Webinar Transcript

Using AI to prepare for board meetings

Okay. So hi, everybody. Welcome to our webinar today titled how AI can help you prepare for your board meetings. This is gonna be a great session.

My name is Sean McDonald, and I shall be your moderator for the next forty odd minutes. Firstly, though, thank you for attending today. We always appreciate the effort you make to be here for our live events during each week. During the session, if you have any questions, please try and use the q and a button rather than the chat. It just enables us to keep track of them all and answer them after the session. And finally, if you stay through to the end, which, of course, we hope you will do and as is customary for our BoardPro webinars, we have a special treat for you. By answering a really short one minute survey at the end of the webinar, you'll go into the draw to win one of our beautiful gift hampers worth over four hundred dollars.

Now for those who are not too familiar with BoardPro, we are a board software provider that serve just over thirty four thousand users around the world, and I think we're in about thirty eight different countries these days.

We enable organizations to prepare for and run their meetings, their board meetings, I should say, more effectively with clever software with less time and deliver more impact and value for the organization.

And as much as we are a board software provider, part of our wider mission is to make the fundamentals of governance free and easy to implement for all organizations, especially those organizations with resource constraints. And one of the many ways we do this is by providing free access to hundreds of business templates, guides, and resources, which you'll find in the resources center of our website.

And, of course, these webinars that we host are a great way of accessing great governance knowledge without the time commitment and costs associated with in person events.

So for the next forty odd minutes, just sit back and relax, and add to the discussion by asking as many questions as you would like for Alexei and Helen.

The full recording of the webinar along with the, slide deck and the, handouts, which we're gonna be talking about a little bit later, will be included in an email that I'll send out, a little bit later on this afternoon once we finished.

So let me have the two ladies introduce themselves today starting with you, Helen.

Kia ora, everyone. I'm Helen Van Oaten. I am a professional director and board chair, so that is, most of my day job, but I also run a training and consulting business.

Directly is a, particularly in an AI consulting business where we empower boards and execs to lead in the AI era. So we offer training insights, keynote speaking, and governance tools to help you take this complex technology and turn it to your strategic advantage.

Alexei.

Hi, everybody. I am Alexei O'Brien, from regional Victoria in Australia. I am also a chair. I, I run a private and sorry foundation and a small private family office. And, I am a director of a business that goes into businesses and helps and bring an AI enablement culture to life and brings, high levels of productivity and really helps optimize how, the entire business is using AI, from a generative perspective. So that's me, and back to Sean.

Fantastic. Then back to you, Helen. Over to you.

In fact, Alexei is opening up the slot, so I'm I'm planning to get straight back to her.

Alrighty. Well, before we plunge into AI solutions, I really wanna anchor us in the core pain points that every director feels when the board pack drops and two words sum it up overload and constraints which will then lead us to the opportunity. So the AICD recently highlighted that fifty five percent of board packs are now exceeding two hundred pages with some even creeping past a thousand. Well, cognitive science actually tells us that our working memory caps out at roughly seven concepts at once, yet we're expecting directors to digest these hundreds of pages of complex data and risk tables and annexures, and the hidden cost of this is full robust conversation at board meetings and ultimately decision quality.

So when that overload hits, the risk is that directors may use quick shortcuts or lean on group think or listen to whoever's speaking the loudest and even speaking skipping those important supporting papers. Then we have our time constraints. When we layer on the calendar reality, some nonexecutive directors, I don't know about you, Helen, but we've got twelve to fifteen board or committee meetings a year, and often people are on multiple boards, which leaves, you know, days, not weeks for the that prep. And executives are telling us that it's taking up to forty hours going into writing these packs.

Yet many of those pages are staying unread. So it we risk that noise drowning out the signal.

The consequences of this, critical outliers can hide in plain sight, and we're really starting to gloss over important things that our directors need to use to have those robust conversations and frame questions around, which leads us to our AI opportunity. And throughout today, we'll cover off on opportunities that, you know, there's board portals at the enterprise end as well as our large language models throughout today and how the how it can help. But at a high level, this is where AI shifts from buzzword to boardroom ally, and AI can now help us do some of the heavy lifting so that governance teams can shape the story and directors can dive straight into

strategy. And AI summarization and anomaly tools can sometimes save up to twenty to forty percent of prep time.

AI driven board pack engines, you know, may more so at the enterprise level can automate assembly, real time compliance checks, generate concise cross link summaries even, and deliver a personalized prep prep brief, which allows directors to really focus on those high impact decisions.

