop criteria that are relaxed. They are set in the value hypothesis, before investing in feasibility. Only the body that authorised the use case changes them, with the decision recorded beforehand.
- Parallel governance. SEVEN-G does not create new committees by default. The management committee or the transformation committee can take on the role of the AI Committee, with the second line present for that item. The board's audit or risk committee can be the board committee for AI.

There is another common mistake: treating exceptions as permanent. Every exception has an expiry date and an owner, and the board committee receives the ones in force every quarter. The red lines of the corporate policy, such as the practices prohibited by the EU AI Act, allow no exceptions.

Why it matters: each of these mistakes seems to save time, but it takes value away from the decision. A board that finds one of them stops trusting the whole portfolio.

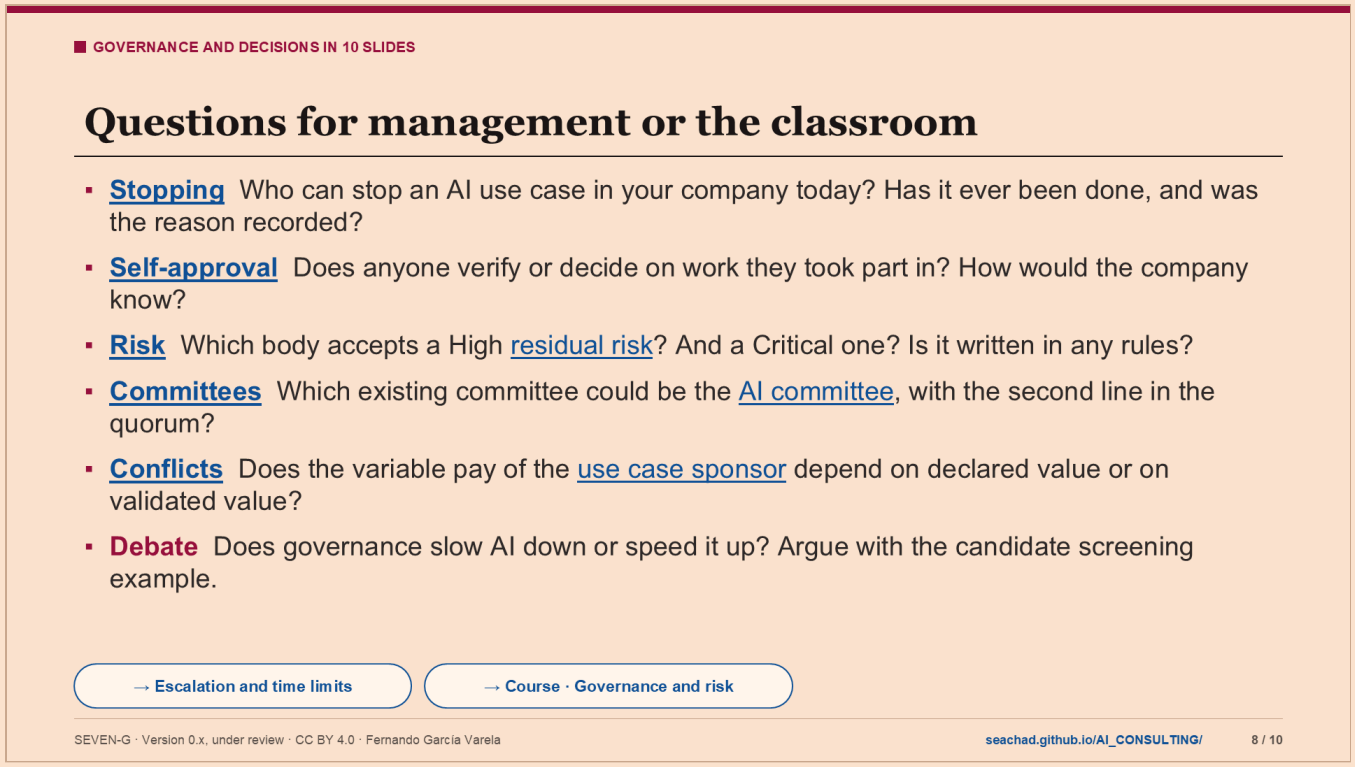
Question for the classroom: which of these mistakes is most likely in a company in a hurry to show AI results?

