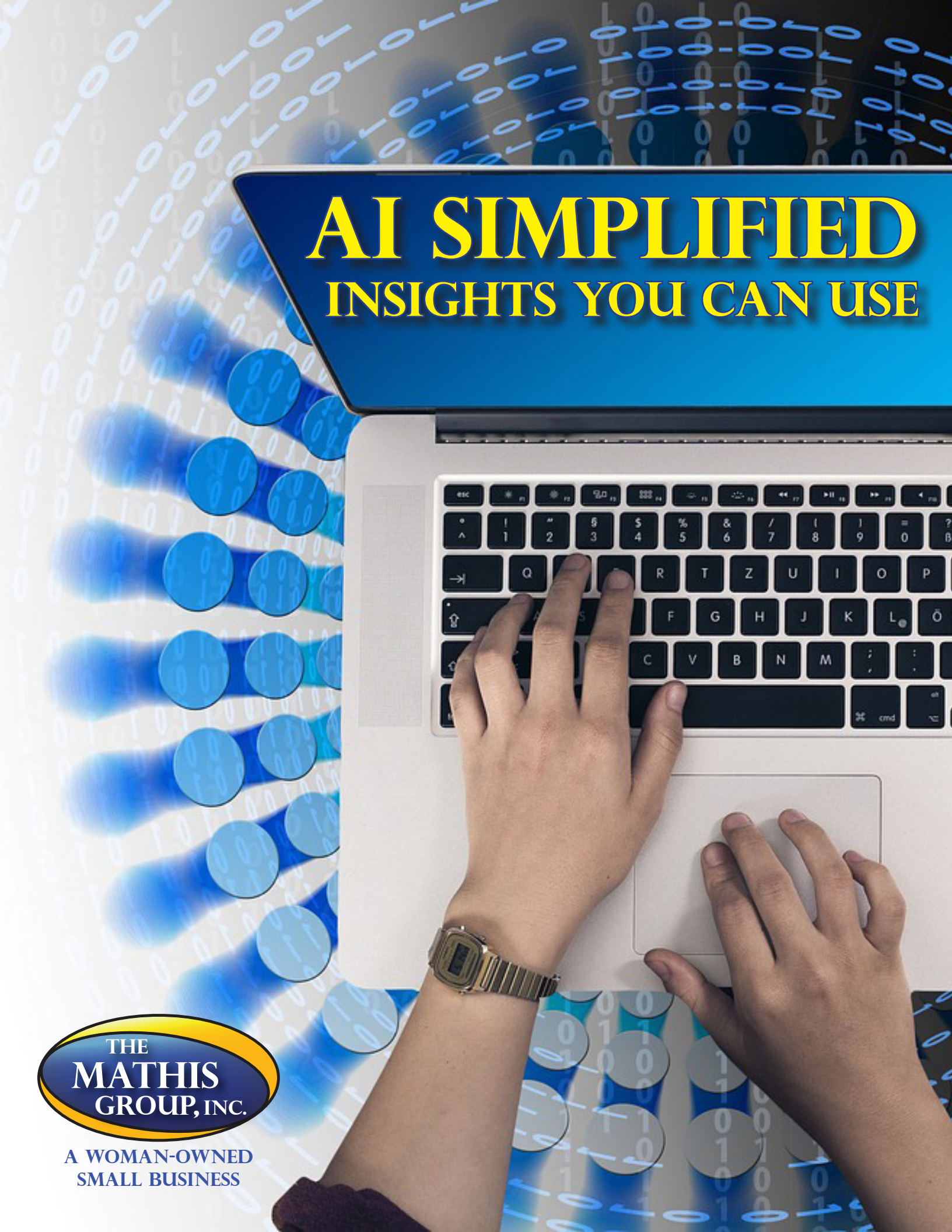




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JUNE 2026

A PRACTICAL GUIDE TO SELECTING AN AI TOOL

The best AI tool is not necessarily the most advanced or most popular; it is the one that best fits the organization's use case, risk profile, workflow, data requirements, governance standards, and human oversight needs.

