

# From AI Adoption to AI Governance Capacity

Building Resilient Organisations in an Age of Turbulence

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# Where to start?

How fast can we  
adopt AI?

Which AI tools  
should we buy?

What are competitors  
doing?

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**Better question:**

**How do we use AI to stay resilient, profitable, and in control?**

# Do not invest in AI to become “AI-ready”

## Companies invest for:

- competitiveness
- better decisions
- lower risk
- margin protection
- profitability

## But there is also pressure:

- boards ask about AI
- investors expect AI strategy
- nobody wants to be left behind

**Some AI projects start from strategy. Many start from anxiety.**

# Why current AI narratives are shallow

## Too much focus on

- pilots
- licenses
- experiments
- vendor announcements
- hype cycles

## Too little focus on

- management systems
- process quality
- accountability
- decision discipline
- measurable value

**Buying AI is easy. Rebuilding management systems is hard.**

# The real shift

AI is not only a technology issue. It is a management responsibility.

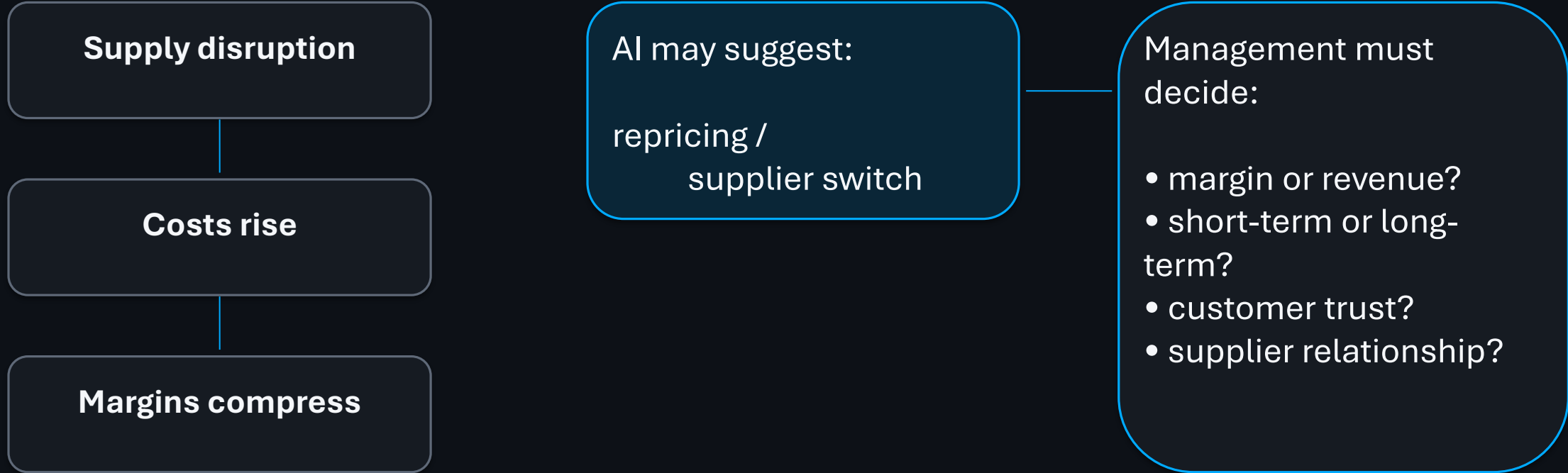
## AI increasingly influences:

- forecasting
- risk allocation
- approvals
- staffing
- resource allocation
- pricing



**Once AI affects decisions, management accountability remains.**

# External shock + AI response



**AI speeds response. Governance determines whether response is wise.**

# Technology shock + AI dependence

A new AI capability can suddenly change assumptions about:

- software security
- vendor dependence
- automation potential
- workforce needs
- customer expectations
- competitive speed

Management must ask:

- Are current systems adequate?
- Are we dependent on one vendor?
- Can competitors move faster?
- Are new cyber risks emerging?
- Which roles are affected first?

**AI creates opportunity, but also strategic instability.**

# What organisations need

## AI governance capacity

the ability to use AI while retaining control

It enables:

decision quality

accountability

control

trust

profitability

**The objective is not more pilots. The objective is controlled business value.**

# What AI governance capacity means

Who decides?

What can AI recommend?

What can AI execute?

When must humans  
intervene?

What is escalated?

What is measured?

Who is accountable if outcomes fail?

