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Ten AI Questions for the Board

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How this list was compiled. I started from my own set of board questions on AI and benchmarked them against 764 board AI questions published by 34 organizations: director bodies, consultancies, standards setters and financial regulators. Those questions were merged into 98 distinct board questions and tagged by domain. The ten below are where my questions and the external research converge. Each was then rank-ordered and challenged for board-level materiality.

Kennedy + N organizations: each question comes from my set and is asked, in some form, by N outside organizations.

Domains: the governance areas each question covers.

1	Where can AI create the most material value for us, how does that fit our strategy, and how are competitors using it?	**Kennedy + 19 organizations** Strategy & competition · Value & ROI
2	What P&L impact has AI actually delivered, how much of the reported value is only freed capacity still to be redeployed, and what is stopping us from capturing more?	**Kennedy + 5 organizations** Value & ROI · Capital allocation · Strategy & competition
3	How is AI investment split between near-term gains, cost-structure change and longer growth bets, and what are we deliberately not funding?	**Kennedy + 5 organizations** Capital allocation · Value & ROI · Strategy & competition
4	Do we know all the AI in use, including vendor-embedded and employee tools, and does each material use have an accountable owner and clear decision rights?	**Kennedy + 20 organizations** AI inventory & ownership · Oversight cadence & reporting · Risk & controls
5	What are our most material AI risks, how much of each are we willing to accept, and how do we know our controls work?	**Kennedy + 24 organizations** Risk & controls · Oversight cadence & reporting
6	Which AI systems can act on their own, such as moving money or changing systems, what limits apply, and can we trace their actions and stop them quickly?	**Kennedy + 11 organizations** Agents & autonomy · Risk & controls · AI inventory & ownership
7	How do we protect client data and our IP when using AI, and where are we dependent on a few AI vendors or models if their terms, prices or access change?	**Kennedy + 21 organizations** Data, privacy & IP · Third parties & concentration · Regulation & compliance
8	How will AI change our roles and skills, and how do we make sure people keep real expertise and judgment as AI drafts more of their work?	**Kennedy + 16 organizations** Talent & workforce · Risk & controls
9	Does the board have enough AI knowledge to challenge management, and how are directors and senior leaders keeping that knowledge current?	**Kennedy + 16 organizations** Board & leadership AI knowledge · Talent & workforce
10	What should be different in 12 months if our AI strategy works, what will the board see to know, and is our oversight cadence keeping pace with how fast AI is changing?	**Kennedy + 18 organizations** Oversight cadence & reporting · Value & ROI · Risk & controls

Key references: Financial Stability Board, *Sound Practices for Financial Institutions' Responsible AI Adoption* (Oct 2026) · NACD, *Boardroom Tool: Questions for Directors to Ask About AI* (2025) · NIST, *AI Risk Management Framework* and *Generative AI Profile* (2023, 2024) · World Economic Forum, *Empowering AI Leadership: Board Toolkit* · McKinsey, *The AI Reckoning: How Boards Can Evolve* (2025) · BCG, *Five Things Boards Need to Get Right with AI* (2026) · Grant Thornton, *Seven AI Questions Used by Leading Boards* (2026).

Counts are distinct organizations asking a version of each question, not a measure of importance. Source list and question-by-organization mapping: see the companion "Sources Behind the Ten AI Questions." chrisbkennedy.com · Version 1.1 · October 28, 2026