Importantly, AI doesn't replace diligence. It's about amplifying it. We still need to read it, but we can actually start with a curated map of where to focus. So the bottom line here is that AI really shifts our board prep from that information overload to strategic clarity, freeing our directors and our management to start to invest our hours into judgment rather than paperwork. And by delegating data crunching to AI, we start to reclaim that mental bandwidth for strategy, ethics, as well as the risk appetite discussions.

Helen, over to you.

Love that. And, yeah, a hundred percent agree with what Alexei's saying there. Like, as a board director, you, the the one point I would add is you said about time poor. It's not just the volume of boards that you have got.

It's the timeliness with which you get the papers from management. And, you know, everyone who's sitting on the management side there is going, we have so much to collate as you said up to forty hours to pull the papers together, but often they'll drop on a Friday for a Monday or Tuesday board meeting. And and there's that, okay. Well, there goes my weekend moment.

So before I start talking about AI, one of the things and I think Alexei and I, between us, will probably say this at least five times during the course of this presentation, but this is because it is so, so important. When we're talking about sharing information with AI, be really, really mindful of the confidentiality of the information that you've got. So if you are putting in within if you're as an exec or a company secretary and you are within your organization's secure paid environment, it's behind the firewall, you can be a little bit more relaxed. If you are a board member, I please do not be starting to load up your board papers into ChatGPT and and just going crazy with them because, you need to be really conscious that that is then going into training the model.

So be very cognizant of what environment you're working in before you go hard. So I'm just gonna preface that, and we'll probably close the, the session off with a little comment on that again at the end. So before we sort of, go to all of those amazing things that Alexei said, I just think it's really important to just touch on some of the different areas that AI can help. And the first one in here is as a research assistant.

So I was speaking at a conference the other day, and I was talking about deep research. And this isn't just about information within your organization, but this is looking at information beyond your organization.

So if you've got a strategic discussion coming up about, you're looking at maybe we want to look at to a new market. In fact, I was reading a paper by Harvard Business Review has just published a paper on how to use AI in your board meetings and so has, Stanford University, so we'll share those afterwards. But one of the examples they talked about in research was a company who was looking at investing and buying another company, so an m and a situation.

But the other company was in a different company so a different country. So they actually use deep research to do scenario plans based on what is the political climate in this country, what are the different risks that could emerge if we moved into this country, and use that to actually base their risk conversation and their appetite. So research isn't just about, hey. It can do the contextual links between my HR papers and my risk papers. It's actually much wider than that and actually looking at what your competitors are starting to do. Yes. We will share those articles, definitely.

What are our competitors doing in this space? What are the emerging trends? What are the governance trends coming in? So there's a whole load of areas in research that you can use AI to to do that doesn't touch any of your, confidential board papers. And, yes, as board directors, one of the things the HVR article said is this could actually massively increase your workload. But, actually, as a good director, you wanna be understanding this context, and for the exec teams, actually pulling some of this context together for when we're having those strategic conversations.

So as an exec tool, I know as a board director, one of the things we always ask in a board meeting is you've given us all of this information, and the question is always so what. So what do you want us to do? What do you want us to think about? And from the exec side of the table, you can use these tools to actually make sure that you are surfacing different sentiments. You're summarizing things really well. You can make sure that it's really got the clarity to look at things with that, you know, that director lens and say, hey. What are the different things that they might be looking for in this paper?

One thing that isn't on this, list is actually as a company secretary, there's a whole load of great capability within your, board tools now, including BoardPro, where you can actually use AI to create your agenda.

But there's also a lot of synthesis tools within, AI to summarize those data points and information.

The board enabler one is saying, yes. You can use those tools. But as Alexei said earlier, as a board director, you cannot delegate that responsibility. You still need to read the papers, make sure that you have got that human oversight using that AI as a copilot, and you have still read the papers.

So use it as your thought partner to challenge your thinking, but not to replace it.

And then the other thing is the compliance side of it. So actually getting your, AI to start helping you to think about from a compliance things. So you can say to it, hey. If I was a very risk focused board member, what would I be challenging in this document?

Or what are the implicate one of the ones I use all the time because I, I'm on a couple of financial services boards, and the legislation is changing rapidly, and the government's always releasing something. Or there's literally in New Zealand, this new new case law on health and safety or WorkSafe is releasing a new thing about what governors need to be thinking about. And actually using AI to help you and say, hey. In the context of our industry sector with this legislation, what are some of the things that we need to be thinking about as a board, and again for the exec team using this to create the papers to go up to the board so we actually understand the implications for that legislation, that case law for us as an organization.

