

COMPANION TO THE AI VALUE GAP

The AI Value Management Operating

*Editable instruments for choosing, designing,
authorizing, proving, sustaining, and repeating
specific business uses of AI*

L A Y E F A O K I Y

Toolkit
Toolkit

COMPANION TO THE AI VALUE GAP

The AI Value Management Operating Toolkit

*Editable instruments for choosing, designing, authorizing,
proving, sustaining, and repeating specific business uses of
AI*

LAYEFA OKIY



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The worked example is fictional. It demonstrates operating logic and describes no real organization. Session times in the tool strips are proposals.

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How to use this toolkit

Every tool is two spreads. The first tells you when to use it and shows the idea in one picture. The second puts a finished example on the left and your blank record on the right.

1

Read the strip

When to use the tool, who needs to be in the room, how long it takes, what to bring, what you leave with, and which tool it feeds.

2

See the idea

One figure shows what the tool is testing, drawn from the worked example.

3

Copy the example

The left-hand page is the same record, completed for the fictional supplier-onboarding case.

4

Fill your record

The right-hand page is yours. The workbook holds the same fields in the same order.

CHOOSE THE DEPTH BEFORE YOU START

Brief

Low-consequence, reversible internal use. Fill only the fields marked **BRIEF**.

Standard

A material workflow or operating commitment. Fill every field.

Enhanced

Rights, safety, money, jobs, or hard-to-reverse action. Every field, plus the review, remedy, and runtime records.

HOW THE PAGES SHOW WHAT MATTERS

Highlighted line

The one point to remember on the page.

Bold lead-in

The action to take.

☐ A check to run before you decide.

 A common failure, and how to avoid it.

THE FIVE CONDITIONS RUN THROUGH EVERY TOOL

Value clarity	Workflow fit	Operating rules	Ownership and accountability	Evidence and learning
---------------	--------------	-----------------	------------------------------	-----------------------

The five marks in each tool's header show which of the Five Conditions it builds. Tools 02 and 08 judge all five together; the decision can never be stronger than the weakest critical condition.

The toolkit on one page

Thirteen tools, one intervention, one chain of decisions. Enter where your situation is, not at page one. Use only the depth the decision needs.



○ Meeting in which the tool is used (Module C): 1 boundary and value · 2 workflow and authority · 3 readiness · 4 pilot close · 5 runtime · 6 portfolio

Status and use

GOVERNING PRINCIPLE

The book teaches the management system. This toolkit helps a team run it. Every instrument exists to support a decision – not to manufacture administrative completeness.

Each instrument in this toolkit supports one management decision: what exactly is being managed, whether it is worth doing, where AI belongs in the work, who holds authority, what the organization is ready for, what a pilot must prove, what keeps permission current after launch, and where scarce capacity should go next.

SCOPE

The toolkit supports management decisions. It does not certify a system, give legal or compliance advice, or replace domain, legal, privacy, security, financial, workforce, or engineering expertise.

The instruments are deliberately proportional. A low-consequence, reversible internal assistant may need a brief record. A system that changes customer rights, financial exposure, safety, employment, public services, or irreversible actions requires stronger evidence, review, and authority.

START HERE: choose the entry route before choosing the paperwork

The toolkit begins with the decision in front of management, not with an organizational maturity score. Choose the route that matches what is actually known and what can safely be learned next.

ENTRY ROUTE	USE WHEN	FIRST MOVE	DO NOT DO
A – Direct application	A clearly defined AI use, an observable workflow, a plausible owner, and a real decision already exist.	Open the relevant records and work toward the next commitment.	Do not run a generic maturity exercise first.
B – Foundation repair	The baseline, workflow, owner, authoritative data, or authority cannot yet be established.	Repair the missing management condition before pretending to assess readiness.	Do not convert missing basics into a flattering score.
C – Narrow learning boundary	Full deployment is premature but a task test, shadow run, simulation, or bounded pilot can generate evidence safely.	Define the uncertainty and run the smallest useful learning boundary.	Do not treat a test result as production evidence.

Make proportionality visible

Use the lightest record set that can still protect the decision. These are usage depths, not maturity levels.

USAGE DEPTH	APPROPRIATE USE	TYPICAL RECORD DEPTH
Brief	Low-consequence, reversible internal use.	One-page boundary, owner, evidence need, restrictions, and next decision.
Standard	Material workflow or operating commitment.	Core value, workflow, authority, readiness, and evidence records.
Enhanced	Rights, safety, customer obligation, employment, financial exposure, public services, or difficult reversal.	Full evidence, review, escalation, remedy, runtime monitoring, and renewed approval when things change.

The first-edition evidence position

The first edition develops and demonstrates the management discipline through documented research and clearly labelled illustrative operating scenes. Formal field applications begin alongside publication and will inform subsequent editions. Nothing is invented to fill that gap.

Which tools each depth needs

#	TOOL	BRIEF	STANDARD	ENHANCED
1	Boundary	Required	Required	Required
2	Five Conditions	As needed	Required	Required
3	Value Case	Brief	Required	Required
4	Workflow Placement	As needed	Required	Required
5	Decision Rights	Brief	Required	Required
6	Review & Escalation	As needed	Required	Required
7	Governance Infrastructure	Optional	As needed	Required where shared services exist
8	Readiness	Brief	Required	Required
9	Managed Pilot	If testing	If testing	If testing
10	Runtime Assurance	If live	If live	Required if live
11	Portfolio Allocation	Optional	Portfolio use	Portfolio use
12	Organization	Optional	As needed	As needed
13	First 90 Days	Optional	Leadership use	Leadership use

The full chain of thirteen tools is on the map at the front.

Support modules

MODULE	JOB	USE
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A – Integrated Worked Example	Shows how the records connect across one fictional intervention.	Learning and facilitation reference.
B – Integrated Commitment Review	Provides a board/executive rapid review, including claim quality.	Consequential approval, scale, funding, or reported-value decisions.
C – Facilitation and Record Control	Keeps meetings, versioning, evidence, ownership, and expiry coherent.	All material interventions.
D – About This Toolkit	Explains how the toolkit relates to the book, its companion workbooks, and existing management systems.	Reference; do not duplicate controls.

Non-negotiable operating rules

- **One declared intervention boundary.** Evidence does not automatically travel across workflows, populations, geographies, model versions, autonomy levels, or levels of consequence.
- **Profiles before composites.** Do not collapse the Five Conditions into an early total score that hides a critical weakness.
- **Critical gates before averages.** A failed critical condition limits what management may authorize.
- **Evidence and confidence remain separate.** A strong claim supported by thin, stale, sponsor-only, or irrelevant evidence is not a strong operating position.
- Every material record names the next decision, the authority that can make it, and the evidence required.
- **A missing answer does not always mean stop.** It does require an explicit assumption, owner, control, expiry, and learning plan.
- **Illustrative examples are labelled.** They demonstrate operating logic; they are not claims about a documented company.

Toolkit at a glance

Keep the constructs separate. The Five Conditions describe what must be coherent; the tools help management establish and operate those conditions; evidence grades describe what kind of evidence exists; decision outputs state what management may authorize next; the public benchmark dimensions inspect what is visible in a public claim.

LAYER	WORKING MEANING	PRIMARY OBJECT	DO NOT CONFUSE WITH
AI Value Gap	Capability does not automatically become worthwhile organizational value.	The management problem	A claim that AI creates no value.
Five Conditions	Value clarity, workflow fit, operating rules, ownership/accountability, evidence/learning.	Minimum management system	A maturity score.
Value Clarity / Value Case	Value Clarity is a condition; the Value Case is the record used to establish and test it.	Intended value and its evidence	Two competing frameworks.
Evidence grades E0–E5	Describe what kind of evidence exists at the declared boundary.	Evidence state	A performance or readiness score.
Decision outputs	Ready/proceed, Conditional, Pilot-only, Hold, Stop/exit, Re-open.	Current permission	A public benchmark category.
Model economics	The intervention-level relationship among model/system configuration, workload, quality, latency, review and exception burden, full operating cost, value consequence, and change over time.	Economic operating profile of the intervention	Token price, a model benchmark, or a new framework.

Working vocabularies

Evidence grades

GRADE	NAME	WHAT IT MEANS
E0	Assumption	A hypothesis or belief not yet supported by direct evidence at the declared boundary.
E1	Documented design	Approved plans, policies, specifications, contracts, process maps, or intended controls.
E2	Controlled evaluation	Structured test results under controlled conditions, including benchmark or simulation evidence relevant to the boundary.
E3	Shadow or parallel test	The intervention operates beside the current process without controlling the live consequence.
E4	Bounded live evidence	Observed performance in a limited live boundary with real users, workflow, and consequences.
E5	Sustained operating evidence	Current evidence across enough time, volume, variation, and change to support continued operation at the declared boundary.

Condition status

STATUS	MEANING
Unestablished	The condition is absent, materially unclear, or unsupported.
Designed	The condition has an approved design but has not yet been demonstrated in representative operation.
Demonstrated	The condition has been tested at the declared boundary with relevant evidence.
Operating	The condition is functioning in bounded live use and is producing current evidence.
Sustained	The condition has survived sufficient time, variation, and change to support continued confidence.

Decision outputs

DECISION	MEANING
Ready / proceed	The declared commitment is supported now; remaining weaknesses are improvements rather than uncontained fatal gaps.
Conditional	The boundary can operate only with named temporary controls, remediation, monitoring, owners, and expiry dates.
Pilot-only	A critical uncertainty remains, but the consequence can be contained while evidence is generated.
Hold / not ready	A critical gate is absent or weak in a way that cannot be contained safely, economically, or operationally.
Stop / exit	The evidence, economics, consequence, or current conditions no longer justify the commitment.
Re-open	A material change has invalidated earlier evidence or authorization and requires a new decision.

Decision ceiling

The decision ceiling is the largest commitment the current evidence can support. The readiness, pilot, and worked-example records state it so that nobody authorizes more than the evidence justifies.

Meet the worked example

ILLUSTRATIVE ONLY

The example is fictional. It demonstrates the operating logic of the toolkit and should not be presented as evidence of a real deployment or outcome.

A mid-sized manufacturer receives supplier onboarding packs containing certificates, insurance documents, bank details, sanctions declarations, quality records, and contractual forms. The current process is slow and inconsistent. The proposed AI assistant would extract fields, identify missing documents, flag inconsistencies, and draft a risk summary for a procurement analyst. It would not approve suppliers, change bank details, or communicate a final decision.

Every tool shows this one case, completed, on the left-hand page. Read this page once; the rest of the toolkit follows the same assistant from boundary to portfolio.

THE BOUNDARY IN ONE TABLE

BOUNDARY DIMENSION	ILLUSTRATIVE POSITION
Decision	Authorize a bounded shadow pilot, not live supplier approval.
Outcome	Reduce analyst preparation time and missing-document rework while preserving decision quality and fraud controls.
Workflow	Document intake and analyst preparation before procurement, quality, finance, and compliance approval.
Population	Domestic low-to-medium spend suppliers; English-language documents only.
AI role	Sense and prepare; extract, classify, flag, and draft. No final decision or transaction execution.
Systems/data	Secure document repository and procurement case system; no autonomous bank-detail updates.
Exclusions	High-risk jurisdictions, sole-source critical suppliers, bank-detail changes, sanctions ambiguity, and incomplete identity evidence.
Accountable owner	Head of Procurement Operations.
Re-open triggers	Model/vendor change, new jurisdiction, autonomous communication, new document class, fraud incident, or material policy change.

Where the case ends up

Decision ceiling: PILOT-ONLY. The shadow boundary can be operated because the current manual process remains the safe state, autonomous approval and bank changes are prohibited, owners are named, and representative documents are available. The intervention is not ready for live supplier communication or approval because field quality, escalation burden, model change, and control evidence remain unproven.

WHAT IT MEANS BEYOND THE PILOT

LAYER	ILLUSTRATIVE IMPLICATION
Runtime signals	Value, field quality, analyst burden, exception rate, specialist queue, vendor/model changes, security events, and supplier complaints.
Portfolio trade-off	The assistant competes for integration and compliance capacity with a live invoice-matching system. Expansion is delayed unless the shadow pilot clears evidence thresholds.
Shared infrastructure	Secure document intake, model/version record, exception routing, evidence grade, and incident process can be reused.
Local ownership	Procurement retains outcome, workflow, supplier remedy, and continued-worth decisions.
Enterprise challenge	Security, finance, compliance, privacy, and internal audit challenge their domains without absorbing business accountability.
90-day result	A disciplined stop, redesign, or bounded live pilot is a successful outcome. The objective is a better commitment, not a predetermined deployment.

Quick start: the Brief path

*For a low-consequence, reversible internal use, four tools and their **BRIEF** fields are enough to make a real decision.*

01 Boundary

Intervention name · decision · accountable owner · decision authority · date / expiry · business outcome · AI role and autonomy · exclusions · restrictions and safe state

page 16

03 Value Case

Outcome and beneficiary · baseline · evidence and attribution · owner and distribution · the next decision

page 26

05 Decision Rights

Who frames the decision · who approves · who can reverse and remedy · who can stop

page 42

08 Readiness

The critical dimensions only · weakest critical condition · decision ceiling · authorized boundary · restrictions · reassessment trigger · authority and date

page 58

Leave with one of five decisions – ready, conditional, pilot-only, hold, or stop – with an owner and an expiry date.



WATCH FOR

Using Brief to avoid a hard question.

Brief is for low consequence, not for low confidence. Move to Standard as soon as rights, money, safety, jobs, or a hard-to-reverse action enter the boundary.

01

AI Intervention Boundary Record

BUILDS THESE CONDITIONS

Value clarity

Workflow fit

Operating rules

Ownership and accountability

Evidence and learning

DECISION THIS TOOL SUPPORTS

Define the exact business use, operating boundary, consequence, and decision before the tool or programme creates momentum.

BOOK CONNECTION Introduction; Chapters 3, 5, and 11

USE IT WHEN An AI idea enters discovery or procurement, a use is hard to describe consistently, or something about it changes.	WHO IS IN THE ROOM Outcome owner, workflow owner, finance, technology, and the relevant challenge roles.	TIME Brief: 20 minutes. Standard: 60 minutes. <i>Proposed.</i>
YOU BRING A one-line description of the use and the decision being asked for.	YOU LEAVE WITH A declared boundary, the current restrictions, and the next decision date and owner.	IT FEEDS Five Conditions (02) and the Value Case (03).

DEPTH Brief: **Required** · Standard: Required · Enhanced: Required

Manage one specific business use of AI at a time: one declared workflow, population, system boundary, autonomy level, consequence profile, operating context, and time period. The toolkit calls this the intervention.

The boundary prevents evidence from one setting being treated as proof for another.



WATCH FOR
Managing AI at the wrong level.

An enterprise strategy is too broad to say what happens when one output is wrong; a model or prompt is too narrow to say whether to keep paying for it. Manage the business use in between.

Draw the line before the momentum starts

INSIDE THE BOUNDARY

OUTCOME

Less preparation time and rework

WHERE

After upload, before analyst review

WHO

Procurement analysts; domestic suppliers

AI ROLE

Sense and prepare only

VOLUME

Six weeks · 300 packs · shadow

SAFE STATE

Current manual workflow

OUTSIDE · EXPLICIT EXCLUSIONS

— Autonomous approval

— Bank-detail changes

— Sanctions decisions

— Final supplier messages

— High-risk jurisdictions

RE-OPEN THE RECORD WHEN

● Model or version change

● New population or language

● Any request for autonomous action

● Correction burden rises

BEFORE YOU SIGN THE BOUNDARY

- ☐ Would the evidence still apply if the model, vendor, version, population, language, workflow, volume, or autonomy changed?
- ☐ Which action class is the system permitted to perform, recommend, or never take without approval?
- ☐ Who receives the immediate benefit, and who may carry error, delay, cost, or remedy burden?
- ☐ Which operating dependency could invalidate the record?
- ☐ What event automatically reopens the boundary?
- ☐ Which model/version, price, rate-limit, retrieval, tool, vendor, deployment, or migration change would automatically reopen this record?

