

Notes

This presentation develops the «Organisation and people» area of SEVEN-G. It answers a question that appears as soon as a company decides to use AI seriously: who does this depend on? IT has its own function, security its own, data its own; sometimes there is a transformation or AI function, and the board asks for information that nobody knows who should prepare.

The area deals with three things:

- Which functions someone has to perform, whatever they are called in the organisation chart, and which must be kept separate.
- How an AI-first company is organised without one more silo.
- What changes for people: new roles, human oversight, literacy and technical talent.

A warning for the whole presentation. SEVEN-G requires little of the organisation: functions with a holder, separations and bodies assigned in writing. What is said about the AI-first company (document 54, section 9) and about technical talent (document 50, section 4.3) is the author's proposal, not a framework rule. It creates no bodies, gate criteria or evidence. If it differs from documents 01, 30 or 50, those prevail.

Why it matters: most of the blockages blamed on technology are about allocation. Two areas believe they hold the same competence, or neither does. A governance framework that is not translated into the real organisation chart stays on paper.

Opening question for the classroom: in a company you know, who would decide today to stop an important AI use case?

TERMS ON THIS SLIDE

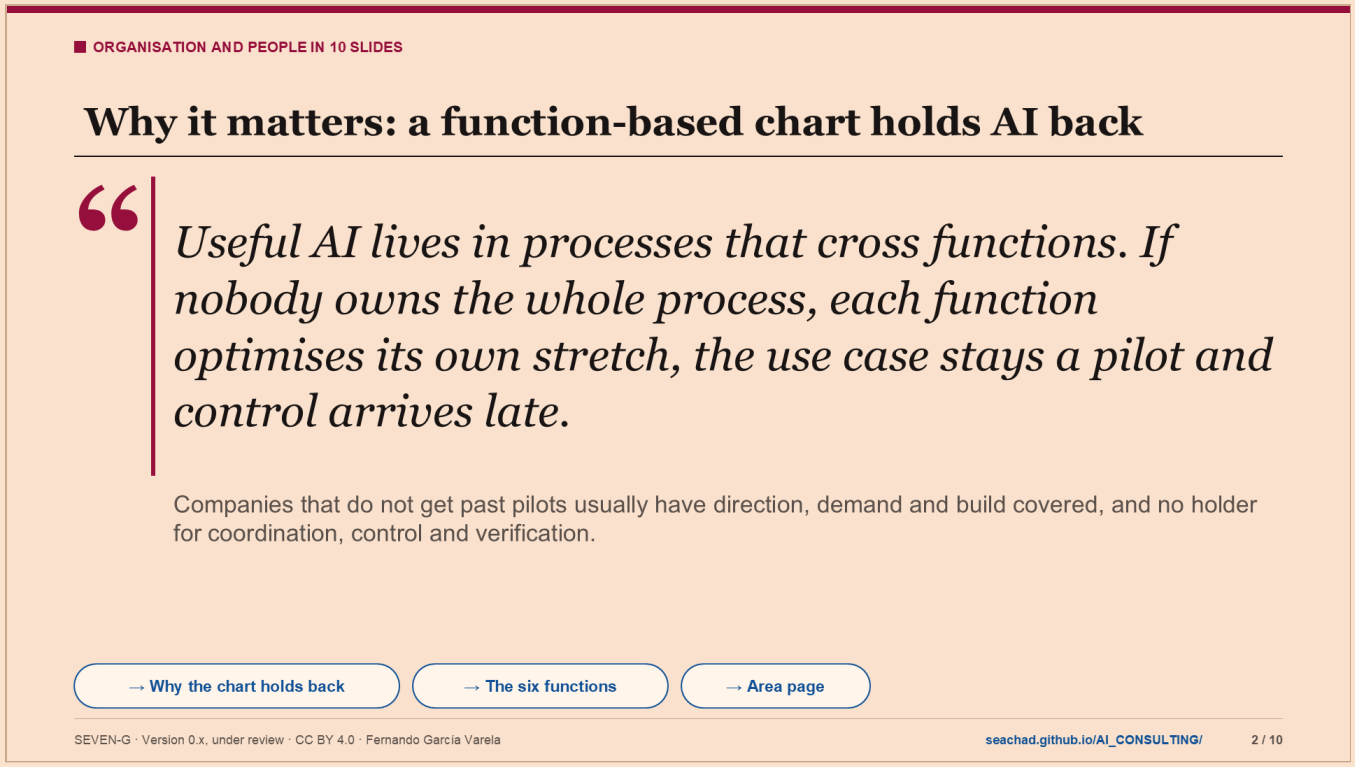
- **AI-first company**: A company in which each process is designed on the assumption that AI does the work or proposes the decision, and people set the goal, decide on exceptions and answer for the result: «AI by default, people where it matters». It is checked with six tests and does not mean creating an AI function. It is the author's proposal, not a rule of the framework. The link opens the section in document 54. https://seachad.github.io/AI_CONSU

LTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html#the-human-organisation-of-an-ai-first-company

- **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

- **How a company organises itself for AI (document 54)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html
- **People and organisation (document 50)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/50_SEVEN-G_Personas_y_organizacion.html
- **Organisation and people area page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/organizacion.html
- **Area page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/organizacion.html
- **How a company organises itself for AI** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html
- **People and organisation** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/50_SEVEN-G_Personas_y_organizacion.html



Notes

The classic organisation chart divides the company into vertical functions: business, technology, operations, risk and people. Useful AI lives in processes that cross those functions.

Example from document 54: onboarding a business customer starts in sales and goes through risk, contracting, billing and customer service. It is touched by business, operations, technology, security and compliance. If nobody owns the whole process, each function improves its own stretch and the overall result does not change.

The document describes eight points where a case gets stuck or fails. Four are bottlenecks:

- At entry: the case waits its turn in a committee that prioritises single cases, not processes.
- At control: risk questionnaires pile up and are reviewed one by one.
- At integration: the case needs systems from another function with other priorities.
- Over the full cycle: months pass with no decision date.

And four are problems: the idea solves one stretch and not the process; each area builds with its own tool and supplier; the system goes live with control only half closed; and nobody measures the outcome, only the activity.

