

# PMixAI and the future of project management

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# Agenda

PMI, AI and Talent

Capitalizing on AI democratization

Cultural change

New skills on demand

AI dev &  
Prompts

PMIxAI Q&A

# PMI has a unique position to create an impact

A stylized world map in shades of blue and purple, serving as a background for the infographic. The map is centered and shows the outlines of continents.

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**1.6+ MM**

ACTIVE CERTIFICATIONS

---

**680,000+**

MEMBERS

---

**720+**

EMPLOYEES

---

**11,500+**

VOLUNTEERS

---

**300+**

CHAPTERS

---

**65+**

GLOBAL COUNCIL  
ORGANIZATIONS

Understanding trends in Project Management starts with understanding the megatrends shaping the world

## Digital Disruption



## Climate Crisis



## Demographic Shifts



## Economic Shifts



## Labor Shortages



## Civil, Civic & Equality Movements



# Europe - What CEOs want...

A global Conference Board CEO survey found that the following goals were the three most pressing for European CEOs:

- 1. Attracting and retaining great talent**
- 2. Accelerating the pace of digital transformation**
- 3. Focusing more on sustainability**

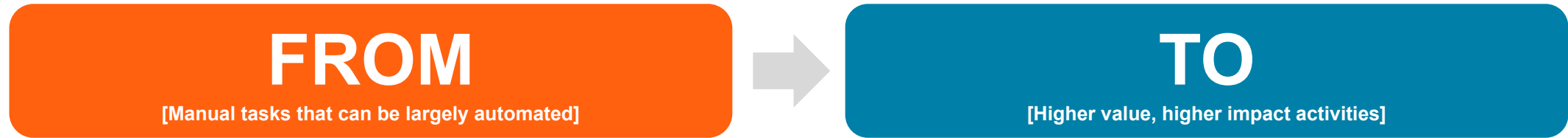
## EUROPE CEOs

Attract and retain talent	1
Accelerate pace of digital transformation	2
Focus more on sustainability	3
Become more customer-centric	4
Improve cash flow	5
Streamline processes	6
Develop "Next Gen" leaders	7
Employ mergers acquisitions, diversities	8
Prepare for financial instability	9
Lower costs	10

Note: 917 CEOs responded globally  
Source: The Conference Board C-Suite Outlook 2022



