

## **Judgement-led model with disciplined IA use**

### **Operating Principles**

My practice is built on a simple principle: clients should not pay senior rates for low-value analytical tasks, but they should always benefit from senior judgment on everything that truly matters.

To support that objective, I may use carefully governed AI-assisted workflows in selected parts of the delivery process. This is not a substitute for expertise, judgment or accountability. It is a disciplined way to improve responsiveness, structure and efficiency where appropriate, while keeping strategy, validation and decision-making fully at senior level.

#### **1. Senior judgment remains central**

All critical aspects of an engagement remain senior-led, including:

- scope definition and investigative strategy
- issue identification and prioritisation
- assessment of materiality and risk
- interpretation of facts and evidence
- client discussions and strategic recommendations
- conclusions, reporting and final validation

AI may assist certain analytical or structuring steps. It does not replace human judgment, professional responsibility or accountability.

#### **2. AI is used selectively, not by default**

AI-assisted workflows are only used where they are genuinely helpful and proportionate.

Examples may include:

- structuring chronologies or issue maps
- preparing first-draft analytical frameworks
- synthesising already minimised notes or non-sensitive working material
- supporting remediation roadmaps or action matrices
- accelerating low-value drafting or organisational tasks

AI is not used indiscriminately, and never as an autonomous decision-maker.

#### **3. Sensitive raw data is not blindly exposed to generative AI tools**

As a matter of principle, raw sensitive client data is not uploaded into external generative AI tools without a specific, appropriate and justified framework.

This includes, in particular, situations involving:

- highly sensitive personal data
- whistleblowing or HR matters
- legally privileged material
- misconduct or corruption allegations
- confidential investigative datasets
- politically or reputationally sensitive matters

Where AI is used, the approach is governed by necessity, proportionality and data minimisation.

#### **4. Confidentiality and data discipline come first**

Any use of AI-assisted workflows is subject to strict discipline, including where relevant:

- minimisation of data before use
- anonymisation or pseudonymisation where possible
- abstraction or summarisation instead of raw data transfer
- avoidance of unnecessary identifiers
- human review of all outputs
- alignment with the client's confidentiality constraints and, where applicable, approved technology environment

The objective is to preserve confidentiality, privilege considerations and professional trust at all times.

#### **5. The purpose is better allocation of senior time**

This model is not designed to reduce the role of the senior practitioner. It is designed to increase the value of senior involvement.

By accelerating selected low-value analytical steps, more time can be devoted to what clients actually expect from senior expertise:

- sound judgment
- sharper investigative thinking
- better strategic choices
- clearer reporting
- more practical recommendations

In other words, the goal is not “more automation”. It is better allocation of expert attention.

**6. This is a judgment-led model, not a technology-led one**

The delivery model remains fundamentally human, senior-led and accountability-driven.

AI may assist parts of the process where useful.

It does not replace experience, responsibility, professional skepticism or client-facing judgment.

That distinction is essential, particularly on sensitive matters.