

The logo graphic features a stylized brain outline composed of glowing blue circuit lines. Inside the brain, the word "FORTUNE" is written in white capital letters within a dark blue rectangular box. To the right of this box, the letters "AIQ" are displayed in a large, white, serif font. The entire graphic is set against a dark blue background with faint, glowing purple and blue dots.

FORTUNE

AIQ

WHO 'OWNS' AI OUTCOMES?

FORTUNE AIQ ADVISORY
BOARD SURVEY

APRIL 2026



ABOUT THE SURVEY

- Fortune AIQ Advisory Board is an exclusive community of business leaders who are on the front lines of the AI revolution.
- Responsibility and ownership for AI outcomes is becoming one of the most pressing issues for business leaders. In April 2026, members of the Fortune AIQ Advisory Board participated in a survey to find out how they think about accountability, governance, value attribution, and risk ownership in AI-driven decisions and results.



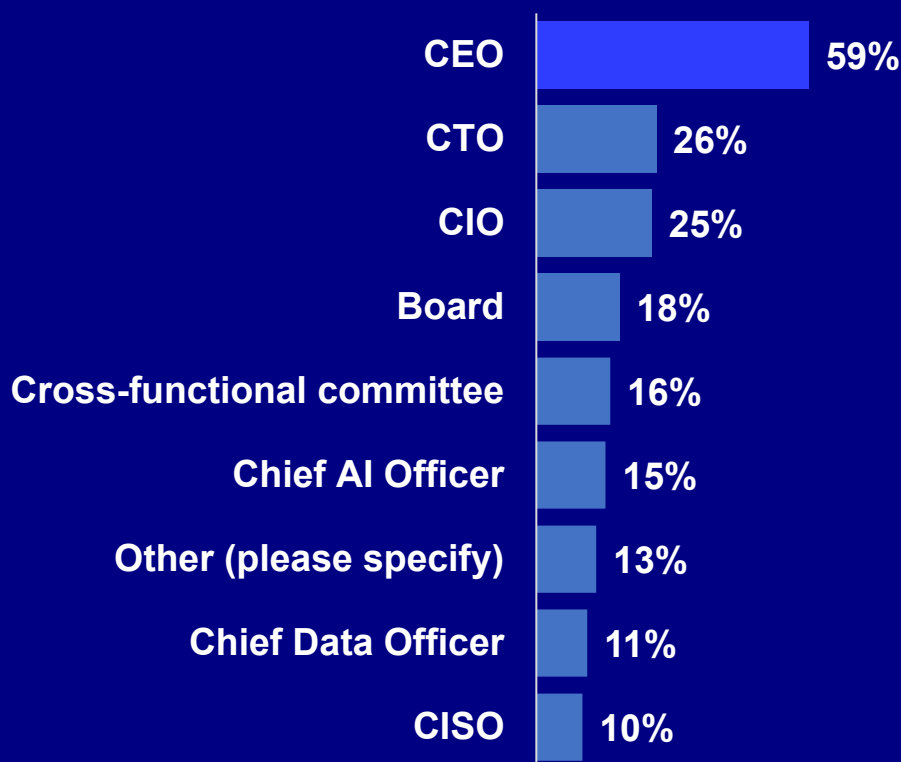
KEY FINDINGS AND IMPLICATIONS

- Responsibility for AI outcomes is fragmented across the C-suite, with CEOs most often named as ultimately accountable. Organizations should consider formalizing AI governance charters that specify which roles own which classes of outcomes.
- When AI causes harm, ownership is usually decided case-by-case between business and tech teams or assigned to the business owner. Boards should push for tighter linkage between AI results and leadership incentives.
- AI performance is rarely tied to compensation, promotions, or succession. Boards and CEOs should start linking part of leadership incentives to AI adoption quality and business impact.
- Confidence in explaining AI decisions is only moderate. Firms should invest in explainability tooling, model documentation, and training so business leaders can justify AI-driven decisions.
- Most executives feel only slight to moderate career risk if AI underperforms. Companies may want to consider raising the bar on personal accountability for AI outcomes, while that confidence can still be channeled into building robust governance.



