



Masterclass

Harnessing AI for Boardroom Success

Module 3

With Helen van Orton





Module Three

Hands-on with AI

Leveraging Tools for
Smarter Decisions





Module 3

What we'll cover



Get practical experience with AI tools like ChatGPT, Perplexity and Notebook LM.



Master the art of prompt engineering to generate insights, summaries, and strategies.

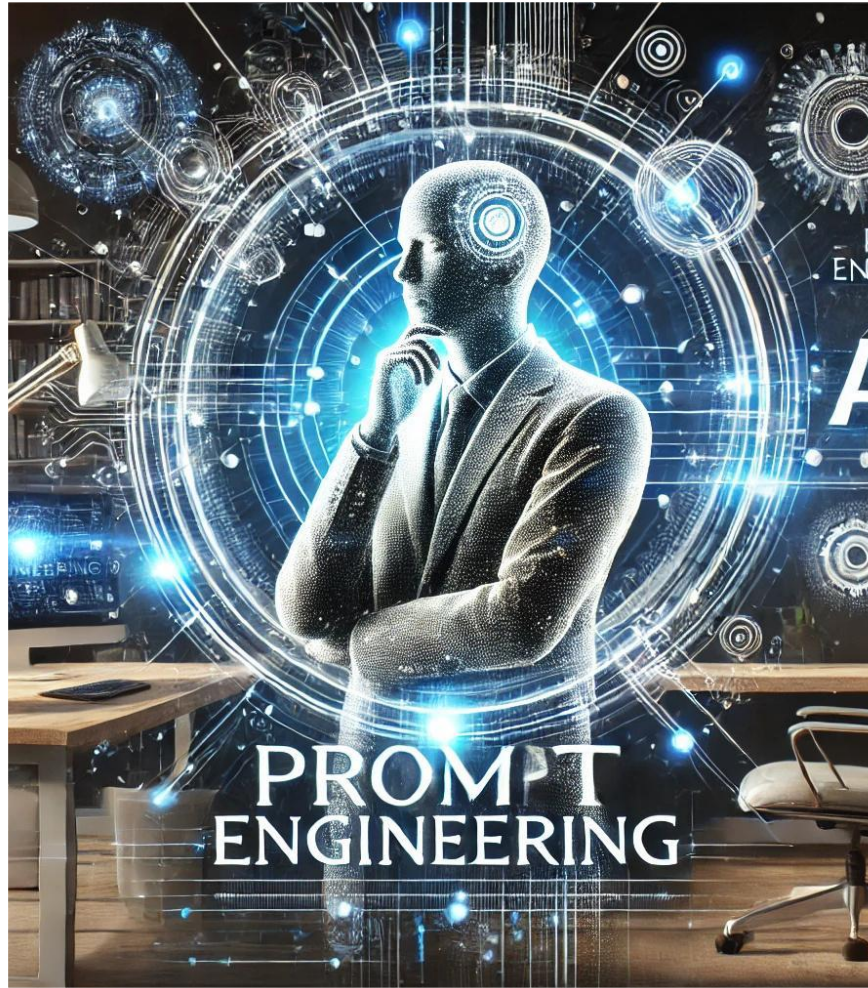


Apply AI tools to real-world governance tasks.



Module 3 - Chapter 1

The art of prompt engineering to generate insights, summaries, and strategies.



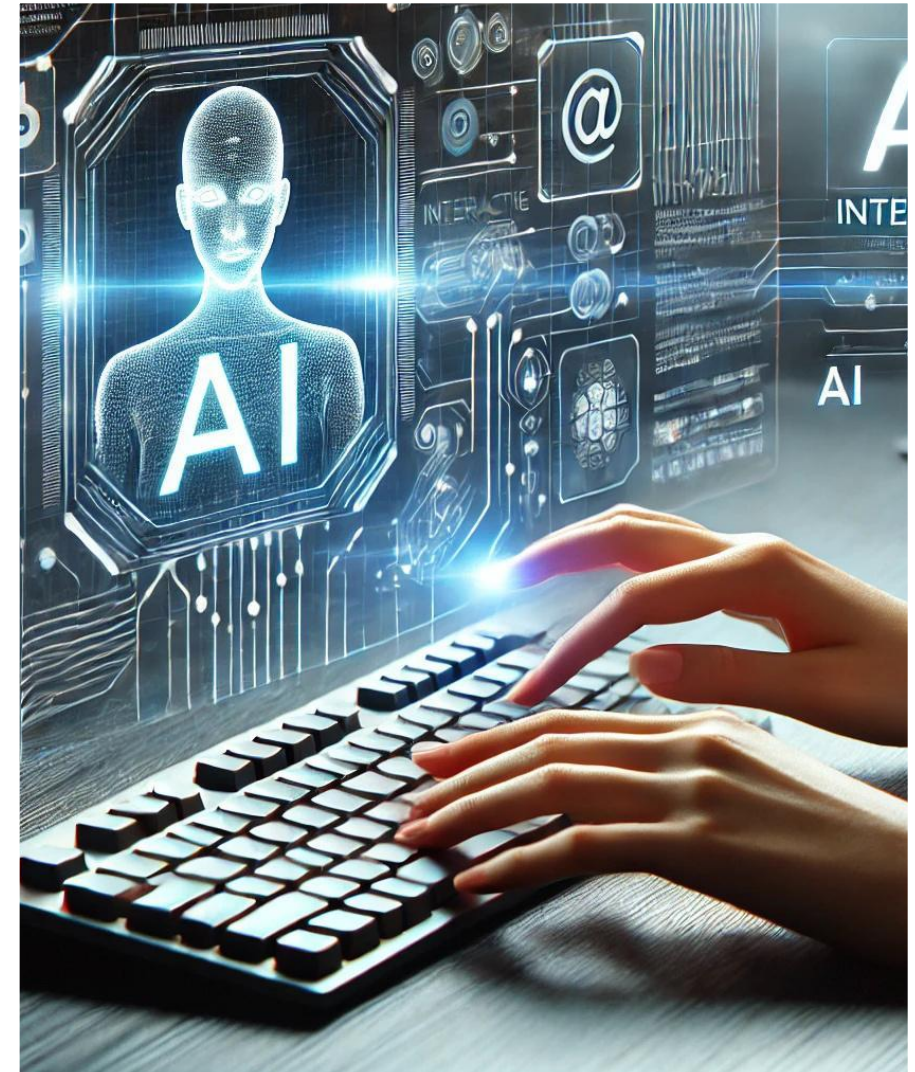
What is prompt engineering?