And you don't need to share any industry or detailed information to the AI to get it to do that. You can just put it out there and say, hey. I work on the board of x.

Give give me some thinking. So there's so much opportunity to get AI to help you with a whole range of different things to prepare for your board meetings. Alexei, I'm gonna throw that one back to you.

Yeah. I'll just add another one. Again, without, you know, uploading confidential information, you could get, AI to simulate stakeholder reactions if your industry were to make a major capital decision, you know, what investors, regulators, or community groups might have to say, which gives a board richer foresight before we go ahead and make approvals for some of those, major capital decisions.

Or your activists.

Yeah. Yeah. So, one of my favorite areas that I love working with businesses on, with AI is in and around strategy. So great strategy still relies on robust frameworks.

The breakthrough comes with AI because it actually helps us to compress that work and remove the manual slog. So I'm gonna share four different ways that AI allows boards to sharpen that debate and focus on what really matters. One, the classic tools Really allows us for faster execution, whether it is our PESTLE analysis, Porter's by Forces, Seven Powers, our traditional SWAT, really any strategic framework. AI compresses the admin work of our strategy days. A PESTLE scan used to take analysts up to a week and in an economically or politically stable environment, which we may not have at the moment, you wouldn't need to run this more than once every year or even two years. But now with our large language models, with deep reasoning, we can now draft a data backed version in under an hour, pulling real time regulatory feed feeds and macroeconomic indicators.

And it can be run more frequently, even just as a quick scan to ensure that the board isn't caught off guard by any macroeconomic changes. And we can also use it to determine how our plan to win or our short term strategy and then benchmarking our seven powers across some peer datasets to quickly quantify how durable our moat really is.

And crucially, it's about preserving the human judgment. So it delivers the scaffolding so we can focus on interpretation, not data gathering.

The second way is, you know, executive insights and using prompts to transform raw data into strategic conversation starters and boards can really benefit from this because we can jump into, I think Helen mentioned it before, what does this actually mean rather than what are the numbers say? An example of this might be we're looking at talent and cultural lenses at our next board meeting, and we've got some regret regrettable attrition, sitting at there's a KPI at nine percent against a target of six and a net promoter score at a positive four. But a sentiment cloud is showing a rising theme of lack of career pathways. So we can run this and our AI model might show if we don't do anything, our attrition might hit eleven percent. So that question, that strategic AI generated question might be, do we actually green light AI upskilling programs now rather than next quarter?

Number three, board challenge questions. AI does a great job at testing core assumptions. So once the briefing lands, generating those scenario based questions. So how would a two hundred basis point interest rate shot alter our seven moat strategy?

It can serve as hidden concentration risks as well as testing agility across our strategies.

And directors can then start to interrogate management's logic or risks associated with taking a particular course of action, not just the maths or the data.

And lastly, our strategic blind spot, seeing the unknown unknown. So AI thrives at pattern recognition in alternative data. So think social media sentiment. So the model can actually surface weak signals, emerging competitors, geopolitical tensions that maybe traditional internally focused dashboards might miss. So by flagging those anomalies outside our strategic radar, the board can really debate those preemptive moves even maybe before our rivals do, hopefully. So AI can really supercharge frameworks that we are already trusting. Helen, do you have anything else that you'd like to add to strategic frameworks?

No. I think we've we've covered it between us across those two slides, but it is it's so easy when we are directors. You know, we're we're busy. We're doing a lot of context shifting.

And one of the things we do really well is we do carry ideas across from one board to another. So I know I'll be sitting in a board meeting and someone will say something. I'm like, that's great, but I need to think about this for my other boards as well. But AI can really help supercharge that and help us put those frameworks in place and go, what are those moments that we should be taking into?

And and just to reiterate that, one of the things you can do with AI is you can get it to run these queries every month, every three months. Yeah. You can it's it's almost a set and forget. You can set it to Yep.

Do the research, do a checkup, make sure that nothing's changed, and it's almost like it sits in the background running away and it can say, hey. This has now changed. And you're, oh, no. That's great.

Which means from a response rate as a board and as an exec team, you can get onto things really, really quickly rather than they're just sneaking up and surprising you. And in the current world, things are sneaking up and surprising all of us quite frequently, I think.

