

AI Strategic Radar

IMPLEMENTATION GUIDE

AI moves faster than any board cycle — in regulation, technology, competitors and the workforce. The Strategic Radar is the quarterly habit that keeps your board reasonably informed, and able to show it.

90min Once a quarter — the whole commitment	2 Plain-English questions score any signal	1 Page into the board pack — your governance record
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IOD AI GOVERNANCE TOOLKIT · TOOL 5.1 OF 15 · VERSION 1.0

Use this guide alongside the **AI Strategic Radar Tracker** (Excel), downloadable from the toolkit page. The Tracker does the arithmetic; this guide explains the judgement around it.

The AI Governance Toolkit is provided by the Institute of Directors (IoD) Ireland for general informational purposes only. It does not constitute legal, regulatory or professional advice.

ORIENTATION

What the radar is, and what it asks of you

The AI Strategic Radar is a quarterly external-scanning discipline. It surfaces the AI developments most likely to shape your strategic decisions in the next 6 to 24 months, and turns them into a Watch, Discuss or Act recommendation for the leadership team and the board.

It answers one board question: *what AI signals — in regulation, technology, competitors and the workforce — should shape our next strategic decisions, and which of them require action this cycle rather than next?*

THE SIMPLE RULE

If a signal cannot change a decision you would make in the next 24 months, **it is noise, not a signal**. Leave it off the radar and keep the discipline sharp.

THE TWO PIECES

THIS GUIDE

The method

The cycle, the two scoring questions, the score bands, the scan prompt, and the judgement calls that the spreadsheet cannot make for you. Read it once; refer back to sections 4 to 7 each quarter.

THE TRACKER · EXCEL

The working asset

Six sheets: Cover & Instructions, From Prior Tools, Signals, Dashboard, Quarterly Synthesis, Director Duty Framing. Scoring is automatic. An eleven-signal starter pack is already loaded.

WHO DOES WHAT

ROLE	THE COMMITMENT
The leadership team Runs it	90 minutes a quarter. Scans, scores, and produces the one-page synthesis. One named owner holds the cycle; the four rings are shared out.
The board Receives it	20 minutes a quarter. Reads one page, tests it with the final check on page 09, and records the ACT decisions in the minutes.

If you are a director, the practical move is to hand this guide and the Tracker to whoever will own the cycle, and agree where the one page lands. Page 18 shows what you should expect to receive.

WHAT THE RADAR IS NOT

SCOPE

The Strategic Radar is not your strategy. It is the disciplined input that keeps your strategy reasonably informed. It covers every form of AI: generative tools, AI-assisted analytics, automation platforms and agentic systems. Narrowing it to chatbot-style tools is a known blind spot.

SECTION 1

Before you start

Four decisions before the first scan. None of them takes long, and settling them now is what stops the radar becoming a one-off exercise.

DECISION	WHAT TO SETTLE
Who runs it	One named owner for the cycle — commonly the Company Secretary, Head of Strategy or Chief of Staff. The owner convenes the session and holds the Tracker. Rotate the four rings among the leadership team, but keep a single owner for the cycle itself.
When it runs	Once per board cycle. Block 90 minutes in the leadership-team calendar and a 20-minute oversight slot in the board cycle. Put both in the diary for the year ahead now, not quarter by quarter.
Where it lands	The one-page Quarterly Synthesis goes into the leadership-team pack and then to the board as a standing oversight item. Agree that destination before the first scan, or the output has nowhere to go.
How it is archived	A dated copy of the Tracker, saved each quarter to a location the board can be pointed at. The archived series is the governance evidence — see section 13.

WHAT YOU NEED TO HAND

- The **AI Strategic Radar Tracker** (Excel), downloaded from the toolkit page.
- Your **scanning sources** — regulators, sectoral bodies, analysts, primary research. Section 4 lists a starting set.
- Optionally, an **AI assistant with web search** if you intend to use Route 2 (Copilot, ChatGPT, Claude or Gemini).