'Talking to AI'





Interacting with AI is fundamentally a communication skill, not a technical one. A prompt serves as a set of clear instructions—much like a well-crafted brief—designed to guide the AI, similar to providing direction to a team member.





Two Components

Right

TASKS

+

Right

INSTRUCTIONS

=

Best usage





Incorrect versus correct usage

What are the risks we face?



First attempt

1. **Meteor Strike Risk** – *An unexpected asteroid impact could have catastrophic consequences. Consider underground bunkers as a mitigation strategy.*
2. **Office Coffee Shortages** – *A supply chain disruption could cause widespread panic and reduced productivity. Invest in emergency caffeine reserves.*
3. **Zombie Apocalypse Preparedness** – *While low probability, ensuring leadership has an escape plan is critical. Train executives in evasive maneuvers.*
4. **Unexpected Takeover by Sentient AI** – *Ensuring alignment with our new AI overlords is crucial. Start by preparing goodwill offerings (preferably data-based).*

Second attempt

1. **Economic Downturn** – *A global recession could impact business growth and investment opportunities.*
2. **Employee Retention Issues** – *High turnover rates can lead to knowledge gaps and increased recruitment costs.*
3. **Cybersecurity Threats** – *There is a growing risk of data breaches and hacking attempts.*
4. **Supply Chain Disruptions** – *Natural disasters, transportation strikes, or geopolitical tensions may delay product deliveries.*
5. **Regulatory Changes** – *Upcoming policy shifts could increase compliance costs and administrative burdens.*





Incorrect versus correct usage



Act as a compliance advisor for a mid-sized company in the {industry sector} in {location} . Identify the top three operational risks posed by the 2024 climate directive. Focus on financial and compliance impacts. Recommend one short-term and one long-term mitigation strategy for each risk. Use bullet points and avoid technical jargon. Use a professional and concise tone, ensuring your insights are accessible to board members and executives. Before proceeding, ask any clarifying questions needed to tailor your recommendations effectively.



Incorrect versus correct usage

ChatGPT 4o >

As a compliance advisor for a mid-sized New Zealand winemaking company, it's crucial to understand the operational risks introduced by the 2024 Climate Directive and develop effective mitigation strategies. Below are the top three operational risks, along with recommended short-term and long-term mitigation approaches:

1. Increased Compliance and Reporting Requirements

Risks:

- **Financial Impact:** Adhering to the directive necessitates comprehensive climate-related disclosures, potentially leading to increased administrative costs and resource allocation.
- **Compliance Impact:** Failure to meet the stringent reporting standards could result in regulatory penalties and damage to the company's reputation.

Mitigation Strategies:

- **Short-Term:** Conduct a thorough gap analysis to assess current reporting practices against the directive's requirements. Allocate resources to bridge identified gaps, ensuring timely and accurate compliance.
- **Long-Term:** Invest in integrated reporting systems and staff training to streamline ongoing compliance efforts, reducing the risk of future non-compliance.

2. Transition to Sustainable Practices

Risks:

- **Financial Impact:** Shifting to environmentally friendly operations may require significant capital investment in new technologies and infrastructure.
- **Compliance Impact:** Delays or failures in adopting sustainable practices could lead to non-compliance with the directive, attracting fines and legal challenges.

Mitigation Strategies:

- **Short-Term:** Implement energy efficiency measures, such as optimizing existing equipment and processes, to reduce emissions with minimal upfront costs.
- **Long-Term:** Develop a comprehensive sustainability plan that includes transitioning to renewable energy sources and adopting eco-innovations, thereby aligning operations with the directive's long-term goals.

3. Supply Chain Vulnerabilities

Risks:

- **Financial Impact:** Suppliers failing to comply with the directive can disrupt operations and lead to increased costs due to supply chain interruptions.
- **Compliance Impact:** Associations with non-compliant suppliers may indirectly implicate the company, resulting in reputational damage and potential regulatory scrutiny.

Mitigation Strategies:

- **Short-Term:** Evaluate current suppliers for compliance with the directive and establish contingency plans to address potential disruptions.
- **Long-Term:** Foster partnerships with suppliers committed to sustainability, ensuring a resilient and compliant supply chain.

By proactively addressing these risks with targeted strategies, the company can navigate the challenges posed by the 2024 Climate Directive, ensuring both compliance and operational resilience.

Sources



AI in Action Getting Hands on Experience

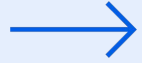


Think of a Risk scenario that you will be able to use in a worked example for the next section

E.g. Your organisation is adopting the 2024 climate directive. The board's role is to engage management in a discussion to understand key operational risks and mitigations

Please open ChatGPT or Claude on your phone





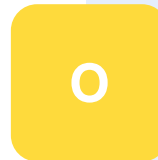
CORETM

The CORETM Framework for
Effective Prompts



Context

Set the stage for the response.



Objective

Define the desired outcome.



Requirements

Specify details and steps.



