

Pantheon's Perspective

BUSINESS PLANNING FEELS IMPOSSIBLE RIGHT NOW

TL;DR: If trying to build a 3-year plan feels a little ridiculous right now, you're not crazy. Technology is moving too fast. So instead of pretending we can predict everything, let's focus on a few moves we can make in the next six months that will help no matter what happens next.

As a member of the Oregon Trail on an Apple IIe generation, I've seen a lot of technology change.

But nothing compares to the last 12 months.

As an EOS company, we're supposed to set a 10-Year Target and a 3-Year Picture. And right now? I'm not even sure what things will look like in six months.

So how are we supposed to plan for the future when the technology that increasingly runs our world is moving at ludicrous speed? (IYKYK.)



Here's where I've landed: maybe this is not the season for perfect long-range planning. Maybe this is the season for making a few smart moves in the next six months that will have value regardless.

Here are four of them.

1. Start using AI for real work

If you aren't using AI, you're falling behind.

And I don't mean just using it to write emails or organize notes. That's fine, but that's not the big story. AI is changing how work gets done.

Very soon the value of a team member is not going to come from being able to grind through tasks faster than everyone else. It's going to come from using AI to think, create, solve problems, build processes, and move ideas forward.

A George Jetson two-hour work week is still a long way off. But if you remember, his whole job was basically pushing a button over and over to keep a computer working. None of us want that job – even if the work hours sound good. Be part of the change, don't end up like George.

So for the next six months, get serious about using AI in a way that really matters.

- Can it automate part of your workflow?
- Can it answer routine questions?
- Can it help you pull together business intelligence faster?
- Can it help your team get more done with less friction?

Using AI takes practice. I've had plenty of moments where I spent two hours on something only to realize I was using the AI tool all wrong.

Still worth it.

That time is not wasted. That's how you learn what's possible. You do not need a perfect AI strategy right now. You need reps.

2. Put guardrails around your team's AI use

Whether you know it or not, your team is already using AI.

If you have not given them an approved tool, basic rules, and some guidance, then it's the Wild West.

- What tools are they using?
- What information are they putting into them?

- Do they understand that AI still needs human review?
- Do they know how wrong it can be when nobody is paying attention?

That's the risk side.

But there's also a huge upside: your team is probably already using AI in ways that could help the whole organization.

If Betty figured out how to automate Process Z, you want Jim and Bob using that too.

Ask your people what they're doing.

I did a one-hour brainstorming session with my team and walked away with around 20 strong ideas for using AI in the business. We picked four to start implementing. That one hour will likely pay for itself many times over.

“You don't need a perfect AI strategy right now. You need reps.”

Your people are closer to the work than you are. They will often see opportunities leadership misses.

3. Find your builders and back them

Some people are dabbling with AI. Some people are building with it.

You want to know who those people are.

I found out one of my guys had built his own AI setup at home. He uses it for home security, tracking lists, creating recipes using food in his refrigerator, and all kinds of other things. I was blown away.



Now, my team is made up of technicians, so maybe that's a little different. But the point still stands: there are people inside your business who are already further ahead than you realize.

Find them.

Then give them room to run. Give them tools. Give them time. Give them budget if needed. Give them a real business problem to solve.

And one more thing: if your IT team is not talking about AI every day, start asking why.

Yes, security matters. Governance matters. Policies matter. But "we're nervous about it" is not a plan. This is the future. They need to help you figure out how to use it responsibly, not pretend it's optional.

Insist on it.

Final thought

Maybe the answer right now is not building a perfect 3-year picture.

Maybe it's building a strong next six months.

Use AI for real work.
Put guardrails around your team.
Find your builders.
Reduce unnecessary risk.

The future may be moving too fast to map out in detail. But that does not mean we're stuck.

It just means we need to focus on the next right moves.



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