WHERE THE RADAR SITS AMONG THE OTHER TOOLS

The radar is most useful on top of what you already know about your own AI footprint.

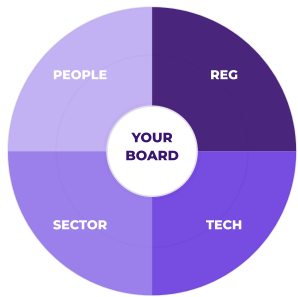
TOOL	WHAT IT GIVES THE RADAR
Tool 1 — Shadow AI Audit	Grounds the "so what" of every signal in your actual AI footprint. A vendor change you do not depend on is interesting; one you already depend on is urgent.
Tool 3 — Capability & Readiness Audit	Decides whether a high-impact signal earns ACT because you can respond, or DISCUSS because you must build capability first.
Tool 2.1 — AI Use Policy Builder	The policy gate. Every ACT signal triggers a review of the AI Use Policy.

The *From Prior Tools* sheet in the Tracker walks through these connections in detail.

SECTION 2

The four rings

The rings exist to stop the scan collapsing into whichever topic is loudest that quarter — usually regulation. Aim for 8 to 12 signals per quarter, spread across all four.



A signal enters the radar when something outside the organisation changes in a way that could alter a decision inside it. The nearer the centre, the sooner it touches your board.

If one ring holds more than half the quarter's signals, you are scanning a habit rather than the horizon. That imbalance is itself a finding — bring it to the session.

RING	WHAT IT COVERS	WHERE TO LOOK
Regulation & policy	Laws, codes, regulator guidance, government strategy, sectoral rules.	The AI Office of Ireland and your own sectoral regulator first, then EU AI Act milestones and the Digital Omnibus, the European Commission AI Office, the Data Protection Commission and NESC.
Technology capability	Capability jumps, new modalities, platform commoditisation, cost trajectory, vendor concentration.	Model and platform release notes, agentic features arriving in mainstream workflow tools, infrastructure and inference pricing, independent benchmarks.
Competitive & sector	What competitors and adjacent sectors are deploying; customer-facing AI as a buyer expectation.	Competitor announcements and results calls, sectoral benchmarks such as AI in audit, buyer and tender requirements, trade press.
Workforce & skills	Talent market, displacement signals, training capacity, union and works-council positioning, director skills matrices.	Role-level impact studies, labour-market data, union and works-council statements, board skills-matrix guidance.

WATCH FOR

Vendor blog posts are marketing. Anchor each ring on regulators and primary research, and treat vendor material as a prompt to go and check the primary source.

SECTION 3

The quarterly cycle at a glance

Five steps, once per board cycle. Time-box the whole thing to 90 minutes at leadership-team level and 20 minutes at the board's regular oversight slot.

#	STEP	WHAT HAPPENS	TIME
1	Check the sources	Review where you scanned last quarter. Keep, drop, add.	10 min
2	Capture what changed	Run the scan by your chosen route. 8 to 12 signals, balanced across the rings.	15–60 min
3	Score each signal	Two questions per signal. The Tracker calculates the Priority Score.	20 min
4	Tag the response	WATCH, DISCUSS or ACT, each with a named owner and a review date.	20 min
5	Send one page	Complete the Quarterly Synthesis and put it in the pack.	15 min

FIRST, CHOOSE HOW YOU WILL SCAN

The scan is the only part of the cycle with a choice in it. Both routes end in the same place: 8 to 12 verified signals in the Tracker. Pick whichever suits the person running it.

ROUTE 1 Direct source check Work through your scanning sources for each ring yourself — an hour or so a quarter. Slower, but there is nothing to verify afterwards: you read the source itself, and the two-source rule is half-satisfied as you go.	ROUTE 2 AI-assisted scan Paste the prompt in section 8 into an AI assistant with web search. Fifteen minutes once the habit is set. Faster, but everything it returns must be checked before it enters the Tracker.
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THE TWO ROUTES ARE EQUALS

Route 2 is not a shortcut past the discipline. It changes where the reading time goes — from finding candidate signals to verifying them. The volume of judgement stays the same.