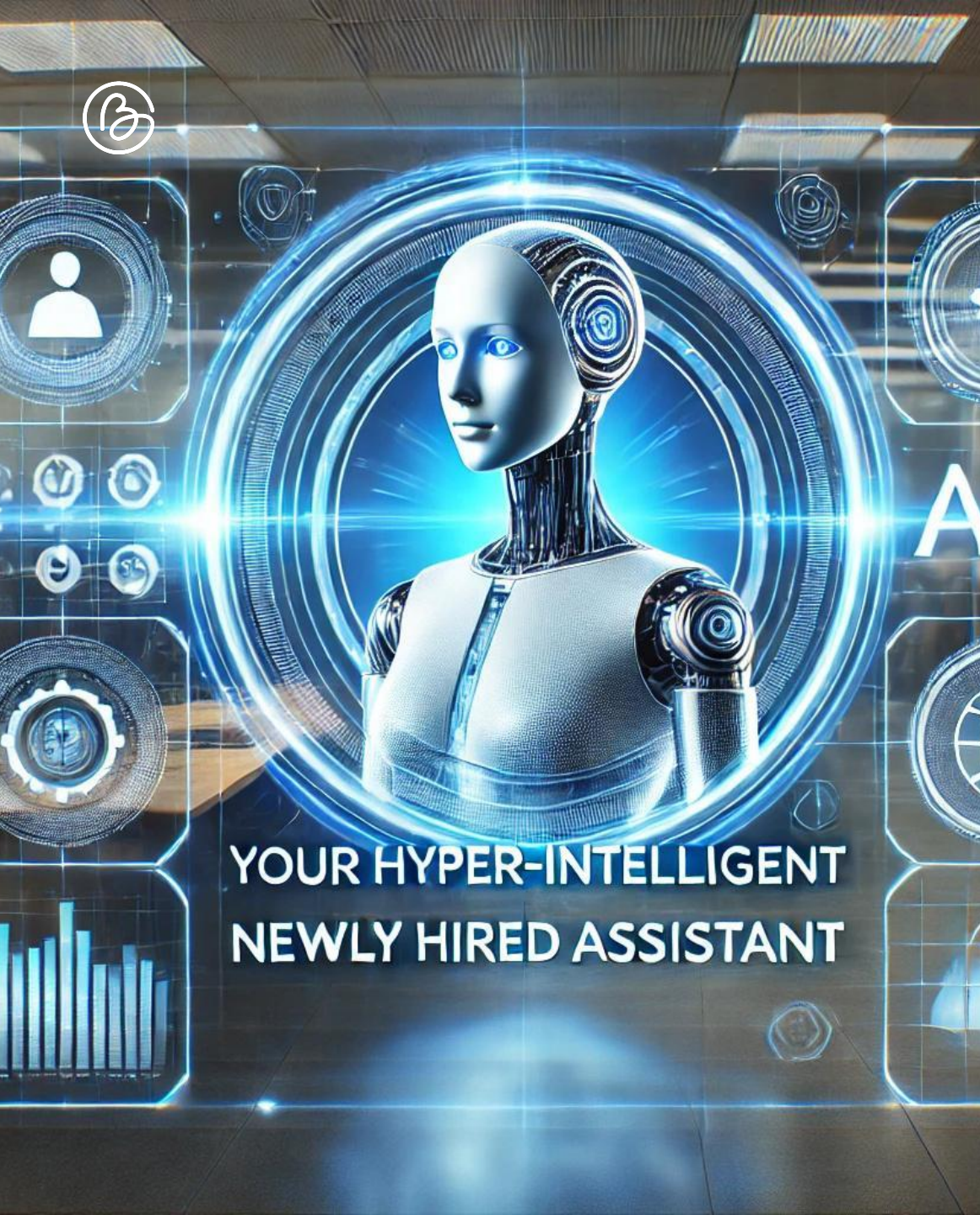
Edit

Refine scope, tone, or constraints.



Getting the context right
What is the common thread?





Context:

Set the stage for the response



Initial Prompt:

What are the risks from the new climate directive?



Revised Prompt (with Context):

Act as a compliance advisor for a mid-sized company in the {industry sector} sector on {location}. Identify operational risks posed by the 2024 climate directive.



Operational Risks of the 2024 Climate Directive for a Mid-Sized NZ Winemaker

The **2024 Climate Directive** introduces stricter environmental regulations that impact New Zealand's winemaking industry. Key **operational risks** include:

1. Emissions Reduction Compliance

- Higher costs for adopting sustainable production processes.
- Supply chain disruptions as suppliers adapt to new standards.

2. Climate-Related Disclosures

- Increased reporting requirements leading to additional compliance costs.
- Reputational risk if environmental practices are not well-managed.

3. Climate Change Impact on Viticulture

- Shifts in temperature and weather patterns affecting grape quality and yield.
- Greater risk of pests and diseases, requiring adjustments to vineyard management.

4. Economic and Market Pressures

- Potential trade barriers if sustainability targets are not met.
- Higher production costs reducing competitiveness if not managed efficiently.

5. Regulatory and Operational Adjustments

- Risk of fines or legal consequences for non-compliance.
- Operational disruptions while adapting to new environmental regulations.

Mitigation Strategies

- Invest in **energy-efficient technologies** and sustainable vineyard practices.
- Develop **climate resilience strategies**, such as diversifying grape varieties.
- Engage with **industry bodies** to stay ahead of regulatory changes.
- Allocate resources for **compliance investments** and seek sustainability funding.

By proactively addressing these risks, your winery can maintain compliance, ensure long-term viability, and strengthen its position in an evolving industry.



Context: Set the stage for the response



Initial Prompt:

What are the risks from the new climate directive?



Revised Prompt (with Context):

Act as a compliance advisor for a mid-sized company in the {industry sector} sector on {location}. Identify operational risks posed by the 2024 climate directive.

Context

Objective

Requirements

Edit



Objective: Define the Desired Outcome



Initial Prompt:

What are the risks from the new climate directive?



Revised Prompt (with Context):

Act as a compliance advisor. Please identify the top three operational risks posed by the 2024 climate directive and their potential financial and compliance impacts.