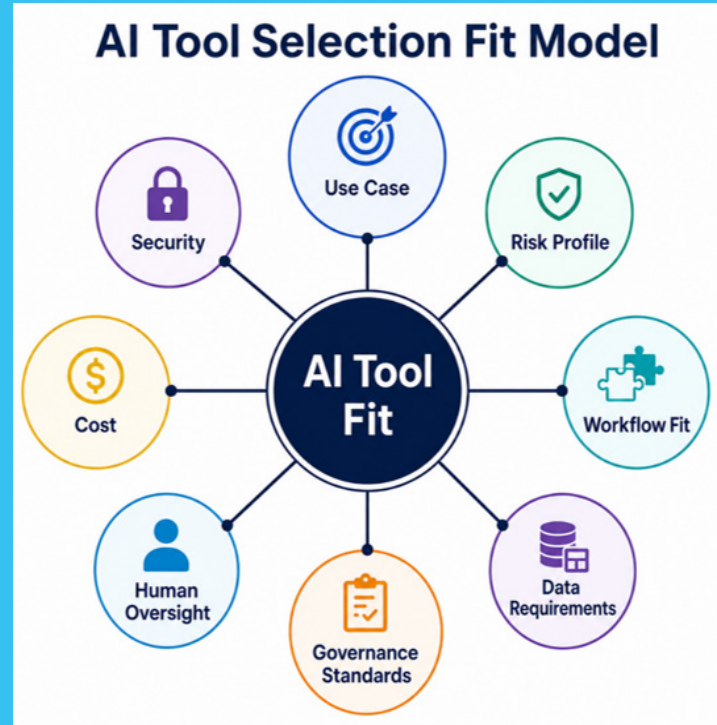
Selecting an AI tool is more than choosing the technology; it involves considering how the organization will use artificial intelligence. As AI tools evolve, the question of which is best will continue to shift, leading people to switch technologies based on each tool's capabilities and security features.

Rather than assuming that one AI tool will be the best for 100% of the organization, it makes more sense to think about which tool is best for a specific task, user group, risk level, or security level. AI tool selection is more complex than selecting traditional software because AI systems do not simply execute fixed commands; they continually evaluate new data generated by the organization at each moment. They generate, infer, summarize, recommend, and sometimes make probabilistic judgments. This means the organization must evaluate not only what the tool can do, but also how reliably it performs, how it handles sensitive data, how explainable its outputs are, and how much human oversight is required.

By looking at AI tools based on functionality, organizations will typically find a better match for what and how to use a wide variety of tools. AI tools vary widely in capability, reliability, security, transparency, and cost, and their appropriate use requires extensive research for an organization to determine how it will utilize this technology.

To begin the selection process for a strong AI tool, the organization must identify the task that could be improved with artificial intelligence. Is the goal to create content, summarize meetings, analyze data, automate customer service, support research, generate images, or assist in creating code? Each of these use cases requires a different type of AI tool, and each tool performs better in specific cases.

A tool that performs well for brainstorming and writing content might not be suitable for sensitive data analysis, which requires not only changing tools but also ensuring the tool understands the persona when used. For example, a marketer creating newsletter content may need generative AI to support drafting, outlining, and editing the newsletter at record speed, while a project manager may need AI to serve as a project assistant in risk assessment and brainstorming mitigation strategies. A healthcare organization may need a highly governed AI solution with strong privacy and security controls and the ability to audit for compliance. At the same time, a small business might not use any of these technologies. In each case,



the best tool depends on the purpose for which the organization wants to use it and the level of confidence in compliance, which is tied to what they consistently do.

SIGNIFICANCE OF AI TOOL SELECTION

AI tool selection deserves a great deal of attention because it involves more than the functionality of a tool; it involves the investment of critical resources of time, effort, training, and money in reasoning out where this technology will bring the greatest benefit. Poor tool selection can create long-term organizational problems. If the tool is difficult to use, employees may avoid it. If it produces unreliable outputs, leaders may lose trust in AI-supported work. If it does not align with privacy or compliance requirements, the organization may expose itself to legal, ethical, or reputational risk. For this reason, tool selection should be treated as an organizational decision rather than a technology purchase. Many organizations are restructuring their data governance and data repository standards to comply with and support this AI tool. To do this consistently can take a great deal of money; however, neglecting these areas can mean the organization has spent a potentially high amount on a tool that is not performing at its best.

The significance also stems from the speed of AI adoption. Will the organization be able to select and adopt the tool in a transformative manner within a realistic timeframe, while continuing to train and conduct business as normal before the transition? This means AI must be up and running and support the various testing methods associated with each use case's criteria and benefits before switching to the tool and using it consistently across the organization.

For example, a school district choosing an AI grading assistant must evaluate the convenience for teachers as well as each student's confidentiality. It must be asked whether the tool protects student data, whether teachers can review the output, and whether grading recommendations are explainable and realistic for the student's level and work being evaluated. A business selecting an AI sales tool must evaluate customer privacy and the tool's integration with CRM software. The ability to remove bias from both student evaluations and customer sales criteria is important in helping the teacher and the sales professional use AI to make faster decisions and deliver stronger recommendations and follow-through in these areas.

