COURSE · MODULE 08

Module 08 · The board

What the board receives, what it decides and how it is checked that what was decided is carried out

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20	4	3	1
minutes	response formats for the board	cases in detail per session, at most	dashboard with the whole portfolio

IN THIS DOCUMENT

01 Objective

02 Key ideas

03 Guided tour

04 Exercise

05 Self-check

06 Next step

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01

Objective

By the end you will know which AI decisions belong to the board, how information is presented to it and how what it decides is recorded and followed up.

02

Key ideas

1. **The board does not approve technical projects: it takes business decisions.** It approves the AI thesis, the ambition per sphere, the risk appetite and the thresholds (C2); it approves Transform bets; it oversees every quarter.
2. **Business language and clear answers**: "yes", "yes, with one condition", "not yet, because ... is missing" or "no, because...".
3. **Few figures, and defensible ones.** Always with their status —validated, declared or estimated— and at most three cases in detail per session.

4. **What is decided is recorded and followed up.** Every decision and every recommendation has an identifier, an owner, a deadline and a status.

03

Guided tour

Step	What to open	What to look at
1	document 13, section 2	The C2 decision as a whole: what only the board can approve.
2	document 60, sections 4 and 5	The structure of the quarterly pack and the decision format.
3	document 61, sections 6 and 9	Questions per sphere and frequent difficult questions.
4	document 62, sections 4 and 10	The fields of a recommendation and the recorded decisions.
5	T17	The example dashboard: «What holds back scaling» (document 60, section 10.4) and «Where the impact is» (document 10, section 8) at the top of portfolio and value; then the funnel, the cases that left and why, and the transformation index. Click any header figure to see its cases.
6	T18 ("Board" view of the register)	The example decisions and recommendations.

04

Exercise

With the example dashboard (T17) in front of you, prepare three questions you would ask as a board director. One about value —what part of the net value is validated?—, one about risk, one about transformation and one about scaling —which barrier does the company tackle first, who moves it and by when?—. Then check in the "Board" view of the register whether any example decision answers those questions.

05

Self-check

1. At which two gates does the board intervene in a Transform bet?
2. How often, at a minimum, does the board receive AI information?
3. What is done with a board recommendation that nobody has fulfilled on time?
4. What should never be missing next to a value figure?

06

Next step

Module 09 · Implementing in layers · Course guide

Answers. 1) At G2, when authorising the bet, and at G7, if it is decided to scale. 2) Quarterly. 3) It stays open in the register, with its status and its new date, and goes back to the board: it does not disappear. 4) Its status (validated, declared or estimated) and its formula.