

CROSSING THE ATLANTIC

AI at Machine Speed
Humans at Learning Speed

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Transformation
Excellence
Growth



THE SHIP IS REAL

The capability is here

The greatest risk is not entering unknown waters

It is believing the old maps are still sufficient



FROM TOOLS TO ACTORS



SOFTWARE

Tell me what to do

AGENT

Tell me where you want to go

THE ORGANIZATION CHANGES

**HUMAN-LED
AI-OPERATED**

THE FRONTIER FIRM



THREE CLOCKS & TWO GAPS

MACHINE SPEED

milliseconds → seconds

HUMAN SPEED

minutes → hours → days

ORGANIZATIONAL SPEED

days → weeks → months



AI OPERATES IN CONTINUOUS LOOPS

Analyze → Compute →
Generate → Iterate



HUMANS NEED TIME TO

Understand • Reflect • Judgment
Trust • Learn • Collaborate



ORGANIZATIONS OPERATE AT THE SPEED OF

Processes • Governance • Hierarchy • Systems
Policies • Risk Controls • Budgets • Culture

ORGANIZATIONAL LATENCY

The time required to turn insights into authorized, coordinated and executed actions

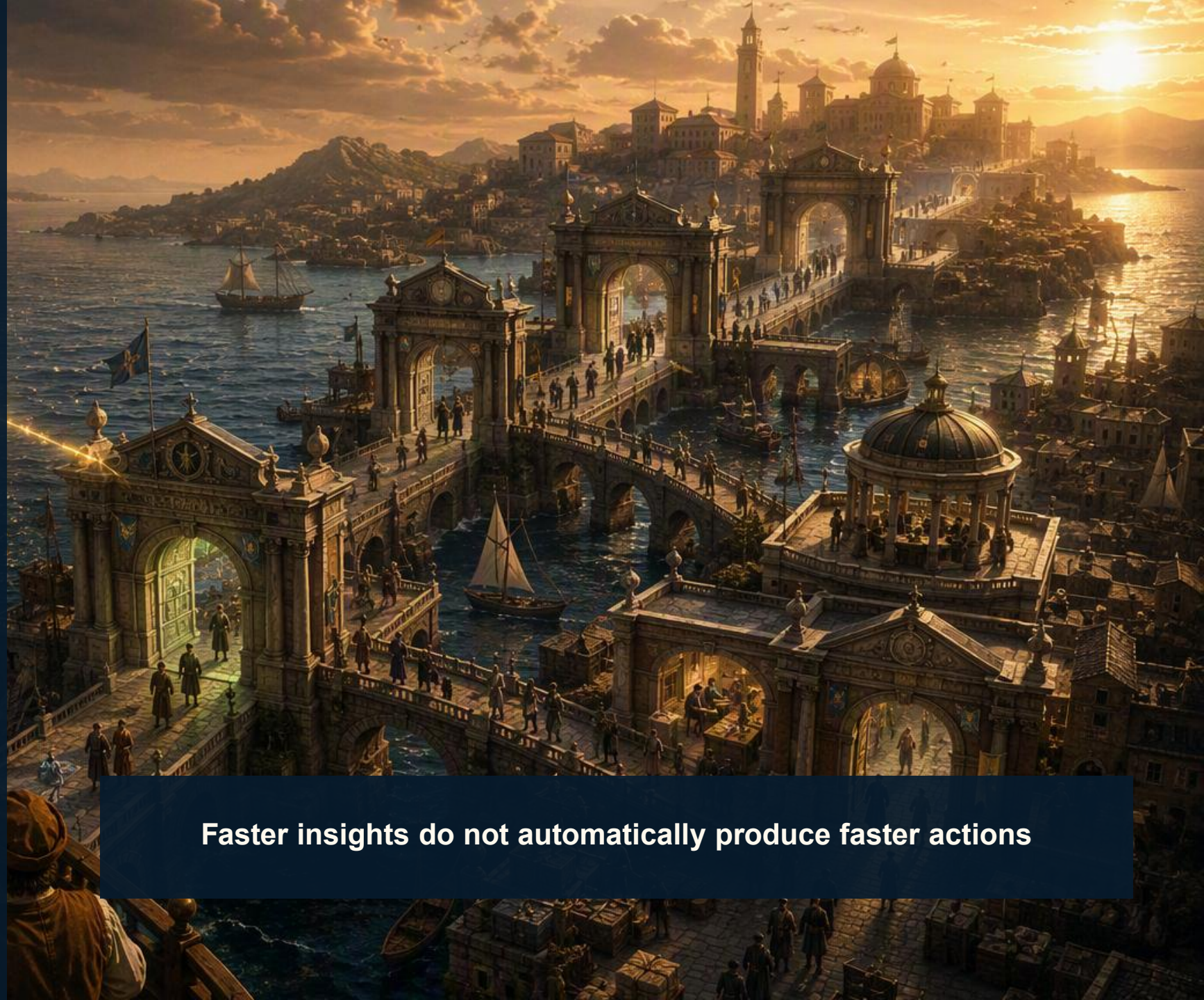
QUESTION → INSIGHT

seconds / minutes

INSIGHT → ACTION

still weeks / months (sometimes years)

Faster insights do not automatically produce faster actions



AI MAKES THE BOTTLENECKS VISIBLE

20 SEC Where are the problems?

20 SEC What are the root causes?

30 SEC Simulate the alternatives.

1 MIN Design the new process.

CAN WE IMPLEMENT IT ?

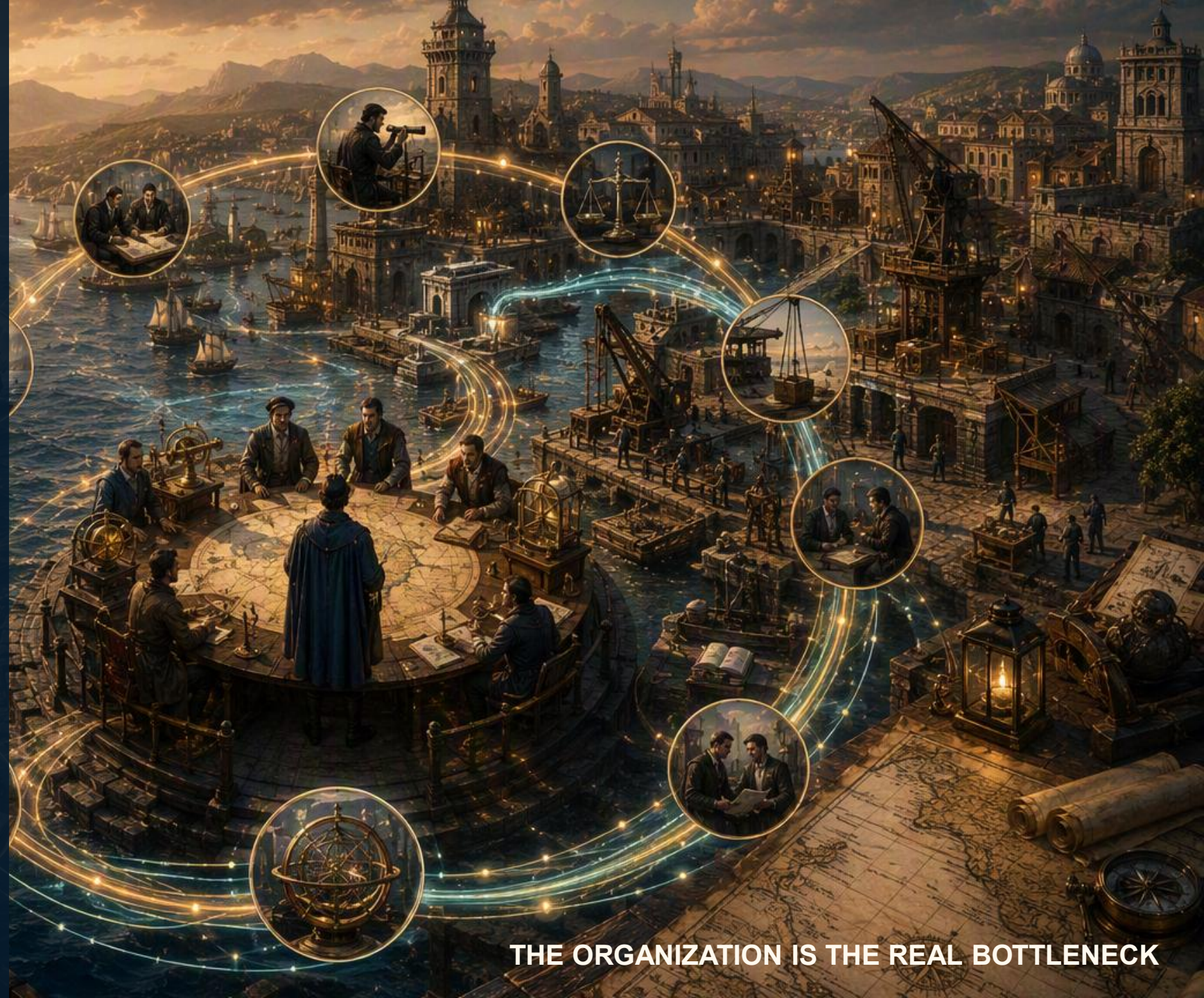
Legal → Security → Finance → Approval → Procurement → IT → HR → Change → Training