Yeah. And we we mentioned AI agents before, you know, and deep reasoning tools inside of Chachipi to run these kind of strategic frameworks is, you know, one of the best available deep, AI agents that we have access to at a mass level, as of today. So Yeah. Definitely recommend, taking a look at those strategy tools in there.

Yeah. Ladies, we have a a question that's come in from John, and he asks, is there a risk that an AI director solution might enable a looser grasp on concise and strategically targeted board papers?

Could you say that last bit again?

Yeah. I'm just reading the question actually because I didn't quite get it.

I think I did.

Oh, I I totally agree. That's that is exactly the point I was making. As a director, you cannot abdicate responsibility. Yeah.

So the management team has spent a lot of time putting papers together to make sure that they are surfacing the strategic question that they want to be discussed. And as a board, that is your responsibility to make sure that you're not only looking at that, but, you know, adding your wider governance framework onto it. And you don't want AI to be taking you off down a whole load of rabbit holes, which it can very easily do. So I think what Alexei and I are talking about is best practice, use the tools, but then with any AI, a, double check the sources to make sure that they're real, and b, use that human lens and that human oversight to make sure that you are, going, yeah.

I'm comfortable with this. This is what I want to think about. So and to just second yeah. Double check what your thinking is sometimes.

What about the question in from Dom there, Helen? What are your preferred safety mechanisms when you require internal and external data to be investigated at the same time with a single AI question? It's a challenging one.

Sorry.

I'm gonna open the question because that was too, I I think the first first thing and I think Helen will get into this, in just a little bit, but making sure that you are using a private instance of your

LLM rules, and that you, you know, have across your business the things that you like, you can't you shouldn't be putting private and confidential, information in there anyway, but, you know, with the new connectors in ChatGPT, I don't know if you've had a had a play around with that yet, Helen, but it is really cool.

It can, actually start to, explore similar and it's kind of like where it's caught up to the, you know, the bespoke use cases of Gemini and, Copilot where they were had the little bit of a leg up on ChatGPT, sorry, on ChatGPT, they can now integrate without those internal data sources, but key is to make sure that you're not, you know, surfacing anything that's going out to the public, domain would be the first, point. Helen, anything else that you wanna add?

Yeah. The other thing I would just say is like like one zero one for any organization, whether you think you've got AI in the organization or it's in there and you don't think you've got it, because I can promise you it's in your organization either which way, is make sure you've got a really clear AI policy in place. And in that policy, you're talking about what are the guidelines. So these are the things that we wanna make sure that you can and can't do, and we're really clear about that. But then equally, what are the guardrails? So what are the checks and balances that we've got in place to make sure that people aren't just dumping a whole load of company information into ChatGPT?

And, yes, use a paid instance, but even, you know, if you're using your own private paid instance, make sure you've got the settings set so that you're not training the model. So, yeah, don't just go in blindly, and I guess that's why we sort of prefaced it. And and on this side, particularly, I've gotta, again, use it in a paid secure environment with the right settings. So this is just an example that I wanted to go give. So this is a company, Section dot ai, who are a US, based company who actually do a lot of AI training.

They do a lot of webinars, and if you're into the sort of the more they do a lot of, like, practical side of AI, and I've done a couple of their training programs. And, actually, on one of them last year, they talked about how they actually put AI going toe to toe with their board. So for every board pack that they do, this is the prompt that they put in on the right hand side. So this is the board deck.

Pretend to be a board member and tell me how you think a board member will react or what questions they might ask. So that's actually a really cool thing. So what they then do is they they score their human board against all of the different models. And, again, reiterating, it's behind a firewall, so this is definitely, enterprise level.

But this is a really great way of rehearsing and seeing what types of questions your board might come up with. And, I'm sure a lot of you will be aware that, AI passed the Turing test, about a month and a half ago, which is where humans couldn't identify whether the machine was human or, AI. And the reason it was able to pass is because they gave it a really specific persona.

So the persona was for that instance as a teenager. But what you can do with your boardroom example is you can actually for each of these, you can say, hey. I've got one of my board

directors who's really heavily into regulatory compliance or one who's the the finance guy, and they're really wanting to do x, and somebody else is into marketing or someone else is into growth or m and a or regulatory or whatever it is. And you can give your board directors different personas and say, hey.

I'm now going to put this pack into a board of directors. So you're not going to then just get a generic, hey. These are some questions your board may ask. It'll give you all of those different perspectives.