# The evolving work of the project manager

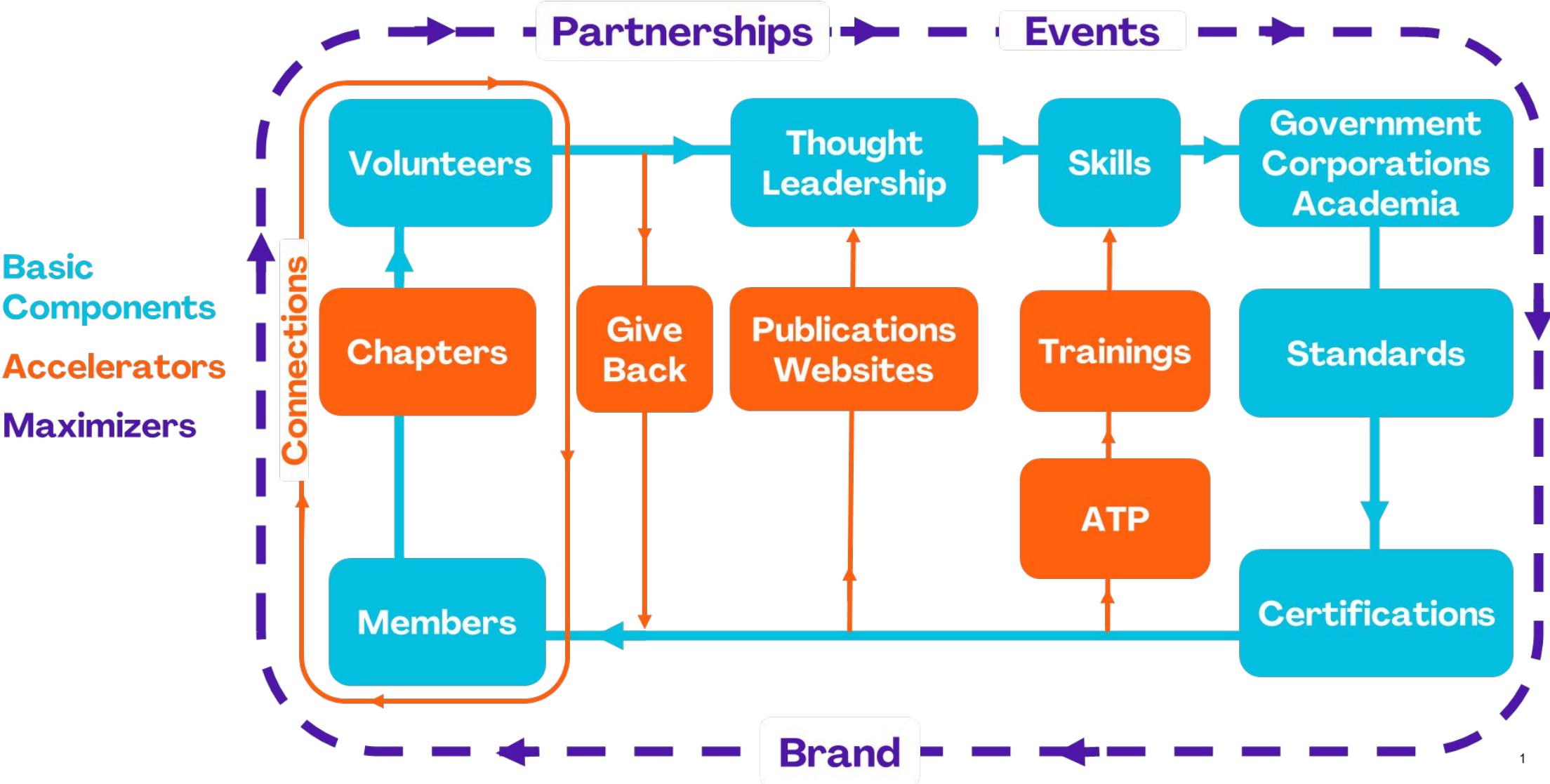


- **Validate and Refine**

**PROJECT MANAGERS TODAY**

**Socialize and Lead -**

# PMI FLYWHEEL



The logo for PMI:Next, featuring the text "PMI:Next" in a bold, sans-serif font. The "PMI:" is in black, and "Next" is in white with a blue shadow effect. The logo is positioned in the top left corner of the slide.

PMI:Next

A white text box containing the mission statement "We maximize project success to elevate our world". The text is centered and written in a clean, white, sans-serif font. The background of the slide is a gradient from light purple to dark purple, decorated with orange circles and diagonal bars.

We maximize project success to elevate our world



# AI AND TALENT

How do you see AI transforming the landscape of talent management, and what opportunities or challenges do you think this presents for both organizations and individuals?

# TRENDS | GLOBAL PEOPLE AND TALENT INSIGHTS

**Project management is a higher cognitive skill likely to rise in importance.**

*McKinsey*

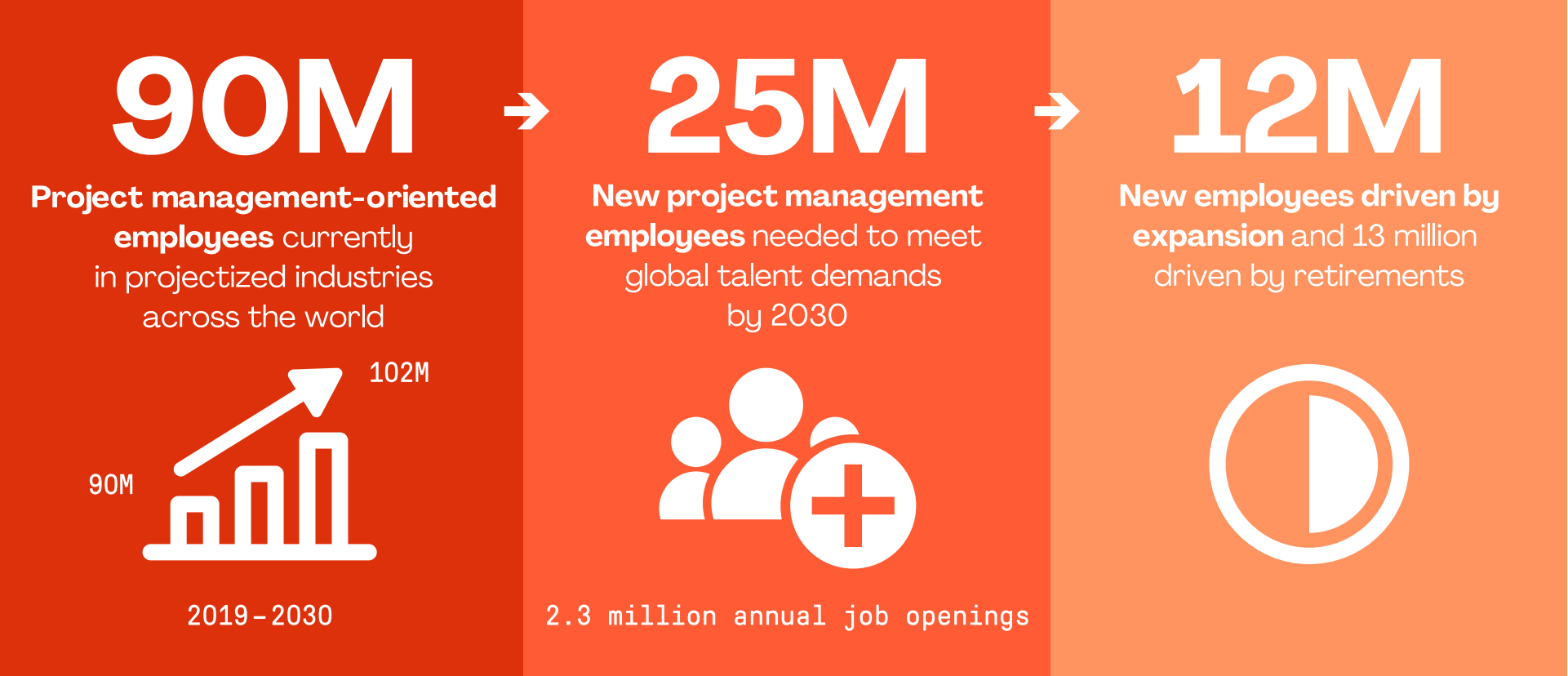
**79% of executives agree the future of work will be based more on specific projects than roles.**

