YAKAMICHI INTELLIGENCE CENTRE

PLAYBOOK 10 • FLAGSHIP BOARD HANDBOOK

Board Intelligence Handbook

A board-level handbook for using strategic intelligence, horizon scanning and scenario analysis to govern uncertainty and preserve strategic choice.

SCAN	INTERPRET	CHALLENGE	ANTICIPATE	DECIDE	REVIEW
Change	Meaning	Assumptions	Scenarios	Options	Outcomes

BOARD PURPOSE
Give directors a disciplined intelligence framework for understanding external change, challenging strategic assumptions and identifying emerging risks and opportunities before they become obvious in financial results.

YAKAMICHI PERSPECTIVE

Boards create advantage when they govern not only what the enterprise knows, but what it may be failing to notice.

Contents & Board Intelligence Model

DIRECTOR PRINCIPLE

The board should not become an intelligence analysis team. Its role is to define the strategic questions, challenge assumptions, demand evidence and ensure emerging change is translated into decisions.

The Board Intelligence Mandate

Board intelligence extends governance beyond retrospective reporting. It creates a structured view of external forces that can alter strategy, enterprise value, resilience, reputation or the assumptions beneath major investments.

BOARD RESPONSIBILITY	INTELLIGENCE CONTRIBUTION
Strategy oversight	Tests whether external conditions still support the plan
Risk oversight	Identifies emerging exposures before conventional metrics move
Capital allocation	Improves assumptions behind major commitments
Resilience	Highlights geopolitical, supplier and technology dependencies
Governance	Separates evidence, judgment and uncertainty
Opportunity	Surfaces changes that may create strategic openings

- Define the external uncertainties the board needs management to monitor.
- Require material assumptions to be explicit.
- Ask for forward indicators rather than only historical performance.
- Ensure intelligence has an accountable executive owner.
- Use intelligence to preserve options, not to manufacture certainty.

MANDATE TEST

If board intelligence simply summarizes news, it is not yet serving governance.

Strategic Intelligence & Board Requirements

REQUIREMENT TYPE	BOARD QUESTION
Strategy	What external developments could invalidate our plan?
Investment	Which assumptions could materially change return or timing?
Market	Where are structural shifts creating threat or opportunity?
Resilience	Which dependencies could become strategic constraints?
Reputation	Which stakeholder expectations are changing faster than policy?
Technology	Which capabilities could alter our competitive position?

Board Priority Intelligence Requirements

- Tie each requirement to a board responsibility or decision.
- Specify the time horizon.
- Identify indicators that would change the assessment.
- Assign management ownership for answering the requirement.
- Retire questions that no longer influence strategic choices.

REQUIREMENTS PRINCIPLE

A useful board question is not 'What is happening in the world?' It is 'Which changes could materially alter the assumptions behind our strategy?'

Geopolitical, Regulatory & Macroeconomic Intelligence

Boards need geopolitical intelligence when policy, jurisdiction, security, trade or macroeconomic conditions can materially alter enterprise access, cost, continuity or strategic freedom.

DOMAIN	BOARD EXPOSURE
Geopolitics	Market access, sanctions, conflict, diplomatic alignment
Regulation	Licensing, compliance cost, product or data restrictions
Trade	Tariffs, export controls, customs and supply routes
Macroeconomics	Inflation, rates, currency, liquidity and demand
Security	Personnel, facilities, logistics and continuity
Sovereign / policy	Tax, localization, ownership and investment conditions

Board Questions

- Where is revenue or supply disproportionately exposed to one jurisdiction?
- Which policy changes could strand an investment or alter economics?
- Which scenarios could restrict data, technology, capital or talent movement?
- Where do we depend on political stability that is not reflected in the risk register?
- What indicators would cause us to hedge, pause or accelerate?

GEOPOLITICAL PRINCIPLE

Translate geopolitical events into enterprise pathways. The board needs exposure and options, not a foreign-affairs lecture.

Competitive & Market Intelligence

SIGNAL	STRATEGIC MEANING
Competitor investment	Future capacity, priorities or market entry
Hiring / talent	Capability build and strategic direction
Partnerships / M&A	Ecosystem change and consolidation
Pricing	Demand, margin pressure or strategic positioning
Customer behavior	Emerging needs, substitution and switching
Patents / technology	Potential future capability or defensibility
Regulatory engagement	Possible market-shaping strategy

Avoiding Competitive Blind Spots

- Monitor substitutes and new business models, not only named competitors.
- Separate competitor announcements from demonstrated capability.
- Look for clusters of weak signals rather than one dramatic headline.
- Test whether internal market assumptions reflect current external evidence.
- Use competitive intelligence to challenge strategy, not to imitate rivals.