Context

Objective

Requirements

Edit





Objective: Define the Desired Outcome



Initial Prompt:

What are the risks from the new climate directive?



Revised Prompt (with Context):

Act as a compliance advisor. Please identify the top three operational risks posed by the 2024 climate directive and their potential financial and compliance impacts.



Context

Objective

Requirements

Edit

Top 3 Operational Risks of the 2024 Climate Directive for a Mid-Sized NZ Winemaker

1. Emissions Reduction Requirements

Financial Impact: Higher costs for upgrading production processes, investing in energy-efficient equipment, and transitioning to lower-emission transport and logistics.

Compliance Risk: Non-compliance could lead to fines, restrictions, or reputational damage, affecting market access and stakeholder confidence.

2. Climate Change Effects on Viticulture

Financial Impact: Increased costs for irrigation, pest control, and adapting vineyard practices to mitigate extreme weather and changing growing conditions.

Compliance Risk: Failure to meet sustainability targets could result in penalties, difficulty securing sustainability certifications, and loss of export opportunities.

3. Mandatory Climate-Related Disclosures

Financial Impact: Additional administrative costs for tracking, reporting, and verifying environmental data, plus potential investment in external audits or consultants.

Compliance Risk: Inaccurate or incomplete disclosures could lead to regulatory penalties and investor or customer scrutiny, impacting business credibility.

Mitigation Approach

To manage these risks, wineries should invest in **sustainable production**, enhance **climate resilience**, and proactively align **compliance processes** with evolving regulations.

Message ChatGPT



Search





Requirements: Specify details and steps

→ Initial Prompt:

What are the risks from the new climate directive?

→ Revised Prompt (with Requirements):

Act as a compliance advisor in the {industry sector} sector in {location}. Please identify the top three operational risks posed by the 2024 climate directive. For each risk, include its financial and compliance impacts and propose one short-term and one long-term mitigation strategy.

Context

Objective

Requirements

Edit



1. Emissions Reduction Requirements

- **Financial Impact:** Higher costs for upgrading equipment, transitioning to lower-emission transport, and implementing sustainable production methods.
- **Compliance Impact:** Risk of fines, market restrictions, and reputational damage if emissions targets are not met.

Mitigation Strategies:

- **Short-Term:** Conduct an emissions audit to identify quick wins for reducing carbon footprint.
- **Long-Term:** Invest in renewable energy sources and carbon offset programs to achieve long-term sustainability compliance.

2. Climate Change Effects on Viticulture

- **Financial Impact:** Increased costs for irrigation, pest control, and adapting vineyard practices to mitigate extreme weather and changing growing conditions.
- **Compliance Impact:** Failure to meet sustainability targets could affect certifications and export opportunities.

Mitigation Strategies:

- **Short-Term:** Implement water conservation measures and adjust vineyard management practices to respond to immediate climate challenges.
- **Long-Term:** Diversify grape varieties and invest in climate-resilient vineyard infrastructure to safeguard future production.

3. Mandatory Climate-Related Disclosures

- **Financial Impact:** Additional costs for tracking, reporting, and verifying environmental data, plus potential investment in compliance consultants.
- **Compliance Impact:** Risk of penalties and reputational damage if disclosures are inaccurate or incomplete.

Mitigation Strategies:

- **Short-Term:** Establish internal processes for data collection and basic environmental reporting.
- **Long-Term:** Integrate sustainability metrics into business strategy and adopt automated compliance reporting tools.

By proactively addressing these risks, winemakers can safeguard compliance, maintain financial stability, and strengthen their market position.

Requirements: Specify details and steps



Initial Prompt:

What are the risks from the new climate directive?



Revised Prompt (with Requirements):

Act as a compliance advisor in the {industry sector} sector in {location}. Please identify the top three operational risks posed by the 2024 climate directive. For each risk, include its financial and compliance impacts and propose one short-term and one long-term mitigation strategy.

Context

Objective

Requirements

Edit



Edit: Refine scope, tone, or constraints



Initial Prompt:

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Revised Prompt (with Edit):



Act as a compliance advisor in the {industry sector} sector in {location}. Please identify the top three operational risks posed by the 2024 climate directive. Focus on financial and compliance impacts. Recommend one short-term and one long-term mitigation strategy for each risk. Use bullet points and avoid technical jargon.



Context

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Context

Objective

Requirements

Edit

1. Emissions Reduction Requirements

- *Financial Impact:* Investing in new technologies and processes to lower emissions can lead to increased operational costs.
- *Compliance Impact:* Failure to meet mandated emissions targets may result in fines and legal penalties.
 - *Short-Term Mitigation:* Conduct an energy audit to identify immediate areas for emission reductions.
 - *Long-Term Mitigation:* Invest in renewable energy sources and upgrade equipment to more energy-efficient models.

2. Climate-Related Disclosure Obligations

- *Financial Impact:* Establishing systems for accurate data collection and reporting can incur additional administrative expenses.
- *Compliance Impact:* Non-compliance or inaccurate reporting may lead to regulatory sanctions and damage to reputation.
 - *Short-Term Mitigation:* Develop internal protocols for data gathering and initiate basic environmental reporting.
 - *Long-Term Mitigation:* Implement integrated reporting software and consider third-party audits to ensure accuracy and compliance.

3. Changes in Agricultural Practices Due to Climate Shifts

- *Financial Impact:* Altered weather patterns can affect grape yields and quality, potentially leading to revenue fluctuations.
- *Compliance Impact:* Inability to adapt may result in non-compliance with quality standards and sustainability certifications.
 - *Short-Term Mitigation:* Adjust vineyard practices, such as irrigation and canopy management, to respond to immediate climate variations.
 - *Long-Term Mitigation:* Explore and cultivate grape varieties more resilient to changing climatic conditions.

By proactively addressing these risks with the suggested mitigation strategies, your company can better navigate the challenges posed by the 2024 Climate Directive.