So when I train people on how to present boards, one of the things I talk about is how do you deal with questions. If you've gone on in with this sort of preemptive version, you'll be much better with the questions. But also as a board director, if you fit that the other way and say, hey. When I'm reading a board pack, and I will often do this, so I will read my board papers, and that will simulate a whole lot of questions.

But then I'll go back to a couple of sections where there's some quite meaty conversations that we need to have.

And for mine, I will never put the organization name. I will never share any information because even though I've got a paid version of ChatGPT, it's not behind a company firewall. So I will give it a more generic question, and I'll and I'll use an example, you know, with changing legislation coming into, financial services, what are some of the considerations as a board that we need to be thinking from x, y, and zed perspective? And it will give me some really great questions that I might not have thought about. So I just think this section one is a really, really good example of people who are doing this live right now.

And I love the fact that the human board still scores a hundred percent, but they're a little bit slow.

Whereas AI will get you there a lot faster. And, you know, this is old and the models change really quickly and they I suspect that they have massively improved since then with the reasoning capability that they've got.

But It's, the one point I was gonna add is we've gotta remember as directors that, you know, at the time that this was at one point in time and, as Directors we've got to keep remembering that AI is moving so quickly across all of the different models.

What we understood the capabilities and risks were for last Board meeting, it's going to have changed by the time we meet again. So we've got to keep that open and curious mind all the way through.

Alright so everything we've covered off so far from summaries, anomaly detection, frameworks really funnel into ten board level questions an in house private LLM that might be behind a firewall can answer without exposing that confidential data.

One, being a core priorities, I won't go through all of these just in the essence of time, you can take a screenshot obviously of this screen. But one of those biggest emerging risks based on, some some data if we have it behind a firewall, risk register or whistleblower logs potentially on media feeds, ranking those threats, by velocity and impact.

Strategic vision, what are our blind spot or nascent threats? Again AI clustering those weak signals from new patents or hiring sprees at rivals, flagging things that human scanners might often miss into stakeholder insights, innovation opportunities, which unmet customer jobs could we even feel given competitor coverage, generative AI can create market maps, you know really looking at white space opportunities and accelerate innovation road mapping, something that I think will continue to happen as we're heading into this AGI or our artificial general intelligence and stage four after our AI agent stage that they're planning on rolling out. Scenario planning. How do we, look at, you know, three different economic scenarios against our strategy?

AI does a great job of really turbo charging sensitivity analysis.

Positioning. How do we actually compare, to some of our other, bench, benchmarks or competitors? We can do those kind of strategic framework tools on competitors that are out there as well, which is a huge advantage these days.

Positioning, performance analysis, looking at, you know, our KPIs, even if they're generic and if what is this telling us, and where should we actually be focusing on, especially where there's trend lines that are declining, resource allocation, you know, where could we reallocate, a lift in ROI fastest, you know, looking at marginal returns or proposed capital shifts, that we get the finance team to potentially validate.

Compliance forecasting, Helen touched on and strategic execution, you know, ingesting potential, you know, PMO data so we can flag slippages or explain root root causes, enabling our preemptive type of intervention.

So we can use these, ten prompts to convert that board, raw data into board ready insight. Helen's now gonna jump into actually using, custom GPTs. I think that was one of the questions in the chat box as well to help us go a little bit deeper.

Yes. And funny enough, just listening to you talking, Alexei, I mean, literally this week, we were looking at, we've just published our latest sustainability report and climate related disclosures on one of the boards that I'm on. And I was actually wanting to understand better what some of our competitors are doing in the space and where it's emerging, not just in New Zealand, but actually in Australia and the UK and Canada.

And within five minutes, most of which was me crafting a slightly improved prompt, I had the most amazing data and insight into some of the the great work that is happening in that space and therefore how we're positioning against it. So it's so powerful so quickly.

Very right.

This one, custom GPT is a banking partner. So a custom GPT is where you're basically creating a GPT that you have trained to say, hey. I want you to do that, and you can do this in Copilot. You can do it in Chat b t Chat GPT projects or within, custom GPTs.

Now, again, I'm gonna make it really clear. The ones that I have created, they give industry industry context. They give governance frameworks. They give local legislation, but they don't say anything about the organization.

So I'm I am not putting any of my organization's data into there, but just having that framework for it to think in and say, you know, you are a director. You're in this type of organization, this environment. You're an expert in governance. You're an expert in x, y, and zed.

And then I want you to really challenge my thinking. And one of the things I love to talk about as thinking partners, this picture of the dice on the table.