COMPETITIVE PRINCIPLE

The most dangerous competitor may be the one that changes the basis of competition rather than winning under today's rules.

Technology, AI & Emerging-Risk Intelligence

Technology intelligence should help directors distinguish durable capability shifts from noise and understand when emerging technologies change economics, risk, workforce or competitive structure.

AREA	BOARD QUESTION
Artificial intelligence	Where could AI alter productivity, products, control or competition?
Cyber / digital	Which dependencies create strategic vulnerability?
Automation / robotics	Which processes or cost structures may be redesigned?
Data / compute	Where could access, regulation or concentration constrain strategy?
Emerging science	Which breakthroughs could create substitution or new markets?
Technology regulation	Which rules could accelerate, constrain or fragment adoption?

Emerging Technology Test

- What capability has materially improved?
- What must be true for adoption at scale?
- Which enterprise assumptions would change if adoption accelerates?
- What new dependency or risk is introduced?
- Which indicators distinguish durable change from hype?
- What small strategic option should we preserve now?

TECHNOLOGY PRINCIPLE

Boards do not need to predict the winning technology. They need to recognize when technology changes the strategic option set.

Horizon Scanning & Early Warning

HORIZON	PURPOSE
0–90 days	Immediate developments requiring decision readiness
3–12 months	Emerging changes that may affect plans or budgets
1–3 years	Structural shifts affecting strategy and investment
3–10 years	Long-range forces that may reshape business models or assumptions

Signal-to-Warning Process

- Capture signals against defined strategic themes.
- Cluster related signals rather than reacting to isolated events.
- Assess direction, velocity, consequence and confidence.
- Map signals to enterprise exposure and assumptions.
- Define thresholds that trigger board or executive review.
- Track whether prior warnings strengthened or weakened over time.

STATUS	MEANING	BOARD RESPONSE
Watch	Weak but relevant signal	Continue collection
Developing	Multiple signals / increasing confidence	Management assessment
Material	Strategic implication becoming plausible	Options and contingency review
Decision	Threshold crossed	Board / executive action

WARNING PRINCIPLE

Early warning is useful because it arrives before certainty. The discipline is to act proportionately while evidence is still developing.

Scenario Planning & Strategic Assumption Testing

ELEMENT	BOARD USE
Critical uncertainty	Identify variables that could materially alter outcomes
Scenario	Create plausible, distinct future conditions
Assumptions	Expose what the current strategy depends upon
Implications	Assess revenue, operations, capital, people and reputation
Indicators	Define evidence that a scenario is emerging
Options	Preserve actions that work across or within scenarios

Board Scenario Questions

- Which assumption would hurt us most if wrong?
- What future are we implicitly betting against?
- Which decision is difficult to reverse?
- What no-regret action improves resilience across scenarios?
- What would we wish we had started 12 months earlier if this scenario emerged?
- What indicators should return this issue to the board agenda?

SCENARIO PRINCIPLE

Scenario planning is a rehearsal for strategic surprise. Its product is not the scenario document; it is better choices before the future becomes obvious.

Board Dashboards, Briefings & Decision Support

BOARD PRODUCT	CONTENT
Intelligence Dashboard	Top strategic signals, exposure, confidence and trend
Quarterly Outlook	Priority external changes and 6–18 month implications
Strategic Alert	Material development requiring board awareness
Scenario Brief	Pathways, indicators and strategic options
Decision Intelligence Note	Evidence and uncertainty around a specific board decision
Annual Horizon Review	Long-range forces, assumptions and strategic choices

Board Briefing Standard

- Lead with what changed and why it matters.
- Show confidence and material information gaps.
- Connect external change to explicit enterprise assumptions.
- Distinguish risk from opportunity.
- Identify watch indicators and decision thresholds.
- End with the question or decision for directors.

DASHBOARD PRINCIPLE

A board intelligence dashboard should be a strategic instrument panel, not a wall of news, charts and traffic lights.

Governance, Ethics, Assurance & Board Workshops

GOVERNANCE AREA	BOARD EXPECTATION
Authority	Intelligence activity has a documented legitimate purpose
Source integrity	Material judgments can be traced to credible evidence
Privacy / ethics	Collection respects law, privacy and corporate standards
Independence	Analysts can challenge preferred strategic narratives
Security	Sensitive intelligence is protected and appropriately distributed
Assurance	Methods, products and performance are periodically reviewed

Board Intelligence Workshops

- Annual strategic assumptions challenge.
- Geopolitical exposure workshop.
- Emerging technology and AI horizon session.
- Competitive disruption scenario exercise.
- Critical dependency and concentration review.
- Pre-investment or pre-market-entry intelligence challenge.

