

# The Executive Guide to Forming an AI Steering Committee

CALYPSOAI

## Executive Summary

The past two decades have witnessed rapid technological advancements, with the last 18 months marked by significant AI-driven transformations. AI is reshaping competitive landscapes across industries in real time, leaving corporate and security leaders to navigate these changes largely without a roadmap, other than knowing the effort has to be undertaken thoughtfully and collaboratively, if it is to be effective. Despite AI's unabashed acceptance, which is already nearing ubiquity in some sectors, thoughtful, deliberative, practical, and secure implementation lags everywhere and having an enterprise-wide council for responsible AI governance, or indeed any sort of governance, is rare. This gap highlights the need for structured guidance, best achieved through a dedicated AI Steering Committee (AI SteerCo).

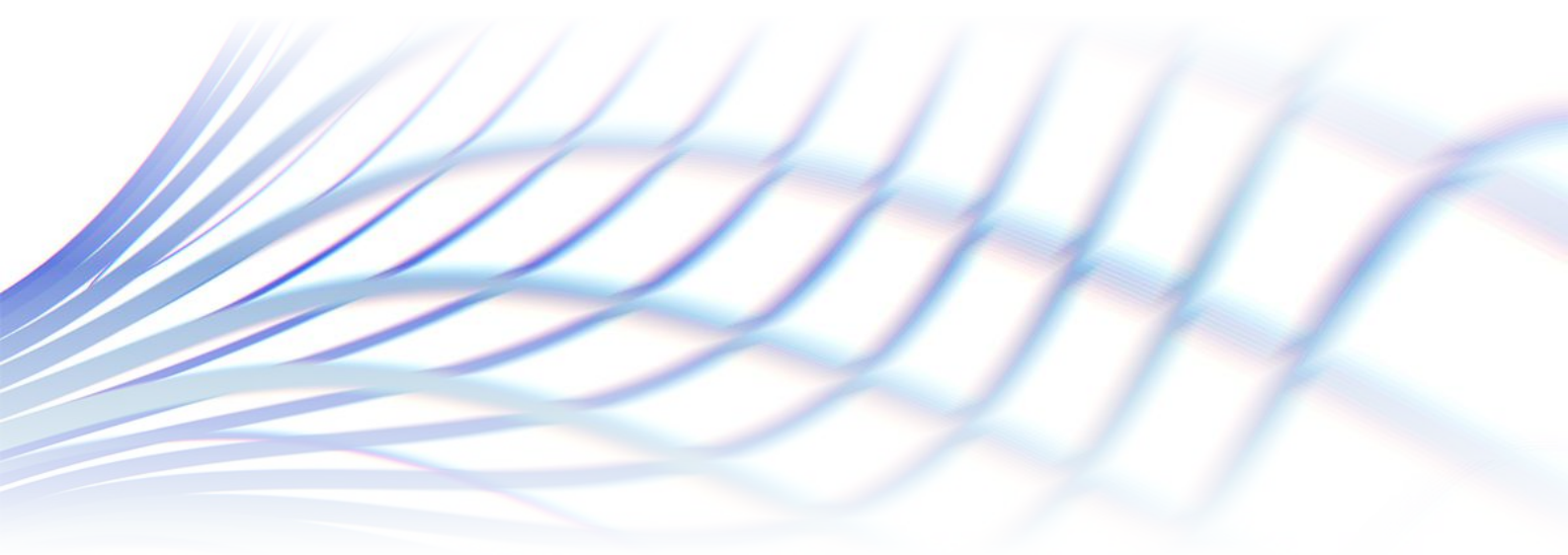
Integrating AI into existing infrastructures requires strategic oversight, and a steering committee plays a key role in navigating complexities and aligning AI initiatives with organizational goals. It ensures observability of AI's impact across the organization and drives operational efficiencies, shifting the focus from immediate revenue enhancement to long-term growth through process automation and innovation. The AI SteerCo also aligns AI initiatives with broader business objectives, ethical standards, and regulatory requirements, safeguarding against misalignments that could lead to ethical or strategic failures while guiding and accelerating AI adoption.

The AI SteerCo's effectiveness depends in large part on its composition and structure, which must reflect the organization it serves.

Building cross-functional representation into the committee ensures diverse perspectives to address the multifaceted dimensions of AI projects. It should include senior leaders from key functions across the organization, with each contributing unique insights and expertise and holding enough seniority to contribute information and opinions on behalf of their departments. They must also be good communicators, influential leaders, and strategic thinkers adept at navigating dynamic environments and able to quickly adapt to new information and challenges.

The AI SteerCo shapes the strategic direction and speed of AI initiatives, ensuring they contribute positively to organizational goals and do so on a realistic, efficient, and expeditious timeline. Objectives include developing comprehensive policies that address ethical, compliance, and operational considerations, overseeing the alignment and rollout of AI initiatives with strategic objectives, integrating AI projects with key business priorities, ensuring AI deployments are transparent, fair, and accountable, and scaling AI technologies without compromising operational stability.

Participating in a committee charged with addressing such nascent technology is not for the faint-hearted, but it is emerging as a critical role in organizations of every size and in every industry sector. As such, executive leadership must support the AI SteerCo with resources, authority, and visibility to fulfill its important mission, paving the way for AI to become a cornerstone of business resilience and innovation.



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# Introduction

The last 20 or so years have been a time of rapid technological advancement; by comparison, the last 18 months have generated an unprecedented and intense surge of activity and transformation. AI is fundamentally altering competitive landscapes across every industry. As companies worldwide begin to integrate AI into their enterprise strategies, corporate and security leaders must navigate this transformation thoughtfully, effectively, seamlessly, and, most importantly, collaboratively.

Despite the recognition of AI's importance, there remains a substantial gap in its practical implementation: According to the most recent CIO survey conducted by Morgan Stanley,<sup>1</sup> 53% of enterprises will have an initial GenAI use case in production until at least 2025, and IBM's recent global study of 3,000 CEOs<sup>2</sup> reports 71% of organizations have GenAI pilot projects, but none in production. According to another IBM report, the most significant concerns blocking deployment are "limited AI skills and expertise (33%), too much data complexity (25%), and ethical concerns (23%)."<sup>3</sup> And, according to McKinsey, just 18% of organizations acknowledge having an enterprise-wide council or board with the authority to make decisions involving responsible AI governance.<sup>4</sup>

## Generative AI Adoption Status



## Barriers to Deployment



## Governance



[1] "AI rises to the top of the CIO's priority list," Morgan Stanley (January 2024) <https://www.morganstanley.com/what-we-do/research>

[2] 2024 CEO Study, IBM (May 2024) <https://www.ibm.com/thought-leadership/institute-business-value/en-us/c-suite-study/ceo>

[3] "Data Suggests Growth in Enterprise Adoption of AI is Due to Widespread Deployment by Early Adopters, But Barriers Keep 40% in the Exploration and Experimentation Phases," IBM (January 10, 2024)

<https://newsroom.ibm.com/2024-01-10-Data-Suggests-Growth-in-Enterprise-Adoption-of-AI-is-Due-to-Widespread-Deployment-by-Early-Adopters>


[4] Implementing generative AI with speed and safety, McKinsey Quarterly, (March 13, 2024)

<https://www.mckinsey.com/capabilities/risk-and-resilience/our-insights/implementing-generative-ai-with-speed-and-safety>

This disparity between recognition and realization underscores the need for structured guidance and oversight in deploying AI technologies. Primary research and industry-based conversion undertaken by CalypsoAI has identified the most common emerging trend and the safest, surest, and most strategic way to bridge this gap is to establish a Steering Committee dedicated to guiding AI and AI-adjacent strategies, overseeing the integration and development of AI applications, and ensuring these innovations adhere to organizational values and ethical standards.

This document provides a comprehensive guide for constructing a dynamic, strategic, and effective AI Steering Committee (AI SteerCo) within your enterprise, with the goal of empowering your firm to safely and securely harness the potential of generative AI (GenAI).

The AI SteerCo we describe is an innovative, adaptive, interdepartmental team of leaders who understand the need for rapid agreement and alignment on facilitation AI strategies.

