AOTMP

Technology Management Best Practices For Better Performance

The Technology Management *Reality Check*

10 **Assumptions** Every Technology Management Leader Should Challenge **in 2027**

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It's Time to Challenge What We Think We Know

Technology management leaders are under constant pressure to reduce costs, improve service delivery, introduce automation, adopt artificial intelligence, and demonstrate greater business value.

Yet many of the assumptions guiding technology management decisions have remained largely unchanged.

Organizations often equate reported savings with financial improvement, operational dashboards with service quality, automation with efficiency, and technology stability with effective management.

These assumptions are understandable. Many are rooted in established practices, familiar performance measures, and years of operational experience.

But what happens when those assumptions no longer tell the complete story?

A technology management organization can report significant savings while overall spending continues to increase. Operational dashboards can show positive results while employees experience persistent frustrations. Automated processes can execute faster without addressing the underlying inefficiencies. AI initiatives can expand without producing measurable business value.

The challenge is not that these established practices are necessarily wrong. It is that they may provide an incomplete picture of organizational performance.

This report examines 10 commonly accepted assumptions and encourages technology leaders to question what their current measures, processes, and practices may be overlooking.

Each assumption is accompanied by a reality check, an opportunity for improvement, and a leadership question designed to encourage meaningful discussion.

The greatest opportunities for improvement may be hiding behind the assumptions we no longer question.



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Are We Measuring What Really Matters?

Assumption 01

If We're Delivering Savings, We've Demonstrated Our Full Financial Impact.

The Assumption

Technology management teams regularly demonstrate their value through savings initiatives. These may include eliminating redundant software subscriptions, optimizing cloud infrastructure, consolidating applications, renegotiating supplier agreements, improving network utilization, or reducing operational costs.

The financial benefits can be substantial, measurable, and entirely legitimate.

When teams report lower technology spending, it is reasonable to view those reductions as evidence of a positive financial contribution.

The Reality Check

Savings show how much spending declined. They do not, by themselves, show how much the business benefited after accounting for related costs and consequences.

A reduction in spending may improve financial results without compromising the business. Eliminating an unused subscription, for example, removes an expense without reducing a capability the business relies on.

Other reductions involve trade-offs. A lower-priced service may require additional support. Consolidating platforms may introduce implementation and transition expenses. Reducing capacity may lower technology spending while creating delays or additional costs elsewhere.

In each case, the spending reduction may be real. The question is what remains after the related costs and consequences are considered.

The reverse also deserves attention. A technology decision that increases spending may improve financial results if the additional investment produces benefits that justify its cost.

The objective is not simply to spend less. It is to understand how technology spending decisions affect the business's financial results.

The Opportunity

Technology leaders should evaluate financial performance through a broader lens that considers:

- ☑ Total technology spending and total cost of ownership.
- ☑ Utilization and productivity of technology investments.
- ☑ Financial impact of technology decisions over time.
- ☑ Business outcomes and value created relative to technology investment.

This shifts the conversation from **"How much did we save?"** to **"How did our technology decisions improve the business's financial results?"**

The Leadership Question

> ***After accounting for related costs and consequences, what net financial benefit did our savings initiatives actually deliver?***

Assumption 02

If Our Dashboards Are Green, Our Technology Operations Are Performing Well.

The Assumption

Technology management teams rely on dashboards, scorecards, and key performance indicators to monitor operational performance. System availability, incident resolution times, service levels, project completion rates, supplier performance, and other measures provide visibility into how effectively technology environments are being managed.

When these indicators consistently meet established targets, leaders have good reason to believe their operations are performing well.

After all, measurable results and consistent performance against defined expectations are fundamental to effective technology management.

The Reality Check

A green dashboard proves that selected targets were met. It does not prove that those targets capture the experience of the business.

An organization can report excellent system availability while employees regularly experience slow applications, unreliable connectivity, or frustrating service interruptions. Help desk teams can meet incident resolution targets while recurring problems remain unresolved. Projects can be delivered on schedule while failing to produce the expected operational improvements or business benefits.

The problem is not necessarily that the metrics are inaccurate. They may be measuring exactly what they were designed to measure.

The more important question is whether those measures reflect the outcomes that matter most.

A dashboard can accurately report that operations are meeting established targets while overlooking employee productivity, business disruption, recurring inefficiencies, technology utilization, and the actual value delivered to the organization.

Green indicators can create a false sense of confidence when the measures themselves are incomplete.

The Opportunity

Technology leaders should periodically evaluate whether their performance measures reflect operational activity alone or also demonstrate meaningful business outcomes.

This includes:

- ☑ Connecting operational metrics to employee productivity, service quality, and business impact.
- ☑ Evaluating recurring issues and underlying causes, not just incident resolution times.
- ☑ Measuring whether technology initiatives deliver their intended operational and business benefits.
- ☑ Incorporating feedback from employees, business stakeholders, and technology users.
- ☑ Reassessing performance targets as business requirements and expectations evolve.

The objective is not to abandon traditional operational metrics. It is to complement them with measures that provide a more complete understanding of technology management effectiveness.

