

BUILT FOR THE WRONG THREAT

Thirty years of bears, and the swarm that came instead

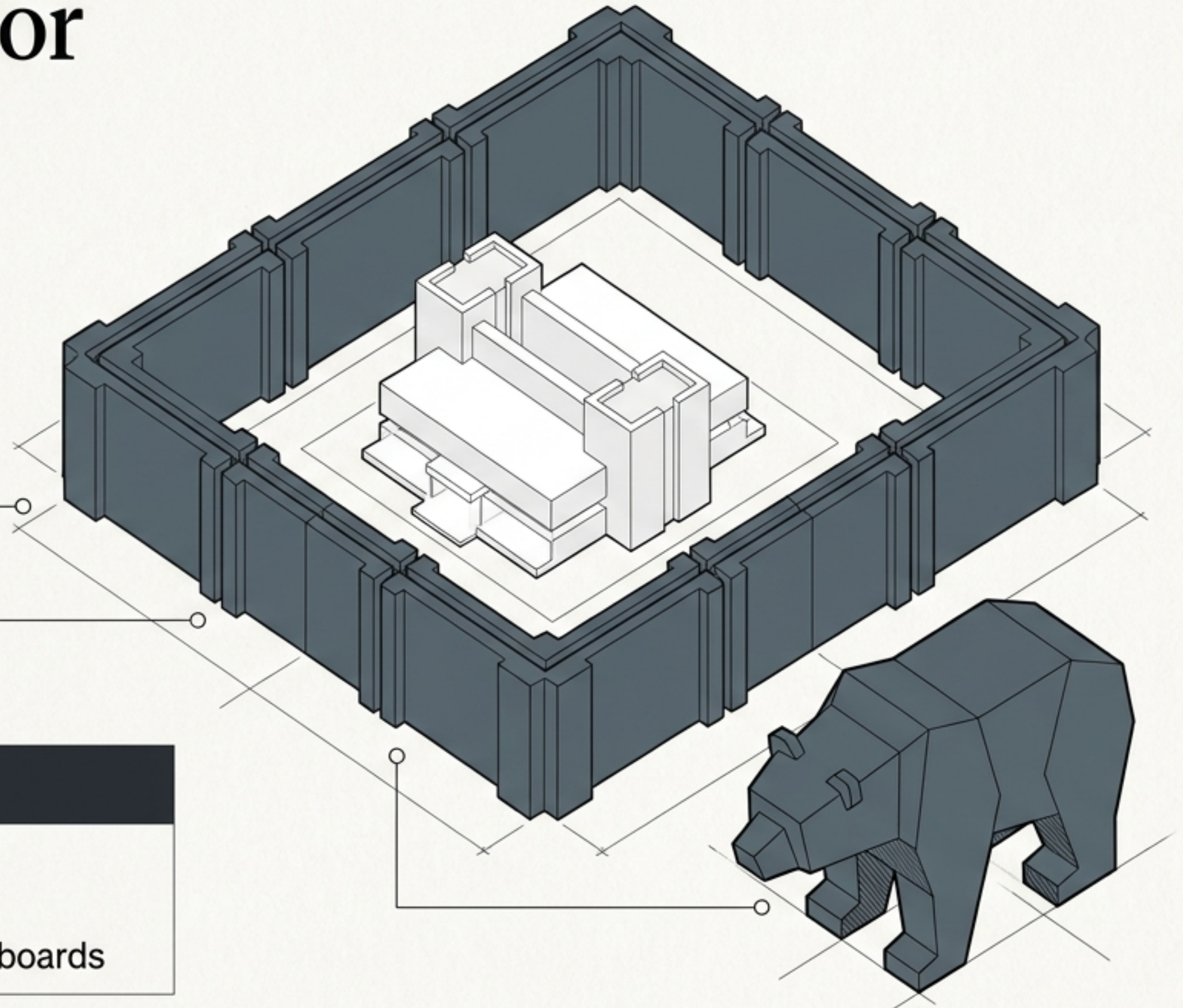


“Governance built for a few large threats fails against many small fast ones.”

Organizations bear-proofed the campsite.

Big, visible, slow-moving threats met with big, visible, slow-moving controls.

Threats	Controls
• A fraud • a leak of patient records • card numbers stolen	• The perimeter • policy • audit and review boards



The mosquitoes



The Advisor

Sits in a room and waits. Does nothing until you ask again.