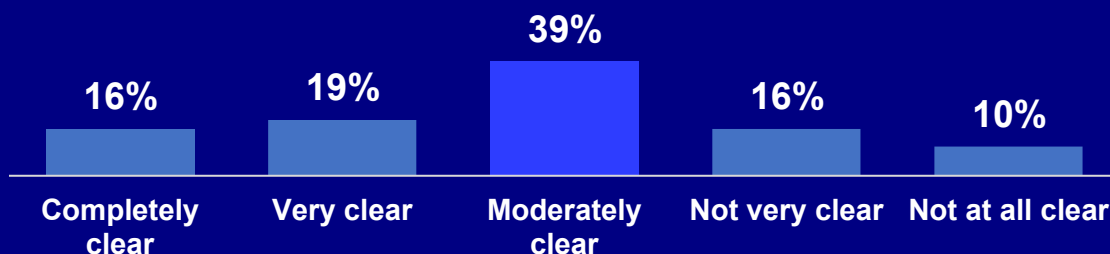
Responsibility is spread across the C-suite, but the CEO is named as ultimately accountable for AI system outcomes

Q. Who within your organization is ultimately accountable for the outcomes produced by AI systems? (Select all that apply)



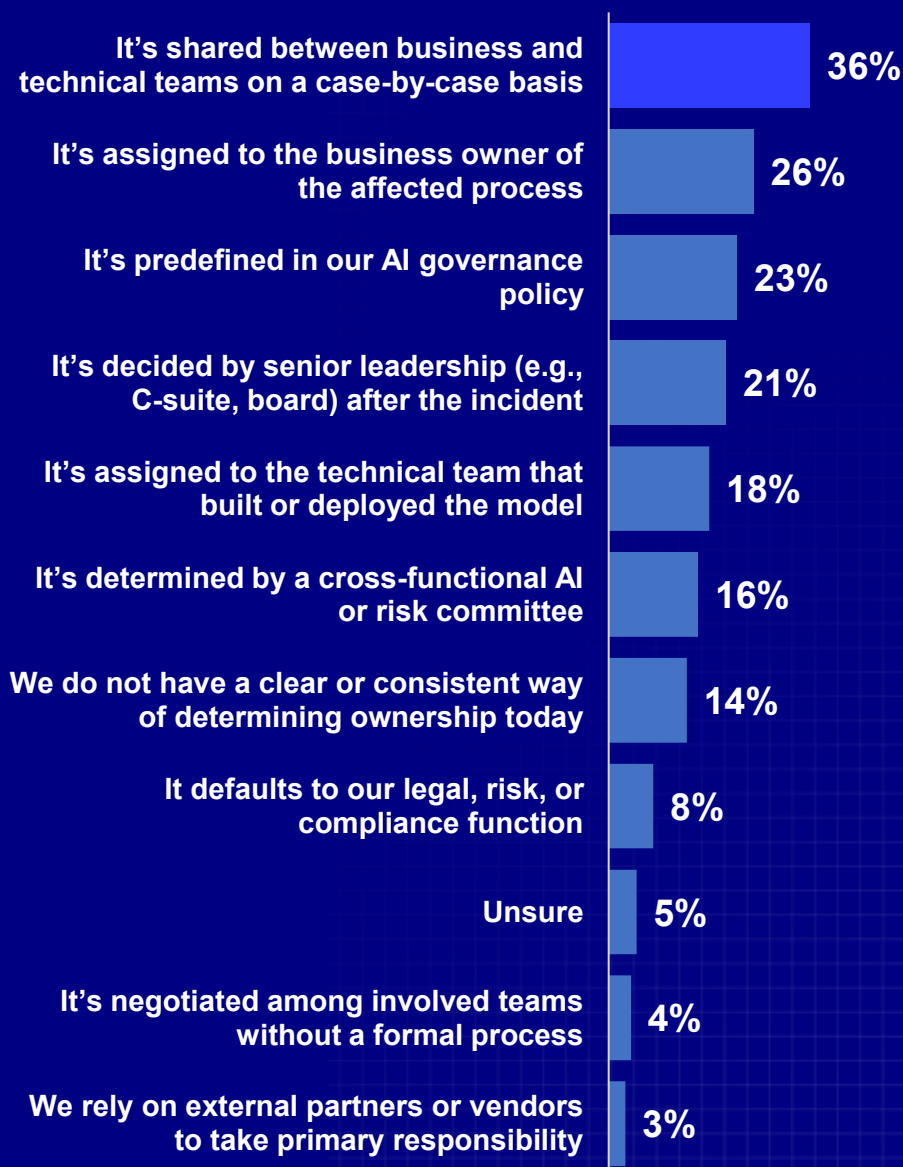
Most describe AI-outcome responsibilities as only moderately clear, with a sizable group saying they're unclear.