And if you think about it, if you put a dice down on the table, depending on where somebody is sitting, they can see different numbers on that dice, and nobody can see all of the dice unless you actually stop and pick it up and inspect it. And as a result, it's very easy for us to get group think on a board.

We'll have slightly different specters. It's very easy to get group think, and that's kind of why we've got five on each side of the dice. And it's one of the things that AI is really helpful for is actually helping us to break that group think and think of different perspectives and different angles.

We've talked about a lot of the things in here around the sort of the scenario piece and testing ideas and perspectives, yeah, doing that scenario planning.

But one of the things that some organizations are starting to do in, the I think it's the Real Estate Institute of Australia, but also a company, up in Dubai, have started to introduce this concept of robo directors.

So, again, robo director is well and truly behind the organizational firewall.

But these are actually looking at a whole load of company data, not just the information that's going up into the board pack, and they are sitting in the board meetings. And if you are worried about AI sitting in the board meetings, I did do a webinar a few weeks ago on AI and board minutes, so you might wanna listen to that before you bring AI into your board meetings.

But they are, you know, they are looking at insights. They're looking at recommendations.

They're doing big heavy data analytics.

So there is an opportunity for AI to play a part in your boardroom, but make sure that it's conscious. Make sure that it is safe. And I know Alexei is gonna go on to some of the

safeguards in a second. But there's a huge amount of opportunity for AI to get you ready for your board meetings more quickly to test where you're coming from.

Actually, there's a number of there's a number of now examples of people using AI to actually not only to use AI for, board engagement, but also for board evaluations. I thought that was quite interesting. It's obviously a safer way of doing your board evaluation.

So like with performance reviews in organizations.

So Exactly. Exactly. But, make sure as a I mean, this very much comes down to the chair, and I will talk about that very briefly at the end. But if your chair is encouraging you as a board of directors to grow and start using AI, then as a board, you will be better informed and you will do things, faster, more dynamically, and with much more awareness of everything that is going on in your changing world, but also in your organization. But, again, don't try and abdicate your responsibility. You do still need to read those papers.

And I'm just gonna hand back to Alexei because she's got some great guidelines around this.

One of my favorite areas is absolutely, in our governance area. Sean, would you mind moving the slide onto the next page?

Fantastic.

So good boards already master our finance, our risk, and people, and today, we've also got to master AI. These couple of guidelines, really distill the AICD. I will touch on some New Zealand governance, items in there as well, and the eight element framework behind it. So, number one, directors remain ultimately accountable.

So AI summaries can speed out prep yet they will never replace due diligence. So under Australian law, duties directors owe a duty of care and diligence that cannot be delegated to an algorithm or any other tool. Directors must still, apply their own judgment and oversight. And while AI can assist, summaries and, assist in prep, directors have certainly gotta assess the information and apply their own personal skill and due diligence.

In New Zealand, with section thirty seven of the Corporations Act, there's that due diligence of care, diligence and skill.

And no matter how advanced AI becomes currently, as of today, directors are personally required to apply their own judgment, and they can use it to assist, but they can't blindly rely on outputs. It can help with efficiency, but they need to critically evaluate any AI generated insight.

And the principle of non delegation, this is an important one. So while directors can rely on advice, section one hundred and thirty eight of the Corporations Act in New Zealand, certainly, the Safe Harbour Act in Australia as well, it allows reliance on professional advice, in good faith, and that's human advice though from experts such as lawyers, accountants, and employees. AI

does not qualify as a professional adviser, certainly as of today, under the law. Therefore, AI outputs do not offer that legal safe harbor for Reliance.

I also just wanted to add we've touched on this a couple of times today. The human in the loop concept should be an expectation across all of our responsible AI policies, for our businesses and our boards.

The second area, ensuring we've got data quality and fitness. You know, garbage in, garbage out still applies certainly in the AI world. So we need to confirm as as a board that, you know, any, data that, is being used in prep for our, PACS are complete current, as well as licensed data.

Number three, we wanna make sure we're, guarding against any bias and protecting confidentiality, which we've, mentioned a few times. Bias is an important one. It isn't hypothetical. So we've got to challenge outputs.

You know, show me fairness metrics. Where did the model maybe? I personally have a setting set up in my GPT global settings to flag bias to every single piece of output I'm generating or the AI is generating to make sure that I'm aware of where it could be biased or I'm inadvertently directing, a a certain direction for AI as well so that I can be challenged in my thinking. And I, the AI is presenting that potential bias to me as well for the continued challenge.