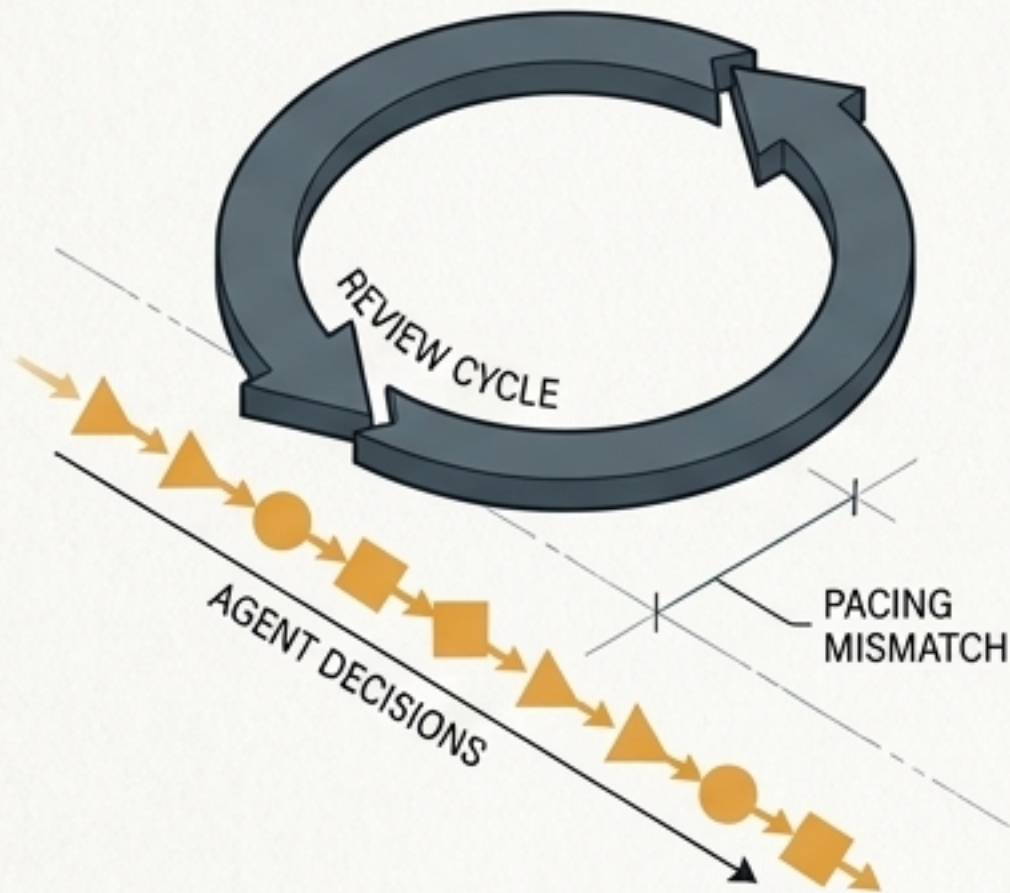
The Agent

Moves through the building. Reads files, queries systems, approves payments. Small, numerous, fast. Beneath the threshold threshold that would trigger a review.