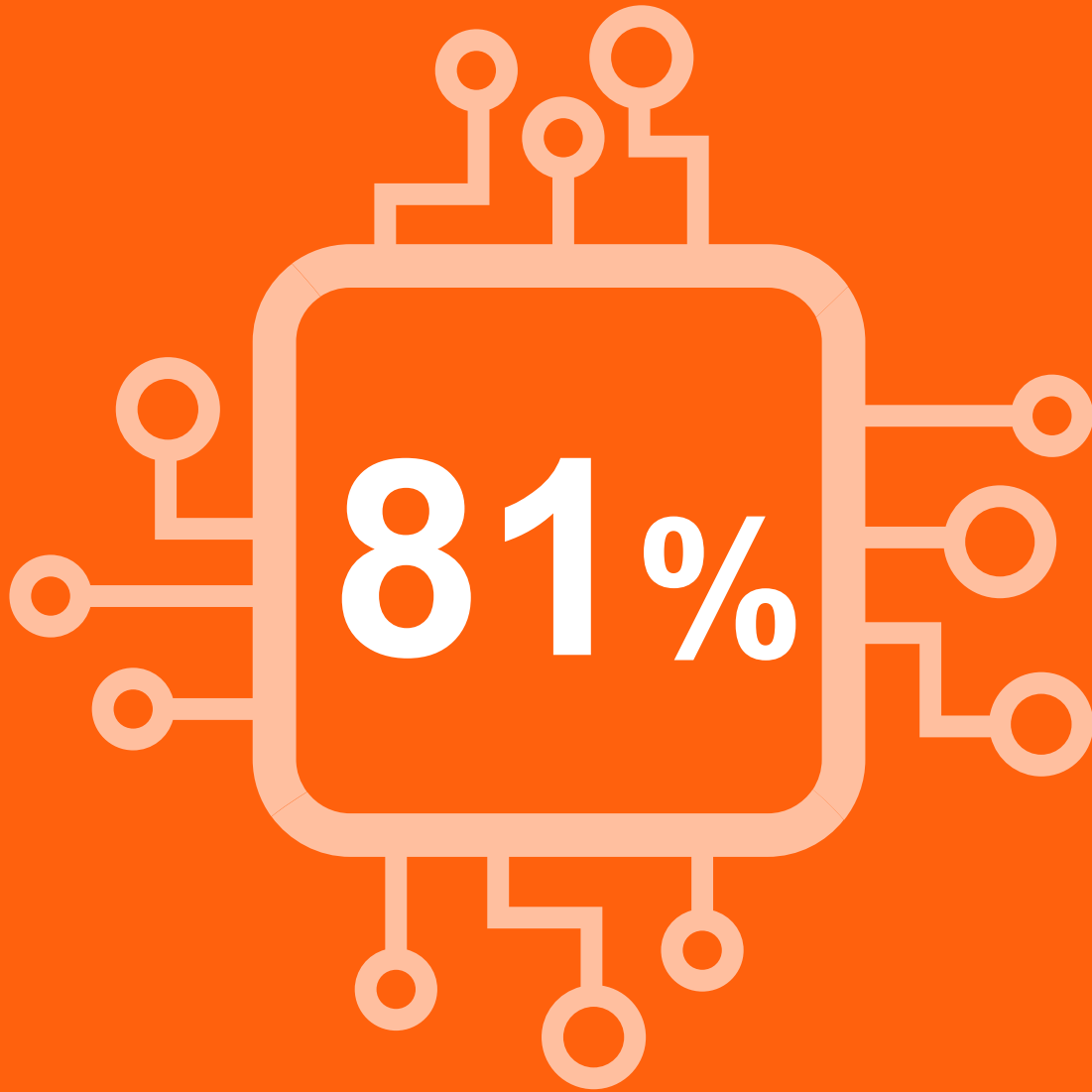
*Accenture Technology*

**Across industries, organizations that create, nurture and cultivate enduring human capabilities through their workforce will likely have a strategic advantage.**

*Deloitte*

# The increasing demand of Project Managers...





**of project professionals**  
report their organizations  
are being impacted by  
AI technologies

**Top technologies increasing  
productivity:**

- Robotic process automation
- Reinforcement learning
- Machine learning

**Top technologies increasing  
quality:**

- Anti-bias solutions
- Expert systems
- Knowledge-based systems

Jun 9, 2023

PMI Research – AI Innovators: Cracking the Code on Project Performance



# How is AI impacting the PM profession?



# Capitalizing on AI Democratization

NNs applied to construction projects.  
Agent-based Project Management

Exponential growth of  
studies and proposals

Inflection point in adoption;  
Fastest app to hit 100m users

## Neural Networks

## AI / ML applications to PM

## ChatGPT 3.5

1980s

2000s

2020s

1990s

2010s

2022

“Automated  
Project-Management”

Data-analytics + ML

Advanced LLMs and  
NLPs

AI/Expert Systems to support  
PM. Rule-based systems.