And, again, you know, never uploading sensitive, data to public l l l m s. We are also covered. Even though we don't have AI legislation yet, we have data privacy laws.

And number four, an important one, capability for us is a journey, not a tick box.

We're regularly, you know, urging AI upskill sessions so directors can evaluate AI outputs as well as continuing to anticipate emerging risks. Things are moving so quickly in the AI world that keeping up to speed as directors now is part of our due diligence, and should be part of our CPD hours. So scheduling in quarterly micro modules, bias basics, model explainability, new regulatory developments is key and we should be tracking them just like we're tracking our financial literacy CPD hours because those capability gaps become a board risk item.

So these guidelines form part of your guardrail. So next, we'll take, a few opportunities to share some few practical steps, you can take with your AI before your next board meeting. Back to you, Ellen.

Awesome. Thanks, Alexei. And just on that point that Alexei just made, KPM sorry. Deloitte KPMG did report a study, but, it was a different one.

Deloitte, published a study back in April, and it was at that point saying that sixty six percent of boards do not feel that they know enough about AI. So that gap is really real, and that's not just about AI themselves, but it's about how AI is being deployed in their organizations and where it's sitting, and they don't feel that it is coming into the boardroom as a conversation regularly enough. And in that same report, they said that fifty nine percent of directors and and everyone

who's, attending this call is obviously is interested, are actually actively seeking to enhance their knowledge and their skill around AI.

As Alexei said, it is a field that is changing very rapidly, and, governance of AI is is increasingly important. It don't let it become your cyber. Don't let it be something that you come into late in the day and you go, oh, we should have. You know, by which time shadow AI is rampant in your organization and you've got models of, of AI that you can't explain.

You know, there's a whole heap of risks, and I'll quickly touch on how you can get some training on that in a second. But I just quickly wanted to say, one thing to try before your next meeting. So if you're one of the exec teams, dialing into this meeting, use Copilot, assuming that's what you've got or whichever one you've got in your organization, to just summarize one of the report sections for your board pack and say, you know, think about this from a director's perspective.

What would I change? And just see what it does differently or put a put a particular personality for that director.

If you're a director, use AI to draft five board questions on a key topic. And you don't even need to be very good at at prompting. You can just literally say, hey. We're thinking about this topic in a board of a retailer.

Tell me some questions I should ask. You don't have to even have to be very sophisticated.

If you are more into AI and you understand it a little bit more, so when we're talking about custom GPTs, you're like sweet, maybe try making a custom GPT that covers your industry, and get it to become a thinking partner that's gonna change challenge you.

And then after your meeting, think about, did it help you work a little bit faster? And my other challenge to you as well is it's not on the slide, but if you are a board chair, champion this technology. Get your your exec team and your board to start using AI. Like, certainly, all the board meetings I'm in, I have my chat GPT open next to me. Sometimes it's great just for translating the terms that execs throw at you because you can't remember what the abbreviation stands for, but actually for actually helping prompt your thinking and think differently, it's really, really powerful. So you don't need to know how AI works. I know when AI first came out, all the training was actually the most painful stuff about actually how all the connectivity and large language models and and a whole lot of geeky people talking in a whole lot of terminology that no one could understand.

You don't need to know that. So if we can just jump on to the next slide slide, Sean.

Just a couple of resources that are really powerful. So you've in, New Zealand, IOD has done a really great, director's guide talking about the Companies Act, not the Corporations Act, and all of our, responsibilities as governors in New Zealand and AICD has done a similar thing, for governance in Australia, and those will be circulated.

And then the other thing is if you just wanna get a little bit more deep into AI and particularly from a governance perspective, through BoardPro, I have, we've worked together to put together a AI, harnessing AI for Boardroom Success, and that covers a whole load of different elements of AI, what it is, how it works, thinking about the risk, going through governance frameworks, actually how to use AI in your daily life as a board director. So it covers a whole load of different elements of everything you need in your daily governance practice to become really confident and competent using AI, and Sean's put a great discount code on that. So, if you do wanna learn a little bit more about AI, that's a that's a great modular bit by bit. Yeah. I think they're ten minute modules. You can just work through it your own time.

Cool. Sean, back to you. I don't know if we've got any questions because I couldn't see those on the screen as I was talking.

We do. We do have a few, so let me just run through them. Mark's asked, what LLMs do you recommend for questions that involve confidential information?

So for me, I would say if you are, in an organization that has got Microsoft, you would probably be going with Microsoft Copilot and making sure that it is sitting behind the firewall of your organization. As Alexei says, ChatGPT also has an enterprise version, and they have just in the last week released, their connections, which makes it really powerful because you can link it through to anything.

