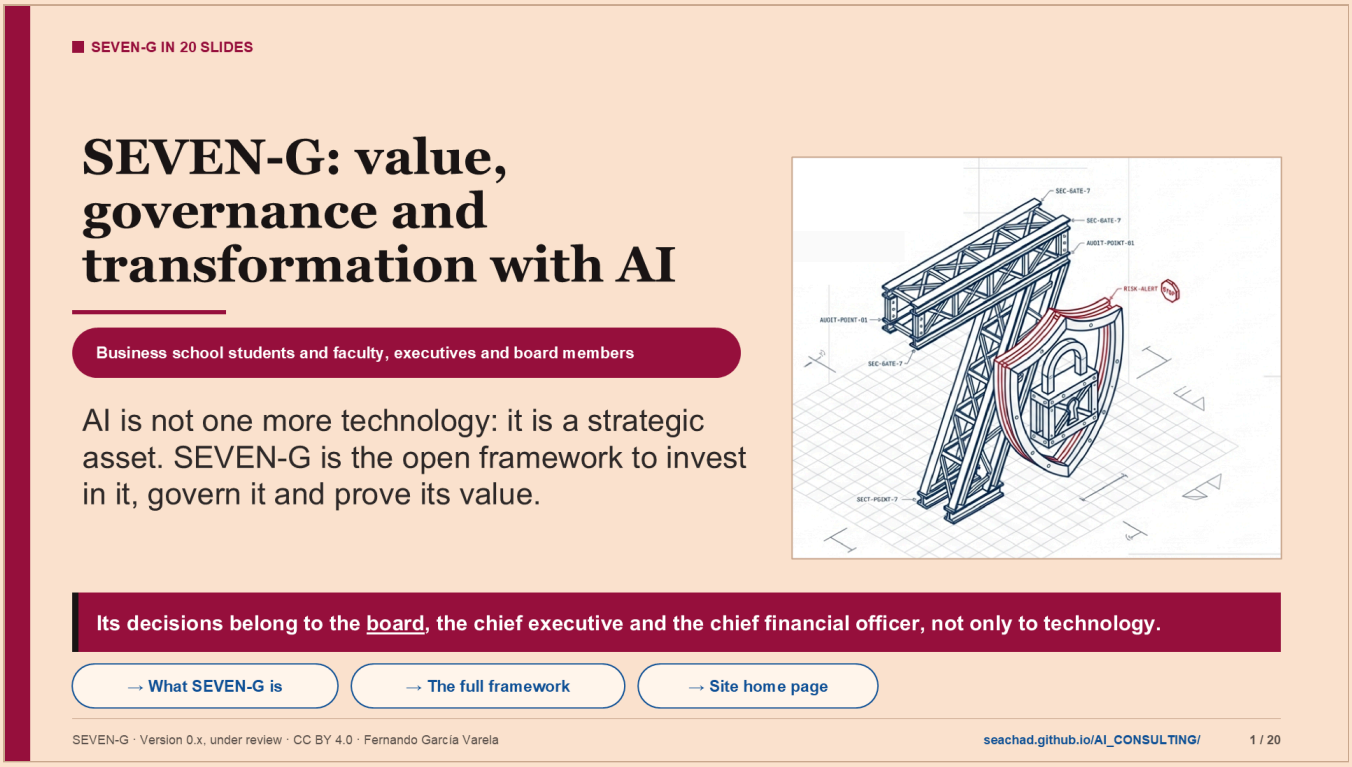


Notes

Central message: AI is not one more technology or one more product. It is an enabler, an accelerator and a transformer of the company. That is why it is a strategic asset, and its decisions (where to invest, how much risk to accept, when to stop) belong to the board, the chief executive and the chief financial officer, not only to the technology department.

SEVEN-G stands for Seven-phase Enterprise Value & Governance: a phase 0 that enables and seven value phases, with governance (G) present in all of them. It is a self-consulting framework: the company itself, or the consultancy that supports it, applies it without depending on the author.

This presentation covers the framework in twenty steps: the story, the board's questions, the model, the decision gates, the portfolio, risk, value, the board and implementation.

Example: a company buys licences for a generative AI assistant for all employees and treats it as an IT project. A year later nobody knows what value it has given or what data it has touched. With SEVEN-G that purchase is one more use case: it has an owner, a value hypothesis, recorded risks and a gate before the big spend.

Why it matters: if AI is governed as a tool, the company spends without knowing whether it is making progress. If it is governed as a strategic asset, the board can decide with figures.

The framework is by Fernando García Varela. The content is published under the CC BY 4.0 licence and the code under the MIT licence: anyone can use and adapt it free of charge, citing the authorship.

Classroom question: in your company, or in one you know, who decides about AI today: technology, the business or the board?

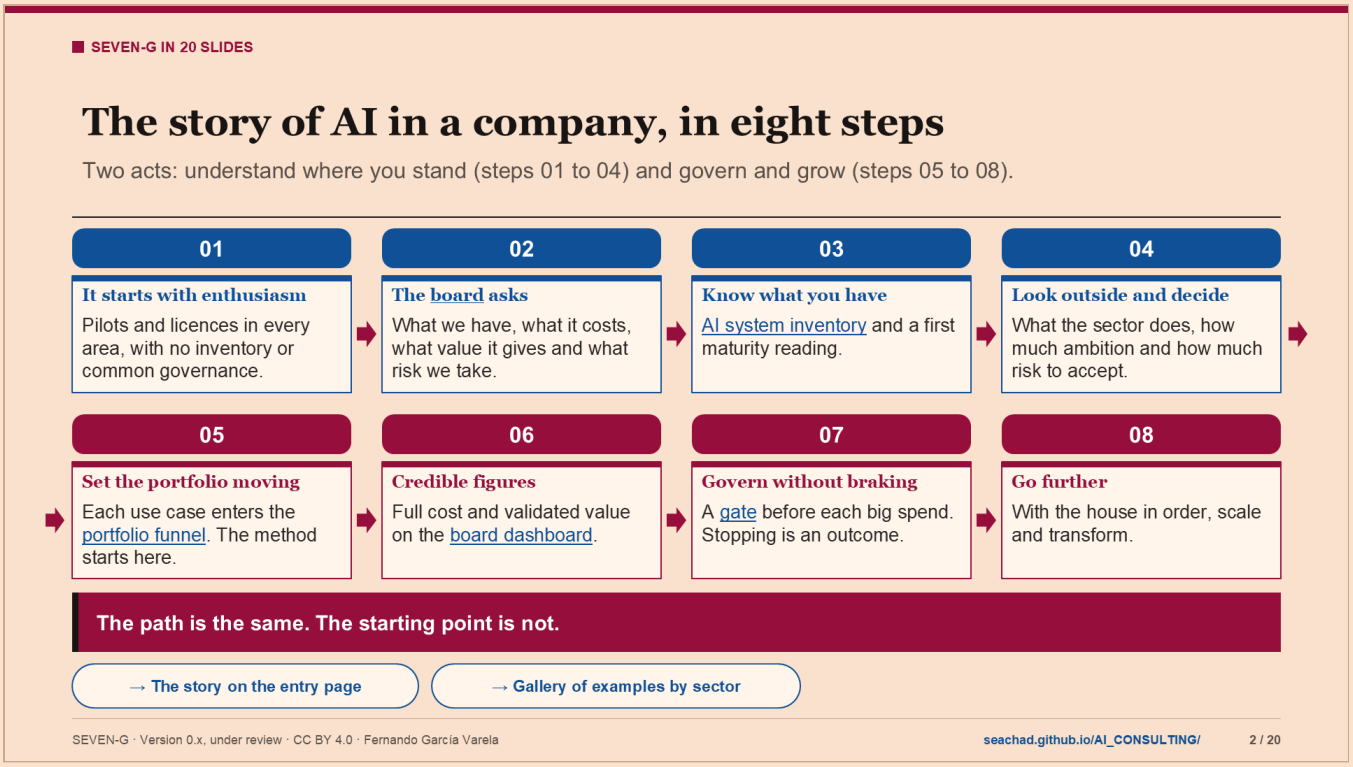
TERMS ON THIS SLIDE

- **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

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
- **SEVEN-G entry page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/entrada/index.html
- **CC BY 4.0 licence** https://creativecommons.org/licenses/by/4.0/deed.en
- **What SEVEN-G is** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/entrada/index.html
- **The full framework** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/00_SEVEN-G_Que_es_y_para_que_sirve.html
- **Site home page** https://seachad.github.io/AI_CONSULTING/en/index.html



Notes

The story sums up how AI reaches almost every company and where SEVEN-G comes in.

Act I, understand where you stand:

- 01. AI comes in through enthusiasm: pilots, licences and tests in every area, with no inventory or common governance.
- 02. The board starts to ask what there is, what it costs, what value it gives and what risk is taken. Nobody has the full answer.
- 03. First you must know what you have: the AI system inventory and a first maturity reading.
- 04. Then you look outside (what the sector does) and decide how much ambition and how much risk to accept.

Act II, govern and grow:

- 05. The portfolio starts to move like a funnel. The method starts here.
- 06. The board receives figures it can believe.
- 07. You govern without braking: a gate before each big spend, and stopping is a valid outcome.
- 08. With the house in order, the company goes further: it scales and transforms.

Why it matters: step 05 does not work without steps 03 and 04. Many companies start with the funnel or the tool and skip the inventory and the ambition decision. That is why they later do not know what to prioritise.

Example: two companies follow the same path; one starts from zero and the other has many pilots. The order of the milestones changes, the destination does not.

Classroom question: at which step is a company you know today? What does it need to move to the next one?

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
- **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
- **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
- **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
- **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

SOURCES AND LINKS

- **SEVEN-G entry page · Using AI in your company** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/entrada/index.html#historia
- **Document 96 · Starting points and implementation journey** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/96_SEVEN-G_Puntos_de_partida_y_recorrido_de_implantacion.html
- **The story on the entry page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/entrada/index.html#historia
- **Gallery of examples by sector** https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T17_panel_consejo/galeria/index.html



Notes

A board does not need to know how a language model works. It needs to answer six business questions, and each card leads to a site page with the answer in three ideas and where to see it.

- Progress: measured with the portfolio funnel (entries, conversions, times and stops).
- Profitable: measured with full cost against efficiencies and return, and only value that management control validates counts in the net figure.
- More: the impact map (spheres by ambition level) shows where there are gaps against the ambition the board approved.
- Transform: the transformation index separates evidenced transformation from declared transformation.
- Stop: each value hypothesis has stop criteria, and the feasibility gate (G3) is the main stop gate.
- Risk: each use case has a regulatory classification and assessed risks, and each risk level is accepted by a specific body.

Why it matters: these questions organise the whole framework. Each SEVEN-G document, template and tool helps to answer at least one of them.

Example: a board member asks what stops us from scaling AI. The guide for the conversation with the board (document 61) records this and other difficult questions, with how to answer them without presenting a forecast as certain.

Classroom question: if you could ask your management committee only one of these six questions, which one would you ask and why?

TERMS ON THIS SLIDE

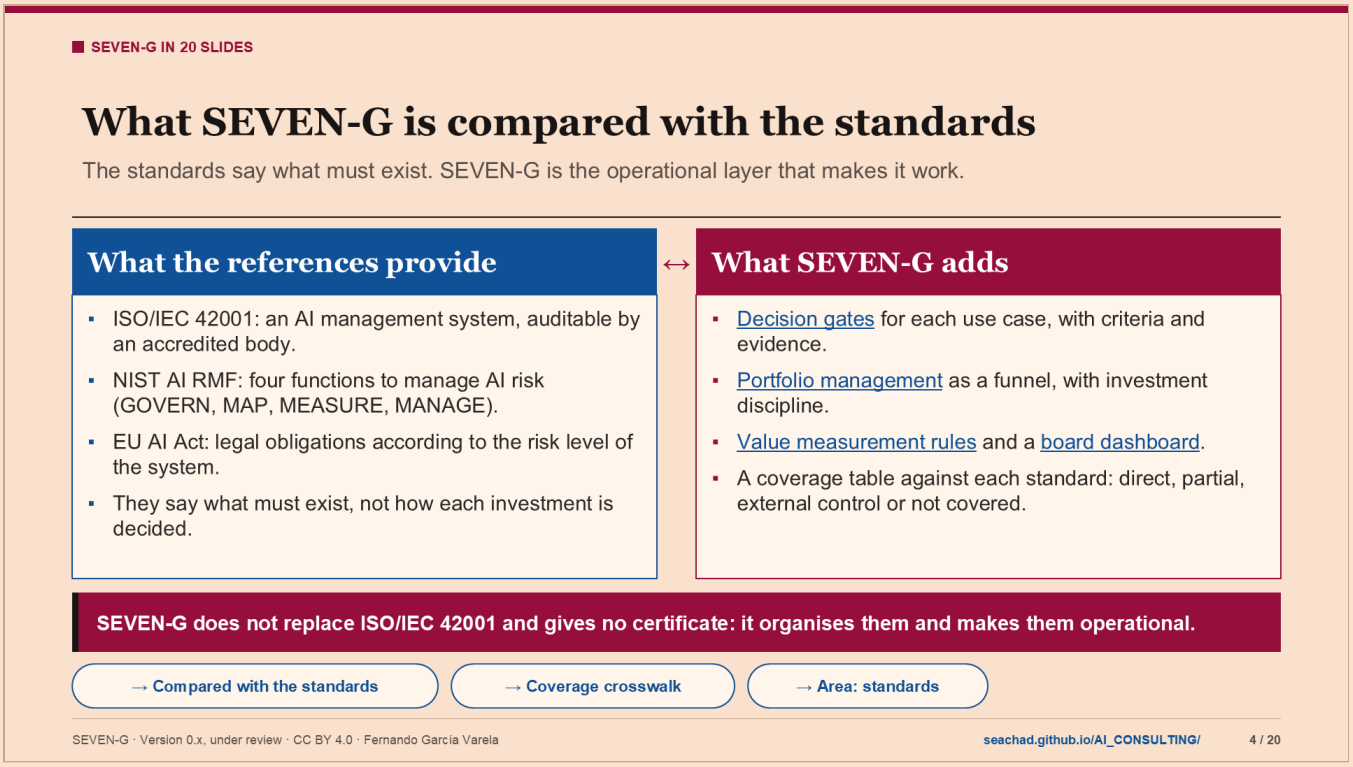
- **Board questions**: Six questions a board asks about AI: are we making progress?, are the use cases profitable?, can the company do more?, are we transforming or only gaining efficiency?, do we know when to stop?, and is risk

under control? Each one has its own page with the answer and where to see it. The link opens the questions on the SEVEN-G entry page. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/entrada/index.html#preguntas

- **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
- **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
- **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

SOURCES AND LINKS

- **Document 61 · Frequent difficult questions** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/61_SEVEN-G_Guia_de_conversacion_con_el_consejo.html#frequent-difficult-questions
- **Board conversation guide** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/61_SEVEN-G_Guia_de_conversacion_con_el_consejo.html



Notes

A frequent question in the classroom is whether SEVEN-G competes with the standards. It does not compete: it organises them.