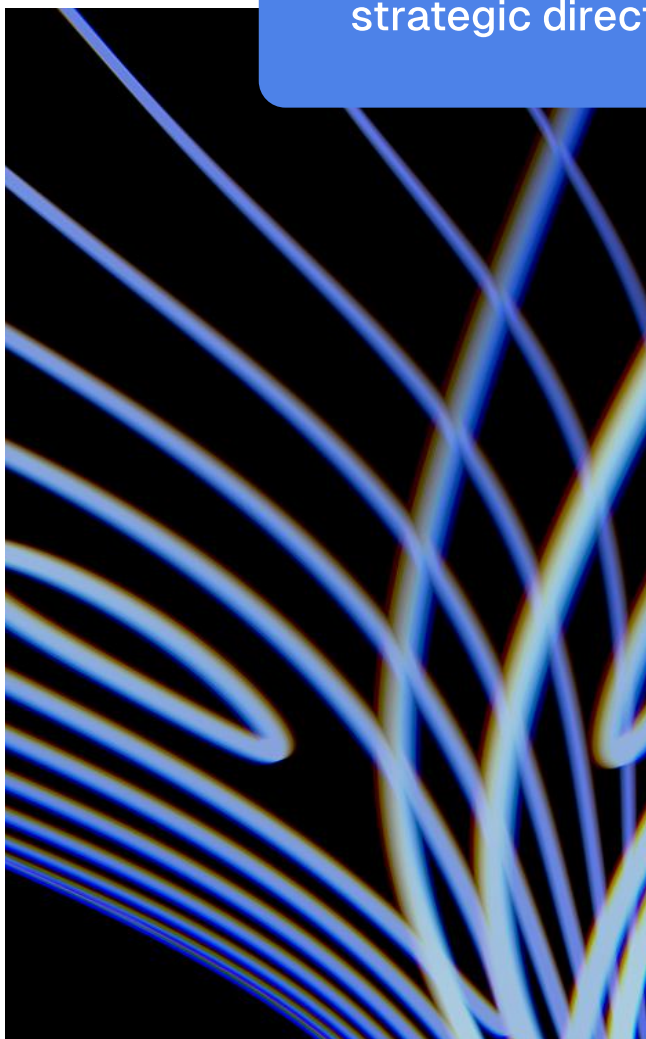


These strategies facilitate broader business objectives and ensure that technological advancements contribute positively to the organization's growth and evolution.

# The Need for an AI Steering Committee

Integrating new, exciting technologies into existing infrastructure is something we have all seen before; some of us several times. We saw the introduction of software into the workflow 40 years ago, the introduction of web apps into the wider business landscape 20 years ago, and the introduction of the cloud 10 or so years ago. AI is just the most recent—albeit possibly the most disruptive—member of the family, and we can use the hard-learned lessons from the past to construct the present.

Integrating AI technologies into existing digital infrastructure requires careful oversight and strategic direction.

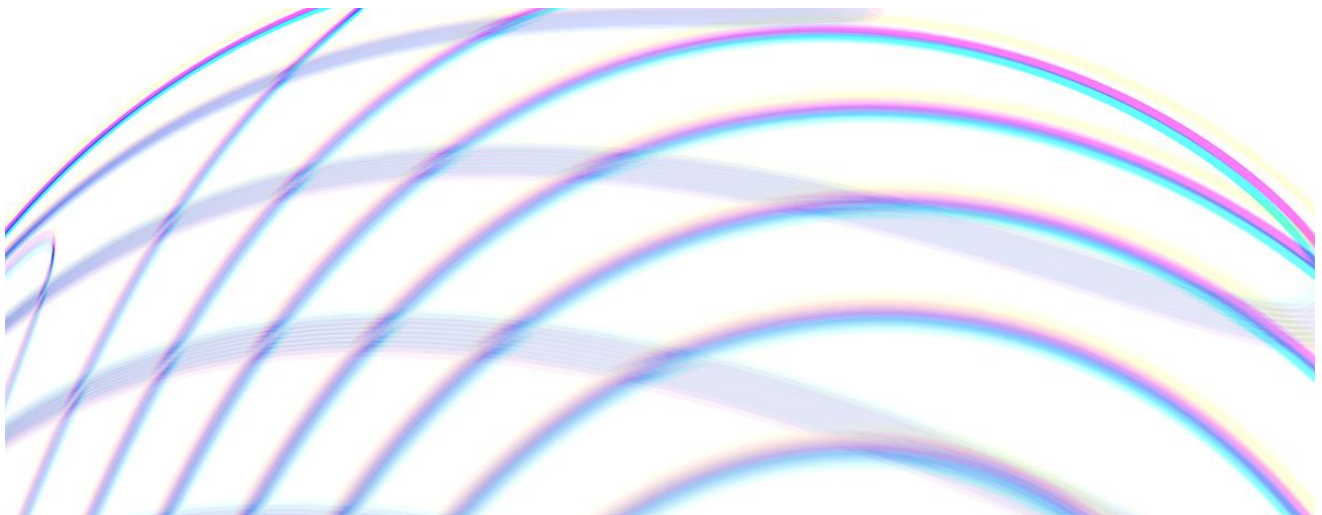


Integrating AI technologies into existing digital infrastructure requires careful oversight and strategic direction to maximize opportunities and overcome challenges, both of which are significant. The establishment of an AI SteerCo is critical to navigating these complexities and ensuring that AI initiatives are successfully executed and aligned with the organization's long-term goals and values.



The most critical role of the AI SteerCo involves attaining comprehensive insight, also called “observability,” into how AI influences every facet of the organization, and then crafting a path for oversight. According to insights from McKinsey,<sup>5</sup> while AI might not immediately boost direct revenue, its role in driving significant operational efficiencies via process automation and innovation makes it a valuable investment for long-term business growth and competitiveness. This realization necessitates a shift in focus from merely using AI for revenue enhancement to leveraging it for operational improvements. This includes identifying the strategic direction for operational excellence, cost management, and risk mitigation, setting governance standards, and overseeing the implementation of AI technologies. Every action and decision undertaken by the committee must be determinative in ensuring that AI initiatives are implemented thoughtfully and responsibly, assimilate seamlessly into existing business processes, and drive improvements across operational domains—and, of course, be done with appropriate urgency.

By ensuring that AI initiatives align with broader business objectives, company values, ethical standards, and existing or emerging regulation, the AI SteerCo helps safeguard the organization against potential misalignments that could lead to ethical dilemmas, strategic failures, or regulatory chaos. This alignment is foundational to the success of AI initiatives for building and maintaining trust and integrity within the organization and with its stakeholders.



[5] “McKinsey: GenAI to continue to dominate business landscape,” Technology Magazine (December 21, 2023)  
<https://technologymagazine.com/articles/genai-will-continue-to-dominate-the-2024-business-landscape>

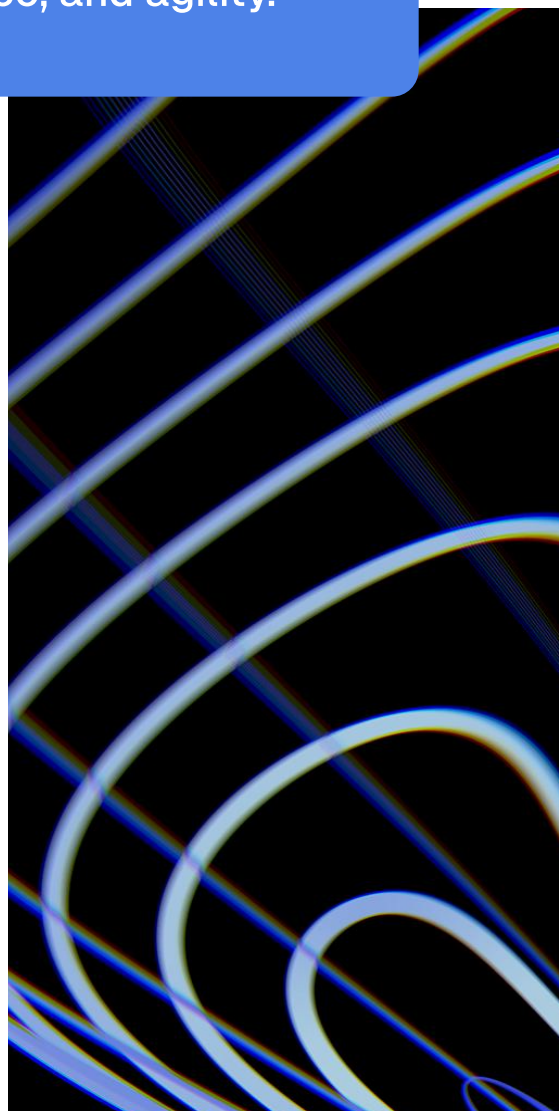


## Assembling the Right Team

The important role of an AI SteerCo cannot be overstated; it is an internal regulatory body functioning as a strategic ensemble that guides, oversees, and accelerates the adoption of AI technologies within the organization. The necessity for such a committee arises from the unique challenges and significant impacts associated with AI implementation—ranging from technical complexities to ethical considerations.