The supporting sentence summarises the reading of document 54 on the six functions. Without coordination there is no portfolio. Without control there is no defensible go-live. Without verification, value figures do not survive a question from the board.

Why it matters for decisions: where governance sits determines what happens the day an important use case fails a gate. If whoever decides to stop depends on whoever has to deliver, nothing is ever stopped.

Question for the classroom: which process in your company suffers most from the separation between areas?

SOURCES AND LINKS

ORGANISATION AND PEOPLE IN 10 SLIDES

- **Why a function-based chart holds things back (document 54, §9.3)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html#9-3-why-a-function-based-organisation-chart-holds-things-back
- **Where AI governance should sit (document 54, §3.4)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html#3-4-where-ai-governance-should-sit
- **Why the chart holds back** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html#9-3-why-a-function-based-organisation-chart-holds-things-back
- **The six functions** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html#the-six-functions-someone-has-to-perform
- **Area page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/organizacion.html



ORGANISATION AND PEOPLE IN 10 SLIDES

The key concepts of the area

Summarised definitions from the SEVEN-G glossary and conventions.

Concept	What it is
AI-first	Processes are designed with AI by default; people set the objective and answer for it.
End-to-end value chain	Complete process across functions, with an owning pair from business and technology.
AI and data factory	Single unit for platform, data, models and inventory. It answers for capacity, not value.
Mixed workforce	People and agents planned together; each agent has a human owner and is in the inventory.
AI office	Method, portfolio and measurement unit: keeps the inventory and prepares the reporting.
Human oversight	People with competence, training and real authority to disagree, correct or interrupt.
AI literacy	Sufficient AI knowledge among staff (Article 4 of the EU AI Act).

→ Glossary and conventions → Area page

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Seven concepts support the area. The full definitions are in the glossary (document 02).

- AI-first. Each process is designed on the assumption that AI does the work or proposes the decision, and people set the objective, decide on the exceptions and answer for the result. The short formula is «AI by default, people where it matters». It does not mean creating an AI function.
- End-to-end value chain. Complete process that creates a result and crosses several functions, for example order to cash. In an AI-first company it has an owning pair: a business lead and a technology partner with the same objectives, with a budget in tranches and their own agents.
- AI and data factory. Single unit that brings together the AI teams, the platform, data, model operations and the inventory, and provides that capacity to every chain with controls built into the platform.
- Mixed workforce. People and agents are planned together. Each agent has a human owner, appears in the inventory and counts in the workforce plan.
- AI Office. Internal method, portfolio and measurement unit. It keeps the inventory, consolidates measurement and prepares information for the bodies. It verifies the gate criteria in Lite-intensity use cases; in Enterprise ones the AI Auditor verifies them. It is not the European AI Office.
- Human oversight. An overseer without real authority, or appraised on how quickly they accept proposals, does not exercise human oversight.
- AI literacy. An obligation of the EU AI Act (Article 4). In SEVEN-G it is a requirement of the Direction stage (C2) and evidence for each use case, organised in six profiles (PER-PA to PER-PF).

Three of the concepts (value chain, factory and mixed workforce) are organisational proposals, not mandatory bodies. The other four have an effect on the framework rules.

Question for the classroom: what is the difference between an AI-first company and a company with many use cases?

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 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
- **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

SOURCES AND LINKS

- **SEVEN-G glossary (document 02)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/02_SEVEN-G_Glosario_y_convenciones.html#glossary-of-framework-terms
- **The human organisation of an AI-first company (document 54, §9)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html#the-human-organisation-of-an-ai-first-company
- **Capability plan and literacy (document 50, §5)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/50_SEVEN-G_Personas_y_organizacion.html#capability-plan-and-literacy-by-profile
- **EU AI Act (Regulation (EU) 2024/1689)** https://eur-lex.europa.eu/eli/reg/2024/1689/oj/eng
- **Glossary and conventions** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/02_SEVEN-G_Glosario_y_convenciones.html#glossary-of-framework-terms
- **Area page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/organizacion.html



Notes

The three cards on the left are rules. The three on the right are the author's proposals.

Rules. The six functions are direction, demand and sponsorship, coordination and method, build and operation, control, and independent verification. There are three non-negotiable separations: whoever builds does not verify their own evidence; whoever proposes and sponsors does not sign the risk conformity; whoever audits takes no part in the build or in the gate decision. SEVEN-G does not require any new function: it assigns its bodies to people who already exist and writes it down in the rules of procedure of the bodies (P38). The designated human overseer is mandatory in high-risk systems and at autonomy levels A2 and A3, where the system acts without a person validating each action, and does not oversee a system in production without the training of the users and overseers profile (PER-PD). The Design gate (G4) checks that oversight has authority and a reasonable workload.

Proposals. The six tests of an AI-first company rest on something SEVEN-G already requires or measures: the business sponsor, Express, Lite or Enterprise intensity, the inventory, the Feasibility (G3) and Go-live (G5) gates, the full cost per use case and the decision register. The author's recommendation is «destination C, built on A, started by D, with B for subsidiaries and E from day one», where C is the value chains, A the single factory, D the temporary office, B the hub-and-spoke model and E the mixed workforce. In short: processes have an owner, AI has a single home and control sits inside the platform. Is a chief AI officer needed? In general, no: the chief executive answers to the board, with value held by chain owners, capacity by the factory and control by the second line.

Technical talent. Three causes make it leave: there is no technical career, the work does not reach production and the work is invisible. A checked example: the Dropbox Engineering Career Framework is public and has technical levels from IC1 to IC7 in parallel with management levels.

