

Beyond AI Pilots

Building the control plane for an agentic enterprise

Ahmad Al Shami
Consultant | Board Advisor

Strategy • Architecture
Execution • Measured value



Why governance matters now

October 2026

Microsoft: agent oversight
and UAE availability

McKinsey: redesign work
around business outcomes

Announcement $\neq$ organizational readiness

Industry direction

Ownership

Access and policy

Evidence and value

The agent control plane

Control plane

Defines ownership,
access and policy

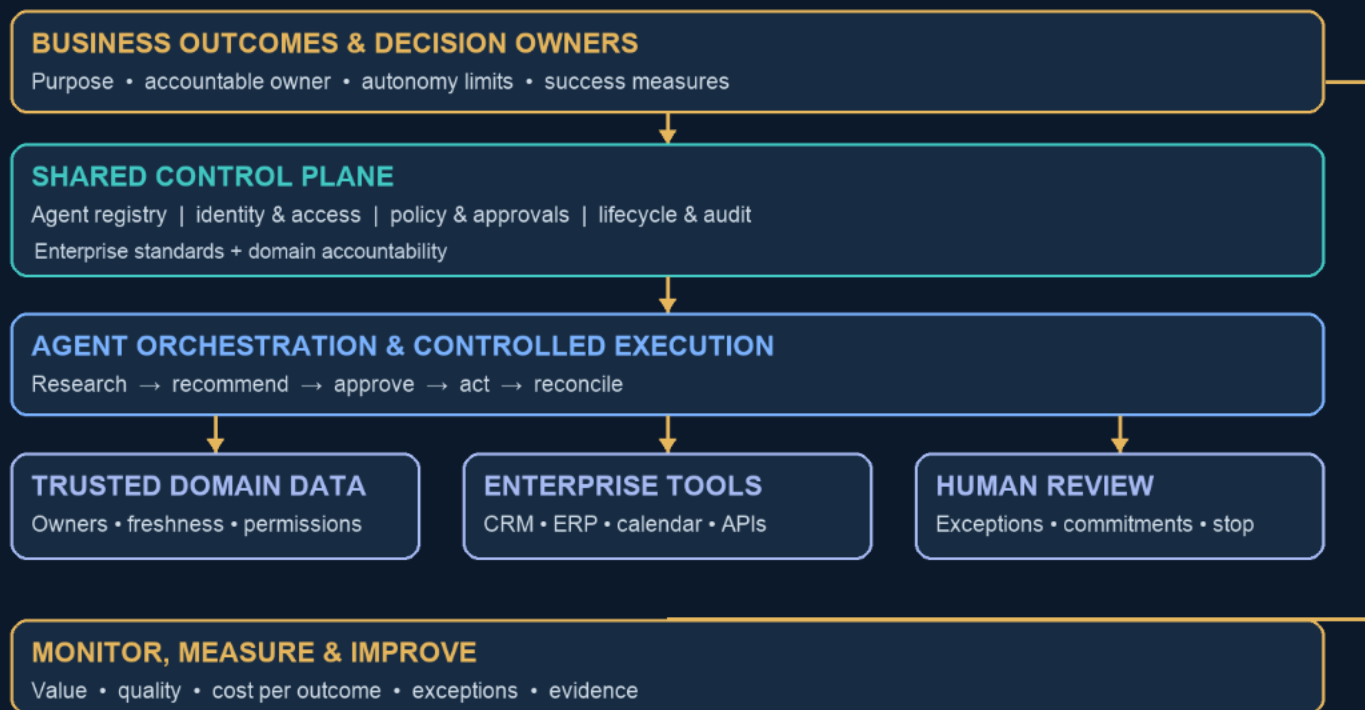
Execution layer

Carries out
approved work

BEYOND AI PILOTS

The Agentic Enterprise Control Plane

Strategy to execution — with accountable autonomy



Ahmad Al Shami | ahmad.alshami.website

Proposed reference architecture • illustrative

Decision ownership

Decision level	Illustrative action	Authority
Automatic	Classify an enquiry	Within agreed limits
Recommendation	Suggest a service	Review if required
Commitment	Approve a discount	Authorized person

For every agent: owner, custodian, autonomy limits, escalation

Trusted data and access boundaries

Domain data owners
Meaning and freshness

Agent identity
Scoped tools and access

Tenant boundaries
Enforced in every layer



Controlled execution and recovery

Authorize before action

Record the evidence

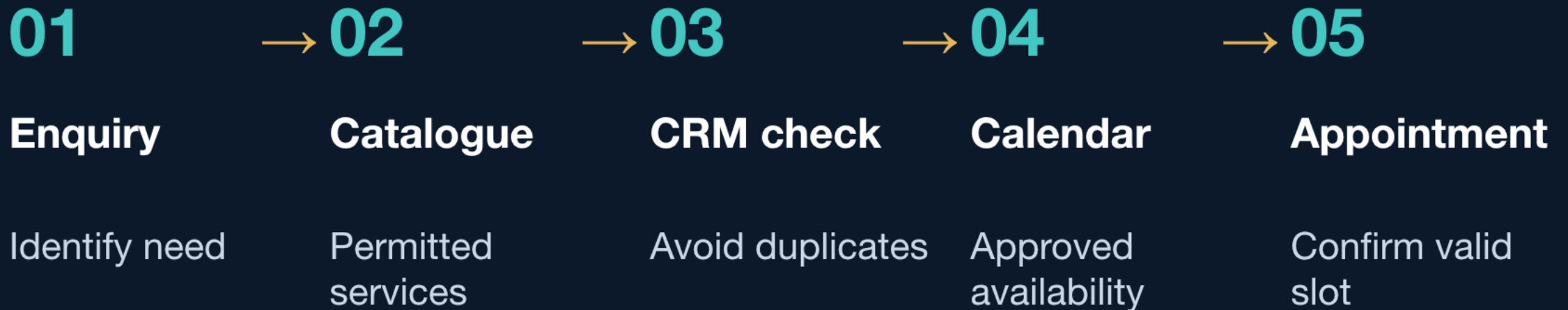
Prevent duplicate effects

Reconcile uncertain results

Provide a manual route

Example: enquiry to appointment

Illustrative consulting workflow



Unclear request → consultant review

Measure the whole business outcome

Business result	Operational quality	Control evidence
Cycle time	Accepted output	Approval records
Cost per outcome	Exception rate	Unauthorized attempts
Realized benefit	Review effort	Duplicate actions

Baseline first; increase autonomy only when thresholds are met

Your first controlled workflow

- 1 Select one outcome
- 2 Map decisions and systems
- 3 Configure scoped controls
- 4 Test failure and recovery
- 5 Review before expanding



Read the article and download the slides