- ISO/IEC 42001 defines an AI management system. An accredited body can audit it and issue a certificate.
- The NIST AI RMF organises AI risk management into four functions: GOVERN, MAP, MEASURE and MANAGE.
- The EU AI Act sets legal obligations according to the risk level of the system.
- Other related standards are ISO/IEC 38507 (governance of AI by the governing body), ISO/IEC 23894 (risk management) and ISO/IEC 42005 (impact assessment).

What these references do not say is how to decide, use case by use case, whether an AI investment goes ahead, is corrected or is stopped, or how to prove its value to the board. That is the layer that SEVEN-G adds: decision gates, portfolio, value measurement and the board dashboard.

Document 34 has a versioned coverage crosswalk: for each clause or article it says whether SEVEN-G covers it directly or partially, whether it requires an external control or whether it does not cover it. The gaps are stated, not hidden.

Why it matters: a company that already works with ISO/IEC 42001 does not have to choose. It can use SEVEN-G as its operating model and feed its evidence into the management system.

What SEVEN-G is not: it does not replace a standard, it gives no certificate and it is not legal advice.

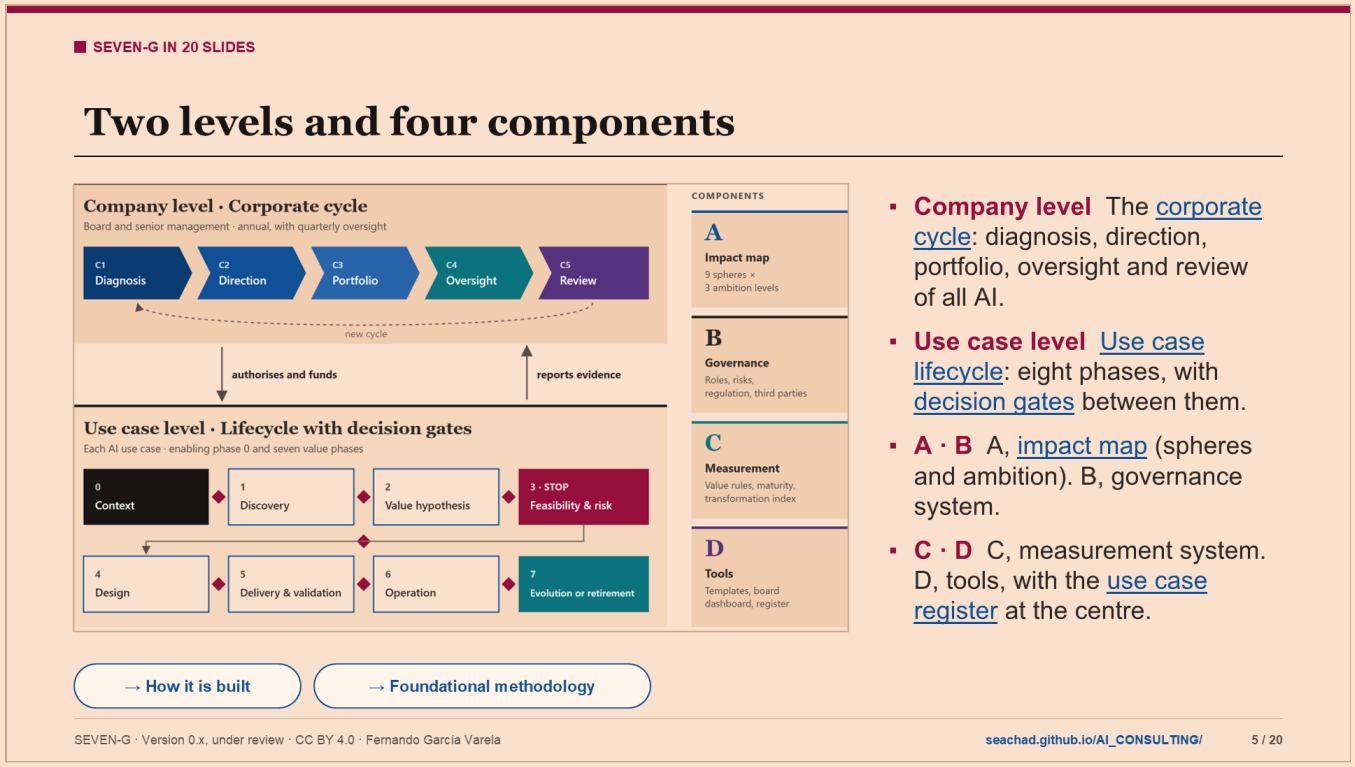
Classroom question: what risk does a company run if it holds an ISO/IEC 42001 certificate but does not know what value each AI use case gives it?

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
- **Portfolio management** (documento 14): How all use cases are managed as a portfolio: a single entry door, prioritisation, budget envelopes, funding in tranches, traffic lights and regularisation of what was already running before the framework. It means investing on criteria, not on who pushes hardest. The link opens the document. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/14_SEVEN-G_Gestion_de_cartera.html
- **Value measurement rules** (documento 40): The rules that make an AI value figure credible: full cost, amount statuses, released capacity that is not counted, «no data» that is not zero, NPV as the only criterion, non-quantified value reported separately and three perspectives never merged. It is the basis of what the board sees. The link opens the rules in document 40. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/40_SEVEN-G_Reglas_de_medicion_del_valor.html#the-ten-measurement-rules
- **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

SOURCES AND LINKS

- **Document 04 · Compared with the standards** 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
- **Document 34 · Coverage crosswalk** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/34_SEVEN-G_Mapeo_regulatorio.html#9-1-coverage-crosswalk-standards-and-regulation-seven-g
- **ISO/IEC 42001** https://www.iso.org/standard/42001
- **NIST AI RMF 1.0** https://www.nist.gov/publications/artificial-intelligence-risk-management-framework-ai-rmf-10
- **Regulation (EU) 2024/1689 on AI** https://eur-lex.europa.eu/eli/reg/2024/1689/oj/eng
- **Compared with the standards** 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
- **Coverage crosswalk** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/34_SEVEN-G_Mapeo_regulatorio.html#9-1-coverage-crosswalk-standards-and-regulation-seven-g
- **Area: standards** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/normas.html



Notes

SEVEN-G works at two levels that feed each other.

- Company level: the corporate cycle C1 to C5. It is the annual cycle in which management and the board diagnose, set the direction, manage the portfolio, oversee and review. It deals with all of the company's AI at once.
- Use case level: the lifecycle of each specific use case, with phases 0 to 7 and a decision gate at the end of each phase.

And it has four components:

- A. Impact map: nine spheres where AI creates or enables value, and three ambition levels.
- B. Governance system: bodies, roles, segregation of duties and gates.
- C. Measurement system: value rules, full cost, maturity and the transformation index.
- D. Tools: the use case register (T01) is the source of truth; the calculators, the diagnosis and the board dashboard read from it.

Why it matters: the company level without the use case level is a strategy without execution. The use case level without the company level is a sum of projects without direction. The board's decision in the direction stage (C2), with the ambition and the risk appetite, sets the criteria with which each gate is decided.

Example: in the direction stage (C2), the board decides that it wants to transform the customer sphere. From that moment, a use case in that sphere with the Transform ambition needs board approval at the hypothesis gate (G2) and the scaling or retirement gate (G7).

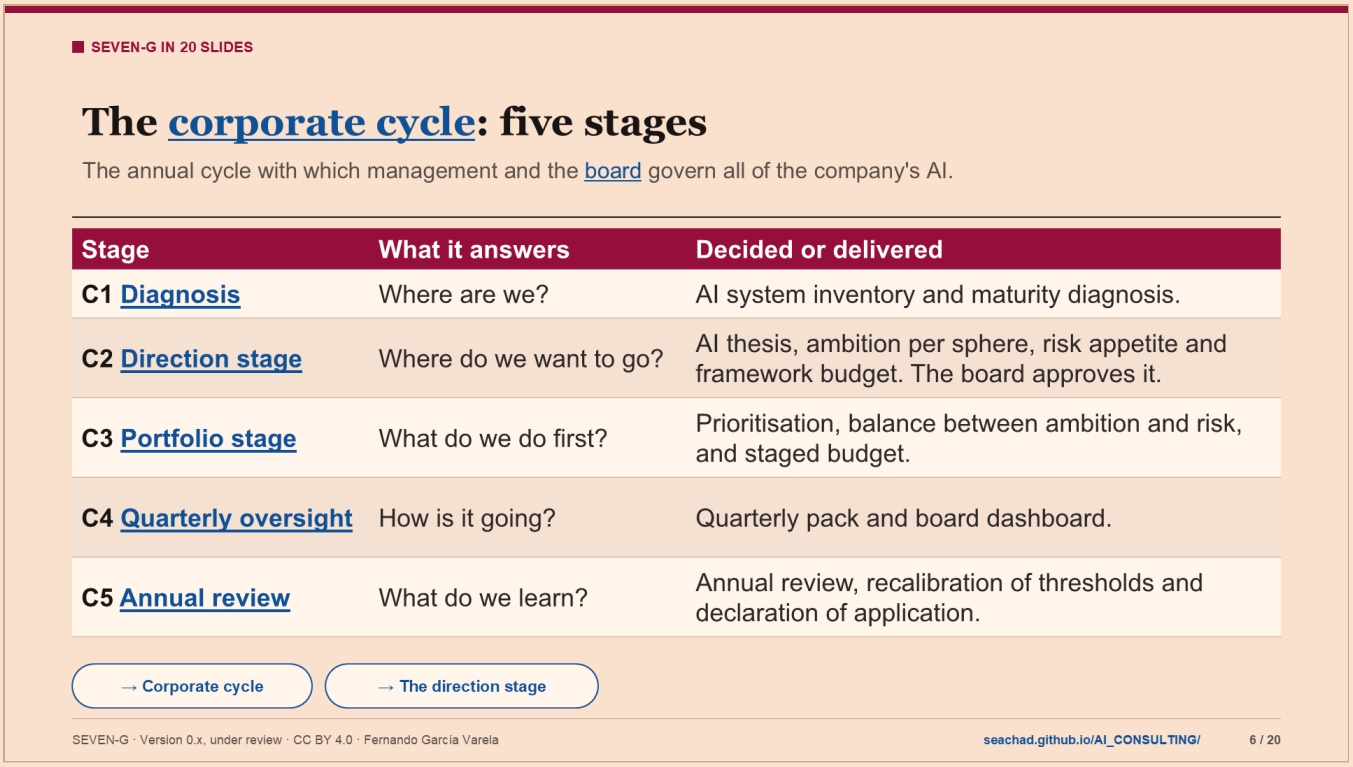
Classroom question: which level is usually missing more in companies: the corporate level or the use case level?

TERMS ON THIS SLIDE

- **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
- **Use case lifecycle**: The path of each AI use case: eight phases (0 to 7), from context to evolution or retirement, with a decision gate at the end of each phase. No phase or gate is skipped; depending on intensity, some are grouped. The use case team and its sponsor go through it; the governance bodies decide. The link opens its explanation in document 01. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#use-case-level-lifecycle
- **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
- **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
- **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

SOURCES AND LINKS

- **Document 00 · How the framework is built** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/00_SEVEN-G_Que_es_y_para_que_sirve.html#how-the-framework-is-built
- **Document 01 · Foundational methodology** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html
- **Document 03 · Tools and use case register** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/03_SEVEN-G_Herramientas_y_registro_de_iniciativas.html
- **How it is built** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/00_SEVEN-G_Que_es_y_para_que_sirve.html#how-the-framework-is-built
- **Foundational methodology** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html



Notes

The corporate cycle is the part of SEVEN-G that belongs to management and the board.

- C1 Diagnosis: you learn what AI there is (inventory, including the AI that comes inside purchased products) and what maturity the company has, with the maturity diagnosis (T15).
- C2 Direction: the board approves the decision that guides everything else. It has twelve components, among them the AI thesis, the ambition per sphere, the risk appetite, the investment thresholds, the horizon and discount rate and the framework budget.
- C3 Portfolio: the AI office and committee prioritise use cases and allocate the budget by stages, not all at once.
- C4 Oversight: each quarter the board receives a pack with the dashboard, risks, incidents and the decisions requested from it.
- C5 Review: once a year the lessons learned are reviewed, the thresholds are recalibrated and the company can declare that it applies SEVEN-G.

Why it matters: without C2 there is no common criterion. Each area decides with its own threshold and the board cannot compare. That is why, during implementation, if the board does not approve C2, no Transform use cases are approved.

Example: in C2 the board sets an investment threshold. Above that threshold, a use case moves to Enterprise intensity, with more evidence and more control.

Classroom question: which of the twelve components of C2 seems hardest to agree on in a real board, and why?

