Board and management

What the board must see and which questions to ask.

> *"The board is not brought information: it is brought a decision. Every question ends in the register, with an owner and a date, and nothing is closed silently."*

WHAT IT IS

Deciding, not only informing

The board is accountable for the company's AI, but does not manage it. It receives packs on a fixed calendar: quarterly follow-up, yearly thesis and budget, yearly review and an extraordinary pack for a serious incident, a critical risk or a transformation bet.

Implication: What specific AI decision did your board take at its last meeting?

Risk: A board that only receives information approves by inertia and cannot stop anything.

WHAT IT PROPOSES

A short, verified pack

Decision first, information after. Business language, one single data source and a one-page summary. Management control validates the figures and the AI auditor verifies the evidence before sending; if it is not verified, no decision is requested. Someone who does not decide prepares it.

Implication: Who validates the figures that reach the board before it reads them?

Risk: Without verification, the board decides on forecasts as if they were facts.

HOW IT IS CHECKED

The decision register

Each decision and recommendation is recorded with a code, owner and date. Declared is not verified: an independent party assesses compliance, and only the body that issued a recommendation accepts its closure. Overdue items, discrepancies and repeated rescheduling raise alerts.

Implication: How many board recommendations on AI are still open, and since when?

Risk: Recommendations without follow-up are forgotten and the same problem returns to the meeting.

FOUR QUESTIONS FOR THE BOARD

1. **What decision are we asked for today, and what if we do not take it?**
   At least two options, one of them to do nothing or stop, with their cost, their risk and what is still unknown.
2. **Are we behind the competition?**
   The answer compares the company with itself over time. A comparison with the market is only valid with its source.
3. **What is not working?**
   A good pack says what is not working and what is still unknown, without waiting for the board to ask.
4. **Have our earlier recommendations been met?**
   A register with the status and independent assessment of each one. Nothing is closed until the body that issued it accepts the closure.

WHAT FAILS IF IT IS NOT GOVERNED

WHAT FAILS	LEVEL	WHAT TO DO
Meetings that inform but do not decide	HIGH	Put the decision requested on the first page
Figures reaching the board unverified	HIGH	Set the validation calendar before sending
Recommendations closed silently	HIGH	Record each recommendation with owner and date
Whoever prepares the pack defends their own case	MEDIUM	Separate who prepares the pack from who decides
Directors without basic AI training	MEDIUM	Give the board an AI training session
Long packs that nobody reads	LOW	Limit the summary to one page and three cases

FURTHER READING

Board pack
Document 60 · what the board sees and when

Guide to the board conversation
Document 61 · hard questions

Register of recommendations and decisions
Document 62 · follow-up until closure

Example board dashboard
Generated from the use case register

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