WHAT YOU WILL HAVE AT THE END OF THE CYCLE

- 8 to 12 captured signals, scored across the four rings.
- A ranked priority list — the Tracker's top five by Priority Score.
- A WATCH, DISCUSS or ACT classification for every signal, each with a named owner.
- A one-page synthesis ready for the leadership-team pack.
- A quarterly audit trail evidencing Section 228(1)(g).

SECTION 4

Step 1 and Step 2 — the scan

1 Check you are looking in the right places

Look back at where you scanned last quarter — regulators, analysts, vendor announcements, NESC, IoD, sectoral bodies. Keep what earned its place, drop what did not, add anything new. Bias toward primary sources.

Watch for: *vendor blog posts are marketing. Anchor on regulators and primary research.*

2 Write down what has changed this quarter

Run the scan by the route you chose. Aim for 8 to 12 signals balanced across the four rings. For each one, note the source, what changed, and why it matters to you. The scoring comes next.

Watch for: *if one ring dominates the list, you are scanning a habit, not the horizon.*

WHAT A CAPTURED SIGNAL LOOKS LIKE

The Signals sheet asks for six fields before any scoring happens. Keep each one short — a line, not a paragraph.

FIELD	WORKED EXAMPLE
Signal title One line	EU AI Act — high-risk obligations deferred to 2 December 2027 by the Digital Omnibus
Ring	Regulation & policy
Source Link you can open	EU AI Act timeline; European Commission publications
Trigger What actually changed	Annex III standalone high-risk obligations moved from 2 August 2026 to 2 December 2027; Annex I embedded high-risk to 2 August 2028
So what for us The decision it touches	Confirm the internal classification of in-scope systems and re-plan the readiness programme against the later date rather than standing it down
Cross-reference	Tool 1.3 — EU AI Act Readiness Check

THE "SO WHAT" TEST

If you cannot write the "so what" in one line, you have captured a headline rather than a signal. Either find the decision it touches or leave it out. A radar of twelve well-chosen signals beats one of thirty headlines.

SECTION 5

Step 3 — score each signal

Two questions per signal. Answer them exactly as the Tracker asks them, and the Priority Score calculates itself. There is no spreadsheet arithmetic to do.

QUESTION 1 — PROXIMITY

When does this start to affect us?

ANSWER	SCORE
Now	5
Within 12 months	4
12–24 months	3
24–36 months	2
Beyond 36 months	1

QUESTION 2 — IMPACT

If it happens, how big a deal is it?

ANSWER	SCORE
Major strategic shift required	5
Material change to plan	4
Adjustment needed	3
Minor	2
Negligible	1

THE CALCULATION

Proximity × Impact = Priority Score. Both axes run 1 to 5, so the score runs 1 to 25. The Tracker applies the formula and ranks the top five automatically on the Dashboard.

THE PRIORITY MATRIX

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
	1	2	3	4	5

Impact (vertical, 1–5) × Proximity (horizontal, 1–5) = Priority Score

WATCH FOR

Avoid false precision. This is triage to open the leadership-team conversation, not a forecast. If two people score a signal differently, the disagreement is the useful part — surface it rather than averaging it away.

SECTION 6

Reading the score

The Priority Score does not decide anything. It sorts the list so the leadership-team conversation starts in the right place. These three bands turn the number into that conversation.

Park • 1 – 6
Distant, low-impact, or both.
Note it and move on. Not every signal earns radar space.

Watch • 8 – 12
Material but not yet near, or near but not yet material. Default to WATCH and revisit next cycle.

Discuss / Act • 15 – 25
Near and material. Earns DISCUSS this cycle, and ACT if a decision is genuinely due.