TERMS ON THIS SLIDE

- **Use case sponsor**: The business person who asks for the use case, answers for its value and defends its budget. Without a sponsor, the use case does not pass the authorisation gate. They cannot verify or audit their own use case. It matters because AI without a business owner stays a pilot. The link opens the roles in document 01. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#8-1-use-case-roles
- **Human oversight** (P17): The design of who reviews, corrects or stops what an AI system does, when, and with what information. It is decided in the design phase with template P17 and is mandatory when the system decides about people or acts. It prevents a situation where nobody can step in when AI gets it wrong. The link opens the template. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P17_SEVEN-G_Diseno_de_gobierno_y_supervision_humana.html
- **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
- **«Yes ◆» criterion** (Sí ◆): A mandatory gate criterion that is also a critical control for security, legal compliance or human oversight. It is never accepted as a condition: if it is not met, the use case does not advance, whoever decides. At Enterprise go-live it grounds the veto. The link opens the mandatory nature of the criteria in document 21. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#2-2-mandatory-nature
- **Go-live gate** (G5): The gate that authorises using the AI system with real users, customers or data. It requires validation and pilot passed, a tested rollback plan and multi-level sign-off (business, technology, risk). Nothing goes into production without this sign-off. 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#6-6-g5-go-live

SOURCES AND LINKS

- **AI action area · Governance and decisions** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/gobierno.html
- **Document 30 · Incompatibilities (section 5)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#incompatibilities
- **Document 30 · Integration into existing committees (section 10)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#integration-into-existing-committees
- **Document 31 · Red lines (section 3.7)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/31_SEVEN-G_Politica_corporativa_y_uso_aceptable.html#3-7-red-lines
- **Decision rules** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#3-2-decision-rules
- **Integration into existing committees** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#integration-into-existing-committees



Notes

These questions are for a management session or a classroom debate. Each one leads to the section of the governance model (document 30) where the SEVEN-G answer is.

- Stopping. Immediate suspension (kill switch or disconnection) after a serious incident needs no prior authorisation, and whoever triggers it in good faith suffers no consequences. The AI Committee ratifies it within two working days. A stop at a gate is decided by the body that decides that gate, with a coded reason.
- Self-approval. Incompatibilities between roles are mandatory. For example, the AI Auditor cannot take on any other role in the same use case or report to the sponsor.
- Risk. Low is accepted by the AI Product Owner; Medium, by the sponsor with risk clearance; High, by the AI Committee. Critical is not accepted, except exceptionally by the board or its board committee.
- Committees. Without the second line, the AI Committee does not decide the feasibility gate (G3), the go-live gate (G5), risk acceptances or exceptions.
- Conflicts. If the sponsor's objectives depend on declared value, there is a risk of inflating value or avoiding a stop. The SEVEN-G treatment is to link objectives to validated value.
- Debate. An argument that it speeds things up: decisions have known time limits, Express and Lite intensity group gates, and escalations have a recipient and a time limit. An argument against: without proportionality, governance becomes a formality and teams work around it. SPHERES describes this balance in the «balance between speed and control» dimension of sphere 09.

Why it matters: the answers show whether governance really exists or only on paper.

Tip for faculty: ask each group to answer the questions for a company they know and to propose a first change.

TERMS ON THIS SLIDE

- **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
- **AI committee**: A management body that decides the portfolio and the gates at its level, allocates budget and escalates to the board what belongs there. It brings together business, technology, finance and risk, and follows rules of procedure (P38). It matters because it turns scattered decisions into a single portfolio. 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#3-3-ai-committee
- **Use case sponsor**: The business person who asks for the use case, answers for its value and defends its budget. Without a sponsor, the use case does not pass the authorisation gate. They cannot verify or audit their own use case. It matters because AI without a business owner stays a pilot. The link opens the roles in document 01. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#8-1-use-case-roles

SOURCES AND LINKS

- **AI action area · Governance and decisions** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/gobierno.html
- **Document 30 · Suspensions, stops and retirements (section 7.3)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#7-3-suspensions-stops-and-retirements
- **Document 30 · Conflicts of interest (section 12)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#conflicts-of-interest
- **Escalation and time limits** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#8-2-escalation-table
- **Course · Governance and risk** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/curso/M05_SEVEN-G_Curso_Gobierno_y_riesgo.html



Notes

The area hosts two sub-areas, which keep their own page and slides: "Value and measurement" and "Maturity and transformation". They are decisions for the board and the finance function, not only for whoever builds.

Governance is the area that connects the others: it says who decides on what the other areas analyse.

- Risk and regulation. Governance sets who accepts each residual risk level (Low, Medium, High or Critical). The risk area explains how it is assessed as probability by impact, and how each system is classified under the regulation.
- Board and management. The core requires the board to approve at the direction stage (C2), after the diagnosis, the AI thesis, the ambition per sphere and the risk appetite; to receive AI reporting at least every quarter; and to approve Transform bets.
- Value and measurement. Gates use figures with a formula and a status. The feasibility gate (G3) requires, for example, for an Optimise use case, a positive expected annual net value and a non-negative net present value with the horizon and rate set at the direction stage (C2).
- SPHERES. It is the explanatory layer of the nine spheres and the three ambition levels. Sphere 09, AI governance, is not measured with Optimise, Augment or Transform: it is assessed in three dimensions (structure, balance between speed and control, and supplier ecosystem) with four grades.
- Building the solution. SEVEN-G document 53 sets the minimum requirements for AI-generated code: recorded human review, traceability, tests, security, licences and data. At the design gate (G4) and at the go-live gate (G5) the gate checks that they are met. No AI approves: every acceptance is recorded by an identified person, and a review done by a tool does not replace the verification by the AI Auditor.