WORKED EXAMPLE

Supplier-onboarding document assistant · *fictional*

Record header

INTERVENTION NAME BRIEF	DECISION UNDER CONSIDERATION BRIEF	ACCOUNTABLE BUSINESS OWNER BRIEF
Supplier onboarding document assistant	Authorize six-week shadow pilot	Head of Procurement Operations
WORKFLOW OWNER	RECORD OWNER	DECISION AUTHORITY BRIEF
Supplier Onboarding Manager	Procurement Transformation Lead	VP Operations
DECISION DATE / EXPIRY BRIEF		
2026-09-30		

Boundary dimensions

BOUNDARY DIMENSION	DECLARED POSITION	EVIDENCE / SOURCE	OPEN ASSUMPTION	CHANGE TRIGGER
Business outcome BRIEF	Reduce analyst preparation time and missing-document rework without increasing approval error, fraud exposure, specialist burden, or supplier confusion.	Historical cycle-time sample + operations logs	Benefit may be offset by verification work	If specialist queue or correction burden rises materially
Workflow and task location	After document upload and before analyst review; AI extracts, classifies, flags missing items, and drafts a checklist.	Current-state process map	Document heterogeneity may reduce usefulness	Workflow or intake channel changes
Users and affected population	Procurement analysts; affected suppliers; compliance and finance reviewers.	Role roster + stakeholder map	Some supplier groups may have non-standard packs	Population expansion beyond domestic suppliers
AI role and autonomy BRIEF	Sense-and-prepare only; no approval, sanctions decision, bank-detail change, or final supplier communication.	Pilot design	Users may over-trust generated checklist	Any request for autonomous action
Systems, data, and access	Supplier portal documents; approved internal storage; sanctions and policy reference sources; read-only AI access.	Architecture note	OCR quality varies	New data source or write access
Model, vendor, and version	Approved enterprise model endpoint; version fixed for pilot.	Vendor record	Model updates could change extraction behavior	Model/version/vendor change

YOUR RECORD

AI Intervention Boundary Record · same fields as workbook sheet

01_Boundary

Record header

INTERVENTION NAME	BRIEF	DECISION UNDER CONSIDERATION	BRIEF	ACCOUNTABLE BUSINESS OWNER	BRIEF
WORKFLOW OWNER	RECORD OWNER		DECISION AUTHORITY		
				BRIEF	
DECISION DATE / EXPIRY		BRIEF			

Boundary dimensions

BOUNDARY DIMENSION	DECLARED POSITION	EVIDENCE / SOURCE	OPEN ASSUMPTION	CHANGE TRIGGER
Business outcome	BRIEF			
Workflow and task location				
Users and affected population				
AI role and autonomy	BRIEF			
Systems, data, and access				
Model, vendor, and version				

WORKED EXAMPLE

Supplier-onboarding document assistant · *fictional*

Boundary dimensions (continued)

BOUNDARY DIMENSION	DECLARED POSITION	EVIDENCE / SOURCE	OPEN ASSUMPTION	CHANGE TRIGGER
Geography, language, and channel	Domestic suppliers; English-language documents; existing onboarding channel.	Pilot scope	Not representative of global supplier base	New geography/language/channel
Time period and operating volume	Six weeks; 300 supplier packs; shadow operation beside current workflow.	Pilot contract	Volume may not expose rare cases	Volume or duration expansion
Affected stakeholders and downside	Analysts may gain capacity; compliance may absorb extra escalations; suppliers may experience delay if false missing-item flags rise.	Impact review	Transferred burden may be underestimated	Complaint/escalation trend
Explicit exclusions BRIEF	No autonomous approval; no bank-detail action; no sanctions decision; no final supplier communication.	Authorization draft		Any exception to exclusions
Current restrictions and safe state BRIEF	Manual workflow remains the safe state; all pilot outputs require analyst confirmation.	Pilot design		Any inability to revert cleanly

Model / system configuration

MODEL / SYSTEM CONFIGURATION	ENTRY	EVIDENCE / SOURCE	UNCERTAINTY / LIMITATION	AUTOMATIC RE-OPEN TRIGGER	OWNER
Model family + exact version / snapshot	Approved enterprise model class; fixed pilot snapshot	Architecture note	No vendor recommendation; illustrative configuration	Any material model/version change	IT Owner
Vendor + deployment form	Approved enterprise endpoint; read-only integration	Vendor / security record	Commercial terms may change	Vendor or deployment arrangement changes	IT Owner
Material effort / reasoning / configuration	Standard extraction/classification configuration	Pilot config record	Difficult cases may need stronger route	Effort/configuration changes materially	Product Owner
Retrieval, context, tools, memory, deterministic checks	Supplier policy retrieval + deterministic bank-detail/sanctions stop rules	Technical design	OCR variability remains	Context/retrieval/tool design changes	IT + Compliance
Routing / escalation architecture	Ordinary packs → standard model; low-confidence/unusual packs → analyst/specialist route	Pilot design	Thresholds need operating evidence	Routing or escalation thresholds change	Workflow Owner
Portability / fallback	Manual process is immediate fallback; exportable case/evidence record retained	Process + exit record	Alternative endpoint not yet tested	Fallback unavailable or migration conditions change	IT Owner

YOUR RECORD AI Intervention Boundary Record • continued • same fields as workbook sheet 01_Boundary

Boundary dimensions (continued)

BOUNDARY DIMENSION	DECLARED POSITION	EVIDENCE / SOURCE	OPEN ASSUMPTION	CHANGE TRIGGER
Geography, language, and channel				
Time period and operating volume				
Affected stakeholders and downside				
Explicit exclusions BRIEF				
Current restrictions and safe state BRIEF				

Model / system configuration

MODEL / SYSTEM CONFIGURATION	EVIDENCE / ENTRY SOURCE	UNCERTAINTY / LIMITATION	AUTOMATIC RE-OPEN TRIGGER	OWNER
Model family + exact version / snapshot				
Vendor + deployment form				
Material effort / reasoning / configuration				
Retrieval, context, tools, memory, deterministic checks				
Routing / escalation architecture				
Portability / fallback				

02

Five Conditions Assessment

JUDGES ALL FIVE CONDITIONS

Value clarity

Workflow fit

Operating rules

Ownership and accountability

Evidence and learning

DECISION THIS TOOL SUPPORTS

Identify the weakest condition that constrains value and the next commitment.

BOOK CONNECTION Chapter 5 - AI Value Management and the Five Conditions

USE IT WHEN Before a value case or pilot is approved – and whenever an initiative stalls and someone asks which team failed.	WHO IS IN THE ROOM Outcome owner, workflow owner, finance, technology, and the relevant challenge roles.	TIME Brief: 20 minutes. Standard: 60 minutes. <i>Proposed.</i>
YOU BRING The boundary record (01).	YOU LEAVE WITH The weakest critical condition, the decision ceiling, and the evidence required next.	IT FEEDS The Value Case (03) and Readiness (08).

DEPTH Brief: **As needed** · Standard: Required · Enhanced: Required

The Five Conditions are one connected minimum system. They are not five departments and not an average maturity score.

A severe weakness in one condition can constrain the whole intervention.

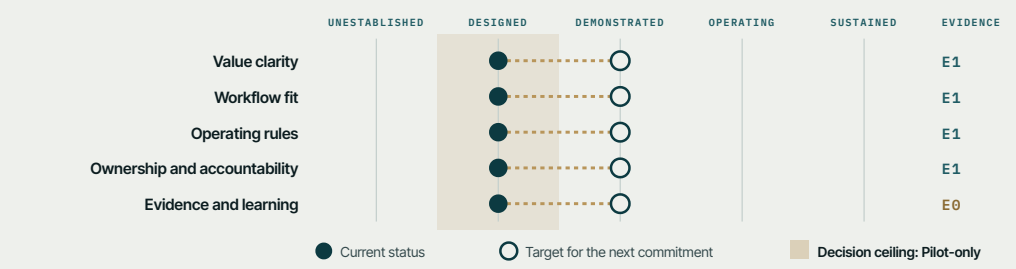


WATCH FOR

Asking which team failed.

When an initiative stalls, ask which condition is missing or contradictory. Value clarity without workflow fit produces an important goal attached to an unusable intervention.

The weakest condition governs the decision



WHAT MUST BE COHERENT

CONDITION	WHAT MUST BE COHERENT
Value clarity	Outcome, baseline, beneficiary, threshold, time horizon, alternative, and next decision.
Workflow fit	Placement in real work, handoffs, bottleneck, downstream absorption, exception path, and new work.
Operating rules	Allowed, reviewed, restricted, escalated, reversible, prohibited, and remediable actions.
Ownership and accountability	Named outcome owner, delegated authority, override, suspension, remedy, challenge, and downside ownership.
Evidence and learning	Measures, comparison, evidence grades, monitoring, triggers, expiry, and the ability to change the intervention.

READER RULE

The answers do not need to be final. They need to be coherent enough that management knows which uncertainty it is accepting and what it will learn next.

WORKED EXAMPLE

Supplier-onboarding document assistant · *fictional*

Assessment profile

CONDITION	TARGET	STATUS	CURRENT STATUS	EVIDENCE GRADE	CRITICAL?	CONSTRAINT / GAP	OWNER	NEXT ACTION	DUE DATE
Value clarity	Demonstrated	Designed	E1	Yes	Outcome and threshold defined; no live evidence yet	Head of Procurement Operations	Run shadow comparison	2026-09-30	
Workflow fit	Demonstrated	Designed	E1	Yes	Placement mapped; downstream specialist burden unproven	Supplier Onboarding Manager	Measure verification + escalation load	2026-09-30	
Operating rules	Demonstrated	Designed	E1	Yes	Prohibited actions and safe state defined	Procurement + Compliance	Test exception routing	2026-09-20	
Ownership and accountability	Demonstrated	Designed	E1	Yes	Owners and suspend authority named	VP Operations	Confirm backup authority	2026-09-15	
Evidence and learning	Demonstrated	Designed	E0	Yes	No representative operating evidence	Pilot Owner	Run shadow pilot	2026-09-30	

Decision synthesis

WEAKEST CRITICAL CONDITION

Every condition is at Designed; Evidence and learning is at E0

TEMPORARY CONTROL / RESTRICTION

Manual confirmation of every output; no autonomous action

DECISION CEILING

Pilot-only

EVIDENCE REQUIRED NEXT

E3 shadow evidence on time, rework, override, escalation, and difficult cases

ACCEPTED UNCERTAINTY

Accept extraction uncertainty inside shadow boundary only

NEXT DECISION AND AUTHORITY

Pilot close decision by VP Operations on 2026-09-30

YOUR RECORD

Five Conditions Assessment · same fields as workbook sheet

02_Five_Conditions

Assessment profile

CONDITION	TARGET	STATUS	CURRENT	STATUS	EVIDENCE	GRADE	CRITICAL?	CONSTRAINT / GAP	OWNER	NEXT ACTION	DUE DATE
Value clarity											
Workflow fit											
Operating rules											
Ownership and accountability											
Evidence and learning											

Decision synthesis

WEAKEST CRITICAL CONDITION	DECISION CEILING	ACCEPTED UNCERTAINTY
TEMPORARY CONTROL / RESTRICTION	EVIDENCE REQUIRED NEXT	NEXT DECISION AND AUTHORITY

03

AI Value Case

BUILDS THESE CONDITIONS

Value clarity

Workflow fit

Operating rules

Ownership and accountability

Evidence and learning

DECISION THIS TOOL SUPPORTS

Decide whether this problem is worth addressing, whether AI is the right option, and what evidence should authorize the next commitment.

BOOK CONNECTION Chapter 6 – Define the Value Case Before the Use Case; Chapter 9 – Which Model Belongs in the Work?

USE IT WHEN An AI idea asks for money, people, or data – before any build or pilot is approved.	WHO IS IN THE ROOM Outcome owner, workflow owner, finance, technology, and the relevant challenge roles.	TIME Brief: 30 minutes. Standard: 90 minutes, one working session. <i>Proposed.</i>
YOU BRING The boundary record (01) and whatever baseline data exists.	YOU LEAVE WITH A value hypothesis, the evidence question for the next step, and a named decision.	IT FEEDS Readiness (08) and the pilot contract (09).

DEPTH Brief: **Brief** · Standard: Required · Enhanced: Required

The value case is a living management record, not a forecast completed once. It keeps the business reason, operating mechanism, economics, evidence, ownership, distribution, and next decision connected as the use changes.

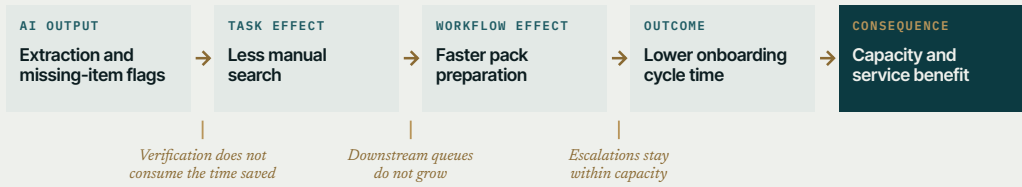
It also carries the model/system decision: the required performance floor, the options compared, the economic unit, and the full cost.



WATCH FOR
A precise forecast hiding an uncertain mechanism.

Separate what is known, what is estimated, and what must be learned. Management is approving a sequence of better-informed decisions, not a promise.

The mechanism you are claiming



Write the chain from AI output to business consequence, then name the assumption that holds each arrow together. In the worked example, **value fails if analysts must re-verify every field.**

BEFORE YOU COMPARE OPTIONS

- ☐ **Compare complete operating options:** a stronger model broadly; a smaller model plus escalation; a model plus retrieval, rules, or deterministic checks; routing only where justified; and a human-led or non-AI alternative.
- ☐ **Pick the denominator closest to the consequence:** request, accepted output, completed case, protected decision, or realized outcome.
- ☐ **Ask what part of the capability comes from the model,** and what comes from retrieval, data curation, prompt or tool design, interface cues, or human correction.
- ☐ **Count everything in the full cost:** volume and peaks, retries, review, exceptions, remedy, version or vendor change, migration, and exit.

DECISION RULE

If management cannot explain how the output becomes the outcome, it has a capability claim, not a value case.

WORKED EXAMPLE

Supplier-onboarding document assistant · *fictional*

INTERVENTION	OUTCOME OWNER	DECISION AUTHORITY
Supplier onboarding document assistant	Head of Procurement Operations	VP Operations
VERSION / DATE		
v1 · shadow-pilot gate		
1. Outcome and beneficiary BRIEF <i>What worthwhile outcome should improve, for whom?</i> Reduce analyst preparation time and missing-document rework; analysts and suppliers are primary beneficiaries. EVIDENCE Historical process logs · OPEN Need to protect control quality 2. Baseline and counterfactual BRIEF <i>What happens without this intervention?</i> Median prep time and rework from matched historical packs; compare concurrent manual cases. EVIDENCE Ops sample · OPEN Case mix may differ		
3. Threshold and time horizon <i>What result justifies the next step, and by when?</i> Target >=20% lower preparation time with no material increase in corrections, compliance escalations, or supplier delays over six weeks. EVIDENCE Pilot design · OPEN Threshold may be too aggressive		
4. Value mechanism <i>How does AI output become a business consequence?</i> AI extracts and flags documents → analyst receives prepared pack → less search/rework → faster onboarding if downstream queues do not grow. EVIDENCE Workflow map · OPEN Verification could consume saved time		
5. Performance floor, options, and why AI <i>Minimum performance; alternatives; why AI now</i> Required floor: ordinary prepared packs must match source documents and the policy checklist before use; difficult or consequential cases escalate to analyst/specialist review. Options: manual process; process standardization without AI; AI shadow assistant. EVIDENCE Option review · OPEN The exact difficult-case threshold and any stronger-model advantage remain unproven.		
6. Full cost, economic unit, and disbenefits <i>Everything it costs, per completed unit of work</i> Model/API, integration, testing, reviewer time, compliance escalations, support, correction, training, retirement. EVIDENCE Finance worksheet · OPEN Some support cost unknown 7. Evidence, attribution, and capability source BRIEF <i>What comparison will show it worked, and why?</i> Shadow comparison plus matched historical baseline; attribution limited to bounded workflow effects. EVIDENCE Evaluation plan · OPEN Concurrent process clean-up could confound		
8. Owner and distribution BRIEF <i>Who owns the outcome; who carries the burden?</i> Head of Procurement Operations owns outcome; analysts may gain capacity; compliance may inherit burden. EVIDENCE RACI + impact review · OPEN Distribution of burden unproven 9. The next decision BRIEF <i>What exactly is management being asked to authorize?</i> Authorize shadow pilot, redesign, hold, or stop. EVIDENCE Decision memo		

YOUR RECORD

AI Value Case • same fields as workbook sheet 03_Value_Case

INTERVENTION

OUTCOME OWNER

DECISION AUTHORITY

VERSION / DATE

1. Outcome and beneficiary

BRIEF

What worthwhile outcome should improve, for whom?

