The **AOTMP® Industry Leadership Committee** is an elite team of **Business & Technology Provider Industry Leaders** who collaborate to help shape, promote, and advance the future of technology management by driving innovation and raising industry standards.

Founding members met on August 6, 2026, to discuss industry challenges, opportunities, and next steps to address challenges and leverage opportunities. The document outlines a core discussion of: **Making AI Safe, Useful, and Measurably Valuable**.

DISCUSSION CONTEXT: THE WHY

- AI agents can be overconfident and wrong; users may lack the skills to spot errors.
- Governance, data security, and information architecture issues limit trustworthy AI use.
- Organizations struggle to operationalize AI and measure tangible business value.

DISCUSSION RECAP

The ILC discussion reached the conclusion that AI can create significant value in technology management, but only when deployed as an **expert-enabled accelerator** rather than an autonomous decision-maker. The most credible near-term opportunities are practical, back-office and analytical use cases with defined controls, clean inputs, accountable owners, and measurable business outcomes.

Participants emphasized that AI could sound authoritative even when it is incomplete, inaccurate, or contextually wrong. This is particularly concerning in TEM, MMS, ITFM, ITAM, ITSM, and related workflows, where an incorrect conclusion can affect spend decisions, vendor relationships, security, service delivery, or executive reporting. AI-generated summaries, analyses, and recommendations therefore require expert review before publication or action.

The group also noted that the AI conversation must move beyond chat interfaces and generic productivity claims. The greater opportunity is to use AI behind the scenes to reduce repetitive manual work, interpret large volumes of structured and unstructured information, detect risks earlier, and improve the speed and consistency of operational processes.

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DISCUSSION TAKEAWAYS

- **Human-in-the-loop is non-negotiable**. AI should prepare, classify, detect, draft, and accelerate, but qualified professionals must validate material outputs, especially those that drive financial, contractual, security, compliance, or customer-facing decisions. Participants described this as "human-led AI," not AI replacing expert judgment.
- **AI outputs must not be mistaken for verified facts**. Meeting summaries and analytical narratives can appear polished and credible while misinterpreting comments, omitting important nuances, or providing incomplete answers. Subject-matter experts should review and validate AI-generated outputs before they are used to inform decisions or are shared with stakeholders.
- **Start with bounded, high-confidence use cases**. The best initial use cases have clear inputs, repeatable workflows, limited downstream risk, and measurable outcomes. Examples discussed included meeting-note summarization, follow-up drafting, contract analysis, customer churn prediction, and back-office exception handling.
- **The strongest value may be operational, not flashy**. AI can eliminate low-value diagnostic and administrative work, such as investigating why a data load failed, identifying an input field or carrier feed change, or routing an exception for resolution. Those use cases can materially improve cost-to-serve, cycle time, and staff capacity even if they are not visible to end users.
- **Data governance and security are adoption gates**. Enterprises increasingly ask AI-specific questions in RFPs, including whether AI is used, how customer data is protected, where data is processed, and what safeguards are in place. Providers must be ready to demonstrate acceptable-use policies, data protections, review controls, and integration with the customer's approved AI environment.
- **Avoid irreversible model lock-in**. The market remains unsettled across models, providers, pricing approaches, and enterprise standards. TEM, MMS, ITFM, ITAM, and ITSM organizations should favor extensible architectures and interoperable integrations rather than betting their strategy on one foundation model or platform.
- **AI consumption requires financial governance**. Token- and usage-based models can create unanticipated spend. AI should be managed with the same discipline applied to cloud consumption, addressing usage visibility, budgets, guardrails, allocation rules, periodic cost review, and accountability.

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CONCLUSIONS

1. **AI is most valuable when it augments professional capability**. The goal is not simply to remove people from a process. It is to remove friction and low-value work so technology management professionals can focus on judgment, stakeholder engagement, negotiation, exception resolution, and strategic optimization.
2. **Trust is a design outcome**. Organizations cannot "add governance later." AI solutions need appropriate data access, security review, data-handling rules, accountable owners, validation checkpoints, and auditability from the outset.
3. **Business value must be demonstrated at the workflow level**. "Efficiency" is insufficient as a success statement. AI investments should be tied to specific outcomes, such as reduced cycle time, higher data quality, cost avoidance, revenue retention, accelerated time to insight, improved control coverage, or improved stakeholder experience.
4. **Architecture flexibility is a strategic safeguard**. Enterprises and providers should design for integration with approved customer AI environments and avoid dependencies that prevent future model, platform, or commercial changes.
5. **TEM, MMS, ITFM, ITAM, and ITSM leaders have a natural role in AI governance**. The same disciplines used to govern technology costs, vendors, contracts, data, and operational performance are directly relevant to governing AI consumption and value realization.

PRACTICAL ACTIONS FOR TECHNOLOGY MANAGEMENT PROFESSIONALS

1. **Start small and measurable**. Pilot AI in a bounded, repeatable workflow with a clear baseline and defined business outcome.
2. **Keep experts accountable**. Require human review for outputs that affect money, contracts, customers, compliance, or operational decisions.
3. **Prepare the data**. Standardize, secure, classify, and reconcile core technology-management data before scaling AI.
4. **Govern vendors and consumption**. Add AI security, data-use, integration, pricing, and usage controls to vendor management and FinOps practices.
5. **Measure business value**. Track quality, risk reduction, cycle time, financial impact, and adoption, not just hours saved.

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An ILC seat is available through either of these options:

- **Business Option:** Business professionals who direct, manage, or actively participate in their employer's internal technology management activities may designate one individual to join the ILC with an **Industry Leadership Subscription**.
- **Technology Provider Option:** Technology providers that deliver goods or services to external customers may designate one individual to join the ILC through the **Certified Industry Leader Program**.

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