These examples show why the same selection criteria do not carry equal weight in every setting. In education, student privacy, explainability, and fairness may be the highest priorities because the tool influences learning evaluation. In sales, integration, customer privacy, and recommendation accuracy may be more important, as the tool affects revenue-generating activities and customer relationships. The best tool is therefore not the tool with the most features, but the tool whose strengths align with the risks and goals of the use case.

WHY AI TOOLS NEED THIS ATTENTION

Selecting the AI tool must be studied by executive management and decision-makers to determine whether it can solve the problems and deliver the desired benefits. Every tool involves trade-offs among

usability, privacy, scalability and cost. One tool might cost more but offer greater scalability and usability across the entire organization than a cheaper tool that can produce only one type of output. Another tool might be easy to use but unreliable for specialized content and limited analysis of large amounts of data. Because of this, every tool must be evaluated based on its strengths and weaknesses to determine whether it will work in a given situation.

Another reason AI tools need attention is that they are not neutral parties but will shape what people think, read, write, analyze, and decide in the organization. This influence matters because AI outputs can become embedded in organizational decisions before anyone questions them. A summary may shape how leaders understand a meeting. A recommendation may influence which vendor is selected.

A generated report may frame the problem in a way that narrows the team's thinking. Even when humans remain responsible for the final decision, the AI tool can influence the information they see and the options they consider. A typical AI tool will provide recommendations, potentially biasing human decisions in the loop. AI tools can produce answers, but users understand when to trust the question revision or reject that answer and not take every recommendation as 100% correct.

For example, a consulting company may select an AI tool to summarize client interviews and phone conferences. If the tool misuses the nuances of the meetings or produces unsupported themes in the final consulting report, it would be misinterpreted and would misrepresent the customers' priorities and reality. Evaluating these themes for accuracy in reviewing privacy terms and determining whether the tool supports the transparent analysis provided in each session is paramount in choosing the proper tool.

KEY TERMINOLOGY

The following key terminology is provided to ensure that anyone reading this newsletter understands the various terms used. Shared terminology is critical because AI conversations often fail when leaders, users, vendors, and technical staff use the same words differently. For example, one person may use "AI tool" to mean a writing assistant, while another may use it to mean predictive analytics or automation. Without common definitions, organizations may assess the wrong capabilities, misjudge risk, or purchase tools that do not meet the intended need. This terminology has been explained in other writings and newsletters; however, for transparency and clarity, these definitions are restated.

Artificial Intelligence Tool

An artificial intelligence tool is a software application that uses methods such as machine learning, natural language processing, generative AI, or predictive analytics to support or automate tasks that previously required human reasoning.

The tools can generate text, analyze data, summarize documents, create images, recommend actions, classify data, or automate processes. The type of tool will depend on the strength in each of these areas; typically, one tool does not do all of these well. Selection begins by distinguishing the tool category

from the specific product, then comparing the product to the organization's governance guidelines to ensure compliance across all areas.

For example, ChatGPT, Claude, Microsoft Copilot, Gemini, Perplexity, Grammarly, Otter.ai, Notion AI, Canva AI, and Tableau AI may all be called AI tools, but they serve different functions. A newsletter writer may need a writing and research assistant. A project team may need AI embedded in Microsoft 365 or Jira. A data analyst may need AI-enabled visualization and statistical support. The tool category must match the task.

Organizations often compare products before they have identified a category of work or a performance gap that an AI tool could fix. Comparing tools can lead to poor decisions because the products are designed for different forms of work.

Generative AI

Generative AI refers to an AI system that creates new text, images, code, summaries, slides, outlines, reports, audio, or video. These tools are useful for drafting, brainstorming, rewriting, organizing, and synthesizing information, as well as making recommendations to the users.

Generative AI is attractive to organizations because it can accelerate knowledge work. It can help employees draft more quickly, organize ideas, summarize large amounts of information, and create initial versions of documents or presentations. However, its usefulness depends on whether users understand that generated content is not automatically verified content.

The challenge with generative AI is that it can produce inaccurate, fabricated, biased, unsupported, or incorrect answers or recommendations. For this reason, you want human review involved to ensure the truthfulness of its output.

Examining output quality, citation behavior, transparency and privacy settings, and whether the tool is appropriate for the type of content being created is necessary to maintain a high standard of quality and usability for the organization. A tool that performs well for creating images and documenting meetings might not be appropriate for professional work and technical or scholarly writing.