THREE WORKED EXAMPLES

SIGNAL	PROXIMITY	IMPACT	SCORE	RESPONSE
EU AI Act high-risk obligations deferred You have in-scope systems and a readiness programme already running.	Now 5	Major strategic shift 5	25	ACT Decision due this cycle
Agentic AI reaching general availability in mainstream workflow tools Your organisation runs on those tools, but nothing changes contractually this year.	Within 12 months 4	Material change to plan 4	16	DISCUSS Leadership conversation
AI competency appearing on director skills matrices Relevant at the next board-composition review, not before.	12–24 months 3	Adjustment needed 3	9	WATCH Monitor

WHY SOME NUMBERS NEVER APPEAR
Because the score is a product of two whole numbers, values such as 7, 11, 13 and 14 cannot occur. The gaps between the bands are arithmetic, not an oversight.

WHEN TO OVERRULE THE BAND
A score of 25 that nobody can act on this quarter is a DISCUSS with a capability problem behind it. A score of 12 with a contract renewal next month may well be an ACT. Score first and argue afterwards, and record the reason when you overrule the band.

SECTION 7

Step 4 and Step 5 — decide and report

4 Decide: watch it, discuss it, or act on it

Tag each signal, and give every tag a named owner and a next-review date. Tags without an owner do not get reviewed.

Watch for: *if everything is ACT, nothing is. Reserve ACT for decisions due this cycle.*

WATCH — Monitor		DISCUSS — Leadership conversation		ACT — Decision required	
TAG		WHAT IT COMMITS YOU TO			
WATCH		Keep an eye on it. Owner reviews it next cycle. If a WATCH signal reaches its third cycle without moving, re-classify it or drop it.			
DISCUSS		It goes on the leadership-team agenda this cycle and comes back with a re-classification. A DISCUSS item with no date on it behaves like a WATCH.			
ACT		A decision is due this cycle, recorded in the minutes. Two independent sources are required before a signal earns ACT, and every ACT signal triggers a review of the AI Use Policy (Tool 2.1).			

5 Send one page to the board

Complete the Quarterly Synthesis sheet: your top three under each tag, a blind-spot check, and a plain recommendation. That page goes into the leadership-team pack; the Tracker holds the detail behind it.

Watch for: *a synthesis longer than one page will not be read by the people who need to read it.*

WHAT GOES ON THE ONE PAGE

BLOCK	CONTENT
Quarter and scan window	The period scanned and who ran it.
Top three by priority	Three signals, one line each, with score and owner.
ACT items	The decisions due this cycle, and what happens if they are deferred.
Ring balance	How the quarter's signals split across the four rings, and any ring that went quiet.
Blind-spot check	What you looked for and did not find. A ring that produced nothing is worth saying out loud.
Recommendation	One plain sentence on what the board should do with this quarter's radar.

FINAL CHECK BEFORE SIGN-OFF

Can we explain what we are watching, why it matters, who owns it, when we will next review it, and what action it triggers?

SECTION 8

The AI-assisted scan prompt

For Route 2. Copy the prompt below into an AI assistant with web search, set the two bracketed fields, and run it once a quarter. What comes back is a lead list of candidate signals, not the finished radar.

BEFORE YOU PASTE

Replace **[DATE OF LAST SCAN]** with the date of your previous radar, and the bracketed organisation line with one generic sentence. Put no client, commercial or confidential information in the prompt. None is needed.

COPY-PASTE PROMPT — QUARTERLY RADAR SCAN (PART 1 OF 2)

I am running a quarterly AI strategic radar scan for the board and leadership team of an Irish organisation. [One generic line on the organisation: sector, size, customer base – no confidential detail.] Search the web for developments between [DATE OF LAST SCAN] and today in each of the four rings below. Cover the whole period – do not stop at the first prominent item. List up to three signals per ring, most recent first.

Format: state your assumed scan window at the top. Present each ring as a compact table with columns – Date • Signal (one line) • What changed • Why it matters to an organisation like ours • Source URL. If a ring has nothing, write one line: "nothing found".