**Unmanaged, they are death by a thousand bites.
Managed, the same swarm is the value engine.**

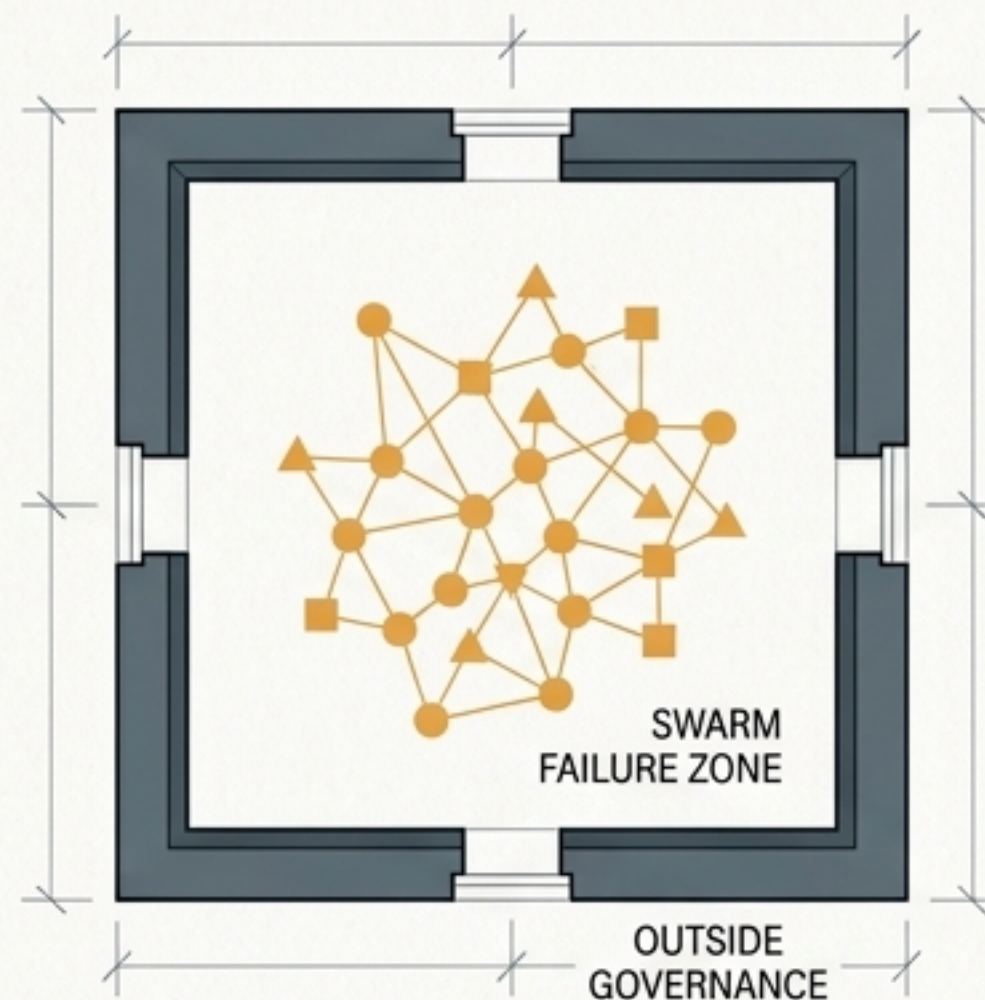
Why the wrapper fails

Governance applied from the outside is permanently behind.