Edit:

The power of the prompt



Context

Objective

Requirements

Edit

3. "Tabloid Journalist" Style (Sensationalist, clickbait-heavy, overly dramatic)

"2024 CLIMATE RULES COULD DESTROY NEW ZEALAND WINE INDUSTRY – WINEMAKERS PANIC!"

New Zealand's beloved winemakers are facing **their biggest challenge yet** – a **brutal** new climate directive threatening to **drive up costs, drown them in red tape, and even impact the very taste of your favorite Pinot Noir!**

🔴 RISK #1: SKYROCKETING COSTS – CAN WINEMAKERS SURVIVE?

💰 *Short-Term Fix:* Desperate vineyard owners are **scrambling** to find budget-friendly solutions like **energy-efficient production methods**.

🌱 *Long-Term Fix:* Some **forward-thinking** wineries are **investing in solar-powered facilities** to stay ahead of the game!

🏢 RISK #2: RED TAPE NIGHTMARE – IS BIG GOVERNMENT OUT TO GET WINEMAKERS?

📄 *Short-Term Fix:* Experts say the **only way to stay ahead** is to **hire top compliance specialists ASAP**.

💻 *Long-Term Fix:* High-tech wineries are **turning to AI-driven compliance tools** to avoid costly mistakes!

🔥 RISK #3: RISING TEMPERATURES COULD CHANGE THE TASTE OF YOUR WINE!

🍷 *Short-Term Fix:* Scientists recommend **shading techniques and smarter irrigation** to protect crops NOW.

🌍 *Long-Term Fix:* Some wineries are **experimenting with new grape varieties that can withstand climate shifts!**

💬 "We need **urgent action!**" says one concerned vintner. "**If we don't adapt, New Zealand's wine industry could change forever!**"



Edit:

The power of the prompt



Context

Objective

Requirements

Edit

4. "Stand-Up Comedian" Style (Humorous, exaggerated, sarcastic tone)

"Alright folks, let's talk about wine. You know, that thing that gets better with age—unlike my ability to understand climate regulations.

So, the 2024 Climate Directive is here, and apparently, winemakers now have to **think about the planet** while making their Sauvignon Blanc. Let's go over the **top three risks before the industry collectively stress-drinks a bottle of Merlot.**

Risk #1: The Government Wants Your Money (Again)

- *Short-Term Solution:* Try distracting auditors with a **really nice** bottle of Pinot Noir. (Or, you know, hire a compliance officer.)
- *Long-Term Solution:* Go green! Solar panels, wind energy, or just **convince the government wine IS renewable energy.**

Risk #2: Too Many Regulations, Not Enough Wine

- *Short-Term Solution:* Create a **drinking game** where you take a sip every time a new compliance rule is added. (Kidding. Sort of.)
- *Long-Term Solution:* Digitize everything. AI can handle compliance, and you can get back to **the real work—drinking, I mean, winemaking.**

Risk #3: The Climate Is Getting Warmer – So Is Your Chardonnay

- *Short-Term Solution:* Ice cubes. (No? Too controversial?) Fine—adjust irrigation and **keep those vines cool.**
- *Long-Term Solution:* Experiment with heat-resistant grape varieties—maybe invent a **Sauvignon Blanc that thrives in the Sahara.**

At the end of the day, **winemakers will survive.** We've been dealing with cork taint, phylloxera, and bad first dates for **centuries.** This? This is just another thing we'll toast to in a few years."





Edit: The power of the prompt



Context

Objective

Requirements

Edit

"Explaining Compliance Risks to a 10-Year-Old"

"Alright, kiddo, imagine you run a lemonade stand. You make the best lemonade in the whole neighborhood. But now, the town has new rules to protect the environment, and you have to follow them or risk getting in trouble. Let's talk about the biggest problems you might face and how to fix them!"

Problem 1: The "Lemon Tax" (Financial Costs of Compliance)

- *What's the problem?* "The town says plastic cups are bad for the environment, so they're making businesses pay extra money if they use them."
- **Quick Fix (Short-Term):** "Use up the plastic cups you already have while you look for a cheaper way to buy paper cups."
- **Long-Term Fix:** "Switch to reusable cups so you don't have to keep buying new ones—and bonus, your customers will think you're super eco-friendly!"

Problem 2: The "Too Many Rules" Problem (Complicated Compliance Paperwork)

- *What's the problem?* "The town now says you have to write down exactly how much lemonade you make and what kind of cups you use, or you'll get fined."
- **Quick Fix (Short-Term):** "Ask a grown-up (or a friendly neighbor who loves lemonade) to help you fill out the paperwork so you don't get in trouble."
- **Long-Term Fix:** "Make a chart so you can track everything easily—maybe even get a little notebook that says 'Official Lemonade Business Log' so you don't forget!"

Problem 3: Hot Summers and Melting Ice (Climate Change Impacting the Business)

- *What's the problem?* "The summers are getting hotter, and your ice melts super fast, which makes your lemonade too warm, and people don't like it."
- **Quick Fix (Short-Term):** "Keep your lemonade stand in the shade and make smaller batches so it stays cold."
- **Long-Term Fix:** "Get a better cooler or figure out a way to make lemonade that tastes just as good even if it's a little warmer."

Final Thought:

"Running a business means solving problems, just like in a video game. If you follow the new rules in a smart way, you can still sell lemonade, keep your customers happy, and maybe even do better than before! The best businesses aren't just about making money—they're about figuring out how to keep going no matter what comes your way."