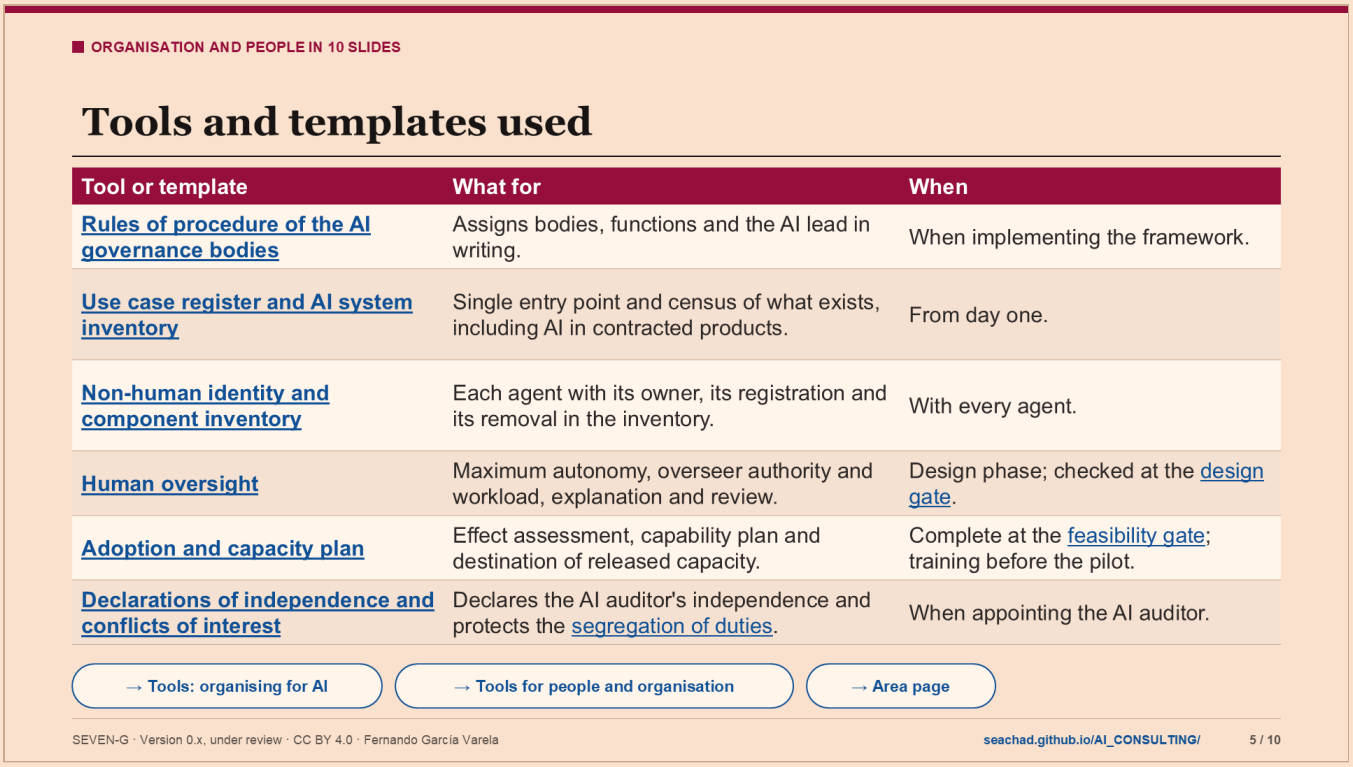
Question for the classroom: why does an AI function that both builds and controls break the separation of functions?

TERMS ON THIS SLIDE

- **Foundational methodology** (documento 01): The document that defines the framework and prevails over the rest: principles, corporate cycle, use case lifecycle, gates and their outcomes, roles and incompatibilities, intensities, mandatory evidence and the fourteen-rule core. If two documents disagree, this one rules. The link opens the document. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html
- **Governance model** (documento 30): Who decides what in AI: board, AI committee, AI office, risk and audit owners, with the three lines model (who does, who controls, who audits) and how it adapts to a small company. It avoids governance sitting inside whoever builds. The link opens the document. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#three-lines-model-applied-to-ai
- **People and organisation** (documento 50): The human side of AI: mandatory literacy, training by profile, new roles, technical talent, changes to jobs, dialogue with employee representatives and adoption measurement. AI that people do not use creates no value. The link opens the document. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/50_SEVEN-G_Personas_y_organizacion.html
- **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
- **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
- **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
- **Adoption and capacity plan** (P20): A template to plan how people will start using the solution: training, communication, changes to work, information to employee representatives and how adoption will be measured. Without adoption, the expected value does not arrive. The link opens the template. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P20_SEVEN-G_Plan_de_adopcion_y_capacidad.html

SOURCES AND LINKS

- **Incompatibilities (document 01, §8.2)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#8-2-incompatibilities
- **Is a chief AI officer needed? (document 54, §9.5)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html#9-5-is-a-chief-ai-officer-needed-in-general-no
- **Technical talent (document 50, §4.3)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/50_SEVEN-G_Personas_y_organizacion.html#4-3-attracting-developing-and-retaining-technical-talent
- **Dropbox · Engineering Career Framework** https://dropbox.github.io/dbx-career-framework/
- **AI-first company** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html#the-human-organisation-of-an-ai-first-company
- **Technical talent** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/50_SEVEN-G_Personas_y_organizacion.html#4-3-attracting-developing-and-retaining-technical-talent
- **Area page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/organizacion.html



Notes

These are the pieces that turn the organisation into something that can be checked. None of them requires changing the organisation chart.

- The rules of procedure of the bodies (P38) record who the board, the board committee, the AI Committee, the AI Office and the roles of each use case are, with the appointment of the AI lead. It is step 2 in document 54: assign the six functions by name.
- The use case register (T01) is the single entry point and the origin of all later information. Its inventory view (T02) records what already exists, including AI switched on in products already contracted without an express decision.
- The non-human identity inventory (P54) gives each agent a human owner, a registration and a removal. It is test 3 of an AI-first company.
- The governance and human oversight design (P17) sets the maximum autonomy, the authority and workload of the overseer and how explanation and review are handled. An overseer appraised on how quickly they accept proposals does not oversee.
- The adoption and capacity plan (P20) records the effect assessment on work, the capability plan per group and the planned destination of released capacity. The effect assessment is complete at the Feasibility gate (G3); users and overseers are trained before the pilot.
- The declarations of independence (P41) protect verification: the AI Auditor declares that they do not build what they verify.

Why it matters: separations of functions only exist if they are written down and named. Without a document, the same person ends up proposing, approving and declaring the benefit, and that is one of the six signals of a badly set-up organisation.

All the tools on the site carry fictitious example data. The data each person enters is stored in their own browser.

Question for the classroom: how many AI systems are there in your company, and could anyone count them in a week?