This shifts the conversation from "**Are we meeting our performance targets?"** to **"Are our performance targets telling us whether we're delivering the outcomes the business needs?"**

The Leadership Question

> ***If every indicator on our technology management dashboards is green, can we demonstrate that our employees, business operations, and stakeholders are actually experiencing the performance and value those indicators suggest?***

Assumption 03

If We've Automated a Process, We've Made It More Efficient.

The Assumption

Technology management teams increasingly rely on automation to improve operational efficiency, reduce manual effort, accelerate workflows, and minimize human error.

Automated provisioning, invoice processing, service management, asset lifecycle activities, supplier interactions, reporting, and other operational processes can eliminate repetitive tasks and improve consistency.

When a process that previously required significant manual intervention can be completed automatically, it's reasonable to assume that efficiency has improved. After all, accomplishing the same work faster and with fewer resources is a fundamental objective of operational improvement.

The Reality Check

Automating a process does not necessarily make it more efficient, effective, or valuable.

An organization can automate a process that contains unnecessary steps, outdated approval requirements, redundant activities, or ineffective decision-making. The automation may execute those activities faster and more consistently without addressing whether they should exist in the first place.

Consider an organization that automates technology service provisioning. Requests may move through the system more quickly, but unnecessary approvals, inaccurate service requirements, or poorly defined business rules can still result in delays, rework, and ineffective results.

Automation can also introduce new costs and complexities. Implementation, integration, maintenance, exception handling, and ongoing oversight may offset some of the anticipated benefits.

And even when automation successfully reduces manual effort, the organization may not realize meaningful business value if the time saved is not redirected toward more productive activities.

A faster process is not necessarily a better process.

The real measure of success is whether automation improves the overall outcome, not simply whether it reduces the effort required to complete individual tasks.

The Opportunity

Technology leaders should approach automation as an opportunity to rethink how work is performed rather than simply accelerate existing processes.

This includes:

- ☑ Evaluating whether existing process steps, approvals, and activities are necessary before automating them.
- ☑ Redesigning workflows to eliminate inefficiencies rather than embedding them in automated systems.
- ☑ Considering the full cost of automation, including implementation, integration, maintenance, and exception handling.
- ☑ Measuring improvements in accuracy, quality, productivity, service delivery, and business outcomes.
- ☑ Ensuring that resources and capacity freed through automation are redirected toward higher-value activities.

The objective should be to improve the process first, automate where it creates value, and then measure whether the intended improvements are actually being achieved.

This shifts the conversation from **“How much work have we automated?”** to **“How much better are our operations performing because of automation?”**

The Leadership Question

> ***If we reviewed our most heavily automated technology management processes today, could we demonstrate that automation has improved overall operational performance and business results, or have we simply made ineffective processes run faster?***

Assumption 04

If We're Adopting AI, We're Becoming a More Innovative Organization.

The Assumption

Artificial intelligence has become a major priority for technology management leaders. Organizations are introducing AI-powered tools, intelligent automation, predictive analytics, virtual assistants, and other capabilities intended to improve productivity, accelerate decision-making, and transform operations.

Technology management teams are exploring AI applications across service delivery, financial management, supplier oversight, asset management, cybersecurity, cloud operations, and numerous other functions.

As AI initiatives expand, organizations often view the number of tools deployed, processes enhanced, and employees using AI as evidence that they are becoming more innovative.

It's understandable to associate the adoption of advanced technology with organizational progress.

The Reality Check

Adopting AI is not the same as creating innovation or delivering meaningful business value.

An organization can deploy numerous AI capabilities without fundamentally improving how it operates. AI may generate reports faster, summarize information, automate routine interactions, or produce recommendations while leaving underlying processes, decision-making practices, and organizational outcomes largely unchanged.

In some cases, AI simply adds another layer of technology to an already complex environment.

Consider a technology management organization that introduces AI to analyze supplier performance, identify spending anomalies, or recommend operational improvements. These capabilities may generate valuable insights, but if the organization lacks clear accountability, effective decision-making processes, or the ability to act on those insights, the potential value may never be realized.

AI can also introduce new challenges involving data quality, governance, security, integration, accuracy, and ongoing operational costs. Without appropriate oversight, organizations may create additional complexity or risk while believing they are advancing innovation.

The presence of AI does not demonstrate innovation. What matters is what AI improves and the results it delivers.

The real question is whether AI is changing what the organization can accomplish, how effectively it operates, and the value it delivers.

The Opportunity

Technology leaders should evaluate AI initiatives based on the problems they solve, the capabilities they create, and the measurable outcomes they produce.

This includes:

- ☑ Identifying meaningful operational and business challenges before selecting AI solutions.
- ☑ Prioritizing AI applications that improve decisions, productivity, service quality, financial performance, or organizational capabilities.
- ☑ Ensuring data quality, governance, accountability, and human oversight support effective AI use.
- ☑ Redesigning workflows and responsibilities to take advantage of AI capabilities rather than simply adding AI to existing processes.
- ☑ Measuring realized benefits against the full investment, including implementation, integration, training, oversight, and ongoing costs.
- ☑ Developing the skills and organizational readiness needed to turn AI-generated insights into meaningful action.

The objective should not be to demonstrate how extensively AI has been adopted, but to show what the organization can now accomplish that it could not before.