Applications in cost, scheduling,  
and several other areas

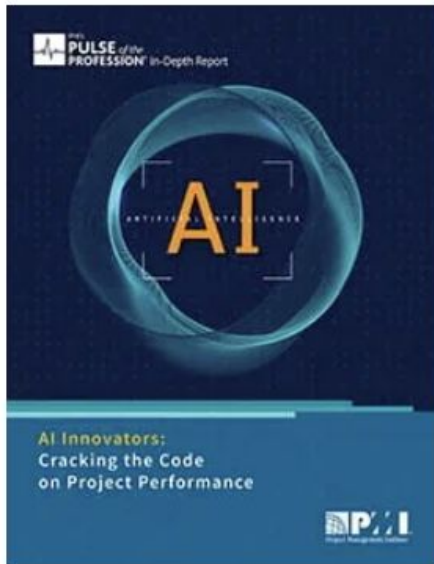
Beginning of mainstream use of  
AI (Generative AI applications)



**REPORT | Innovation |** September 2019

## AI @ Work: New Projects, New Thinking

Our Pulse of the Profession® research reveals that artificial intelligence is already helping project leaders streamline—and improve—project work.



**REPORT | Strategy |** June 2019

## AI Innovators: Cracking the Code on Project Performance

According to Pulse of the Profession® data, the impact of artificial intelligence is increasing—and it's changing how how projects are managed.

# AI Tools Use - Global Survey 2024

## AI's Impact on Project Management

**303 participants, 70 countries**

**United States of America - 14%, India - 14 %, Romania - 9%, Italy - 8%**  
Canada - 5%, Sweden - 4%, Bangladesh - 3%, Brazil - 3%, UK - 2%, Portugal - 2%

**IT Services - 22%, Consulting - 13%, Infrastructure & Construction - 10%**  
Technology - 6%, Software - 5% , Financial Services - 4%, Automotive & Mobility - 4%,  
Energy & Natural Resources - 4%, Telecommunications -3%, Higher Education - 3%

### Reasons for incorporating:

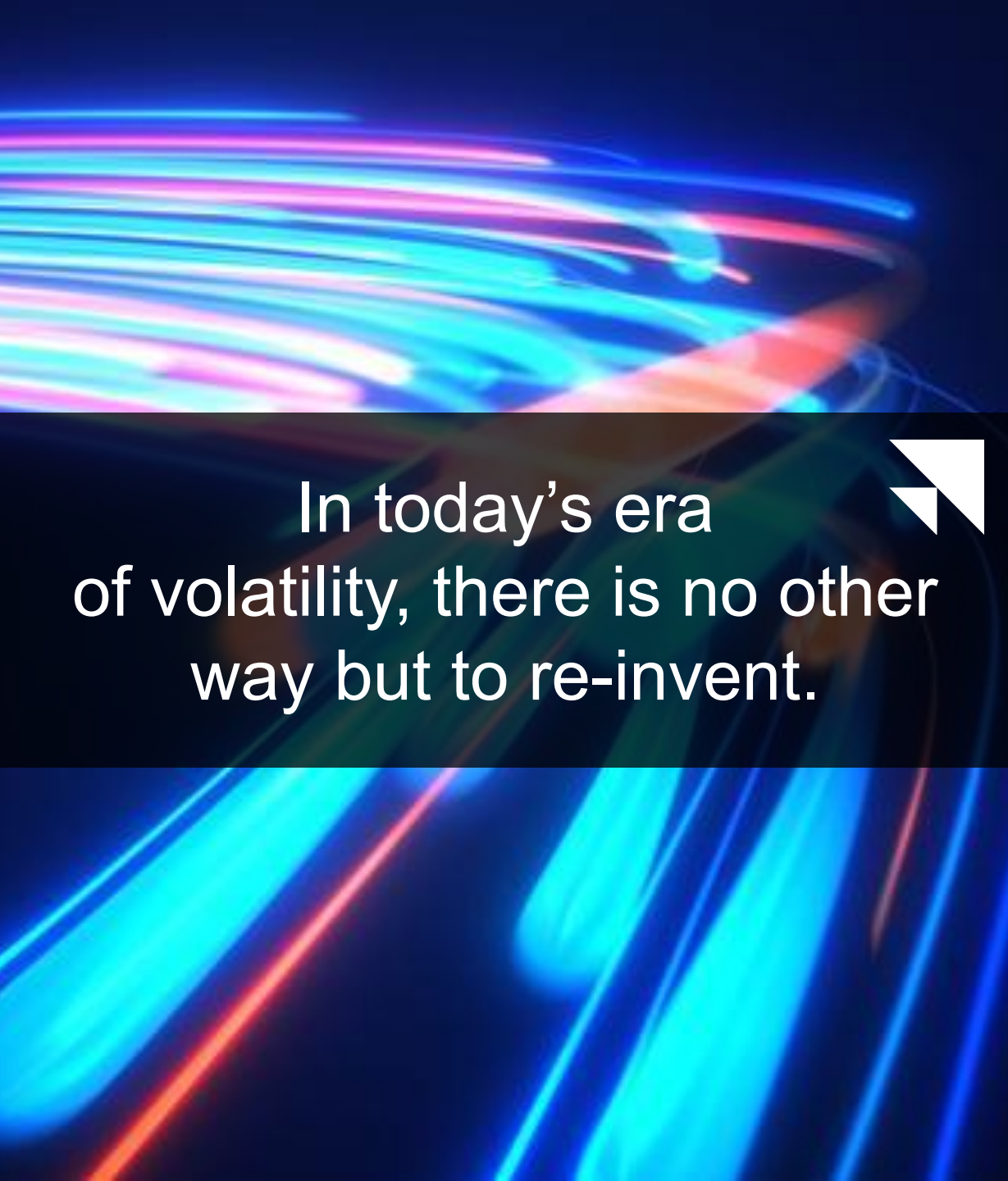
Efficiency and time management - **84%**  
Decision support, problem solving, and innovation - **68%**  
Project Management (Risk, Resource, Monitoring and Reporting) - **64%**  
Quality improvement - **47%**  
Competitive advantage - **46%**  
Other - **7%**

