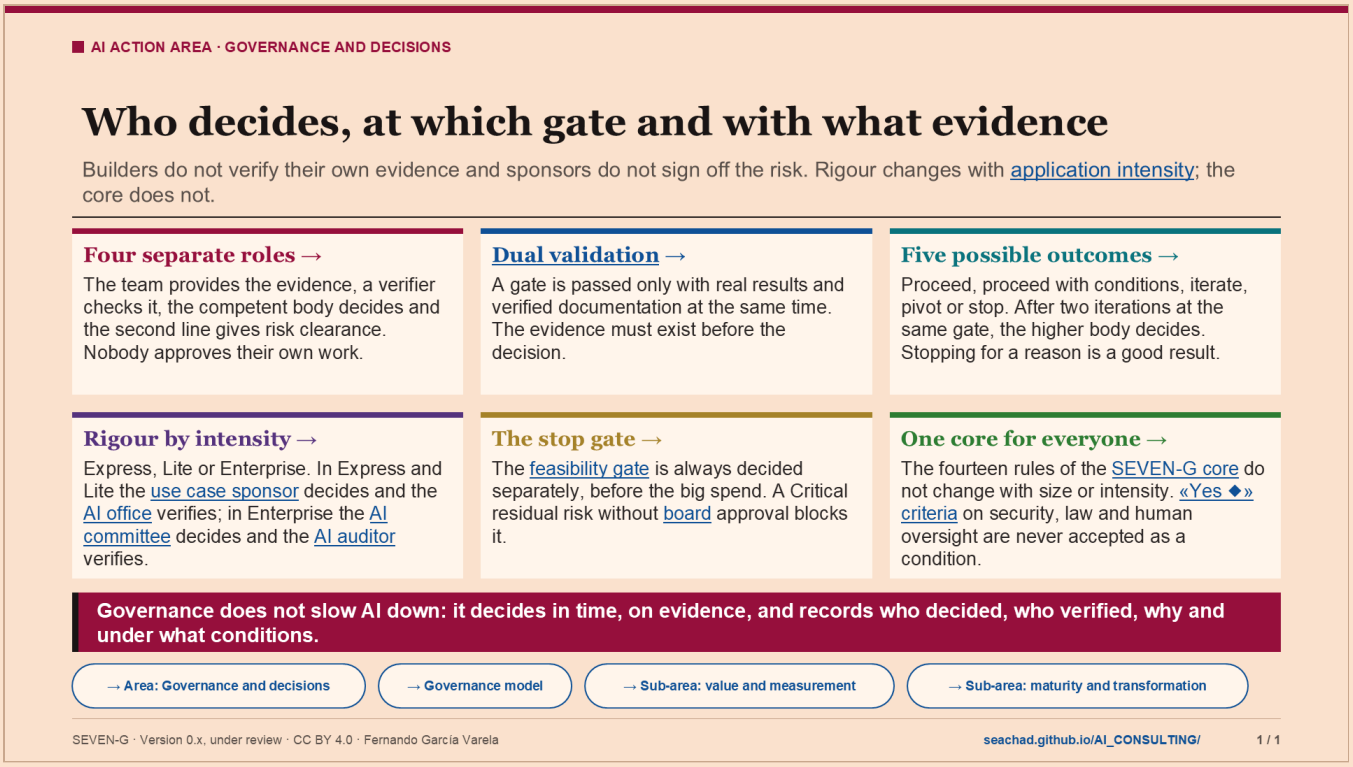

Notes

The «Governance and decisions» area answers a question that many companies cannot answer: who decides, at which gate and with what evidence. SEVEN-G starts from one premise. The usual problems of AI in companies —many pilots, few cases in production, value declared and never validated, nobody who can stop a project— are not about technology. They are about governance and measurement.

- Four separate roles. At each decision gate the team provides the evidence, a verifier checks that it is complete and valid, and the competent body decides. The second line (risk, compliance, security and data protection) gives its clearance on risk decisions. This is segregation of duties: whoever builds does not control, and nobody approves their own work. Breaching an incompatibility is a major nonconformity; if it affected the feasibility gate (G3) or the go-live gate (G5), verification and decision are repeated.
- Dual validation. A gate is passed only if there are, at the same time, tangible results (data, tests or real results) and verified documentation, with author, date and version. The evidence must exist before the decision: documentation written afterwards to justify progress invalidates the gate.
- Five possible outcomes. Proceed, proceed with conditions, iterate, pivot or stop; at the scale or retire gate (G7), also scale or retire. Conditions carry a deadline and an owner, and an expired condition turns the outcome into Iterate. After two iterations at the same gate, the decision goes up to the higher body.
- Rigour by intensity. Each use case has an intensity: Express, Lite or Enterprise. One Enterprise criterion is enough to apply Enterprise: high regulatory risk, decisions about people, direct exposure, agents that act, specially protected data, critical function, Transform level or investment above the threshold. In Express and Lite the sponsor decides, with risk clearance at the feasibility, design and go-live gates (G3, G4 and G5), and the AI Office verifies. In Enterprise the AI Committee decides, the AI Auditor verifies and go-live requires a multi-level sign-off with veto power. Transform bets are also approved by the board at the hypothesis gate (G2) and, if they scale, at the scale gate (G7).

- The main stop gate. The feasibility gate (G3) is always decided separately, before investing in the build. A Critical residual risk without board approval blocks it.
- One core for everyone. Fourteen rules, numbered N-01 to N-14, do not change with size, intensity or scope. Among them: no phase or gate is skipped, the feasibility gate is decided separately, segregation of duties, dual validation and «Yes ◆» criteria (security, legal compliance and human oversight) that are never accepted as a condition.

Why it matters. Without these rules, AI grows by piling up projects and nobody answers for the whole. With them, every decision is recorded with decision-maker, verifier, reason and conditions, and the board can trust what it receives. Governance does not have to be parallel: the AI Committee can be an existing committee with an extended mandate, and a small company needs only a minimum structure with three non-negotiable safeguards.

Example with fictitious data from the site's example register: a candidate screening use case is Enterprise because it is high risk and affects people. At the feasibility gate, the AI Committee first asks to iterate because of an age bias with no mitigation plan; then it decides to stop. Stopping for a reason is a valid result: avoiding a bad investment also creates value.

Question for the classroom: in a company you know, who could stop an AI use case today, and with what evidence would they do it?

A clarification about the area. The area hosts two sub-areas that keep their own page: "Value and measurement" (what each euro returns and how much is validated) and "Maturity and transformation" (where the company stands and whether it changes the business or only makes it more efficient). Value, measurement and maturity are decisions for the board and the finance function, not only for whoever builds.

TERMS ON THIS SLIDE

- **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
- **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
- **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
- **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
- **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
- **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
- **«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

SOURCES AND LINKS

- **AI action area · Governance and decisions** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/gobierno.html
- **Foundational methodology · Who verifies and who decides (section 7.5)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#7-5-who-verifies-and-who-decides
- **Governance model · Decision delegation matrix (section 7)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#decision-delegation-matrix
- **Gate criteria · Rules common to all gates (section 3)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#rules-common-to-all-gates
- **Glossary and conventions · 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
- **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
- **Sub-area: value and measurement** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/valor.html
- **Sub-area: maturity and transformation** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/transformacion.html

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