Q. How clearly defined are roles and responsibilities related to AI outcomes in your company? (Select one answer)



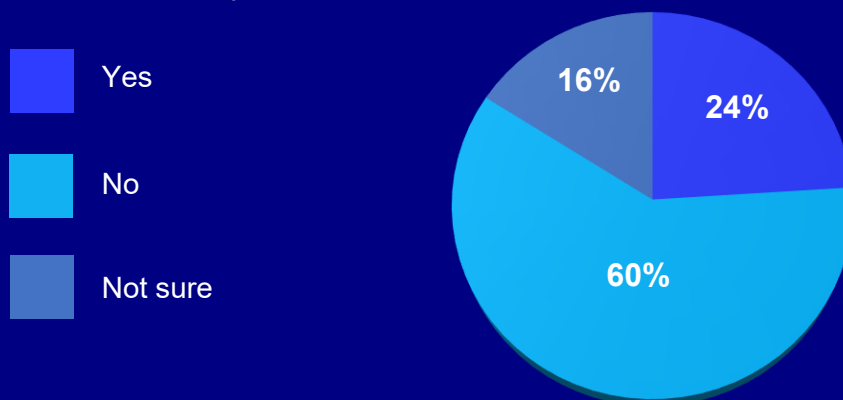
When AI causes harm, ownership is most often shared case-by-case between business and technical teams or assigned to the business owner

Q. When AI decisions result in negative impacts (e.g., bias, compliance breaches, consumer harm), how does your organization determine ownership of responsibility? (Select all that apply)



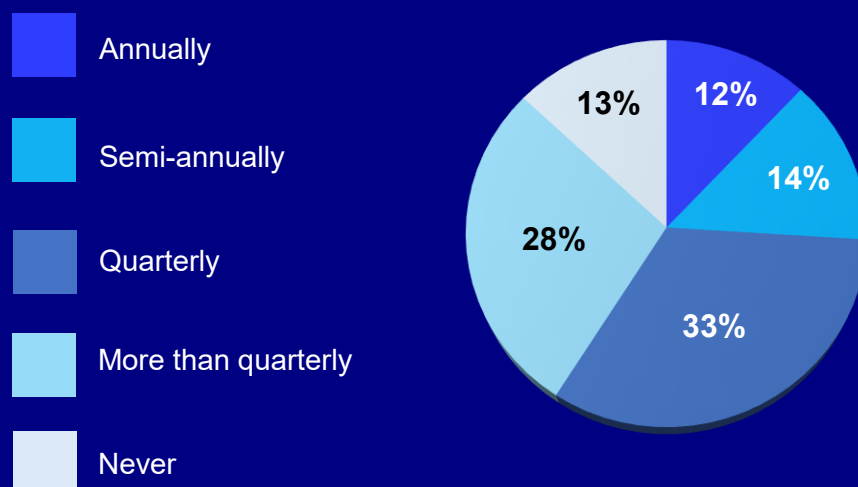
AI performance is rarely tied directly to leaders' compensation, promotions, or succession

Q. Are AI performance results (successes or failures) linked to compensation plans, promotions and succession decisions for business leaders in your company? (Select one answer)



Executive AI updates focus mainly on high-level AI vision, risk/incidents, and program roadmaps

Q. How frequently does your executive team provide formal updates to the board on AI strategy, progress, and key initiatives? (Select one answer)