**If these answers are unclear, governance is weak.**

# Where organisations struggle

- AI added onto weak systems
- fragmented data
- poor reporting
- unclear ownership
- inconsistent approvals
- siloed departments

legacy processes

unreliable data

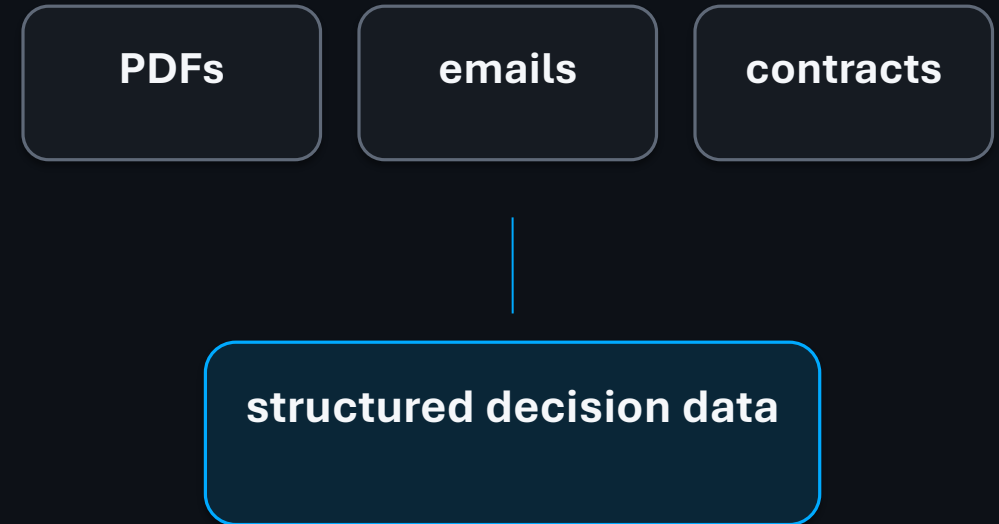
AI outputs no one trusts

**AI often exposes old management weaknesses.**

# Documents: from storage to structure

AI cannot create value from document chaos

- structured
- searchable
- current
- version-controlled
- decision-relevant



**Document discipline becomes a management issue.**

# Processes must be algorithmised

to empower AI, with humans still in mind

AI-assisted decisions require processes that are:

- explicit
- repeatable
- measurable
- traceable

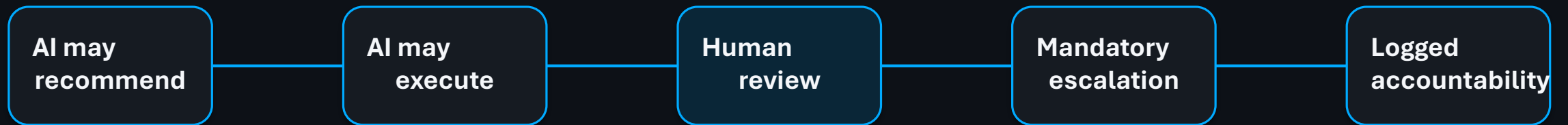
But they must remain:

- understandable to people
- open to challenge
- suitable for exceptions
- compatible with human judgment

**Algorithmisation should improve human performance  
not sideline humans**

# Redesigning workflows

The key question is not whether humans stay involved. It is where and how.

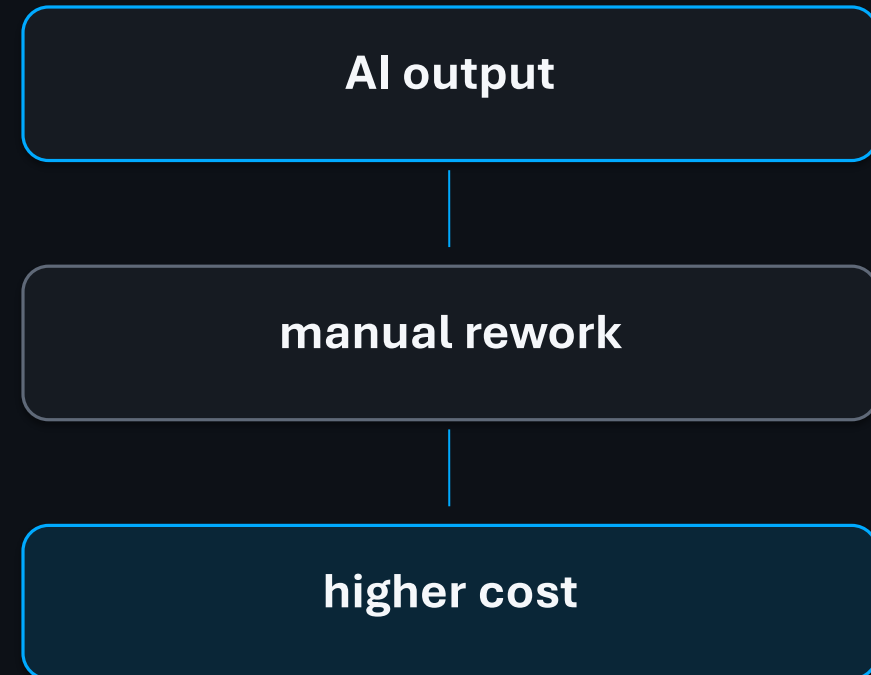


**The governance task is to design disciplined human-AI decision interaction.**

# If workflows are not redesigned

Technology without redesign often increases cost

- duplicated work
- staff ignore AI outputs
- unclear approvals
- slower decisions
- blame shifting
- hidden risk



