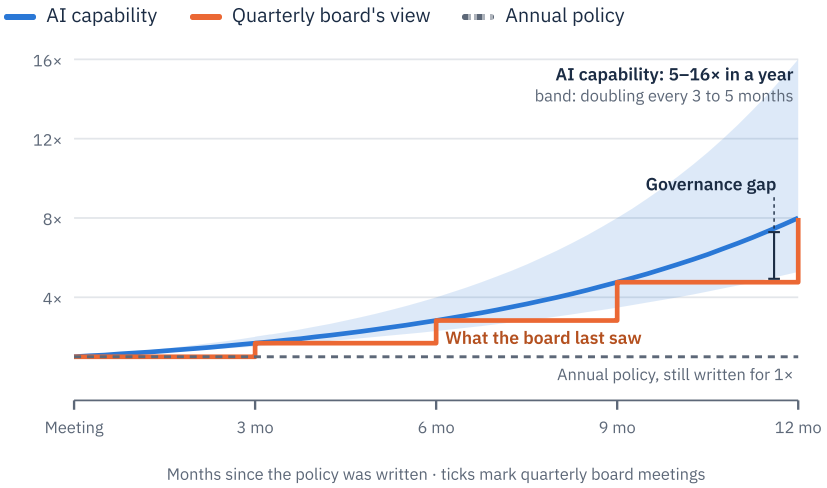
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AI Moves Faster Than Your Board Meets

Chris B. Kennedy · Organizational agility, and what it means for boards that meet quarterly or twice a year



Months since the policy was written · ticks mark quarterly board meetings

The pace

AI capability is doubling roughly every 3 to 5 months. Oversight that updates only at meetings falls further behind with every quarter.

BETWEEN…	CAPABILITY GROWS
Monthly check-in	1.1× to 1.3×
Quarterly board meeting	1.5× to 2.0×
Semi-annual board meeting	2.3× to 4.0×
Annual policy review	5.3× to 16×

What changes between meetings

- Vendors switch on new AI features and agents inside software you already run.
- Attack methods improve: cloned voices, fake documents, automated phishing.
- Rules and guidance change as regulators update their positions.
- New models change what is possible, and what it costs, for work already in flight.
- Competitors launch, and customers' expectations move with them.

The binding constraint is no longer the technology. It is how fast the organization, and its board, can absorb change safely.

What agile oversight looks like

Delegate with guardrails. The board sets principles, risk limits and tiers once; management decides within them between meetings.

Escalate on triggers, not the calendar. A new agent that can move money, a new category of sensitive data, a change to a critical vendor, or an incident comes to the board when it happens.

One page, every meeting. What changed since the last meeting, what management decided under delegation, and what is new on the risk list.

A monthly half hour. A board member or committee chair checks in with the AI owner between meetings.

Six-month policies. Review the AI policy twice a year and give fast-moving rules a sunset date.

Classify by attributes. Autonomy, access, data and consequence let new capabilities fit existing rules without a rewrite.

Pre-approve fast trials, and fast stops. A small trial budget, a time box, and kill criteria agreed in advance.

Keep the board current. A hands-on session each year and an adviser on call, so judgment keeps pace with the tools.

Questions for the board

1. What has changed in our AI use, vendors and risks since our last meeting, and what did management decide under delegated authority?
2. Which AI decisions must come to us between meetings, and what triggers them?
3. How quickly can we adopt a useful new capability safely, and how quickly can we stop one?
4. Is our policy review cycle faster than the rate of change in our AI portfolio?
5. What limits how fast we can absorb AI today: people, process, data, vendors or approvals?

A gap in published guidance. Only 4 of the 34 organizations benchmarked in this research ask whether oversight cadence keeps pace with AI (Financial Stability Board, ISO/IEC, NIST, World Economic Forum). The FSB treats adaptability as training, specialists and risk culture; necessary, but not a cadence. Applies to private companies too: for owner-led firms, the monthly half hour and the trigger list do most of the work. chrisbkennedy.com · Version 1.1 · October 28, 2026