

RIGHT-SIZE THE GOVERNANCE

The gates don't scale down. The meetings do. Same physics, different mass.

THE LEAN ENGINE

\$100M–\$500M

- CEO + CFO + one accountable operator. That's the committee.
- One standing monthly meeting; weekly tactical folds into ops.
- Same Four Trust Gates, same one-page Initiative Briefs.
- Six Risk Reviews still run – GC or outside counsel on call.
- Command Center is a one-page dashboard, not a platform.

THE ENTERPRISE ENGINE

\$500M–\$10B

- Formal AI Investment Committee: CFO/COO chairs, with CIO, CISO, GC, CDO, and Value Owners.
- Full cadence: weekly tactical · monthly portfolio · quarterly capital allocation.
- Portfolio governance: tranche releases, reuse routing, sunset decisions.
- Dedicated Risk Review owners per domain.
- Command Center wired to live KPIs.

The one thing neither version gets to skip: a named human accountable at every gate, and a number that decides.