

Appendix 3: Independent Guide Performance

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 about the future of AI technology, AI use by technology organizations and major AI providers and consultancies	<ul style="list-style-type: none"> • Reading and subscribing to news sources and reports on AI trends and providers • Attending events on the state of the art and the future of AI • Meeting with venture capitalists, AI technology experts and AI researchers at major universities • Meeting with experts on IT and engineering organizations
Needs more internal information about future AI technologies and their potential use at the company, major AI purchases and AI use within their technology organizations	<ul style="list-style-type: none"> • Requesting reports and updates from executive teams • Meeting with the executives – chief information officer, head of manufacturing or engineering, and their teams – engaged in investigating and deploying AI and supporting technologies
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 understand what its competitors are doing with new AI technologies	<ul style="list-style-type: none"> • Hiring benchmarking services • Encouraging management to focus on competitor analysis
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 focus more on augmentation rather than automation	<p>Encouraging management to:</p> <ul style="list-style-type: none"> • Learn more about the benefits of using AI to augment employees • Discuss AI with union leadership
Questions the choice of vendor or consultant	<p>Encouraging management to:</p> <ul style="list-style-type: none"> • Review the past performance of the AI technology or service provider and its executive team, such as success at implementation, history of entering the markets of clients and legal actions by clients • Bring in trusted third parties to review the contract and provide information on the vendor
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 <p><i>See also: Ethics, Governance and Risk modules</i></p>

If the board...	Then consider...
Needs management to speed up progress on the use of AI by the company's IT or engineering organizations	Encouraging management to: <ul style="list-style-type: none"> • Review how competitors' technology organizations are using AI • Identify AI use cases for its technology organizations • Identify and develop plans to address the root causes of slow progress
Needs management to build a more diverse AI workforce	Encouraging management to: <ul style="list-style-type: none"> • Review the reasons why diversity of perspectives is essential for developing AI • Review the make-up of its current AI development teams • Improve training opportunities for employees to enter AI careers
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