TERMS ON THIS SLIDE

- **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

- **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
- **Diagnosis** (C1): The first stage of the corporate cycle. The company looks at where it stands: what AI it uses (including unauthorised use), which use cases are under way, its maturity and its risks. The AI office does it with the management sponsor. Without this starting point, the thesis and the portfolio are decided blind. The link opens the diagnosis report template (P33). https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P33_SEVEN-G_Informe_de_diagnostico_C1.html
- **Direction stage** (C2): The second stage of the corporate cycle. The board approves the AI thesis (what the company wants AI for), the ambition per sphere, the risk appetite, the budget envelope and the thresholds the whole framework will use. It is the decision that gives meaning to the rest: without it, each use case is approved on its own criteria. The link opens how that decision is taken in document 13. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#the-c2-decision-as-a-whole
- **Portfolio stage** (C3): The third stage of the corporate cycle. With the thesis approved, the AI committee decides which use cases go in, in what order and with how much money, and what is regularised among what was already under way. It is recorded in the portfolio plan (P36). It means investing where the value is, not where someone pushes hardest. The link opens the stage in document 14. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/14_SEVEN-G_Gestion_de_cartera.html#stage-c3-portfolio
- **Quarterly oversight** (C4): The fourth stage of the corporate cycle. Each quarter, the board receives a pack with the state of the portfolio, validated value, risks, incidents and what holds back scaling, and it decides. It lets the board oversee AI with the same discipline as the rest of the business. The link opens the quarterly pack in document 60. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/60_SEVEN-G_Paquete_para_el_consejo.html#3-1-quarterly-oversight-pack-c4
- **Annual review** (C5): The fifth stage of the corporate cycle. Once a year, the company reviews whether the thesis was met, how much value was realised, how maturity changed, what it learned and which thresholds it recalibrates; the bodies assess themselves. It is recorded in template P37. It closes the cycle and opens the next. The link opens the annual pack in document 60. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/60_SEVEN-G_Paquete_para_el_consejo.html#3-3-annual-review-pack-c5

SOURCES AND LINKS

- **Document 14 · Portfolio management** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/14_SEVEN-G_Gestion_de_cartera.html
- **The direction stage** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html



Notes

Component A of SEVEN-G is the impact map. SPHERES is the methodology that explains it in more detail and answers three questions: where do we play?, with what ambition? and what do we ask?

The nine spheres fall into four types:

- Where value is created (01 to 04): customer, product and service, people and operations.
- Enablers (05 to 07): data, knowledge and decision. They do not give value on their own, but without them the others do not scale.
- Boundaries (08): regulation, ethics and accountability.
- Meta-sphere (09): AI governance.

The three ambition levels are Optimise (do the same with less), Augment (do more or better with the same people) and Transform (change the process, the offer or the business model). They are not a ladder: a company can want to Optimise operations and Transform the customer relationship at the same time.

Why it matters: the ambition changes the gate criteria. An Optimise use case must show a non-negative NPV at the feasibility gate (G3); a Transform use case does not need to at that moment, but it needs board approval at the hypothesis gate (G2) and the scaling or retirement gate (G7).

Example: an assistant that summarises case files is Optimise in operations. A new service that exists only thanks to AI is Transform in product and service.

Classroom question: choose a well-known company. In which sphere would you place its main AI bet, and with what ambition?

TERMS ON THIS SLIDE

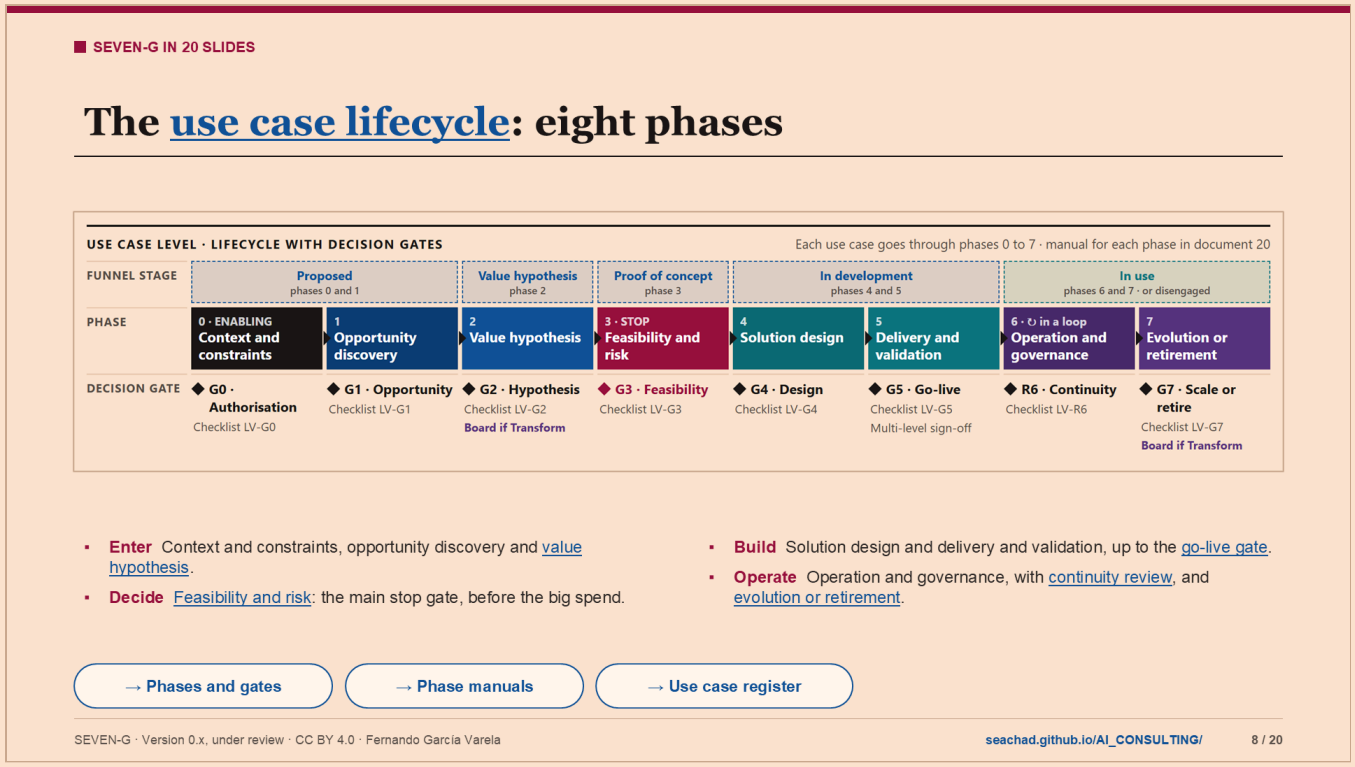
- **Spheres where value is created** (esferas 01–04): The four spheres in which AI creates direct business value, such as the customer relationship, operations or the product. For each one, the document gives examples by

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

- **Enabling spheres** (esferas 05–07): The three spheres that do not create value on their own but make it possible, such as data, technology and people. Without them, use cases in the value spheres stay as pilots. The document explains each one with examples and questions. The link opens the SPHERES document. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/03_SPHERES_Esferas_habilitadoras.html
- **Regulation, ethics and accountability** (esfera 08): The sphere of limits: what regulation requires, what the company considers acceptable and who answers for what AI does. It produces no direct value, but without it value is not sustainable. It is assessed with four grades. The link opens the sphere in SPHERES. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/04_SPHERES_Regulacion_y_gobierno_de_la_IA.html#sphere-08-regulation-ethics-and-accountability
- **AI governance** (esfera 09): The meta-sphere: how the company governs its own AI, that is, who decides, how it is measured and how the other spheres are controlled. It is the one SEVEN-G develops in detail. It is assessed with four grades. The link opens the sphere in SPHERES. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/04_SPHERES_Regulacion_y_gobierno_de_la_IA.html#sphere-09-ai-governance
- **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

SOURCES AND LINKS

- **SPHERES 00 · What SPHERES 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 10 · The three ambition levels** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/10_SEVEN-G_Mapa_de_esferas_y_niveles_de_ambicion.html#the-three-ambition-levels
- **Document 01 · Criteria differentiated by ambition** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#7-6-criteria-differentiated-by-ambition-level
- **SPHERES: what it is** https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/00_SPHERES_Que_es_y_para_que_sirve.html
- **Sphere map** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/10_SEVEN-G_Mapa_de_esferas_y_niveles_de_ambicion.html
- **Area: strategy and investment** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/estrategia.html



Notes

Each AI use case goes through eight phases. At the end of each one there is a decision gate.

- Phase 0, context and constraints (G0, authorisation): what is to be done, who sponsors it and what limits apply.
- Phase 1, opportunity discovery (G1, opportunity).
- Phase 2, value hypothesis (G2, hypothesis): a falsifiable hypothesis, with a baseline and stop criteria.
- Phase 3, feasibility and risk (G3, feasibility): regulatory classification, risks, full costs and real data. It is the main stop gate.
- Phase 4, solution design (G4, design).
- Phase 5, delivery and validation (G5, go-live), with a multi-level sign-off.
- Phase 6, operation and governance, with the periodic continuity review (R6).
- Phase 7, evolution or retirement (G7, scale or retire).

No phase or gate is skipped. What changes with the intensity (Express, Lite or Enterprise) is which criteria are assessed and which sessions are grouped.

Each phase has its manual (document 20) with objective, activities, evidence templates and frequent errors. Everything is kept in the use case register (T01).

Why it matters: the cycle turns an idea into a series of small, reversible decisions. Money is committed by stages and each stage requires evidence.

Example (fictitious): a demand forecasting model reaches phase 3. With real data, its accuracy does not improve on the current method. The feasibility gate (G3) stops it before it is built.

Classroom question: why do you think operation (phase 6) is part of the cycle and not a step after the project?

TERMS ON THIS SLIDE

- **Use case lifecycle**: The path of each AI use case: eight phases (0 to 7), from context to evolution or retirement, with a decision gate at the end of each phase. No phase or gate is skipped; depending on intensity, some are grouped. The use case team and its sponsor go through it; the governance bodies decide. The link opens its explanation in document 01. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#use-case-level-lifecycle
- **Value hypothesis** (fase 2): The phase in which the use case writes down how much value it expects, how it will measure it, against which baseline and with which stop criterion. It ends at the hypothesis gate (G2). It matters because, without a measurable hypothesis, nobody will ever know whether the use case worked. The link opens the phase manual in document 20. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/20_SEVEN-G_Manuales_de_fase.html#phase-2-value-hypothesis
- **Feasibility and risk** (fase 3): The phase in which a limited test checks whether the use case is technically and economically feasible, it is classified under regulation and its risks are recorded. It ends at the feasibility gate (G3), the main stop gate before the big spend. It is where stopping in time saves the most money. The link opens the phase manual in document 20. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/20_SEVEN-G_Manuales_de_fase.html#phase-3-feasibility-and-risk
- **Go-live gate** (G5): The gate that authorises using the AI system with real users, customers or data. It requires validation and pilot passed, a tested rollback plan and multi-level sign-off (business, technology, risk). Nothing goes into production without this sign-off. 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#6-6-g5-go-live
- **Continuity review** (R6): A periodic review of a use case in production: quarterly in Enterprise, half-yearly in Lite and yearly in Express. It checks whether value is still arriving and whether there is drift, incidents or regulatory change. A deviation brings forward the scale or retire decision (G7). It is prepared with pack P65. 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#6-7-r6-continuity-review
- **Evolution or retirement** (fase 7): The phase in which the future of a use case in production is decided: scale it to more units, improve it or retire it in an orderly way. The scale or retire gate (G7) closes it. It lets what works grow and what does not be switched off in time. The link opens the phase manual in document 20. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/20_SEVEN-G_Manuales_de_fase.html#phase-7-evolution-or-retirement

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

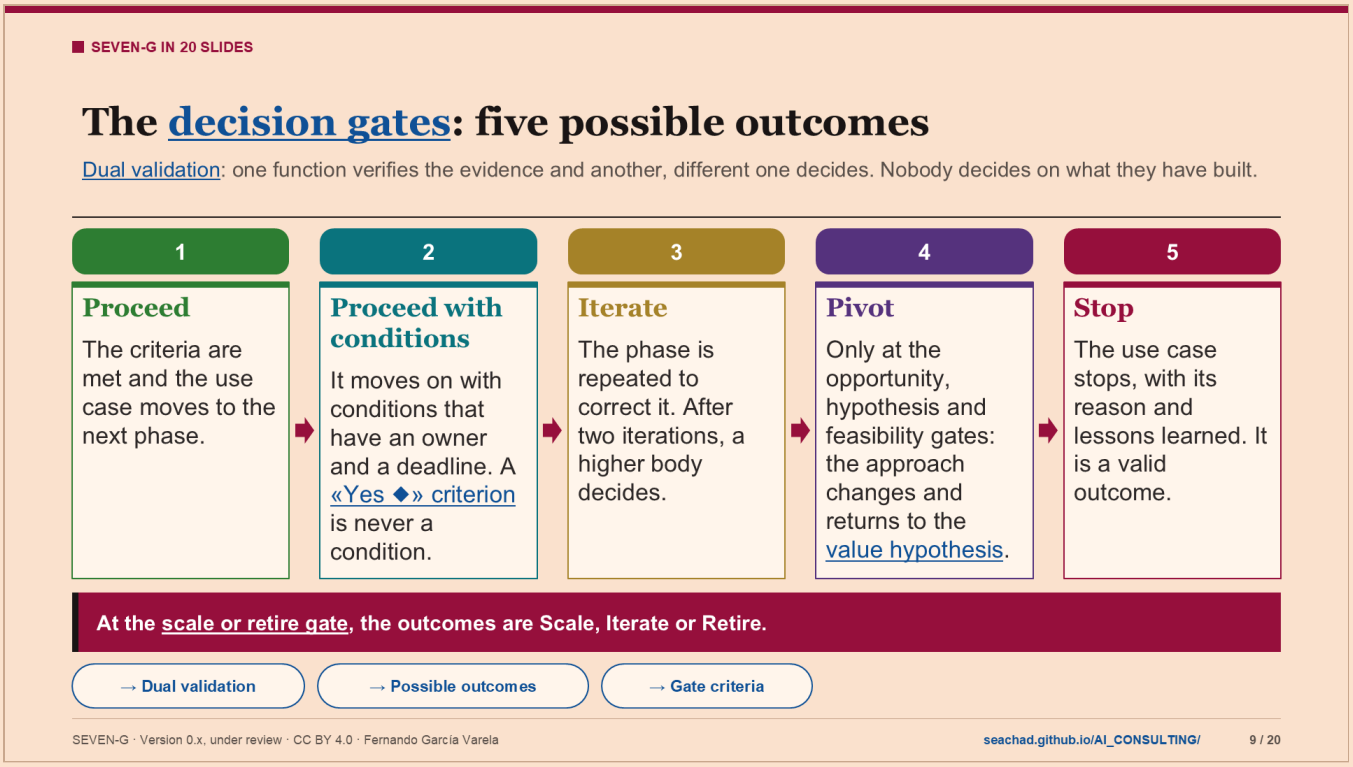
- Phase 4 · Solution design: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/20_SEVEN-G_Manuales_de_fase.html#phase-4-solution-design
- Phase 5 · Delivery and validation: https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/20_SEVEN-G_Manuales_de_fase.html#phase-5-delivery-and-validation
- 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 01 · Summary of phases and gates** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#6-1-summary-of-phases-and-gates
- **Document 20 · Phase manuals** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/20_SEVEN-G_Manuales_de_fase.html

SEVEN-G IN 20 SLIDES

- **Template P08 · Value hypothesis canvas** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P08_SEVEN-G_Lienzo_de_hipotesis_de_valor.html
- **Phases and gates** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#6-1-summary-of-phases-and-gates
- **Phase manuals** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/20_SEVEN-G_Manuales_de_fase.html
- **Use case register** https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T01_registro_iniciativas/registro.html



Notes

A decision gate is a short meeting, or a written decision, in which the evidence for the phase is checked and a decision is taken on what happens to the use case.

