

Rahim Hirji

Independent advisor to boards and chief executives on AI and human judgement

London. Delivers worldwide, in person and online, in English.



Author of *SuperSkills* (Kogan Page, part of Hachette UK, 2026) • Founded EtonX, acquired by Eton College • Led Quizlet's international growth across 60 countries • Board seats at EtonX, TeacherMatic, Whitefox and the Aga Khan Education Board • BBC, The Observer, The European Business Review • Box of Amazing, weekly since 2017, 25,000 readers

Your board will be asked what it knew, *and when*.

Your governance framework designs the control. This work tests whether the human part of it operates.

Board briefing

Ninety minutes inside a scheduled board meeting. One argument, five decisions, and the questions to put to management.

A view on one question

One decision, one engagement, a written view and a discussion. No ongoing commitment.

Board session or a way day

Half a day or a full day, designed and chaired rather than presented. Ends in written decisions.

Advisory seat

Non-voting, four to six meetings across a year. In the room for the decisions, no fiduciary duty.

WHAT THE BOARD LEAVES WITH, IN WRITING

- 1 The list of decisions machines may already make in the company's name, and who approved each
- 2 Who can stop each system, how long a stop takes, and when it was last rehearsed
- 3 A definition of an AI incident, written before there is one
- 4 What management should put in front of the board each meeting

Not compliance, not a governance framework, not implementation. I sell no software, take no vendor's money and build nothing.

"Every board has someone who says it: we keep a human in the loop. It is the most reassuring sentence in corporate governance, and under European law, on its own, it protects nobody."

Rahim Hirji • The European Business Review, August 2026

"So thought-provoking and so well presented. It set up our board day perfectly."

Sam Knights • Chief Executive, Next 15 Group plc

FEATURED IN 11 BBC appearances in three months in 2026 • BBC World Service • BBC Radio 5 Live • Bloomberg • The Observer • The Telegraph • Entrepreneur • Arab News • The European Business Review

ENDORSED BY Karim Lakhani, Harvard Business School • David Rowan, founding Editor-in-Chief, WIRED UK • David Gareth Thomas, formerly Chief People Officer, HSBC APAC • Professor Alnoor Bhimani, LSE • Sherry Coutu CBE, non-executive director

A 30-minute conversation about the decision in front of your board. If I am the right person, we go from there.

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Ask for a reference and you will get one: a chair or chief executive who has had me in front of their board, on the telephone with you, before you commit to anything.

OVERLEAF

The twelve questions a board should ask about AI.



Board advisory 2

What should a board ask about AI?

Most board questions about AI produce a presentation. These twelve test whether the organisation is losing the ability to operate without the systems it is adopting. Ask two or three in passing rather than as an agenda item.

CAPABILITY

- 01 What can we no longer do without these systems?
- 02 Who could tell if this system were wrong?
- 03 How are we keeping people good at the work we have automated?

ACCOUNTABILITY

- 07 Who is accountable, by name, for each stage of this work?
- 08 How many times has anyone overridden the system this quarter?
- 09 Which decisions are we now approving rather than making?

EVIDENCE

- 04 Does this arrangement beat the better of the human alone or the system alone?
- 05 Are we measuring usage or capability?
- 06 Whose evidence are we relying on, and what does it not show?

THE PIPELINE

- 10 Where are our next senior people coming from?
- 11 What is our AI literacy programme actually producing?

THE ONE THAT MATTERS MOST

- 12 What evidence would make us reverse this?

Each question, with the answer that should worry you and the evidence behind it:

thesuperskills.com/research/what-should-a-board-ask-about-ai

Seven years of research. 397 graded studies and 887 questions, published in full with what each does not prove.

Reviewed 26 August 2026.



The Twelve, online