This shifts the conversation from **“How much AI are we using?”** to **“What meaningful improvements and new capabilities have we created through AI?”**

The Leadership Question

> ***If we stopped reporting how many AI tools we have deployed and how many employees use them, what evidence would show that our AI investments are improving how we work, enabling innovation, and delivering measurable business value?***

Are We Making Better Decisions?

Assumption 05

If Our Suppliers Meet Their SLAs, They're Delivering the Value We Expect.

The Assumption

Businesses use service level agreements (SLAs), contractual commitments, and supplier scorecards to determine whether providers are delivering what they promised.

They track measures such as system availability, response times, incident resolution, service delivery, support responsiveness, and contractual compliance. These measures establish clear expectations and give organizations a basis for holding suppliers accountable.

When a supplier consistently meets those commitments, it is reasonable to conclude that it is performing as agreed. SLAs and contractual measures help establish whether the organization is receiving the service it contracted to purchase.

The Reality Check

Meeting contractual service commitments is not the same as delivering the business value an organization needs.

A supplier can consistently meet its contractual performance targets even as the organization experiences operational frustrations, unnecessary complexity, or disappointing business outcomes.

Consider a cloud services provider that meets its availability commitments while application performance, escalating consumption costs, or inefficient resource utilization undermine the value of the service. A network provider may meet uptime requirements while recurring performance issues affect employee productivity. A SaaS provider may fulfill every contractual obligation while the organization uses only a fraction of the capabilities it is paying for.

In each case, the supplier may be performing exactly as promised. The problem is that the contractual commitments may not fully reflect what the organization needs to achieve.

There's another important consideration: **Supplier relationships should create value beyond simply meeting minimum contractual requirements.**

Technology providers often possess expertise, operational insights, industry knowledge, and capabilities that could help customers improve their technology environments. Yet many supplier relationships remain focused primarily on contract administration, issue resolution, and periodic performance reviews.

When supplier management concentrates exclusively on compliance, organizations may overlook opportunities for innovation, operational improvement, better utilization, and greater business value.

The real question isn't simply whether suppliers are delivering what their contracts require. It's whether those relationships are producing the outcomes the organization needs and the opportunities they should.

The Opportunity

Technology leaders should expand supplier performance management beyond contractual compliance to include business outcomes, relationship effectiveness, and opportunities for continuous improvement.

This includes:

- ☑ Evaluating supplier performance against business requirements and operational outcomes, not just contractual service levels.
- ☑ Assessing whether purchased services and capabilities are being effectively utilized and delivering their intended value.
- ☑ Identifying recurring issues, operational inefficiencies, and business impacts that traditional SLA reporting may overlook.
- ☑ Engaging suppliers in discussions about innovation, service improvements, emerging capabilities, and changing organizational needs.
- ☑ Establishing shared expectations for continuous improvement and measurable business value.
- ☑ Periodically reassessing whether contractual performance measures remain aligned with current business priorities.

The objective is not to diminish the importance of SLAs. They remain essential tools for establishing accountability and protecting organizational interests. The opportunity is to use them as a foundation for a broader, more productive supplier relationship.

This shifts the conversation from **"Are our suppliers meeting their contractual commitments?"** to **"Are our supplier relationships delivering the performance, capabilities, and business value we expect?"**

The Leadership Question

If every technology supplier met 100% of its contractual service commitments this year, could we confidently demonstrate that those relationships delivered the operational performance, business outcomes, and additional value our organization expects?

Assumption 06

If We Negotiate Better Contracts, We're Making Better Technology Decisions.

The Assumption

Negotiating favorable technology agreements is an important responsibility for businesses seeking to manage investments, establish accountability, and protect their interests.

Technology leaders, procurement professionals, finance teams, legal departments, and other stakeholders work to secure competitive pricing, appropriate service commitments, favorable commercial terms, and contractual protections.

These efforts can produce substantial benefits across increasingly complex portfolios of cloud services, SaaS applications, enterprise networks, mobility solutions, AI capabilities, and other technology investments.

When a business secures better pricing, stronger protections, and more favorable terms, it's reasonable to conclude that it has made a better technology decision.

The Reality Check

A well-negotiated contract is not necessarily the right contract for the organization.

Favorable terms can improve the economics of a technology investment, but they cannot compensate for a solution that fails to meet business requirements, introduces unnecessary complexity, or limits future capabilities.

Consider a business that negotiates substantial discounts and strong protections for a SaaS platform. If the platform duplicates existing capabilities, proves difficult to integrate, or fails to achieve expected adoption, the organization may have negotiated an excellent agreement for an investment that delivers limited value. Similarly, a long-term cloud consumption commitment may offer attractive pricing but become less advantageous as application requirements or business priorities change.

The same principle applies to enterprise networks, mobility platforms, AI solutions, and other technology investments. **The success of an investment depends on the value it delivers throughout its lifecycle, not simply the terms secured when the agreement is signed.**

Technology sourcing decisions also involve stakeholders with different priorities. Procurement may emphasize commercial terms, technology teams may focus on functionality and integration, finance may evaluate financial commitments, and business leaders may prioritize expected outcomes.

Each perspective is important. But optimizing one aspect of a decision without adequately considering the others can produce an attractive agreement that creates unintended consequences elsewhere.