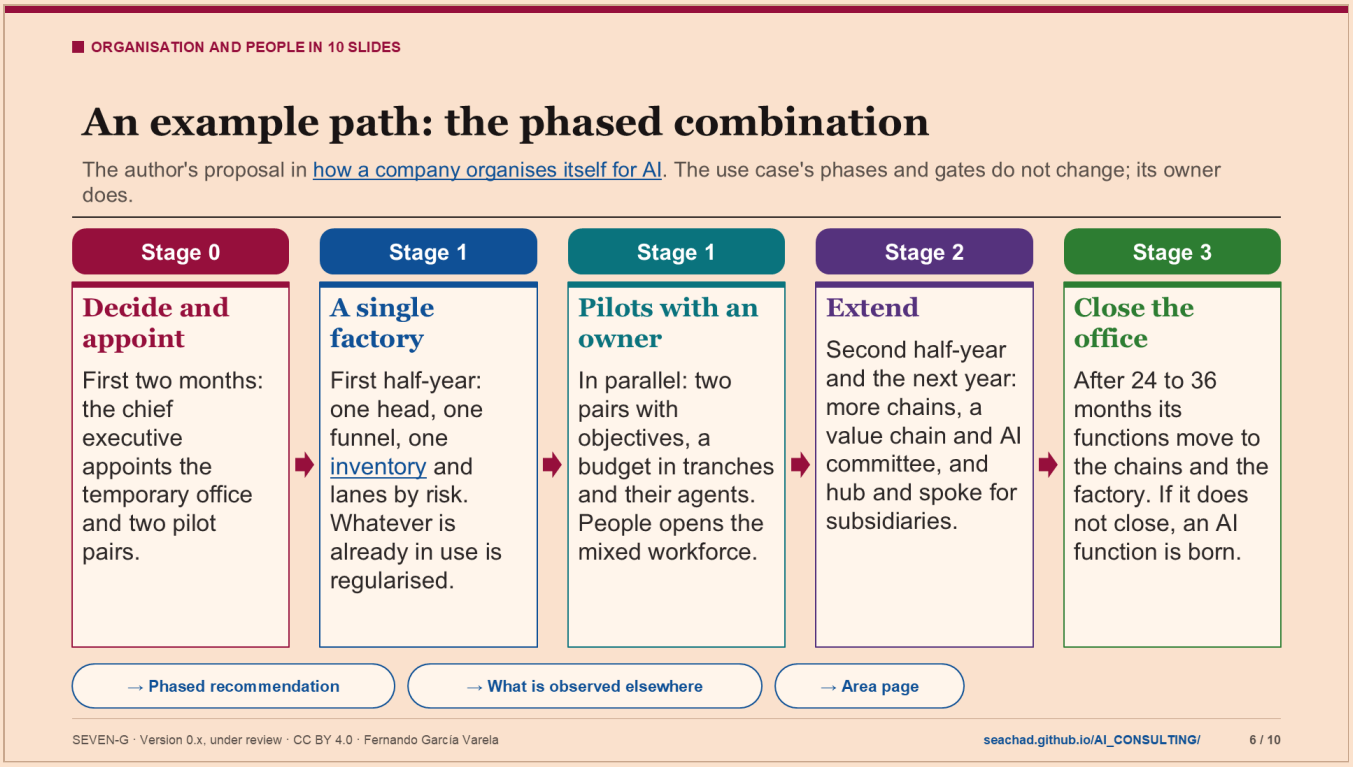
TERMS ON THIS SLIDE

- **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
- **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
- **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
- **Non-human identity and component inventory** (P54): A template listing the identities used by AI agents and services (accounts, keys, permissions) and the software components of each solution. An agent with too many permissions is an open door; this list makes it possible to review and remove them. The link opens the template. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P54_SEVEN-G_Inventario_de_identidades_no_humanas_y_componentes.html
- **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
- **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
- **Adoption and capacity plan** (P20): A template to plan how people will start using the solution: training, communication, changes to work, information to employee representatives and how adoption will be measured. Without adoption, the expected value does not arrive. The link opens the template. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P20_SEVEN-G_Plan_de_adopcion_y_capacidad.html
- **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
- **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
- **Segregation of duties**: The principle whereby whoever builds does not control and nobody approves their own work: whoever provides the evidence neither verifies it nor decides, and incompatible roles do not fall to the same person. It is one of the core rules that are never lowered. It assures the board that a figure or a control is not signed

only by whoever defends it. The link opens the roles and incompatibilities in document 01. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#roles-bodies-and-segregation-of-duties

SOURCES AND LINKS

- **Associated tools and templates (document 54, §12)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html#associated-tools-and-templates
- **What is checked at the gates (document 50, §13)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/50_SEVEN-G_Personas_y_organizacion.html#what-is-checked-at-the-decision-gates
- **Tools: organising for AI** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html#associated-tools-and-templates
- **Tools for people and organisation** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/50_SEVEN-G_Personas_y_organizacion.html#associated-tools-and-templates
- **Area page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/organizacion.html



Notes

This is the path the author proposes to go from AI spread across several areas to an AI-first company. The formula is «destination C, built on A, started by D, with B for subsidiaries and E from day one»: value chains (C) on a single factory (A), started by a temporary office (D), with hub and spoke (B) for subsidiaries and a mixed workforce (E).

- Stage 0. Without sponsorship from the chief executive the destination does not hold. The two pilot pairs are chosen in the two chains where AI already works or where coordination hurts most. A single inventory tool is chosen.
- Stage 1, factory. The chains need a single home to ask. If the pilots ask two places, the split repeats itself.
- Stage 1, pilots. It is shown with data before extending. Management control measures the cost per outcome. If the value curve is not met, the next tranche is corrected or stopped.
- Stage 2. The risk is a matrix conflict between chain and function. It is mitigated with shared objectives and a clear arbiter: the committee.
- Stage 3. The office closes so as not to create a permanent silo.

Why it matters: choosing only the factory is easy to agree, but it leaves processes without an owner. Choosing value chains all at once solves more and carries more risk. The document's middle way is to agree the single factory now and test two chains with data.

What is observed elsewhere, one example per sector and with a checked source:

- Consultancy: Accenture proposes organising the company into end-to-end value streams, each with a budget, and that every agent has a named human owner.
- Technology: Microsoft (Work Trend Index 2025) describes teams of people and agents and the role of someone who directs agents.
- Banking: BBVA creates a top-level global area that joins data and technical capability for agents. It is the «single factory».