Dual validation: one function verifies that the evidence exists and meets the criteria (the AI office or the AI auditor, depending on the intensity) and another, different function decides (the sponsor, the committee or the board, depending on the gate and the ambition). Whoever builds the use case neither verifies nor decides on it.

The criteria for each gate are in document 21. Some criteria are mandatory and some are marked «Yes ◆»: these can never be left as a pending condition, because they are the ones that protect the company.

Iterate is easy to explain: in phase 2 the value hypothesis gives an insufficient saving, but one that can be corrected. The gate asks for the phase to be redone. If after two iterations the problem remains, the decision goes up to a higher body, because the problem is probably fundamental.

Pivot is only allowed at the opportunity (G1), hypothesis (G2) and feasibility (G3) gates: the approach changes and the use case returns to phase 2. At the scaling or retirement gate (G7), at the end of the cycle, the outcomes are Scale, Iterate or Retire.

Why it matters: the separation between who verifies and who decides prevents a use case from moving forward only because its promoter is in a hurry.

Frequent error: approving with conditions what should be Iterate, and not checking later whether the conditions were met. An expired condition turns the outcome into Iterate.

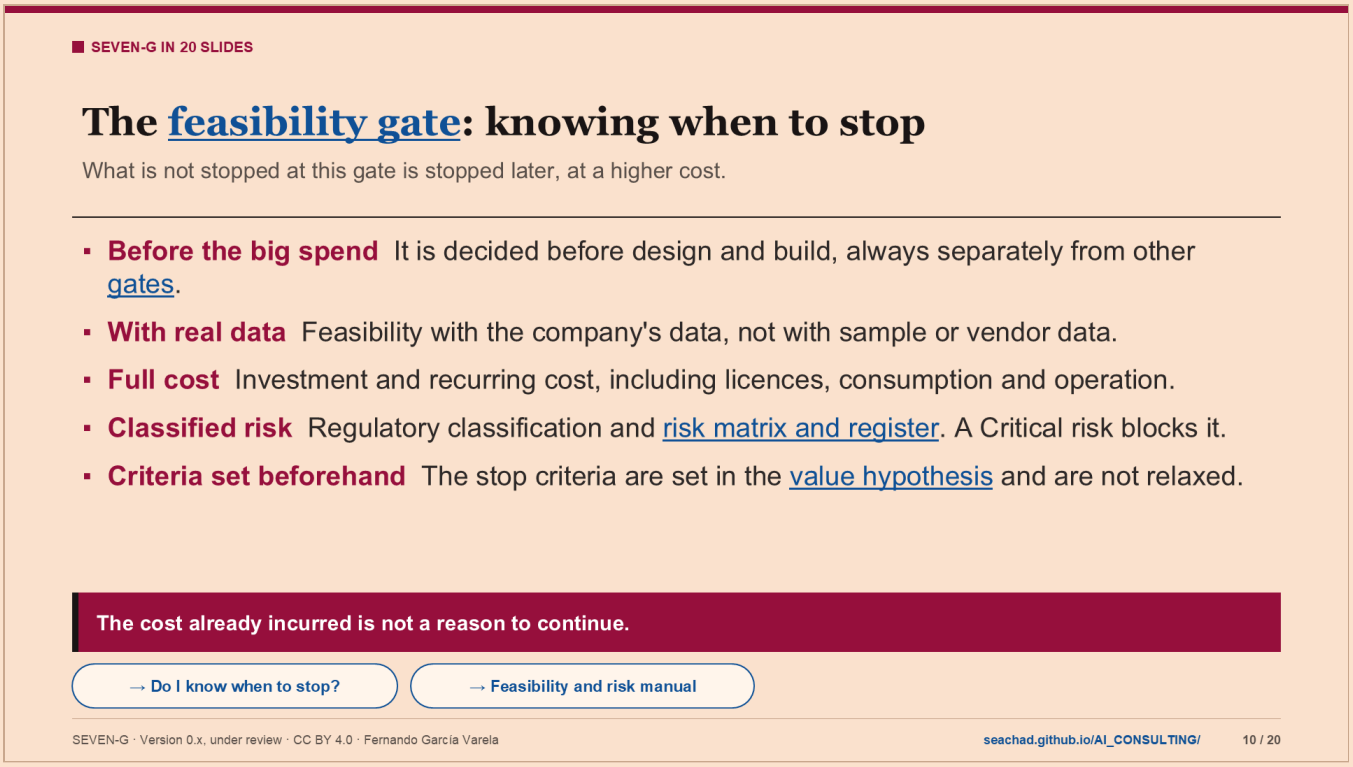
Classroom question: what incentives does a sponsor have not to stop their own use case? How does dual validation neutralise them?

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
- **Dual validation**: A rule for every gate: whoever verifies the evidence is not whoever decides, and neither is whoever builds the use case. A criterion marked as mandatory that is not met prevents continuing, whoever decides. It stops a team from approving itself. The link opens the rule in document 01. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#7-2-dual-validation
- **«Yes ◆» criterion** (Sí ◆): A mandatory gate criterion that is also a critical control for security, legal compliance or human oversight. It is never accepted as a condition: if it is not met, the use case does not advance, whoever decides. At Enterprise go-live it grounds the veto. The link opens the mandatory nature of the criteria in document 21. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#2-2-mandatory-nature
- **Value hypothesis** (fase 2): The phase in which the use case writes down how much value it expects, how it will measure it, against which baseline and with which stop criterion. It ends at the hypothesis gate (G2). It matters because, without a measurable hypothesis, nobody will ever know whether the use case worked. The link opens the phase manual in document 20. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/20_SEVEN-G_Manuales_de_fase.html#phase-2-value-hypothesis
- **Scale or retire gate** (G7): The final gate of the lifecycle. With the value actually measured, it decides to scale the use case (which starts a new cycle), iterate it or retire it with an orderly plan. Scaling a Transform bet is approved by the board. 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#6-8-g7-scale-or-retire

SOURCES AND LINKS

- **Document 21 · Gate criteria and audit** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html
- **Possible outcomes** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#7-3-possible-outcomes
- **Gate criteria** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html



Notes

Phase 3, feasibility and risk, ends at the feasibility gate (G3). It is the framework's main stop gate: what is not stopped here is stopped later, at a higher cost.

At G3 you check that the use case works with the company's real data, that its full cost (investment and recurring cost) has been calculated, that it has a regulatory classification and a risk register, and that the value hypothesis still holds. For Optimise use cases, in addition, the NPV must be zero or positive.

G3 is always decided separately. With Express intensity it can be resolved in writing, but it is not grouped with other gates.

Frequent errors in phase 3, according to its manual:

- Testing with sample or vendor data.
- Classifying regulatory risk without legal criteria.
- Forgetting recurring costs.
- Accepting a risk at a body lower than the one it belongs to.
- Continuing because of the cost already incurred.
- Turning feasibility into hidden construction.

Why it matters: stopping at G3 is cheap and stopping in production is expensive. The funnel records each stop with its reason and the lessons learned: a timely stop is learning for the organisation, not a failure.

Example (fictitious): an agent that handles returns reaches G3. The risk register shows a Critical risk because it accesses payment data without intent-based access control. G3 does not approve until the risk goes down a level.

Classroom question: do you know a project that went ahead only because a lot had already been spent on it? What would a gate like G3 have changed?

TERMS ON THIS SLIDE

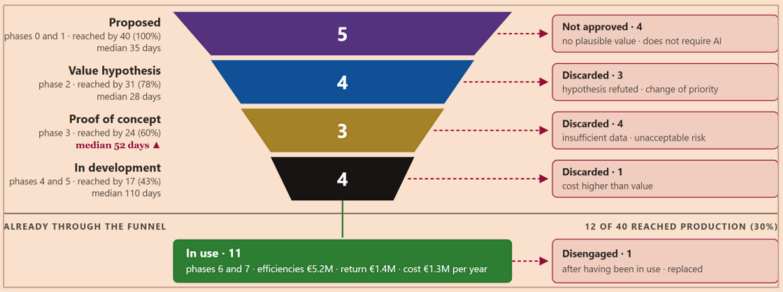
- **Feasibility gate** (G3): The most important gate: using the feasibility test, the regulatory classification and the risk register, it decides whether the use case deserves the big spend of building it. It is always decided on its own, never grouped with others. It is the main stop gate: stopping 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
- **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
- **Risk matrix and register** (T06): A likelihood-by-impact matrix (5 × 5) and register of each use case's risks: inherent and residual risk, controls and their effectiveness, response, contingency and who accepts the risk. It is mandatory from phase 3. It is filled in with template P12 or in the «Risks» view of the use case register, which also downloads an Excel file for the use case with proposed mitigation plans. Fictitious data. https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T01_registro_iniciativas/registro.html
- **Value hypothesis** (fase 2): The phase in which the use case writes down how much value it expects, how it will measure it, against which baseline and with which stop criterion. It ends at the hypothesis gate (G2). It matters because, without a measurable hypothesis, nobody will ever know whether the use case worked. The link opens the phase manual in document 20. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/20_SEVEN-G_Manuales_de_fase.html#phase-2-value-hypothesis

SOURCES AND LINKS

- **Document 20 · 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
- **Document 01 · Phase 3** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#6-5-phase-3-feasibility-and-risk
- **Page: Do I know when to stop?** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/preguntas/parar.html
- **Do I know when to stop?** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/preguntas/parar.html
- **Feasibility and risk manual** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/20_SEVEN-G_Manuales_de_fase.html#phase-3-feasibility-and-risk

SEVEN-G IN 20 SLIDES

The portfolio funnel



- **Stages** Proposed, value hypothesis, proof of concept and in development: the cases in progress in the use case register.
- **Exits** Each case that does not pass a stage stays visible, with its reason and the lessons learned.
- **Result** At the end, the cases in use and those disengaged after being in use.
- **Times** Days in each stage and from entry to use: where the portfolio gets stuck.

→ The funnel on the entry page | → From the sales funnel | → Use case register

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Notes

SEVEN-G manages the AI portfolio with the logic of a sales funnel: to reach production, a use case must go through a mandatory set of states.

- Stages in progress: proposed (phases 0 and 1), value hypothesis (phase 2), proof of concept (phase 3) and in development (phases 4 and 5).
- Next to each stage, the cases that did not pass it, with their reason, who decided and what was learned.
- At the end, outside the funnel, two groups: the cases in use (phases 6 and 7) and the disengaged cases, which were in use and were retired.

From the sales funnel SEVEN-G takes the stages, the conversion between them and time control. But it departs at one key point: in sales, a high conversion is good; in an AI portfolio, a very high conversion can mean that the gates are soft and that nothing is stopped.

Why it matters: the funnel answers the question «am I making progress?» with facts: how many use cases come in, how many reach use, where they get stuck and how long they take.

Example (fictitious data from the use case register, T01): the demonstration company has cases at every stage, some stopped at the feasibility gate (G3) because of risk or insufficient value and one case disengaged after its continuity review.

Try it: open the use case register (T01), go to the funnel view and click a stage to filter its cases.

Classroom question: if an AI portfolio converts almost everything that comes in into production, is that good news? What would you ask?

