

Case Embryo

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From Oversight to Insight: Boards, Ethics, and the changing Artificial Intelligence Governance

Abstract

“Is your firm’s board creating value -or destroying it?” (Charan, Carey & Useem, 2025). Leadership at the top has changed given board members are now expected to take a more active role along with a greater responsibility for their firm’s change management process. Directors have required a new roadmap for change management, and a revised decision-making process for the best outcomes related to AI implementation. Effective governance also demands recruiting directors with modern strategic acumen, as well as specific AI knowledge, skills and experiences. What might be a rubric or training program for Directors in this new changing workplace? What AI issues require the board to take an active role, and partner with the CEO or simply step back? Are there specific ethical models that would help the board members make these types of decisions and gain a better understanding of their changing leadership role?

Learning Outcomes

1. Analyze appropriate personal and organization AI skills for advisory board members
2. Evaluate the importance of board accountability and ethical considerations of AI within an industry.
3. Synthesis the company communication and social media to determine the position on AI implementation.
4. Learn several ethical models that boards consider for their usage.
5. Apply the ethical theories to the firm’s decision-making process used in the social media data and board communications.
6. Analyze the role of partnership implication of the use of AI at the workplace
7. Determine board leadership style change with the introduction and implementation of AI

Application

This decision-based case would be suitable for graduates in leadership, management, ethics and change management with AI implementation.

Key Words

advisory boards, ethics, AI governance

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