CAN THE ORGANIZATION **ABSORB** AI SPEED

The question is not
“How we make people work faster”

But

How do we design an organization that can
sense, decide and act continuously?



THE ORGANIZATION IS THE REAL BOTTLENECK

NOT ALL FRICTION IS WASTE

Organizational latency also exists to protect the organization and society



PRODUCTIVE LATENCY

Judgment • Ethics • Compliance • Safety • Accountability • Trust



ADMINISTRATIVE LATENCY

Duplicate approvals • Silos • Unclear ownership • Redundancy • Outdated Processes

How do we remove **unnecessary** latency while preserving the latency that protects us

AI is accelerating the individual faster than the organization can absorb the acceleration.



PRODUCTIVE LATENCY

The delay required for:

Judgment • Ethics • Compliance
Accountability • Safety • Trust

This delay protects the organization.

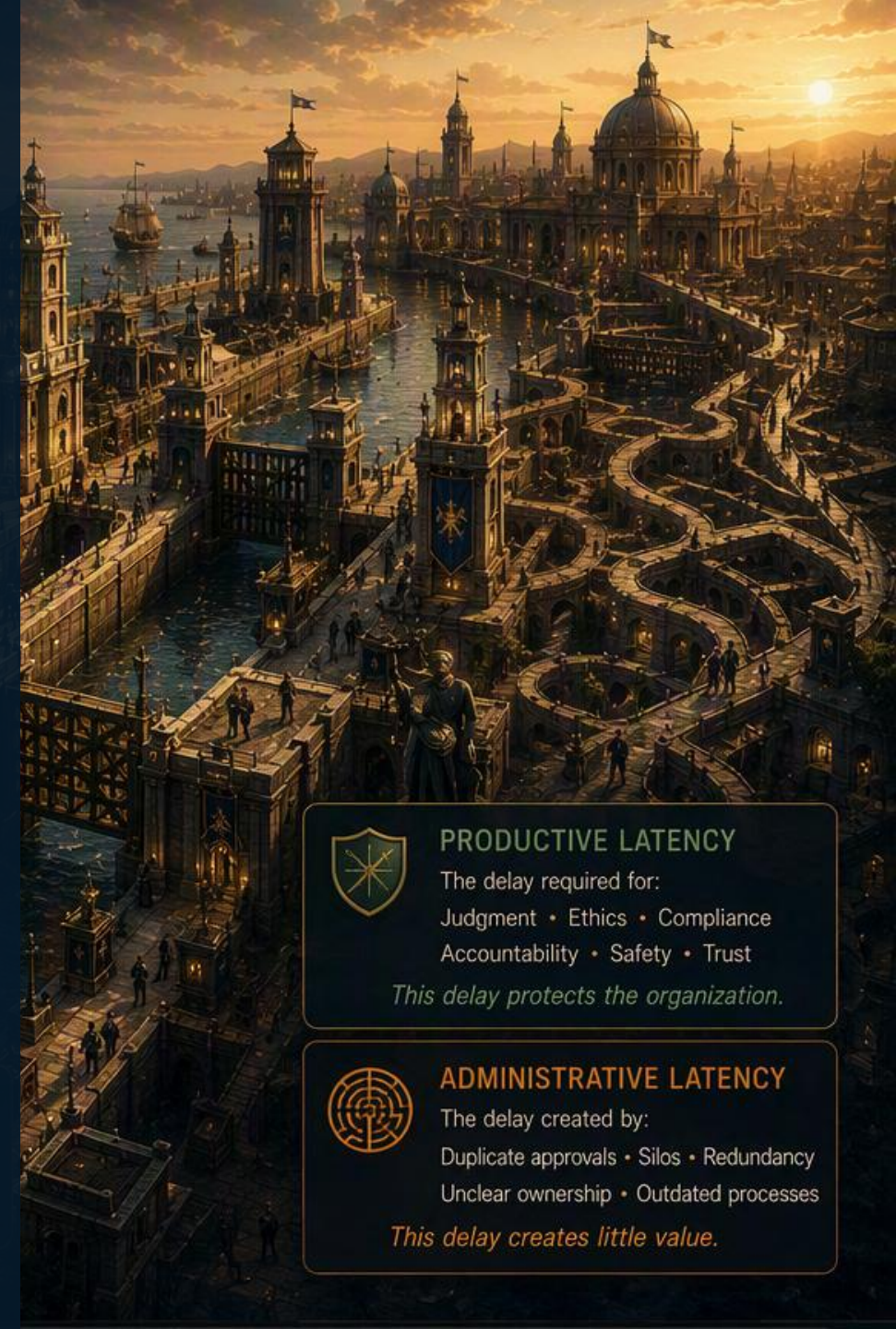


ADMINISTRATIVE LATENCY

The delay created by:

Duplicate approvals • Silos • Redundancy
Unclear ownership • Outdated processes

This delay creates little value.



WHO CAN STEER?

Capability and actions must be matched with authority, boundaries and accountability

DELEGATED

Autonomous within explicit guardrails

COORDINATED

Human and agent working together

RETAINED

Human judgment and oversight

Governance determines:

What agents may decide • What remains human • What is recorded • Who is accountable



Autonomy without accountability is not transformation

FROM SPEED TO STEWARDSHIP

The Agentic Enterprise must operate continuously without abandoning control.



Governance is not an afterthought

It is the infrastructure that allows intelligent systems to act safely, transparently and at scale.

Before we ask what agents can do, we need to ask who is responsible when they do it



WHO IS RESPONSIBLE?



