



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.

ILC members met on October 1, 2026, to discuss industry challenges, opportunities, and next steps to address challenges and leverage opportunities. The document outlines the core discussion topic: **Talent, Tribal Knowledge, and the Next-Generation Workforce**.

DISCUSSION CONTEXT: THE WHY

- The industry faces brain drain as experienced professionals retire or exit, often driven by pricing and commoditization pressures.
- Many professionals lack strong business and financial acumen, and next-generation talent pipelines are thin.
- There are emerging opportunities to pair AI natives with industry veterans and encode expert knowledge into tools and agents.

DISCUSSION RECAP

The discussion centered on preserving experienced professionals' knowledge while developing people who can use AI without surrendering judgment. Participants warned that the risk extends beyond the retirement-driven brain drain to the loss of the ability to troubleshoot, validate results, and recognize when automated work is wrong.

The group explored capturing expertise through recorded conversations, work examples, decisions, and findings rather than relying on senior staff to write comprehensive documentation. Pairing industry veterans with AI-native technologists emerged as a practical approach to turning knowledge into reusable playbooks and repeatable checks. Participants emphasized retaining an understanding of what to do, why it matters, and how to detect failures, even when AI handles execution.

Adoption remains uneven. Some organizations encourage AI use through performance incentives, while others face employee resistance or client restrictions on data access. Participants stressed human accountability and appropriate security controls. The conversation also highlighted opportunities for practical learning and apprenticeship models, although specific financial competencies and a joint industry curriculum were not fully developed. AOTMP's forthcoming Applied Certification and industry-specific prompt guide offered a potential foundation for continued work.



DISCUSSION TAKEAWAYS

- ➔ **Critical talent gaps affect problem-solving.** Losing top performers can leave significant capability gaps.
- ➔ **Expertise loss includes judgment, not just procedures.** Participants raised concerns about declining troubleshooting, estimation, critical thinking, and the ability to check automated results.
- ➔ **AI can accelerate skill erosion.** People may become dependent on automated answers while losing the knowledge needed to challenge them.
- ➔ **Capture knowledge through actual work.** Preserve transcripts, source material, findings, and decision context, then use AI to help create playbooks validated by experts.
- ➔ **Pair complementary strengths.** Partnerships between veterans and AI native workers can combine domain expertise with technical fluency. Some pairings also need help translating between the two.
- ➔ **Adoption barriers differ.** Organizations face challenges ranging from employee resistance to client restrictions, and some use performance incentives to encourage the demonstrated use of AI.
- ➔ **Accountability stays with people.** Employees must validate, explain, and defend outputs rather than simply forward or execute them.

CONCLUSIONS

1. **Knowledge preservation should become an ongoing practice, not a documentation exercise when someone leaves.** Capturing work and reasoning creates a more usable foundation for continuity.
2. **Workforce development must teach verification alongside execution.** AI proficiency is incomplete without domain understanding, failure recognition, and critical thinking.
3. **Apprenticeship offers a practical bridge between generations.** Pairing experienced practitioners with AI-fluent colleagues can produce both learning and reusable knowledge assets.
4. **Governance and adoption must advance together.** Productivity ambitions cannot bypass client permissions, confidentiality requirements, or security reviews.

PRACTICAL ACTIONS FOR TECHNOLOGY MANAGEMENT PROFESSIONALS

1. **Identify one knowledge dependency.** Select a critical activity that relies on one person, name a backup, and document what would become difficult if that expert left tomorrow.
2. **Capture one real decision.** With appropriate permission, record an expert explaining a recent project, initiative, or event. Preserve the evidence, reasoning, exceptions, and validation steps.
3. **Pair a veteran with an AI-fluent colleague.** Have them turn that case into a short playbook using approved tools, then ask another colleague to test whether it is usable.



4. **Add a verification checkpoint.** For one workflow supported by AI, specify the source evidence, expected result, warning signs, and person responsible for approving the output.
5. **Build the business case.** Connect improvements to leadership priorities and customer needs. Confirm that financial calculations and assumptions align with financial requirements and leadership expectations.

GET A SEAT AT THE TABLE

Are you interested in shaping the future of the technology management industry? Get a seat at the table by joining the [AOTMP® Industry Leadership Committee](#).

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](#).