EVIDENCE

 OPEN QUESTION OR DISSENT

2. Baseline and counterfactual

BRIEF

What happens without this intervention?

EVIDENCE

 OPEN QUESTION OR DISSENT

3. Threshold and time horizon*What result justifies the next step, and by when?*

EVIDENCE

 OPEN QUESTION OR DISSENT

4. Value mechanism*How does AI output become a business consequence?*

EVIDENCE

 OPEN QUESTION OR DISSENT

5. Performance floor, options, and why AI*Minimum performance; alternatives; why AI now*

EVIDENCE

 OPEN QUESTION OR DISSENT

6. Full cost, economic unit, and disbenefits*Everything it costs, per completed unit of work*

EVIDENCE

 OPEN QUESTION OR DISSENT

7. Evidence, attribution, and capability source

BRIEF

What comparison will show it worked, and why?

EVIDENCE

 OPEN QUESTION OR DISSENT

8. Owner and distribution

BRIEF

Who owns the outcome; who carries the burden?

EVIDENCE

 OPEN QUESTION OR DISSENT

9. The next decision

BRIEF

What exactly is management being asked to authorize?

EVIDENCE

 OPEN QUESTION OR DISSENT

WORKED EXAMPLE

Supplier-onboarding document assistant · *fictional*

Option comparison

OPTION	EXPECTED BENEFIT	FULL COST	TIME TO EVIDENCE	REVERSIBILITY	CRITICAL DOWNSIDE	DECISION
Business as usual	Stable but slow	Known operating burden	Immediate	High	Backlog and rework	Hold
Do minimum / process change	Moderate improvement from standardization	Low	2-4 weeks	High	May not address document variability	Test
Non-AI alternative	Potential targeted rules/checklist improvement	Medium	4-6 weeks	High	Needs workflow cleanup	Test
AI option A	20%+ prep-time improvement if verification burden stays low	Medium	6 weeks	High	Transferred review burden	Proceed
AI option B	Broader agentic automation	Higher	Longer	Low	Autonomous action risk	Hold

YOUR RECORD

AI Value Case · continued · same fields as workbook sheet 03_Value_Case

Option comparison

OPTION	EXPECTED	BENEFIT	FULL	COST	TIME	TO	EVIDENCE	REVERSIBILITY	CRITICAL	DOWNSIDE	DECISION
Business as usual											
Do minimum / process change											
Non-AI alternative											
AI option A											
AI option B											

WORKED EXAMPLE

Supplier-onboarding document assistant · *fictional*

Model / system economics

MODEL / SYSTEM ECONOMICS	ENTRY	EVIDENCE / SOURCE	UNCERTAINTY	OWNER	DECISION EFFECT
System options compared + provisional selected configuration / reason	Compare manual process; rules-only completeness checks; standard model for ordinary packs; and a possible stronger-model route. Current pilot boundary provisionally uses the standard route for ordinary packs and analyst/specialist escalation for difficult or consequential cases; stronger-model escalation is not authorized until evidence supports it.	Option review	Routing threshold and stronger-model advantage remain unproven	Business Owner	Pilot tests whether ordinary-case model use plus human/specialist escalation lowers total burden; a stronger-model route remains an option, not current authority.
Declared economic unit	Cost per completed supplier pack	Value case	No realized denominator yet	Finance	Do not claim savings from token cost
Workload volume + peak demand	300-pack shadow pilot; peak-day sample retained	Pilot contract	Future seasonal peak unknown	Workflow Owner	Limits scale inference
Batch / cache / asynchronous architecture	Asynchronous preparation allowed; repeated policy context may be cached where approved	Technical design	No production economics yet	IT Owner	Measure case-level cost, not request price
Tool calls, retries, review, correction, exceptions, remedy	All captured in pilot cost log	Measure dictionary	Rare cases may be underrepresented	Evaluation Lead	Transferred burden counts against value
Version/vendor change, migration and exit burden	Migration and exit recorded as operating assumptions; manual safe state preserved	Exit record	Alternative endpoint not tested	IT Owner	Model change automatically reopens decision
Capability-source decomposition	Observed usefulness may come from model + retrieval + policy rules + interface + analyst correction	Evaluation plan	Contribution shares unknown	Evaluation Lead	Avoid attributing all outcome to model

YOUR RECORD

AI Value Case · continued · same fields as workbook sheet 03_Value_Case

Model / system economics

MODEL / SYSTEM ECONOMICS	EVIDENCE /		UNCERTAINTY	OWNER	DECISION EFFECT
	ENTRY	SOURCE			
System options compared + provisional selected configuration / reason					
Declared economic unit					
Workload volume + peak demand					
Batch / cache / asynchronous architecture					
Tool calls, retries, review, correction, exceptions, remedy					
Version/vendor change, migration and exit burden					
Capability-source decomposition					

04

Workflow Placement Worksheet

BUILDS THESE CONDITIONS

Value clarity

Workflow fit

Operating rules

Ownership and accountability

Evidence and learning

DECISION THIS TOOL SUPPORTS

Locate AI at the point in the task chain where it can improve the system rather than merely accelerate an isolated activity.

BOOK CONNECTION Chapter 8 – Where AI Belongs in the Workflow; Chapter 9 – Which Model Belongs in the Work?

USE IT WHEN Once the value case holds and before anyone decides where the AI sits in the real work.	WHO IS IN THE ROOM Workflow owner, frontline and domain roles, technology, and risk and control roles.	TIME Standard: 90 minutes with the people who do the work. <i>Proposed.</i>
YOU BRING The value case (03) and a map of how the work runs today.	YOU LEAVE WITH A placement choice, the new work it creates, and the routing for difficult cases.	IT FEEDS Decision Rights (05), Review (06), and Chapter 9’s model choice.

DEPTH Brief: **As needed** · Standard: Required · Enhanced: Required

A use case is still too broad. Placement determines what AI actually does, which handoffs change, what new work appears, where exceptions concentrate, and which authority and evidence the system requires.

Put AI where it improves the system, not where it merely speeds up one activity.

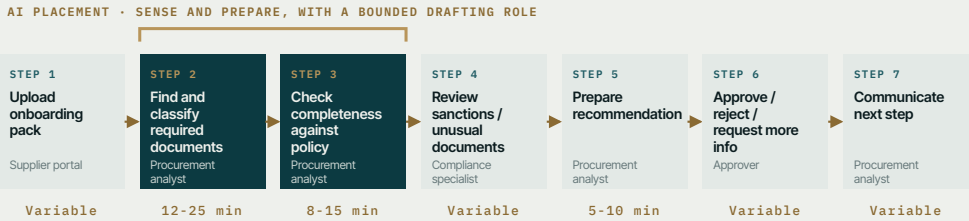


WATCH FOR

Automating the easiest task.

The easiest task to automate is not always the task worth changing. Start with the constraint that stops the outcome improving.

Map the work, then place the AI



Specialist review at step 4 is the constraint to protect: faster preparation only helps if the compliance queue does not grow.

FIVE PLACES AI CAN ENTER THE WORK

PLACEMENT ROLE	TYPICAL WORK
Sense and prepare	Retrieve, classify, extract, summarize, or prepare context before work begins.
Analyse and create	Generate, compare, predict, draft, or diagnose options.
Decide	Recommend, rank, approve, deny, or select an action.
Act and coordinate	Execute transactions, communicate, schedule, route, or coordinate work.
Monitor and learn	Observe performance, detect change, surface patterns, and update the operating system.

PLACEMENT AUDIT

- ☐ What is the real constraint or bottleneck?
- ☐ Does AI remove, shift, or worsen it?
- ☐ Which handoffs appear or disappear?
- ☐ What happens to the capacity released upstream?
- ☐ Can the downstream workflow absorb more or faster output?
- ☐ How close is the output to a customer, right, payment, safety event, or irreversible action?
- ☐ What new verification, explanation, exception, and remedy work is created?
- ☐ Which operating conditions would make a different placement better?

WORKED EXAMPLE

Supplier-onboarding document assistant · *fictional*

Current-state task chain

STEP	ACTOR / SYSTEM	INPUT	WORK / DECISION	OUTPUT	HANDOFF / QUEUE	TIME / VOLUME	FAILURE / EXCEPTION
1	Supplier portal	Supplier documents	Upload onboarding pack	Document set	Intake queue	Variable	Missing / poor scan
2	Procurement analyst	Document set	Find and classify required documents	Prepared pack	Analyst queue	12-25 min	Misclassification
3	Procurement analyst	Prepared pack	Check completeness against policy	Missing-item list	Supplier contact queue	8-15 min	Wrong requirement
4	Compliance specialist	Flagged cases	Review sanctions / unusual documents	Disposition	Procurement handoff	Variable	Queue delay
5	Procurement analyst	Disposition	Prepare recommendation	Approval pack	Approver queue	5-10 min	Omission
6	Approver	Approval pack	Approve / reject / request more info	Decision	Supplier communication	Variable	Wrong approval
7	Procurement analyst	Decision	Communicate next step	Supplier response	Close / rework loop	Variable	Confusing message

YOUR RECORD
04_Workflow

Workflow Placement Worksheet · same fields as workbook sheet

Current-state task chain

STEP	ACTOR / SYSTEM	INPUT	WORK / DECISION	OUTPUT	HANDOFF / QUEUE	TIME / VOLUME	FAILURE / EXCEPTION
1							
2							
3							
4							
5							
6							
7							

WORKED EXAMPLE

Supplier-onboarding document assistant · *fictional*

Placement alternatives

CANDIDATE	AI ROLE	REQUIRED PERFORMANCE FLOOR / CONSTRAINT	NEW WORK CREATED	VERIFICATION BURDEN	REVERSIBILITY	DOWNSTREAM ABSORPTION	CUSTOMER / CONSEQUENCE PROXIMITY	RECOMMENDATION
A	Sense and prepare	Document search/classification	Analyst verification work	Moderate	High	Good if exception rate stays bounded	One step from internal analyst decision	Preferred
B	Analyse and create	Checklist drafting	Analyst review + correction	Moderate	High	Good if quality threshold met	Internal only	Preferred with restrictions
C	Act and coordinate	Autonomous supplier communication	New remedy and customer risk	High	Low	Poor for pilot	Direct supplier consequence	Reject for current boundary

Model and routing design

MODEL / ROUTING	DESIGN	TASK SEGMENT / VOLUME	LATENCY TOLERANCE	MODEL / SYSTEM	ROLE	REQUIRED PERFORMANCE FLOOR / ACCEPTED-OUTPUT STANDARD	ROUTING / ESCALATION	REVIEW CAPACITY	FALLBACK	EVIDENCE / DECISION
Ordinary complete packs		High-volume ordinary cases	Minutes, not real-time	Standard extraction/classification route		Prepared pack matches source and policy checklist	Low-confidence → analyst	Protected analyst review time	Manual preparation	Pilot comparison
Poor-scan / unusual document packs		Lower-volume difficult tail	Same-day acceptable	No automatic stronger-model assumption; route to analyst/specialist unless evidence supports alternative		Source ambiguity resolved before use	Analyst → specialist when policy consequence	Specialist SLA protected	Manual verification	Difficult-case set
Potential sanctions / bank-detail / fraud consequence		Rare / high consequence	Immediate safe-state priority	AI does not decide or act		No AI-only acceptance standard	Direct specialist escalation	Compliance capacity reserved	Manual / specialist process	Prohibited-action rule
Future production routing		Unknown until pilot evidence	To be established	Choose model/system by case class if evidence justifies		Case-level quality + burden threshold	Evidence-driven route only	Capacity test required	Manual process retained	Post-pilot decision

YOUR RECORD

Workflow Placement Worksheet · continued · same fields as workbook sheet 04_Workflow

Placement alternatives

CANDIDATE	AI ROLE	REQUIRED FLOOR / CONSTRAINT	PERFORMANCE	NEW WORK CREATED	VERIFICATION BURDEN	REVERSIBILITY	DOWNSTREAM ABSORPTION	CUSTOMER / CONSEQUENCE PROXIMITY	RECOMMENDATION
A									
B									
C									

Model and routing design

MODEL / ROUTING	DESIGN	TASK SEGMENT / VOLUME	LATENCY TOLERANCE	MODEL / SYSTEM ROLE	REQUIRED FLOOR / STANDARD	PERFORMANCE ACCEPTED-OUTPUT	ROUTING / ESCALATION	REVIEW CAPACITY	EVIDENCE / FALLBACK DECISION
Ordinary complete packs									
Poor-scan / unusual document packs									
Potential sanctions / bank-detail / fraud consequence									
Future production routing									

Model

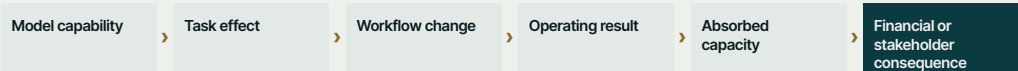
The model decision on one page

The management question is not which model is best. **Given the task, its performance floor, the workflow, and the consequence, which model, combination of models, or non-AI alternative produces the strongest full economic result?**

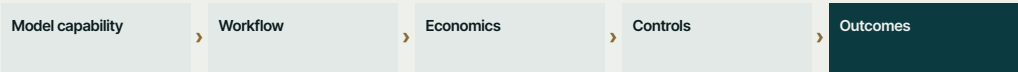
The winner is local to the work. A benchmark leader can lose the business decision; a cheaper endpoint can become expensive once it creates retries, review, exceptions, and remedy.

TWO CHAINS CONNECT CAPABILITY TO VALUE

VALUE CONVERSION



INTERVENTION DESIGN



A model improvement matters only when its effect travels through the work, the economics, and the controls.

BOUNDARY

Token price is useful procurement information. It is rarely the management denominator.



WATCH FOR

The ranking reflex.

Choosing the model before defining what the work requires. Define the performance floor first, compare complete configurations, and let the decision expire when the frontier moves.

Nine things the model decision must make explicit

The toolkit keeps these fields inside the records that already use them. This page gathers them so the whole decision can be read at once.