AUDITABILITY $\neq$ ACCOUNTABILITY

KNOW WHO IS ACTING



MICROSOFT ENTRA AGENT ID

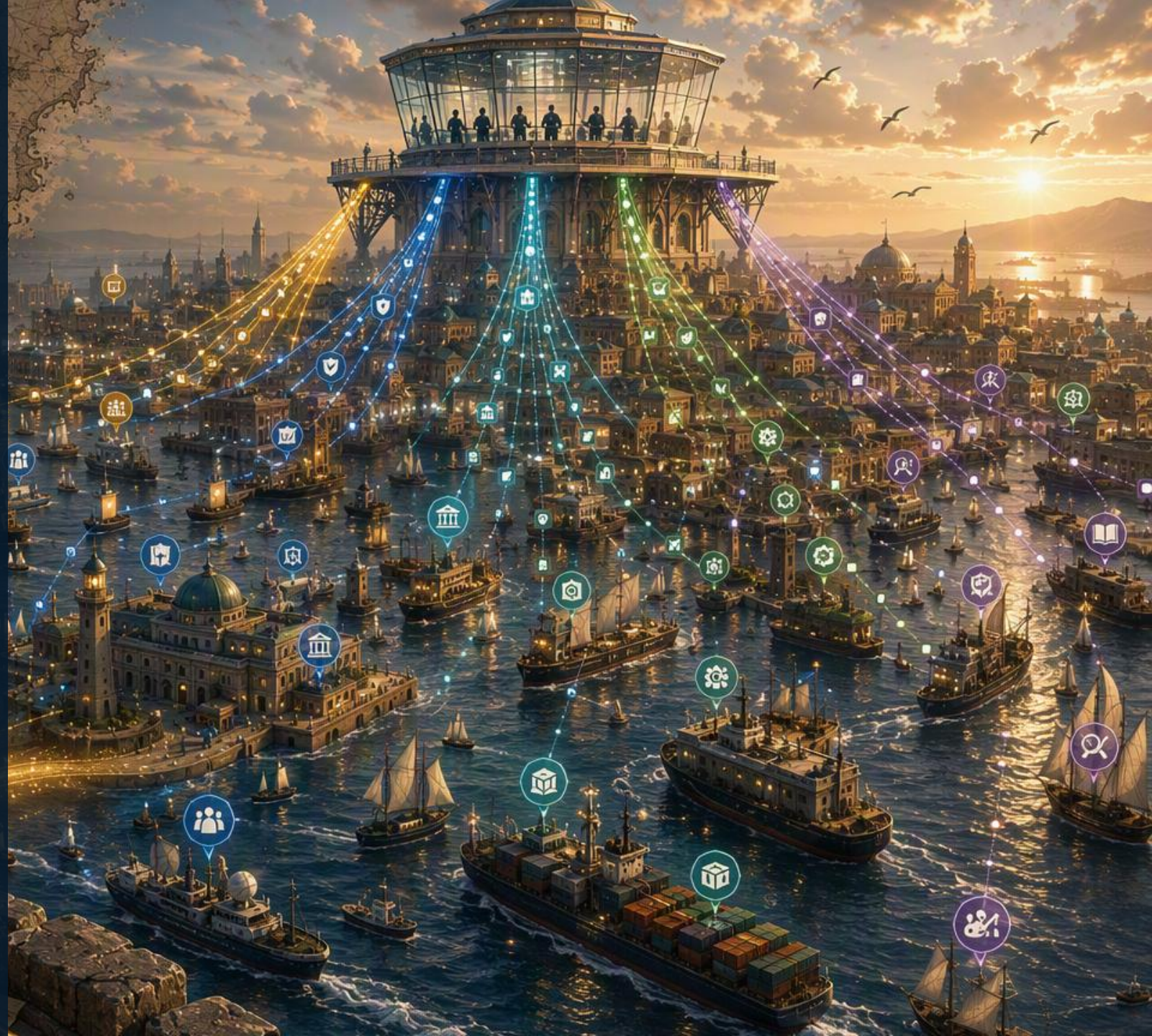


ONE AGENT
IS EASY

100.000
ARE NOT

IDENTITY • SECURITY •
POLICY LIFECYCLE • OBSERVABILITY

MICROSOFT AGENT 365



WE BUILT THE PORT

DO WE KNOW WHAT TO DO
WITH THE CONTINENT?