- Pharmaceuticals: at Moderna, a single executive brings together people and digital technology.
- Insurance: Allianz describes agents that handle simple claims; the payout is always decided by a person.

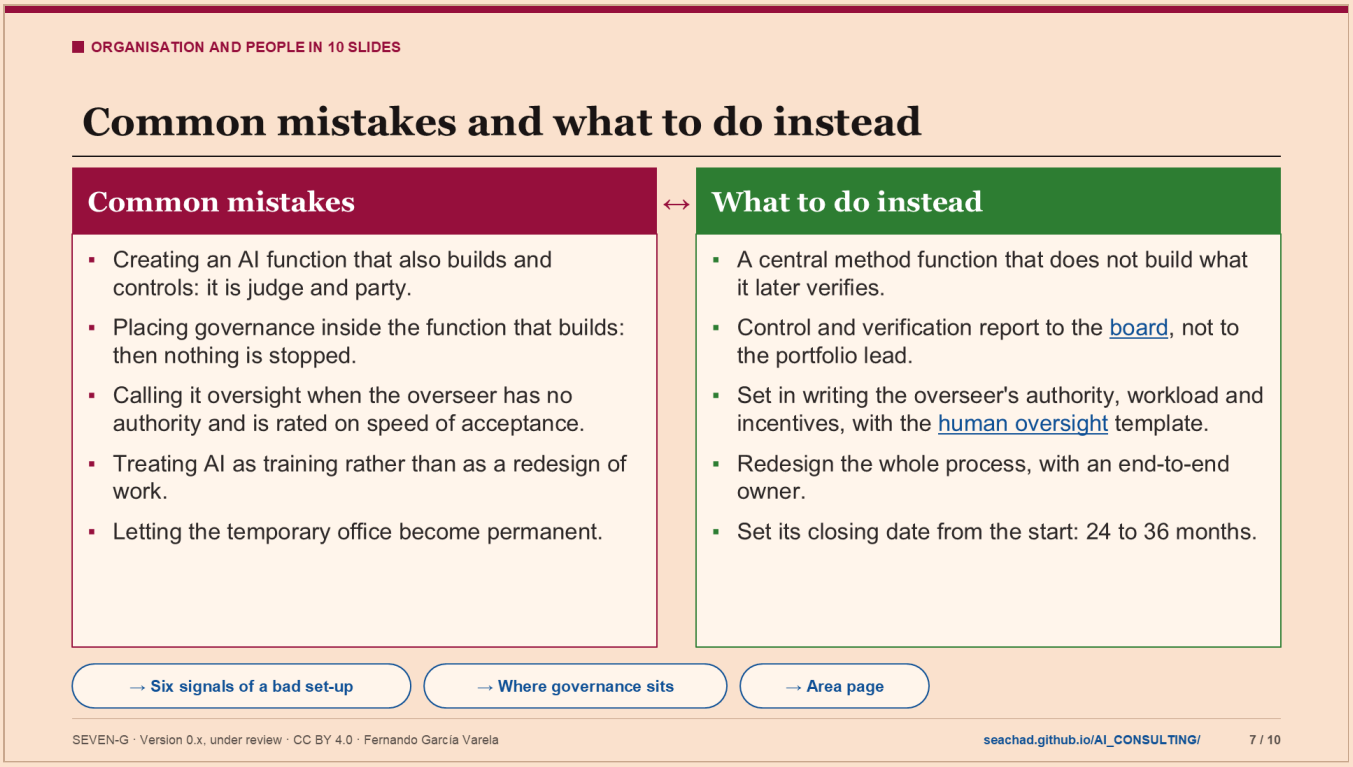
Caution: announcements say how these companies are organised, not whether it works for them. SEVEN-G does not repeat savings figures from consultancies.

TERMS ON THIS SLIDE

- **How a company organises itself for AI** (documento 54): It places the framework in the real organisation chart: which functions are needed, which positions take each part, where use cases come from, how information reaches the board, and how a company that works with AI by default can organise itself. It is a proposal, not a rule. The link opens the document. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.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

SOURCES AND LINKS

- **What can be observed elsewhere (document 54, §9.4)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html#9-4-what-can-be-observed-elsewhere
- **Accenture · When everyone has AI, your operating model will set you apart** https://www.accenture.com/en/insights/consulting/operating-model-age-of-ai
- **Microsoft · Work Trend Index 2025** https://blogs.microsoft.com/blog/2025/04/23/the-2025-annual-work-trend-index-the-frontier-firm-is-born/
- **BBVA · Global AI Transformation area** https://www.bbva.com/en/innovation/bbva-accelerates-its-artificial-intelligence-strategy-with-a-global-area-ai-transformation/
- **Moderna · Leadership team** https://investors.modernatx.com/leadership-team
- **Allianz · Project Nemo (2025)** https://www.allianz.com/en/mediacenter/news/articles/251103-when-the-storm-clears-so-should-the-claim-queue.html
- **Phased recommendation** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html#9-7-recommendation-a-phased-combination
- **What is observed elsewhere** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html#9-4-what-can-be-observed-elsewhere
- **Area page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/organizacion.html



Notes

The mistakes on the left come from documents 54 and 50. Each one has an answer in the framework.

- An AI function that builds and controls. Document 54 says that an AI function almost always fails in one of three ways: it becomes a pilot factory with no benefit owner, an approval committee with no capacity to execute, or it accumulates coordination, build and control and leaves the company without independent control.
- Governance inside whoever builds. It is the only placement document 54 considers unacceptable: the same area proposes, builds, approves and declares the value. The evidence cannot be defended before audit or the board.
- Nominal oversight. It is the authority rule in document 50: an overseer without real authority to disagree, or appraised on how quickly they accept the system's proposals, is not human oversight. A warning signal is a human modification rate close to zero.
- AI as training. The people function often treats AI as training rather than as a redesign of work. The large value comes from redesigning the whole process.
- An office that does not close. If the temporary office does not close, an AI function has been created through the back door.