Forming an AI SteerCo is a strategic decision aimed at harnessing the full potential of AI while navigating its challenges with foresight, prudence, and agility.

Assembling a team of cross-functional leaders ensures diverse perspectives and expertise, which are indispensable for addressing the multifaceted dimensions of AI projects, including, but not limited to, technical deployment, integration with existing IT infrastructure, regulatory compliance, ethical standards, and workforce implications. Stakeholders, too, including investors, customers, and employees, have a right to expect that AI deployments will be guided by a clear vision and accountable leadership, and managed responsibly and transparently. The committee provides this assurance.



## Committee Composition and Structure

The effectiveness of an AI SteerCo hinges on its composition and structure, which must reflect the organization it represents and should, therefore, include members from departments and disciplines across the enterprise to ensure multiple perspectives are considered in decision-making processes.

The committee structure must facilitate effective and transparent leadership through regular meetings, balanced collaboration, clear communication channels, and defined escalation paths. Decision-making processes must be clear, expeditious, and effective, and lead to prompt execution and seamless implementation of identified tasks.

Committee members must be adept at navigating dynamic environments, quickly adapting to new information and challenges, thereby maintaining momentum and driving the initiative toward successful completion.

## Cross-Functional Representation

The committee should comprise senior leaders from standard key functions and areas relevant to the organization's specific context and industry. Each member brings specific skills and experience, but also a unique perspective, which is essential for the holistic integration of AI into the organization. This can and should include their perspective on AI and their willingness to learn more about it, especially if their function or department is not first in line to deploy AI tools. According to a recent report by Everest Group, IT and Security lead adoption of generative AI tools, while functions including HR, Marketing, and Legal are adopting AI solutions, but more slowly, including being in the proof of concept (PoC) stage.<sup>6</sup> Having to respond to questions can be a tremendous learning experience for those providing the answers.

Beyond each member's perspective, however, there are professional attributes that should be considered. For instance, each member should be senior enough

[6] Generative AI Adoption – Examining Real-world Use in Horizontal Functions and Future Outlook, Everest Group (June 2024)  
<https://calypsoai.com/white-papers/generative-ai-adoption-examining-real-world-use-cases-in-horizontal-functions-and-future-outlook/>

to have the authority to speak on their department’s behalf. Additionally, the personal traits each member brings to the role are important. For instance, they should be good communicators, influential and respected leaders, and strategic thinkers with a bias for action and execution.

Personal differences can be valuable, too. For instance, “big-picture” people might tend to overlook or dismiss important details. The ideal committee would be a “unicorn herd” of leaders possessing the same goals, similar values, and diverse approaches, but who work together seamlessly to achieve the best possible outcome.

Function	Insights
Operations	Operational impact and integration of AI technologies
HR	Workforce implications of AI, focusing on training needs and changes in workforce dynamics
Legal/ Compliance	AI initiatives comply with legal and ethical standards, assessing risks associated with data use and AI deployment
Engineering	Technical expertise in the development and implementation of AI solutions
Security	Cybersecurity risks associated with AI technologies
IT	AI system scalability, sustainability, and compatibility with existing IT infrastructure
[Other]	[Context considered core to the business or strategically important to the type of business, e.g., Supply Chain, Procurement, Sales, Marketing, etc.]

## Roles and Responsibilities

Each member of the committee must bring their departmental insights about AI strategy planning and execution to ensure the strategies developed or adopted are feasible, practical, and aligned with the organization’s needs. Members must:

- Identify opportunities for AI to add value within their domains.
- Communicate the benefits and implications of AI initiatives to their respective departments.
- Collaborate on the development of comprehensive policies and procedures that govern AI use.
- Ensure continuous feedback loops are established to refine and optimize AI strategies over time.

## Scope and Authority

The committee must be vested with key responsibilities and decision-making authority to ensure the effective governance and execution of AI initiatives within the organization.

### ◆ Responsibilities

- **Data Gathering:** The committee must collect relevant data from across the organization, including performance metrics, user feedback, operational data, and other pertinent information that can aid in understanding current capabilities and identify areas where AI can provide significant improvements, thereby informing AI strategy and implementation.
- **Policy Formulation:** The committee must develop comprehensive policies that guide use and deployment of AI technologies. The policies must address ethical considerations, compliance requirements, and operational integrity to ensure AI initiatives are both effective and responsible.
- **Implementation Oversight:** The committee ensures implementations align with strategic objectives and oversees the rollout of AI technologies, which includes coordinating across functions, managing resources, ensuring deployment is executed smoothly, and monitoring progress against identified milestones.

### ◆ Authority

- **Strategic Decision-Making:** The committee holds authority to make strategic decisions regarding which AI projects are initiated based on their alignment with organizational goals and potential impact. This includes prioritizing projects according to the organization's business needs, identified use cases, and available resources.
- **Resource Allocation:** The committee controls the allocation of resources to various AI projects, including budgeting, staffing, and technology investments, to ensure resources are used for the greatest organizational benefit.
- **Compliance and Ethics Enforcement:** The committee enforces compliance with internal policies and ethical standards, industry guidelines, and regulatory requirements, intervening when necessary to rectify or halt practices that may deviate from established criteria or thresholds.
- **Performance Evaluation:** The committee evaluates the performance of AI initiatives, making decisions on the continuation, scaling, or termination of projects based on their effectiveness and alignment with strategic objectives.

## Objectives and Goals

The AI SteerCo commands a pivotal role in shaping the strategic direction of AI initiatives within the organization. The objectives and goals set by the committee provide a clear and compelling framework that guides all AI-related activities, ensuring they contribute positively to the organization's broader strategic aims and actively propel the organization toward achieving its long-term goals.

### ◆ Strategic Objectives

- **Integration with Business Objectives:** The committee must ensure all AI initiatives are deeply integrated with the organization's overall business strategy. This means aligning AI projects with key business priorities, such as increasing operational efficiency, enhancing customer satisfaction, driving innovation, and maintaining competitive advantage.
- **Adherence to Company Values and Ethical Standards:** The committee must ensure AI deployments uphold the organization's core values, adhere to the highest ethical standards, and are deployed and used in ways that are transparent, fair, and accountable, respect privacy, and promote inclusivity.
- **Sustainable Implementation:** The committee must ensure AI technologies can be scaled and adapted as needed without compromising current operational stability or future flexibility.

### ◆ Goals

- **Enhanced Decision-Making:** The committee will use AI-driven insights to empower decision-makers' accuracy and speed when considering strategic decisions.
- **Operational Excellence:** The committee will leverage AI to optimize operations, reduce costs, and improve efficiency across the enterprise.
- **Innovative Product/Service Development:** The committee will drive the use of AI technologies to develop innovative products and/or services that meet evolving market demands and customer expectations.
- **Risk Management and Compliance:** The committee will utilize AI to enhance the organization's ability to manage risks effectively and remain compliant with evolving regulatory requirements.



## Governance and Execution Process

A well-defined governance and execution process is fundamental to the successful deployment of AI technologies. The AI SteerCo is responsible for establishing the following processes to ensure effective management and oversight of AI initiatives:

### ◆ Data Analysis Process

- **Data Collection:** Systematically collect data from relevant sources within the organization to ensure comprehensive analysis.
- **Data Quality Assurance:** Implement standards and procedures to maintain the integrity and accuracy of the data collected.
- **Analytical Tools and Methods:** Employ advanced analytical tools and methodologies to interpret data and generate actionable insights that inform AI strategies and decisions.

### ◆ Policy Development Process

- **Policy Drafting:** Develop clear and comprehensive policies that govern organizational use of AI, including data privacy, ethical use, and integration with existing systems. Craft policies to ensure they are future-proofed for expected future innovation. Adhere to first principles to facilitate adaptation through innovation.
- **Stakeholder Consultation:** Engage with key stakeholders across the organization to ensure policies are inclusive and representative of all interests and concerns.
- **Approval and Implementation:** Garner policy approval from the necessary authorities and ensure the policies' implementation and adherence across the enterprise.

### ◆ Execution Process

- **Project Management:** Establish robust project management frameworks to oversee AI projects' implementation to ensure they are completed on time, within budget, and according to specifications.
- **Monitoring and Reporting:** Regularly monitor AI initiatives and review progress reports.
- **Feedback Integration:** Incorporate stakeholder feedback and lessons learned during project execution to refine and improve ongoing and future AI initiatives.

