

GenAI Oversight for Boards: One-Page Takeaway | Holly Baumgart

Core Highlights: Generative AI isn't just a tool—it's scalable labor: fast and powerful, but inconsistent and requiring supervision. Boards should govern it as both a **workforce transformation** and a **risk/governance transformation**.

Why this matters now

- **GenAI is influencing decisions** across marketing, finance, HR, operations, and product—often ahead of governance.
- **Risk scales with deployment:** key areas include: data leakage, errors, bias, regulatory exposure (especially employment), and vendor/model risk.
- **Adoption becomes a people issue:** productivity opportunities and gaps, hiring & retention impacts, and job role shifts.
- **AI has moved into a scalable, deployable phase:** how do companies take advantage of the best opportunities and not be left behind competition.

What “AI-ready” actually means (beyond pilots)

AI readiness has three layers:

1. **Work:** decide what to augment vs. automate; redesign workflows/controls.
2. **Risk:** guardrails for data, security, vendors/models, monitoring.
3. **People:** AI literacy, responsible-use norms, adoption.

Positive Signals from management: baseline literacy for key roles; clear “allowed vs. restricted” policy; evidence of data quality/security support trusting outputs.

Five questions that create real board oversight:

- **Where is GenAI in production**, and what decisions/actions does it influence?
- **What is the human-in-the-loop design** for high-stakes uses (and who owns the output)?
- **What data does it touch** (inputs/training/retrieval), and what privacy/security controls apply?
- **How is it tested and monitored** for accuracy, bias, drift, and failures over time?
- **What is the incident response path** for AI failures (like Cyber), including escalation and reporting?

Workforce implications boards should anticipate and ask about:

- **Work shifts toward higher judgment:** more review/synthesis/coaching; less drafting/routine analysis.
- **New control roles will emerge:** AI product owners, model risk/controls, data stewards.
- **Managers must become capability builders:** set norms, train teams, enforce safe use.

Governance: build an operating model (as with cyber):

Boards don't need to be AI engineers; they need clarity on accountability, controls, and reporting: who owns outcomes, where AI is permitted, how risk is measured, and how incidents are handled.

Reference frameworks: NACD AI governance resources; NIST AI RMF (govern/map/measure/manage); ISO/IEC 42001 as an assurance reference.

What directors can do Monday morning

1. **Understand inventory and classify use cases** (low/medium/high risk), including shadow use of public tools.
2. **Assign ownership and reporting:** exec owner, committee oversight, KPIs/KRIs, escalation path.
3. **Measure readiness:** literacy, adoption, productivity impact, control compliance, incidents/near misses.

Closing takeaway: Winners will treat GenAI as **workforce** and **governance** transformation—together.

Generations: Key Takeaways | Tom Carroll

Core Highlights

Tom's central point: **each generation's workplace expectations were shaped by the social events they lived through.** COVID, school shootings, recessions, technology, layoffs, dual-income households, and changing family structures all shaped how people now think about work, loyalty, leadership, flexibility, and purpose.

Provocative Points

- **Boomers created “face time” culture.**
The idea that value equals visible effort — long hours, loyalty, staying until the boss leaves, and “work before fun” — came largely from the Boomer experience.
- **Gen X changed work more than any other generation.**
Tom argued Gen X introduced the modern expectation of independence, skill-building, cross-functional career moves, job sharing, sabbaticals, sign-on bonuses, and the idea that changing jobs can make someone “well-rounded,” not disloyal.
- **Security moved from the employer to the employee.**
For Boomers, security came from loyalty to the company. For Gen X and younger generations, security comes from portable skills.
- **Millennials transformed leadership expectations.**
Because many were raised with highly involved “helicopter” parenting, many entered the workforce expecting managers to act as mentor, coach, confidant, career protector, and constant feedback provider.
- **Gen Z is not rejecting work; they are rejecting meaningless sacrifice.**
They will work hard, but they want purpose, mental health support, flexibility, and a life outside work. Tom's sharpest contrast: Boomers say, “When I retire, I'll do something I enjoy.” Gen Z asks, “Why would you spend 50 years doing something you don't enjoy?”

Challenges Management Faces

Managers must lead across radically different expectations at once:

- **Boomers may expect loyalty, visibility, and endurance.**
Gen X wants autonomy, competence, and no wasted meetings.
Millennials want coaching, feedback, and developmental attention.
Gen Z wants purpose, mental health support, flexibility, and clear career pathing.
- The practical management challenge is that **“flexibility” does not mean the same thing to everyone.** One generation may define it as remote work. Another may define it as mental health days. Another may define it as schedule control or autonomy.
- Management also has to move beyond decorative mission statements. Younger workers are not inspired by words on a wall; they want to see mission and purpose operating in reality.

Challenges Boards Face

Boards need to understand workforce culture as a strategic risk and opportunity, not simply an HR issue.

Key board-level questions:

- **Is management adapting leadership models to the actual workforce, or still managing from a Boomer-era playbook?**
- **Does the company have credible career pathing, especially for younger workers who want to “climb across,” not just climb up?**
- **Are flexibility, mental health, and purpose being treated as retention levers rather than soft perks?**
- **Is the organization's mission authentic enough to attract and retain Millennials and Gen Z?**
- **Are managers equipped to lead multi-generational teams without stereotyping or alienating them?**

Best Boardroom Framing

THE WORKFORCE HAS CHANGED — BUT MANY MANAGEMENT SYSTEMS HAVE NOT.

Tom's remarks challenge boards to ask whether their organizations are still built around old assumptions: loyalty, hierarchy, face time, annual reviews, and one-size-fits-all flexibility — while the workforce is increasingly shaped by autonomy, skills, feedback, purpose, and psychological safety.