#	ITEM	WORKED EXAMPLE	WHERE YOU RECORD IT
1	Required performance floor <i>What is good enough for this task and this consequence?</i>	Required floor: ordinary prepared packs must match source documents and the policy checklist before use; difficult or consequential cases escalate to analyst/specialist review.	Value Case, field 5 • p. 26
2	Options compared <i>Which complete configurations – including non-AI – were compared?</i>	Compare manual process; rules-only completeness checks; standard model for ordinary packs; and a possible stronger-model route.	Value Case, option comparison • p. 26
3	Selected configuration <i>What exactly is being run, at which version?</i>	Current pilot boundary provisionally uses the standard route for ordinary packs and analyst/specialist escalation for difficult or consequential cases; stronger-model escalation is not authorized until evidence supports it..	Boundary, model / system configuration • p. 16
4	Economic denominator <i>Which unit of cost sits nearest the consequence?</i>	Cost per completed supplier pack.	Value Case, model / system economics • p. 26
5	Review and exception burden <i>What human work does this configuration create?</i>	Every pack is reviewed in the shadow pilot; peak volume uses all available reviewer time.	Review and Escalation, capacity test • p. 48
6	Current evidence <i>What has actually been shown, and at what grade?</i>	Controlled extraction tests only (E2).	Readiness, model / system readiness • p. 58
7	Dependencies and concentration <i>What else relies on the same model, endpoint, or team?</i>	Supplier assistant, invoice automation and proposed shared service rely on same approved endpoint.	Portfolio, concentration review • p. 78
8	Authorized boundary or next test <i>What may run now, and what will the next test decide?</i>	Domestic English-language supplier packs; sense-and-prepare only.	Readiness, decision ceiling • p. 58
9	What reopens the choice <i>Which change sends the decision back for review?</i>	Model change automatically reopens decision.	Runtime, model-economics signals • p. 70

BEFORE YOU COMMIT TO A CONFIGURATION

- ☐ **Does routing reduce total burden** while holding the performance floor, or merely move cost into review and exceptions?
- ☐ **Can the long tail be observed separately**, rather than hidden inside an average quality score?
- ☐ **Does a changed configuration inherit old evidence?** It should not: revalidate at the level the change affects.

05

Decision-Rights and Accountability Map

BUILDS THESE CONDITIONS

Value clarity

Workflow fit

Operating rules

Ownership and accountability

Evidence and learning

DECISION THIS TOOL SUPPORTS

Allocate the authority to frame, propose, approve, execute, reverse, stop, investigate, and change the rules – and name who challenges independently.

BOOK CONNECTION Chapter 10 – Decision Rights, Human Judgment, and Escalation

USE IT WHEN

Before approval – and again when people, vendors, or autonomy change.

WHO IS IN THE ROOM

Workflow owner, frontline and domain roles, technology, and risk and control roles.

TIME

Brief: 30 minutes. Standard: 60 minutes. *Proposed.*

YOU BRING

The placement choice (04).

YOU LEAVE WITH

Named holders for all eight rights, an independent challenger, and a checked frame.

IT FEEDS

Review and escalation (06) and Readiness (08).

DEPTH Brief: **Brief** · Standard: Required · Enhanced: Required

Placement creates power. Decision rights begin before approval: **the authority to define the problem can shape every later choice.**

One accountable business owner keeps the outcome coherent while competent roles hold distinct rights.



WATCH FOR

Rights that exist only on paper.

A stop right without permission to revoke credentials, or an override that damages the reviewer's score, is ceremonial. A real right needs information, competence, time, protection, and an available action.

Every right has a named holder

1 Frame the decision Head of Procurement Operations	2 Propose and recommend Procurement Transformation Lead	3 Approve and delegate VP Operations	4 Execute Procurement analysts
5 Reverse, correct, and remedy Supplier Onboarding Manager	6 Stop, suspend, or restrict VP Operations / Compliance	7 Investigate Evaluation Lead	8 Change the rules Head of Procurement Operations

INDEPENDENT CHALLENGE • OUTSIDE THE EIGHT OPERATING RIGHTS

Internal Risk / Compliance tests claims and controls without becoming the operator or the outcome owner.

THE EIGHT RIGHTS

DECISION RIGHT	MEANING
1. Frame the decision	Define the problem, objective, scope, beneficiary, proxy, evidence, and excluded alternatives.
2. Propose and recommend	Generate or present options, rankings, recommendations, and reasons.
3. Approve and delegate	Approve the use, boundary, autonomy, spend, data access, and operating conditions.
4. Execute	Carry out the approved action within delegated limits.
5. Reverse, correct, and remedy	Override or undo an output or action, correct the record, and remedy the affected person or process.
6. Stop, suspend, or restrict	Pause, narrow, revoke, or terminate operation.
7. Investigate	Determine what happened and why, and preserve the evidence.
8. Change the rules	Update the design, standard, policy, or boundary so the learning changes future operation.
Independent challenge	Test claims and controls without becoming the operator or outcome owner. Held outside the eight operating rights.

ACCOUNTABILITY CHECK

- ☐ Who owns the business outcome after technology, risk, procurement, or governance completes its part?
- ☐ Does the accountable owner possess enough authority over the workflow, budget, people, and remedy?
- ☐ Can the vendor change the model or service without the organization losing control of the authorization?
- ☐ Can committees challenge without becoming substitute owners?
- ☐ Do rights remain usable under pressure, turnover, absence, and incident conditions?
- ☐ Can a competent role redefine the question when the system is answering the wrong problem well?

WORKED EXAMPLE Supplier-onboarding document assistant · *fictional*

Allocation record

DECISION RIGHT	PRIMARY ROLE	SCOPE / LIMIT	EVIDENCE REQUIRED	BACKUP / ESCALATION ROLE	RECORD / FORUM	CHANGE TRIGGER
1. Frame the decision BRIEF	Head of Procurement Operations	Outcome, beneficiary, thresholds, excluded actions	Value case + impact review	VP Operations	Decision memo	Material outcome or scope change
2. Propose and recommend	Procurement Transformation Lead	Recommend placement and pilot design	Workflow + technical evidence	Business Owner	Pilot review	New evidence
3. Approve and delegate BRIEF	VP Operations	Authorize pilot and restrictions	Readiness record	COO	Decision record	Boundary expansion
4. Execute	Procurement analysts	Use output only as preparation aid	Approved pilot procedure	Team Lead	Operating log	Training / role change
5. Reverse, correct, and remedy BRIEF	Supplier Onboarding Manager	Correct output, return to manual flow, remedy internal error	Case evidence	Business Owner	Incident record	Patterned error
6. Stop, suspend, or restrict BRIEF	VP Operations / Compliance	Suspend pilot immediately	Incident / threshold evidence	COO	Authorization record	Action threshold breach
7. Investigate	Evaluation Lead	Investigate patterns and preserve the evidence	Pilot dataset	Business Owner	Learning record	Material finding
8. Change the rules	Head of Procurement Operations	Change pilot standard, thresholds, or boundary after investigation	Learning record + evaluation findings	VP Operations	Decision record	Material finding
Independent challenge	Internal Risk / Compliance	Challenge assumptions and controls independently	Evidence register	Executive Sponsor	Challenge record	Material control issue

YOUR RECORD Decision-Rights and Accountability Map • same fields as workbook sheet
05_Decision_Rights

Allocation record

DECISION RIGHT	PRIMARY ROLE	SCOPE / LIMIT	EVIDENCE REQUIRED	BACKUP / ESCALATION ROLE	RECORD / FORUM	CHANGE TRIGGER
1. Frame the decision BRIEF						
2. Propose and recommend						
3. Approve and delegate BRIEF						
4. Execute						
5. Reverse, correct, and remedy BRIEF						
6. Stop, suspend, or restrict BRIEF						
7. Investigate						
8. Change the rules						
Independent challenge						

WORKED EXAMPLE

Supplier-onboarding document assistant · *fictional*

Frame Audit

FRAME AUDIT	CURRENT ANSWER	EVIDENCE / SOURCE	WHO CAN REOPEN?	REFRAMING TRIGGER	DECISION EFFECT
Who defined the problem and why?	Procurement Operations defined slow preparation + rework as the problem.	Ops baseline	VP Operations	If supplier/service harm becomes dominant	May change objective
Which objective and proxy were chosen?	Prep time + rework + control-quality thresholds.	Value case	Business Owner	If saved time transfers burden	Reframe value mechanism
Which stakeholders or consequences were excluded from the frame?	International suppliers excluded; supplier experience represented through complaints/rework data.	Boundary record	Business Owner	New population or harm evidence	Expand stakeholder analysis
Which non-AI alternatives were dismissed before the AI option was evaluated?	Process standardization and non-AI rules engine considered.	Option review	VP Operations	If simpler option performs similarly	Prefer non-AI alternative
What assumptions are being treated as fixed?	Current approval gate and sanctions policy treated as fixed for pilot.	Policy record	Compliance	Policy or regulation changes	Re-open authorization
What evidence would require management to redefine the question?	Material verification burden, complaint pattern, or control failure.	Pilot evidence	VP Operations	Threshold breach	Redefine use or stop

APPARENT-COMPETENCE CHECK	CURRENT ANSWER	EVIDENCE / SOURCE	WHO CAN REOPEN?	TRIGGER	DECISION EFFECT
What independent standard or evidence would justify treating the system's apparent competence as sufficient for this decision and consequence?	Source-document agreement, approved-policy agreement, difficult-case performance, and analyst/specialist validation; fluency alone is insufficient.	Evaluation plan + case evidence	Evaluation Lead / Compliance	Apparent confidence diverges from source or policy evidence	Restrict placement or redefine acceptance standard

YOUR RECORD **Decision-Rights and Accountability Map · continued · same fields as workbook sheet 05_Decision_Rights**

Frame Audit

FRAME AUDIT	CURRENT ANSWER	EVIDENCE / SOURCE	WHO CAN REOPEN?	REFRAMING TRIGGER	DECISION EFFECT
Who defined the problem and why?					
Which objective and proxy were chosen?					
Which stakeholders or consequences were excluded from the frame?					
Which non-AI alternatives were dismissed before the AI option was evaluated?					
What assumptions are being treated as fixed?					
What evidence would require management to redefine the question?					

APPARENT-COMPETENCE CHECK	CURRENT ANSWER	EVIDENCE / SOURCE	WHO CAN REOPEN?	TRIGGER	DECISION EFFECT
What independent standard or evidence would justify treating the system's apparent competence as sufficient for this decision and consequence?					

06

Review, Exception, and Escalation Design

BUILDS THESE CONDITIONS

Value clarity

Workflow fit

Operating rules

Ownership and accountability

Evidence and learning

DECISION THIS TOOL SUPPORTS

Ensure human involvement has a defined job, sufficient competence and capacity, and a path to change both the case and the system.

BOOK CONNECTION Chapter 10 – Decision Rights, Human Judgment, and Escalation

USE IT WHEN

Whenever a person is expected to review, override, or catch what the AI gets wrong.

WHO IS IN THE ROOM

Workflow owner, frontline and domain roles, technology, and risk and control roles.

TIME

Standard: 90 minutes, including the capacity test. *Proposed.*

YOU BRING

Decision rights (05) and case volumes, ordinary and peak.

YOU LEAVE WITH

A review job, an exception route for every class, and a capacity plan.

IT FEEDS

Readiness (08) and Runtime (10).

DEPTH Brief: **As needed** · Standard: Required · Enhanced: Required

Human presence is not meaningful review. A reviewer must know what good looks like, receive usable evidence, have enough time and capacity, possess real authority, and be able to route the case to a safe state or to a role with greater competence or independence.

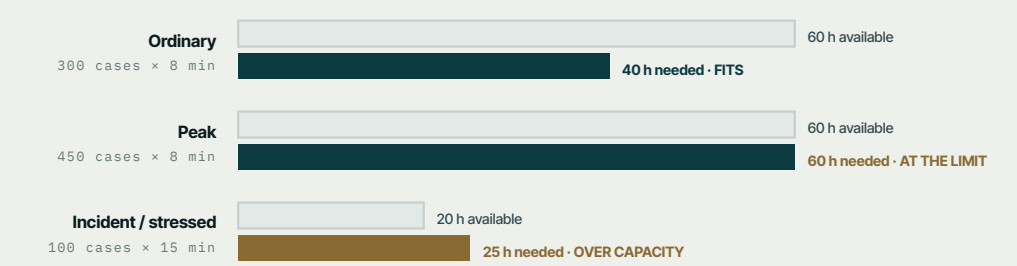


WATCH FOR

An unfunded control.

If volume doubles, review becomes a different operating system. **A review requirement with no capacity model is an unfunded control.**

Review capacity is part of the business case



Review is 100% during the shadow pilot. Peak volume uses all available reviewer time; a stressed week exceeds it.

EXCEPTION CLASSES

CLASS	DEFINITION
Scope	Exceeds the delegated task, amount, population, geography, or action class.
Evidence	Information is missing, conflicting, stale, or unverifiable.
Consequence	Safety, rights, vulnerability, material financial exposure, irreversible action, or public impact is involved.
System	Anomaly, drift, security compromise, integration failure, or unexpected behaviour appears.
Policy conflict	The system behaves as configured, but the rule produces an outcome management no longer wishes to defend.
Pattern	Repeated overrides, complaints, appeals, remedies, or disparities form a material signal.

FRAME-RECOGNITION STANDARD

Reviewer competence includes detecting when the system has answered the wrong question, relied on an unsuitable proxy, omitted material context, or treated an institutional assumption as fact.

WORKED EXAMPLE

Supplier-onboarding document assistant · *fictional*

Review design record

REVIEW ELEMENT	DESIGNED POSITION	EVIDENCE / TEST	OWNER	CAPACITY / SERVICE LEVEL	FAILURE RESPONSE
Job of review	Confirm extracted facts, missing-item flags, and checklist before any use	QA sample	Procurement analyst	Same-day	Return to manual workflow
Cases reviewed / sampled	Every pilot case; sample after any later live use	Pilot design	Workflow owner	100% in shadow	Suspend if review cannot be completed
Independent standard of good	Approved supplier policy + source documents, not AI explanation	Policy + documents	Analyst / specialist	Available in interface	Escalate if evidence unavailable
Evidence available to reviewer	Source document, policy excerpt, confidence flag, prior correction history	Interface spec	Product owner	At decision time	Do not proceed without source
Time and interface	Analyst gets protected review time; no forced throughput target	Capacity plan	Workflow owner	<=10 min average	Throttle pilot volume
Override and remedy authority	Analyst may override; manager may remedy; VP/Compliance may suspend	Decision-rights map	Business owner	Immediate	Use manual safe state
Safe state while waiting	Current manual process	Process map	Workflow owner	Immediate	Revert
Quality and burden measures	Override rate, correction time, specialist escalations, backlog, complaint/rework	Signal plan	Evaluation lead	Weekly	Narrow or stop

YOUR RECORD

Review, Exception, and Escalation Design · same fields as workbook sheet 06_Review_Escalation

Review design record

REVIEW ELEMENT	DESIGNED POSITION	EVIDENCE / TEST	OWNER	CAPACITY / SERVICE LEVEL	FAILURE RESPONSE
Job of review					
Cases reviewed / sampled					
Independent standard of good					
Evidence available to reviewer					
Time and interface					
Override and remedy authority					
Safe state while waiting					
Quality and burden measures					

WORKED EXAMPLE

Supplier-onboarding document assistant · *fictional*

Exception routing matrix

EXCEPTION CLASS	TRIGGER	IMMEDIATE STATE	SAFE	RESPONSE OWNER	RESPONSE TIME	EVIDENCE RETAINED	ESCALATION DESTINATION	SYSTEM-CHANGE TRIGGER
Scope	Outside pilot boundary	Manual processing		Workflow Owner	Same day	Case record	VP Operations	Boundary review
Evidence	Source evidence unclear / OCR failure	Manual verification		Analyst	Immediate	Document + reason	Specialist	Pattern review
Consequence	Potential sanctions / bank-detail / fraud consequence	Stop automated preparation for case		Compliance	Immediate	Full evidence pack	VP Operations	Control redesign
System	System outage / unexplained behavior	Manual workflow		IT Owner	Immediate	Incident log	VP Operations	Technical revalidation
Pattern	Patterned corrections or specialist overload	Throttle / suspend pilot		Business Owner	24 hours	Trend evidence	COO	Pilot redesign / stop
Policy conflict	Configured rule produces an outcome management no longer wishes to defend	Hold case; manual decision		Business Owner	2 business days	Case + rule record	VP Operations	Policy or boundary change

Capacity test

VOLUME	STATE	EXPECTED CASES	REVIEW RATE	CASES REQUIRING REVIEW	AVERAGE REVIEW TIME (MIN)	REQUIRED HOURS	REVIEWER	AVAILABLE HOURS	QUEUE / ACTION
Ordinary		300	1	300	8	40		60	Within capacity
Peak		450	1	450	8	60		60	At the limit – protect review time
Incident / stressed		100	1	100	15	25		20	Over capacity – throttle volume

YOUR RECORD

Review, Exception, and Escalation Design · continued · same fields as workbook sheet 06_Review_Escalation

Exception routing matrix

EXCEPTION CLASS	IMMEDIATE TRIGGER	SAFE STATE	RESPONSE OWNER	RESPONSE TIME	EVIDENCE RETAINED	ESCALATION DESTINATION	SYSTEM-CHANGE TRIGGER
Scope							
Evidence							
Consequence							
System							
Pattern							
Policy conflict							

Capacity test

VOLUME	STATE	EXPECTED CASES	REVIEW RATE	CASES REQUIRING REVIEW	AVERAGE REVIEW TIME (MIN)	REQUIRED REVIEWER HOURS	AVAILABLE HOURS	QUEUE / ACTION
Ordinary								
Peak								
Incident / stressed								

07

Reusable Governance Infrastructure Checklist

BUILDS THESE CONDITIONS

- Value clarity
- Workflow fit
- Operating rules
- Ownership and accountability

Evidence and learning

DECISION THIS TOOL SUPPORTS

Standardize recurring enterprise decisions while preserving local ownership of the workflow, outcome, and consequence.