Implementation complexity, utilization, supplier dependencies, scalability, ongoing management requirements, and transition costs can all influence whether an investment ultimately delivers the expected value.

Strong negotiations remain essential. But they should support sound technology decisions, not substitute for them.

The Opportunity

Technology leaders should evaluate sourcing decisions through expected lifecycle value, with contractual negotiations supporting broader business and operational objectives.

This includes:

- ☑ Establishing clear business requirements and expected outcomes before evaluating solutions or negotiating agreements.
- ☑ Considering alternative approaches, including whether existing technologies could meet the need more effectively.
- ☑ Evaluating lifecycle implications, including implementation, integration, utilization, management, scalability, and eventual transition.
- ☑ Assessing contractual flexibility and supplier dependencies as business requirements evolve.
- ☑ Coordinating technology, procurement, finance, security, legal, and business stakeholders to reflect broader organizational priorities.
- ☑ Measuring whether technology investments deliver expected value after implementation, not simply at contract execution.

The objective is not to diminish the importance of effective negotiations. It is to ensure those negotiations strengthen decisions grounded in sound business requirements and expected value.

A great contract should support a sound technology decision, not serve as proof that you made one. This shifts the conversation from **“How favorable are the terms we negotiated?”** to **“Did we make the right technology decision, and is the agreement supporting our specific business requirements?”**

The Leadership Question

If we reviewed our most successfully negotiated technology contracts today, could we demonstrate that they represent the right technology decisions for our organization—or would we discover that some excellent agreements are supporting investments that no longer deliver the value we expected?

Assumption 07

If We Have Visibility Into Technology Spending, We Have Control Over It.

The Assumption

Technology spending visibility has become increasingly important as businesses manage growing and more diverse technology environments.

Cloud infrastructure, SaaS applications, enterprise networks, mobility solutions, AI capabilities, and other technology investments often involve different budgets, purchasing processes, business owners, and management responsibilities.

Organizations invest in financial reporting, technology inventories, analytics platforms, and expense management solutions to understand where money is being spent, which technologies are being used, and how costs are distributed.

When a business achieves comprehensive visibility into technology spending, it's reasonable to conclude that it has established greater financial control.

The Reality Check

Visibility into technology spending does not necessarily mean the organization has control over the decisions that create that spending.

Financial visibility reveals what has happened, what is happening, and sometimes what may happen next.

Control requires more: clear accountability, appropriate decision-making authority, coordinated management practices, and the ability to act.

Consider a business with detailed reporting across its cloud infrastructure. Leaders may have excellent visibility into consumption, spending trends, and projected costs. Yet if no one is responsible for evaluating resource requirements, challenging unnecessary consumption, or coordinating changes with application owners, that visibility may yield little improvement.

The organization can see the spending without necessarily being able to influence it.

Similar challenges arise with SaaS applications purchased by individual business functions, mobility services managed across geographic regions, and technology investments funded through separate operating budgets.

Distributed decision-making is often necessary and appropriate. The problem arises when responsibilities are unclear, decisions are poorly coordinated, or those accountable for financial performance lack the authority to influence outcomes.

Visibility without accountability, decision-making authority, and action is not control.

There's another important distinction: Financial control should not be interpreted simply as restricting spending.

Effective financial governance also supports better investment decisions, appropriate resource allocation, and the ability to redirect funding toward capabilities that create greater business value.

An organization may understand its spending in considerable detail yet remain unable to adjust priorities, address unnecessary commitments, or respond effectively to emerging requirements.

The objective is not to centralize every technology decision. It's to establish a management approach where responsibilities are clear, decisions are coordinated appropriately, and financial information leads to informed action.

The Opportunity

Technology leaders should move beyond spending visibility to establish the governance and decision-making capabilities necessary to manage technology investments effectively.

This includes:

- ☑ Defining clear accountability for technology spending decisions across technology disciplines, business functions, and geographic regions.
- ☑ Establishing appropriate decision-making authority and escalation processes to address financial issues and opportunities.
- ☑ Connecting financial information with technology utilization, business requirements, operational performance, and expected outcomes.
- ☑ Coordinating technology, finance, procurement, and business stakeholders without unnecessarily restricting legitimate operational decisions.
- ☑ Using spending insights proactively to evaluate commitments, adjust priorities, and redirect resources toward higher-value opportunities.
- ☑ Measuring whether financial management actions improve investment effectiveness and business outcomes, not simply reporting detail.

The objective is to ensure that technology spending information supports timely, accountable, and effective decisions throughout the organization.

The value of financial visibility is realized when it enables better decisions—not simply when it produces better reports.

This shifts the conversation from **"Do we know where our technology money is going?"** to **"Do we have the accountability, authority, and management practices necessary to influence where it goes and what value it creates?"**

The Leadership Question

> ***If we had complete visibility into every technology expenditure across our organization tomorrow, would we also have the accountability, authority, and coordinated management practices necessary to influence those investments—or would we simply have a more accurate picture of spending decisions we cannot effectively control?***

Are We Prepared for What Comes Next?

Assumption 08

If Our Technology Management Team Is Busy, It's Delivering Meaningful Value.