WORKSHOP PRINCIPLE

The best board intelligence sessions create structured disagreement. Their purpose is to expose assumptions early enough that changing them is still affordable.

180-Day Board Intelligence Program

WINDOW	PRIORITY	DELIVERABLES
0–30 Days	Mandate & questions	Board sponsor, management owner, strategic assumptions and initial PIRs
31–60 Days	Exposure & sources	External dependency map, source plan and intelligence governance
61–90 Days	Horizon & warning	Strategic themes, indicators, thresholds and horizon scan
91–120 Days	Scenarios	Two priority scenarios, implications and strategic options
121–150 Days	Board products	Dashboard, quarterly outlook and decision-intelligence format
151–180 Days	Workshop & assurance	Board workshop, maturity review, feedback and annual intelligence calendar

Day-180 Outcomes

- Board intelligence requirements are explicit.
- Strategic assumptions are visible and monitored.
- Material external dependencies are mapped.
- Emerging signals have defined escalation thresholds.
- Scenario analysis is connected to options.
- Board reporting distinguishes evidence, judgment and confidence.
- Directors have completed a strategic intelligence workshop.

PROGRAM PRINCIPLE

Board intelligence becomes institutional when it is built into the governance calendar rather than summoned only when uncertainty becomes a crisis.

APPENDIX A

Board Priority Intelligence Requirement Register

ID	BOARD QUESTION	ASSUMPTION / DECISION	HORIZON	INDICATORS
B-PIR-01	____________	____________	______	____________
B-PIR-02	____________	____________	______	____________
B-PIR-03	____________	____________	______	____________
B-PIR-04	____________	____________	______	____________

Board Horizon-Scanning Register

SIGNAL / TREND	HORIZON	EXPOSURE	CONFIDENCE	STATUS / ACTION
______________	0–90d / 1y / 3y+	______________	L / M / H	______________
______________	_______	______________	L / M / H	______________
______________	_______	______________	L / M / H	______________
______________	_______	______________	L / M / H	______________

APPENDIX C

Board Scenario Canvas

FIELD	SCENARIO ENTRY
Scenario title	____________
Critical uncertainty	____________
Pathway	____________
Strategic assumptions affected	____________
Enterprise implications	____________
Early indicators	____________
No-regret actions	____________
Contingent options	____________
Board decision trigger	____________

Board Intelligence Dashboard

THEME	JUDGMENT	TREND	CONFIDENCE	BOARD IMPLICATION
Geopolitical / policy	_______	↑ / → / ↓	L / M / H	_______
Market / competition	_______	↑ / → / ↓	L / M / H	_______
Technology / AI	_______	↑ / → / ↓	L / M / H	_______
Supply / dependency	_______	↑ / → / ↓	L / M / H	_______
Reputation / stakeholder	_______	↑ / → / ↓	L / M / H	_______

Decisions / Watch Items

1. ____
2. ____
3. ____
4. ____

Board Intelligence Workshop

SESSION	BOARD ACTIVITY
1. Assumptions	Identify the five external assumptions most important to strategy
2. Challenge	Examine evidence and credible alternatives
3. Scenarios	Explore two or three plausible changes
4. Exposure	Map enterprise consequences and dependencies
5. Options	Identify no-regret, contingent and stop-loss actions
6. Indicators	Define signals that return the issue to the board
7. Decisions	Assign management actions and governance follow-up

WORKSHOP OUTPUT

A short board record should capture challenged assumptions, agreed indicators, strategic options, management actions and the date or trigger for review.

Board Intelligence Maturity Model & Director Checklist

LEVEL	CHARACTERISTICS	BOARD MEANING
1 — Reactive	News-driven discussion and retrospective risk reporting	External change reaches the board late
2 — Developing	Periodic outlooks and some scenario work	Forward view exists but is inconsistent
3 — Managed	PIRs, horizon scanning, scenarios, dashboards and workshops	Repeatable strategic intelligence governance
4 — Adaptive	Continuous warning, assumption tracking and decision feedback	Intelligence shapes strategic timing and options

Director Checklist

☐ Board intelligence mandate and management owner defined

☐ Priority intelligence requirements approved

☐ Strategic assumptions explicitly tracked

☐ Geopolitical and macro exposure reviewed

☐ Competitive and market intelligence integrated

☐ Technology and AI horizon scanning operating

☐ Early-warning indicators and thresholds defined

☐ Scenario planning informs strategic options

☐ Board dashboard is decision-centered

☐ Annual intelligence workshop and maturity review scheduled

Yakamichi Perspective

Boards cannot govern the future by looking only through the rear-view mirror of financial and operational reporting. Strategic intelligence widens the field of vision, challenges comfortable assumptions and preserves choice while there is still time to use it.

REQUEST A CONFIDENTIAL CONSULTATION

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