For example, a consulting company that uses generative AI for research and creating PowerPoint slides might discover that its analysis is extremely weak when using that same tool. The better the tool supports the goal of the output, the better the content and work can be judged.

Use Case

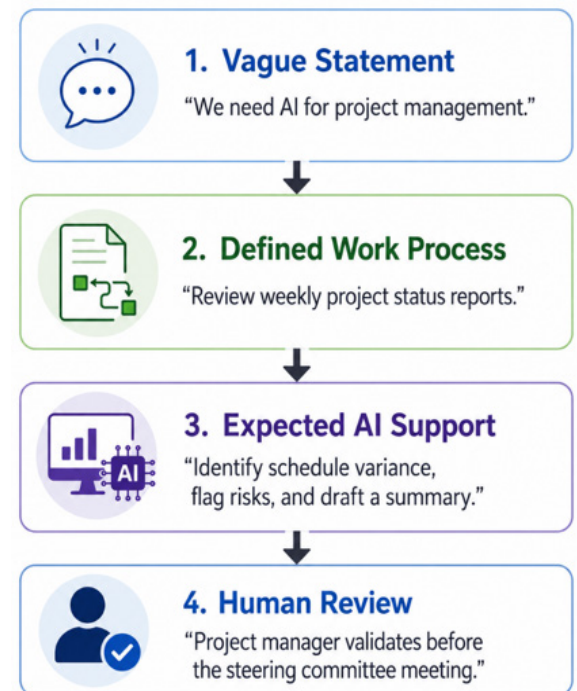
A use case is a term in technology projects that describes what the technology will do and how it will perform. It defines the specific problem, the user group's workflow task, the desired outcome for the AI tool, and how the user group wants this tool to perform. It answers the question of what exactly the AI tool needs to do. Without a defined use case, organizations often choose tools based on popularity, novelty, or vendor marketing rather than selecting the tool that uses internal data and produces the appropriate output.

In tool selection, the use case should include the task input data, expected output, frequency of use, risk level, users' success criteria, and review process. Clarifying these various levels will help decision-makers avoid both over-buying and under-buying. Some teams need advanced analysis and will purchase an enterprise AI tool, while others only need a small portion of that technology. Planning for an enterprise-level AI tool might be overbuying in these organizations. However, in other situations, some teams need simple writing assistance or automation features and purchase a tool that provides these at an enterprise level. The organization as a whole does not have enough technology to produce the goals and outputs. It has frustrated people who thought AI would be an assistant or an analytical tool that would benefit them in the future.

Hearing people say that they need AI is not a use case. The use case takes the current environment and organizational culture. It outlines clear steps for using that AI tool in a situation, showing how it will help reduce effort and automate tasks in specific areas. The use case is very specific rather than general.

A use case must identify the specific work process being improved. For example, "we need AI for project management" is too broad. A stronger use case would be: "We need an AI-supported tool that reviews weekly project status reports, identifies schedule variance, flags emerging risks, and prepares a draft summary for the project manager to validate before the steering committee meeting." This specificity allows the organization to test the tool against actual work rather than general expectations.

From Vague Need to Strong Use Case



Model Accuracy

Model accuracy refers to the degree to which AI tools consistently produce correct, reliable, relevant, contextual, and appropriate outputs. In traditional machine learning, accuracy may refer to measurable, predictable performance. Generative AI accuracy includes factual correctness, logical consistency, citation reliability, interpretation quality, and the ability to avoid unsupported claims when generating content.

One metric for an AI tool is accuracy, which must be tested with real examples from the organization's environment. Vendor demonstrations often show the tool under favorable conditions, using clean data, simple workflows, or carefully selected examples. Organizational work is usually more complex. Internal data may be incomplete, inconsistent, confidential, or context-specific. Therefore, accuracy should be tested using realistic examples from the organization's actual work environment.

Tools that produce inaccurate outputs do not bring value to the overarching organization and will cause individuals to question the content. To verify accuracy, create test prompts and compare AI outputs against internal information. The goal of these types of tests is to ensure the accuracy of the data, the

analysis, and the output. As the organization begins to see consistent, accurate outputs, those who use it can support the belief that this tool will be beneficial in the future.

For example, a project manager who uses an AI tool to distinguish between risk and issues, and between assumptions and constraints, can quickly evaluate its output with a team of professionals. However, a weak tool might define these terms accurately and create project scenarios and mitigation strategies that not only don't work but also hurt the project in the future. Accuracy is not just about sounding right; it is about being right in the context of what the tool is being asked to do.

