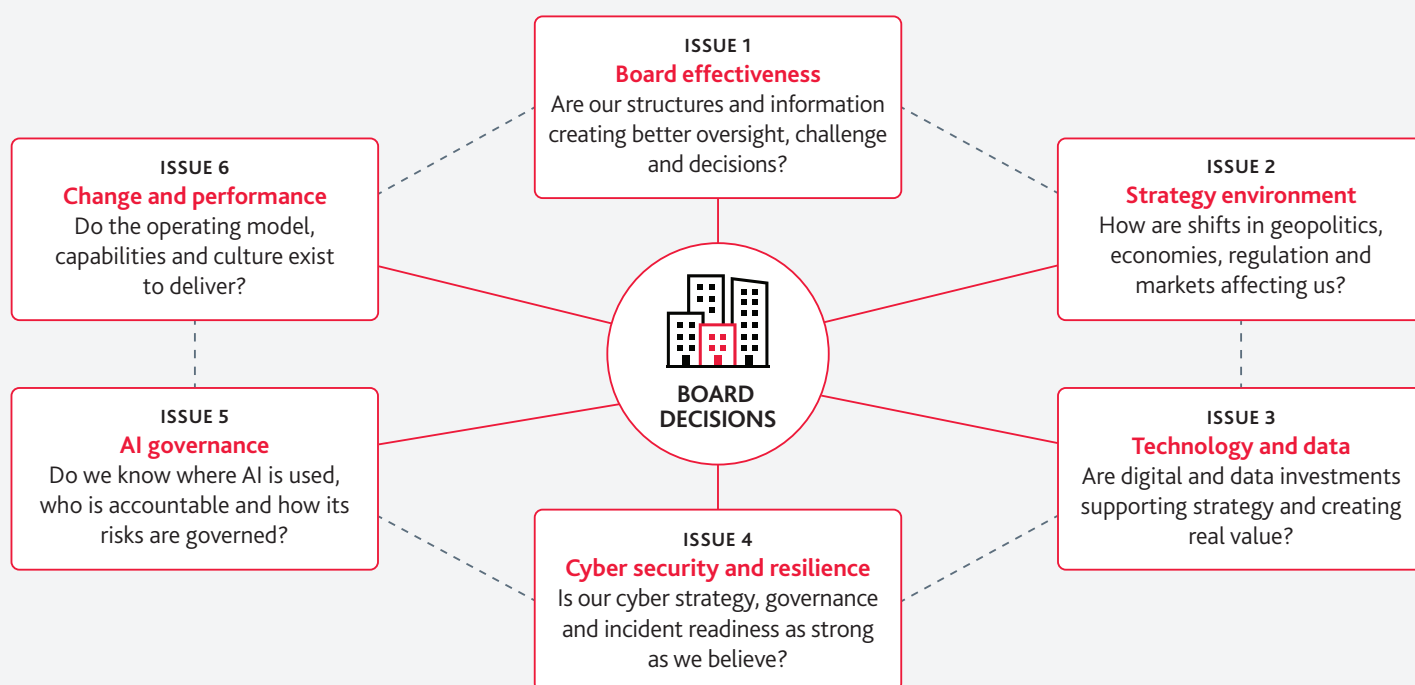


Making better decisions in times of change and uncertainty

A PRACTICAL GUIDE FOR NON-EXECUTIVE DIRECTORS

Boards are operating in an environment shaped by geopolitical uncertainty, rapid technological change, AI adoption, regulatory expectations and continued pressure to deliver sustainable growth. The challenge is not simply understanding each development on its own. It is understanding what it means for the organisation, how the issues interact and where the board needs to act.

From uncertainty to informed action
Six board issues, one connected conversation.



What good oversight looks like:

Effective oversight starts with visibility. Whether the subject is strategy, a transaction, a technology programme, AI adoption or cyber resilience, the board should know what is happening, who is accountable, how material risks are governed and what assurance it receives.

The Common thread?

- ▶ What is changing?
- ▶ What does it mean for us?
- ▶ Are we prepared?
- ▶ What should we do differently?

Good governance creates the space to step back from immediate pressures, challenge assumptions and keep strategy, risk and investment decisions aligned.

Questions for your next board meeting

A CHECKLIST FOR CHALLENGING ASSUMPTIONS AND TESTING PREPAREDNESS

01 Are we looking far enough ahead?

What geopolitical, economic, regulatory or market developments could materially affect our strategy, and have we tested our key assumptions against them?

External risks should be shaping strategic choices and investment decisions, not just the risk register.

02 How is AI used, and how well we are protected?

Can management tell us where AI is being used, who is accountable and how its risks are governed, and how resilient we would be to a serious cyber incident?

If the board cannot see its AI use or cyber exposure, it cannot oversee either. Visibility, accountability, control and assurance belong on the agenda.

03 Is our governance helping us make better decisions?

Do our board structures, information and ways of working give us the insight, challenge and clarity needed to make timely, well-informed decisions?

The objective is not more governance, but governance that supports better decisions and proportionate challenge.

04 Is the business equipped to deliver its strategy and technology investment?

Can we clearly link our investment in technology, data and AI to strategic priorities, measurable outcomes, and the operating model, processes, people and capabilities needed to deliver them?

Technology should support the organisation's ambitions securely and help create long-term value, not become an objective in itself.

Where do boards typically look for support?



Strategy and growth

Defining, testing or refreshing the plan.



Board effectiveness

Reviewing structures, information and behaviours.



Organisational change

Operating model, design, culture and change.



Performance improvement

Operations, leadership and processes.



Digital and technology

Digital and data strategy and CTO advisory.



AI governance

Visibility, accountability and assurance of AI.



Cybersecurity advisory

Strategy, governance, resilience, Cyber Essentials and SWIFT.



Business continuity

Policy, planning and testing to prepare for disruption.

Good boards don't need to have every answer, they need to ensure the right questions are being asked.

Continue the conversation...



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