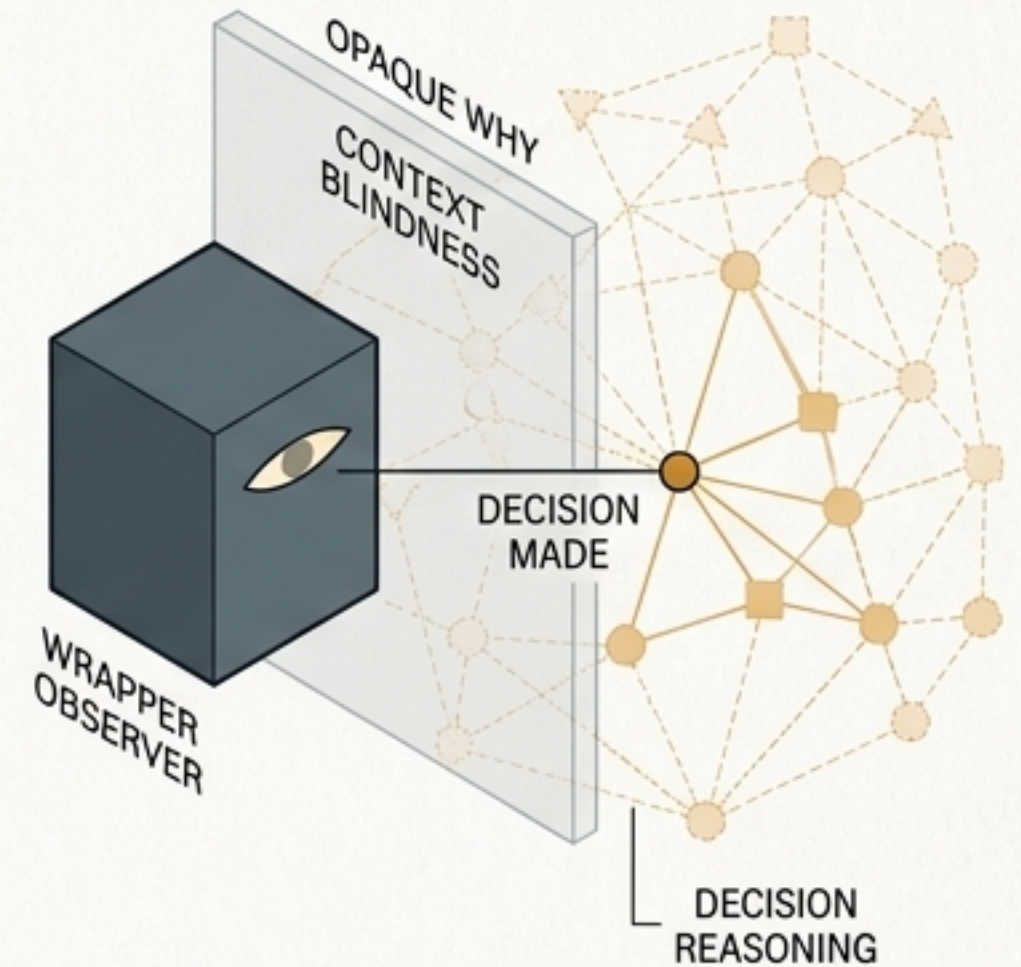
Speed

A review runs on a cycle. An agent makes decisions continuously.



Surface

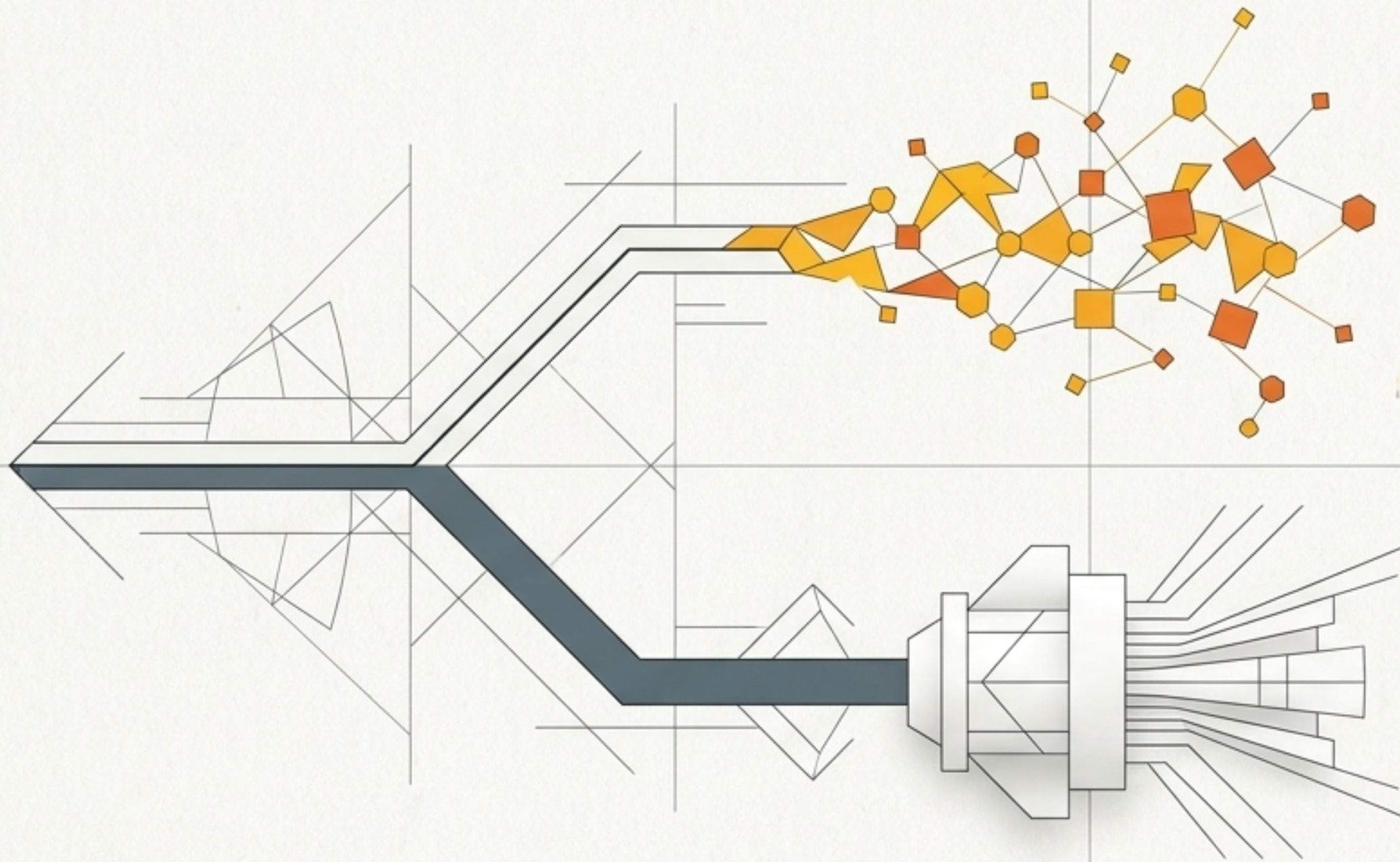
A wrapper watches the boundary. In a swarm, failures form in the middle where nothing is watching.