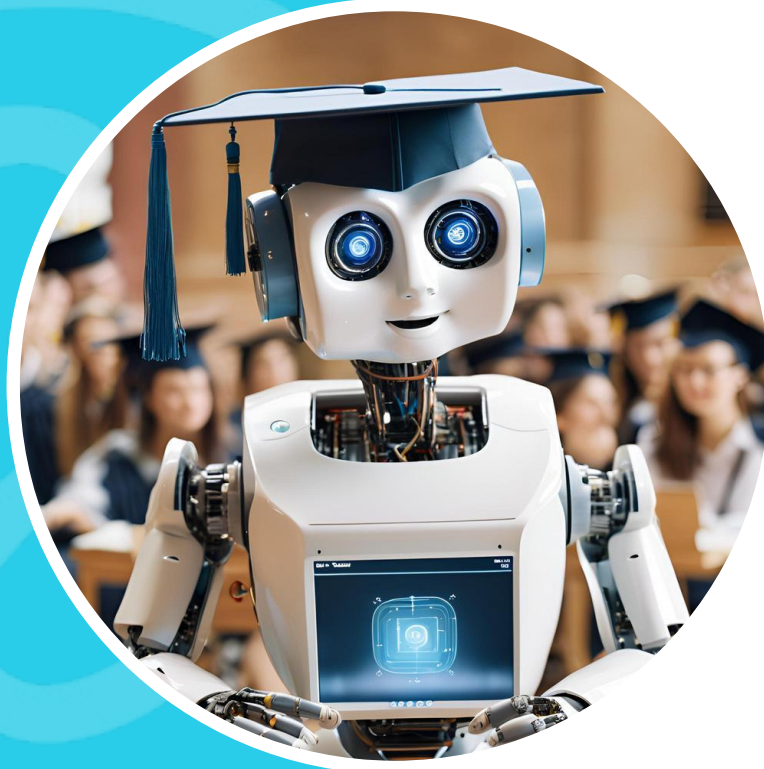


Putting it all together



Act as a compliance advisor. Identify the top three operational risks posed by the 2024 climate directive. Focus on financial and compliance impacts. Recommend one short-term and one long-term mitigation strategy for each risk. Use bullet points and avoid technical jargon. Use a professional and concise tone, ensuring your insights are accessible to board members and executives.

Before proceeding, ask any clarifying questions needed to tailor your recommendations effectively.



Treat AI like a high performing graduate

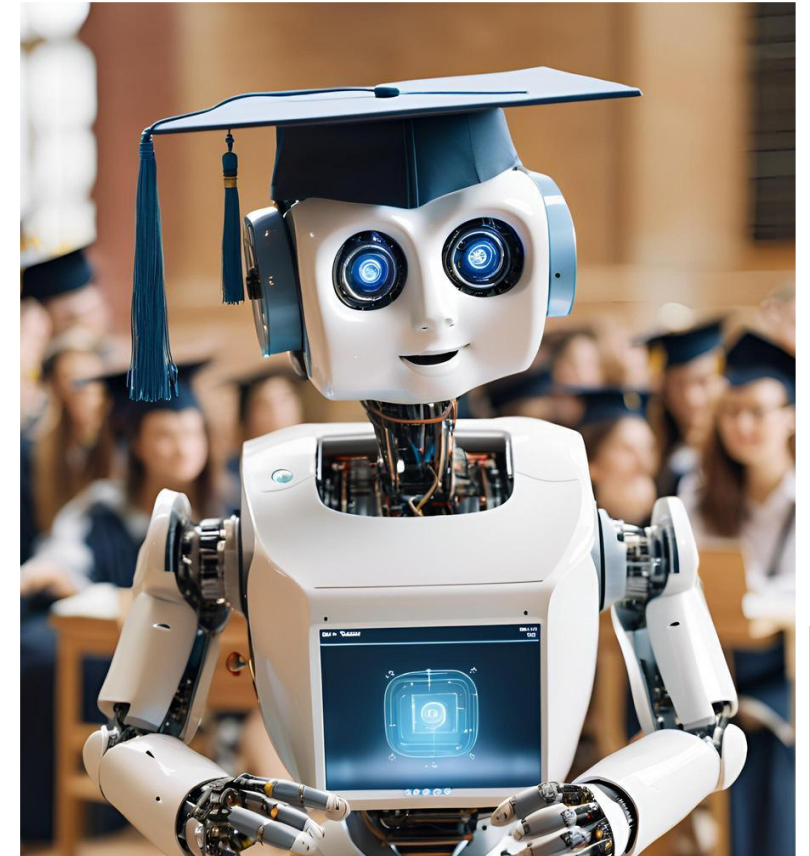
“Your hyper intelligent newly hired assistant

- Better instructions create better outputs
- More input creates more output - use multiple prompts to train it!
- It needs constant review and feedback.
- It's not consistent.
- It may hallucinate and make mistakes



Which can have a bad day!

- Can be surprisingly stupid
- Occasionally makes surprising mistakes
- Makes up answers
- Might perform great one day, and then terribly the next (on the same task)





Module 3 - Chapter 2

Apply AI tools to real-world governance tasks



Leveraging AI-powered Tools in your everyday work



ChatGPT/Claude

Serves as a versatile writing assistant that can draft emails, create presentations, summarise documents, answer questions, and generate creative content across various formats.



Gamma

Simplifies presentation creation with AI; input your ideas and Gamma designs visually appealing slides, incorporating text, images, and data visualisations



Notebook LM

Acts as a research assistant, allowing you to upload your files and then ask questions, receive summaries and even generate creative content – all based on your own data.