Hallucinations

A hallucination occurs when an AI tool produces information that sounds real but is false, fabricated, unsupported, or mistakenly connected to other terms. Hallucinations are among the biggest concerns in the use of artificial intelligence. It typically occurs because the AI tool is trying to produce an output based on the boundaries of the use case and the prompt used by the individual. While creating an output, it searches for information that matches those parameters, which may produce inaccurate results.

Hallucinations are especially dangerous because they often appear credible. A user may trust an answer because it is written confidently, formatted professionally, or stated in technical language. In organizational settings, this can lead to incorrect reports, flawed recommendations, inaccurate citations, or poor decisions based on unverified information.

When selecting a tool, evaluate how often the tool fabricates some of its information. For example, a student might use an AI tool to assist with research and writing for a graduate course. Privacy risk differs by context. A marketing team drafting public social media content faces a different risk level than a healthcare provider processing patient information, a school using student data, or a consulting firm uploading client strategy documents. The more sensitive the data, the more important it is to evaluate retention, access controls, encryption, vendor training practices, audit logs, and deletion rights.

The tool might correctly analyze data, but it shows references with incorrect authors, incorrect copyright dates, and nonexistent journals. Many in the education world have spotted these inaccuracies and concluded that AI is not valuable for researching and checking annotated bibliographies.

In other situations, the AI tool might misidentify who is speaking in the meeting and the theme of their presentation. If the tool is asked to provide an overview of a meeting, someone reading it might get a very different idea of what the meeting was like than those who attended in person. In professional contacts, hallucinations are important in all aspects of the AI tool. Typically, organizations want fewer hallucinations when using the tools they purchase and subscribe to from a vendor.

Data Privacy

AI tools collect, store, process, share, protect, train, and reuse information entered by users. This can include prompts, any uploaded documents, meeting transcripts, client files, financial information, health information, employee data, or anything that contains proprietary business knowledge.

When selecting an AI tool, one must understand the organization's and industry's privacy policies and verify that the tool aligns with them. For example, can data retention be disabled, and does the service provider use the data to train future versions of the tool? Where is the data stored in the country of origin, and where is it stored in other locations? In addition to your organization, who else has access to this data?

For example, an organization should not upload confidential client information to a public AI tool. A hospital should not include patient information or details in a publicly accessible AI tool without the patient's approval. Privacy must be supported in all aspects of the AI tool, and the customer must be able to delete that information and prevent it from being used for training in other situations or by other organizations.

Explainability

Explainability refers to the extent to which users can understand how the AI tool reached its output, made its recommendation, conducted its analysis, and the process it went through in making the decision. Some AI tools provide clear reasoning and processes that help organizations understand, from the beginning through the decision output, what is generated and how. Some AI tools will provide recommendations and outputs without explaining how they are generated. For these individuals, it is typically called a black-box decision-making process, meaning the decision is hidden behind a black box, and the user is unsure what process is used to make these recommendations or generate outputs.

Explainability becomes a higher priority as organizations load in corporate information and expect the tool to provide more detailed recommendations that drive profits, which are high-stakes outcomes.

An example of this is using an AI tool for hiring new employees, ensuring it is legal and that the tool is not selecting employees in a biased or unethical manner. Understanding the process by which the tool makes its decision is imperative in these situations, as it's not just five recommendations from people to hire; you're unsure what selection criteria the tool used.

Explainability matters most when AI-supported decisions affect people, money, risk, compliance, or organizational strategy. If the organization cannot understand why a tool made a recommendation, it becomes difficult to challenge the output, identify bias, correct errors, or defend the decision to stakeholders.

Interoperability

Interoperability is the AI tool's ability to work with the organization's current systems, processes, platforms, data sources, and workflows. This includes the ability to integrate with all email calendars, document storage systems, learning management systems, project management software, customer relationship management systems, and analytical platforms.

When selecting an AI tool, interoperability can determine whether it is useful to the organization or becomes burdensome, as data must be translated into different formats for the tool to read and interact with it. A tool that requires constant copying and pasting would be less efficient than one that integrates with existing platforms. Interoperability affects adoption because employees are less likely to use a tool that adds extra steps to their work. If the AI tool requires users to manually move data, reformat files, or duplicate information across systems, it may increase the workload rather than reduce it. The best AI tool should fit closely into the workflow to support work rather than interrupt it.

Integrating with the existing platforms streamlines the process. It reduces duplication of efforts and would make a difference in supporting rather than redoing work continuously to get the AI tool to function.