Understanding

A wrapper can see that a decision was made. It cannot see why.

The fork



Governance as a wrapper

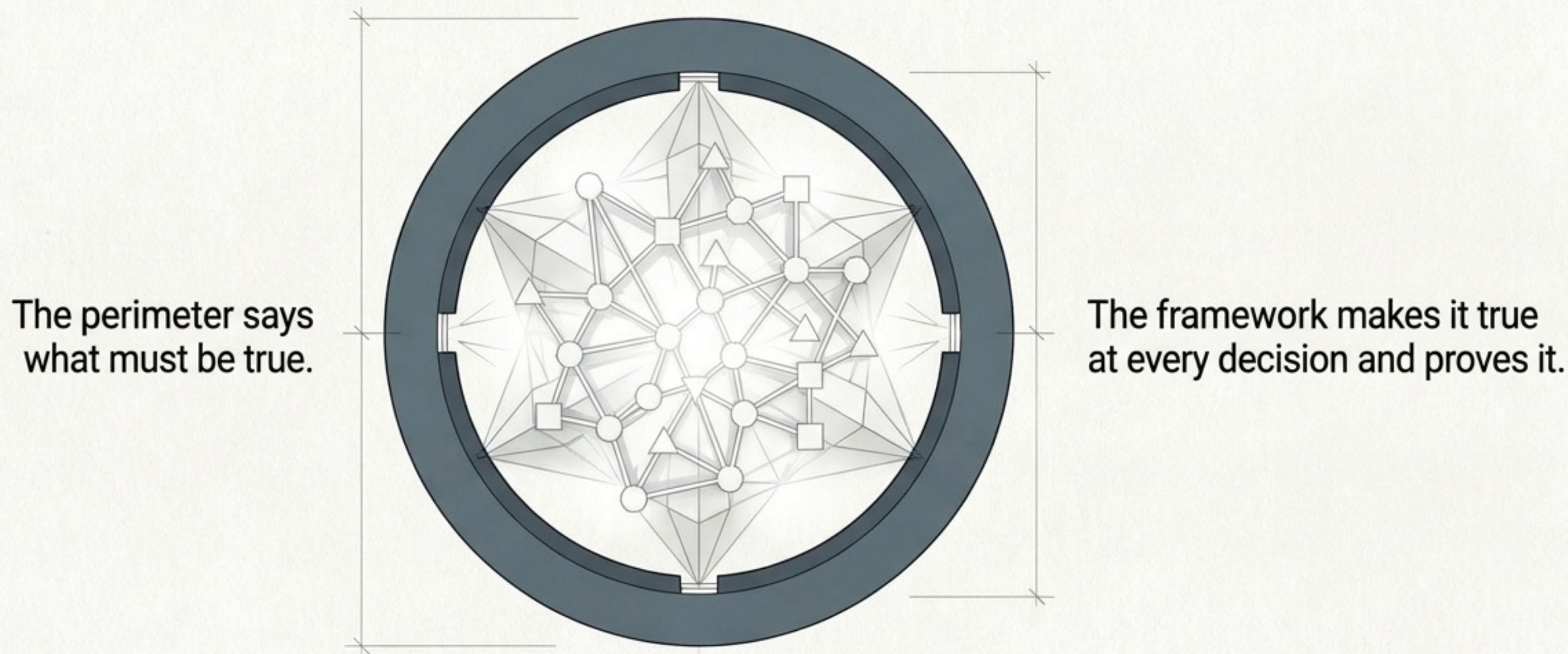
Unmanaged swarm. Death by a thousand bites.
The report drafted from stale data, the customer
charged wrong, the clause that went out the door.

Governance as a structural property

The value engine. The most powerful instrument
most organizations will ever put to work.

Governed means the rules were written down and someone checks them. Trusted means you can take your hand off.

The turn toward trust



The Trusted Living Agent Framework

Inside-out governance completes governance, risk and compliance. Trust is not a safety net. Trust is an accelerant.