

Ten practical things about agentic AI

Ten things to carry out of the room, from running AI at enterprise scale rather than from writing about it. Nothing here needs a platform decision or a budget cycle to act on.

95%+

POCS IN PRODUCTION

10k+

ENTERPRISE USERS

11x

RETURN ON INVESTMENT

50+

ENTERPRISE PRODUCTS

01

Treat AI as a socio-technical system

The model is one component. Workflows, guardrails, UX, governance and feedback loops matter as much. Most failures are not model failures.

02

Treat every use case as a shippable product

It needs a lifecycle, input and output controls, measurement, cost control and a maintainer. Build for the day you have to replace it.

03

Keep the center accountable to the business

Put the center on the demand side, with the portfolio, the value case, change and literacy. Where strategy and the P&L live.

04

Invest early in governance and platforms

Clear policy, an approval path, a shared platform with strong defaults. Without it, paralysis or chaos. With it, compounding.

05

Be disciplined about the portfolio

The hardest part of a council is saying no to smart people with good ideas at the wrong time. If a proof cannot show value in four to six weeks, kill it.

06

Be intentional about build versus buy

Could you build it in six months? Is the capability too narrow for an end-to-end value stream? Will it fit real use, or force process change that never happens?

07

Pick foundation-model partners that take safety seriously

It sounds obvious. It decides whether your program is something you can put in front of customers and regulators with confidence.

08

Keep humans in the loop, lead with augmentation

Augment people before replacing them. Trust gets built one shipped product at a time.

09

Measure and learn iteratively

Do not wait for a multi-year plan. Run small, well-instrumented pilots, then scale. The winners learn fastest under good guardrails, not start biggest.

10

AI is not an IT project

Run it as a business transformation, owned by the business, shaped as products. Run as IT delivery, it ships software and stops short of the operating-model change.