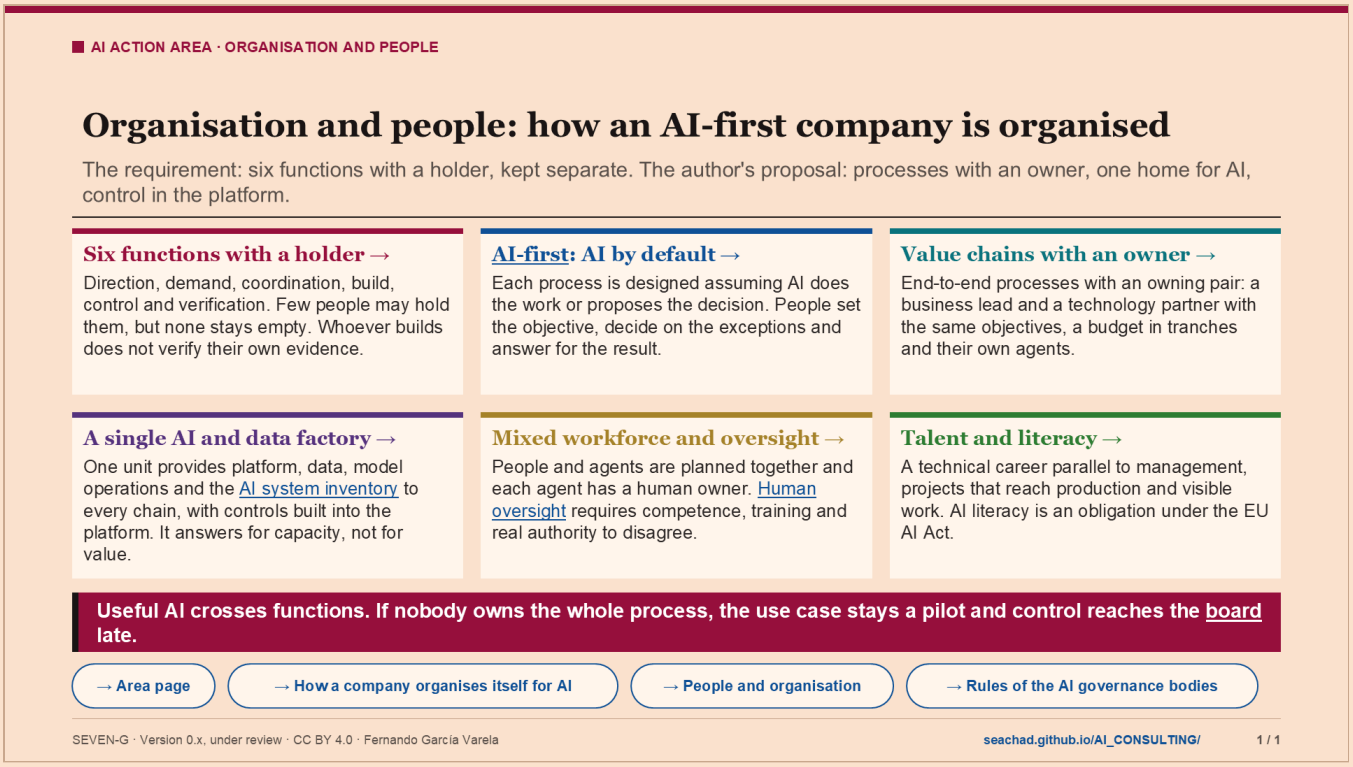

Notes

This slide summarises the «Organisation and people» area of SEVEN-G. It answers a question from management: how an AI-first company is organised and how it attracts and keeps technical talent. The starting idea is simple: useful AI lives in processes that cross several functions, and a function-based organisation chart holds it back.

It helps to separate two things. What SEVEN-G requires is short and clear. The rest is the author's proposal for a conversation in management or on the board, not a framework rule.

What the framework requires:

- Six functions with a holder: direction, demand and sponsorship, coordination and method, build and operation, control, and independent verification. In a small company one person can hold three, but none can stay empty.
- 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.
- Bodies and roles are assigned in writing to people who already exist, with the rules of procedure of the bodies (P38). SEVEN-G does not ask to change the organisation chart or to create a new function.
- Human oversight is exercised by people with competence, training and real authority to disagree. An overseer appraised on how quickly they accept proposals does not oversee.
- AI literacy is 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 (the capability plan, within the adoption and capacity plan, P20).

What the author proposes (document 54, section 9, and document 50, section 4.3):

- AI-first means «AI by default, people where it matters». It is not «AI in everything», nor replacing people as an objective, nor creating an AI function. It is checked with six tests, such as every agent

having a named human owner.

- The destination is end-to-end value chains, each with an owning pair. It is built on a single AI and data factory and started by a temporary office that closes after 24 to 36 months. The mixed workforce of people and agents is planned from day one.
- Technical talent is kept with six levers: a parallel technical career, projects that reach production, visible work, continuous learning, internal mobility and recognition linked to results.

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. And without stable technical talent, the company depends on suppliers to build and also to understand what it buys.

An example of what can be observed elsewhere, with a checked source: in insurance, Allianz describes seven agents that handle simple claims, but the payout is always decided by an accountable person. The whole process is redesigned; the decision about the customer and the money still belongs to a named person.

Question for the classroom: in your company, which process has an end-to-end owner today, with a budget, even though it crosses several functions?

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_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html#the-human-organisation-of-an-ai-first-company
- **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
- **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
- **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 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
- **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
- **Allianz · Project Nemo (2025)** https://www.allianz.com/en/mediacenter/news/articles/251103-when-the-storm-clears-so-should-the-claim-queue.html
- **EU AI Act (Regulation (EU) 2024/1689)** https://eur-lex.europa.eu/eli/reg/2024/1689/oj/eng
- **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

ORGANISATION AND PEOPLE IN 1 SLIDE

- **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
- **Rules of the AI governance bodies** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P38_SEVEN-G_Reglamento_de_los_organos_de_gobierno_de_IA.html

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