Gemini is also if you're in a Google environment, I actually like Gemini, in terms of output quality and it its deep reasoning model is, almost on par with ChatGibiti from, the work that I do with the organization.

So highly recommend, Gemini as well.

Helen, someone's asking where can we find the AI in minutes presentation that you gave? That's the webinar that we did, a while back, wasn't it?

Yeah. It's just on the BoardPro website. If you just, go back through their recent webinars, I think we did it about two or three weeks ago, Sean?

Yes. We did. Yeah. Yep.

Yeah. Or you can follow me on LinkedIn, and there'll be a link to it on my LinkedIn page as well.

I love Brian's question. Can you recommend any good AI training organisations or modules that boards using AI Journeys should start using?

Yes. Both Alexei and I do training depending whether you're in Australia or New Zealand, which we can actually come into boards and train and support them on that governance and that intro to AI. If you want a little bit more info, there's obviously that master class.

So, yeah, reach out to either of us. We can both help you.

Samantha's got a great question. I've been told that both ChatGPT and Copilot are powered by JetGPT four, but Copilot has additional functionality.

So Actually, yeah, they both sit on the OpenAI platform.

What's that? They both sit on the OpenAI platform, and they've both got slightly different front end features. Apple Intelligence, if you can call it that because it's really painfully unintelligent compared to everything else, also sits on top of OpenAI. So, actually, OpenAI is pretty much the platform that sits under everything, but people have put different front ends on it. Although, I know Alexa is gonna jump in right now with the Google version to say that it's slightly different.

Well, in just in terms of, ChatGPT and and the question that I think was Samantha had, the additional functionality, I I don't know if, Samantha you're referring to how it was able to integrate and pull, and, you know, create PowerPoint slides, you know, from inside of the Microsoft ecosystem.

Now ChatGPT with the connection functionality while it's still a little bit limited in terms of creating PowerPoint presentations, it can actually connect in with Gmail, Outlook, your Dropbox data, your Google data as well, so that functionality has kind of caught up. I do find that even in the four point zero version of CHAT GBT compared to the standard version of Copilot, just the outputs seem to be better, I don't know, I think there has been some descoping, in the Copilot instance, but just because of cost, I believe, because of, the cost inside the Microsoft environment. I'm not a hundred percent sure on that. I don't know if you know anymore.

I would well I'd just say two things. One is ChatTpT released their four point one model, last week, which is just mind blowing if you have a chance to play in it. And Microsoft had their Microsoft build conference at the end of May where they announced a whole lot of new capabilities coming, including Copilot Tuning, which is the equivalent of custom GPTs.

They are, they've got an AI Foundry, which will actually put a whole load of apps more for the tech teams, but more a whole load of apps within side, Microsoft. So you will actually be able to link whether it's Zapier or HubSpot into your, Microsoft environment using AI. And they're also they've got a big thing about, agentic AI and also multi agent orchestration so you can get your different agents talking to each other. So there's, like, some incredible capability in this space, and we that's not what we're covering today.

This is much more from your perspective, but great things.

It's always gonna be changing, and there's always this is race is on, and I think the important point is decide the tool that's right for your organization with your Absolutely. And your, what you're using and stick to it and go deep in it for the organization.

One thing that I found with some boards and organizations, they really are listening to their people and if their people are rebelling against using CoPilot, you do risk that shadow usage of other tools.

So, you know, do you wanna take them on the journey and and listen to, you know, what their, capabilities are and and bring the the two worlds together?

Alrighty.

So let's, bring it to a close, shall we, ladies? Yep. Mhmm. Fantastic. Now it'll probably be later this afternoon that I get around to sending an email out to everybody, but it'll include, the recording, which will be sitting on our website, after the session, the transcript, the slide deck, and the resources that Helen and Alexei have been discussing. Are we gonna be sending out the Harvard and Stanford reports, Helen?

Yeah. I think so. I mean, they're just links to their websites. As long as people have got paid access to HBR, then they'll be fine.

Great. Excellent.

So just as you leave the webinar, don't forget to complete our one minute survey, go into the draw for our hamper. I'll announce the winner of that this afternoon as well. So thank you again, everybody, for your attendance. I hope you enjoyed the session today with Helen and Alexei.

Great conversation. I really enjoyed it. So thanks, everybody. We look forward to seeing you at our next webinar. Have a great day.