BOOK CONNECTION Chapter 11 – Governance as Operating Infrastructure

USE IT WHEN

When the same approval, data, vendor, or control question is being answered again by each team.

WHO IS IN THE ROOM

Outcome owner, the specialists for each critical area, the decision authority, and an independent challenger.

TIME

Standard: 60 minutes with the owners of shared services.
Proposed.

YOU BRING

Tools 01–06 and the list of enterprise services that already exist.

YOU LEAVE WITH

What to reuse, what to extend, and what remains a local decision.

IT FEEDS

Readiness (08).

DEPTH Brief: **Optional** · Standard: As needed · Enhanced: Required where shared services exist

Governance should reduce repeated uncertainty, not add a ceremonial approval layer.

Make acceptable work easier, consequential work challengeable, and every live intervention traceable to its current authorization.



WATCH FOR

Governance debt.

When recurring decisions are not made reusable, every team pays for them again. When one heavy control is imposed everywhere, low-risk learning slows and work routes around the official path.

Reuse what exists; extend only what is missing

Inventory and intake REUSE Used: Yes	Classification and pathway ADD PROMPT Used: Yes	Approved platforms and access REUSE Used: Yes	Reusable evidence and methods CREATE SET Used: Partial
Common controls EXTEND CONTROL Used: Yes	Specialist challenge RESERVE CAPACITY Used: Yes	Durable intervention record REUSE Used: Yes	Learning and policy change ADD TRIGGER Used: Partial

Four services are reused as they are; four need a small addition before the pilot. None is rebuilt locally.

GOVERNANCE SERVICES

GOVERNANCE SERVICE	JOB
Inventory and intake	Identify active, embedded, vendor-provided, and employee-built AI uses.
Classification and pathway	Route each use by consequence, autonomy, data, population, and action class to one of four paths: self-service, delegated team, specialist, or executive.
Approved platforms and access	Provide usable technology, identity, data, security, and procurement pathways.
Reusable evidence and methods	Provide templates, testing methods, evidence grades, and decision records.
Common controls	Provide review, logging, monitoring, incident, change, and vendor controls that teams can reuse.
Specialist challenge	Make legal, privacy, security, risk, finance, workforce, and domain expertise accessible.
Durable intervention record	Connect value case, workflow, rights, model, vendor, version, controls, and current evidence.
Learning and policy change	Use incidents, exceptions, successful controls, and vendor changes to improve future decisions.

GOVERNANCE PATHWAY TEST

- ☐ Can low-consequence reversible work move quickly inside clear delegated rules?
- ☐ Can consequential uses reach specialist and executive authority without restarting from zero?
- ☐ Does the common record describe the same version of the intervention across functions?
- ☐ Can independent assurance challenge without becoming the operator?
- ☐ Are third-party changes detected and connected to reauthorization?
- ☐ Do governance measures reveal both unacceptable risk and avoidable delay or evasion?
- ☐ Does evidence from one intervention change reusable services and future policy?

WORKED EXAMPLE

Supplier-onboarding document assistant · *fictional*

Infrastructure assessment

SERVICE	EXISTING ASSET / OWNER	USED BY THIS INTERVENTION?	GAP / DUPLICATION	SERVICE LEVEL	LOCAL DECISION RETAINED	ACTION	DUE / EXPIRY
Inventory and intake	Enterprise AI intake + procurement register	Yes	No material gap	2 business days	Business outcome	Reuse	2026-09-30
Classification and pathway	Existing consequence classification	Yes	Needs supplier-impact prompt	1 day	Boundary decision	Add prompt	2026-09-15
Approved platforms and access	Approved model endpoint and access control	Yes	No gap for shadow use	Standard	Use-case placement	Reuse	2026-09-30
Reusable evidence and methods	Evaluation templates + evidence register	Partial	Need supplier-document difficult-case set	Weekly	Evidence judgment	Create set	2026-09-20
Common controls	Privacy/security baseline + prohibited-action rules	Yes	Need bank-detail explicit stop rule	Standard	Local exception design	Extend control	2026-09-15
Specialist challenge	Compliance and IT challenge roles	Yes	Capacity must be protected	On demand	Outcome ownership	Reserve capacity	2026-09-30
Durable intervention record	Intervention ID + versioned decision record	Yes	Need pilot expiry field	Current	Local decision	Reuse	2026-09-30
Learning and policy change	Incident/learning forum	Partial	No defined policy-change trigger	Monthly	Local remedy	Add trigger	2026-10-15

YOUR RECORD Reusable Governance Infrastructure Checklist • same fields as workbook sheet 07_Governance

Infrastructure assessment

SERVICE	EXISTING ASSET / OWNER	USED BY THIS INTERVENTION?	GAP / DUPLICATION	SERVICE LEVEL	LOCAL DECISION RETAINED	DUE / ACTION EXPIRY
Inventory and intake						
Classification and pathway						
Approved platforms and access						
Reusable evidence and methods						
Common controls						
Specialist challenge						
Durable intervention record						
Learning and policy change						

08

AI Value Readiness Scorecard

JUDGES ALL FIVE CONDITIONS

Value clarity

Workflow fit

Operating rules

Ownership and accountability

Evidence and learning

DECISION THIS TOOL SUPPORTS

Determine the largest commitment the workflow, people, data, and controls around the AI can support now, based on critical gates and current evidence.

BOOK CONNECTION Chapter 12 – Ready for What, Exactly?

USE IT WHEN

Before a pilot, a launch, an expansion, or a renewal – any time someone asks “are we ready?”

WHO IS IN THE ROOM

Outcome owner, the specialists for each critical area, the decision authority, and an independent challenger.

TIME

Brief: 30 minutes. Standard: 2 hours, including challenge. *Proposed.*

YOU BRING

Tools 01–07 as far as they exist, and the evidence behind each claim.

YOU LEAVE WITH

A decision ceiling – ready, conditional, pilot-only, hold, or stop – with owners and expiry.

IT FEEDS

The pilot contract (09) or the runtime record (10).

DEPTH Brief: **Brief** · Standard: Required · Enhanced: Required

Readiness is always readiness for a declared next commitment. Rate the condition, not the team’s effort, and keep the profile: criticality, evidence grade, confidence, dissent, and expiry.

The overall decision cannot exceed the weakest critical condition.



WATCH FOR

Scoring theatre.

A scorecard can create false precision, reward teams for optimizing the form, and turn a judgment into a beauty contest. Rate the condition, keep dissent, and never put unlike interventions on one scale.

Read the profile, not an average



Every dimension is critical and sits one step below its target. **The lowest critical row sets the ceiling: Pilot-only.** The shadow boundary can run because the manual process remains the safe state; live supplier decisions cannot.

BEFORE YOU SET THE CEILING

- ☐ What task-specific evaluation supports this exact configuration, volume, latency, and consequence?
- ☐ What throughput or rate-limit condition could break the workflow?
- ☐ What model/version or deployment state is actually authorized, and what fallback or portability evidence exists?
- ☐ What is the highest economically supportable commitment before review, exception, or migration burden erases the value case?

FATAL-GAP RULE

The readiness decision cannot exceed the weakest critical condition or the lowest evidence grade a critical claim requires. Eight strong areas do not average away one uncontained fatal gap.

WORKED EXAMPLE

Supplier-onboarding document assistant · *fictional*

Scorecard

DIMENSION	TARGET	CURRENT	GRADE	CONF.	CRITICAL?	FINDING / DISSENT	REMEDY OWNER	DUE
Value case	Demonstrated	Designed	E1	High	Yes	Outcome and thresholds documented; no operating evidence	Head of Procurement Operations	2026-09-30
Workflow	Demonstrated	Designed	E1	Medium	Yes	Placement mapped; downstream absorption unproven	Workflow Owner	2026-09-30
Data and context	Demonstrated	Designed	E1	Medium	Yes	Representative documents available; OCR variation remains	Data Lead	2026-09-20
Technical and integration	Demonstrated	Designed	E2	Medium	Yes	Controlled extraction test passed; live integration unproven	IT Owner	2026-09-20
People and capacity	Demonstrated	Designed	E1	Medium	Yes	Analyst training designed; peak review capacity uncertain	Workflow Owner	2026-09-20
Consequence and operating rules	Demonstrated	Designed	E1	High	Yes	Prohibited actions and safe state defined	Compliance	2026-09-15
Ownership and decision rights	Demonstrated	Designed	E1	High	Yes	Owners / suspend rights named	VP Operations	2026-09-15
Evidence and monitoring	Demonstrated	Designed	E0	High	Yes	No shadow or live evidence yet	Evaluation Lead	2026-09-30
Change, expiry, and fallback	Demonstrated	Designed	E1	High	Yes	Manual fallback exists; evidence expires on model/scope change	Business Owner	2026-09-30

Decision ceiling

WEAKEST CRITICAL CONDITION

BRIEF

Every dimension is critical and at Designed; Evidence and monitoring is at E0

AUTHORIZED BOUNDARY

BRIEF

Domestic English-language supplier packs; sense-and-prepare only

REASSESSMENT TRIGGER

BRIEF

Any model/version/boundary/autonomy change or action-threshold breach

DECISION CEILING

BRIEF

Pilot-only

TEMPORARY CONTROLS / RESTRICTIONS

BRIEF

100% analyst confirmation; no autonomous approval, bank action, sanctions decision, or final supplier message

DECISION AUTHORITY AND DATE

BRIEF

Pilot-only authorization by VP Operations through 2026-09-30

YOUR RECORD

AI Value Readiness Scorecard • same fields as workbook sheet

08_Readiness

Scorecard

DIMENSION	TARGET	CURRENT	GRADE	CONF.	CRITICAL?	FINDING / DISSENT	REMEDY	OWNER	DUE
Value case BRIEF									
Workflow BRIEF									
Data and context BRIEF									
Technical and integration BRIEF									
People and capacity BRIEF									
Consequence and operating rules BRIEF									
Ownership and decision rights BRIEF									
Evidence and monitoring BRIEF									
Change, expiry, and fallback BRIEF									

Decision ceiling

WEAKEST CRITICAL CONDITION BRIEF	DECISION CEILING BRIEF
AUTHORIZED BOUNDARY BRIEF	TEMPORARY CONTROLS / RESTRICTIONS BRIEF
REASSESSMENT TRIGGER BRIEF	DECISION AUTHORITY AND DATE BRIEF

WORKED EXAMPLE

Supplier-onboarding document assistant · *fictional*

Model / system readiness

MODEL / SYSTEM READINESS	CURRENT POSITION	EVIDENCE	LIMIT / UNCERTAINTY	OWNER	DUE / EXPIRY	DECISION EFFECT	RE-OPEN TRIGGER
Task-specific evaluation supports exact configuration, volume, latency and consequence	Controlled extraction tests only	E2 test set	No shadow operating evidence	IT Owner	2026-09-20	Pilot-only	Configuration changes
Throughput / rate-limit / latency conditions tested or bounded	Pilot volume bounded; no production peak claim	Pilot plan	Seasonal peaks unknown	Workflow Owner	2026-09-30	Blocks scale inference	Volume or rate-limit change
Exact version/snapshot and deployment/data route declared	Fixed pilot snapshot; approved endpoint/data route	Config + security record	Provider lifecycle may change	IT Owner	2026-09-20	Supports bounded pilot	Version/deployment change
Fallback and portability evidence available	Manual workflow verified; alternate endpoint not yet tested	Process map	Portability incomplete	IT Owner	2026-09-30	Fallback sufficient for pilot, not vendor exit	Fallback failure
Economic ceiling for current commitment declared	Shadow pilot only; no realized case economics	Value case	Case-level cost unknown	Finance	2026-09-30	No production authorization	Cost threshold breach
Evidence expiry on model/vendor/configuration change declared	Yes	Boundary + runtime record	Exact migration effort unknown	Business Owner	2026-09-30	Re-open on material change	Any material model/vendor/config change

YOUR RECORD AI Value Readiness Scorecard • continued • same fields as workbook sheet 08_Readiness

Model / system readiness

MODEL / SYSTEM READINESS	CURRENT POSITION	LIMIT / EVIDENCE UNCERTAINTY	DUE / OWNER EXPIRY	DECISION EFFECT	RE-OPEN TRIGGER
Task-specific evaluation supports exact configuration, volume, latency and consequence					
Throughput / rate-limit / latency conditions tested or bounded					
Exact version/snapshot and deployment/data route declared					
Fallback and portability evidence available					
Economic ceiling for current commitment declared					
Evidence expiry on model/vendor/configuration change declared					

09

Managed Pilot Contract

BUILDS THESE CONDITIONS

Value clarity

Workflow fit

Operating rules

Ownership and accountability

Evidence and learning

DECISION THIS TOOL SUPPORTS

Reduce a named uncertainty inside a bounded comparison and force the experiment to end in a decision.

BOOK CONNECTION Chapter 13 – Pilots That Produce Decisions

USE IT WHEN	WHO IS IN THE ROOM	TIME
When a critical uncertainty remains but the consequence can be contained while evidence is generated.	Sponsor, outcome owner, evaluator, finance, operations, and challenge roles.	Standard: 90 minutes to write; the pilot then runs to its end date. <i>Proposed.</i>
YOU BRING	YOU LEAVE WITH	IT FEEDS
The readiness decision (08) and the uncertainty it left open.	A pilot with one named uncertainty, stop triggers, an end date, and six possible decisions.	Readiness (08) again, then Runtime (10).

DEPTH Brief: **If testing** · Standard: If testing · Enhanced: If testing

A pilot begins with the next decision because the decision determines what the experiment must learn.

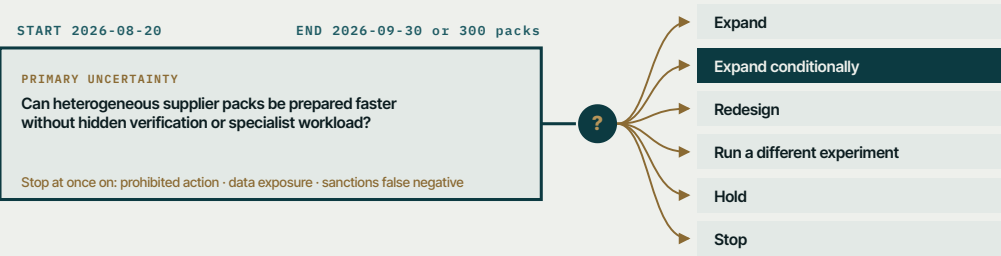
One pilot should not be asked to prove capability, workflow, behaviour, control, economics, and scale all at once.



