AI Governance: Who Leads and What to Prioritise?

Sample slides for briefing management and board members

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"Effective AI governance is not another bottleneck. It is an agile, outcome-oriented and strategically aligned discipline that drives AI adoption, customer trust and ROI as much as it ensures compliance with regulations and contracts."

Robert Kretzschmar

Aginom, Founding Partner

"AI Governance is a team sport and requires joint leadership and alignment between various teams: IT, Legal, Product, to set the tone of what types of AI usage is acceptable for businesses, balancing the need to facilitate innovation and AI use which is both ethical and legally compliant at the same time.
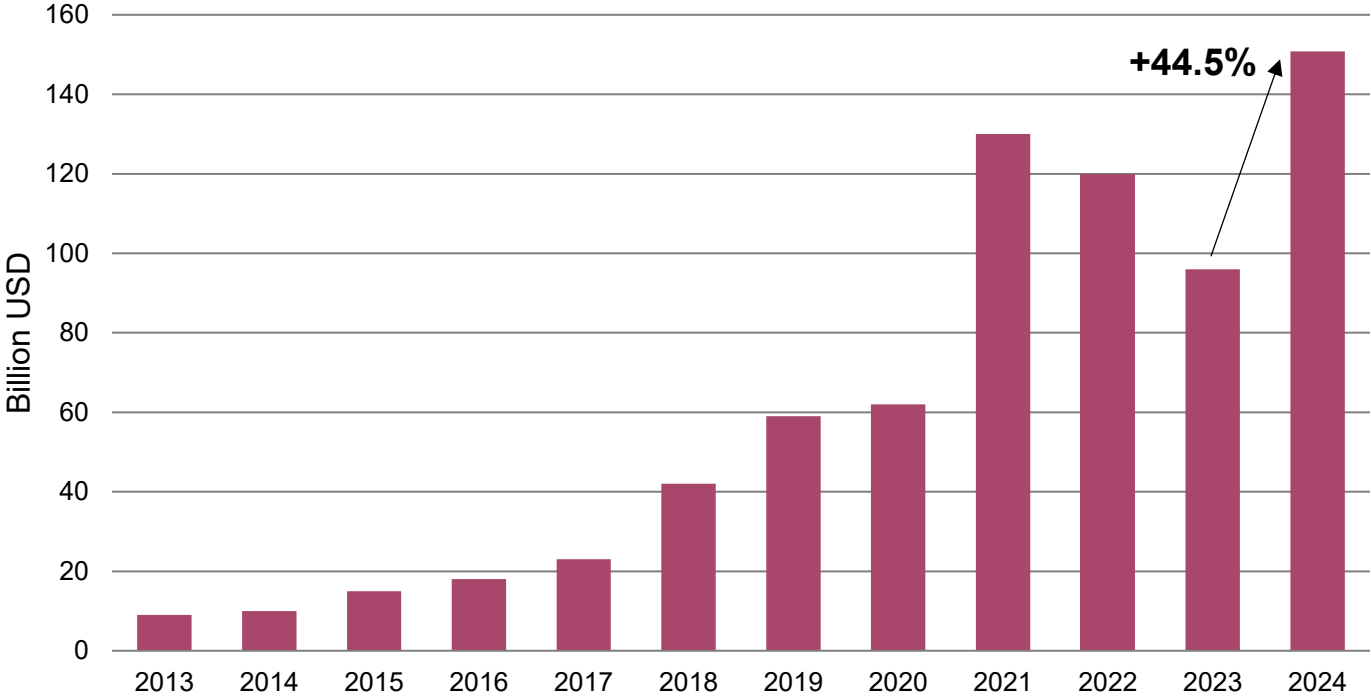
Hui Min Langridge

Head of Legal and Privacy, Aptos

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"Create a policy that empowers people to use AI safely. Then provide guardrails. If employees stay within those guardrails, they feel safe, the main risks are covered, and they are able to use AI for the benefit of the company."

Anselm Rodenhausen

VP Legal & Policy, Video Games Europe

AI's continuing momentum, but flattening adoption rate

Private investment in AI has surged over the past decade, with 2024 seeing renewed momentum of growth.

Private investment in AI (2013-24)

+44.5%

Billion USD

160
140
120
100
80
60
40
20
0

2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024

2024/25 Highlights

- **Renewed momentum:** Global private AI investment rose by 44.5 percent between 2023 and 2024, representing the first year-over-year increase since 2021.

- In 2025, Anthropic (U.S.) completed a US$13 billion Series F funding round at a post-money valuation of US$183 billion.

- Mistral AI (France) in September 2025 secured €1.7 billion in a Series C round, valuing the company at roughly €11.7 billion.

Nov 2025 - Flattening adoption rate: Recent US Census Bureau data shows that AI adoption rates are flattening out across all company sizes (Apollo Academy, 2025).

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AI governance within wider corporate governance

AI governance lies at the intersection of product / services, IT, and data related requirements.

