Gartner

Product Organizations Are at an Inflection Point

Building AI-driven product teams

Secure your edge in the 2026 AI vendor race

AI ignites a new era of product-led growth and efficiencies but unleashes chaos. While AI offers unprecedented opportunities to scale efficiencies, it also introduces new complexities and potential risks. To ensure long-term success, CPOs must skillfully balance these opportunities and challenges, guiding their organizations through this evolving landscape.

Gartner insights reveal that a mere 26% of CPOs believe their organizations are ready for the accelerating pace of AI-driven change.

AI technology is transforming the role of chief product officers (CPOs) and their teams, creating an inflection point in the value that product management delivers. Shifting market conditions and customer expectations will reshape product delivery and consumption. CPOs must anticipate these shifts by adopting flexible, experiment-driven processes that allow their teams to pivot rapidly as AI technologies and market priorities evolve.

AI drives product-led growth (PLG) on two crucial fronts:

- → Integrate AI tools into workflows to automate the product development life cycle (PDLC) and unlock massive productivity gain.
- → Embed AI directly to deliver highly differentiated capabilities that meet customer expectations and outperform competitors.

AI adoption demands structural agility to support changing buyer interactions. Adopt flexible, experiment-driven processes to pivot rapidly as AI technologies and market priorities shift.

Realign your product strategy to match evolving behaviors. Build the resilient, AI-driven product organization of tomorrow.



John Barber
Group Vice President

Your roadmap to success

Transitioning to AI-driven models reveals blind spots in talent, structure and collaboration. Only 28% of CPOs believe their teams have the necessary AI skills. AI also blurs functional lines, which can create coordination barriers. Teams that resist change and fail to integrate AI tools into their workflows risk missing substantial efficiency gains, putting them at a severe competitive disadvantage.

Gartner equips CPOs with strategic guidance, AI governance frameworks and peer benchmarks to navigate market disruption. With Gartner, CPOs maximize organizational productivity, scale AI offerings and deliver high-impact business outcomes.

1. **Understand capabilities and limitations.**
2. Restructure the organization for AI.
3. Increase collaboration across teams.
4. Foster agile and pivot-ready processes.

4 key outcomes to consider in Step 1

Reveal maturity gaps to prioritize performance needs and uncover the top focus areas required to advance product management.

Benchmark capabilities against industry leaders to align with market trends and consistently meet evolving customer expectations.

Assess internal innovation capacity to maximize operational efficiency and secure actionable steps for strategic resource allocation.

Diagnose leadership strengths to drive impactful short-term progress and deploy a prioritized list of quick wins.

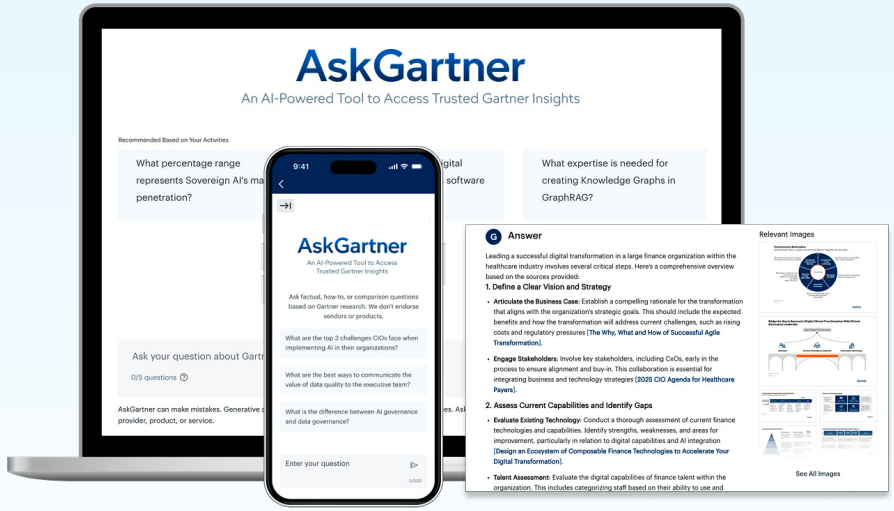
Key questions your CPO peers are asking

Gartner clients can ask questions like these directly on AskGartner.

Gartner clients can click to explore answers.

How does my organization function today and how will AI affect its performance?	Explore Answer ↗
How do I structure my team in the world of AI?	Explore Answer ↗
How do I increase collaboration across functions?	Explore Answer ↗
How do I build a culture that is nimble and quick to adapt?	Explore Answer ↗
How can I implement product/engineering “platform” driven organization?	Explore Answer ↗

Your peers use AskGartner to answer these questions in minutes.



Learn More

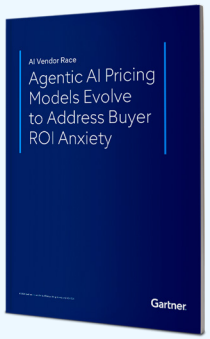
Gartner resources turn your priorities into plans and actions

Understand capabilities and limitations.



eBook: Winning the AI Vendor Race: A CPO Strategy Guide↗

Restructure the organization for AI.



Infographic: Strategic Agentic AI Pricing for Product Leaders↗

Increase collaboration across teams.



Guide: Winning in 2026 — Strategic Priorities for Tech CPOs↗

Foster agile and pivot-ready processes.



eBook: Create a Defensible Position in the $4.7T AI Market↗

Engage with Gartner

- Prioritize your product organization's performance needs across a broad set of functional activities.
- Understand maturity gaps and top 3 focus areas to advance product management.

Expected outcomes

- Maximized efficiency with actionable steps for structural changes and resource allocation
- Prioritized list of quick wins and workstream plans to make impactful progress in the short term

Client Story

The Journey of One: Unifying HPE Networking Post-Acquisition

Mission-critical priority

William Choe, Vice President of Products at HPE Networking, focused on navigating the complex integration of Juniper Networks to create a unified, future-ready product organization. This alignment was essential to balancing cost-reducing synergies with the aggressive growth required to build the modern, AI-driven organization of tomorrow.

How HPE leveraged Gartner resources

HPE used our actionable execution plans to bridge the gap between competing cultures through the "journey of one" initiative. This partnership provided the strategic roadmap necessary to execute a converged "develop once, deliver twice" product strategy.

Mission accomplished

The collaboration drove better-than-market share growth and significantly accelerated competitive customer wins. Ultimately, this unified approach translated market validation into tangible purchase orders and a cohesive, streamlined business identity.

Watch the full story ↗

Address your other mission-critical priorities



Build the AI-driven product organization of tomorrow.

The average productivity gain from using AI in product organizations is **35%.**



Develop a scalable, secure AI tech stack.

72% of CPOs believe their AI-integrated products are outperforming their competition.



Use product strategies to win in the AI vendor race.

46% of CPOs believe that the main driver influencing AI integration is technological innovation and adoption.

Connect with us

Get actionable, objective business and technology insights that drive smarter decisions and stronger performance on your mission-critical priorities.

U.S.: 1 855 322 5484

International: +44 (0) 3300 296 946

Become a Client

Interested in becoming a client?

Learn more about Gartner for Tech CPOs
gartner.com/en/product-management

Stay connected to the latest insights

© 2026 Gartner, Inc. and/or its affiliates. All rights reserved. CM_GTS_5281100

Gartner®