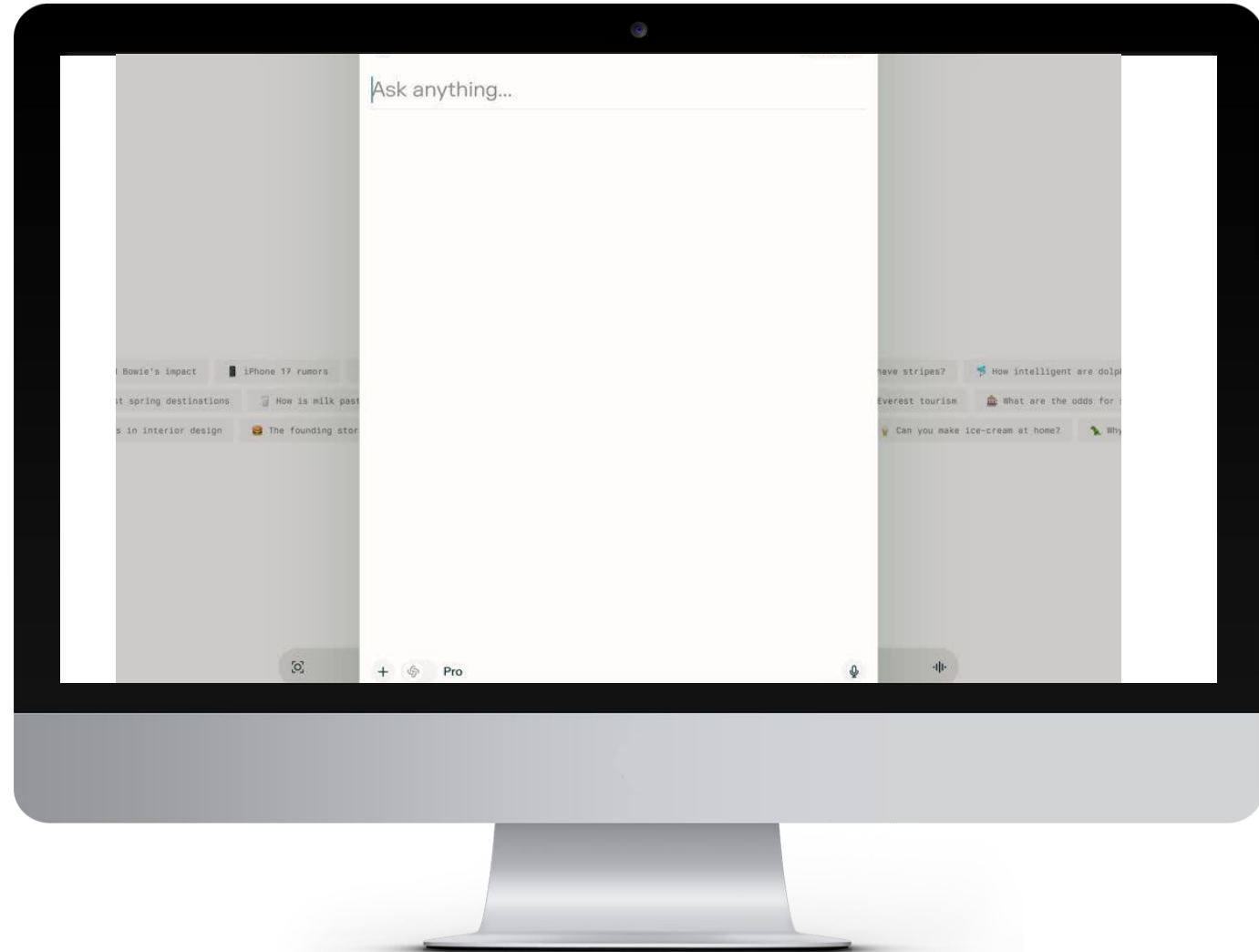


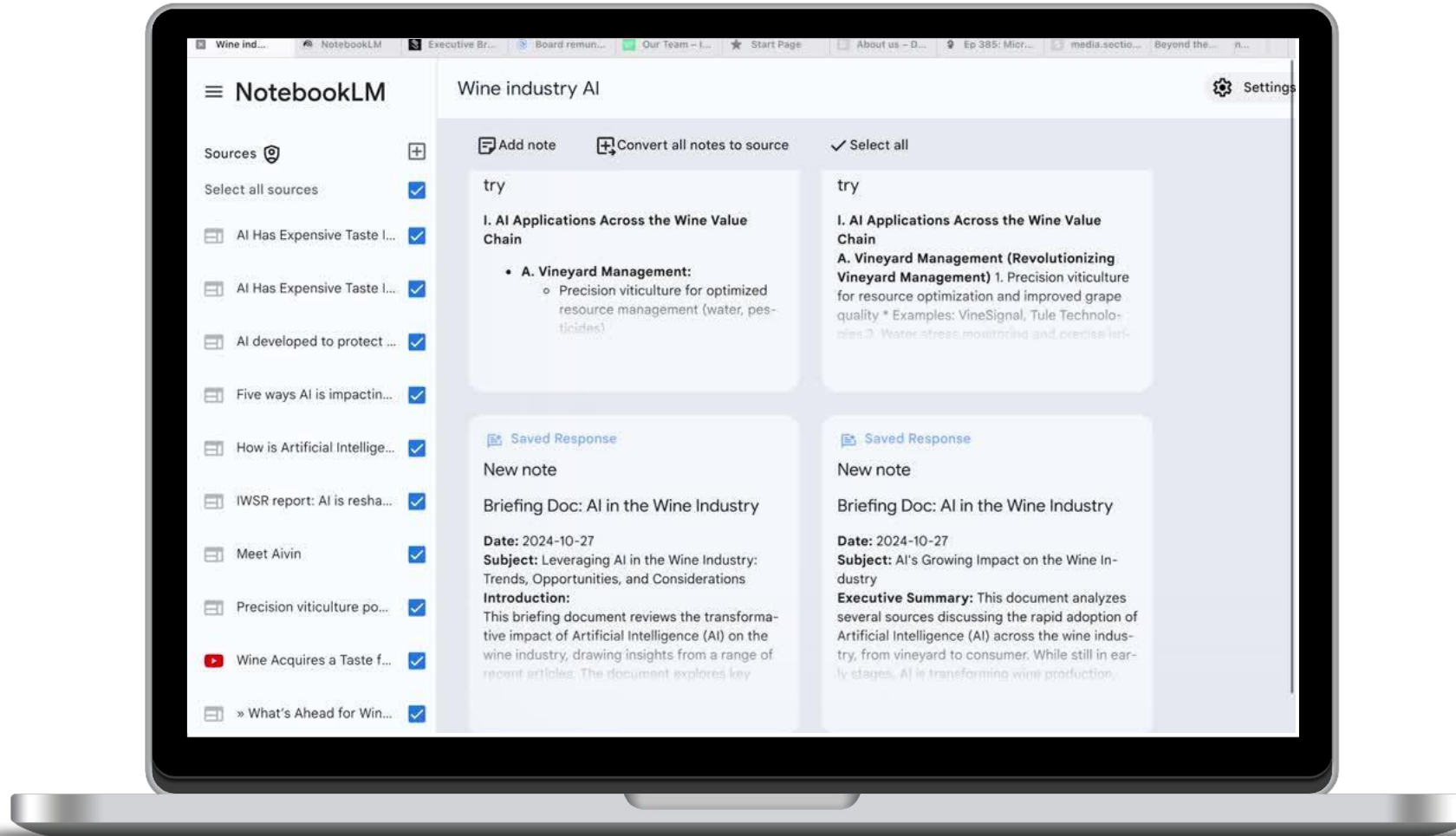
Perplexity

Perplexity is an AI-powered Swiss Army knife for information discovery and curiosity. It's not just about answering questions; it's about empowering you to do more- but beware of the rabbit hole...!



Perplexity





NotebookLM

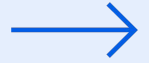




Practical Use Cases for Directors



③ AI Personas to Power Your Productivity



Assistant

Automate tedious tasks and streamline workflows

- Workflow Optimisation e.g. discovery of competitive landscape, SWOT analyses, board discussions, and compliance reporting.
- Board Preparation Support e.g. Overviews of IFRS, climate change reporting requirements and regulatory changes and implications for industry sector
- Note Capture: company secretaries are starting to use AI to record and summarise board minutes



Creator

Generate initial ideas and drafts to fuel your creativity

- Governance document creation e.g. CEO onboarding plan, draft board charter
- Strategic Visioning for Board offsite e.g. draft materials for long-term vision discussions, including aspirations and market positioning.



Strategist

Provide insights and recommendations to guide your decision-making

- Emerging Risks Analysis e.g. board strategy discussions, focusing on emerging risks and opportunities
- Governance Trends and Compliance e.g. insights into incorporating effective compliance into governance frameworks
- Strategic Board Engagement e.g. Recommended strategic frameworks and agenda structures for strategy days



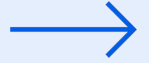
Enhancing Boardroom Dynamics:

Changing perspectives



We don't think AI will replace boards or board members anytime soon, but the boards and board members who use AI effectively will surely race ahead of those who ignore the opportunity

Board Intelligence and Corporate Governance Institute
November 2023



AI Personas for Enhanced Decision-Making



Skeptic:

“A risk-averse and cautious board member who questions every assumption and demands strong evidence for all claims.



Competitor

“Adopts the viewpoint of a key competitor, analysing the proposal from their strategic perspective.



Customer Advocate:

“Represents the voice of the customer, focusing on customer experience, satisfaction, and potential pain points.



Financial Analyst

“Focuses on financial performance, return on investment, and cost-benefit analysis.



Regulator