For example, an AI meeting assistant that integrates with MS Teams, Zoom, Outlook, and the organization's calendar may automatically capture action items and assign follow-up tasks based on publicly listed data. This type of tool would be valuable to a project team using it for scheduling, as it can verify when team members are free to follow up on these tasks and activities.

Total Cost of Ownership

Total cost of ownership refers to the full cost of adopting and maintaining an AI tool. This includes subscription fees, implementation costs, training time, administrative oversight, security review, workflow redesign, support, monitoring, compliance, and potential switching costs from the current mode to the future.

When selecting a tool, decision-makers must look beyond the monthly subscription, which can be relatively low and enticing to some. A tool with a low license fee may become expensive if it requires extensive training, manual workarounds, data cleanup, custom integration, additional security review, or frequent human correction of poor outputs. Conversely, a more expensive tool may deliver better value if it reduces duplicated effort, improves compliance, integrates with existing systems, and scales across multiple departments. A low-cost tool may be more expensive and require additional work for the organization to utilize it with the current data. If the organization spends a great deal of time restructuring the data so the tool can be used, it might appear more cost-effective in the short term. Still, it will cost the organization more due to additional effort throughout the process. Can the tool reduce labor, improve security, support governance and be scalable across all areas of the organization? Can this tool read a variety of data sources without requiring retooling or consistent data formatting? This can make a huge difference in the cost of ownership when comparing one tool to another.

The true cost of ownership is not the license fee, but the ability of this tool to avoid duplicating work in the long term across a variety of settings. The organization with 400 employees may need administrative controls, data protection, user management, training resources, and audit capabilities that other organizations do not need. The cost of using this tool with that type of control is part of this overarching cost as well.

Human-in-the-Loop

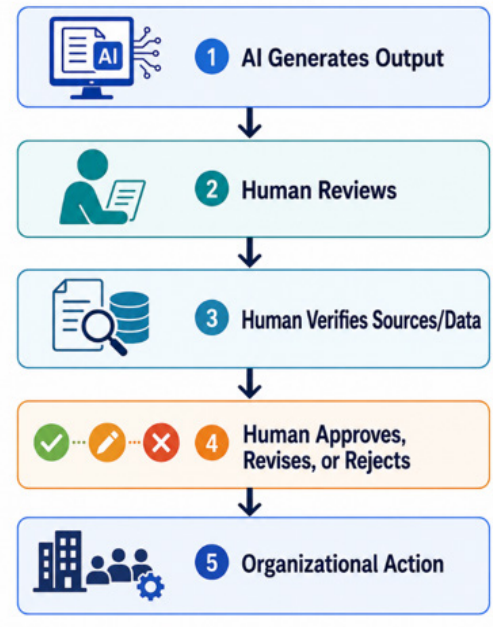
Human-in-the-loop means that people remain involved in reviewing, correcting, approving, auditing, and taking responsibility for AI-supported work. This principle is essential when AI outputs influence decisions, spending, communication, evaluation, hiring, or organizational strategy. AI can assist judgment, but it should not replace accountability.

This matters because accountability cannot be delegated to the tool. If an AI system produces an inaccurate recommendation, the organization—not the software—is responsible for the consequences. Human review creates a safeguard between AI-generated output and organizational action.

Keeping a human in the loop allows mistakes or hallucinations to be corrected before they hurt the organization's image, turn down a great candidate, or lead to an investment that does not align with the organization's goals and objectives. This means that the AI tool must allow outputs to be edited, sources to be checked, and users to approve recommendations before any action is taken. Can humans override the AI decision? If the tool does not allow for human override of the AI decision, it is probably not the best tool for the organization to invest in and use.

For example, an AI tool may make promotion recommendations within the organization. Still, a manager should review whether it is accurate and fair across all candidates before sharing and acting on it. An AI tool may identify risks for the project plan, but the project manager must validate that the top five or 10 are the ones to be examined. An AI tool may draft a charter for project approval; however, the project manager or sponsor must evaluate whether the charter is accurate and complete before approving it.