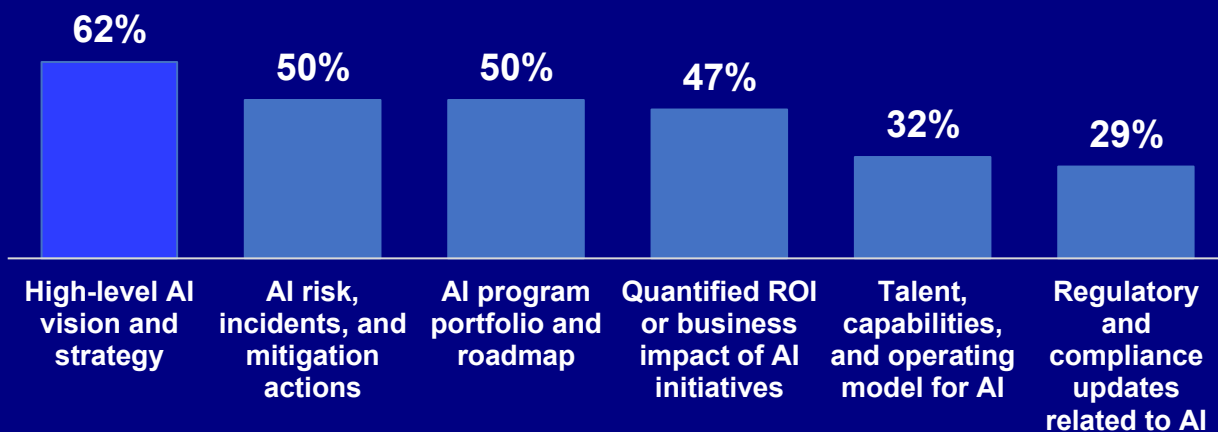


FORTUNE AIQ

WHO 'OWNS' AI OUTCOMES?

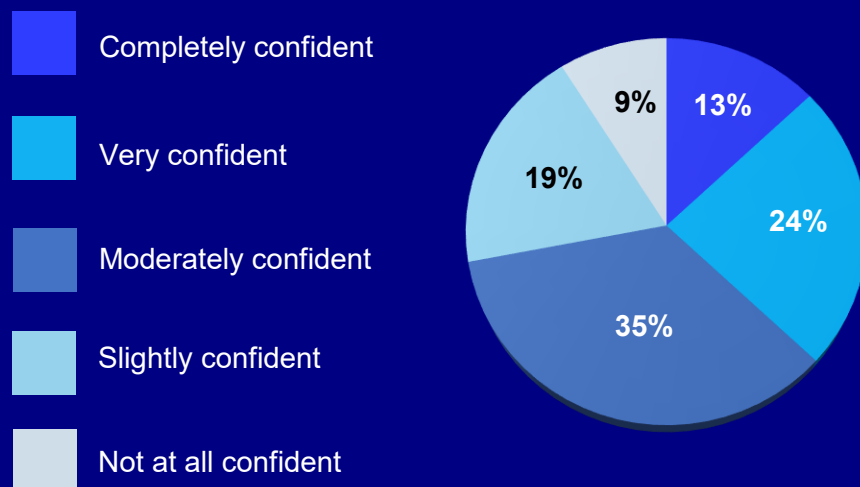
Respondents say the roles in their organizations that will be most impacted by AI are customer service, marketing,

Q. When your executive team receives AI updates, which of the following are typically covered? (Select all that apply)



Confidence in explaining AI decisions is middling—most are only moderately or slightly confident