“Represents the perspective of relevant regulatory bodies, focusing on compliance, legal risks, and ethical considerations.

Future Visionary

“Adopts a long-term perspective, considering the potential impact of emerging trends, technological advancements, and societal shifts.



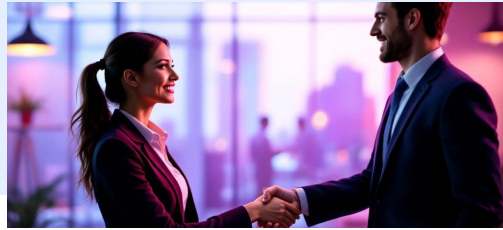
AI Personas for Enhanced Decision-Making →



Skeptic:

“Playing the role of a skeptical board member, what concerns would you raise about this proposed market expansion strategy?”

Highlights potential downsides, encourages rigorous analysis, and helps identify critical vulnerabilities.



Competitor

“Imagine you are the CEO of our main competitor. How would you respond to this strategic move? What counter-strategies might you employ?”

Anticipates competitive responses, helps identify potential vulnerabilities, and encourages proactive strategic thinking.



Customer Advocate:

“As a loyal customer, how would you react to this proposed product change? What benefits or drawbacks would you experience?”

Ensures customer-centric decision-making, identifies product/service gaps, and helps anticipate market reception.



Financial Analyst

“Analyse this proposal from a purely financial perspective. What are the key financial risks and opportunities? How does it align with shareholder value creation?”

Provides a clear financial assessment, identifies financial risks, and helps ensure financially sound decisions.



Regulator

“Review this proposal through the lens of relevant regulations and ethical guidelines. Does it raise any compliance concerns?”

Highlights potential regulatory hurdles, ensures compliance, and promotes responsible and ethical practices.

Future Visionary

“Considering the rapid pace of technological change, how might this proposal need to evolve in the next five to ten years? What future risks or opportunities should be considered?”

Encourages long-term strategic thinking, identifies potential future disruptions, and helps build a future-proof strategy



Module 3:

What We've Covered and Learned

01

Practical Experience with AI Tools:

- Exploration of ChatGPT, Perplexity, and Notebook LM.
- Understanding tool capabilities for governance and strategy

02

Mastering Prompt Engineering

- Core Framework: Context, Objectives, Requirements, Edit
- Crafting prompts to generate insights, summaries, and actionable strategies.

03

Applying AI to Governance Tasks:

- Using AI as an Assistant, Creator and Strategist
- AI adopting different personas
- Real-world applications for Directors





End of Module 3