Document 54 adds six signals of a badly set-up organisation. Two of them: nobody can say within a week how many AI systems are in production, and no use case has ever been stopped on criteria, only for lack of budget or people.

Why it matters: these mistakes do not show in a demonstration. They show the day something has to be stopped, the day of the first incident or the day of the first audit.

Question for the classroom: how many use cases have been stopped on criteria in the last twelve months in a company you know?

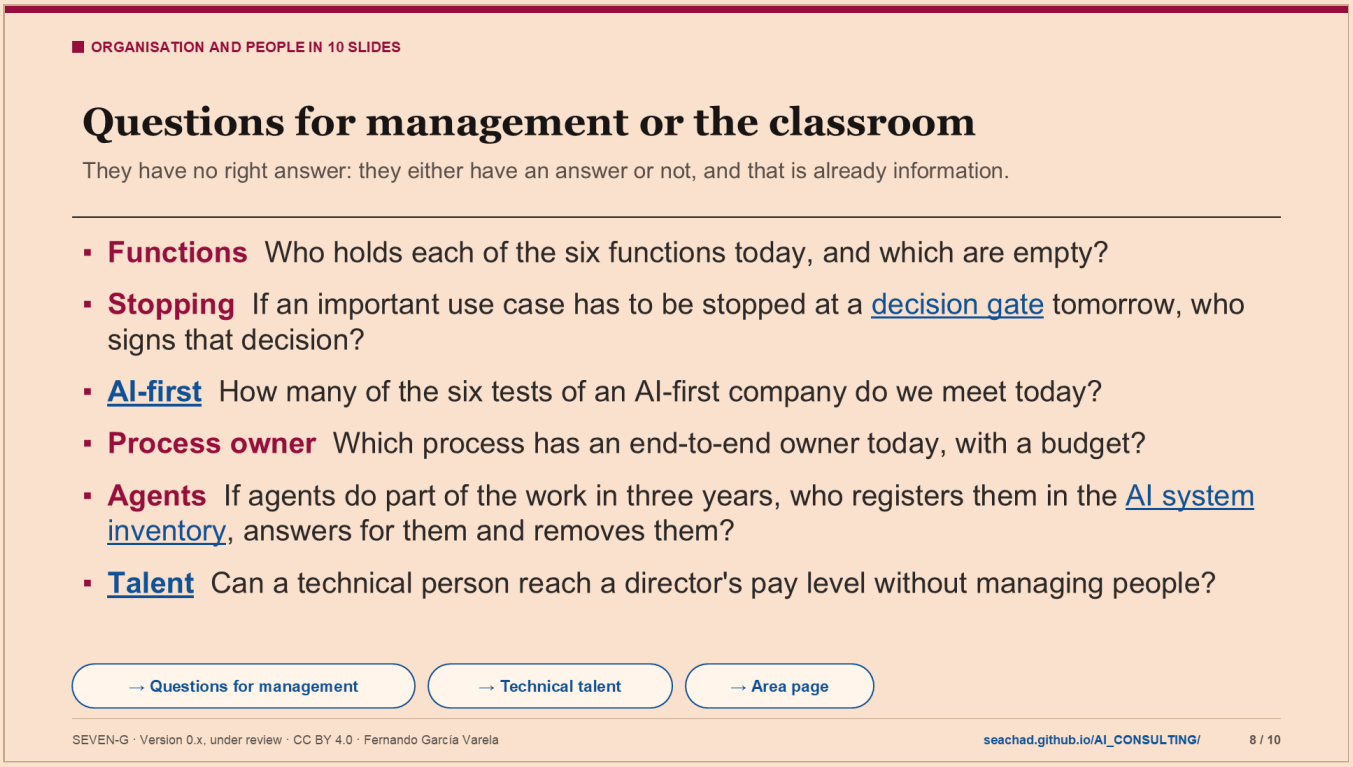
Two more mistakes, confirmed by the 2026 sources. One: giving AI tools to each employee and waiting for value to appear by itself. Value arrives when workflows, roles and decision rights are redesigned. Two: reassuring the workforce with promises that leadership does not know it can keep. That calms people for a while and destroys trust later. Leadership says what it knows, what it does not know and how it will decide (document 50, section 10.3; document 54, section 9.11).

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
- **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

SOURCES AND LINKS

- **Is an AI function needed? (document 54, §3.3)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html#3-3-is-an-ai-function-needed
- **Six signals of a badly set-up organisation (document 54, §3.5)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html#3-5-six-signals-that-the-organisation-is-badly-set-up
- **New roles and the authority rule (document 50, §4.2)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/50_SEVEN-G_Personas_y_organizacion.html#4-2-new-or-expanded-roles
- **Six signals of a bad set-up** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html#3-5-six-signals-that-the-organisation-is-badly-set-up
- **Where governance sits** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html#3-4-where-ai-governance-should-sit
- **Area page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/organizacion.html



Notes

The six questions come from documents 54 (section 10) and 50 (section 4.3). They work for a board session, a management committee or a class.

How to use them in the classroom: split the group into teams and give each one a real company they know from the press or from their work. Each team answers the six questions with what it knows and marks where it has no information. The missing answer is the finding.

What to look for in each answer:

- Functions. If coordination, control or verification has no holder, the company has pilots but no portfolio. If someone holds build and control at the same time, a mandatory separation is broken.
- Stopping. If the person who signs depends on whoever has to deliver, the decision will not be taken.
- AI-first. The six tests are: a single end-to-end owner, control proportionate to risk, a human owner for each agent, controls in the platform before production, cost per outcome and a decision trail. The controls test is usually the most urgent: a case in production without closed control is an open risk.
- Process owner. Without an owner with a budget, each function improves its own stretch.
- Agents. It is a question about the mixed workforce: who plans people and agents together.
- Talent. Without a technical career, the only way to grow is to leave technical work, and the company loses whoever knows it best.

Document 50 adds four more questions on technical talent: what share of technical work reached production last year, what the company has published that a candidate can see, how many hours a year each technical profile spends learning and why the last three technical people who left did so.

