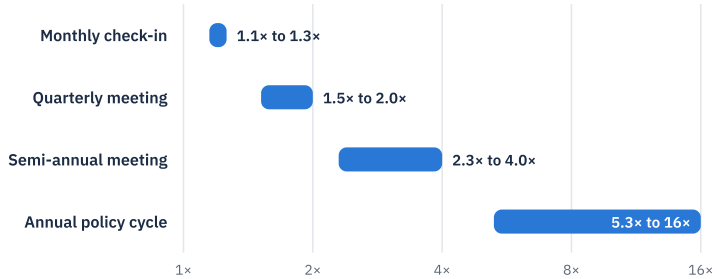
Is Your Board Keeping Up With AI?

Chris B. Kennedy · A call to action for boards and owners of small and mid-sized private companies

AI changes more between two board meetings than governance was built to absorb, and published guidance has not caught up. Boards need questions and checklists they can use at the next meeting.

1 How much AI changes between your meetings



Capability growth between meetings (log scale), at a doubling every 3 to 5 months

AI capability is doubling roughly every 3 to 5 months. A board that meets quarterly governs a picture that is already half out of date; an annual policy can be sixteen times behind.

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

The governance gap, and what agile oversight looks like: “AI Moves Faster Than Your Board Meets.”

2 The guidance has not caught up

Of 34 director bodies, consultancies, standards setters and regulators benchmarked, how many ask:

Does our oversight cadence keep pace with AI?	4
What can agents do alone, and can we stop them?	5
What P&L impact has AI actually delivered?	5
Who is accountable for AI-produced work?	2
Does AI doing a person's job get their controls?	1
Are our people keeping real expertise?	1
What are we deliberately not funding?	0

For comparison, 16 of 34 ask about identifying and managing AI risk. The FSB's October 2026 sound practices never mention return on investment and call agent practices "nascent."

3 Top AI risks to put on the agenda

RISK	ORGS
Data and privacy leakage. Customer, patient or employee data goes into AI tools.	13
AI-enabled fraud. Cloned voices and fake invoices aimed at owners and approvers.	6
Errors that reach customers. Wrong quotes, notes or claims no one catches.	13
Vendor dependence. Software vendors switch on AI, change terms or fail.	18
Decisions about people. AI shaping hiring, scheduling, pricing or care unchecked.	12
Shadow AI. Staff using free tools on personal accounts.	4

Orgs: outside organizations, of 34, raising the risk.

4 Any framework, plus what AI changes

No bespoke framework is needed. Use the risk habits you already have and borrow structure from the NIST AI Risk Management Framework, then add three things:

- **Human ownership of every control.** Every AI control, human or technical, has a named owner.
- **Velocity oversight.** Oversight, talent and spend, cyber and data controls that move at AI speed.
- **Exponential complexity oversight.** Purpose-built agents, limited to what can still be modeled and stopped.

5 Before your next meeting

1. **Ask the ten questions.** Start with the owners and the one executive who runs AI.
2. **See all the AI.** Include AI switched on inside software you already pay for.
3. **Protect the money.** Call back on a known number, and two approvers, before money moves.
4. **Meet monthly for half an hour.** Owner and AI lead review what changed; the board gets one page twice a year.
5. **Judge the answers.** Mark each one clear, partial or missing, and ask for the evidence.

The full Board AI Toolkit

→ Board AI Checklist (25 items) and framework → Independent review and scorecard → Board and leadership training
→ AI advisory and monitoring → Sample policies, evaluations and evidence guides → Talent assessment and AI hiring

Available through an engagement. See What's Next.