



AndersonRisk

Seven Questions on AI risk

An executive brief for boards and executive teams

Richard Anderson · October 2026

Does your board see its AI risk the same way?

Most boards have now approved something about AI: a strategy, a policy, perhaps a risk appetite. Far fewer have checked whether every director understood the same thing when they approved it.

That matters more for AI than for most risks. Much of what a board needs to know is genuinely uncertain, the business often depends on a handful of outside suppliers, and some decisions are hard to reverse. A board can agree a risk appetite of “medium” in a few minutes, with each director picturing something different. The difference only shows when something goes wrong.

Seven Questions is a quick, free way to find out. It takes about two minutes, and it is a prompt for discussion, not an assessment. **Try it now at andersonrisk.com/seven-questions.**

The seven questions

They cover three themes, with two statements each, and a seventh on risk appetite. The first six are answered yes, no or don't know.

What do we actually know?

1. We know which of our plans depend on today's AI suppliers, prices and technology lasting.
2. For our most important uses of AI, we can separate what we know from what is genuinely uncertain.

Do the right conversations happen?

3. When our board states its AI risk appetite, every director means the same thing by it.
4. A doubt about an AI supplier or model would quickly reach someone who can act on it.

What could we not undo?

5. We could change AI provider at a cost and disruption we could bear, keeping the capability we depend on.
6. We have discussed what we would do if a key AI supplier changed its terms tomorrow.

And one more

7. Our board's overall AI risk appetite is: low, medium, high, differs by topic, or not stated.

“Differs by topic” is a legitimate answer. A single appetite for AI rarely means much: a board may be bold about AI in marketing and cautious about AI in credit decisions. Directors who give different answers here have usually found something worth discussing.

How it works

On your own. Any director or executive can answer the questions online. The results appear on screen straight away, and nothing is stored. Free.

Your board. Every director answers, up to 10 to 15 people, and I return a report showing where the board agrees and where it differs. Free.

Your executive team. The same, framed as "How your senior management team sees its AI risk". A chief executive may prefer to start here, before taking the questions to the board. Free.

Board and executive team together. One combined report comparing the two groups' answers. £2,500, credited against any further work.

Individual answers are not reported back. I ask for contact details only from the person requesting the report, and never sell them. As more firms take part, participating boards will be offered an anonymised benchmark.

What the results tell you

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

Many "don't knows" show where the board is relying on assurance it has not tested.

Different answers to the same question show where directors have approved the same words with different meanings.

A gap between board and executive team shows where the people setting the appetite and the people running the business see AI risk differently.

Any of these is worth a conversation. Where a board wants to go further, I facilitate a single board session, The AI Risk Dialogue, which works through the differences and agrees what the board needs to learn next.

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 chaired board risk committees in UK payments and banking, and founded AndersonRisk, which works with boards on AI risk.

Getting started

Complete the questions at andersonrisk.com/seven-questions, 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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