The Assumption

Technology management teams are responsible for a broad range of activities essential to business operations, including enterprise networks, cloud infrastructure, SaaS applications, mobility, technology sourcing, supplier relationships, financial management, governance, and technology lifecycle management.

In some businesses, these responsibilities are concentrated within a small team. In others, they are distributed across specialized functions, business units, and geographic regions.

Regardless of structure, technology management professionals face competing priorities, growing expectations, and demands that often exceed available resources.

When teams are consistently busy managing operations, resolving issues, supporting business initiatives, and meeting deadlines, it's reasonable to conclude that they're making meaningful contributions to the organization.

The Reality Check

A busy technology management team is not necessarily a high-performing technology management team.

Activity demonstrates that work is being performed. It does not establish whether that work is producing the greatest possible value for the business.

Many technology management responsibilities are necessary to maintain reliable operations. The challenge arises when daily demands consume so much capacity that teams have little opportunity to improve processes, prevent recurring problems, or evaluate whether resources could be used more effectively.

For example, a team may spend considerable time coordinating technology changes, resolving operational issues, and managing established processes. But if the same problems continually return, responsibilities remain unclear, or opportunities to simplify work are overlooked, high activity levels may be masking opportunities for improvement.

In larger organizations, individual teams may successfully complete their assigned work while duplicated efforts, inconsistent practices, and unresolved dependencies undermine overall performance.

Traditional productivity measures can reinforce this problem. Completed requests, resolved incidents, processed transactions, and delivered projects demonstrate output, but they don't necessarily reveal whether the organization is becoming more efficient or creating greater business value.

The issue isn't how hard people work. It's whether their effort is directed toward the activities and outcomes that matter most.

Leadership plays a critical role in making that possible.

Employees don't always control their workloads, staffing levels, priorities, or the processes they're expected to follow. Constantly operating at capacity may reflect how responsibilities are structured, resources are allocated, or organizational priorities are established—not individual performance.

Improvement may require eliminating unnecessary work, redesigning processes, strengthening coordination, developing skills, or giving employees greater authority to address underlying problems.

Some of the most valuable technology management work also prevents future problems rather than generating additional activity. A team that eliminates a recurring operational issue may complete fewer tasks in the future. That reduction in workload can represent a significant performance improvement.

The Opportunity

Technology leaders should evaluate how team capacity, responsibilities, and priorities contribute to meaningful business outcomes rather than relying primarily on workload and activity measures.

This includes:

- ☑ Distinguishing essential operational responsibilities from activities that consume resources without creating sufficient value.

- ☑ Identifying recurring problems, duplicated efforts, and inefficient practices that could be eliminated or improved.
- ☑ Establishing performance measures that reflect business outcomes, operational improvements, and the prevention of avoidable work.
- ☑ Coordinating responsibilities across technology disciplines, business functions, and geographic regions to reduce unnecessary complexity.
- ☑ Creating capacity for employees to improve processes, develop skills, evaluate emerging capabilities, and contribute to strategic initiatives.
- ☑ Ensuring leadership priorities, staffing decisions, and resource allocation support the activities that deliver the greatest organizational value.

The objective is not to diminish the importance of operational work or suggest that every activity must produce an immediate financial return.

It's to ensure necessary work is performed effectively while creating capacity to improve how technology is managed and what it contributes to the business.
A high-performing technology management team should be measured not simply by how much work it completes, but by how effectively its work improves business performance.

This shifts the conversation from **"How much work is our technology management team completing?"** to **"Are we directing our team's capabilities and resources toward the activities that create the greatest value?"**

The Leadership Question

> ***If we evaluated our technology management team based on the improvements it creates, the problems it prevents, and the business outcomes it enables—rather than how busy its people are or how much work they complete—would we reach the same conclusions about its performance?***

Assumption 09

If Our Technology Environment Is Stable, We're Managing It Effectively.

The Assumption

Maintaining a stable technology environment is one of the most important responsibilities of technology management.

Businesses depend on reliable networks, cloud infrastructure, SaaS applications, mobility solutions, enterprise systems, and other technologies to support employees, serve customers, and sustain essential operations.

Organizations invest considerable resources in maintaining availability, preventing failures, managing changes, addressing vulnerabilities, and minimizing operational risk.

When disruptions are infrequent and employees can depend on the technologies they use, it's reasonable to conclude that the environment is being managed effectively.

The Reality Check

A stable technology environment is not necessarily an effective technology environment.

Stability demonstrates reliability, but it doesn't necessarily establish whether existing technologies remain appropriate for the business, are being used effectively, or can support changing requirements.

Consider an enterprise network that operates reliably but was designed around business requirements established years earlier. Its architecture, capacity, or geographic coverage may no longer adequately support evolving applications, workforce needs, or business expansion.

Similarly, stable SaaS applications and enterprise systems may continue functioning as designed while creating unnecessary manual work, limiting integration opportunities, or preventing the adoption of capabilities that could improve productivity.

The absence of disruption is not evidence that the environment is delivering its full potential.

Stability can also create a false sense of confidence when organizations become reluctant to reconsider familiar technologies or operating practices.

That caution is understandable. Technology changes introduce costs, complexity, and operational risk. But avoiding change can also create risks as architectures become outdated, dependencies increase, and security or scalability requirements evolve.

