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AI Policy vs Operational Reality - One-page Board Briefing

WHY IT MATTERS

Policies describe intent. Risk lives in workflows - especially during exceptions and time pressure.

PRIMARY RISKS

- Policy divorced from daily work
- Unmanaged exceptions that become normal
- Overreliance on training vs system design
- Symbolic ownership without authority

BOARD QUESTIONS TO ASK

- Do workflows reinforce policy, or rely on memory?
- Where do exceptions occur most and why?
- What metrics reveal real behavior and near-misses?
- Who owns AI risk operationally and can stop use?

BOARD TAKEAWAY

Governance works when controls exist where work happens, not just in policy documents. Boards should focus oversight on operational reality.