Four questions a board asks before it funds AI

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IN BRIEF

For: CEOs, CFOs and PE operating partners who have to decide whether an AI program gets funded

- A board funds a result, so a proposal starts with one workflow and the number that will prove it moved.
- Finance needs a cost to serve and a spending ceiling; a regulator needs decision rights, approval gates and an audit trail.
- A program that ships and is not used has still failed, so the rollout is planned in phases with an adoption target at every stage.

FIGURE 1. THE FOUR QUESTIONS, AND WHAT A FUNDED PROPOSAL ANSWERS

	Without an answer	With an answer
Will this move revenue?	A platform, with no number to prove it	One workflow, and a measure recorded before anything is built
What will it cost, and what can go wrong?	Costs that grow with use and have no limit	The cost to serve each unit of work, a spending ceiling, and a risk register with an owner for each risk
Can a regulator audit it?	An AI decision nobody can trace to a person	Decision rights, approval gates, an audit trail and access limited by role
When does it ship, and will people use it?	A launch date	A phased rollout with an adoption target at each stage, run beside the old way until the owners sign off

WHAT TO DO THIS QUARTER

1. **Name the one workflow and its number.** Write down where the measure stands today, before anything is built.
2. **Set a ceiling on spend.** Ask for the cost to serve each unit of work and a limit the system cannot cross.
3. **Decide who approves what.** List what the AI decides on its own, what it only recommends, and what a named person must approve.
4. **Plan adoption as part of the launch.** A phased rollout, an adoption target at each stage, and the old way running alongside until the owners sign off.

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The full article: resolon.com/insights/board-questions-before-funding-ai

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