### Benefits of using AI Tools

**Notably increased efficiency and productivity: 58%**  
**Better decision making: 48%**  
**Improved collaboration and communication: 39%**  
Resource allocation optimization: 31%  
Greater innovation and adaptive strategies: 31%  
Enhanced customer and stakeholder satisfaction: 28%  
Increased project ROI: 19%

ChatGPT 3.5 - **59%**  
Microsoft Project Management Copilot - **36%**  
Jira - **34%**  
ChatGPT Plus - **30%**  
Trello - **19%**  
Other - **15%**  
Asana - **12%**  
Slack (for AI-driven integrations and bots) - **10%**  
Custom AI Project Management Assistant - **10%**  
Monday.com - **9%**  
Zoho Projects (with AI features) - **4%**  
Salesforce Einstein for Project Management - **2%**





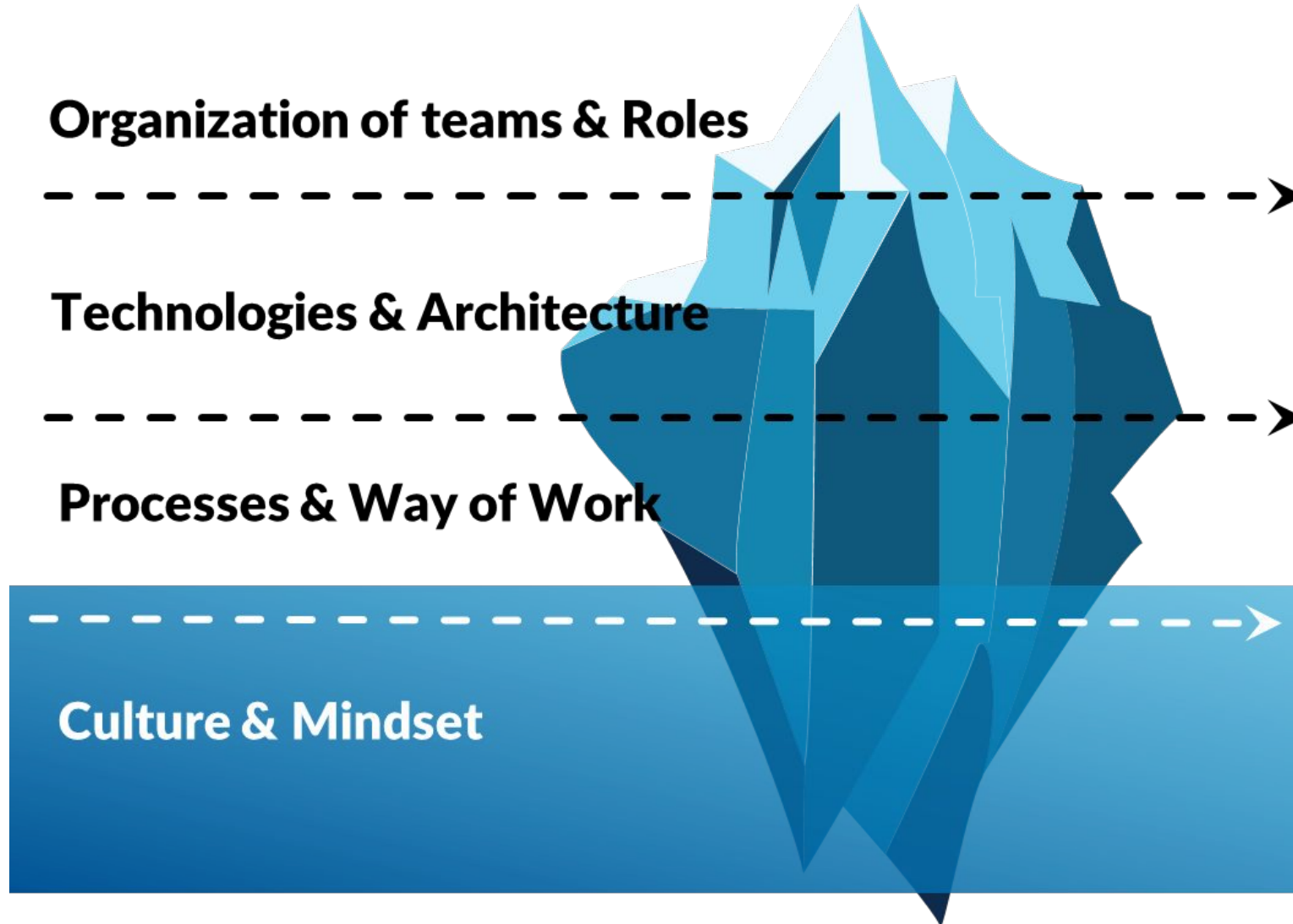
In today's era  
of volatility, there is no other  
way but to re-invent.

