

The General Management Diligence Checklist

SEVEN QUESTIONS | TRUSTWORTHY TECHNOLOGY & INNOVATION CONSORTIUM

High-consequence AI investments often fail through transfer. The company transfers hidden operational debt to the institution, or the institution transfers unowned integration debt back onto the investment. Either direction destroys value, which is why this diligence protects both sides of the transaction.

A leadership team may contain distinguished specialists while still lacking the capability to integrate their work into one operating result. Before investing in a high-consequence AI company, ask for demonstration of:

- ☐ One accountable owner for the complete AI outcome
 - ☐ Leadership experience spanning multiple parts of the value chain
 - ☐ Decision rights sufficient to resolve cross-functional tradeoffs
 - ☐ Capital allocation aligned with evidence, infrastructure, security, implementation, monitoring, and commercialization
 - ☐ Realistic cost and margin assumptions that include hidden operational labor
 - ☐ A credible path from product development through procurement, production, renewal, and expansion
 - ☐ A plan to develop and retain additional general-management capacity
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A general-management deficit can affect burn, financing requirements, time to revenue, customer retention, liability exposure, enterprise value, and the credibility of management forecasts.

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