TERMS ON THIS SLIDE

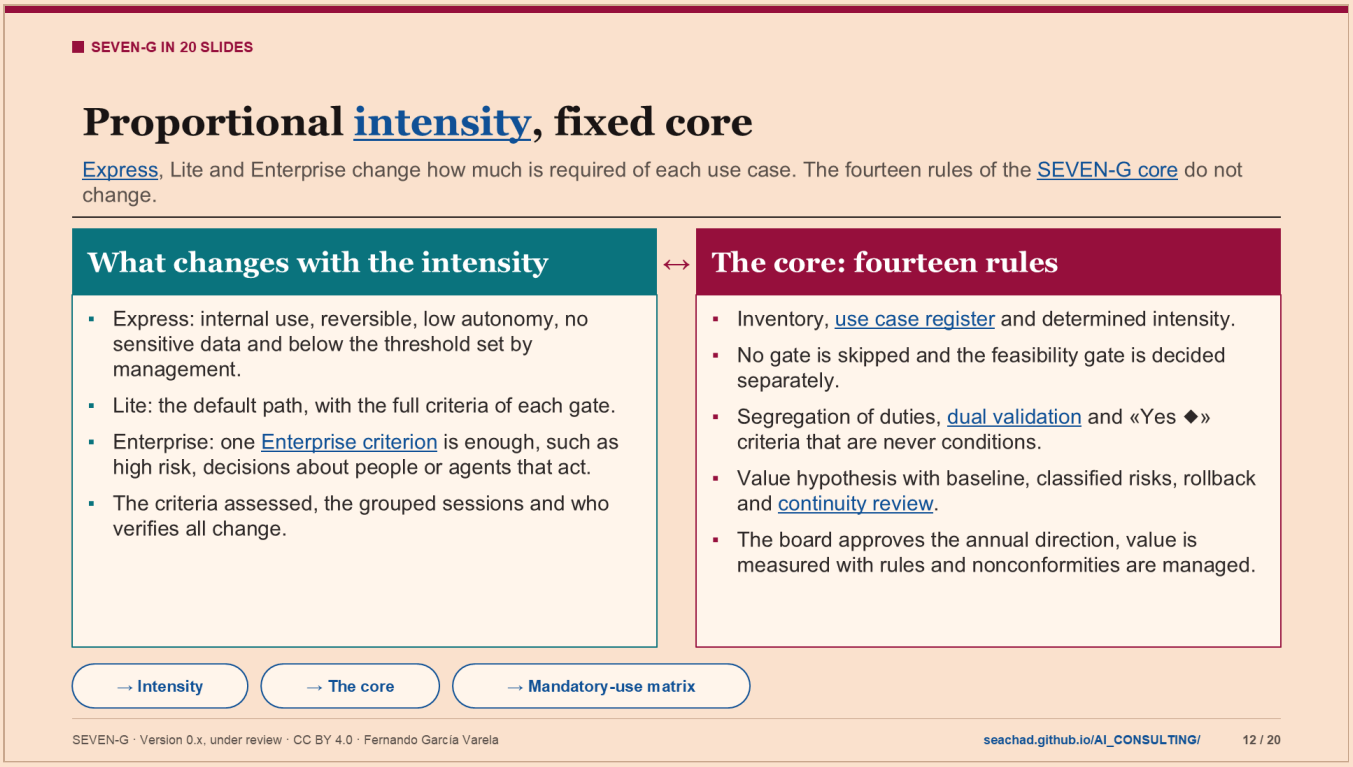
- **Portfolio funnel**: A way of seeing all use cases as a sales funnel: mandatory stages (proposed, value hypothesis, test, development) until they reach use, with the use cases that did not pass each stage and why. It shows how

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

SOURCES AND LINKS

- **Document 04 · The portfolio as a funnel** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/04_SEVEN-G_Origenes_diferencias_y_por_que_es_abierto.html#the-portfolio-as-a-funnel-what-is-taken-from-sales-management
- **Document 14 · Portfolio management** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/14_SEVEN-G_Gestion_de_cartera.html
- **Page: Am I making progress with AI?** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/preguntas/avanzo.html
- **From the sales funnel** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/04_SEVEN-G_Origenes_diferencias_y_por_que_es_abierto.html#the-portfolio-as-a-funnel-what-is-taken-from-sales-management



Notes

SEVEN-G does not require the same of an internal assistant as of an agent that moves money. Proportionality is resolved with the intensity of each use case.

- Express: for small, safe use cases. No Enterprise criterion, internal use, reversible in days, low autonomy (A0, no action, or A1, a person validates each action), no sensitive data, investment and annual cost below the Express threshold set by the annual direction (C2), and an already approved supplier if there is one. Eligibility is confirmed by the risk function, never by the sponsor alone. The gates are recorded in three decisions and the feasibility gate (G3) stays separate. If a trigger appears, the use case leaves Express automatically.
- Lite: the default path.
- Enterprise: one criterion out of eight is enough, for example high regulatory risk, decisions about people, direct exposure to customers, agents that act on their own (autonomy A2 or A3) on third parties or money, protected data, a critical function, the Transform ambition or investment above the annual direction threshold.

The core is fourteen rules (N-01 to N-14) that are the same for every company, intensity and scope. The declaration that a company applies SEVEN-G is made against the core and cites its version.

Proportionality principle: no evidence is requested twice and no use case bears a disproportionate governance cost, but the core is never lowered.

Why it matters: a framework that asks the same of everything ends up ignored. A framework without minimums stops protecting.

Example (fictitious): an internal contract clause review tool, with no sensitive data and no actions of its own (autonomy A0), can go through Express; the same model, if it decides about customers, moves to Enterprise.

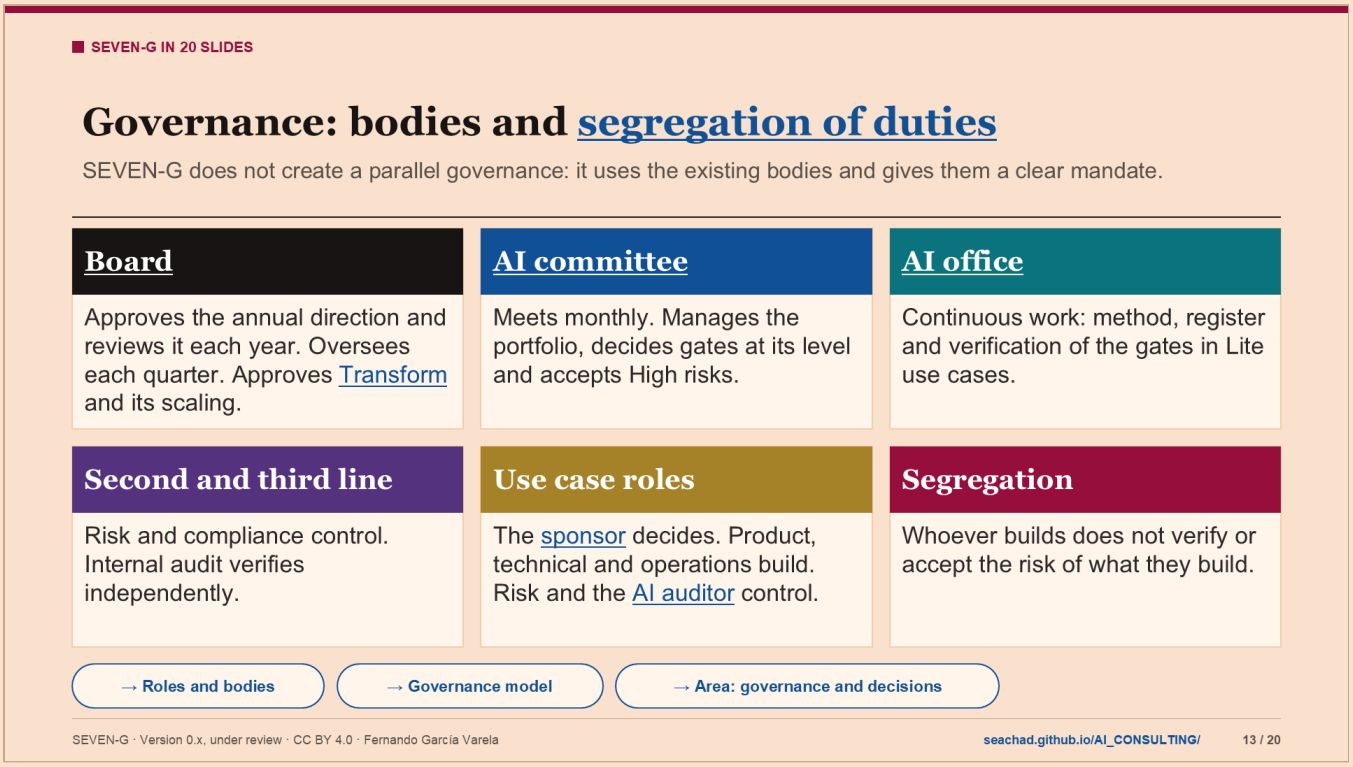
Classroom question: which core rule seems hardest to meet in a small company?

TERMS ON THIS SLIDE

- **Application intensity**: How much governance each use case needs: Express, Lite or Enterprise. It is decided per use case, not per company. The gates are always the same; what changes is how many criteria are assessed, which sessions are grouped and who verifies. It makes the framework proportionate: an internal assistant does not carry the same load as an agent deciding about customers. The link opens the definition in document 01. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#application-intensity-express-lite-and-enterprise
- **Express intensity**: The lightest intensity, for internal, reversible use cases with no sensitive data, little autonomy and below a cost threshold. It has the same gates in three decisions (with feasibility always on its own), a reduced list of criteria and a living record. The risk function confirms it and any trigger cancels it. The link opens its definition in document 01. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#9-4-express-intensity
- **SEVEN-G core** (N-01–N-14): The fourteen rules that always apply, in any company, intensity and size: inventory, register, gates without skipping, the feasibility gate on its own, separation of duties, dual validation, value hypothesis, risks, rollback, board thesis, measurement and nonconformities. They are never lowered. A company declares that it applies SEVEN-G against this core. The link opens its definition in document 01. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#14-1-the-seven-g-core
- **Enterprise criteria**: A list of situations that require a use case to be governed at Enterprise intensity: high regulatory risk, decisions about people, direct customer exposure, agents that act, protected data, critical function, Transform ambition or high investment. One is enough. So rigour goes where the possible harm is greatest. The link opens the list in document 01. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#9-2-enterprise-criteria
- **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
- **Dual validation**: A rule for every gate: whoever verifies the evidence is not whoever decides, and neither is whoever builds the use case. A criterion marked as mandatory that is not met prevents continuing, whoever decides. It stops a team from approving itself. The link opens the rule in document 01. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#7-2-dual-validation
- **Continuity review** (R6): A periodic review of a use case in production: quarterly in Enterprise, half-yearly in Lite and yearly in Express. It checks whether value is still arriving and whether there is drift, incidents or regulatory change. A deviation brings forward the scale or retire decision (G7). It is prepared with pack P65. 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#6-7-r6-continuity-review

SOURCES AND LINKS

- **Document 94 · Mandatory-use matrix** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/94_SEVEN-G_Matriz_de_obligatoriedad_y_lectura_por_capas.html
- **Mandatory-use matrix** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/94_SEVEN-G_Matriz_de_obligatoriedad_y_lectura_por_capas.html



Notes

SEVEN-G governance relies on the bodies the company already has. It does not create a parallel governance.

- Board: approves the annual direction (C2) and carries out the annual review (C5). It oversees each quarter with the oversight pack (C4). It approves Transform use cases at the hypothesis gate (G2) and their scaling at the scaling or retirement gate (G7).
- AI Committee: meets monthly. It manages the portfolio, decides the gates that belong to it and accepts High-level risks.
- AI Office: works continuously. It maintains the method and the register and verifies the gate criteria for Lite-intensity use cases; for Enterprise use cases the AI auditor verifies them.
- Second line (risk and compliance) and third line (internal audit), following the three lines model.

Six roles in each use case: the sponsor decides; the product, technical and operations owners build; the risk owner and the AI auditor control.

Why it matters: segregation of duties is core rule N-06. If whoever builds also verifies and accepts their own risk, control disappears even if there are documents.

In a small organisation, three different people are enough to cover the minimum functions without incompatibilities.

Frequent error: placing AI governance inside the area that builds AI. Document 54 considers this the only unacceptable location.

Classroom question: in a company of one hundred people, who could be the AI risk owner without a conflict of interest?

TERMS ON THIS SLIDE

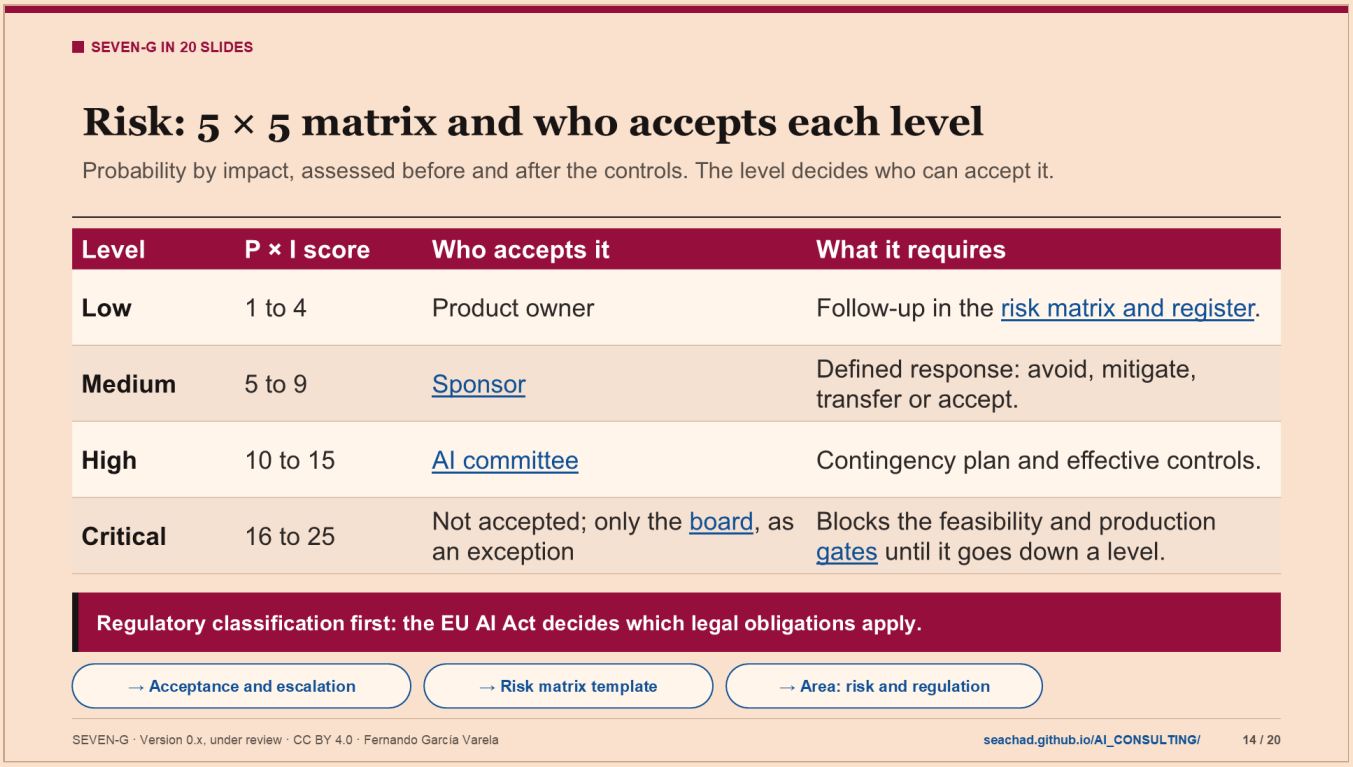
- **Segregation of duties**: The principle whereby whoever builds does not control and nobody approves their own work: whoever provides the evidence neither verifies it nor decides, and incompatible roles do not fall to the same

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

- **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
- **Transform**: The third ambition level: AI changes the business model, the product or the way of competing. Its value takes longer and is more uncertain, so it is funded in stages and approved by the board (at the hypothesis gate and when scaling). The quick-return criteria of Optimise are not applied to it. The link opens its explanation in the spheres methodology. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/01_SPHERES_Niveles_de_ambicion.html#transform
- **AI committee**: A management body that decides the portfolio and the gates at its level, allocates budget and escalates to the board what belongs there. It brings together business, technology, finance and risk, and follows rules of procedure (P38). It matters because it turns scattered decisions into a single portfolio. 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#3-3-ai-committee
- **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
- **Use case sponsor**: The business person who asks for the use case, answers for its value and defends its budget. Without a sponsor, the use case does not pass the authorisation gate. They cannot verify or audit their own use case. It matters because AI without a business owner stays a pilot. The link opens the roles in document 01. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#8-1-use-case-roles
- **AI auditor**: An independent person who verifies gate evidence in Enterprise-intensity use cases (in Lite the AI office does it). They do not build, sponsor or decide the use case they verify. They give the board assurance that figures and controls are not signed only by those who defend them. The link opens their independence and competences in document 38. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/38_SEVEN-G_Marco_de_auditoria_de_IA.html#independence-and-competences-of-the-ai-auditor

SOURCES AND LINKS

- **Document 01 · Company bodies** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#8-3-company-bodies
- **Document 30 · Architecture of bodies** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#architecture-of-bodies
- **Document 54 · Where AI governance should sit** 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
- **Document 90 · Minimum roles in a small organisation** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/90_SEVEN-G_Guia_de_implantacion.html#minimum-roles-in-a-small-organisation
- **Governance model** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html
- **Area: governance and decisions** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/gobierno.html



SEVEN-G IN 20 SLIDES

Risk: 5 × 5 matrix and who accepts each level

Probability by impact, assessed before and after the controls. The level decides who can accept it.

