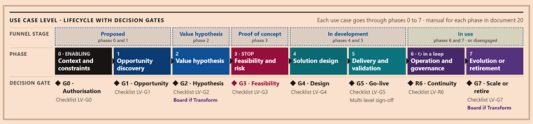
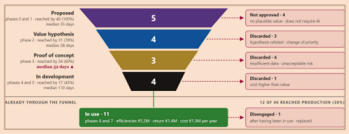
SEVEN-PHASE ENTERPRISE VALUE & GOVERNANCE

SEVEN-G: governing AI as a strategic asset

A method to implement, govern and measure a company's AI, and to know with evidence whether it transforms or only becomes more efficient.







AI is a strategic asset →

It is not one more technology. Its decisions belong to the board, the chief executive and the chief financial officer, not to technology alone.

The portfolio is a sales funnel →

Each use case moves through the portfolio funnel: mandatory stages, time in each one and reason for exit, in the use case register.

Value the board can believe →

The board dashboard (in Spanish) shows full cost against efficiencies and return, case by case, each figure with its status. "No data" is not zero.

Two levels of governance →

The company decides in the corporate cycle: diagnosis, direction, portfolio, oversight and annual review. Each use case goes through eight phases.

Stopping in time is a result →

Each gate requires results and verified evidence, and nobody approves their own work. The feasibility gate is the main stop gate.

Open and connected →

CC BY 4.0 licence. SPHERES explains the nine spheres and the three ambition levels; SEVEN-G applies them in its impact map.

SEVEN-G is an operating methodology to transform the company with AI: it decides where to invest, governs every use case and measures value with evidence.

→ What SEVEN-G is | → Example board dashboard (Spanish) | → The core: fourteen rules | → SPHERES: spheres and ambition levels

SEVEN-G · Version 0.x, under review · CC BY 4.0 · Fernando García Varela seachad.github.io/AI_CONSULTING/ 1 / 1

Notes

SEVEN-G stands for Seven-phase Enterprise Value & Governance: a phase 0 that authorises the use case, seven value phases and governance present in all of them. It is a complete method that lets a company, a consultancy or an independent professional implement, govern and measure AI, and answer with evidence a question that almost nobody can answer: is the company transforming with AI or only becoming more efficient? Both are legitimate. The problem starts when they are confused.

- AI is a strategic asset. It is not one more technology or one more product: it is an enabler, an accelerator and a transformer of the company. That is why its decisions belong to the board, the chief executive and the chief financial officer. The usual symptom is different: many pilots, few cases in production, value declared and never validated, and nobody who can stop a project. SEVEN-G starts from one premise: these problems are not about technology but about governance and measurement.
- Two levels of governance. In the corporate cycle, the board and senior management carry out the diagnosis (C1), set direction, ambition and risk appetite (C2), choose the portfolio (C3), oversee every quarter (C4) and review every year (C5). In the use case lifecycle, each use case goes through eight phases, from phase 0 (context and constraints) to phase 7 (evolution or retirement). The corporate cycle authorises and funds; each use case returns evidence.
- Decision gates. At the end of each phase there is a gate. To pass it, results and verified documentation are needed at the same time: this is dual validation. The possible outcomes are proceed, proceed with conditions, iterate, pivot or stop. Whoever builds does not control, and nobody approves themselves. The feasibility gate (G3) is the main stop gate: it is always decided separately, before the big spend. Stopping for a reason is a valid result: avoiding a bad investment also creates value.
- Value the board can believe. Every amount has a formula and a status: validated by management control or audit, declared by the area, or estimated. Efficiencies, return and recurring cost are kept apart. Freed capacity does not count as savings until it materialises. «No data» is not zero.

