

Appendix 3: Guidance tool

Use this tool to consider responses to the knowledge assessment and performance review tools. These suggestions are a starting point for brainstorming on responses.

If the board...	Then consider...
Needs more external information	<ul style="list-style-type: none"> • Reading and subscribing to news sources and reports on AI trends and sustainable development. • Attending professional events on AI opportunities, strategies and emerging risks. • Meeting with AI researchers, regulators, trusted advisers and sustainability experts. • Establishing an emerging technology committee to advise the board or assign a technology advisory role to an existing committee. • Reading use cases on websites of AI vendors, consultancies and start-ups. • Speaking with peers and executives on the boards of other companies in our ecosystem. • Commissioning (or discovering via conversations with start-ups) third-party perspectives.
Needs more internal information	<ul style="list-style-type: none"> • Requesting reports and updates from the executive team on AI pilots and implementations, and on programmes to create a culture for AI success. • Meeting with the executives – chief HR officer, chief information officer, chief risk officer etc. – engaged in developing a mindset for AI success in innovation, risk management and use. • Meeting with mid-level human resource managers and teams developing, implementing and using AI.
Wants management to better understand the potential ethical and legal risks of future AI applications and technologies	<p>Encouraging management to:</p> <ul style="list-style-type: none"> • Set up an independent ethics board. • Hire AI ethicists to advise them. • Ask legal counsel to report on AI's regulatory requirements and legal risks. • Engage with organizations devoted to promoting responsible AI and AI ethics. • Attend or set up a workshop exploring AI ethics issues.
Needs management to focus on strategy and business-model innovation	<p>Encouraging management to:</p> <ul style="list-style-type: none"> • Set up design thinking and ideation sessions. • Study AI strategy innovations by competitors and in industry. • Focus on developing a culture and organization that supports innovation and experimentation. • Review executive compensation.
Needs management to increase benefits from strategic AI initiatives	<p>Encouraging management to:</p> <ul style="list-style-type: none"> • Rapidly improve new AI-enabled systems and processes. • Investigate new business models. • Consider new joint ventures and partnerships.
Needs management to better understand and follow through on risk, compliance and responsibilities of AI	<p>Encouraging management to:</p> <ul style="list-style-type: none"> • Work with trusted advisers and legal experts to identify risks, relevant legal issues and ethical concerns. • Develop an AI governance framework. • Establish an ethics board. • Request regular reports on risk and responsibility assurance See also: the Ethics, AI governance and Risk modules.
Questions the value, terms and risks of a major AI contract	<ul style="list-style-type: none"> • Bringing in third parties, including attorneys and consultants, to review the contract. • Asking the chief finance officer to review and explain questionable parts of the contract. • Seeking opinions from executives who were not consulted on the deal. • Asking the chief information officer to report on the implications of the deal for the company's IT infrastructure and technology organization. • Asking executives who oversee data, legal, ethics and public affairs officers to analyse the implications of the deal.
Needs management to understand what its competitors are doing with AI technologies	<ul style="list-style-type: none"> • Hiring benchmarking services. • Encouraging management to focus on competitor analysis

If the board...	Then consider...
Needs management to improve stewardship of data	Encouraging management to: <ul style="list-style-type: none"> • Appoint a chief data officer or other executive to take responsibility for data management.
Needs management to build a more diverse and inclusive AI workforce	Encouraging management to: <ul style="list-style-type: none"> • Review and educate staff on the reasons why diversity of perspectives is essential for developing AI. • Focus on diversity at the early stage of AI team-building and recruitment. • Set up an internal audit to assess the diversity of the current workforce across the organization (departments, roles etc.) • Integrate elements of diversity, equity and inclusion into performance reviews and professional development. • Lead by example, by practising inclusion and building a diverse team of managers and advisers. • Improve training opportunities for employees to enter AI careers.
Needs more external information about AI and environmental sustainability-orientated innovation	<ul style="list-style-type: none"> • Establishing an emerging technology committee to advise the board, or assign a technology advisory role to an existing committee. • Reading and subscribing to news sources and reports on AI trends and providers. • Reading use cases on websites of AI vendors, consultancies and start-ups. • Scanning articles in trade press and journals for professionals in target processes. • Establishing an educational programme on AI for board members. • Attending events on AI and on target processes. • Meeting with venture capitalists, AI technology experts, experts on, and AI researchers at major universities. • Speaking with peers and executives on the boards of other companies in our ecosystem. • Commissioning (or discovering via conversations with start-ups) third-party perspectives.
Wants management to better align AI activities with priorities	Encouraging management to: <ul style="list-style-type: none"> • Review and reconsider KPIs and metrics, including creating new metrics. • Develop an operating model that integrates AI process changes into a new way of doing business. • Set up strategy reviews.