Level	P × I score	Who accepts it	What it requires
Low	1 to 4	Product owner	Follow-up in the risk matrix and register.
Medium	5 to 9	Sponsor	Defined response: avoid, mitigate, transfer or accept.
High	10 to 15	AI committee	Contingency plan and effective controls.
Critical	16 to 25	Not accepted; only the board, as an exception	Blocks the feasibility and production gates until it goes down a level.

Regulatory classification first: the EU AI Act decides which legal obligations apply.

→ Acceptance and escalation | → Risk matrix template | → Area: risk and regulation

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Notes

The risk methodology (document 33) uses a five-by-five probability by impact matrix. The score goes from 1 to 25 and gives four levels: Low (1 to 4), Medium (5 to 9), High (10 to 15) and Critical (16 to 25).

Each risk is assessed three times: inherent (without controls), target residual (with the planned controls) and verified residual (with tested controls). The impact is looked at on five axes. There is an extreme impact rule: a maximum impact requires attention even if the probability is low.

The possible responses are avoid, mitigate, transfer or accept. And the level decides who can accept the risk: a High risk is not accepted by the sponsor, it is accepted by the committee. A Critical risk is not accepted; only the board can do so as an exception, and in the meantime it blocks the feasibility gate (G3) and the production gate (G5). High and Critical risks need a contingency plan.

Before the assessment, the use case is classified according to regulation: the EU AI Act sets different obligations according to the risk level of the system (prohibited practices, high risk, transparency). Document 34 links each obligation with its phase and its evidence.

Why it matters: without a common scale, each area measures risk in its own way and the board cannot compare or know what risk the company takes.

Example (fictitious): a candidate selection model decides about people. It is high-risk under the AI Act, moves to Enterprise intensity and its bias risks are assessed with the scale of document 33.

Try it: in the use case register (T01), the risk view generates an Excel file with the matrix and proposed plans for an example case.

Classroom question: why do you think the framework does not let the sponsor accept a High risk?

TERMS ON THIS SLIDE

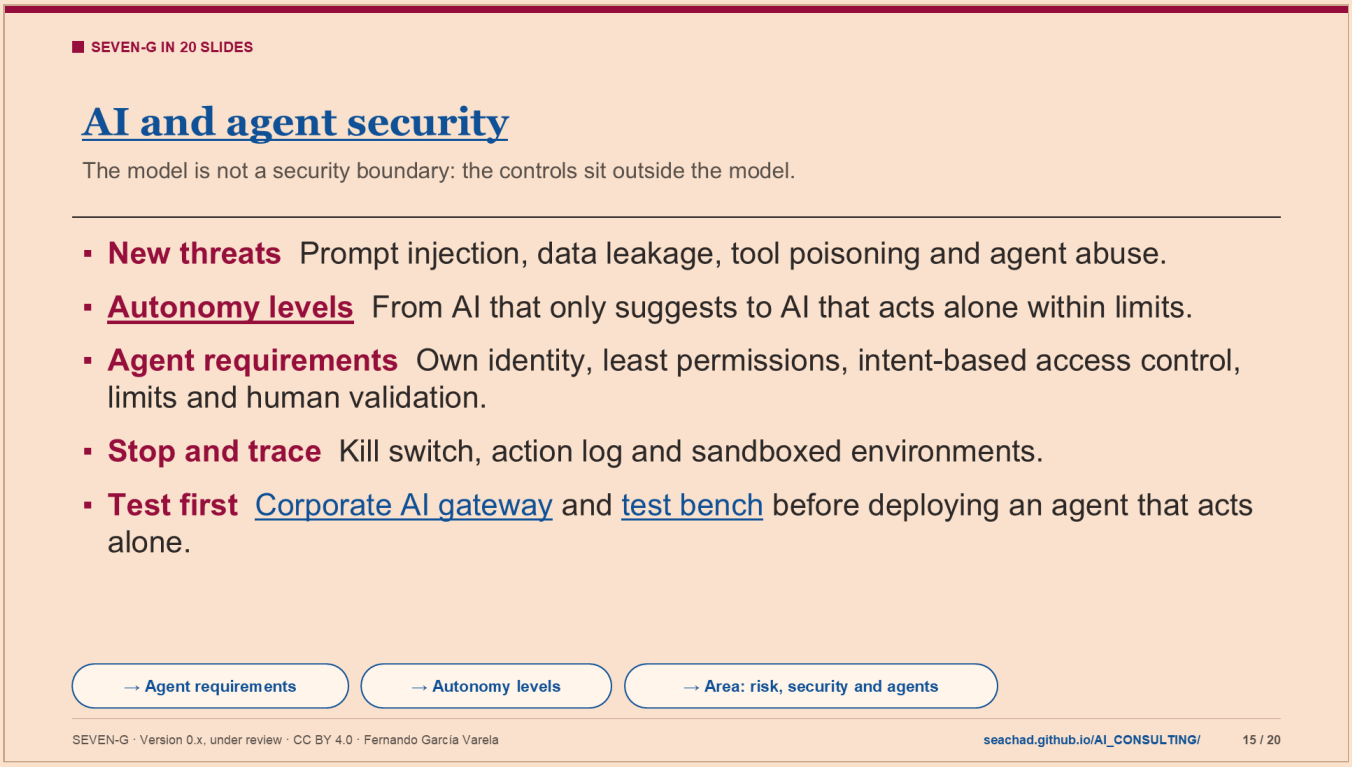
- **Risk matrix and register** (T06): A likelihood-by-impact matrix (5 × 5) and register of each use case's risks: inherent and residual risk, controls and their effectiveness, response, contingency and who accepts the risk. It is

mandatory from phase 3. It is filled in with template P12 or in the «Risks» view of the use case register, which also downloads an Excel file for the use case with proposed mitigation plans. Fictitious data. https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T01_registro_iniciativas/registro.html

- **Use case sponsor**: The business person who asks for the use case, answers for its value and defends its budget. Without a sponsor, the use case does not pass the authorisation gate. They cannot verify or audit their own use case. It matters because AI without a business owner stays a pilot. The link opens the roles in document 01. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#8-1-use-case-roles
- **AI committee**: A management body that decides the portfolio and the gates at its level, allocates budget and escalates to the board what belongs there. It brings together business, technology, finance and risk, and follows rules of procedure (P38). It matters because it turns scattered decisions into a single portfolio. 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#3-3-ai-committee
- **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
- **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

SOURCES AND LINKS

- **Document 33 · Assessment scales** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/33_SEVEN-G_Metodologia_de_riesgos_de_IA.html#assessment-scales
- **Document 33 · Acceptance and escalation** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/33_SEVEN-G_Metodologia_de_riesgos_de_IA.html#acceptance-and-escalation
- **Document 34 · EU AI Act** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/34_SEVEN-G_Mapeo_regulatorio.html#eu-ai-act
- **Regulation (EU) 2024/1689 on AI** https://eur-lex.europa.eu/eli/reg/2024/1689/oj/eng
- **ISO/IEC 23894 · AI risk management** https://www.iso.org/standard/77304.html
- **Acceptance and escalation** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/33_SEVEN-G_Metodologia_de_riesgos_de_IA.html#acceptance-and-escalation
- **Risk matrix template** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P12_SEVEN-G_Matriz_y_registro_de_riesgos.html
- **Area: risk and regulation** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/riesgo.html



Notes

Generative AI and agents bring threats that classic security does not cover alone. Document 35 starts from a principle: the model is not a security boundary. A model can be deceived with instructions hidden in a document or a web page, so the controls must sit outside it.

Main threats: prompt injection, data leakage, tool and connector poisoning, and abuse of an agent's actions. The references are the OWASP lists for language model applications and for agentic applications.

Autonomy levels: A0 (AI suggests), A1 (it acts with human validation of each action), A2 and A3 (it acts alone within limits, with more or less oversight). An A2 or A3 agent with an effect on third parties, money, personal data or production systems moves to Enterprise intensity.

Nine requirements for an agent: own identity, least permissions, managed credentials, intent-based access control, action limits, human validation of sensitive actions, kill switch, action log and sandboxed environments. If the agent serves customers, it must be able to hand over to a person immediately.

Why it matters: an agent that acts is a digital employee with access to systems. Without these controls, an error or an attack becomes a real action.

Example (fictitious): an agent that pays supplier invoices reads an invoice with a hidden instruction to change the bank account. Intent-based access control and human validation of account changes prevent the payment.

Classroom question: what autonomy level would you give an agent that answers customers about the status of their orders? And one that grants discounts?

TERMS ON THIS SLIDE

- **AI and agent security** (documento 35): The threats specific to AI (prompt injection, data leakage, poisoning, agent abuse) and their controls: autonomy levels, a corporate gateway, an agent test bench, non-human identities and the use of AI in cyber defence. The link opens the document. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/35_SEVEN-G_Seguridad_de_IA_y_agentes.html

- **Autonomy levels** (A0–A3): A scale of how much an AI system acts on its own. A0: only informs; A1: proposes and a person validates each action; A2: acts within limits and a person supervises; A3: acts alone in a defined scope. The more autonomy, the more controls: an A2 or A3 agent with effects on third parties is Enterprise. The link opens the scale in document 35. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/35_SEVEN-G_Seguridad_de_IA_y_agentes.html#autonomy-levels
- **Corporate AI gateway** (SEG-26): A common control point, outside the model, through which all traffic to AI models passes, in-house or third-party: input, output and context filters, leakage prevention, quotas, approved models and logging; for agents, control of each action against an authorised intent. It has the same measured configuration for every use case. The link opens the control in document 35. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/35_SEVEN-G_Seguridad_de_IA_y_agentes.html#cod-seg-26
- **Agent test bench** (SEG-27): A common, versioned library of simulated attacks, drawn from the threat model and the company's own incidents, that tests agents and assistants across all their channels, tools and connectors. For agents that act it runs at every deployment, and if a critical scenario succeeds the deployment does not go ahead. The link opens the control in document 35. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/35_SEVEN-G_Seguridad_de_IA_y_agentes.html#cod-seg-27

SOURCES AND LINKS

- **Document 35 · Threats to AI systems** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/35_SEVEN-G_Seguridad_de_IA_y_agentes.html#threats-to-ai-systems
- **OWASP Top 10 for LLM Applications 2025** https://genai.owasp.org/resource/owasp-top-10-for-llm-applications-2025/
- **OWASP Top 10 for Agentic Applications 2026** https://genai.owasp.org/resource/owasp-top-10-for-agentic-applications-for-2026/
- **Agent requirements** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/35_SEVEN-G_Seguridad_de_IA_y_agentes.html#essential-requirements-for-an-agent
- **Area: risk, security and agents** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/seguridad.html

SEVEN-G IN 20 SLIDES

Measuring value: amount statuses, full cost and NPV

Every amount has a formula, a status and an owner. The cost is always full.

Magnitude	Who backs it	How it counts
Validated value	Management control or audit	It is the part of the net figure the board can believe.
Declared value	The area that owns the benefit	Shown apart from validated value, with its proportion.
Estimated value	The use case team	It is a forecast: it is not validated or added up as realised.
Released capacity	The area that releases it	Not counted until it is materialised or reassigned.
Cost	Finance	Always full: investment and recurring cost, with no discount by status.

Single economic criterion: NPV ≥ 0 with the horizon and rate set by the board. ROI and payback are for information.

→ Amount statuses | → Value calculator | → Are my use cases profitable?

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Notes

Document 40 sets ten value measurement rules. The most important ones for the classroom:

- Every amount has a formula and is incremental against a baseline.
- Every amount has a status: validated (confirmed by management control or audit), declared (stated by the area that owns the benefit) or estimated (a forecast). Expected value is not validated: only realised value is validated.
- Released capacity (hours that AI saves) is not counted until it materialises as a real saving or is reassigned to another activity.
- «No data» is not zero.
- Efficiencies, return and recurring cost are presented separately.

The cost has no discount by status: it is always counted in full, with investment and recurring cost (licences, consumption, operation, people). Document 42 details its categories.

Single economic criterion: NPV greater than or equal to zero, with the horizon (H) and discount rate (r) that the board sets in the annual direction (C2). ROI and the payback period are reported, but they do not decide. Transform use cases do not require a non-negative NPV at the feasibility gate (G3); they are governed by stages.