**The only sustainable  
advantage you can have over  
others is agility, that's it.**

**Because nothing else is  
sustainable, everything else  
you create, somebody else  
will replicate.**

*Jeff Bezos, CEO and President,  
Amazon*

Transformation is a complex set of changes and requires business acumen, various ways of work and power skills

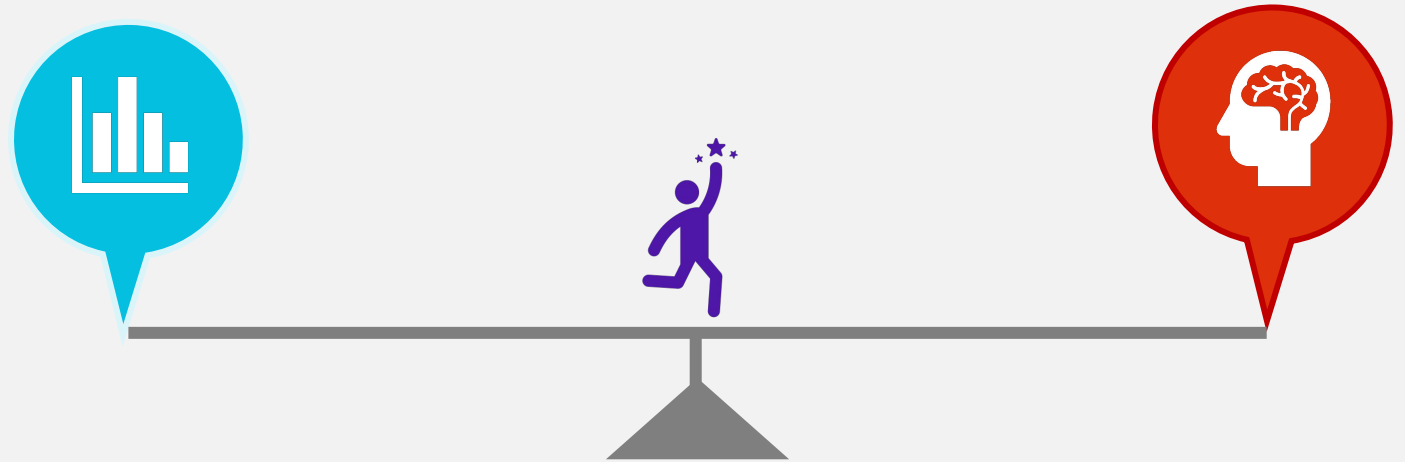


# Cultural change

Towards data-informed decisions

“Data does not  
drive things,  
people do”

Data-driven vs Data-informed decisions



# Removing barriers

# Data Landscape of GenAI for Project Managers



## 1 Conduct an initial assessment to find your right starting point

**PM** Project Management Institute

### The Data Landscape of GenAI Canvas for Project Managers

The Data Landscape of GenAI Canvas for Project Managers is a tool to assist in using Generative Artificial Intelligence (GenAI) in projects tasks to improve project outcomes. The project manager is the centerpiece and the common thread of this canvas. The project manager coordinates, facilitates, and is accountable for these conversations and for connecting the individuals to ensure project outcomes are met.

Use this canvas with your team of experts as a map of the landscape of important areas of accountability as you manage projects that incorporate GenAI. Each particle in the canvas would entail many hours of instruction, or serve as a guide to the conversations to reach alignment with your experts in the use of data in GenAI.

Adjust and tailor this canvas to the specific needs of your role, project, organization, and industry. GenAI or add activities as your project requires. This is a typical and iterative process. Frequent conversations and activities frequently as the project evolves and progresses.

This canvas is a portion of the Data Landscape of GenAI for the Project Manager course released by Project Management Institute. The course walks through the essential concepts of data literacy and GenAI models for use in project management. You can see this canvas with or without the course.

For more information on the course, visit the course [page](#).

#### Organizational Roles

Business Analyst	Project Manager
Data Engineer	Business Development
Data Scientist	Product Manager
Business Architect	Marketing Manager
Systems Architect	Business Development
Business Analyst	Business Development
Business Architect	Business Development
Business Architect	Business Development
Business Architect	Business Development
Business Architect	Business Development

### 1 Determine the business problem

Identify your business problem and work with your project team to assess whether the problem is suitable for the use of GenAI. Consider the project's objectives, the project manager's role, the project manager's skills, and the project manager's resources.

Collaborate with: *(Icons for Business Analyst, Project Manager, Data Engineer, Data Scientist, Business Architect, Systems Architect)*

Questions to answer:

- What is the business problem I need to solve with GenAI?
- Can I solve this problem with GenAI?
- What are the main deliverables?

### 2 Data Governance

Identify your data governance policies and procedures. Consider the project's objectives, the project manager's role, the project manager's skills, and the project manager's resources.

Collaborate with: *(Icons for Business Analyst, Project Manager, Data Engineer, Data Scientist, Business Architect, Systems Architect)*

Questions to answer:

- How do we manage our data governance?
- What are our data governance policies?

### 3 Collect Data

Identify the data sources and methods for data collection. Consider the project's objectives, the project manager's role, the project manager's skills, and the project manager's resources.

Collaborate with: *(Icons for Business Analyst, Project Manager, Data Engineer, Data Scientist, Business Architect, Systems Architect)*

Questions to answer:

- What data do I have access to now?
- What data do I need?
- How clean is the data?

### 4 Assess Data

Assess the data quality and suitability for GenAI. Consider the project's objectives, the project manager's role, the project manager's skills, and the project manager's resources.

Collaborate with: *(Icons for Business Analyst, Project Manager, Data Engineer, Data Scientist, Business Architect, Systems Architect)*

Questions to answer:

- How suitable is the data?
- How clean is the data?
- How well can we safeguard the data?