Human-in-the-Loop Review Path

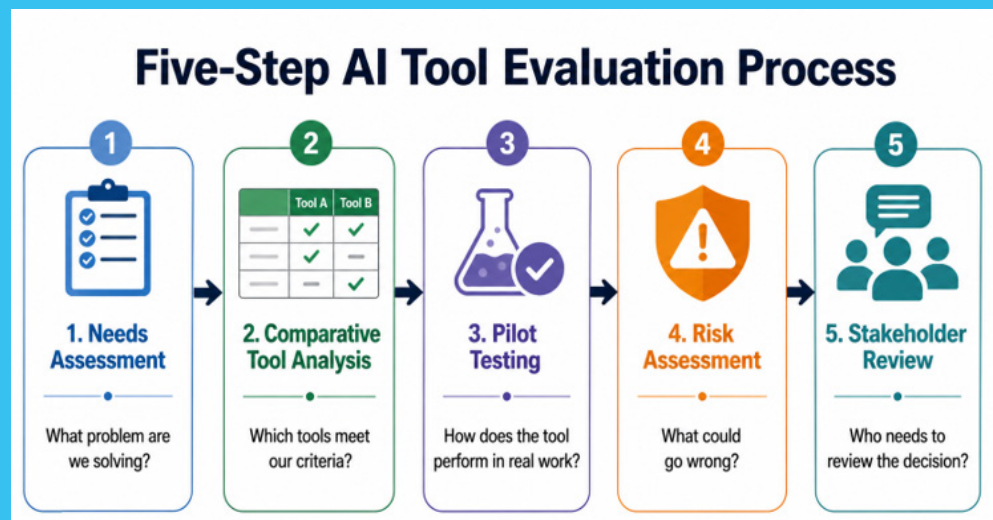


METHODOLOGIES FOR EVALUATING AI TOOLS

These steps should be completed in sequence because each one builds on the previous one. The needs assessment clarifies the problem. Comparative analysis identifies which tools appear to fit the need. Pilot testing shows how the tool performs in practice. Risk assessment identifies what could go wrong. Stakeholder review ensures that technical, operational, legal, and user perspectives are considered before adoption.

When evaluating an AI tool, one must develop a methodology that enables a logical examination and comparison of its features, functionality, and security. The following steps will help evaluate AI tools

and conduct a thorough investigation of each for the organization's strategic purposes. Examining the steps of a needs assessment, conducting a comparative tool analysis using a pilot test, conducting a risk analysis, and then concluding the process with a stakeholder review can be beneficial in selecting an AI tool.



Needs Assessment

A needs assessment is a great starting point for evaluating any specific tool against organizational specifications. Identifying the specific organizational, instructional, operational, research, compliance, or governance requirements can make a huge difference in the tools selected for evaluation.

Utilizing a needs assessment reduces the chance that people begin with technology and then try to fit it into the organizational culture and demands. The needs assessment identifies the gap or problem the organization seeks to address. It forces decision-makers to begin with the problem, not the product. This is important because AI tools should be selected to solve defined performance gaps, not to create new work simply because the technology is available. At the same time, a technology-first idea starts with the bells and whistles of the newest technology and seeks ways to use it within the organization. This mindset can lead organizations to purchase a solution that fixes some aspects of the gap but is not comprehensive enough to address all of them. It can ultimately be a waste of money if you overbuy features no one needs.

When selecting a tool, the needs assessment should include more than a single person answering each question and evaluating the gaps. A good needs assessment will typically include interviews, workflow mapping, task analysis, and success criteria from a variety of leaders to explore ways of using this technology. The result should be a clear statement of need before considering any AI tool. The need should come first, and the tool would be selected to fix and reduce the gap and problem.

For example, a project management office may discover that project managers are spending too much time on low-priority metrics, attempting to measure them and verify their accuracy. The assessment might indicate this and allow an AI tool to track these metrics, automatically sending red, amber, and green notices daily to the project manager's computer or phone, without the project manager doing anything. The need is a tool that helps the project manager improve performance and efficiency, and reduces their investment in lower-priority items. Based on the AI tool's notice, the project manager can either conduct additional analysis and audits to verify this information or invest their time in areas that are struggling.

Comparative Tool Analysis

Comparative tool analysis evaluates several AI tools against the same criteria created in the needs assessment. Looking at the features and functionality of an AI tool is not a bad thing, but it has its proper place in the process. Focusing on features and functionality before understanding the problem is out of order.

A comparison rubric may include criteria such as task fit, accuracy, data privacy, explainability, interoperability, security controls, user experience, vendor support, scalability, cost, and human review features. Each criterion should be weighted according to the organization’s priorities. For example, a healthcare organization may prioritize privacy and auditability, while a marketing department may emphasize usability, speed, and content quality.



AI Tool Comparison Scorecard



Criterion	Weight	Tool A	Tool B	Tool C
 Use Case Fit	20%			
 Accuracy	15%			
 Data Privacy	15%			
 Interoperability	10%			
 Explainability	10%			
 Human Oversight	10%			
 Cost	10%			
 Vendor Support	10%			

Comparing various tools reduces the influence of hype and brand recognition, as well as isolated demonstrations by a salesperson trying to present the tool as the be-all and end-all for the organization. The evaluator can assess the criteria for what the tool needs to do and determine whether it is the best fit for the organization, including its usability, data, and functionality, based on cost.