## ◆ Project Prioritization Criteria

- **Alignment with Strategic Goals:** Prioritize projects closely aligned with strategic organizational goals to ensure maximum impact on key business objectives.
- **Risk Assessment:** Evaluate each project's potential technical, ethical, and operational risks to determine their viability and alignment with the organization's risk appetite.
- **Resource Availability:** Weigh the availability of necessary resources, including personnel, technology, and budget, to support the successful implementation of AI projects.
- **Expected Outcomes:** Prioritize projects with clear, measurable outcomes and a high potential for positive impact on the organization.

## Performance Measurement and Metrics

The ability to measure performance effectively is critical to the success of any initiative, particularly when it involves a topic as complex as AI. Establishing robust metrics and performance indicators is essential to ensure that AI initiatives meet their intended goals, align with the organization's broader strategic objectives, and serve the following additional key purposes:

- **Accountability:** Metrics provide a basis for evaluating the effectiveness of the committee's governance and the overall success of AI projects, holding all parties accountable for their roles and contributions.
- **Visibility:** By quantifying progress and outcomes, performance metrics offer visibility into the ongoing impact of AI initiatives, allowing stakeholders to see the tangible benefits and identify areas needing improvement.
- **Decision Support:** Performance data feeds into decision-making processes, enabling the AI SteerCo to make informed choices about scaling, modifying, or discontinuing AI projects based on empirical evidence.
- **Continuous Improvement:** Metrics facilitate a culture of continuous improvement by providing ongoing feedback that can be used to refine strategies and execution approaches for future initiatives.



## ◆ Alignment with Business Objectives

Ensuring that AI initiatives align with strategic business goals is fundamental to the success and relevance of these projects within the organization and guarantees the investments in AI drive technological advancements and propel the organization toward achieving its broader business objectives. This metric aids in tracking the direct impact of AI projects on strategic objectives and functions as a key indicator for resource allocation and project prioritization by encouraging the AI SteerCo and project teams to align AI initiatives with the core aims and strategic directives of the organization.

Metric	Definition	Calculation	Purpose	Source
Percentage of AI projects aligned with strategic business goals	Measures the proportion of AI projects aligned with strategic business goals	Divide the number of aligned AI projects by the total number of AI projects; multiply by 100.	Ensures AI initiatives are integrated and contribute to strategic priorities	Project proposals and strategic plan alignments

## ◆ Compliance and Ethical Standards

Maintaining rigorous compliance and upholding high ethical standards are key elements of successfully integrating AI technologies. Ensuring these criteria are met protects the organization from legal and reputational risks and ensures AI initiatives are conducted responsibly and align with societal norms and organizational values. Together, these metrics provide a comprehensive view of the organization’s adherence to compliance and ethical standards in its AI operations

Metric	Definition	Calculation	Purpose	Source
Number of compliance audits passed	Tracks the number of successful compliance audits AI projects undergo	Count of audits with full compliance	Highlights effective AI governance and commitment to compliance	Compliance department reports and third-party audit findings
Incidents of non-compliance reported	Counts instances of AI projects found non-compliant with policies or regulations	Total number of non-compliance incidents reported	Identifies areas needing adjustment to prevent future violations	Compliance department reports and third-party audit findings

Numerous sources exist that can provide deep insight into the ethics and responsibilities attached to AI adoption and deployment. Examples include:

- KPMG: Ethical AI: 5 Guiding Pillars<sup>7</sup>
- IBM: The 2023 IBM ESG Impact Report<sup>8</sup>
- UNESCO: Recommendation on the Ethics of Artificial Intelligence<sup>9</sup>
- Responsible Artificial Intelligence Institute: Best Practices in Generative AI: Responsible use and development in the modern workplace<sup>10</sup>
- Shibumi: AI Governance in Action: Ensuring Ethical Standards in AI Adoption<sup>11</sup>

### ◆ Operational Efficiency

Operational efficiency is a critical metric for evaluating the impact of AI technologies within the enterprise. By measuring operational metrics before and after AI implementation, the AI SteerCo can quantify the benefits derived from the AI initiatives and use that information when justifying AI investments or planning for further integration of AI across organizational processes.

Metric	Definition	Calculation	Purpose	Source
Improvement in operational metrics pre- and post-AI implementation	Assesses change in operational performance indicators after AI implementation	Subtract the baseline Ops metrics from the post-deploy metrics; divide the result by the baseline Ops metrics; multiply the result by 100.	Demonstrates the direct benefits of AI on operational efficiency	Operational performance data

### ◆ Innovation Rate

Innovation rate is a vital metric for gauging AI’s contribution to the organization's capability to develop and launch new products or services. It reflects how AI technologies are enhancing the innovation pipeline and competitive advantage.

Metric	Definition	Calculation	Purpose	Source
Number of new AI-driven products or services launched	Counts new products or services developed using AI	Total number of AI-driven products/ services launched in the reporting period	Indicates the organization's capacity to transform AI capabilities into marketable innovations	Product development and innovation team reports

[7] “Ethical AI: 5 Guiding Pillars,” KPMG, [https://assets.kpmg.com/content/dam/kpmg/es/pdf/2020/01/Informe\\_Ethical-AI.pdf](https://assets.kpmg.com/content/dam/kpmg/es/pdf/2020/01/Informe_Ethical-AI.pdf)

[8] “2023 ESG Report IBM Impact, IBM, [https://www.ibm.com/impact/files/reports-policies/2023/IBM\\_2023\\_ESG\\_Report.pdf](https://www.ibm.com/impact/files/reports-policies/2023/IBM_2023_ESG_Report.pdf)

[9] “Recommendation on the Ethics of Artificial Intelligence,” UNESCO, <https://www.unesco.org/en/artificial-intelligence/recommendation-ethics>

[10] “Best Practices in Generative AI: Responsible use and development in the modern workplace,” Responsible Artificial Intelligence Institute, <https://www.responsible.ai/best-practices-in-generative-ai-guide/>

[11] “AI Governance in Action: Ensuring Ethical Standards in AI Adoption,” Shibumi, <https://shibumi.com/blog/ai-governance/>

## ◆ Employee Engagement and Adoption

Employee engagement and adoption rates are key metrics for assessing how AI tools are perceived and used within the organization because they quantify the extent to which employees have become proficient in using these tools. Monitoring these indicators helps the organization identify areas where additional training is required or where AI tools must be improved to enhance effectiveness or user satisfaction.

Metric	Definition	Calculation	Purpose	Source
Employee satisfaction with AI tools	Measures employees' satisfaction with AI tools used in operations	Average satisfaction rating on a defined scale	Gauges AI tools' usability and effectiveness from the user's perspective	HR user experience surveys
Training completion rates	Tracks the percentage of employees completing required AI-related training	Divide the number of employees who completed training by the number of those who enrolled; multiply by 100.	Assesses training effectiveness and workforce readiness to use AI technologies	Training department records

## ◆ Risk Management

Effective risk management is essential for safely and responsibly deploying AI technologies. Tracking the number of identified versus mitigated AI risks allows the organization to maintain a balance between leveraging AI for innovation, ensuring operations remain safe and compliant with regulatory requirements, and identifying areas where risk identification and mitigation processes can be enhanced.

Metric	Definition	Calculation	Purpose	Source
Number of identified vs. mitigated AI risks	Compares identified AI risks to successfully mitigated AI risks	Ratio or percentage of mitigated risks to identified risks	Measures effectiveness of risk management strategies in AI initiatives	Risk assessment reports and mitigation plan effectiveness evaluations



## ◆ Return on Investment of AI Initiatives

Measuring the return on investment (ROI) for AI projects provides a clear, quantitative basis for evaluating the economic benefits derived from AI technologies and justifying ongoing and future investments in AI technologies.

Metric	Definition	Calculation	Purpose	Source
Return on investment for AI projects	Calculates the financial return by comparing costs incurred against benefits gained	Subtract the project cost from the project net benefits; divide the result by the project cost; multiply by 100.	Evaluates projects' financial efficacy to determine economic value	Financial reports detailing project costs and benefits

# Communications Strategy

An effective internal communications strategy ensures that all stakeholders are informed, engaged, and aligned with the objectives of the AI SteerCo. This strategy should encompass awareness, motivation, and change management to direct the dynamics of AI within the organization.