These limitations may not produce immediate failures. They often become apparent only when the business needs to expand, introduce new capabilities, or respond to changing requirements.

The objective is not to modernize simply because newer technologies are available. Replacing a reliable system without a compelling business reason can create more problems than it solves.

Effective technology management requires informed decisions about when technologies should be maintained, improved, integrated, expanded, or replaced. Those decisions will differ by organization. A smaller business with straightforward requirements may appropriately retain stable systems for years, while a multinational enterprise may face greater demands for integration, scalability, and adaptability.

The underlying principle remains the same: **Stability should support business performance, not substitute for evaluating whether the environment continues to meet business needs.**

The Opportunity

Technology leaders should evaluate technology environments through both operational stability and their ability to support current and future business requirements.

This includes:

- ☑ Assessing whether existing technologies continue to support business objectives, workforce requirements, and operational priorities.
- ☑ Evaluating opportunities to improve integration, utilization, scalability, and capabilities without introducing unnecessary disruption.
- ☑ Identifying architectural limitations, lifecycle risks, technical dependencies, and emerging requirements before they become operational problems.
- ☑ Establishing a disciplined approach to deciding when technologies should be maintained, improved, modernized, or replaced.
- ☑ Engaging business stakeholders to understand how changing requirements may affect existing technology environments.

☑ Measuring technology improvements through business outcomes, operational capabilities, resilience, and long-term value.

The objective is to maintain the stability businesses depend on while ensuring technology environments evolve when meaningful improvements are justified. A well-managed technology environment should be reliable enough to support today's business and adaptable enough to support tomorrow's.

This shifts the conversation from **"Is our technology environment operating reliably?"** to **"Is our technology environment continuing to provide the capabilities, performance, and flexibility our business needs?"**

The Leadership Question

> ***If our technology environment stayed exactly as it is today, could it meet our organization's evolving needs, or would we find that stability has masked limitations and opportunities for improvement?***

Assumption 10

If Our Current Technology Management Practices Have Worked for Years, They're Still the Right Practices for Tomorrow.

The Assumption

Established technology management practices provide organizations with consistency, accountability, and a foundation for reliable performance.

Over time, businesses develop processes, policies, governance structures, and operating procedures based on experience, lessons learned, and changing organizational needs.

These practices help manage technology investments, maintain reliability, coordinate responsibilities, oversee suppliers, address risks, and support business requirements.

When established practices consistently produce acceptable results, it's reasonable to conclude that they remain effective. Changing proven approaches without a compelling reason can introduce unnecessary complexity, disruption, and risk.

The Reality Check

A technology management practice can be effective for years and still become less effective as business requirements, technologies, and operating conditions change.

The principles behind sound technology management—accountability, financial discipline, operational reliability, effective governance, and continuous improvement—remain essential.

But the methods organizations use to apply those principles may need to evolve. Consider how technology management responsibilities have expanded. Businesses that once managed relatively distinct telecommunications, networks, and mobility environments now oversee increasingly interconnected portfolios of cloud infrastructure, SaaS applications, AI capabilities, enterprise networks, mobile technologies, and other services.

Technology decisions are also increasingly distributed across business functions, geographic regions, and organizational levels.

An approval process designed for centralized technology purchasing may become too restrictive or insufficiently connected to decisions being made independently by business functions.

The need for governance hasn't disappeared. The way governance is implemented may need to change.

Best-practice principles should provide a foundation for progress, not become a justification for standing still.

Another challenge is that organizations often judge established practices by their familiarity and consistency rather than the results they produce.

A process may continue because employees understand it, managers trust it, and the organization has relied on it for years. Yet unnecessary steps, fragmented responsibilities, and outdated assumptions may remain unchallenged.

Effective practices should be evaluated through the business outcomes they support, not simply whether they're documented, consistently followed, or historically successful.

This doesn't mean every organization needs the same operating model.
A regional business with a small technology team may require straightforward management practices, while a multinational enterprise may need more formal governance and specialized responsibilities.

Both can apply sound principles effectively. What matters is whether their practices remain appropriate for their responsibilities and business requirements. Improving established practices also requires thoughtful leadership. Employees may have invested years in developing existing approaches, and meaningful changes can involve new skills, responsibilities, and performance expectations.

The objective isn't to replace proven practices simply because something new is available. It's to preserve what works, improve what no longer performs effectively, and prepare for changing requirements.

The Opportunity

Technology leaders should periodically evaluate whether established management practices remain appropriate for their organization's current and anticipated business needs.

This includes:

- ☑ Reexamining long-standing policies, processes, and operating practices against current business objectives and technology management responsibilities.
- ☑ Distinguishing enduring best-practice principles from specific methods that may need to evolve.
- ☑ Identifying unnecessary complexity, manual activities, fragmented responsibilities, and outdated assumptions that limit effectiveness.
- ☑ Evaluating whether governance and decision-making practices remain appropriate as technology responsibilities become more distributed.
- ☑ Engaging employees and business stakeholders in identifying practical improvements while preserving valuable experience and institutional knowledge.
- ☑ Measuring whether changes to management practices produce meaningful improvements in operational performance, business capabilities, accountability, and overall value.

