



AndersonRisk Risk Maturity for AI

An executive brief for boards and executive teams

Richard Anderson · October 2026

To manage AI risk well, you first have to manage risk well

Most boards are now asking how to govern AI. The usual answer is specific to AI: a policy, an inventory of tools, perhaps a committee. Those matter. But AI risk is managed by the same people, through the same culture and the same disciplines, as every other risk. If those are weak, an AI policy rests on sand.

In the risk management maturity reviews I have carried out over many years, the same areas tend to hold organisations back: risk culture, risk appetite, whether risk shapes real decisions, and risk shared with suppliers and partners. These are exactly the areas AI tests hardest. It arrives faster than most policies, crosses every department, depends on a few outside providers, and needs people willing to say when something looks wrong.

Risk Maturity for AI is a quick, free way to see where you stand. It takes about five minutes, and it is a prompt for discussion, not an audit. **Try it now at**

andersonrisk.com/risk-maturity-for-ai.

The ten questions

Each takes one part of my risk management maturity model and asks it about AI.

1. **AI and strategy.** How is AI tied to what the organisation is trying to achieve?
2. **Leadership.** Who leads on AI risk?
3. **Threat and opportunity.** Does your risk management treat AI as a threat, an opportunity, or both?
4. **How AI comes in.** How does AI enter the organisation?
5. **Risk dialogue.** Do people talk about AI risk?
6. **Board and executive reporting.** How does AI risk reach the board and executive team?
7. **AI in strategy.** What part did risk play in setting your approach to AI?
8. **Board attention.** How much attention does the board give to AI risk?
9. **Risk appetite.** Has the organisation defined its appetite for AI risk?
10. **Dependence on providers.** Who holds power in your AI supply chain?

Four levels, and “don’t know”

For each question you choose the statement closest to your organisation today, not where you plan to be. Each matches one of four levels:

1. **Rudimentary.** More of a problem than a help: bureaucratic, adding little, largely ignored.
2. **Engaged.** The basic routines are in place, but they can quickly become a ritual.
3. **Developed.** People take part willingly, and management relies on the results.
4. **Sophisticated.** Woven into how the organisation works, every day.

“Don’t know” is always an option. It is not scored, but it is reported, because not knowing is often the most useful finding.

How it works

On your own. Any director or executive can answer the questions online. The result appears on screen straight away, with the two areas to start with, and nothing is stored. Free.

Your board and executive team. Every director and executive answers the same questions, and the report shows where your views differ. Fee on request.

With interviews. The same, with my conversations with directors and executives to test the answers against what happens in practice.

A full maturity review. The whole model, not only the parts AI tests hardest, with a survey and interviews across the organisation.

What the results tell you

The value lies less in any single answer than in the pattern.

Low scores show where AI is being added to foundations that cannot yet carry it.

Many “don’t knows” show where the board is relying on assurance it has not tested.

Different answers from directors and executives show where the people setting the direction and the people running the business see the same organisation differently. That is usually where the real work is.

It is not a technical review of AI systems, and it is not advice: it shows how things look to the people who answer.

Why me

I was principal author of the Institute of Risk Management’s guidance on risk appetite and tolerance, and chaired the Institute from 2011 to 2014. I spent over twenty years, including eight as a partner, at PwC. I have carried out risk management maturity reviews for organisations in energy, major infrastructure and international development, chaired board risk committees in UK payments and banking, and founded AndersonRisk, which works with boards on AI risk.

Getting started

Answer the questions at andersonrisk.com/risk-maturity-for-ai, or get in touch to talk about taking them to your board or executive team:

Email rca@andersonrisk.com · Phone 07807 780284

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