## Awareness

Aspect	Details
Objectives	Increase enterprise-wide awareness of the AI SteerCo's existence, purpose, and intended benefits
Approach	<ul style="list-style-type: none"> <li>• Develop a comprehensive communication plan that includes regular updates through internal newsletters, intranet postings, and presentations at company meetings.</li> <li>• Utilize visual branding to make communications instantly recognizable and associate them with positive progress.</li> </ul>
Purpose	To ensure every employee understands the role of the AI SteerCo, including how it contributes to the organization's strategic goals and creates a sense of inclusion and transparency

## Motivation

Aspect	Details
Objectives	Encourage active participation and engagement with AI initiatives across all levels of the organization
Approach	<ul style="list-style-type: none"> <li>• Launch campaigns that highlight success stories and showcase how AI has positively impacted different areas of the company.</li> <li>• Implement incentive programs that reward innovative ideas and contributions to AI projects.</li> </ul>
Purpose	To demonstrate the tangible benefits of AI and recognize individual contributions with the goal of motivating employees to engage with and contribute to AI initiatives

Aspect	Details
Objectives	Address employee concerns regarding AI, such as fears about job security, and emphasize the positive impacts, including increased efficiency and opportunities to develop new skills
Approach	<ul style="list-style-type: none"><li>• Conduct workshops, seminars, and Q&amp;A sessions to discuss AI impacts, address concerns, and illustrate how AI will benefit the entire organization.</li><li>• Provide training and upskilling opportunities to ensure employees are equipped to work with new AI-driven processes.</li></ul>
Purpose	To shift employee perceptions of AI from a threat to an opportunity, reduce resistance, and instill a culture of innovation

# Branding

Branding an internal project or initiative plays an important role in achieving acceptance and buy-in from the departments, teams, and individual employees affected by it. The key elements of a branding strategy include identity, messaging consistency, and stakeholder alignment.

## Identity

Aspect	Details
Objectives	Establish a unique identity for the AI SteerCo that resonates with the employees, aligns with company values, culture, or focus, and clearly communicates the reason it has been created
Approach	Give the whole effort (committee and tasks) a distinctive name that is easy to remember, a clear description, and a strong narrative/backstory
Purpose	To make it easy for employees to recognize, remember, and refer to the committee and its goals, instill a sense of ownership and familiarity with the process and outcomes, and ensure everyone understands the importance and impact of its contributions

## Message Consistency

Aspect	Details
Objectives	Ensure the committee’s messaging is consistent and clear
Approach	Implement branding across all communications
Purpose	To reduce misunderstandings or confusion, and allow for more effective coordination and collaboration when employees must engage or take action

## Stakeholder Alignment

Aspect	Details
Objectives	Align all stakeholders involved or affected by presenting a coherent and unified identity and message
Approach	Use the committee’s brand identify to ensure everyone is on the same page regarding its objectives, progress, and successes
Purpose	To ensure alignment from senior leadership to frontline employees, as well as other possible stakeholders, such as investors, customers, clients, or the public

# Data Gathering and Analysis

Effective data gathering and analysis are foundational to the successful deployment and integration of AI within an organization. Tasks to be undertaken include assessing current AI usage, identifying business needs, and enabling rapid implementation aligned with governance and decision-making protocols.

It's critical for the committee to understand what AI-dependent tools are in use across the enterprise, as well as being used by a single department for a narrow or discrete purpose. This is important in part because every tool on the system presents a potential vulnerability, and because many organizations routinely deal with three types of excess tooling:

- **Technological sprawl:** Myriad tools on the system, many of which create inefficiencies based on their dependencies or redundancies with other tools present
- **Shadow AI:** Tools that have been added to the system without the permission or knowledge of the relevant IT or digital security teams and, therefore, present vulnerabilities because they likely will not be included in audits, updates, etc.
- **Zombie AI:** Approved tools no longer in use—and, therefore, no longer being patched or updated—but that remain live on the system

Knowing every component on your organization's system, where it sits, what it does, who uses it, and for what purpose, comprise the technical core of AI governance.

If you don't know a tool is on the system, you have no idea what sort of trouble it could cause.





Knowing this information and being able to map every piece of tech to a business use or need will assist in determining the value each AI tool brings to the organization, and will help identify both technological gaps and redundancies.

## Assess Current AI Tooling and Usage

Aspect	Details
Objectives	Assess why and how AI is used across various departments and projects within the organization
Approach	Inventory all existing AI applications and systems, including the technologies in use, the purposes they serve, and their impact on operational efficiency and output
Purpose	To identify successful implementations and areas needing improvement, and establish a benchmark for future AI investments and initiatives

## Identify Business Needs

Aspect	Details
Objectives	Align AI deployments with explicit business objectives by identifying and mapping existing and potential use cases
Approach	Gather data from department heads and key stakeholders to outline existing AI use cases and determine their alignment with the organization's strategic goals
Purpose	To enhance AI technologies' acceptance and success rates by ensuring implementation decisions are grounded in established protocols and best practices

## Enact Rapid Implementation

Aspect	Details
Objectives	Develop a framework that supports the swift and effective deployment of AI technologies to ensure quick adaptation and minimal disruption
Approach	Streamline governance and decision-making processes to facilitate faster implementation cycles; for example, simplify approval processes, establish clear guidelines for rapid deployment, and set up dedicated teams to manage AI implementations
Purpose	To enable the organization to stay agile and competitive, leverage AI advancements, and gain operational and strategic advantages

# Setting Guidelines and Guardrails for AI Use

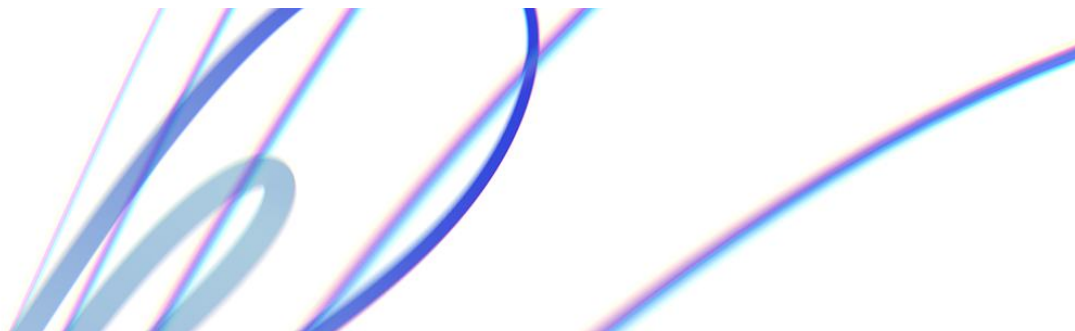
Establishing robust guidelines and guardrails is essential to ensure the responsible and effective use of AI tools. Strategies include developing new policies, leveraging ongoing research, and maintaining a commitment to ongoing education.

## Develop New Policies

Aspect	Details
Objectives	Create comprehensive, organization-specific guidelines that address the unique challenges and opportunities presented by AI technologies <sup>12</sup> within your company and its culture
Approach	Collaborate with stakeholders across the organization to understand their specific AI-related needs and risks, and develop tailored policies that provide clear directives and boundaries for AI use
Purpose	To address AI-related operational and ethical challenges, manage risk, ensure compliance, and harness AI's potential responsibly