The objective isn't continuous change for its own sake. It's to establish a culture where proven practices are respected, their effectiveness is regularly evaluated, and improvements are made when the evidence supports them.

The most effective technology management practices aren't necessarily those that have remained unchanged the longest. They're the ones that continue to deliver the outcomes the business needs.

This shifts the conversation from "**Have our technology management practices worked successfully in the past?**" to "**Are our current practices still the most effective way to achieve the results our business needs today and tomorrow?**"

The Leadership Question

> ***If we were designing our technology management practices from the ground up today, given what we now know about our business, technologies, responsibilities, and future requirements, how many of our existing practices would we deliberately keep unchanged?***

Leadership Self-Assessment

For each statement, rate how strongly your organization can support it with evidence. Use a scale of 1 (little or no evidence) to 5 (strong, consistent evidence).

No.	Statement	Score (1–5)
1	Our technology investments demonstrate improved financial and business value, not only reported savings.	
2	Our performance measures reflect business outcomes, not only operational targets.	
3	Our automation efforts improve overall processes and outcomes, not only processing speed.	
4	Our AI initiatives produce measurable improvements and meaningful new capabilities.	
5	Our supplier relationships deliver business value beyond meeting contractual service levels.	
6	Our technology sourcing decisions are evaluated through lifecycle value, not only negotiated terms.	
7	We have the accountability and authority needed to act on technology spending information.	
8	Our technology management team's work is aligned with measurable business value, not only activity.	
9	Our technology environment is both reliable and suited to evolving business needs.	
10	We periodically reassess established technology management practices and improve them when evidence warrants.	

Total score: _____ / 50
41–50 — Strong Evidence of Effectiveness
31–40 — Established With Opportunities
21–30 — Improvement Needed
10–20 — Foundational Attention Needed

This self-assessment is a leadership reflection tool, not a validated industry benchmark or a formal AOTMP performance rating.

Reflection and next steps

Which assumptions received the lowest scores, and why?

Where do we have strong evidence of effectiveness—and where are we relying on belief or activity measures?

What is one practical improvement we could make now to strengthen business outcomes?

First action: _____

Desired outcome: _____

Accountable owner: _____

Review timeframe: _____

From Assumptions to Evidence

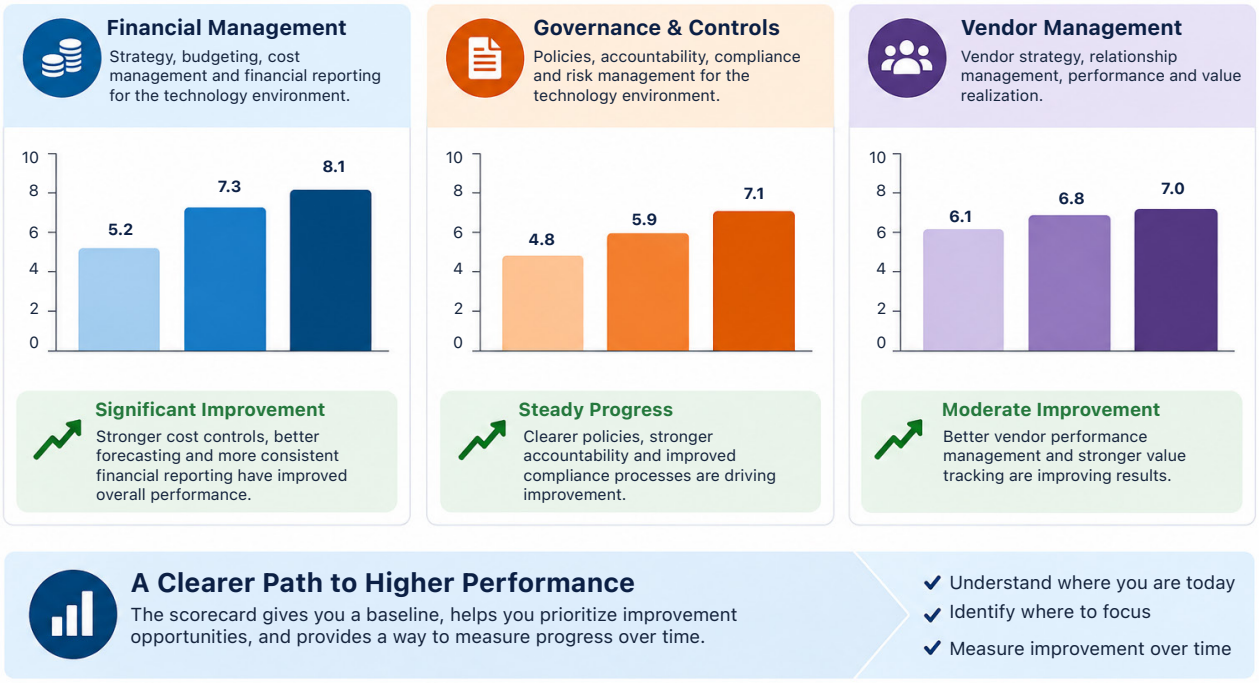
Questioning assumptions is a useful starting point. Improving performance requires evidence: an understanding of current practices, a baseline against which progress can be measured, and a disciplined approach to deciding what to change.