Ring 1 – Regulation & policy: EU AI Act implementation and Digital Omnibus status, European Commission AI Office guidance, Irish implementation steps (AI Office of Ireland, Department of Enterprise, Data Protection Commission), NESC and government AI policy, and sectoral rules for our industry.

Ring 2 – Technology capability: foundation-model capability jumps, agentic AI reaching general availability in mainstream workflow tools, vendor concentration, inference and training cost trajectory, platform commoditisation.

Ring 3 – Competitive & sector: what competitors and adjacent sectors are deploying, customer-facing AI becoming a buyer expectation in our market, sectoral benchmarks (e.g. AI in audit).

Ring 4 – Workforce & skills: role-level impact studies, talent-market shifts, training capacity, union and works-council positioning, AI competency on director skills matrices.

The prompt continues on the next page. Copy both parts as one block.

COPY-PASTE PROMPT — QUARTERLY RADAR SCAN (PART 2 OF 2)

Rules:

- Every item must carry a URL I can check. Prefer the primary source (regulator, legislature, court, or the company's own announcement); if you only have secondary coverage, say so.
- Only include items dated within the scan window. Do not present older material, or anything from your training data, as a new development.
- If you find nothing in a ring, say "nothing found" – do not fill gaps with inferred or adjacent material.
- If you are unsure whether an item is real or current, include it marked "unverified" rather than asserting it or silently dropping it.
- Do not ask clarifying questions; state any assumption you make.

End with two things:

1. One line: the single most important signal this quarter for our board, and why.
2. This warning, verbatim: "AI-generated scan. Verify every item against the linked source before it enters the Tracker – AI assistants can misdate, misread, or fabricate sources."

WHY THE RULES ARE WRITTEN THAT WAY

RULE	WHAT IT IS GUARDING AGAINST
Every item carries a URL	If you cannot open it, you cannot check it. The URL is what makes verification possible.
Prefer the primary source	Secondary coverage compresses and drifts. Regulator and legislature pages say what actually changed.
Only items inside the window	Assistants readily present well-known older material as new. Dating discipline keeps the quarter honest.
Say "nothing found"	A ring with nothing in it is worth knowing about. Without this instruction the model fills the gap with something adjacent.
Mark unverified rather than drop	You would rather see a flagged maybe than lose a real signal to the model's caution.
No clarifying questions	Keeps the scan to one paste and one answer, which is what makes the habit survive.

SECTION 9

Verifying an AI-assisted scan

A LEAD LIST, NEVER THE RADAR

The scan output seeds Step 2 — it does not replace it. Verify every URL before a signal is captured. The two-source rule still applies in full: **nothing earns ACT on the strength of an AI scan alone.**

Work down the assistant's output one row at a time. The check is quick once it is habit — a few minutes for a dozen candidate signals.

- ☐ Open the URL. If it does not resolve, the signal does not exist. Delete the row.
- ☐ Confirm the source says what the assistant claims it says, in the same terms.
- ☐ Check the date on the source itself, not the date in the table.
- ☐ Confirm the item falls inside your scan window. Older material goes out.
- ☐ Where the assistant offered secondary coverage, find the primary source and use that instead.
- ☐ For anything you intend to tag ACT, find a second independent source before it is captured.
- ☐ Rewrite the "so what" in your own words, against your own organisation. This is the field the assistant is least able to write.
- ☐ Delete anything still marked unverified that you could not stand over.

WHAT TENDS TO GO WRONG

FAILURE	HOW TO CATCH IT
Confident misdating	The item is real but from an earlier period. Always read the date on the page, not in the table.
Plausible fabrication	A URL that looks right and does not resolve, or resolves to something unrelated. Opening every link catches this.
Overstated significance	A consultation described as a rule, or a proposal described as adopted. Check the status wording on the source.
Ring padding	Three items in a ring where one is genuinely new. Cut back to what actually changed.

RECORD WHAT YOU USED

Note in the Tracker which route produced each quarter's signals. If a signal is later questioned, you want to be able to say how it was found and how it was checked.