## Leverage Research

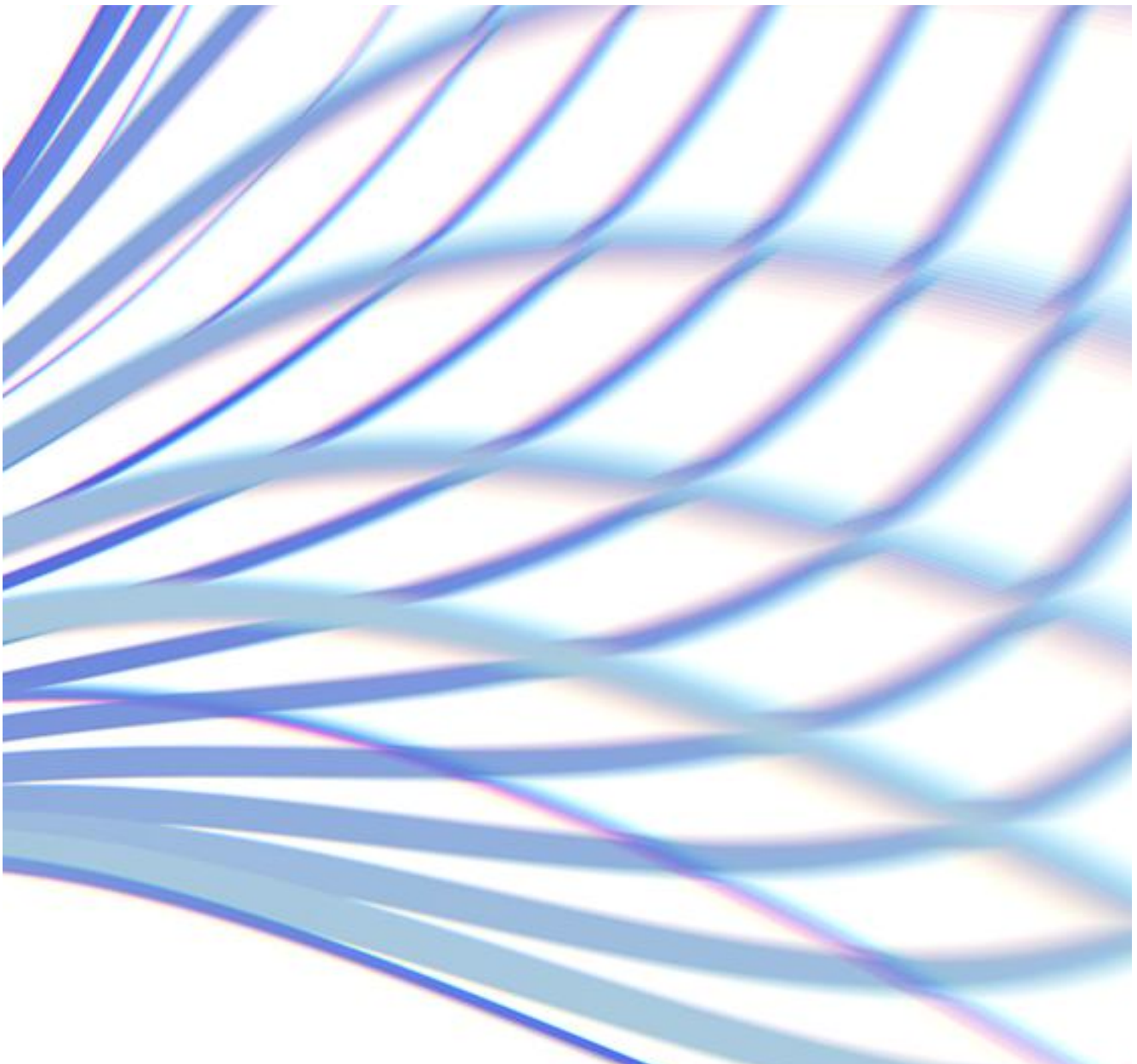
Aspect	Details
Objectives	Incorporate new and novel insights and data into AI policies to ensure relevance and effectiveness
Approach	Utilize findings from leading research firms, such as IDC, Forrester, McKinsey, Everest Group, and others, to highlight AI's efficiency and benefits, justify AI integration, and guide strategic deployment decisions
Purpose	To enhance AI technologies' acceptance and success rates by ensuring implementation decisions are grounded in established protocols and best practices



[12] CalypsoAI's The Generative AI Policy Handbook provides additional detail around establishing organization-specific AI policies. Go to <https://calypsoai.com/the-generative-ai-policy-handbook/> to download your free copy.

## Require On-Going Education

Aspect	Details
Objectives	Continuously update and refine AI policies to align with updated AI regulations and best practices.
Approach	Monitor new and evolving directives from all relevant authoritative bodies <sup>13</sup> and update organizational policies accordingly.
Purpose	To ensure the enterprise remains compliant and its use of AI technologies remains safe and ethical



[13] These can include groups promulgating required industry, trade, or professional standards; state, regional, national, or international regulations; or military or civilian agency guidelines or rules.

# Publicizing AI Guardrails and Continuous Updates

Building a responsible AI culture within an organization depends on every employee being informed about AI policies and their significance, including technological and regulatory changes that affect the policies. Requiring a continuous and iterative review process for AI policies ensures they remain aligned with those changes, allows organizations to address emerging issues promptly, and nurtures a culture of adaptability.

## Communicate Policies

Aspect	Details
Objectives	Ensure every employee at every level understands the policies, their purposes, and their impacts
Approach	Implement a comprehensive communication plan that includes training sessions, detailed documentation, and regular internal communications via emails and intranet posts; these materials should be accessible and understandable to all employees, regardless of their level of technical expertise
Purpose	To ensure employees are aware of the behavioral expectations and limitations regarding AI use to help mitigate risks and promote ethical practices across the organization

## Iterate Updates

Aspect	Details
Objectives	Ensure AI policies are current and reflect the latest technological advancements and regulatory requirements
Approach	Establish a review committee to conduct regular, ongoing evaluations of AI policies and revise as necessary; to gain additional perspective, consider including users who are not part of the AI SteerCo.
Purpose	To keep AI policies current and ensure the organization remains compliant and competitive

# Executing Pilot/Proof of Concept Projects

Pilot or proof of concept (PoC) projects are important channels for demonstrating the practical benefits of AI within the organization and setting a precedent for future initiatives. Select such projects carefully, focusing on those that will showcase value clearly, measure success effectively, and promote AI initiatives internally.

## Identify and Implement Pilot Projects

Aspect	Details
Objectives	Select up to three pilot projects that will demonstrate measurable benefits of AI applications
Approach	Choose projects that focus on key business areas, are relatively low risk, and have the potential for quick wins, such as automating repetitive tasks, enhancing data analytics capabilities, or improving customer engagement through personalized experiences
Purpose	To demonstrate the immediate benefits of AI and build momentum and support for broader AI adoption across the organization

## Measure Success

Aspect	Details
Objectives	Establish clear, quantifiable metrics to assess the pilot projects' effectiveness
Approach	<ul style="list-style-type: none"> <li>Define success criteria prior to launch, ensuring they align with project objectives.</li> <li>Use these metrics to evaluate project performance and identify areas for improvement.</li> </ul>
Purpose	To determine the value of AI projects according to established metrics and guide decisions to expand, modify, or terminate initiatives





## Promote Internally

Aspect	Details
Objectives	Leverage pilot projects' success to instill wider acceptance and enthusiasm for AI initiatives
Approach	Use internal newsletters, presentations, workshops, or other channels to share results of successful projects, highlighting project impact, problems solved, and organizational benefits
Purpose	To educate employees about AI's potential and encourage their involvement in future AI endeavors

# Education and Learning Integration

Maximize the benefits of AI technologies and ensure their effective adoption throughout the organization by establishing comprehensive education and learning programs that focus on training and upskilling, creating AI champions, and providing a safe environment for experimentation.

## Training Programs

Aspect	Details
Objectives	Develop and implement comprehensive training programs to educate employees on AI tools and their applications within work processes.
Approach	Create modular training sessions tailored to different roles and departments, ensuring relevance and practicality. Include both foundational courses on AI basics and advanced workshops on specific AI applications pertinent to identified job functions.
Purpose	To ensure all employees have the necessary knowledge, skills, and familiarity to use AI tools effectively and productively