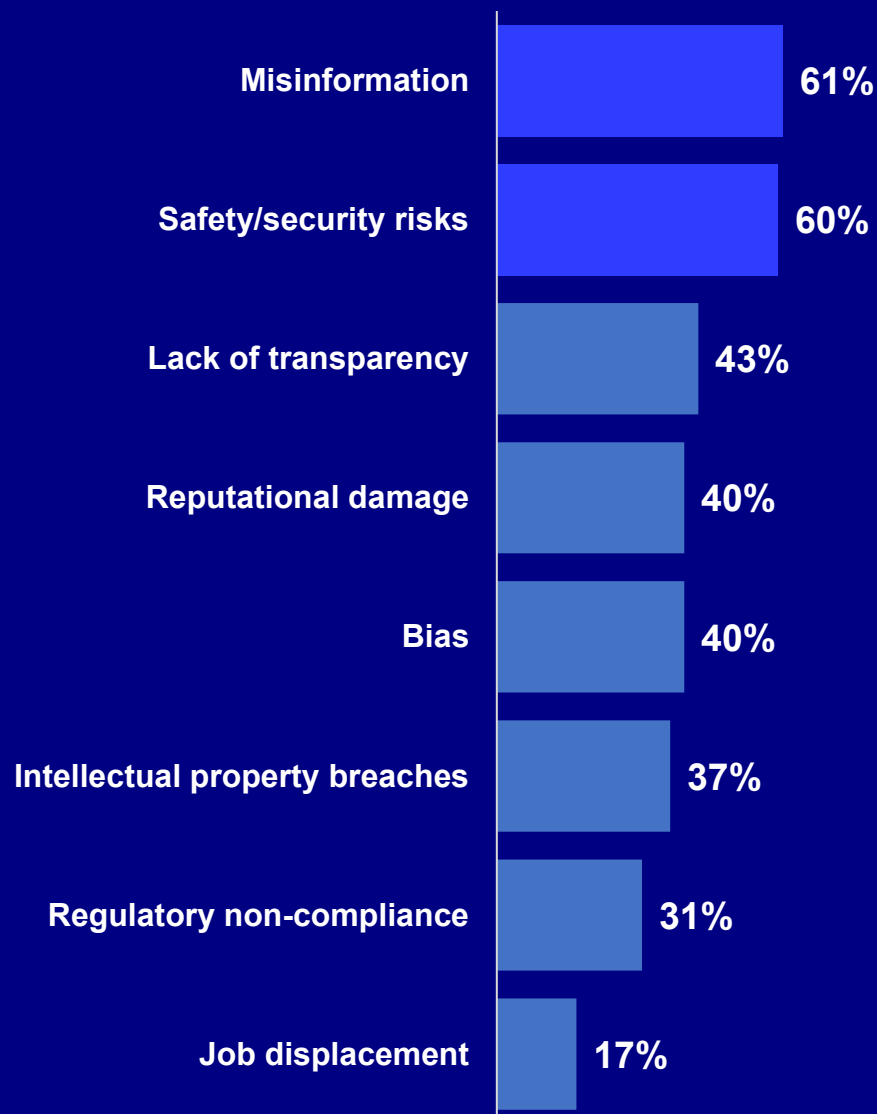
Q. How confident are you that your organization can trace and explain the rationale behind key AI-driven decisions? (Select one answer)





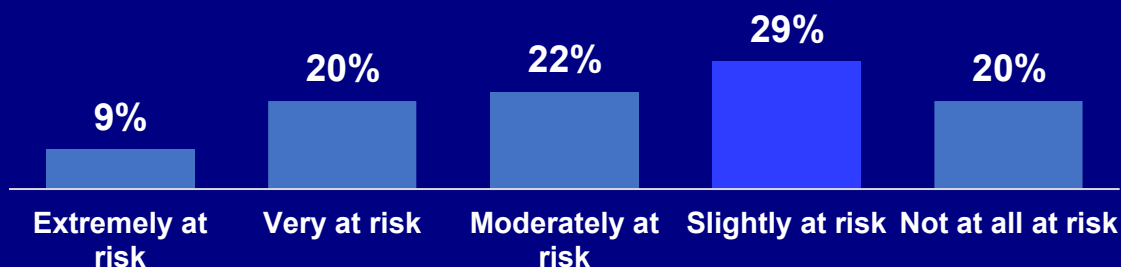
Leaders see misinformation and safety/security risks as the top ownership risks, followed by lack of transparency, reputational damage, and bias

Q. Which of the following do you consider the biggest ownership risk for AI outcome? (Select all that apply)



Most respondents feel only slight to moderate personal job-risk if AI underperforms

Q. To what extent do you believe your own role or job security would be at risk if your organization's AI initiatives significantly underperform over the next 1–3 years? (Select one answer)



Emotionally they skew more confident than fearful, with many saying they expect to benefit regardless of short-term outcomes

Q. Which of the following best describes your overall emotional stance toward AI performance over the next 1–3 years? (Select one answer)





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