WATCH FOR
The permanent pilot.

A pilot becomes avoidance when the label is renewed after its uncertainty is resolved. Time-box it, and close it when its decision is made.

A bounded test that ends in a decision



Every option has an owner and a record before the pilot starts. Highlighted: the likely next step if guardrails pass.

FIVE KINDS OF UNCERTAINTY

UNCERTAINTY CLASS	QUESTION
Capability	Can the system perform the required task at the needed quality and reliability?
Workflow	Can it operate inside the real sequence, handoffs, volume, and exception conditions?
Human and behavioural	Will people use, challenge, review, and adapt to it as intended?
Consequence and control	Can the downside be contained, detected, escalated, and remedied?
Economic and scaling	Will the benefit survive full cost, ordinary staffing, support, and wider deployment?

EXPIRY RULE

A pilot that can continue indefinitely is not a pilot. It is an under-governed operating system with temporary funding.

WORKED EXAMPLE

Supplier-onboarding document assistant · *fictional*

Pilot header

DECISION TO BE MADE AT PILOT END Decide: expand, expand conditionally, redesign, run a different experiment, hold, or stop	PRIMARY UNCERTAINTY Can heterogeneous supplier packs be prepared faster without hidden verification or specialist workload?	HYPOTHESIS Shadow assistant will reduce median analyst preparation time by >=20% with no material increase in correction, escalation, or supplier delay.
ACCOUNTABLE OWNER Head of Procurement Operations	INDEPENDENT EVALUATOR / CHALLENGER Internal Evaluation Lead	START DATE 2026-08-20
END DATE / VOLUME THRESHOLD 2026-09-30 or 300 packs		

Contract

CONTRACT ELEMENT	DECLARED POSITION	EVIDENCE / METHOD	OWNER
Causal mechanism	Extraction + checklist reduce manual search and rework	Matched case timing + correction logs	Evaluation Lead
Baseline and comparison	Matched historical and concurrent manual cases	Case-matching protocol	Finance Analyst
Pilot boundary and cases	Domestic English supplier packs; no autonomous action	Boundary record	Pilot Owner
Assignment / comparison method	Matched document classes; concurrent manual comparison where possible	Evaluation plan	Evaluation Lead
Ordinary and stressed conditions	Ordinary mix + deliberately sampled difficult scans / unusual document packs	Case set	Workflow Owner
Measures and evidence grades	Prep time, rework, correction, override, escalation, specialist hours, supplier delay	Measure dictionary	Evaluation Lead
Guardrails and prohibited actions	No approval/bank/sanctions/final communication; manual confirmation of every output	Authorization	Business Owner
Stop triggers and safe state	Stop on any prohibited action, material data exposure, sanctions false negative, unexplained behaviour, or specialist queue breach. Safe state: the manual workflow.	Stop-rule register + process map	VP Operations / Workflow Owner
Production assumptions to expose	Integration support, peak volume, reviewer availability, vendor/model change	Production assumptions	IT + Ops
Failure conditions	Fails value threshold, transfers unacceptable burden, or cannot remain within controls	Decision rule	VP Operations
Decision options: expand / expand conditionally / redesign / run a different experiment / hold / stop	Expand / expand conditionally / redesign / run a different experiment / hold / stop – each with an owner and a record	Decision rule	VP Operations

YOUR RECORD

Managed Pilot Contract • same fields as workbook sheet 09_Pilot

Pilot header

DECISION TO BE MADE AT PILOT
END

PRIMARY UNCERTAINTY

HYPOTHESIS

ACCOUNTABLE OWNER

INDEPENDENT EVALUATOR /
CHALLENGER

START DATE

END DATE / VOLUME THRESHOLD

Contract

CONTRACT ELEMENT	DECLARED POSITION	EVIDENCE / METHOD	OWNER
Causal mechanism			
Baseline and comparison			
Pilot boundary and cases			
Assignment / comparison method			
Ordinary and stressed conditions			
Measures and evidence grades			
Guardrails and prohibited actions			
Stop triggers and safe state			
Production assumptions to expose			
Failure conditions			
Decision options: expand / expand conditionally / redesign / run a different experiment / hold / stop			

WORKED EXAMPLE

Supplier-onboarding document assistant · *fictional*

Pilot close record

CLAIM TESTED	EVIDENCE OBTAINED	WHAT REMAINS UNKNOWN	DECISION SUPPORTED	OWNER / NEXT DATE
Prep time	E3 shadow evidence	Target >=20% reduction; result TBD	Scale only if guardrails also pass	Evaluation Lead / 2026-09-30

Model / system variant test

MODEL / SYSTEM VARIANT TEST	DECLARED POSITION	EVIDENCE / METHOD	OWNER	DECISION EFFECT
Variants compared and exact configuration recorded	Ordinary-route configuration vs manual baseline; difficult cases routed manually unless a bounded alternative is tested	Config + case log	Evaluation Lead	May authorize routing, not one universal model
Accepted-output quality and difficult-case performance	Source/policy agreement + difficult-case error profile	QA sample	Evaluation Lead	Blocks scale if difficult-case tail fails
Latency / throughput / consumption / tool calls	Track per completed pack	Technical + cost log	IT Owner	Feeds case-level economics
Retries / review / correction / exception / remedy burden	Track all review and rework minutes plus specialist escalations	Ops log	Workflow Owner	Transferred burden counts against value
Cost per accepted output or completed case	Primary denominator = completed supplier pack	Finance worksheet	Finance	No token-cost savings claim
Migration / fallback evidence	Manual fallback proven; alternative endpoint migration not proven	Fallback exercise	IT Owner	Any later vendor concentration remains restricted

YOUR RECORD
09_Pilot
Managed Pilot Contract • continued • same fields as workbook sheet
Pilot close record

CLAIM TESTED	EVIDENCE OBTAINED	WHAT REMAINS UNKNOWN	DECISION SUPPORTED	OWNER / NEXT DATE
Prep time				

Model / system variant test

MODEL / SYSTEM VARIANT TEST	DECLARED POSITION	EVIDENCE / METHOD	OWNER	DECISION	EFFECT
Variants compared and exact configuration recorded					
Accepted-output quality and difficult-case performance					
Latency / throughput / consumption / tool calls					
Retries / review / correction / exception / remedy burden					
Cost per accepted output or completed case					
Migration / fallback evidence					

10

Runtime Assurance Record

BUILDS THESE CONDITIONS

Value clarity

Workflow fit

Operating rules

Ownership and accountability

Evidence and learning

DECISION THIS TOOL SUPPORTS

Keep value and permission current after launch by connecting signals to interpretation, action, revalidation, and renewed approval or exit.

BOOK CONNECTION Chapter 14 – Keep Value and Permission Current

USE IT WHEN

From launch onward – and immediately when a model, price, vendor, population, or workflow changes.

WHO IS IN THE ROOM

Outcome owner, operators, monitoring owners, and challenge roles.

TIME

Standard: 60 minutes to set up; then on its cadence. *Proposed.*

YOU BRING

The authorization (08 or 09) and its restrictions.

YOU LEAVE WITH

Signal contracts with owners, thresholds, and responses; a current runtime decision.

IT FEEDS

Portfolio (11) and, when needed, a new readiness decision (08).

DEPTH Brief: **If live** · Standard: If live · Enhanced: Required if live

Launch is a time-stamped authorization, not a permanent destination.

Runtime assurance begins with what the AI is allowed to do and when a human must take over, and it defines what evidence is allowed to change the intervention.



WATCH FOR

A dashboard nobody owns.

A dashboard can show that something moved. It cannot decide whether the movement matters, who responds, or whether the approval still holds.

Every signal needs a contract

	NORMAL / TARGET	WARNING	ACTION THRESHOLD	AUTHORIZED RESPONSE
Median prep time	<= baseline * 0.8	< target for 2 weeks	Back to baseline	Narrow / remediate
Analyst verification time	<=50% of gross time saving	>50% of saving	>80% of saving	Throttle / redesign
Specialist escalation volume	Within SLA	Queue warning	SLA breach	Throttle pilot

Observation

 >

Interpretation

 >

Decision

 >

Intervention

 >

Revalidation

 >

Updated approval or exit

Assurance begins when a signal is connected to a decision and a response, not when it appears on a dashboard.

SIX SIGNAL FAMILIES

SIGNAL FAMILY	WHAT IT WATCHES
Value and economics	Outcome, full operating cost, cost per accepted output/case, capacity, demand, attribution, and value-case assumptions.
System integrity	Availability, security, access, data, integration, vendor, exact model/version, deployment, rate-limit, and endpoint integrity.
Performance and quality	Accuracy, quality, reliability, hallucination, calibration, and subgroup performance.
Workflow and people	Queue, review burden, handoffs, adoption, workarounds, role effects, and stressed capacity.
Consequence and control	Incidents, complaints, appeals, remedies, rights, safety, irreversible action, and control effectiveness.
Change and evidence age	Price/billing, model/version/deprecation, latency/throughput/rate limits, context/retrieval/memory/tools/routing, data route, vendor/deployment terms, portability, and authorization change.

DEFAULT RE-OPEN SIGNALS

- ☐ Material price or billing change
- ☐ Model, version, or deprecation change
- ☐ Latency, throughput, or rate-limit change
- ☐ Context, retrieval, memory, tool, or routing change
- ☐ Vendor or deployment change
- ☐ Cost per accepted output or completed case
- ☐ Reviewer or exception burden
- ☐ Portability failure

OPERATING RULE

A metric without an owner, threshold, cadence, response, and preserved record is only information. It is not assurance.

WORKED EXAMPLE

Supplier-onboarding document assistant · *fictional*

Material signal contracts

SIGNAL	FAMILY	WHY IT MATTERS	OWNER	CADENCE	NORMAL / TARGET	WARNING THRESHOLD	ACTION THRESHOLD	AUTHORIZED RESPONSE	INTERIM SAFE STATE
Median prep time	Value and economics	Does the workflow still improve?	Ops Analytics	Weekly	<= baseline * 0.8	< target for 2 weeks	Back to baseline	Narrow / remediate	Manual process
Analyst verification time	Workflow and people	Detect transferred burden	Workflow Owner	Weekly	<=50% of gross time saving	>50% of saving	>80% of saving	Throttle / redesign	Manual process
Correction / override rate	Performance and quality	Detect poor extraction/checklist quality	Evaluation Lead	Weekly	Within pilot threshold	Rising trend	Threshold breach	Restrict cases	Manual review
Specialist escalation volume	Workflow and people	Protect compliance capacity	Compliance	Weekly	Within SLA	Queue warning	SLA breach	Throttle pilot	Manual processing
Supplier delay / rework	Consequence and control	Detect transferred customer burden	Business Owner	Weekly	No increase	Rising trend	Material increase	Narrow / suspend	Manual workflow
Prohibited action / data event	Consequence and control	Critical integrity gate	Security / Compliance	Continuous	Zero	N/A	Any event	Suspend	Manual workflow
Model / vendor / version change	Change and evidence age	Prior evidence may expire	IT Owner	On change	No material change	Planned update	Unreviewed update	Re-open authorization	Freeze version

YOUR RECORD

Runtime Assurance Record • same fields as workbook sheet 10_Runtime

Material signal contracts

SIGNAL	WHY IT FAMILY MATTERS	OWNER	CADENCE	NORMAL / TARGET	WARNING THRESHOLD	ACTION THRESHOLD	AUTHORIZED RESPONSE	INTERIM SAFE STATE
Median prep time								
Analyst verification time								
Correction / override rate								
Specialist escalation volume								
Supplier delay / rework								
Prohibited action / data event								
Model / vendor / version change								

WORKED EXAMPLE

Supplier-onboarding document assistant · *fictional*

Runtime decision

CURRENT AUTHORIZATION	VALUE STATUS	OPEN CRITICAL LIMITATION
Shadow pilot only	Not yet established	No E3 evidence yet
CONTINUE / RESTRICT / REMEDiate / SUSPEND / EXIT	EVIDENCE REQUIRED FOR REAUTHORIZATION E3 evidence across time, quality, burden, difficult cases	NEXT REVIEW / EXPIRY 2026-09-30
Continue shadow test		
DECISION AUTHORITY		
VP Operations		

Exit and decommissioning

EXIT / DECOMMISSIONING	ENTRY	OWNER	EVIDENCE / CONFIRMATION	POST-EXIT VERIFICATION
Exit authority and reason	Pilot end or decision to stop	VP Operations	Decision memo	Closure confirmed
Workflow reversion or replacement	Return all cases to manual process	Workflow Owner	Process confirmation	No open pilot routing
Data retention / deletion	Retain evaluation dataset per approved policy; delete transient model inputs	Data Owner	Deletion log	Verified
Integrations, credentials, and access removal	Remove pilot credentials and integration permissions	IT Owner	Access log	Verified
Vendor / contractual closure	Close pilot vendor/API allocation if not continuing	Procurement	Vendor record	Verified
Stakeholder communication	Notify analysts / specialists and affected internal stakeholders	Business Owner	Communication	Confirmed
Open incidents, remedy, or obligations	Close or transfer unresolved incidents/remedy	Compliance	Incident register	No open critical items
Learning preserved for future decisions	Preserve findings, failure patterns, thresholds, and case set	Evaluation Lead	Learning record	Stored
Capacity and dependencies released	Release analyst, specialist, integration, and budget capacity	Business Owner	Capacity record	Portfolio updated

YOUR RECORD

Runtime Assurance Record • continued • same fields as workbook sheet 10_Runtime

Runtime decision

CURRENT AUTHORIZATION

VALUE STATUS

OPEN CRITICAL LIMITATION

CONTINUE / RESTRICT /
REMEDiate / SUSPEND / EXITEVIDENCE REQUIRED FOR
REAUTHORIZATION

NEXT REVIEW / EXPIRY

DECISION AUTHORITY

Exit and decommissioning

EXIT / DECOMMISSIONING

ENTRY OWNER EVIDENCE / CONFIRMATION

POST-EXIT VERIFICATION

Exit authority and reason				
Workflow reversion or replacement				
Data retention / deletion				
Integrations, credentials, and access removal				
Vendor / contractual closure				
Stakeholder communication				
Open incidents, remedy, or obligations				
Learning preserved for future decisions				
Capacity and dependencies released				

WORKED EXAMPLE

Supplier-onboarding document assistant · *fictional*

Model-economics default signals

MODEL-ECONOMICS SIGNAL	DEFAULT	FAMILY	WHY IT MATTERS	OWNER	CADENCE	NORMAL / TARGET	WARNING THRESHOLD	ACTION THRESHOLD	AUTHORIZED RESPONSE	INTERIM SAFE STATE
Price / billing method change		Value and economics	May invalidate case economics	Finance	On change	No material change	Forecast case cost rises >10%	Case economics no longer passes threshold	Re-evaluate economics	Manual process
Model/version/deprecation change		Change and evidence age	Prior evidence may expire	IT Owner	On change	Fixed pilot snapshot	Planned update	Unreviewed or forced update	Revalidate / reopen authorization	Freeze or manual workflow
Latency / throughput / rate- limit change		Performance and quality	Can create queues	IT Owner	Weekly / on change	Within pilot SLA	Queue warning	SLA breach	Throttle / reroute / redesign	Manual preparation
Context / retrieval / memory / tool / routing change		Change and evidence age	Can change quality and burden	Product Owner	On change	No material change	Planned config change	Unreviewed material change	Targeted revalidation	Prior approved configuration
Vendor / deployment change		Change and evidence age	Can alter data route, cost and migration exposure	IT + Security	On change	Approved endpoint	Planned vendor change	Unapproved route	Reassess dependency	Manual process
Cost per completed pack		Value and economics	Primary economic denominator	Finance	Weekly	Within pilot threshold	Rising trend	Fails value threshold	Narrow / redesign / stop	Manual process
Reviewer / exception burden		Workflow and people	Detect transferred burden	Workflow Owner	Weekly	Within capacity	Queue warning	SLA / burden breach	Throttle / redesign	Manual process
Portability failure		System integrity	May eliminate safe fallback	IT Owner	On test / change	Manual fallback works	Migration test fails	No usable fallback	Restrict / build fallback	Manual process

YOUR RECORD

Runtime Assurance Record · continued · same fields as workbook sheet

10_Runtime

Model-economics default signals

MODEL-ECONOMICS DEFAULT SIGNAL	WHY IT FAMILY MATTERS	OWNER	CADENCE	NORMAL / TARGET	WARNING THRESHOLD	ACTION THRESHOLD	AUTHORIZED RESPONSE	INTERIM SAFE STATE
Price / billing method change								
Model/version/deprecation change								
Latency / throughput / rate-limit change								
Context / retrieval / memory / tool / routing change								
Vendor / deployment change								
Cost per completed pack								
Reviewer / exception burden								
Portability failure								

AI Portfolio Allocation Map

BUILDS THESE CONDITIONS

Value clarity

Workflow fit

Operating rules

Ownership and accountability

Evidence and learning

DECISION THIS TOOL SUPPORTS

Allocate capital, scarce expertise, shared capability, and executive attention across current-value interventions, strategic experiments, and shared foundations – including decisions to remediate or exit.