Relationship of different governance levels
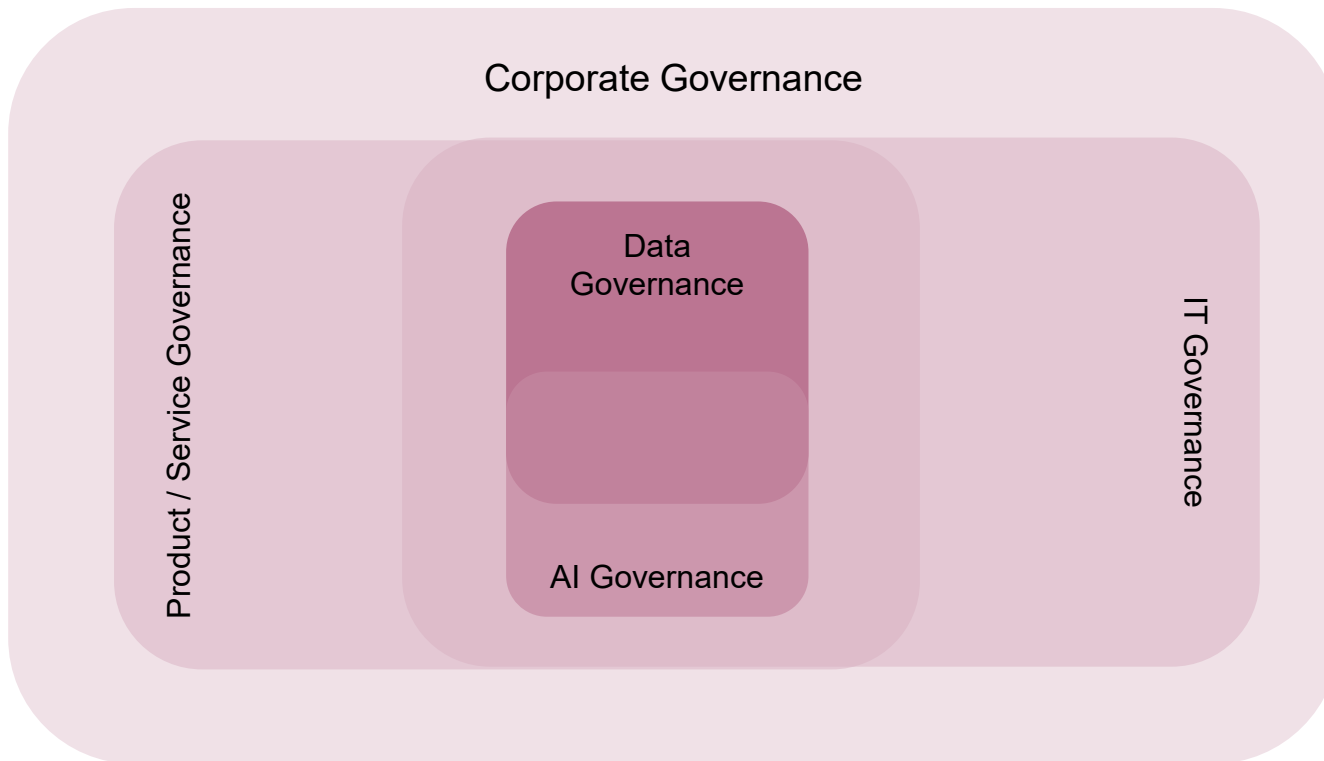
Key take-aways

- **Corporate governance** is the overarching framework for directing and controlling the organization.

- **IT governance** is the system that directs and controls how an organisation's technology supports objectives and manages risks.

- **Product and services governance** is the system that directs and controls how products and services are designed, approved and monitored.

- **Data governance** is the system that directs and controls how data is created, maintained and used, ensuring data quality and integrity.

- **AI governance** is the system that manages, oversees and regulates the development, deployment and use of AI technology.

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AI governance system: what to get right

A governance system must deliver business value in an efficient manner and remain fit-for-purpose as technology evolves.

	Focus on business value	Focus on efficiency
PRIORITY		
RATIONALE	Governance must demonstrate a **Return-On-Investment (ROI)**, beyond regulatory compliance **Design the governance system to ensure that the following is met:** • Output is **correct** and **free of bias** • System is **reliable** (consistency of results) and **robust** (including resilient to adversarial attacks) • **Confidentiality** and **integrity** of company and 3rd party data are preserved • **Customer trust** (meeting expectations and supporting growth through competitive advantage) is preserved • Adoption rates are high • Internal operations are efficient • Investments into AI produce **economies of scale** • Developers have **confidence to** innovate and experiment	Design the systems so that decisions… ➢ are made fast. ➢ are consistent. **Integrate AI governance** with existing data protection / privacy, information security and data governance processes. Add AI literacy to an existing employee education curriculum. That allows you to… ➢ reuse checks, processes and personnel ➢ avoid duplicate workflows and creating "yet another layer of approvals."

Source: Robert Kretzschmar (2025).

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AI governance system: what to get right

A governance system must deliver business value in an efficient manner and remain fit-for-purpose as technology evolves.

PRIORITY	Automate governance tasks	Make rules future-proof
RATIONALE	Use a proper governance **tool** (whether self-built or off-the-shelve) Tools are needed to track: ➤ AI systems and/or AI models ➤ AI use cases and/or AI offerings ➤ risk-relevant changes, ➤ follow-up actions. Without a tool, post-market / post-deployment monitoring will be almost impossible.	Apply a pro-innovation mindset and acknowledge that **the technology is still moving fast** (past three years has seen LLMs, foundation models, RAG, reasoning models, agentic AI, etc.). Embrace new ideas, experimenting in safe environments without bureaucratic burdens and fast testing/adoption of new technologies. Assess new risks in light of companies' specific risk tolerance level. Ensure decisions still make sense after the next wave. Consider technology-agnostic, outcome-oriented policies and principle-based guidance.

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Thank you

For questions or comments, please reach out via email to editors@twentyminds.com.

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