For example, a team comparing four AI writing tools may create a scoring rubric to assess whether each can write in a variety of tones and language levels, whether the information is used to train other tools within the organization, and the level of security available for each tool. By comparing these criteria, the evaluators can select a first-, second-, and third-type tool while considering the positives and negatives of each. After selecting the tool, the organization is now ready to begin a pilot test.

Pilot Testing

Pilot testing allows a small group of users to test the AI tool out before the organization fully adopts it. This test can be valuable to the organization because it allows the tool to be used with the least cost and effort in the current organizational culture. The pilot test can reveal practical issues that might not appear

in a demo or other situations. It can also highlight possible limitations and allow constructive feedback between the vendor and the organization before a full rollout.

The organization should define success before the pilot begins. Possible measures include time saved, error reduction, user satisfaction, output quality, and likelihood of adoption. Defining success in advance prevents the organization from judging the tool solely on impressions. Without clear measures, users may focus on whether the tool feels innovative rather than whether it improves performance. Specific measures help determine whether the tool creates value.

For example, a project management office may pilot an AI tool to track schedule, cost, quality, and risk events, while electronically providing the project manager with early warning signs. By conducting a five-week pilot test, it is possible to learn whether this tool measures these areas with any accuracy and whether it is correctly reporting and warning on this project. Using these tools can reduce administrative time and, if they produce accurate outputs, may be worth adopting at an enterprise level.

Risk Assessment

While evaluating an AI tool, it is important to conduct a risk assessment of its use in an enterprise setting. Risk assessment identifies what could go wrong when using this AI tool within the organization. Because AI tools continue to expand in capability and influence, many organizations will likely adopt some level of AI-supported work. This makes risk assessment essential before implementation.

The risk assessment needs to identify not only what could go wrong but also examine the risk level for all areas of vulnerability, such as security bias, hallucinations, misuse, overreliance, lack of transparency, vendor engagement, workflow disruption, and any other areas that could be negatively influenced. Each risk should be evaluated according to likelihood, impact, and mitigation strategy. For example, a low-likelihood but high-impact privacy breach may require stronger controls than a frequent but low-impact formatting error. Risk assessment helps the organization decide not only whether to adopt the tool, but also under what conditions it can be used responsibly. AI applications highlight risks and vulnerabilities across not only the development side but also deployment and management. Each of these vulnerabilities must be considered when choosing a tool to reduce the risk of running a high-risk project during its implementation.

For example, an AI Chatbot on a company website to help with customer service might be vulnerable to prompt injection, where users manipulate the system into revealing hidden information, ignoring instructions, or acting in ways that would be harmful to the customer, the organization, or its data. Before selecting a tool, the organization must test the guardrails and review security documentation to ensure limited data access and prevent misuse of the tool. In addition, risk mitigation must define escalation procedures for unsafe or inaccurate responses to notify security and compliance if these events occur quickly, and to shut down the Chatbot from responding and from allowing anything else harmful to be disclosed.

Stakeholder Review

Stakeholder reviews involve people throughout the organization who could be affected by our use of the AI tool. This may include IT staff, legal compliance, and clients, among others. AI tool selection improves when multiple perspectives are included; therefore, a broad stakeholder perspective should be part of the evaluation.

Stakeholder review is important because AI tools affect different groups in different ways. End users may notice workflow problems. IT staff may identify integration or security concerns. Legal and compliance teams may identify regulatory exposure. Leaders may evaluate strategic fit and cost. Including these perspectives reduces the chance that the organization adopts a tool that works technically but fails operationally, legally, or culturally.

Stakeholders can help identify gaps, areas of concern, and functionality that may have been overlooked during the pilot with selected users. Users may notice how the tool does not follow current processes and violates policy and procedures in specific areas. IT staff might identify security weaknesses, and compliance staff may flag regulatory concerns that were overlooked or not evaluated during the pilot.

For example, before adopting an AI tool, individuals might discover that the tool does not work or does not track certain processes as anticipated. Make sure the tool is an aspect of all the project processes, so it can make good decisions and responsible selections, examining the macro view rather than a micro view of processes.



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9515 N Spring Valley Dr
Pleasant Hope, MO 65725
800-224-3731
417-759-9110
(voice/fax)

www.themathisgroup.com

keith@themathisgroup.com
wanda@themathisgroup.com

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