SECTION 10

Working the Tracker

The Tracker is one Excel workbook with six sheets. Only one of them needs typing into; the rest calculate, summarise or explain.

SHEET	WHAT IT IS FOR
Cover & Instructions	The short version of the method, and the scoring reference. Start here on your first quarter.
From Prior Tools	How outputs from Tools 1, 2.1 and 3 feed the radar, so signals are scored against your actual footprint rather than in the abstract.
Signals	The working sheet — the only one you type into. One row per signal, seventeen columns from title through to notes. Proximity, Impact and Priority Score calculate themselves from your two answers.
Dashboard	Ring balance, response split and the top five by Priority Score. Refreshes as you fill the Signals sheet.
Quarterly Synthesis	Four quarters of one-page summaries — the pages that go into the board pack.
Director Duty Framing	The Section 228(1)(g) reference: what the duty requires and how the archived radar series evidences it.

TWO COLUMNS NOT TO TYPE OVER

On the Signals sheet, **Proximity score** and **Impact score** are calculated from your two dropdown answers, and **Priority Score** multiplies them. Choose from the dropdowns in the question columns and leave the score columns alone. Set the response tag in the **Recommended response** column.

THE STARTER PACK

Eleven illustrative signals ship pre-loaded on the Signals sheet, spread across the rings — five in Regulation & policy, three in Technology capability, two in Competitive & sector, two in Workforce & skills, with a Regulation entry covering the new Article 5 prohibition. They exist to show the shape of a well-formed row and to seed your first radar.

TREAT THE STARTER PACK AS A WORKED EXAMPLE

Re-score every starter signal against your own organisation before your first synthesis, and delete the ones that do not touch a decision you would make.

ARCHIVING

Save a dated copy of the whole workbook at the end of each cycle — for example *AI Strategic Radar Tracker 2026-Q3.xlsx*. The archived series is what turns a quarterly habit into an evidence trail. See section 13.

SECTION 11

Making it stick

The radar is a habit. These six disciplines turn it from a one-off exercise into a quarterly heartbeat.

DISCIPLINE 1

Diary it

Block 90 minutes per quarter in the leadership-team calendar. The radar dies the moment it stops being scheduled.

DISCIPLINE 2

Rotate ring ownership

Assign each of the four rings to a named individual on a rolling basis. Concentrates accountability, and stops the scan gravitating to regulation alone.

DISCIPLINE 3

Two-source rule

Every signal needs two independent sources before it earns ACT status. Filters out hype cycles.

DISCIPLINE 4

Cross-tool reflex

When a signal earns ACT, ask which other toolkit asset it changes. Most ACT signals trigger an update to Tool 2.1 (AI Use Policy) or Tool 1.3 (EU AI Act Readiness).

DISCIPLINE 5

Archive ruthlessly

Save a dated copy of the Tracker each quarter. The archived series is the governance evidence.

DISCIPLINE 6

Light board reporting

Send the one-page synthesis to the board as a standing oversight item, not as a paper for debate. Debate is reserved for ACT items.

THE FAILURE MODES TO EXPECT

SYMPTOM	WHAT IT USUALLY MEANS, AND WHAT TO DO
The session keeps slipping	It is not really in the diary, or it has no owner. Fix the calendar entry for the year and name one person.
Everything is an ACT	The tags are being used to signal importance rather than to commit to a decision. Reset against the definitions in section 7.
Regulation is the only ring with entries	Ring ownership has not been distributed. Assign the other three rings by name this quarter.
The synthesis is not read	It has grown past a page, or it is arriving as a paper for debate rather than an oversight item. Cut it back and change how it is tabled.

SECTION 12

Measuring success

Six metrics, reported quarterly. They measure whether the discipline is working, not whether the predictions were right.