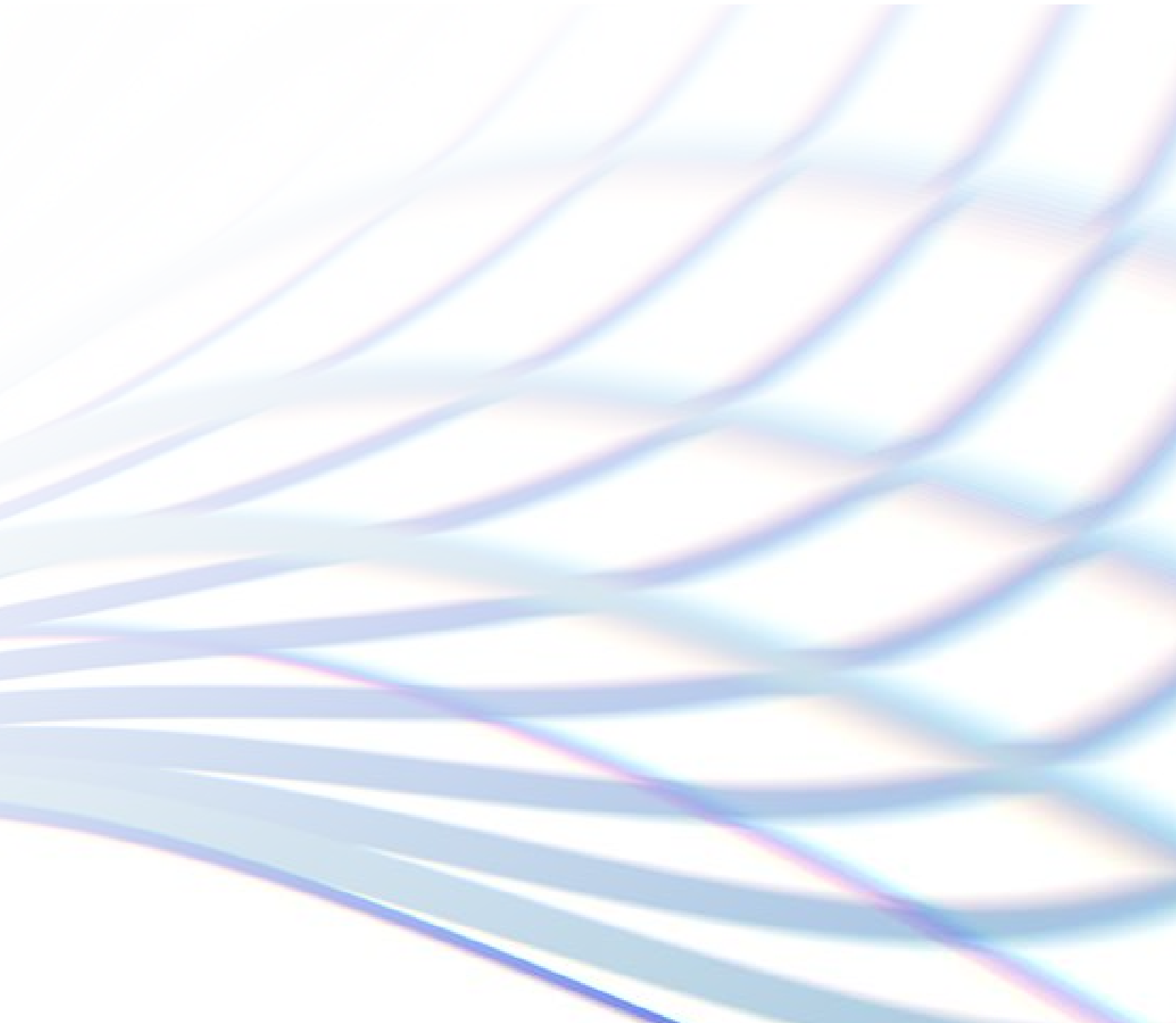
## AI Champions

Aspect	Details
Objectives	Establish a group of AI super-users or champions within the organization who can lead, inspire, and support their colleagues in AI adoption.
Approach	Identify enthusiastic and technologically adept employees across different departments and train them extensively. These champions will act as peer contacts for AI-related queries and troubleshooting, which will facilitate smoother integration of AI technologies.
Purpose	To support AI initiatives by promoting best practices, sharing knowledge, and providing peer motivation to embrace AI-driven changes



## AI Playground

Aspect	Details
Objectives	Establish a safe and controlled environment where employees can experiment with AI technologies without the risk of impacting business operations
Approach	Create a digital sandbox environment that mimics real-world business scenarios with similar AI tools and datasets, but enables risk-free experimentation, exploration, and innovation
Purpose	To demystify AI and nurture a culture of confident innovation and hands-on experimentation



# Building an AI-First Ecosystem

AI initiatives will thrive and deliver substantial value in an ecosystem that supports and promotes AI-first activities, has the necessary infrastructure, and encourages innovation of AI-based solutions aligned with organizational goals.

## Establish Infrastructure

Aspect	Details
Objectives	Develop a robust infrastructure containing the tools and processes that will support AI-first activities
Approach	<ul style="list-style-type: none"> <li>Invest in state-of-the-art AI technologies and integrate them with existing systems.</li> <li>Optimize all technical resources, such as data storage, compute power, and network capabilities, for AI operations.</li> <li>Establish and implement a strong data governance and cybersecurity framework.</li> </ul>
Purpose	To ensure AI technologies can be seamlessly integrated, scaled, and deployed efficiently and securely, with minimal disruption to existing operations

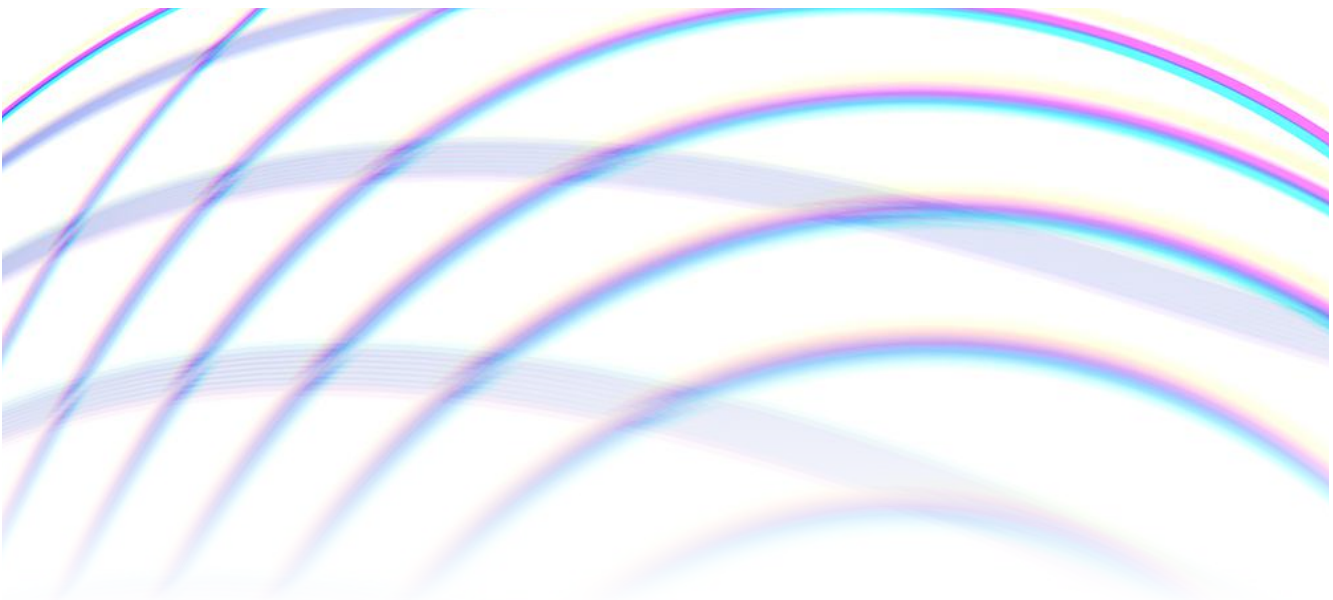
## Promote Innovation

Aspect	Details
Objectives	Create an environment that encourages employees to ideate and develop AI-based solutions that contribute to the organization's objectives
Approach	<ul style="list-style-type: none"> <li>Implement innovation programs, such as hackathons, workshops, and internal competitions, to challenge employees to create AI solutions for existing problems.</li> <li>Provide resources, mentoring, and incentives to support these programs.</li> </ul>
Purpose	To ensure the organization benefits from a continuous stream of fresh ideas and engages employees in a meaningful way to cultivate a sense of ownership and alignment with organizational goals

# AI SteerCo Training and Development

Continuous training and development are essential for the AI SteerCo to remain effective and informed in guiding AI initiatives and leveraging new and emerging technologies to meet organizational goals.

Aspect	Details
Objectives	Ensure all AI SteerCo members understand AI technologies and contemporary management practices relevant to AI implementation
Approach	<ul style="list-style-type: none"><li>• <b>Regular Training Sessions:</b> Conduct training sessions that cover the latest developments in AI and data science, focusing on AI ethics, emerging AI technologies, data privacy laws, and effective AI project management.</li><li>• <b>External Workshops and Seminars:</b> Encourage attendance at external events focused on AI advancements and best practices to aid learning and networking.</li><li>• <b>Collaboration with Experts:</b> Facilitate partnerships with AI experts for deeper insights.</li><li>• <b>Resource Access:</b> Provide a curated library of resources for self-paced learning.</li></ul>
Purpose	<ul style="list-style-type: none"><li>• <b>Enhanced Decision-Making:</b> Well-informed committee members make better strategic decisions regarding AI adoption and integration.</li><li>• <b>Up-to-Date Knowledge:</b> Ongoing training ensures the committee stays current with fast-paced developments in AI technologies and management strategies.</li><li>• <b>Effective Leadership:</b> Knowledgeable leaders can more effectively champion AI initiatives, leading by example and inspiring confidence among other employees.</li></ul>





## Conclusion

The integration of AI into enterprise operations is a necessity for organizations that want to remain competitive. This document has outlined foundational guidelines for establishing a committee dedicated to ensuring effective deployment of AI technologies by highlighting strategic planning, comprehensive communication, and a sustained focus on innovation and education. Implementing this plan will allow enterprises to unlock the full potential of AI by creating a thriving, robust, future-proofed business environment.