The Leadership Self-Assessment helps identify areas that deserve closer examination. A more structured evaluation can then clarify strengths, gaps, priorities, and opportunities across technology management responsibilities.

AOTMP offers a One-Time Team Performance Assessment to help establish a baseline and identify opportunities for improvement. The Team Performance Subscription provides a continuing approach to measuring progress and improving performance across ten areas over time.

From Insight to Improvement

The Team Performance Program establishes a baseline, identifies opportunities and helps you measure progress as your team develops and applies new capabilities.



Learn more: [AOTMP Team Performance Subscription]

Turning the Reality Check into Action

The assumptions explored in this report are not arguments against savings, dashboards, automation, AI, supplier agreements, reliable systems, or established practices. Each can play an important role in effective technology management. The question is whether the organization has evidence that these activities and practices are producing the outcomes it needs.

Leaders who challenge familiar assumptions can uncover opportunities to improve decisions, strengthen accountability, build organizational capabilities, and deliver more meaningful value.

The ultimate measure of technology management isn't how well we perform the activities we're responsible for. It's how much better the business performs because of them. That's the reality check—and the opportunity for 2027 and beyond.

Organizations Helping Advance Technology Management

Advancing technology management practices requires collaboration among businesses, technology advisors, solution providers, and organizations committed to improving industry performance. AOTMP® recognizes the following organizations for their support of the technology management community and their commitment to helping businesses navigate increasingly complex technology environments.

Our sponsors participate at three levels: Certified Industry Leaders, Certified Solution Providers, and Community Sponsors. We encourage readers to explore these organizations' capabilities and connect with them directly.

Certified Industry Leaders

Sakon

Sakon provides purpose-built enterprise technology and solutions that orchestrate mobility, network, and financial lifecycles to transform fragmented telecom operations through trusted data, intelligent automation, enterprise governance, and AI-driven insights.

Contact: Fran Oliver, Vice President Revenue Operations
Email: fran.oliver@sakon.com
Website: https://www.sakon.com/

Accenture

Accenture is a global business reinvention and technology company helping organizations transform by combining deep industry expertise, advanced technology, AI and operational capabilities to solve complex challenges, accelerate innovation and deliver more value faster.

Contact: Jeremie McGaw, Senior Manager Technology Value
Email: jeremie.mcgaw@accenture.com
Website: https://www.accenture.com/

Asignet

Asignet ensures enterprises pay only for the technology they actually use — automating the entire invoice-to-payment lifecycle while delivering measurable savings, complete visibility, and total control across telecom, mobility, SaaS, and cloud spend.

Contact: Jason Horak
Email: jhorak@asignet.com
Website: https://www.asignet.com/

LINQ

LINQ manages enterprise mobility end to end with no per-line management fee. For over two decades, LINQ has helped large organizations cut wireless spend, take the work off IT, and simplify billing.

Contact: Miles Harriger
Email: Mharriger@LINQservices.com
Website: https://www.linqservices.com/
1-800-421-LINQ | https://www.linkedin.com/in/milesjharriger/

Certified Solution Providers

Morgan Lewis

Morgan Lewis is a global law firm with a long and successful history of representing large and mid-sized corporate clients in the U.S. and overseas in technology and telecommunications contracting and outsourcing deals.

Contact: Stephanie Roy
Email: Stephanie.roy@morganlewis.com
Website: https://www.morganlewis.com/

TDM

TDM combines its AI-enabled Resolve platform with independent technology brokerage and lifecycle expertise to help organizations make informed technology decisions, manage supplier relationships, and successfully execute projects from strategy through ongoing operations.

Contact: Chris Torbit
Email: chris.torbit@tdm.cc
Website: https://tdm.cc/

Valicom

Since 1991, Valicom has helped enterprise organizations turn telecom & technology expense data into confident business decisions, pairing its Clearview platform with expert managed services that go well beyond invoice auditing.

Contact: Victor Hollo
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4Voice

4Voice delivers customizable, cloud-hosted VoIP solutions with white-glove service and industry-leading support and troubleshooting response times, replacing legacy phone infrastructure to optimize cost, flexibility, and operational connectivity.

Contact: Jason Noble-Valentine, Channel Sales Manager
Email: Jason@4voice.net
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Community Sponsor

Bearstone LLC

Bearstone holds carriers to contracted terms for multi-site enterprises. BearGuard, its managed governance process, validates every carrier invoice line by item, monthly, and gets unauthorized charges credited back: $1,852,314 over 31 months in one retail portfolio.

Contact: Bill Henrichs, Founder & President
Email: bill@bearstonellc.com
Website: https://BearstoneLLC.com/Executivebrief

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About AOTMP®

AOTMP® is a global membership organization backed by an industry certifying body, dedicated to advancing technology management best practices and improving business performance.

AOTMP brings together business technology management professionals, technology advisors, and industry leaders to share knowledge, challenge conventional thinking, strengthen professional capabilities, and advance practices across telecom, mobility, cloud, SaaS, networks, and other technology environments.

Through professional membership, industry certifications, education, research, advisory councils, and team performance programs, AOTMP helps organizations move beyond managing technology activities to improving measurable outcomes, operational effectiveness, and business value.

Explore opportunities to learn, contribute, and improve performance at www.aotmp.com.