TERMS ON THIS SLIDE

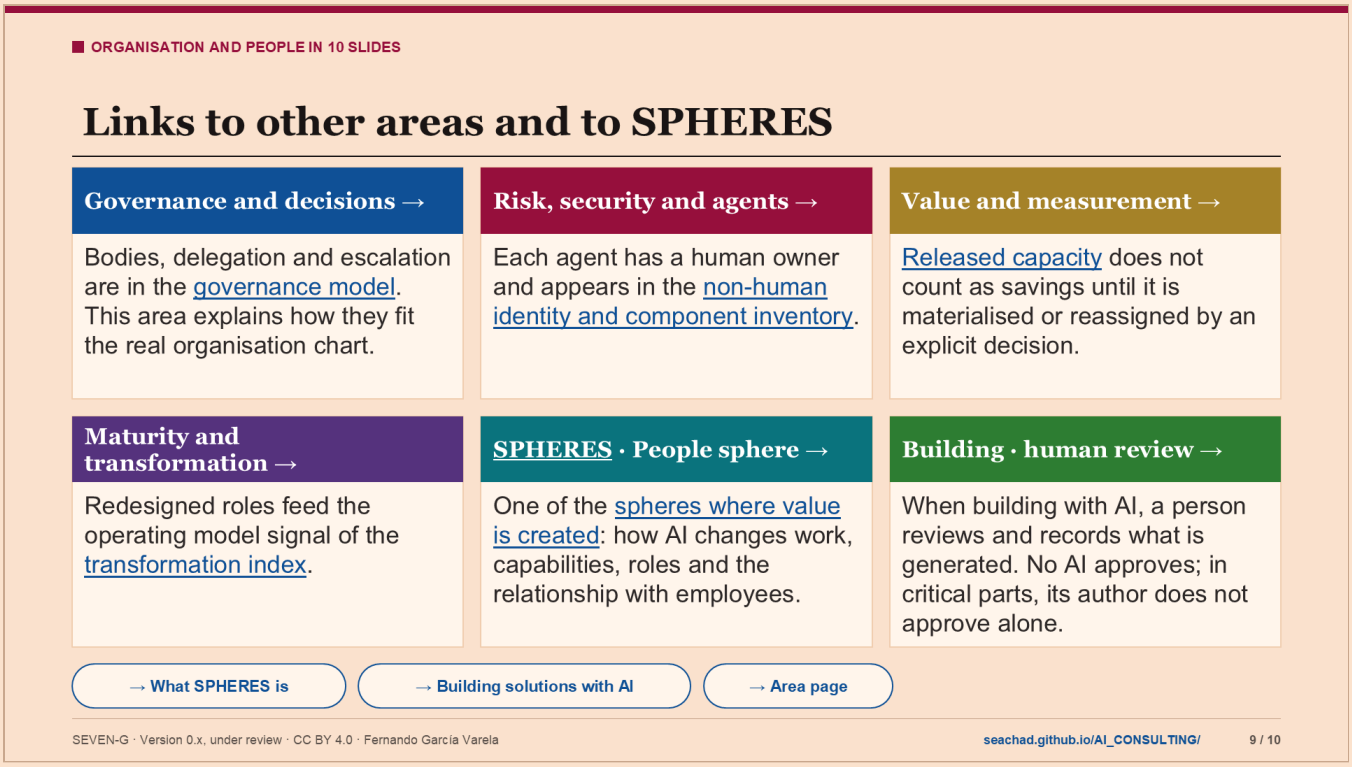
- **Decision gates** (G0–G7): At the end of each phase there is a gate: a moment when a body decides, with verified evidence, whether the use case continues, continues with conditions, iterates, pivots or stops. There are at most

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

- **Questions for a useful conversation (document 54, §10)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html#questions-for-a-useful-conversation
- **Technical talent (document 50, §4.3)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/50_SEVEN-G_Personas_y_organizacion.html#4-3-attracting-developing-and-retaining-technical-talent
- **Questions for management** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html#questions-for-a-useful-conversation
- **Technical talent** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/50_SEVEN-G_Personas_y_organizacion.html#4-3-attracting-developing-and-retaining-technical-talent
- **Area page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/organizacion.html



Notes

Organisation and people touches almost every other area. Four links are the most direct:

- Governance and decisions. Document 30 defines the bodies, their mandates, the delegation matrix and escalation. Document 54 does not replace it: it explains how those bodies fit into an organisation chart that already exists.
- Risk, security and agents. Test 3 of an AI-first company asks that every agent has a named human owner. In practice, the agent is registered and removed in the non-human identity inventory (P54).
- Value and measurement. Measurement rule 3 says that released capacity does not count as savings until it is materialised as lower real cost or explicitly reassigned. Without a decision, it does not count as value.
- Maturity and transformation. The redesigned roles indicator (PER-13) feeds the operating model signal of the transformation index. Changing work is part of transforming.

Two more links:

- SPHERES is the explanatory layer of the nine spheres and the three ambition levels. Its sphere 03, People, explains the three roles of people with regard to AI: recipients, subjects and promoters. The company's position on whether AI replaces, augments or reorganises work defines its culture and its ability to keep talent.
- Building the solution. SEVEN-G document 53 applies the same separation idea to AI-generated code: a competent person reviews and records each artefact before it is integrated, no AI approves, and for critical components whoever orchestrated the generation is not the only person who approves its integration.

Why it matters: read alone, the area looks like a human resources matter. Read with the others, it is the condition for governance, value and security to work.

