Top 3 Strategic Priorities for Tech General Managers

Leadership Vision for 2026

Gartner®

Guiding tech GMs to win the AI race

General managers (GMs) are the strategic leaders steering high-tech companies through today's fast-paced AI landscape. Their role demands the seamless integration of technology and products with customer needs and business models — a unique leadership challenge in the AI race. Tech GMs are responsible for balancing innovation with market demands to drive competitive advantage.

In 2026, the GM leadership vision centers on three key imperatives to ensure success.

Top 3 strategic priorities

1. Thrive in the intelligence supercycle.
2. Adopt strategies for durable growth and market multiples.
3. Build the right ecosystem to win the AI race.

PRIORITY 1

Thrive in the intelligence supercycle

A supercycle signals a sustained surge in growth as enterprises embrace transformative technologies. While digital advancements fueled expansion from 2020 to 2023, advanced AI and intelligence are now setting the pace. This foundational shift is shaping the rise of the next multitrillion-dollar tech giants. In this new era, leaders who stick to old strategies will fall behind.

Tech general manager challenge

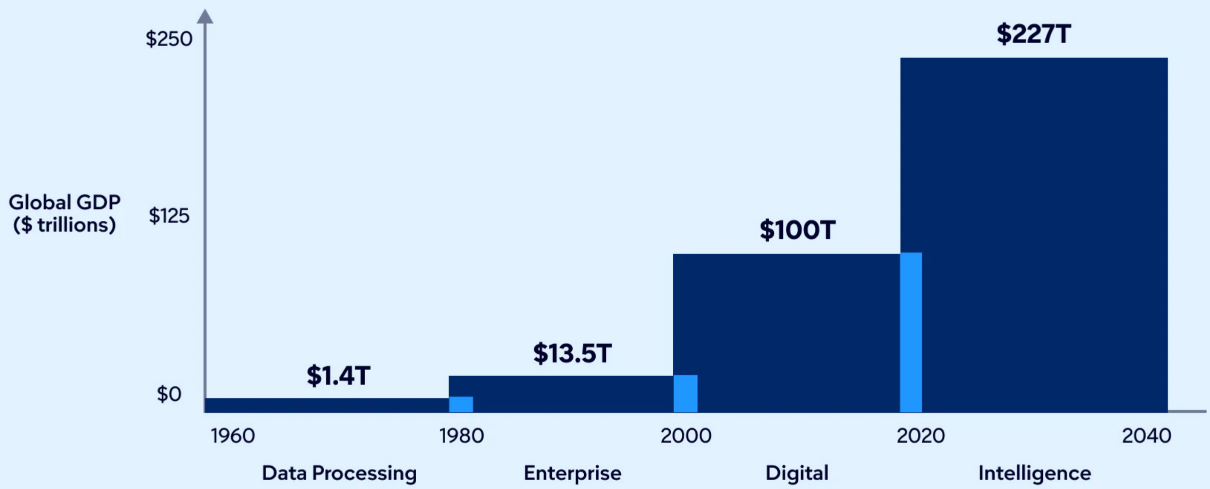
Every technology shift separates winners from others who try to make past rules work in the future. The intelligence supercycle creates new rules that shape decisions and actions to win the AI race. High-tech GMs and strategy leaders must pivot to new market dynamics, where new business buyers invest in AI to the extent that it creates business impact.

Tech general manager actions

Determine your capacity to thrive in the intelligence supercycle in terms of your progress toward a new business model that defines new AI-driven rules by:

- Moving closer to business buyers, their target business impact and building their confidence in your solutions to realize business impact to unlock AI opportunities beyond IT
- Evolving toward solutions that deliver answers, act and produce business outcomes rather than providing enabling tools
- Expanding your business model to capture growth opportunities based on business impact and transformation by adopting new rules regarding pricing, packaging, competition and architecture

Thriving in the intelligence supercycle



Source: Gartner

PRIORITY 2

Adopt strategies for durable growth and market multiples

Durable revenue growth hinges on enterprise-scale adoption of AI solutions, with strategies focused on tangible business impact best positioned for long-term success. Providers who achieve "revenue growth without increasing resources" will earn higher market value and multiples, underscoring the importance of efficiency and innovation. The stakes are enormous: Gartner forecasts enterprise AI spending to reach $3.3 trillion by 2029, making the race to AI-driven revenue a trillion-dollar opportunity for those ready to lead.