Why it matters: a board does not need to know how an architecture plan is reviewed, but it does need to know that the build leaves evidence and that a gate checks it. SEVEN-G and SPHERES reference each other.

Question for the classroom: what grade would you give your company in the «structure» dimension of sphere 09?

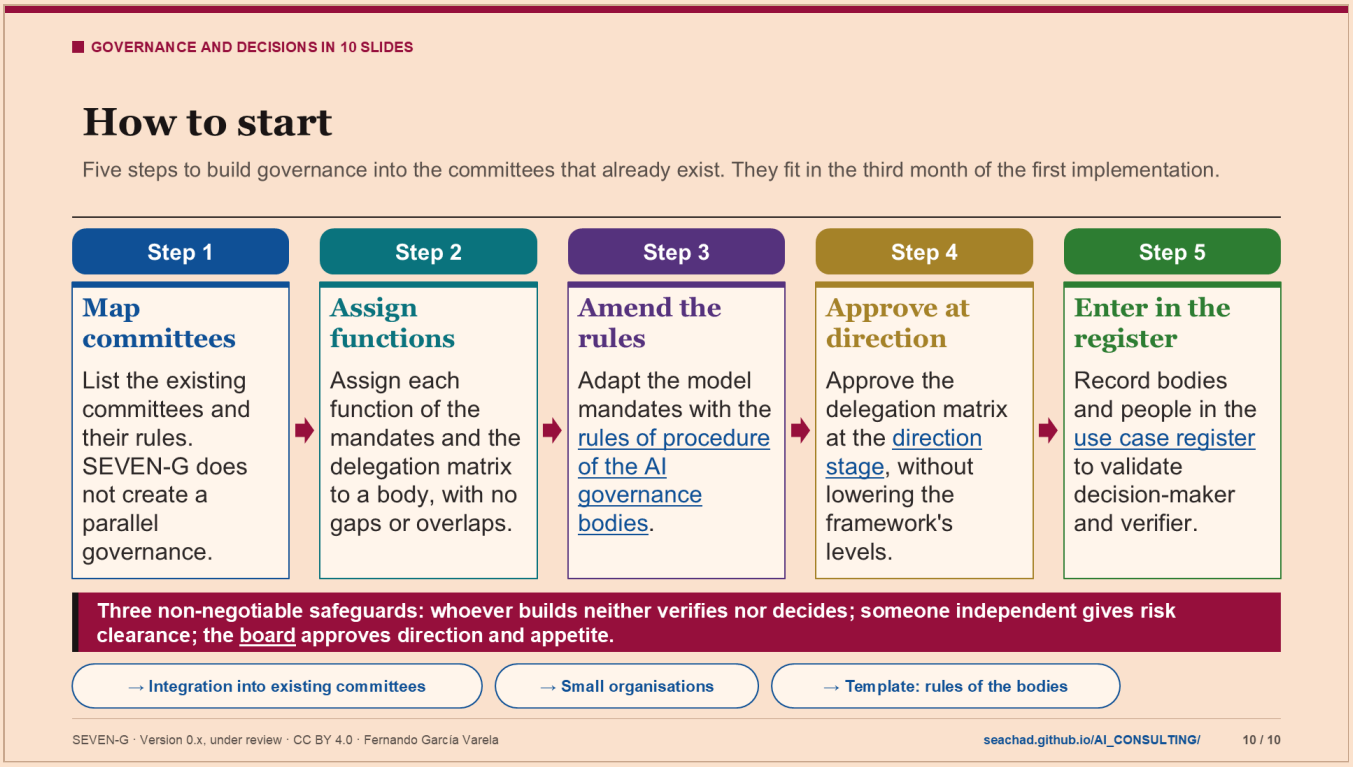
- Maturity and transformation. Maturity says how much governance capability the company has; the transformation index says whether AI changes the business or only makes it more efficient. Having more technology does not raise maturity: it sets the minimum governance required.