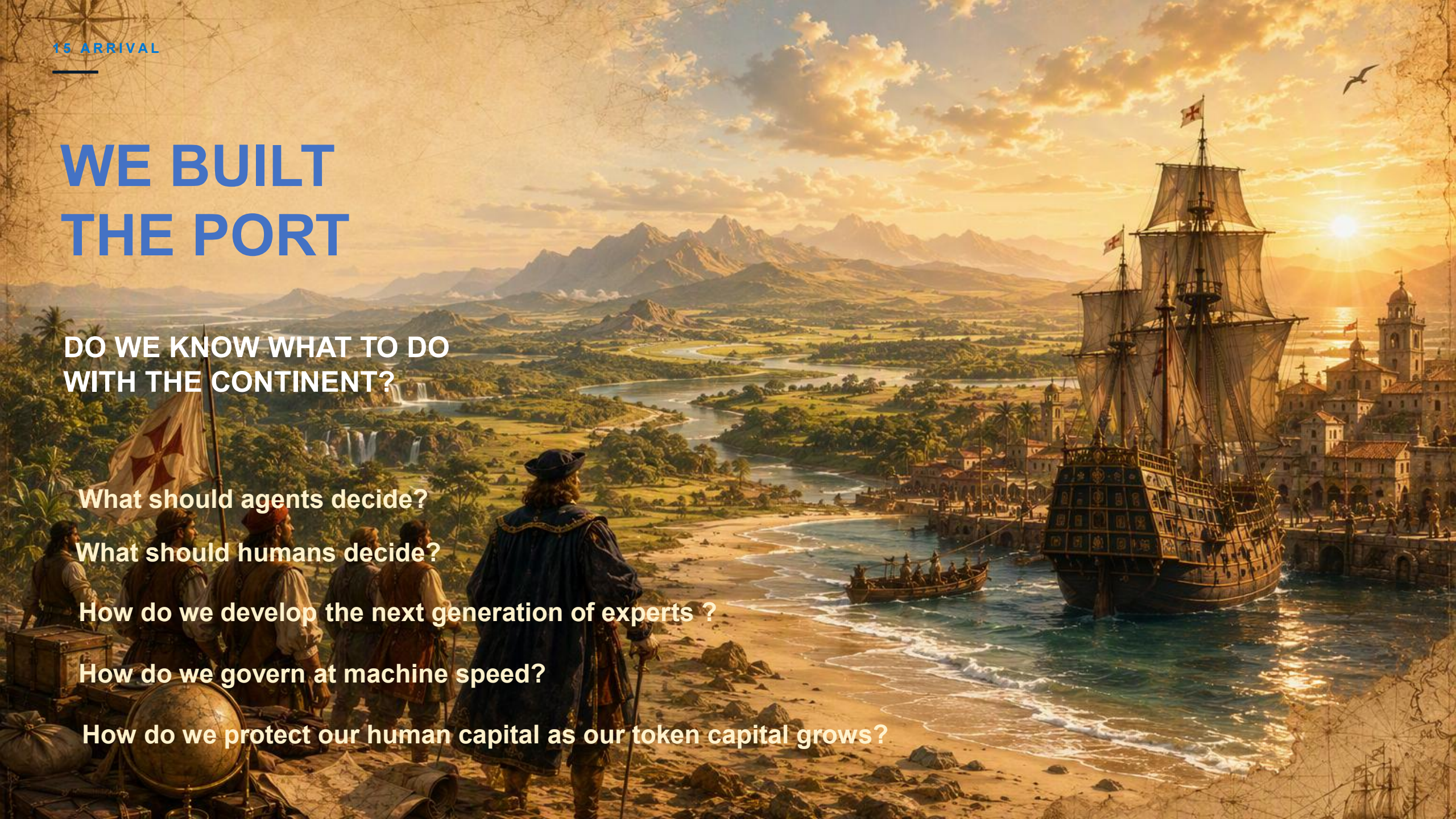
What should agents decide?

What should humans decide?

How do we develop the next generation of experts ?

How do we govern at machine speed?

How do we protect our human capital as our token capital grows?



WHAT ABOUT SOCIETY LATENCY?

The time society needs to understand, debate and responsibly adapt to technological change.

TECHNOLOGY → ORGANIZATIONS → INSTITUTIONS → **SOCIETY**

Can society decide what future it wants before technology decides what future is possible?

Food for thought:

[*Dario Amodei — We Must Pace the Frontier*](#)

[*The choices we make about AI now are critical | Bill Gates*](#)

[*Satya Nadella - sn scratchpad*](#)

[*A warning about 'model welfare'*](#)





WE HAVE CROSSED THE ATLANTIC.

WE ARE NOT LOST. WE ARE EARLY.

Now we must understand and conquer the new land