Tech general manager challenge

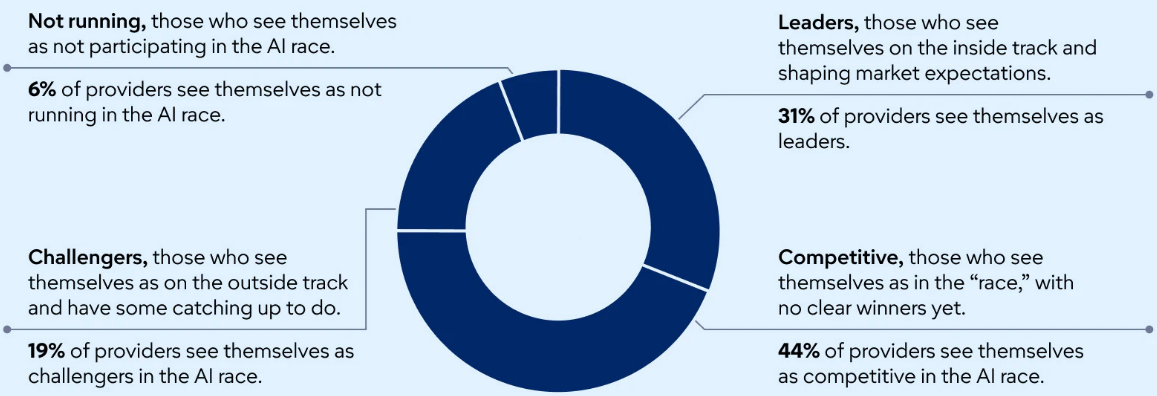
The pace of technology innovation makes many AI solutions obsolete before market maturity. Providers who compete on technology alone will be less effective than those who compete based on business impact and successful deployments.

Tech general manager actions

Assess the strength of your strategies for durable growth and customer relationships by:

- Defining products and services based on the totality of an enterprise's business impact. Avoid limiting your solutions to the products you own.
- Creating an extensible product portfolio to expand AI's impact beyond its original business impact.
- Building product models that help shift the revenue model toward consumption and token-based product models. AI value is proportional to the degree it is applied and improved.

Where does your company stand in the AI race?



Source: Gartner

PRIORITY 3

Build the right ecosystem to win the AI race

Competitive advantage is shifting from vertically integrated and provider-explicit solutions toward multiprovider solutions. Best-of-breed solutions will give way to best ecosystem solutions. Next-generation ecosystems are emerging to meet AI's unique business technical and operational demands. In the AI era, ecosystem relationships are evolving beyond go-to-market partnerships to encompass the full spectrum of solution development and delivery.

Tech general manager challenge

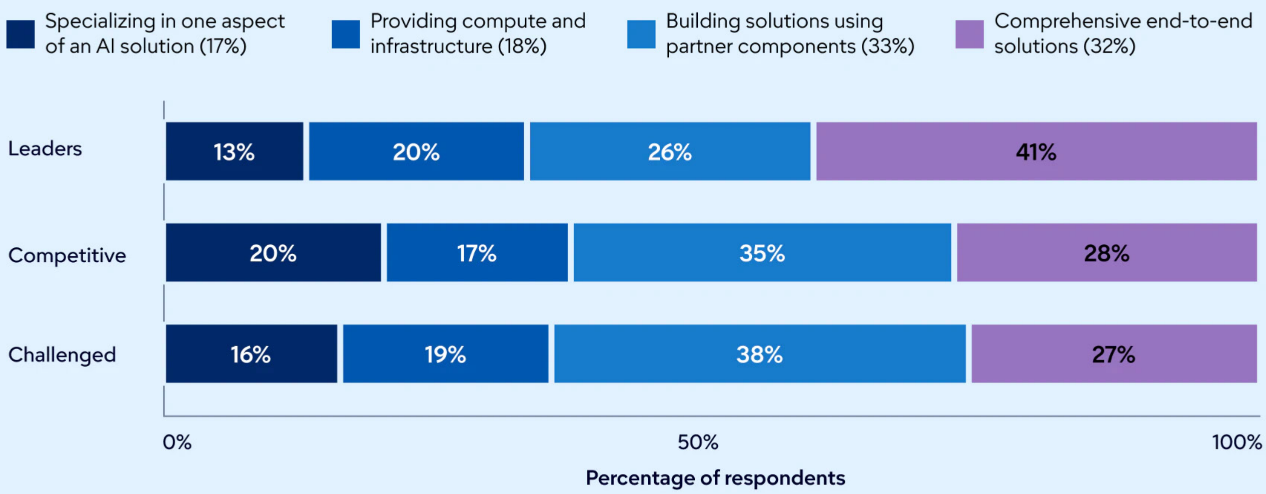
AI has grown so complex that no single provider is able to fulfill demand. Next-generation tech ecosystem leaders absorb this complexity on behalf of customers and must make strategic pivots to position their companies for future growth.

Tech general manager actions

Assess the capacity and capabilities of your technology ecosystems in terms of how well you:

- Evolve provider business and product models to support new forms of scalability within products to drive growth opportunities, without requiring additional resource investments.
- Curate, recruit and co-create within your ecosystems of AI-native and other solution providers. The pace of AI change means open solutions will outperform their closed competitors.
- Apply next-generation ecosystem models to products, services and commercial teams to create mutual incentives for growth. Create a flywheel for growth.

What is your organization’s primary competitive strategy for AI products and services?



Source: Gartner

Actionable, objective insights

Position your organization for success. Explore these additional complimentary resources and tools.

Insights

Lead Through Disruption

Stress test your strategy, navigate disruption, and find new ways to lead and stand out in a changing market.

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Webinar

The New Realities in the Intelligence Supercycle

AI is the next growth wave. High-tech leaders who adapt to its new rules will drive revenue and capture market value.

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Insights

Company to Beat Insights: The AI Frontrunners

Gartner names AI leaders in 30 categories. Learn what sets them apart and how their strategies can help your enterprise lead.

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Insights

AI Vendor Race

Winning the AI race needs more than speed — it takes agility and foresight to stay ahead and meet evolving buyer needs.

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