### 5 Clean and Prep the Data

Clean and prepare the data for GenAI. Consider the project's objectives, the project manager's role, the project manager's skills, and the project manager's resources.

Collaborate with: *(Icons for Business Analyst, Project Manager, Data Engineer, Data Scientist, Business Architect, Systems Architect)*

Questions to answer:

- What are the milestones we're working towards?
- How can we safeguard the data?

### 6 GenAI Model Selection and Development

Select and develop the GenAI model for the project. Consider the project's objectives, the project manager's role, the project manager's skills, and the project manager's resources.

Collaborate with: *(Icons for Business Analyst, Project Manager, Data Engineer, Data Scientist, Business Architect, Systems Architect)*

Questions to answer:

- Which models match the problem & data?
- What costs should we consider, if any?

### 7 GenAI Model Deployment

Deploy the GenAI model to the project. Consider the project's objectives, the project manager's role, the project manager's skills, and the project manager's resources.

Collaborate with: *(Icons for Business Analyst, Project Manager, Data Engineer, Data Scientist, Business Architect, Systems Architect)*

Questions to answer:

- How can we stay on track and iterate?
- What metrics will be most effective?

### 8 Cultural Adoption

Ensure cultural adoption of GenAI in the project. Consider the project's objectives, the project manager's role, the project manager's skills, and the project manager's resources.

Collaborate with: *(Icons for Business Analyst, Project Manager, Data Engineer, Data Scientist, Business Architect, Systems Architect)*

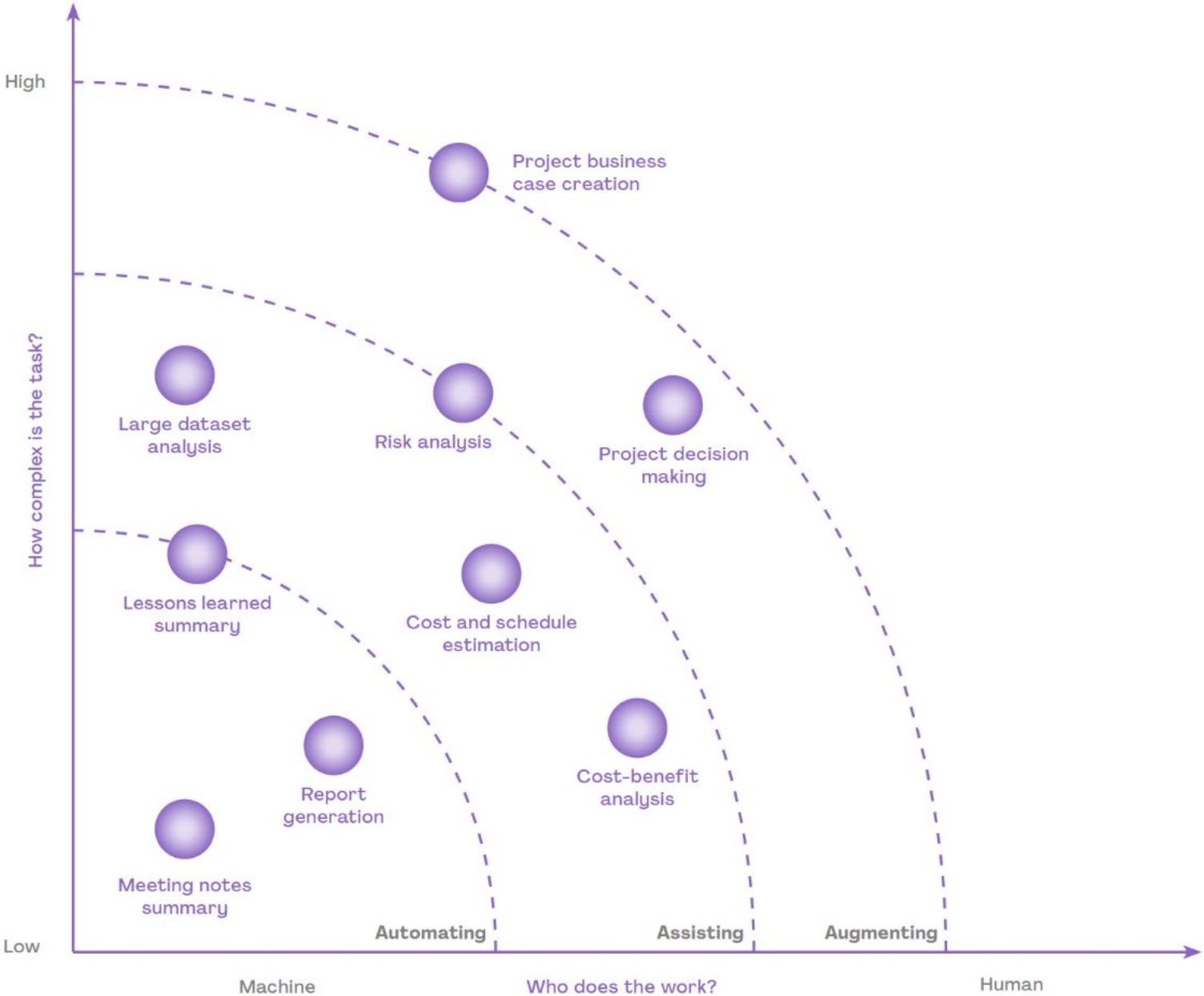
Questions to answer:

- How can we celebrate current wins?
- What are some future quick wins?
- What should our roadmap include?