BOOK CONNECTION Chapter 15 – Managing the AI Portfolio

USE IT WHEN When commitments compete for the same money, engineers, reviewers, data, or executive attention.	WHO IS IN THE ROOM Executives, finance, technology, business owners, and the owners of challenge and scarce capacity.	TIME Standard: 2 hours, at each portfolio forum. <i>Proposed.</i>
YOU BRING Current records for each commitment, grouped by class.	YOU LEAVE WITH Allocation decisions – including what to stop, delay, or consolidate.	IT FEEDS Organization (12) and the next forum.

DEPTH Brief: **Optional** · Standard: Portfolio use · Enhanced: Portfolio use

An inventory tells management what exists. **A portfolio changes commitments.**

Compare within class before allocating across classes, and make stopping, consolidation, delay, and narrower expansion legitimate value-producing decisions.

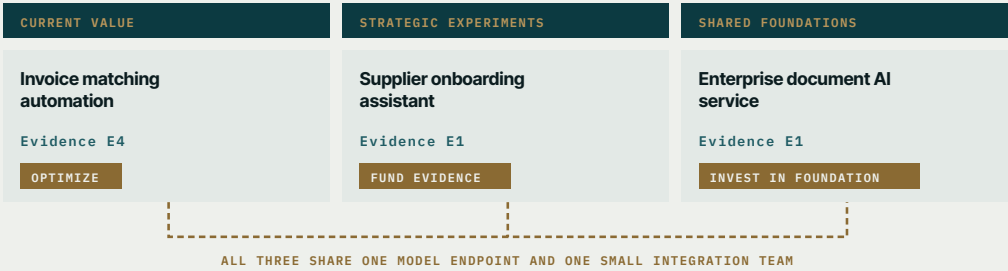


WATCH FOR

Adding up business cases.

Two assistants may claim the same time saving; a shared platform may be counted everywhere or nowhere. Portfolio value is not the sum of business cases.

Compare within class, allocate across classes



Compare within each class; allocate across classes by strategy and the scarce capacity that actually governs the meeting.

THREE CLASSES, THREE DECISION LOGICS

PORTFOLIO CLASS	MANAGEMENT PURPOSE
Current value interventions	Live uses with bounded evidence of value that require expansion, optimization, remediation, consolidation, or retirement decisions.
Strategic experiments	Bounded commitments designed to reduce named uncertainty and create an option, capability, or future position.
Shared foundations and required capability	Platforms, data, methods, controls, contracts, and skills used across multiple interventions.

PORTFOLIO REVIEW

- ☐ Which claims are forecasts, controlled evidence, bounded live evidence, or sustained results?
- ☐ Which commitments compete for the same reviewers, engineers, domain experts, data, platforms, or executive attention?
- ☐ Where are benefit, cost, review burden, vendor, platform, or data dependencies being double-counted?
- ☐ Where is model, vendor, deployment, endpoint, or rate-limit concentration creating a shared exposure?
- ☐ Which routing or evaluation services are genuinely reusable, and which merely concentrate dependency?
- ☐ Does the organization have migration capacity if a shared model or endpoint becomes uneconomic or unavailable?

WORKED EXAMPLE

Supplier-onboarding document assistant · *fictional*

Decision-ready portfolio record

FIELD	SUPPLIER ONBOARDING ASSISTANT	INVOICE MATCHING AUTOMATION	ENTERPRISE DOCUMENT AI SERVICE
Class	Strategic experiment	Current value intervention	Shared foundation / capability
Outcome / strategic purpose	Reduce preparation time / rework	Reduce manual matching effort	Reusable approved document-processing capability
Boundary	Shadow; 300 packs	Live bounded AP workflow	Multiple candidate workflows
Forecast value	Potential workflow value	Documented savings	Option value
Realized evidence	No live evidence yet	E4 bounded live evidence	Design evidence
Evidence grade	E1	E4	E1
Full cost	Pilot integration + review	Platform + exception handling	Platform + governance
Scarce capacity	Procurement + compliance reviewers	Finance ops + engineering	Engineering + security
Dependencies / concentration	Approved model endpoint	Same integration team	Concentrates model/vendor dependency
Next decision / date	Pilot close 2026-09-30	Quarterly review	Foundation gate
Exit condition	Stop if burden/control thresholds fail	Exit if exception burden erodes value	Stop if reuse demand remains weak
Recommendation	Fund evidence	Optimize	Invest in foundation

YOUR RECORD

AI Portfolio Allocation Map • same fields as workbook sheet 11_Portfolio

Decision-ready portfolio record

FIELD	COMMITMENT 1	COMMITMENT 2	COMMITMENT 3
Class			
Outcome / strategic purpose			
Boundary			
Forecast value			
Realized evidence			
Evidence grade			
Full cost			
Scarce capacity			
Dependencies / concentration			
Next decision / date			
Exit condition			
Recommendation			

WORKED EXAMPLE **Supplier-onboarding document assistant · *fictional***

Cross-class allocation

CROSS-CLASS ALLOCATION		DECISION / FINDING	EVIDENCE BASIS	CAPACITY EFFECT	DISPLACED COMMITMENT	AUTHORITY / DATE
STEP	QUESTION					
1	Integration engineering	Reserve one slot for live invoice reliability; one slot for supplier pilot	Capacity plan	Neutral	Delay lower-priority experiment	CTO / now
2	Invoice matching live value	Protect reliability work before optional expansion	E4 evidence	Consumes engineering slot	Supplier pilot gets limited integration scope	Portfolio forum
3	Within-class evidence	Supplier remains evidence investment; invoice is current value; foundation is option asset	Portfolio records	Clarifies comparison	No single composite	Portfolio forum
4	Strategic option / reversibility	Supplier shadow pilot is highly reversible; foundation less reversible	Boundary + cost	Favors bounded test	Avoid overbuilding platform	Portfolio forum
5	Dependency concentration	All three rely on same endpoint and small integration team	Dependency map	Raises concentration risk	Sequence changes	CTO
6	Displacement	Funding foundation now would delay invoice reliability and supplier evidence	Capacity plan	Material	Foundation delayed	Executive sponsor
7	Decision	Protect invoice reliability; fund bounded supplier evidence; delay foundation expansion	Evidence + capacity	Releases no extra capacity	Foundation expansion displaced	COO / 2026-08-15

YOUR RECORD
11_Portfolio

AI Portfolio Allocation Map · continued · same fields as workbook sheet

Cross-class allocation

STEP	CROSS-CLASS QUESTION	ALLOCATION	DECISION / FINDING	EVIDENCE BASIS	CAPACITY EFFECT	DISPLACED COMMITMENT	AUTHORITY / DATE
1							
2							
3							
4							
5							
6							
7							

WORKED EXAMPLE

Supplier-onboarding document assistant · *fictional*

Model / vendor concentration review

MODEL / VENDOR CONCENTRATION REVIEW	FINDING	EVIDENCE BASIS	CAPACITY / COST EFFECT	AFFECTED COMMITMENTS	DECISION
Model/vendor/deployment concentration	Supplier assistant, invoice automation and proposed shared service rely on same approved endpoint	Dependency map	Concentrates vendor/version exposure	3 commitments	Do not expand foundation until migration/alternative evidence improves
Shared routing / evaluation infrastructure	Evaluation harness may be reusable across document workflows	Pilot + platform records	Can reduce duplicated evaluation cost	Supplier + invoice	Reuse evaluation service, not decision rights
Migration cost and available migration capacity	Small integration team is the bottleneck	Capacity plan	Migration would compete with live reliability work	All three	Reserve migration capacity before wider dependency
Cross-intervention endpoint / rate-limit dependence	Shared endpoint could create correlated throttling	Platform record	Potential common-mode queue risk	Supplier + invoice + future service	Test capacity before scale
Does the shared model service protect value or merely concentrate exposure?	Potential reuse exists, but current evidence is insufficient for platform expansion	Portfolio evidence	Avoid premature fixed cost and concentration	Enterprise document AI service	Delay expansion; fund bounded supplier evidence

YOUR RECORD

AI Portfolio Allocation Map • continued • same fields as workbook sheet
11_Portfolio

Model / vendor concentration review

MODEL / VENDOR CONCENTRATION REVIEW	EVIDENCE FINDING BASIS	CAPACITY / COST EFFECT	AFFECTED COMMITMENTS	DECISION
Model/vendor/deployment concentration				
Shared routing / evaluation infrastructure				
Migration cost and available migration capacity				
Cross-intervention endpoint / rate-limit dependence				
Does the shared model service protect value or merely concentrate exposure?				

12

AI Value Organization Role and Cadence Guide

BUILDS THESE CONDITIONS

Value clarity

Workflow fit

Operating rules

Ownership and accountability

Evidence and learning

DECISION THIS TOOL SUPPORTS

Make AI Value Management repeatable while preserving local outcome ownership and independent challenge.

BOOK CONNECTION Chapter 16 – Building the AI Value Organization

USE IT WHEN

Once two or three interventions are running and the same decisions keep recurring.

WHO IS IN THE ROOM

Executives, finance, technology, business owners, and the owners of challenge and scarce capacity.

TIME

Standard: a half-day design session, revisited quarterly.
Proposed.

YOU BRING

The portfolio view (11) and today's roles and forums.

YOU LEAVE WITH

A role charter, forums with cadences, and a view of constrained capacity.

IT FEEDS

First 90 Days (13) and every tool's owner fields.

DEPTH Brief: **Optional** · Standard: As needed · Enhanced: As needed

The organization is not the AI office.

It is a federated system in which enterprise direction, local ownership, shared enablement, independent challenge, and operating learning reinforce one another.

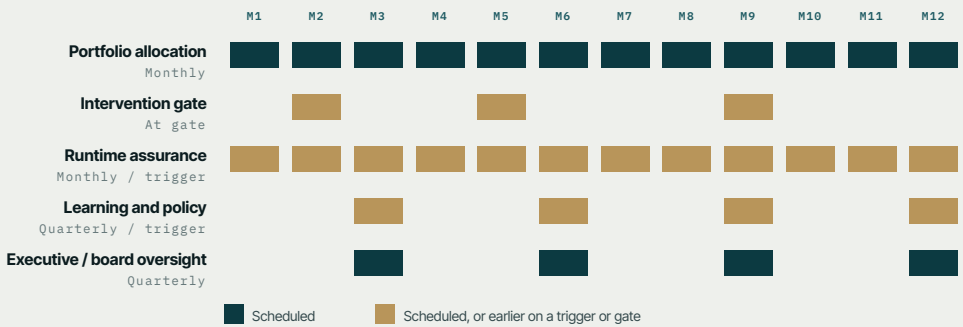


WATCH FOR

A permanent centre of AI ownership.

Central teams fail when a temporary concentration of capability becomes a permanent concentration of ownership. Business units become customers of AI rather than owners of changed work.

Forums on a cadence, owners in the business



FIVE ORGANIZATIONAL JOBS

JOB	MEANING
Set direction and allocate commitments	Decide strategic priorities, portfolio balance, constrained capacity, and unresolved enterprise trade-offs.
Preserve local outcome ownership	Keep the business owner accountable for the workflow, value, consequences, remedy, and continued worth.
Make good decisions reusable	Provide platforms, data, methods, contracts, controls, expertise, and records that teams do not rebuild.
Preserve independent challenge	Ensure finance, risk, legal, privacy, security, workforce, assurance, and affected voices can challenge claims.
Turn operation into organizational learning	Use incidents, exceptions, performance, vendor changes, and successful controls to improve future decisions.

ORGANIZATION MEASURES

- ☐ Share of interventions with a named outcome owner, current evidence, next decision, and exit condition.
- ☐ Decision cycle time by level of consequence.
- ☐ Time to resolve exceptions and remediate material findings.
- ☐ Realized value against approved value cases.
- ☐ Reuse of shared capability and cost avoided through reuse.
- ☐ Age of readiness, runtime, and portfolio evidence.
- ☐ Concentration in vendors, platforms, data, and scarce specialists.
- ☐ Experiments producing scale, redesign, hold, or stop decisions.
- ☐ Speed with which operating learning changes methods, controls, training, and future decisions.

WORKED EXAMPLE

Supplier-onboarding document assistant · *fictional*

Role charter

ROLE	OWNS	MUST NOT ABSORB	KEY DECISIONS	EVIDENCE / MEASURES	ESCALATES TO
Executive sponsor	Enterprise direction and sponsor	Does not own local outcome	Portfolio priorities and major gates	Portfolio view	COO
Business outcome owner	Supplier onboarding outcome	Does not outsource accountability to AI team	Value, scope, remedy	Outcome + burden measures	COO
Workflow owner	Workflow placement and operating process	Does not set enterprise policy	Placement, capacity, fallback	Workflow measures	Business owner
AI Value Office / coordination	Coordinate records, methods, and forums	Does not become substitute owner	Method consistency	Decision cycle time	Executive sponsor
Technology / platform owner	Approved endpoint, integration, technical operation	Does not define business value	Technical change	Reliability / change logs	CTO
Finance partner	Baseline, economics, capacity conversion	Does not certify operational safety	Economic interpretation	Value + full cost	CFO
Risk / legal / privacy / security challenge	Independent challenge on material consequence	Does not own business outcome	Challenge / restriction / escalation	Control evidence	Risk executive
Domain and frontline reviewers	Review outputs and difficult cases	Does not carry final accountability	Override / escalate	Quality + burden	Workflow owner
Independent assurance	Independent assurance when required	Does not become routine approver	Assure evidence / method	Assurance findings	Board / executive

YOUR RECORD AI Value Organization Role and Cadence Guide · same fields as workbook sheet 12_Organization

Role charter

ROLE	OWNS	MUST NOT ABSORB	KEY DECISIONS	EVIDENCE / MEASURES	ESCALATES TO
Executive sponsor					
Business outcome owner					
Workflow owner					
AI Value Office / coordination					
Technology / platform owner					
Finance partner					
Risk / legal / privacy / security challenge					
Domain and frontline reviewers					
Independent assurance					

WORKED EXAMPLE

Supplier-onboarding document assistant · *fictional*

Forums and cadence

FORUM / DECISION	PURPOSE	PARTICIPANTS	CADENCE / TRIGGER	INPUT RECORD	AUTHORITY / OUTPUT
Portfolio allocation	Allocate scarce capacity across interventions	COO, CFO, CTO, business owners	Monthly	Portfolio record	Expand / narrow / delay / stop
Intervention gate	Authorize intervention gate	Business owner, workflow, tech, risk	At gate	Integrated commitment review	Proceed / Conditional / Pilot / Hold / Stop
Runtime assurance	Review runtime value and permission	Business owner + operators + specialists	Monthly / trigger	Runtime record	Continue / Restrict / Re-open / Exit
Learning and policy	Change policy / method from learning	Method owner + relevant specialists	Quarterly / trigger	Learning record	Update control / method
Executive / board oversight	Review enterprise posture	Executive / board	Quarterly	Portfolio + material cases	Direction and capacity

YOUR RECORD AI Value Organization Role and Cadence Guide • continued • same fields as workbook sheet 12_Organization**Forums and cadence**

FORUM / DECISION	PURPOSE	PARTICIPANTS	CADENCE / TRIGGER	INPUT RECORD	AUTHORITY / OUTPUT
Portfolio allocation					
Intervention gate					
Runtime assurance					
Learning and policy					
Executive / board oversight					

13

First 90 Days Guide

STARTS ALL FIVE CONDITIONS

Value clarity

Workflow fit

Operating rules

Ownership and accountability

Evidence and learning

DECISION THIS TOOL SUPPORTS

Begin AI Value Management with visible commitments and real decisions rather than a large programme, office, or maturity exercise.

