

Governing in the Age of AI:

Driving Leadership, Culture & Decision-Making
Through Cognitive Governance

What Directors Must Prepare For

Post Event Resources

Speaker: Giovanni Giamminola

Moderator: Nihad E. Karabernou

KEY TAKEAWAYS

01

AI EXPANDS HOW WE THINK

From first principles to cross-domain analogies and borrowed best practices, AI helps us challenge assumptions and reach truths and solutions we could not find alone.

02

A SAFE SPACE TO GROW

As a judgment-free partner, AI surfaces our strengths and blind spots, letting leaders think out loud and deliberately close the gaps it reveals.

03

GOVERNANCE IS THE IMPERATIVE

Capturing this value requires cognitive self-awareness, deliberate posture-switching and transparent human–AI attribution.

COGNITIVE IMPACT ASSESSMENT (CogIA)

A proposed regulatory instrument — complementary to the AI Act risk assessment

Exploratory

Does the system expand and clarify the framing, or does it anchor users to a premature interpretation?

Generative

Does it generate genuinely diverse alternatives, or does it converge too quickly toward a single narrative?

Critical

Does it enable structured refutation and verification, or does it create an illusion of robustness through fluent argumentation?

Operating

Does it preserve accountability (decision rights, traceability, escalation paths), or does it obscure decision chains?

High-risk AI systems should be required to pass CogIA certification before deployment.

Giamminola & Pollicino — Pollicino Advisory Policy Brief (2025)

BOARD CHECKLIST - KEY QUESTIONS

Minimum cognitive hygiene for AI-mediated strategic decisions

Decision rights

Where may AI generate options vs. only assist? Who is the accountable human owner?

Posture declaration

Which Quadrant are we operating in? Is there evidence of posture drift?

Transparent attribution

What is AI-generated, human-generated, and human-validated?

Adversarial review

Do we have a credible case against the chosen option — from an independent party?

Verification capacity

Who has the domain expertise to verify high-risk components?

Agency KPIs

Are we tracking posture distribution, switching frequency, verification coverage, near-misses?

THANKS!

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Research:

Giamminola & Taticchi — "[Cognitive Governance in the AI Era](#)" (UCL, 2026)

Giamminola & Pollicino — "From AI Regulation to Cognitive Governance" (Policy Brief, 2025)