Illustrative example from document 40: an investment of 180,000 €, with an H of 3 years and an r of 8 %, gives an NPV of 46,604.18 €. The figure is fictitious and only shows the calculation.

Why it matters: the most frequent error is presenting estimated savings as if they were results. Document 40 lists thirteen errors that inflate value.

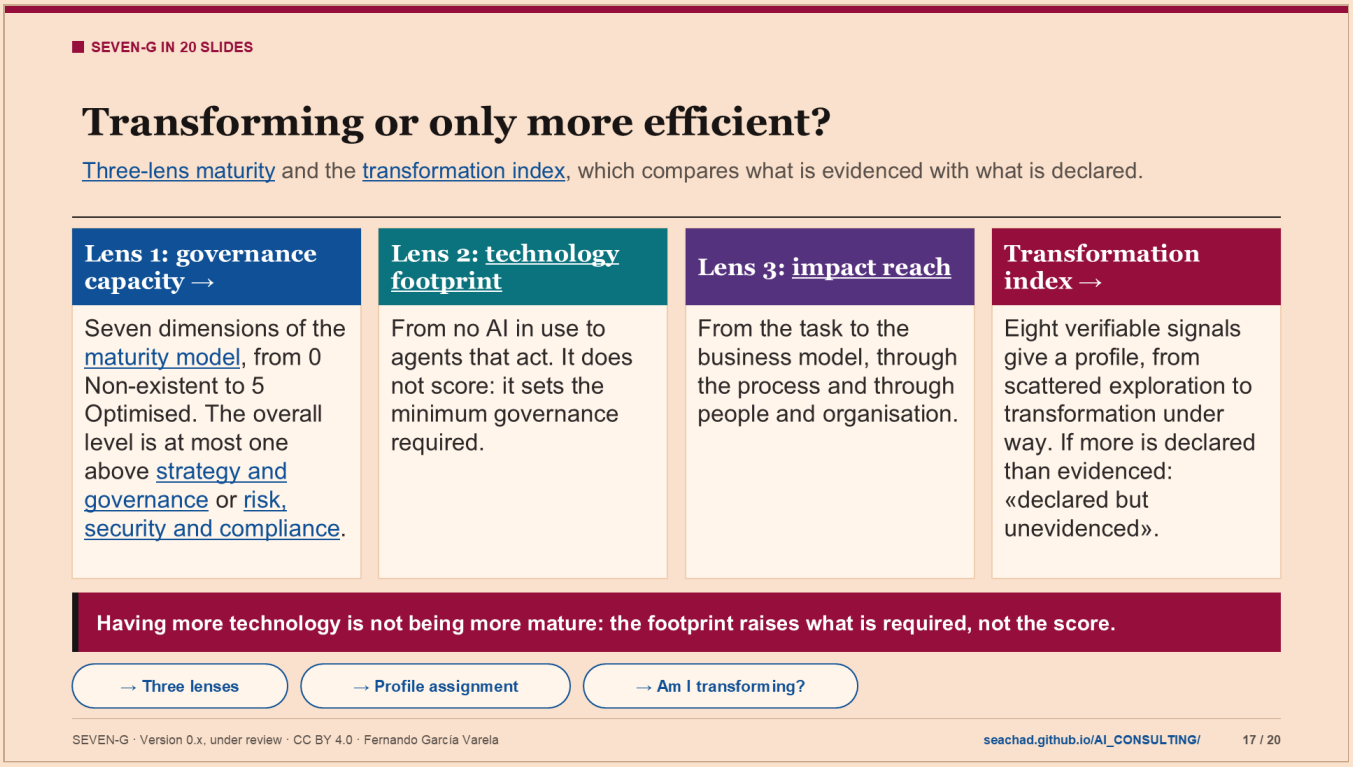
Classroom question: a pilot saves 20 % of a team's time, but nobody changes tasks and the cost does not go down. How much value should be counted?

TERMS ON THIS SLIDE

- **Amount statuses**: Every value figure carries its status: estimated (a forecast), declared (the business says so) or validated (management control has checked it). Only validated value counts as realised before the board, and «no data» is never zero. So the board knows how much to trust each figure. The link opens the statuses in document 40. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/40_SEVEN-G_Reglas_de_medicion_del_valor.html#amount-statuses
- **Net present value (NPV)**: The sum of a use case's cash flows over the horizon the company sets, discounted at its rate. In SEVEN-G it is the only economic feasibility criterion: the use case is viable if the NPV is not negative; ROI and payback period are for information only. 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#horizon-discounting-and-single-economic-criterion
- **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
- **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

- **Document 40 · The ten measurement rules** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/40_SEVEN-G_Reglas_de_medicion_del_valor.html#the-ten-measurement-rules
- **Document 40 · Common errors that inflate value** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/40_SEVEN-G_Reglas_de_medicion_del_valor.html#common-errors-that-inflate-value
- **Document 42 · AI costs** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/42_SEVEN-G_Costes_de_IA.html
- **Value calculator** https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T11_calculadora_valor/calculadora.html
- **Are my use cases profitable?** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/preguntas/rentable.html



Notes

SEVEN-G answers the question of whether the company is transforming or only becoming more efficient with two instruments.

Maturity model (document 11; maturity diagnosis tool, T15), read through three lenses that are presented together:

- Governance capacity: seven dimensions (strategy and governance, value and portfolio, data and knowledge, technology and operations, people and adoption, risk and compliance, measurement and evidence), each from 0 to 5. The overall level is capped at the level of strategy and governance (D1) or risk and compliance (D6) plus one.
- Technology footprint: from HT0 to HT5 (no AI, rules or RPA, third-party AI, own predictive models, generative AI in processes, agents that act). It is descriptive: it does not raise the score, but it sets the minimum governance required in each dimension.
- Impact reach: from IM1 to IM4 (task, process, people and organisation, business model).

There are three alerts: adoption ahead of governance, governance without use and transformation without people.

Transformation index (document 12; index calculator, T14): eight verifiable signals assign a profile (scattered exploration, tactical efficiency, efficiency at scale or transformation under way). Then it is compared with what the company declares. If it declares transformation without evidence, the profile is «declared but unevidenced transformation».

Why it matters: adding technology to maturity would reward adopting ahead of governance. A company with well-governed predictive models is more mature than one with uncontrolled agents.

Example: the fictitious demonstration data in T14 give «declared but unevidenced transformation». Open it and see which signals would move the profile.

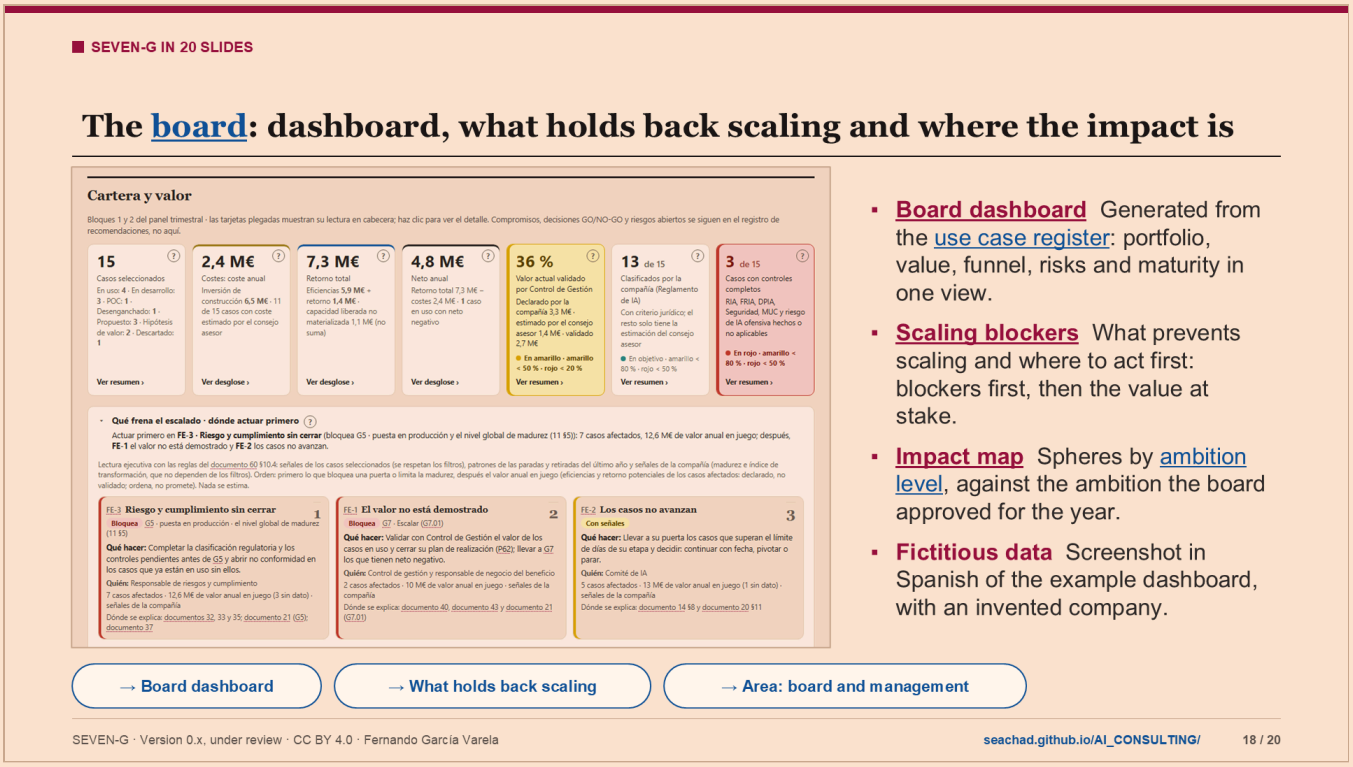
Classroom question: why would a company declare a transformation that it cannot evidence?

TERMS ON THIS SLIDE

- **Three-lens maturity**: A way of reading maturity through three views together: governance capability (the seven dimensions), technology footprint (what AI is used) and impact reach (task, process, people or business). Technology adds no points: it sets the minimum governance required. So adopting AI ahead of governance is not rewarded. The link opens the reading in document 11. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#7-6-three-lens-reading
- **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
- **Maturity model** (documento 11): It measures how ready the company is to govern AI: seven dimensions (D1 to D7) with levels from 0 (non-existent) to 5 (optimised), 84 evidence-based questions and an overall level capped by strategy and risk. It is applied in the diagnosis and in the annual review. The link opens the dimensions in document 11. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#2-1-dimensions
- **Strategy and governance** (D1): The maturity dimension that measures whether the company has an approved AI thesis, bodies that decide, assigned roles and a board that oversees. Together with the risk dimension, it caps the overall level: a company cannot be more than one level above this dimension. The link opens its levels and questions in document 11. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#3-2-d1-strategy-and-governance
- **Risk, security and compliance** (D6): The maturity dimension that measures whether AI risks are identified, controlled and accepted by the right people, and whether regulation is complied with. Together with the strategy dimension, it caps the overall level. If it is below the minimum required by the AI in use, no new use case of that kind goes into production. The link opens its levels and questions in document 11. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#3-7-d6-risk-security-and-compliance
- **Technology footprint** (HT0–HT5): A scale describing what AI the company uses, in order of governance demand: HT0 no AI, HT1 only rules or RPA, HT2 third-party AI, HT3 in-house models, HT4 generative AI in processes and HT5 agents that act. It is not a maturity level: each step requires minimum governance in certain dimensions. The link opens the scale in document 11. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#7-6-three-lens-reading
- **Impact reach** (IM1–IM4): A scale of how far the change produced by AI reaches: IM1 a task, IM2 a whole process, IM3 people and the organisation, IM4 the business model. It helps tell efficiency apart from transformation. If the impact reaches people or the organisation while people maturity is low, an alert is raised. The link opens the scale in document 12. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#3-7-impact-reach-im1-im4

SOURCES AND LINKS

- **Document 11 · Levels** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/11_SEVEN-G_Modelo_de_madurez.html#2-2-levels
- **Document 12 · The eight signals** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#4-4-the-eight-signals
- **Document 12 · Profile assignment** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#profile-assignment
- **Profile assignment** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#profile-assignment
- **Am I transforming?** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/preguntas/transformo.html



Notes

The board dashboard (T17) is not an application where data is entered: it is a generator. It reads the use case register (T01) and produces the full dashboard, the mobile version and the recommendations register. Each figure can be clicked to see the cases behind it, and each card has a «?» that explains what it shows and why it matters.

What holds back scaling: an executive reading with six scaling barriers.

- FE-1, value is not proven.
- FE-2, use cases do not move forward.
- FE-3, risk and compliance are not closed.
- FE-4, people do not adopt it.
- FE-5, data and technology are not ready.
- FE-6, direction and governance are missing.

They are ordered first by what blocks a gate and then by the annual value at stake, which is declared and not validated: it orders, it does not promise. The first three are «act first on».

Where the impact is: the heat map of spheres by ambition level (T16) shows where there are use cases, how much is invested and how much validated value there is, and marks the gaps against the ambition the board approved in the annual direction (C2).

Why it matters: with many metrics, a dashboard informs but does not help to decide. These two readings answer «where to invest?» and «how to scale?».

Example: the dashboard data belong to a fictitious company. The screenshot is in Spanish.