METRIC	HOW TO READ IT
Signal volume	Number of signals captured per quarter. Target 8 to 12, balanced across the four rings. Consistently below eight suggests the scan is too narrow; consistently above twelve suggests headlines are getting in.
Ring balance	Percentage of signals in each ring. Flag any quarter where one ring exceeds 50 per cent.
Act conversion	Percentage of ACT signals that converted to a documented leadership-team decision within one cycle. A low figure means ACT is being used as emphasis rather than commitment.
Discuss conversion	Percentage of DISCUSS signals reviewed and re-classified within one cycle.
Watch ageing	Average age of WATCH signals. Flag any older than three cycles for re-classification or removal.
Cross-tool traction	Percentage of signals that triggered an update in another toolkit asset, such as a revision to the AI Use Policy.

WHAT GOOD LOOKS LIKE AFTER A YEAR

Four archived Trackers. Four one-page syntheses in the board pack. A handful of ACT signals that turned into recorded decisions, and a WATCH list that has been pruned at least once. That is a defensible oversight record — and it is a modest amount of work to have produced it.

A METRIC WORTH RESISTING

Do not measure the radar on whether its signals came true. Boards are not being asked to predict; they are being asked to stay reasonably informed and to act when something is near and material. Accuracy scoring pushes the scan toward safe, obvious signals.

SECTION 13

Regulatory context — Ireland and the EU

The radar is itself a regulatory-fit tool: a defensible operationalisation of the director's duty to stay reasonably informed.

DIRECTOR DUTIES — COMPANIES ACT 2014

Section 228(1)(g) of the Companies Act 2014 requires a director to exercise the care, skill and diligence which would be exercised in the same circumstances by a reasonable person. Section 228 enumerates eight principal duties.

THE AUDIT TRAIL

The archived series of dated Trackers, with the one-page syntheses in the board pack, is the evidence: what the board was told, when, who owned each item, and what was decided.

EU AI ACT

The Digital Omnibus on AI is now law. Regulation (EU) 2026/1744 entered into force on 27 July 2026. It defers the main high-risk obligations and adds new Article 5 prohibitions on AI-generated CSAM and non-consensual intimate imagery, which apply from 2 December 2026. It also rewrote the Article 4 duty on AI literacy: providers and deployers now take measures to *support* AI literacy among their staff rather than guarantee any particular level. That binds almost every organisation using AI. The radar feeds Tool 1.3, the EU AI Act Readiness Check.

DATE	MILESTONE
2 Dec 2026	Watermarking obligations apply to generative AI already on the market
2 Dec 2027	Annex III standalone high-risk obligations apply (deferred from 2 August 2026)
2 Aug 2028	Annex I embedded high-risk systems

GDPR AND ADJACENT REGIMES

GDPR remains the most consequential adjacent regime for AI. Workforce signals regularly touch GDPR — employee monitoring and profiling — and the EU AI Act high-risk categories covering recruitment and performance management. Cross-reference Tool 1.2, the Vendor Dependency Review, for any signal naming a specific vendor.

OTHER ANCHORS WORTH SCANNING

The **AI Office of Ireland** has been operational since 2 August 2026, established under the Regulation of Artificial Intelligence Act 2026. It coordinates rather than supervises, so for most boards the AI regulator is the sectoral regulator you already answer to. NESC Council Report No.173, *Artificial Intelligence in Service of Society* (28 April 2026), sets the Irish policy frame.

DATES MOVE

Dates here are current at Version 1.0. Confirm each against the primary source during the Regulation ring scan.

SECTION 14

Your first quarter

Everything above, in the order you will actually do it. Work down the list once and the second quarter takes half the time.

SET UP — BEFORE THE SESSION

- ☐ Download the AI Strategic Radar Tracker and save it where the leadership team can reach it.
- ☐ Name the cycle owner, and assign each of the four rings to a named individual.
- ☐ Put four 90-minute sessions in the calendar for the next twelve months.
- ☐ Add a 20-minute standing oversight slot to the board cycle.
- ☐ Agree where the archived Tracker will live.
- ☐ Read the Cover & Instructions and From Prior Tools sheets in the Tracker.