- The portfolio is a sales funnel. It is one of the most powerful ideas in the framework. A sales director does not manage opportunities one by one: they look at the funnel. SEVEN-G treats AI use cases the same way: to reach production, a use case must go through a mandatory set of stages, and the use case register (T01) says which stage each one is in, how long it has been there, what it costs, what is expected from it and, if it leaves, why. The chart on the right shows it: the stages in progress, the use cases that did not pass each stage with their reason and, at the end, those in use and those disengaged. The same register feeds the board dashboard (T17). The figures in the chart and in the site's example are fictitious.
- Open and connected. Documents, Word templates and tools are used at no cost and without sign-up, under CC BY 4.0 (content) and MIT (code), crediting Fernando García Varela. SPHERES is the explanatory layer of the impact map: nine spheres and three ambition levels (Optimise, Augment, Transform). How the solution is built with AI in the design and delivery phases is governed by SEVEN-G document 53: human review, traceability, testing and security, verified at the design gate (G4) and the go-live gate (G5).

What is non-negotiable fits in fourteen rules, the SEVEN-G core (N-01 to N-14). Everything else is applied in proportion to risk: Express, Lite or Enterprise intensity depending on the use case. And compared with the standards: ISO/IEC 42001 or the EU AI Act say what must exist; SEVEN-G puts it to work with investment and value discipline.

Question for the classroom: think of a company you know. How many AI pilots does it have, how many are in production, and who could stop them today?

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
- **Portfolio funnel**: A way of seeing all use cases as a sales funnel: mandatory stages (proposed, value hypothesis, test, development) until they reach use, with the use cases that did not pass each stage and why. It shows how much is stopped, where, and what is learned. The link opens the example funnel on the SEVEN-G entry page (fictitious data). https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/entrada/index.html#embudo
- **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
- **Board dashboard** (T17): A supervision dashboard generated from the use case register. It shows the board cost, validated versus declared value, the funnel, risks, incidents, adoption, maturity and what holds back scaling, with a «?» help on each card. It is for deciding, not just for informing. The link opens the example dashboard with fictitious data; the interface is in Spanish and the help texts are in both languages. https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T17_panel_consejo/ejemplo/salida/t01_Dashboard_Casos_Uso_IA_v8.html
- **Corporate cycle** (C1–C5): The company level of SEVEN-G: five stages repeated every year. Diagnosis (C1), direction with thesis and risk appetite (C2), portfolio (C3), quarterly oversight (C4) and annual review (C5). Senior management and the board lead it. It sets the frame each use case lives in: how much is wanted, how much risk is accepted and how it is overseen. The link opens its explanation in document 01. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#company-level-corporate-cycle
- **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

- **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
- **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
- **Ambition levels**: Three levels stating how much a company wants to change with each use case: Optimise (do the same better), Augment (extend what people can do) and Transform (change the business). Each level is decided, funded and measured differently. The link opens the SPHERES document that explains them with examples. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/01_SPHERES_Niveles_de_ambicion.html
- **Impact map** (T16): Component A of SEVEN-G: where and with what ambition AI acts. It is read as a grid of the portfolio, with the spheres in rows and Optimise, Augment and Transform in columns. Each cell shows use cases, investment, cost and value, and flags the gap against the ambition the board approved. It answers «where is the impact?». In the example board dashboard, look for the «Where the impact is» card (fictitious data, interface in Spanish). https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T17_panel_consejo/ejemplo/salida/t01_Dashboard_Casos_Uso_IA_v8.html