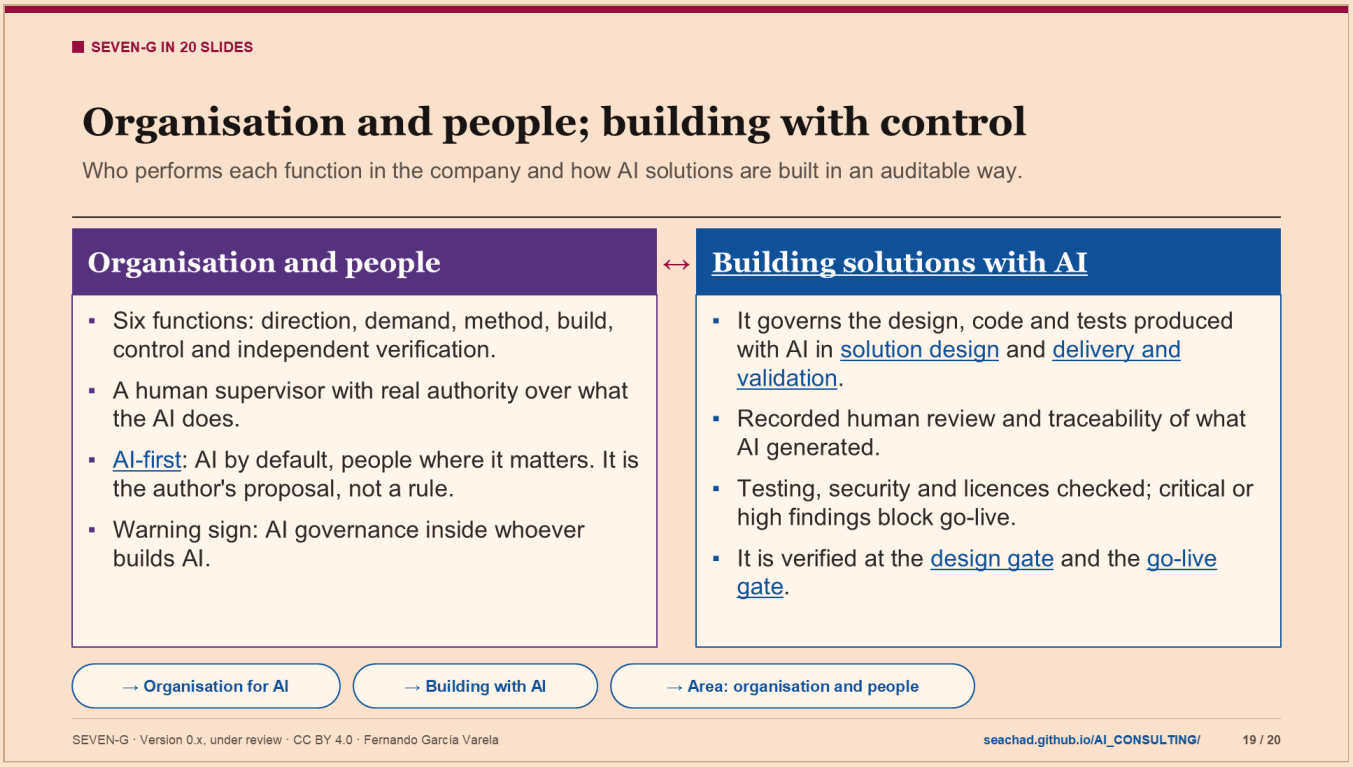
Classroom question: if the dashboard shows FE-4 (people do not adopt it) as the first barrier, what decision should the board take and who carries it out?

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
- **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
- **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
- **Scaling blockers** (FE-1–FE-6): The six reasons AI does not scale: value not shown, use cases that do not move forward, risk not closed, people who do not adopt it, data and technology not ready, and lack of direction. The board dashboard reads them in the data, ranks them and says where to act first. The link opens the example dashboard; look at the «What holds back scaling» 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
- **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
- **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

SOURCES AND LINKS

- **Document 60 · What holds back scaling** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/60_SEVEN-G_Paquete_para_el_consejo.html#10-4-what-holds-back-scaling-executive-reading-and-where-to-act-first
- **Document 60 · Where the impact is** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/60_SEVEN-G_Paquete_para_el_consejo.html#10-5-where-the-impact-is-spheres-ambition-levels-in-the-dashboard-t16
- **Board dashboard (T17)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T17_panel_consejo/index.html
- **Gallery of dashboards by sector** https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T17_panel_consejo/galeria/index.html
- **Board dashboard** https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T17_panel_consejo/index.html
- **What holds back scaling** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/60_SEVEN-G_Paquete_para_el_consejo.html#10-4-what-holds-back-scaling-executive-reading-and-where-to-act-first
- **Area: board and management** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/consejo.html



Notes

Organisation. Document 54 places the framework in the real organisation chart. There are six functions someone must perform: direction, demand and sponsorship, coordination and method, build and operation, control and independent verification. Four patterns are seen in the market: technology leads, transformation leads, an AI office or a de facto federated model. None is right on its own; the only unacceptable location for AI governance is inside whoever builds AI.

People. Document 50 covers the effect of AI on work, the new roles (for example, the human supervisor with real authority), AI literacy by profile and the reassignment of released capacity.

AI-first company. Document 54 proposes a definition: each process is designed assuming that AI does the work or proposes the decision, and people set the objective, decide on the exceptions and answer for the result. It is the author's proposal, not a rule of the framework.

Building with control. Document 53 governs how the solution is built with AI in phases 4 and 5. It requires recorded human review of the code, traceability of what AI generated, testing, security (verified dependencies, build agents with least privilege and no production credentials), checked licences and synthetic or anonymised test data. It is verified at the design gate (G4) and the go-live gate (G5), and critical or high security findings block G5.

Why it matters: a good methodology fails if nobody has the role of applying it, or if code is generated without control.

Classroom question: in your organisation, who performs the independent verification of AI today? Does that function exist?

TERMS ON THIS SLIDE

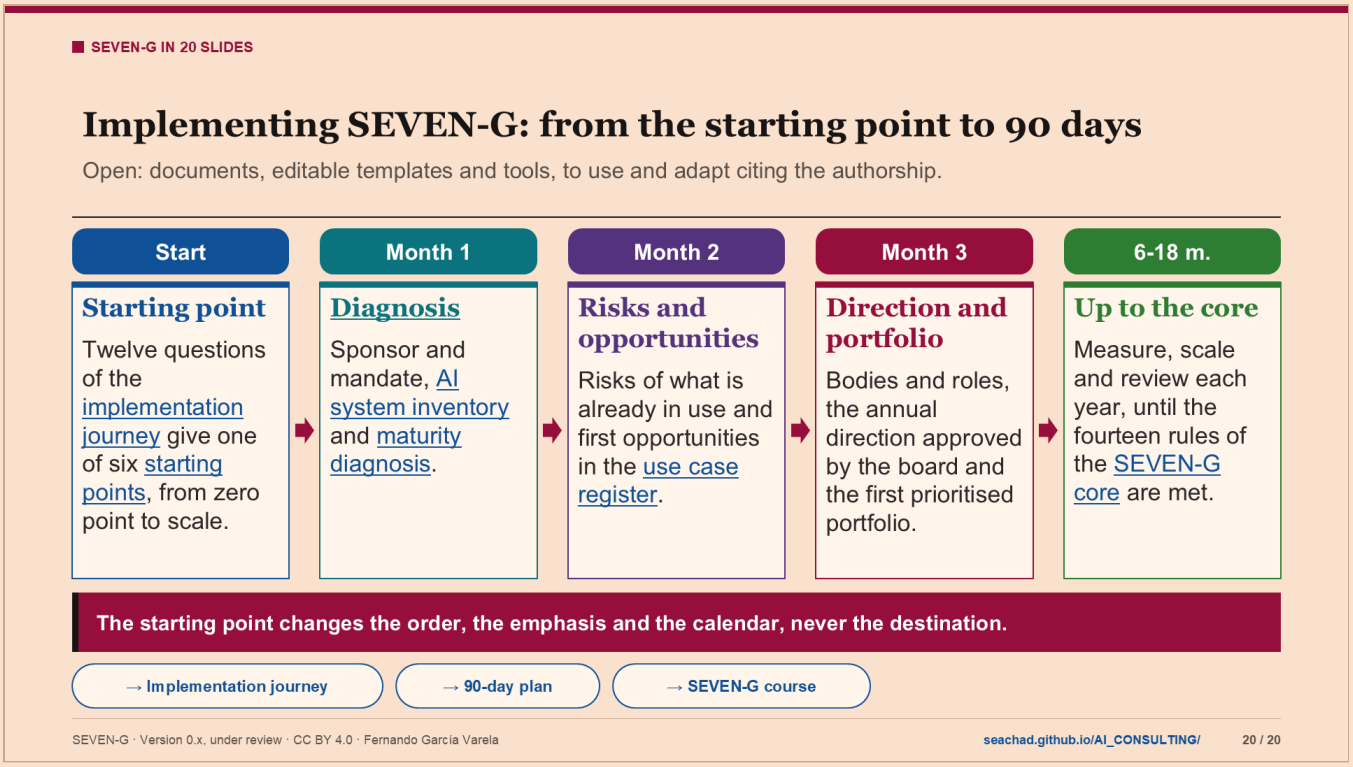
- **AI-first company**: A company in which each process is designed on the assumption that AI does the work or proposes the decision, and people set the goal, decide on exceptions and answer for the result: «AI by default, people where it matters». It is checked with six tests and does not mean creating 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

- **Building solutions with AI** (documento 53): What SEVEN-G requires of how a use case's solution is built: testing, code review, evaluation of model behaviour, change control and the evidence handed to the go-live gate. It refers to a separate building methodology. The link opens the document. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/53_SEVEN-G_Construccion_de_soluciones_con_IA.html
- **Solution design** (fase 4): The phase in which the full solution is designed: architecture, data, security, human oversight, rollback plan and adoption plan. It ends at the design gate (G4). It ensures controls are designed before building, not added later when they cost more. The link opens the phase manual in document 20. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/20_SEVEN-G_Manuales_de_fase.html#phase-4-solution-design
- **Delivery and validation** (fase 5): The phase in which the solution is built, tested with real data, piloted and validated to show it delivers what was promised without breaking any constraint. It ends at the go-live gate (G5), with multi-level sign-off. Nothing reaches production without verified evidence. The link opens the phase manual in document 20. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/20_SEVEN-G_Manuales_de_fase.html#phase-5-delivery-and-validation
- **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
- **Go-live gate** (G5): The gate that authorises using the AI system with real users, customers or data. It requires validation and pilot passed, a tested rollback plan and multi-level sign-off (business, technology, risk). Nothing goes into production without this sign-off. 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#6-6-g5-go-live

SOURCES AND LINKS

- **Document 54 · 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
- **Document 50 · New roles and capabilities** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/50_SEVEN-G_Personas_y_organizacion.html#new-roles-and-capabilities
- **Organisation for AI** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/54_SEVEN-G_Organizacion_de_la_compania_para_la_IA.html
- **Area: organisation and people** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/organizacion.html



Notes

Not all companies start from the same point. Document 96 and the implementation journey tool (T23) classify the starting point with twelve questions into six archetypes: zero point, third-party AI user, automator (rules or RPA), in-house AI in production, many pilots and at scale. Five modifiers adjust the journey, for example a regulated sector or previous governance that can be reused. The archetype changes the order, the emphasis and the calendar of 22 milestones, never the destination.

The 90-day plan (document 90):

- Month 1, diagnosis (C1): sponsor, mandate, inventory and maturity.
- Month 2, risks and opportunities: what is already in use is regularised and the first opportunities come in.
- Month 3, governance structure, annual direction (C2) and portfolio (C3): bodies, roles, board decision and first portfolio. If the board does not approve the annual direction, no Transform use cases are approved.

Then a 6 to 18 month roadmap leads to the core of fourteen rules (N-01 to N-14). In a small organisation, three different people are enough for the minimum roles.

Frequent errors: a general AI moratorium, putting everything in Enterprise, documenting after the fact and presenting the implementation as if it were a certificate.

Everything is free: documents, templates editable in Word, tools and a course, without registration. The content is under the CC BY 4.0 licence and the code under the MIT licence: it can be used, adapted and integrated into your own methodology, also for commercial purposes, citing the authorship of Fernando García Varela. Using the framework does not oblige anyone to hire anyone.

Classroom question: choose a well-known company. Which archetype would you assign to it and what would you do in its first month?

TERMS ON THIS SLIDE

- **Implementation journey** (T23): A tool that uses a twelve-question questionnaire to place the company at its starting point and give it an implementation journey: five stages and 22 milestones, prioritised and split by role, with the template for each and the maturity question that substantiates it. The destination is the same for everyone; the order and calendar change. Document 96 explains it. The link opens the tool with an example. https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T23_recorrido_implantacion/recorrido.html
- **Starting points** (PP-A–PP-F): Six types of company by their starting point with AI: zero point, user of third-party AI, automator with rules or RPA, in-house AI in production, many pilots and at scale. The type changes the order, emphasis and calendar of implementation, never the destination or the rules. The link opens the six types in document 96. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/96_SEVEN-G_Puntos_de_partida_y_recorrido_de_implantacion.html#2-1-the-six-archetypes
- **Diagnosis** (C1): The first stage of the corporate cycle. The company looks at where it stands: what AI it uses (including unauthorised use), which use cases are under way, its maturity and its risks. The AI office does it with the management sponsor. Without this starting point, the thesis and the portfolio are decided blind. The link opens the diagnosis report template (P33). https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P33_SEVEN-G_Informe_de_diagnostico_C1.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
- **Maturity diagnosis** (T15): A questionnaire of 84 evidence-based questions that measures the company's maturity in seven dimensions, from 0 to 5, and calculates the overall level. It also shows the three-lens reading and the NIST profiles. It is done in the initial diagnosis and at each annual review; its report is template P34. An unverified self-assessment does not give a valid level. The link opens an example with fictitious data. https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T15_diagnostico_madurez/madurez.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
- **SEVEN-G core** (N-01–N-14): The fourteen rules that always apply, in any company, intensity and size: inventory, register, gates without skipping, the feasibility gate on its own, separation of duties, dual validation, value hypothesis, risks, rollback, board thesis, measurement and nonconformities. They are never lowered. A company declares that it applies SEVEN-G against this core. The link opens its definition in document 01. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/01_SEVEN-G_Metodologia_fundacional.html#14-1-the-seven-g-core

SOURCES AND LINKS

- **Document 90 · 90-day plan** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/90_SEVEN-G_Guia_de_implantacion.html#90-day-plan
- **Document 90 · Common mistakes** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/90_SEVEN-G_Guia_de_implantacion.html#common-mistakes
- **Document 04 · Why it is open** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/04_SEVEN-G_Origenes_diferencias_y_por_que_es_abierto.html#why-it-is-free-of-charge-and-freely-distributable
- **MIT licence** https://opensource.org/license/mit
- **90-day plan** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/90_SEVEN-G_Guia_de_implantacion.html#90-day-plan
- **SEVEN-G course** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/curso/M00_SEVEN-G_Curso_Guia_del_curso.html

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