THE SESSION — 90 MINUTES

- ☐ Confirm your scanning sources for each ring (10 minutes).
- ☐ Run the scan by Route 1 or Route 2, and verify what it produced (15 to 60 minutes).
- ☐ Capture 8 to 12 signals on the Signals sheet, balanced across the rings (with the scan).
- ☐ Re-score or delete the eleven starter-pack signals against your own organisation.
- ☐ Answer the two questions for every signal (20 minutes).
- ☐ Tag each signal WATCH, DISCUSS or ACT, with an owner and a next-review date (20 minutes).
- ☐ Complete the Quarterly Synthesis (15 minutes).

AFTER THE SESSION

- ☐ Put the one-page synthesis into the leadership-team pack and then the board pack.
- ☐ Save a dated copy of the Tracker to the archive location.
- ☐ Raise any ACT signal with the owner of Tool 2.1, the AI Use Policy.
- ☐ Diarise the next cycle's review dates against each WATCH and DISCUSS signal.

SUGGESTED CADENCE

Ninety minutes at leadership team, twenty at the board's oversight slot, and a dated archive copy. Once a quarter. That is the whole commitment.

SECTION 15

The one page, worked

What the board receives, built from the Tracker's starter pack so you can see the finished article before running your first cycle.

QUARTER AND SCAN WINDOW

Q3 2026 · scanned 1 May to 13 August 2026 · run by the Company Secretary · 11 signals captured across four rings.

TOP THREE BY PRIORITY

SIGNAL	SCORE	OWNER	RESPONSE
EU AI Act high-risk obligations deferred to 2 December 2027	25	Company Secretary	ACT
Agentic AI reaching general availability in the tools we already run	20	CIO	ACT
New Article 5 prohibition, applying 2 December 2026	20	Company Secretary	ACT

ACT ITEMS, AND WHAT HAPPENS IF THEY ARE DEFERRED

- **Confirm our high-risk classification.** Defer and we plan the next eighteen months against a date that has moved.
- **Reassess the AI Use Policy for agents.** Defer and the policy governs a narrower action surface than the tools now have.
- **Confirm no in-scope use of the newly prohibited categories.** Defer and we are assuming, not checking.

RING BALANCE AND BLIND SPOTS

RING	SIGNALS	WHAT THAT TELLS US
Regulation & policy	4	Heaviest ring this quarter, which the Omnibus explains.
Technology capability	3	Balanced.
Competitive & sector	2	Thin. Three competitors checked, no disclosed AI change.
Workforce & skills	2	Thin, and worth saying out loud rather than leaving blank.

RECOMMENDATION

Three decisions are due this cycle, all regulatory or policy. The board is asked to note the deferred AI Act dates and confirm the readiness programme is re-planned rather than stood down.

QUICK REFERENCE

One page to keep

QUESTION 1 — PROXIMITY

When does this start to affect us?

Now **5** • Within 12 months **4** • 12–24 months **3** •
24–36 months **2** • Beyond 36 months **1**

QUESTION 2 — IMPACT

If it happens, how big a deal is it?

Major strategic shift **5** • Material change to plan **4** •
Adjustment needed **3** • Minor **2** • Negligible **1**

Park • 1 – 6

Note it and move on.

Watch • 8 – 12

Revisit next cycle.

Discuss / Act • 15 – 25

This cycle's conversation.

THE SIMPLE RULE

If a signal cannot change a decision you would make in the next 24 months, it is noise, not a signal.

FINAL CHECK BEFORE SIGN-OFF

Can we explain what we are watching, why it matters, who owns it, when we will next review it, and what action it triggers?

TWO RULES THAT DO NOT BEND

Two independent sources before any signal earns ACT. **Every link opened** before an AI-assisted scan enters the Tracker.

IOD AI GOVERNANCE TOOLKIT • TOOL 5.1 OF 15 • CATEGORY: FORMING A VIEW • VERSION 1.0

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