**AI added to old workflows creates friction.**

# What successful organisations gain

- faster execution
- consistent decisions
- better pricing discipline
- faster customer response
- earlier risk detection
- lower coordination costs

speed +

control +

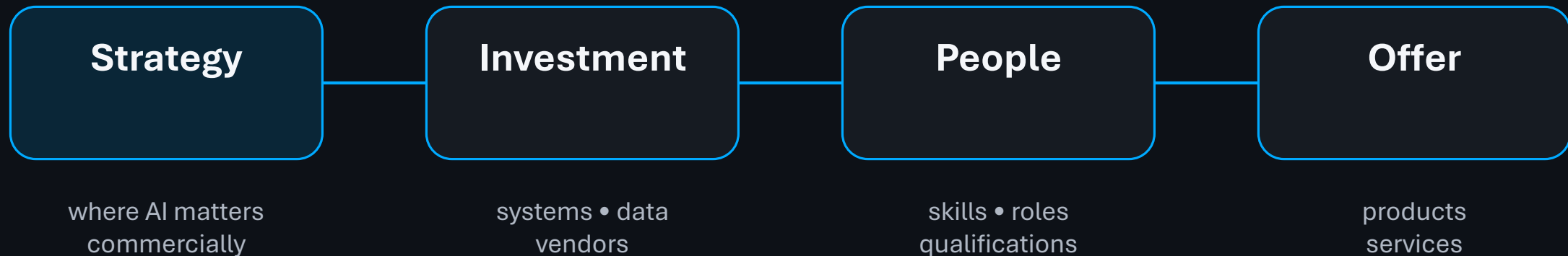
risk ↓

coordination cost ↓

**When governance capacity is strong, AI becomes an operating advantage.**

# AI strategy must guide resource allocation

Strategy determines where investment, people, and product development move.



- investment follows strategic priorities
- staffing must reflect new capability needs
- products and services may need redesign
- targets must be measurable and owned

**AI governance starts with strategy, not with tools.**

# AI ambition needs measurable targets

Possible AI-linked KPIs:

- productivity gain
- cost reduction
- decision speed
- forecast accuracy
- service response time
- error reduction

**If AI has no measurable target, it is difficult to govern.**

# Not everything should be built internally

Internal AI development is not always rational

- Is this core strategy or utility capability?
- Do we have internal expertise?
- Can we build fast enough?
- Is external delivery cheaper?
- Can we retain control?



**The strategic question is not ownership of code, but ownership of outcomes and control.**

# Governing external capability

- clear ownership
- contractual safeguards
- data boundaries
- performance metrics
- audit rights
- exit options

**external provider**

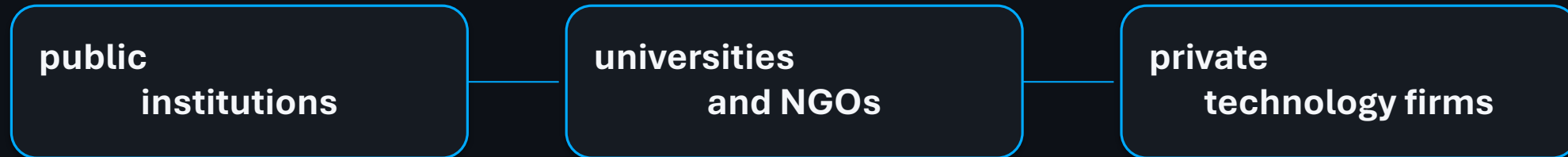
**management control**

**vendor trustworthiness • jurisdictional exposure**

**Outsourcing tools does not outsource accountability.**

# Latvia example: AI Sandbox

Some AI-enabled public capability may be built faster through structured cooperation



***AI Sandbox*** (by MI Centrs)  
controlled pilots • safeguarded data use

**The point is disciplined collaboration, not blind outsourcing.**

**The winners of the AI era may not be those who adopt fastest.  
They may be those who govern best.**

- redesign documents
- redesign processes
- redesign workflows
- keep humans effective
- keep management accountable

**If people cannot understand the process, they will bypass it.**

**If management cannot challenge the output, it should not rely on it.**

**AI governance capacity is the bridge between tools and resilient business value.**

# Thank you

Questions and discussion

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