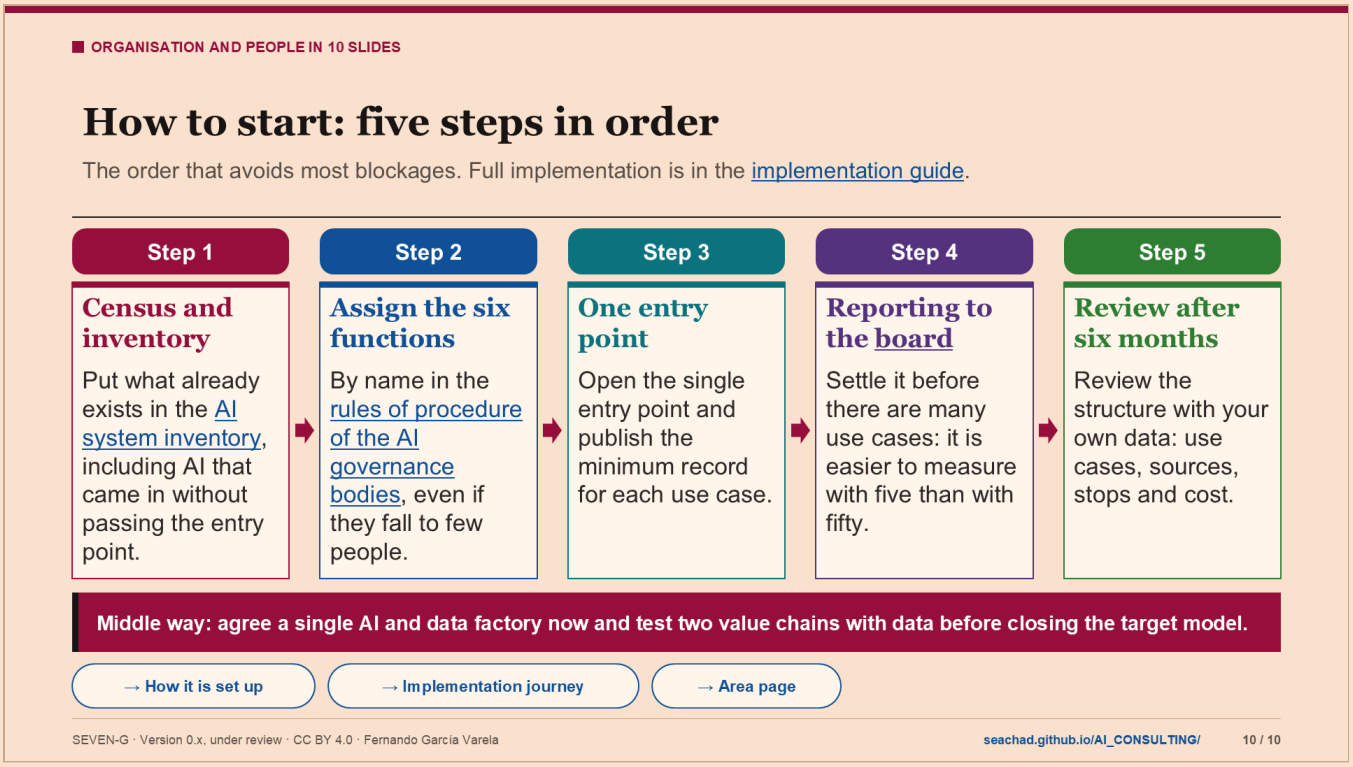
Question for the classroom: what do the separation of functions in governance and the human review of AI-generated code have in common?

TERMS ON THIS SLIDE

- **Governance model** (documento 30): Who decides what in AI: board, AI committee, AI office, risk and audit owners, with the three lines model (who does, who controls, who audits) and how it adapts to a small company. It avoids governance sitting inside whoever builds. The link opens the document. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#three-lines-model-applied-to-ai
- **Non-human identity and component inventory** (P54): A template listing the identities used by AI agents and services (accounts, keys, permissions) and the software components of each solution. An agent with too many permissions is an open door; this list makes it possible to review and remove them. The link opens the template. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P54_SEVEN-G_Inventario_de_identidades_no_humanas_y_componentes.html
- **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
- **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
- **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
- **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

SOURCES AND LINKS

- **Governance model (document 30)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html
- **Reassignment of released capacity (document 50, §6)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/50_SEVEN-G_Personas_y_organizacion.html#reassignment-of-released-capacity
- **SPHERES · Sphere 03 People** https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/02_SPHERES_Esferas_donde_se_genera_valor.html#sphere-03-people
- **Human review (document 53, §7.1)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/53_SEVEN-G_Construccion_de_soluciones_con_IA.html#7-1-human-review
- **What SPHERES is** https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/00_SPHERES_Que_es_y_para_que_sirve.html
- **Building solutions with AI** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/53_SEVEN-G_Construccion_de_soluciones_con_IA.html
- **Area page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/organizacion.html



Notes

Document 54 proposes this order because it avoids most blockages. It does not require creating any function or changing the organisation chart.

- Step 1. Census and inventory. The first task is usually to make visible what already exists before deciding the structure. It includes AI that came in without passing the entry point: AI included in products already contracted, unauthorised use and the free proof of concept.
- Step 2. Assign the six functions. They can be concentrated in few people; in a small company one person can hold three. What is not allowed is for a function to stay empty or for the pairs that must stay separate to be joined.
- Step 3. Open the single entry point and publish the minimum record, so that demand stops coming in through the sides.
- Step 4. Settle the reporting to the board before there are many use cases. The board sees the whole funnel, not only what is going well, and no figure goes without its status.
- Step 5. Review the structure after six months with your own data: how many use cases, from which sources, how many stopped and how much cost. Structure is better decided with that information than by comparing other companies' organisation charts.

In parallel, the people function can start with what is already mandatory: AI literacy for staff, organised by profiles, and training for human overseers before they oversee.

If the company wants to move towards the AI-first model, the author's proposal is the middle way in the highlighted band: it costs little and keeps the door open.

The implementation path (T23) orders the milestones according to each company's starting point. It works in the browser, with fictitious example data.

Question for the classroom: which of the five steps would be the hardest in your company, and why?

TERMS ON THIS SLIDE

- **Implementation guide** (documento 90): How SEVEN-G is started in a company: prerequisites, choice of implementation scope (Lite or Enterprise, not decided by size), minimum route, a 90-day plan and common mistakes. The link opens the scope choice in document 90. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/90_SEVEN-G_Guia_de_implantacion.html#choosing-the-implementation-scope
- **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
- **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
- **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

- **How it is set up in practice (document 54, §11)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html#how-it-is-set-up-in-practice
- **Only the factory or the phased combination (document 54, §9.8)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html#9-8-implications-of-deciding-only-the-factory-or-the-phased-combination
- **Training and AI literacy (document 23)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/23_SEVEN-G_Adopcion_y_cambio.html#training-and-ai-literacy
- **Organisation and people area page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/organizacion.html
- **How it is set up** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html#how-it-is-set-up-in-practice
- **Implementation journey** https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T23_recorrido_implantacion/recorrido.html
- **Area page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/organizacion.html

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