The AI SteerCo is pivotal in overseeing the deployment of AI technologies and ensuring these technologies align seamlessly with broader business objectives and ethical standards. Its role in guiding strategic direction, governance, and implementation of AI is critical for harnessing AI's capabilities to enhance operational efficiencies, drive innovation, and tackle global business challenges effectively.

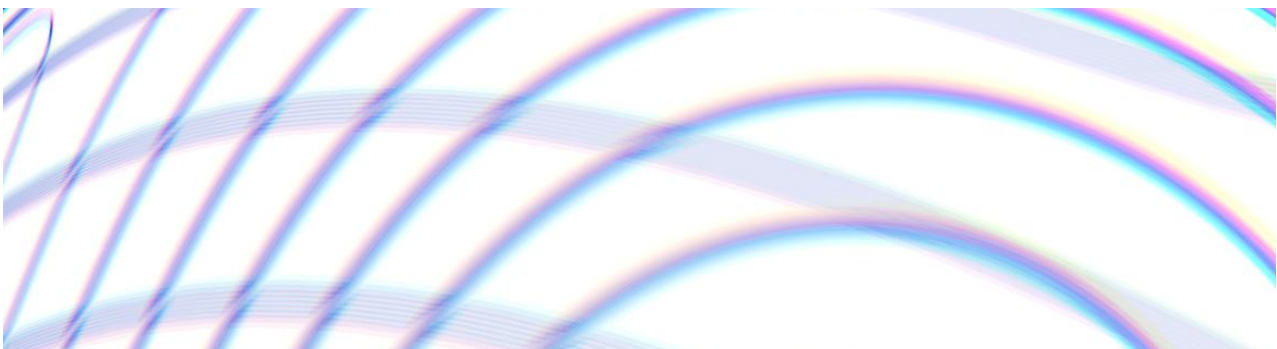
The committee's approach to AI deployment should be strategic, efficiency-driven, and situationally aware, which requires a concerted effort from every level of the organization. Executive leadership must support and empower the committee to fulfill its mission by providing it with the resources, authority, and visibility needed to succeed. This will ensure that AI initiatives are strategically aligned and effectively integrated, and pave the way for a future in which AI is a cornerstone of business resilience and innovation.



## Key Action Item Checklists

### Committee Development

Action Item	SubTasks
Define Strategic Objectives	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop a clear set of strategic objectives to guide committee functions and goals.</li> <li><input type="checkbox"/> Formalize these objectives in the committee's foundational documents and communication materials.</li> </ul>
Define the Scope of Influence and Initial Tasks	<ul style="list-style-type: none"> <li><input type="checkbox"/> Determine the broad areas of responsibility and specific initial tasks and document for reference and operational guidance.</li> </ul>
Outline Expected Outcomes and Benefits	<ul style="list-style-type: none"> <li><input type="checkbox"/> Specify the expected outcomes from effective governance.</li> <li><input type="checkbox"/> Develop materials to communicate these benefits to stakeholders to gain support and buy-in.</li> </ul>
Identify Key Stakeholders and Prepare Preliminary Meeting Agendas	<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify all internal and external stakeholders relevant to the committee's activities.</li> <li><input type="checkbox"/> Organize an initial series of meetings with these stakeholders, developing agendas that address key discussion points and strategic objectives.</li> </ul>
Identify Key Roles for Committee Composition	<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify key roles and departments to include on the committee to ensure cross-functional representation.</li> <li><input type="checkbox"/> Approve the final list of roles and departments for inclusion to ensure strategic alignment.</li> </ul>
Establish Performance Metrics	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop both quantitative and qualitative metrics to measure the effectiveness of the committee's governance and impact on AI initiatives.</li> <li><input type="checkbox"/> Identify early indicators of success or needs for adjustment, setting up regular review and reporting mechanisms.</li> </ul>
Develop Member Selection Criteria	<ul style="list-style-type: none"> <li><input type="checkbox"/> Define specific criteria for member selection, focusing on leadership qualities, AI knowledge, and influence within the organization.</li> <li><input type="checkbox"/> Create a scoring system to objectively assess potential candidates against the selection criteria.</li> </ul>



Action Item	SubTasks
Define Operational Structure	<ul style="list-style-type: none"> <li><input type="checkbox"/> Design the committee hierarchy and establish clear reporting lines to ensure effective governance.</li> <li><input type="checkbox"/> Set the frequency and format of committee meetings to foster regular and productive discussions, including virtual and in-person options to maximize participation.</li> <li><input type="checkbox"/> Develop initial meeting agendas that address the committee's strategic direction, immediate tasks, and long-term goals.</li> <li><input type="checkbox"/> Determine key topics for the initial meetings to immediately address critical AI integration issues.</li> <li><input type="checkbox"/> Create a framework for assessing current AI capabilities and setting strategic priorities for the committee to focus on.</li> <li><input type="checkbox"/> Outline decision-making frameworks that comply with organizational policies and ensure transparent, ethical decisions.</li> <li><input type="checkbox"/> Integrate strategic business objectives into the decision-making processes to ensure alignment with the organization's goals.</li> </ul>
Establish AI Steering Committee Identity	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop a unique identity for the AI Steering Committee, including naming and logo design.</li> <li><input type="checkbox"/> Integrate this identity across all communications to ensure consistency and recognition.</li> </ul>

## Implementation

Action Item	SubTasks
Analyze Past Integrations	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review previous technology integrations to extract lessons for AI adoption.</li> <li><input type="checkbox"/> Analyze outcomes and challenges of past integrations for a historical perspective.</li> </ul>
Evaluate Current AI Projects	<ul style="list-style-type: none"> <li><input type="checkbox"/> Conduct assessments of ongoing AI pilot projects to determine their success and limitations, and identify implementation gaps.</li> <li><input type="checkbox"/> Audit technological infrastructure supporting AI projects for potential upgrades or optimizations.</li> <li><input type="checkbox"/> Conduct a comprehensive review of all AI tools in use to assess their effectiveness and alignment with business goals.</li> <li><input type="checkbox"/> Document challenges and inefficiencies observed in ongoing AI projects and usage.</li> <li><input type="checkbox"/> Identify how each tool or project supports specific business processes and objectives.</li> </ul>
Develop Reporting and Oversight Framework	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establish a system for regular reporting on the performance and utilization of AI tools.</li> <li><input type="checkbox"/> Craft comprehensive strategies for overseeing AI projects across the organization.</li> <li><input type="checkbox"/> Establish clear guidelines and benchmarks for AI project oversight and success evaluation.</li> </ul>
Identify and Scope Pilot Projects	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establish pilot projects that clearly demonstrate AI benefits and align with business objectives.</li> <li><input type="checkbox"/> Establish measurable criteria to evaluate the success of pilot projects.</li> </ul>


Action Item	SubTasks
Monitor Pilot Projects	<input type="checkbox"/> Oversee the execution of pilot projects, ensuring adherence to timelines and budgets. <input type="checkbox"/> Assess pilot projects against success metrics and decide on potential scaling or adjustments.
Establish AI Champions	<input type="checkbox"/> Identify and train key personnel to act as AI advocates and resources within the organization.
Create AI Sandbox Environments	<input type="checkbox"/> Set up controlled environments for safe experimentation with AI technologies.
Establish AI Training	<input type="checkbox"/> Provide opportunities for employees to upskill or expand their AI competency.

## Policy Development and Governance

Action Item	SubTasks
Develop AI Policies	<input type="checkbox"/> Draft comprehensive AI usage policies that align with organizational and ethical standards.
Develop Policy Communication Strategy	<input type="checkbox"/> Outline strategies for educating employees about AI policies and their importance.
Develop a Policy Training and Education Program	<input type="checkbox"/> Create comprehensive training modules tailored to different roles and departments to keep staff updated on AI policies and best practices. <input type="checkbox"/> Hold regular sessions to train employees on new and updated AI policies. <input type="checkbox"/> Develop onboarding content about AI policies for new hires
Establish a Policy Review Board	<input type="checkbox"/> Form a board to oversee the ongoing evaluation and revision of AI policies. <input type="checkbox"/> Schedule and conduct regular policy reviews to ensure continued relevance and compliance.

## Communications

Action Item	SubTasks
Develop a Communications Plan with Feedback Mechanisms	<input type="checkbox"/> Create a detailed plan outlining the frequency, channels, and content for committee communications. Use workshops and meetings to align stakeholder expectations and contributions. <input type="checkbox"/> Develop branding and visual elements for communications to enhance recognition and impact. Regularly engage with stakeholders to reinforce the committee's objectives and achievements. <input type="checkbox"/> Set up feedback channels to gauge employee engagement and gather suggestions for improvement.



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