TERMS ON THIS SLIDE

- **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 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
- **SPHERES**: A methodology that explains where AI can create value in a company and with what ambition, through three questions: where do we play?, with what ambition? and what do we ask? It is the explanatory layer of the spheres and ambition levels; the operating rules are in SEVEN-G. It supports conversations with management and the board. The link opens its presentation document. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/00_SPHERES_Que_es_y_para_que_sirve.html#what-spheres-is
- **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
- **Design gate** (G4): The gate that approves the full design before building: architecture, data, security, human oversight, rollback and adoption. It checks that the controls are planned from the start. 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#6-5-g4-design
- **Go-live gate** (G5): The gate that authorises using the AI system with real users, customers or data. It requires validation and pilot passed, a tested rollback plan and multi-level sign-off (business, technology, risk). Nothing goes into production without this sign-off. 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#6-6-g5-go-live
- **Building solutions with AI** (documento 53): What SEVEN-G requires of how a use case's solution is built: testing, code review, evaluation of model behaviour, change control and the evidence handed to the go-live gate. It refers to a separate building methodology. The link opens the document. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/53_SEVEN-G_Construccion_de_soluciones_con_IA.html

SOURCES AND LINKS

- **AI action area · Governance and decisions** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/gobierno.html
- **Document 53, section 8 · Verification at the gates** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/53_SEVEN-G_Construccion_de_soluciones_con_IA.html#verification-at-the-gates
- **Document 01 · The SEVEN-G core (section 14.1)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#14-1-the-seven-g-core
- **Document 01 · Criteria by ambition level (section 7.6)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#7-6-criteria-differentiated-by-ambition-level
- **SPHERES · What it is and what it is for** https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/00_SPHERES_Que_es_y_para_que_sirve.html
- **Other action areas** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/gobierno.html#otros



Notes

The five steps are those of the governance model (document 30, section 10). This sequence fits in month 3 of the first implementation.

- Map committees. The management committee can be the AI Committee in medium-sized organisations, with a fixed monthly item and the second line present. A transformation committee can be it too if it brings in risk, compliance, data protection and people. The board's audit or risk committee can be the board committee for AI.
- Assign functions. Use the model mandates of the board, the board committee, the AI Committee, the AI Office and the second and third lines. No function should be left without an owner or repeated in two bodies.
- Amend the rules. The mandates are models to adapt. Quorum and time limits are for reference.
- Approve at C2. The company can adjust the delegation matrix at C2, but without lowering the levels of document 01. The board approves the corporate AI policy.
- Register in T01. With bodies and people in the register, the tool can prevent someone with an incompatible role from appearing as decision-maker or verifier.

Small companies. SEVEN-G allows a minimum structure if three non-negotiable safeguards are kept: whoever builds neither verifies nor decides on their own work; someone independent of the team issues the risk clearance; and the governing body approves the direction and the risk appetite. The AI Office can be one part-time person and the second line, a compliance officer, the data protection officer or an external adviser. A use case with one Enterprise criterion is still full Enterprise, with an AI Auditor at all its gates, external if there is nobody independent inside.

Why it matters: starting from the committees that already exist reduces cost and resistance. Governance works when it is part of how the company already decides.

To go further: the area page, document 30 and module 05 of the SEVEN-G course.

TERMS ON THIS SLIDE

- **Rules of procedure of the AI governance bodies** (P38): A template for the rules of procedure of the AI committee and the other bodies: membership, duties, frequency, quorum, how decisions are made, what is escalated to the board and appointment of the AI lead. It gives clear rules to those who decide. The link opens the template. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P38_SEVEN-G_Reglamento_de_los_organos_de_gobierno_de_IA.html
- **Direction stage** (C2): The second stage of the corporate cycle. The board approves the AI thesis (what the company wants AI for), the ambition per sphere, the risk appetite, the budget envelope and the thresholds the whole framework will use. It is the decision that gives meaning to the rest: without it, each use case is approved on its own criteria. The link opens how that decision is taken in document 13. 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
- **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 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

- **AI action area · Governance and decisions** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/gobierno.html
- **Document 30 · Integration into existing committees (section 10)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#integration-into-existing-committees
- **Document 30 · Adaptation to small organisations (section 11)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#adaptation-to-small-organisations
- **Document 30 · Model mandates of the bodies (section 3)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#model-mandates-of-the-bodies
- **Course · Module 05, governance and risk** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/curso/M05_SEVEN-G_Curso_Gobierno_y_riesgo.html
- **Integration into existing committees** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#integration-into-existing-committees
- **Small organisations** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#adaptation-to-small-organisations

LEGAL NOTICE

Legal notice: a generic, free methodological aid provided "as is" for information purposes; it is not legal advice and has not been legally reviewed for any case. Each organisation adapts it and is responsible for its legal review and its regulatory compliance; it may not reflect recent regulatory changes. To the fullest extent permitted by law, the author accepts no liability whatsoever for the effects of its application. It does not grant certification of any kind. Details in document 93.

CC BY 4.0 (content) · MIT (code) · Fernando García Varela · seachad.github.io/AI_CONSULTING/