THE UNCERTAINTY LAB

Board AI Snapshot

An independent assessment of your board's readiness to govern AI - and where to focus next.

The first responsibility of good governance is knowing where you stand.

Every board knows AI matters. Far fewer have a clear view of where the board currently stands - how directors are using AI, how confident they feel to oversee and challenge it, which risks they see, and where views align or differ.

That matters because expectations of directors are rising. APRA expects regulated boards to understand AI well enough to set strategic direction and provide effective challenge. The AICD and HTI's A Director's Guide to AI Governance makes the broader expectation clear: directors do not need to become technical experts, but they do need sufficient understanding to ask better questions and confidently assess the answers.

A board cannot build the judgement required to govern AI until it understands where it stands today. The Board AI Snapshot gives the board an independent, structured view of its current position.

WHAT IT LOOKS AT

The Snapshot assesses eight dimensions of a board's readiness to govern AI. It asks each director to reflect on two perspectives.

Their own capability. How they are using AI in their own work, how prepared they feel to oversee it, how they assess risk, and how confident they are contributing to board discussions.

The board's capability. How prepared they believe the board is to oversee AI, how clearly the board can see AI use across the organisation, where risks and opportunities sit, and where attention should be focused next.

Taken together, these responses create a picture of where the board is aligned, where views differ, and where capability could be strengthened.

HOW IT WORKS

The Snapshot is designed to be mindful of directors' time and straightforward to run.

- An initial conversation with the Chair or Company Secretary to confirm the best way to deliver the Snapshot in your context
- Each director completes a confidential self-assessment - about 20 minutes
- Independent analysis of the themes and patterns across the board
- The written Board AI Snapshot Report
- A debrief conversation with the Chair to work through the findings
- An optional facilitated session with the full board

Every director only rates themselves. No one assesses a colleague, and nothing is reported in a way that identifies an individual - only themes, patterns and the range of views across the board are reported.

THE REPORT

You receive a full written Board AI Snapshot Report - a documented baseline of where the board stands on AI, individually and collectively.

The Report shows:

- how directors are currently using AI in their own work,
- how prepared directors feel about overseeing, challenging and governing AI,
- how clearly the board can see AI use, risk and opportunity across the organisation,
- where directors are aligned, and where views differ,
- which AI risks directors are most concerned about,
- whether the board feels well placed to judge AI value and investment, and
- where focused attention would make the greatest difference next.

The Report gives the board an independent record it can act on now, return to over time, and draw on - where appropriate - in conversations with regulators, auditors, members or other stakeholders.

THE DEBRIEF

The debrief walks through the findings outlined in the Report: what the patterns mean for this board, where the differences between directors matter and where they don't, which findings warrant board attention now and which can wait, and what a sensible next step might look like given the board's agenda and capacity.

The debrief is held with the Chair. An optional facilitated debrief and discussion session with the full Board is also available on request.

INVESTMENT

Board AI Snapshot

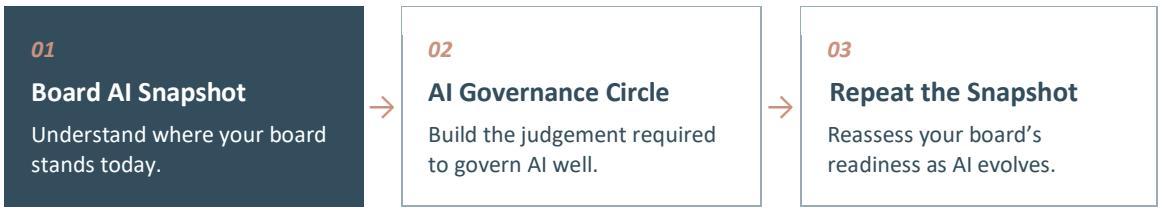
Includes the initiation conversation, confidential director assessment, independent analysis, the written Board AI Snapshot Report and the debrief with the Chair.

Facilitated full-board session (optional)

A session with the full board to explore the findings, discuss implications and identify useful next steps.

THE BOARD AI CAPABILITY PATHWAY

The Board AI Snapshot can stand alone as a practical baseline or become the first step in a broader board capability pathway.



The pathway uses The Uncertainty Lab's Board AI Insight Framework to understand directors' perspectives, build judgement and revisit progress over time.

ABOUT SUE CUNNINGHAM

Sue Cunningham is Founder and Principal Advisor of The Uncertainty Lab and works with boards and senior leaders to build the judgement required to govern AI well.

She is GAICD-qualified, has experience as a Company Secretary and was formerly Chair of a social enterprise board. Across 25 years, Sue has led transformation, crisis and reform in organisations from $50M to $3B across health, aged care, international development and emergency management - carrying responsibility for people, reputation and systems when the stakes were real.

In early 2025 she stepped away from executive leadership to build an AI-enabled practice from the ground up. She now uses AI daily in strategy, decision-making and client work. She treats AI as a leadership, judgement and governance challenge rather than a technology project. She works one-to-one with non-executive directors on building their own AI practice and the judgement to govern it.

MIT Sloan · Oxford · INSEAD (Distinction) · Certified AI Trainer · GAICD · B.Eng (Hons)
National Emergency Medal

> *"She has been a patient and wise partner to work with, making suggestions and challenging my thinking without telling me what to do.*
>
> *An expert guiding hand to fall back on and get me through any uncertainty."*
>
> JO-ANNE BLOCH · CHAIR AND NON-EXECUTIVE DIRECTOR

TALK TO SUE

If you're considering how your board can strengthen its readiness to govern AI, I'd be happy to talk through whether the Board AI Snapshot is the right place to start.

Sue Cunningham
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Navigate uncertainty. Lead wisely. Stay human.