



The Decision Principles

Five reframes for governing AI at the decision, not the tool.

1. Govern the decision, not the tool.

Value and risk appear when an output becomes the basis for a decision, not when a tool runs. Govern the decision.

2. Calibrate to consequence, not likelihood.

Manage AI by what it costs when it is wrong, not by how often. Attention goes where a single error is expensive.

3. Absence is not neutrality.

If you have not defined how AI influences decisions, you are running an unexamined system built by no one.

4. An error does not stay where it starts.

A misclassification becomes a report, a recommendation, a decision. Catch it at the decision or catch it in the cost.

5. Every consequential decision needs a name.

A policy cannot be held accountable. Attach a person, with authority to change it, before the decision executes.