LINKS IN THE CHART

- Proposed · phases 0 and 1: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/00_SEVEN-G_Que_es_y_para_que_sirve.html#4-3-use-case-level-lifecycle-with-decision-gates
- Value hypothesis · phase 2: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/00_SEVEN-G_Que_es_y_para_que_sirve.html#4-3-use-case-level-lifecycle-with-decision-gates
- Proof of concept · phase 3: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/00_SEVEN-G_Que_es_y_para_que_sirve.html#4-3-use-case-level-lifecycle-with-decision-gates
- In development · phases 4 and 5: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/00_SEVEN-G_Que_es_y_para_que_sirve.html#4-3-use-case-level-lifecycle-with-decision-gates
- In use · phases 6 and 7 · or disengaged: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/00_SEVEN-G_Que_es_y_para_que_sirve.html#4-3-use-case-level-lifecycle-with-decision-gates
- Phase 0 · Context and constraints: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/20_SEVEN-G_Manuales_de_fase.html#phase-0-context-and-constraints
- Phase 1 · Opportunity discovery: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/20_SEVEN-G_Manuales_de_fase.html#phase-1-opportunity-discovery
- Phase 2 · Value hypothesis: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/20_SEVEN-G_Manuales_de_fase.html#phase-2-value-hypothesis
- Phase 3 · Feasibility and risk: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/20_SEVEN-G_Manuales_de_fase.html#phase-3-feasibility-and-risk
- Phase 4 · Solution design: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/20_SEVEN-G_Manuales_de_fase.html#phase-4-solution-design
- Phase 5 · Delivery and validation: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/20_SEVEN-G_Manuales_de_fase.html#phase-5-delivery-and-validation
- Phase 6 · Operation and governance: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/20_SEVEN-G_Manuales_de_fase.html#phase-6-operation-and-governance

- Phase 7 · Evolution or retirement: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/20_SEVEN-G_Manuales_de_fase.html#phase-7-evolution-or-retirement
- G0 · Authorisation: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#6-1-g0-authorisation
- Checklist LV-G0: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/22_SEVEN-G_Listas_de_verificacion_por_gate.html#lv-g0-authorisation
- G1 · Opportunity: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#6-2-g1-opportunity
- Checklist LV-G1: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/22_SEVEN-G_Listas_de_verificacion_por_gate.html#lv-g1-opportunity
- G2 · Hypothesis: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#6-3-g2-hypothesis
- Checklist LV-G2: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/22_SEVEN-G_Listas_de_verificacion_por_gate.html#lv-g2-hypothesis
- G3 · Feasibility: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#6-4-g3-feasibility
- Checklist LV-G3: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/22_SEVEN-G_Listas_de_verificacion_por_gate.html#lv-g3-feasibility
- G4 · Design: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#6-5-g4-design
- Checklist LV-G4: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/22_SEVEN-G_Listas_de_verificacion_por_gate.html#lv-g4-design
- G5 · Go-live: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#6-6-g5-go-live
- Checklist LV-G5: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/22_SEVEN-G_Listas_de_verificacion_por_gate.html#lv-g5-go-live
- Multi-level sign-off: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#multi-level-go-live-sign-off-g5
- R6 · Continuity: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#6-7-r6-continuity-review
- Checklist LV-R6: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/22_SEVEN-G_Listas_de_verificacion_por_gate.html#lv-r6-continuity-review
- G7 · Scale or retire: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#6-8-g7-scale-or-retire
- Checklist LV-G7: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/22_SEVEN-G_Listas_de_verificacion_por_gate.html#lv-g7-scale-or-retire

SOURCES AND LINKS

- **Document 00 · What SEVEN-G is and what it is for** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/00_SEVEN-G_Que_es_y_para_que_sirve.html
- **Document 01 · Phases and gates (section 6.1)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#6-1-summary-of-phases-and-gates
- **Document 01 · The SEVEN-G core (section 14.1)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#14-1-the-seven-g-core
- **Document 04 · Compared with the standards (section 5.1)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/04_SEVEN-G_Origenes_diferencias_y_por_que_es_abierto.html#5-1-compared-with-the-standards-seven-g-as-an-ai-operating-model
- **SPHERES · What it is and what it is for** https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/00_SPHERES_Que_es_y_para_que_sirve.html
- **Document 53 · Building solutions with AI** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/53_SEVEN-G_Construccion_de_soluciones_con_IA.html

SEVEN-G IN 1 SLIDE

- **What SEVEN-G is** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/entrada/index.html
- **The core: fourteen rules** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#14-1-the-seven-g-core
- **SPHERES: spheres and ambition levels** https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/00_SPHERES_Que_es_y_para_que_sirve.html

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