BOOK CONNECTION Chapter 16 and Conclusion

USE IT WHEN	WHO IS IN THE ROOM	TIME
When leadership wants the discipline in operation rather than in a slide deck.	The executive sponsor, a small coordinating owner, and the owners of the two chosen interventions.	Leadership: one hour every two weeks for ninety days. <i>Proposed.</i>
YOU BRING	YOU LEAVE WITH	IT FEEDS
A rough list of live AI uses and experiments.	Two real decisions, a portfolio view, and a list of what to keep and what to drop.	Every other tool, at the depth the first decisions show is needed.

DEPTH Brief: **Optional** · Standard: Leadership use · Enhanced: Leadership use

The smallest serious starting point is not an enterprise transformation programme.

It is a bounded portfolio view, two real intervention decisions, a visible owner, and a repeatable record that leadership can inspect.

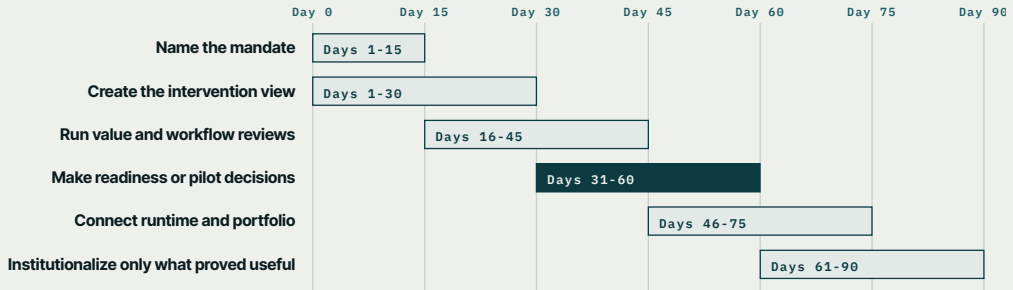


WATCH FOR

Launching a programme instead of making decisions.

The first ninety days do not need a record for every AI use. They need two representative decisions run end to end – one live intervention and one proposed experiment.

Ninety days, two decisions



Two real decisions by day 60 – one live intervention and one proposed experiment – are the core of the first ninety days.

DAY-90 LEADERSHIP REVIEW

- | | |
|---|---|
| ☐ Which two decisions changed because the evidence was connected? | ☐ Which live use should be expanded, narrowed, remediated, suspended, or exited? |
| ☐ Which critical condition most often constrained commitments? | ☐ Which evidence remains sponsor-only, stale, or irrelevant to the boundary? |
| ☐ Which template or service was genuinely reused? | ☐ What should become a recurring forum, and what should remain an on-demand decision gate? |
| ☐ Where did review, specialist, or technical capacity become the constraint? | ☐ What will the organization stop doing next quarter? |

WORKED EXAMPLE

Supplier-onboarding document assistant · *fictional*

90-day action tracker

ACTION	OWNER	DUE DATE	DEPENDENCY	EVIDENCE OF COMPLETION	DECISION	ENABLED	STATUS
Name sponsor and coordinating owner	COO	2026-08-15		Mandate approved	Allows two real decisions		Complete
Create intervention view	AI Value Office	2026-08-20	Sponsor	Material uses visible	Selects cases		In progress
Select supplier assistant + invoice matching	COO	2026-08-20	Inventory	Two representative decisions named	Starts end-to-end use		Complete
Complete supplier value/workflow/rights review	Procurement Owner	2026-08-30	Boundary	Decision-ready records	Pilot gate		In progress
Run supplier readiness decision	VP Operations	2026-09-01	Core records	Pilot-only decision	Starts evidence generation		Not started
Connect invoice runtime record	Finance Owner	2026-09-10	Existing live data	Current value/permission view	Portfolio allocation		Not started
Run portfolio trade-off forum	COO	2026-09-15	Both cases	Capacity decision	Changes commitments		Not started
Day-90 review: institutionalize only useful services	Executive sponsor	2026-11-05	Observed use	Repeat / drop decisions	Next-quarter system		Not started

90-day action tracker

ACTION	OWNER	DUE DATE	DEPENDENCY	EVIDENCE OF COMPLETION	DECISION ENABLED	STATUS
Name sponsor and coordinating owner						
Create intervention view						
Select supplier assistant + invoice matching						
Complete supplier value/workflow/rights review						
Run supplier readiness decision						
Connect invoice runtime record						
Run portfolio trade-off forum						
Day-90 review: institutionalize only useful services						

B

Integrated Commitment Review

WHAT THIS MODULE SUPPORTS

Compress the toolkit into one final connected operating test before management expands or renews a commitment.

BOOK CONNECTION Conclusion – Close the Gap

A missing answer does not always require a stop. It does require an explicit condition, owner, evidence requirement, restriction, and next decision. The burden should match the commitment being authorized.

AREA	CONNECTED MANAGEMENT QUESTION	ANSWER / EVIDENCE	OWNER	DECISION EFFECT
Boundary	What specific intervention, workflow, population, autonomy, consequence, and time period are being authorized?			
Value	What worthwhile outcome should change, for whom, against what baseline and alternative, by what threshold and date?			
Mechanism	How should AI output become a workflow, stakeholder, financial, or strategic consequence?			
Placement	Where does AI sit, what constraint does it address, and what new work or handoff appears?			
Authority	Who frames, proposes, approves, executes, reverses, stops, investigates, and changes the rules – and who challenges independently?			
Review	Which cases require review, what does good look like, and do reviewers have evidence, time, capacity, and authority?			
Operating rules	What is allowed, restricted, escalated, reversible, prohibited, and temporarily safe?			
Readiness	Which critical condition constrains the decision, what evidence supports it, and what is the decision ceiling?			
Experiment	Which uncertainty is being reduced, through what comparison, boundary, stop trigger, and decision date?			

Runtime	Which signals may change permission, and who can respond, revalidate, reauthorize, restrict, or exit?
Portfolio	What capital, capacity, dependency, concentration, duplication, or opportunity cost changes the commitment?
Organization	Who owns the outcome locally, what is reusable, who challenges independently, and how does learning change future decisions?
Change and expiry	What change or expiry reopens the record?
Next commitment	What exactly is authorized now, by whom, and what evidence is required next?

CLOSING RULE

AI can answer the question an organization asks. It cannot guarantee that the organization framed the right problem, supplied the right evidence, or retained the judgment required to challenge the result.

Board Value Claim Test

Use this rapid review when management is being asked to approve, scale, fund, or publicly describe an AI value claim. It is a compressed application of the same discipline.

- ☐ What exact intervention and business outcome are we approving?
- ☐ What would happen without this intervention, and what alternative did we compare?
- ☐ Where does AI enter the workflow, and what human or system action follows?
- ☐ What full cost is included beyond licence and infrastructure?
- ☐ What evidence demonstrates the outcome, and what evidence grade does it reach?
- ☐ How was AI's contribution separated from simultaneous changes?
- ☐ Who owns the outcome, the operating process, review, correction, and remedy?
- ☐ What difficult, rare, and stressed cases are represented?
- ☐ Who receives the benefit, and who absorbs verification, delay, or risk?
- ☐ What result would justify expansion, redesign, a different experiment, a hold, or a stop?
- ☐ What changes automatically invalidate the evidence or permission?
- ☐ When will leadership receive a current value and consequence record?

Ten requirements of a supportable AI value claim

- Stable boundary – one intervention, population, workflow, period, action class, and consequence.
- Named worthwhile outcome – a business, operational, customer, workforce, risk, or strategic consequence.
- A believable baseline or comparison – the prior state, comparison, or non-AI option.

- Visible mechanism – how AI output changes work and how the surrounding workflow absorbs the change.
- Full economics – licence, integration, data, review, correction, support, change, incident, and retirement cost.
- Evidence linking the result to the AI – a contribution or causal method proportionate to the decision.
- Evidence of real use – the AI running in real work at a declared boundary, not a demonstration or forecast.
- Authority and consequence – ownership, review, override, restriction, escalation, remedy, and shutdown.
- Limitations and counterevidence – failure, uncertainty, reversal, transferred burden, and difficult cases.
- Traceable record and next decision – sources, version, expiry, threshold, and what the evidence authorizes next.

Claim Evidence Profile

The ten public-evidence dimensions can be used internally as a claim-review lens. They are not an alternative to the Five Conditions and should not import the public 0–100 benchmark score into internal readiness or authorization.

DIMENSION	CURRENT EVIDENCE	GAP / UNCERTAINTY	EVIDENCE NEEDED NEXT	DECISION EFFECT
Boundary				
Workflow				
Outcome				
Baseline				
Economics				
Attribution				
Live evidence				
Governance				
Limitations				
Traceability				



Facilitation and Record Control

WHAT THIS MODULE SUPPORTS

Use the toolkit as a decision system rather than a stack of forms.

BOOK CONNECTION Chapter 11 - The minimum durable record

Recommended meeting sequence for one intervention

MEETING	PURPOSE	PRIMARY TOOLS	MINIMUM PARTICIPANTS	OUTPUT
1. Boundary and value review	Agree what is being managed and whether the problem is worth addressing.	1, 2, 3	Outcome owner, workflow owner, finance, technology, relevant challenge roles	Boundary, value hypothesis, next evidence question
2. Workflow and authority review	Choose placement and make power, review, exception, and remedy explicit.	4, 5, 6	Workflow owner, frontline/domain roles, technology, risk/control roles	Placement, rights, review and escalation design
3. Readiness decision	Judge the workflow, people, data, and controls around the AI, and the largest safe and economic commitment.	7, 8	Outcome owner, specialists, decision authority, independent challenger	Ready, conditional, pilot-only, or hold decision
4. Pilot close or deployment gate	Interpret the evidence and decide: expand, expand conditionally, redesign, run a different experiment, hold, or stop.	9 and 8	Sponsor, outcome owner, evaluator, finance, operations, challenge roles	Decision record and updated boundary
5. Runtime review	Decide whether value and permission remain current.	10	Outcome owner, operators, monitoring owners, challenge roles	Continue, restrict, remedy, suspend, reauthorize, or exit
6. Portfolio allocation	Change commitments under scarce capital and capability.	11 and 12	Executives, finance, technology, business, challenge and capacity owners	Allocation, consolidation, investment, or exit decisions

Record-control fields

FIELD	REQUIRED RULE
-------	---------------

Unique intervention ID	Use one identifier across value, workflow, rights, readiness, pilot, runtime, and portfolio records.
Version	Every material change creates a new version or dated amendment.
Owner	One person keeps the record current; specialist contributors own their evidence, not the whole result.
Evidence lineage	Each material claim points to a source, direct observation, controlled result, live result, or explicit assumption.
Dissent	Material disagreement is preserved rather than averaged into a green status.
Expiry	Every time-sensitive claim and authorization has a review date or change trigger.
Decision log	Record what was authorized, restricted, rejected, or deferred; by whom; using what evidence.
Access and confidentiality	Restrict sensitive supplier, employee, customer, model, security, legal, and commercial evidence appropriately.
Dated facts	Model names, prices, limits, availability, and depreciation dates are dated decision inputs. Reverify them whenever they are material to a current decision.
Archive and exit	Preserve the decision and evidence needed for audit, learning, remedy, and controlled decommissioning.

Quality test

- ☐ Can a skeptical executive identify the decision, evidence, owner, restriction, and expiry in under five minutes?
- ☐ Can an operator tell what to do when the ordinary path fails?
- ☐ Can an affected person or frontline role identify the route to correction or remedy?
- ☐ Can a new owner reconstruct why the system was authorized without relying on the original team’s memory?
- ☐ Can the evidence change the intervention, or does the record only justify the current plan?
- ☐ Could the organization stop or narrow the use without discovering that the organization can no longer work without it?

D

About This Toolkit

WHAT THIS MODULE SUPPORTS

Keep the toolkit, the book, and the companion workbooks connected.

The toolkit follows the book's sequence: the intervention as the unit of management, the Five Conditions, the value case, workflow placement, decision rights, review and escalation, governance infrastructure, readiness, managed pilots, runtime assurance, portfolio allocation, organization design, and commitments authorized by evidence. Chapter 9 is the book's home for the model/system decision; the toolkit carries that decision through the Value Case, Workflow Placement, Pilot, Runtime, and Portfolio records rather than adding a separate tool.

What this toolkit is

- A teaching and operating companion that lets readers apply the book's discipline independently.
 - A set of editable management records connected by one intervention ID and one sequence of decisions.
-

Companion files

- **The AI Value Gap – the book:** the management doctrine, research, and operating scenes behind every instrument.
- AI Value Management Editable Templates (spreadsheet) – editable worksheets, validation lists, and connected working records.
- AI Value Management Completed Example (spreadsheet) – the supplier-onboarding case from Module A, fully populated for learning and facilitation.

BUILD THE CONDITIONS. KEEP THE DECISION CONNECTED TO THE EVIDENCE.

A

Relationship to Existing AI Governance and Management Systems

AI Value Management is not intended to replace established risk, governance, quality, project, benefits-realization, or AI management systems. Its job is different: keep those specialist contributions connected around one bounded AI-enabled intervention, one value case, one operating boundary, and one next management decision.

NIST AI Risk Management Framework

NIST AI RMF contributes governance, context mapping, measurement, and risk-management practices. Reuse context maps, risk records, measures, governance roles, and monitoring where they answer the intervention-level question. AI Value Management adds the connected value, workflow, authority, evidence, and next-commitment decision.

ISO/IEC 42001 and AI management systems

An organization using an AI management system may already possess role definitions, documented controls, risk processes, monitoring practices, change procedures, and management-review mechanisms. Reuse those artifacts where they answer the intervention-level question rather than creating duplicate records.

Benefits realization and investment appraisal

Reuse existing baseline, alternative, value mechanism, cost, timing, ownership, and benefit-tracking disciplines. AI Value Management adds the constraint that technical performance, adoption, and local task gains cannot stand in for realized organizational consequence.

Portfolio management

Reuse existing portfolio forums and resource-allocation processes. Keep intervention evidence, critical limitations, dependencies, and the decision being authorized visible; do not force unlike commitments into one universal composite.

Compatibility rule

Use existing systems wherever they already produce a decision-useful artifact. Add a new record only when a material management question remains unanswered. The mapping is conceptual; it is not a clause-by-clause equivalence or a compliance assessment.