# Removing barriers

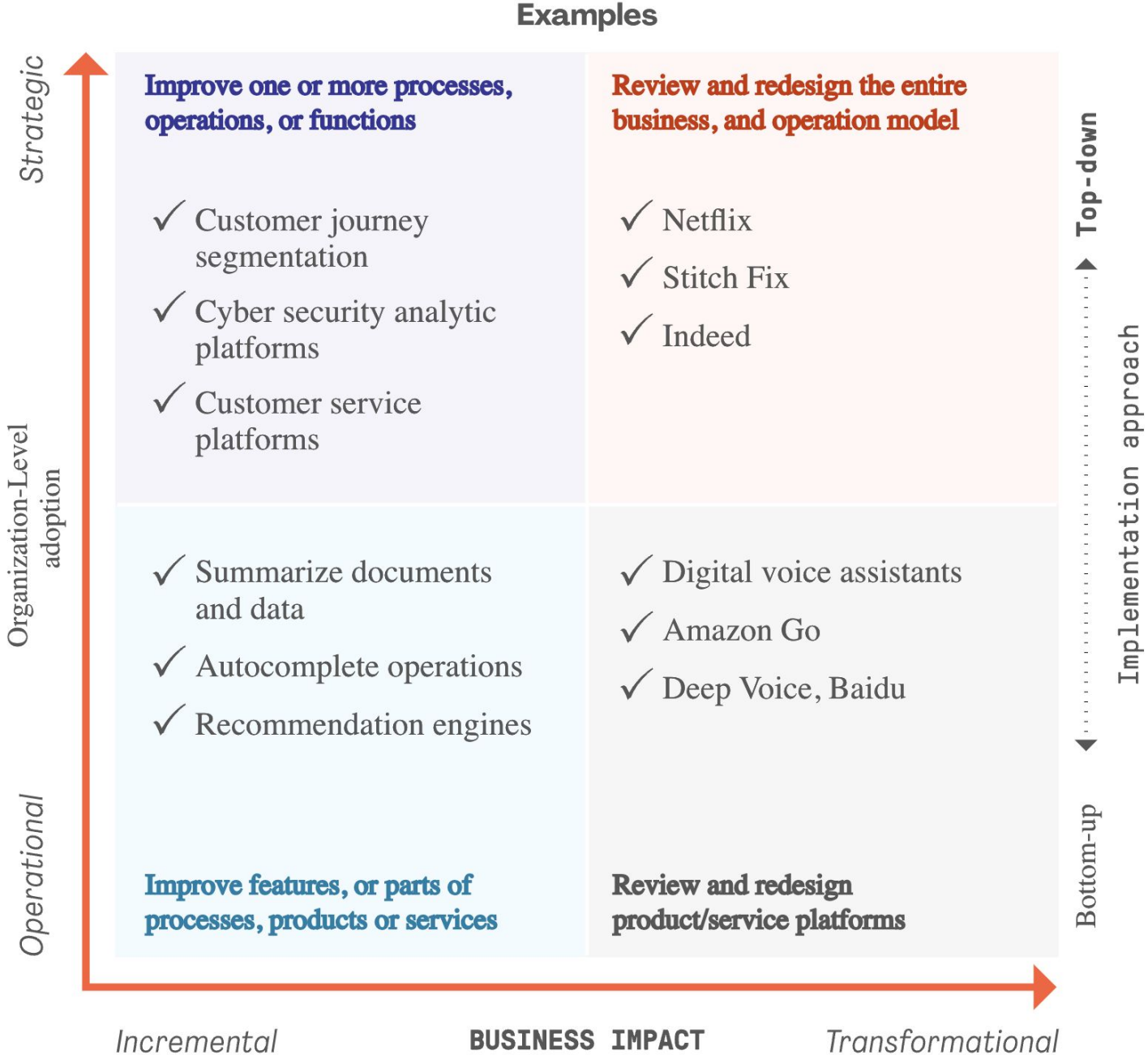
**1** Conduct an initial assessment to find your right starting point

**2** Understand how Gen AI can support us



# Removing barriers

- 1 Conduct an initial assessment to find your right starting point
- 2 Understand how Gen AI can support us
- 3 **Transformation or Optimization**



# Removing barriers

**Balance our focus on data and the value we provide to our customers and businesses.**

- 1 Conduct an initial assessment to find your right starting point
- 2 Understand how Gen AI can support us
- 3 Understand the decision maker types
- 4 **Deliver true business value**

01	Define a North Star: AI-driven Transformation Vision	<ul style="list-style-type: none"><li>• Clear and inspiring organization’s vision</li><li>• Translate the vision into a portfolio of programs and projects</li><li>• Aligned with the main strategy and realistic</li></ul>
02	Leverage Customer and Market Insights	<ul style="list-style-type: none"><li>• Market and competition landscape</li><li>• Deep understanding of the customer needs</li><li>• How customer feedback is managed</li></ul>
03	Establish an AI-driven Transformation Operating System	<ul style="list-style-type: none"><li>• Executive team set up to give clear, unified direction</li><li>• Set up a transformation management office</li><li>• Empowered cross-functional teams</li></ul>
04	Train and Engage AI Champions	<ul style="list-style-type: none"><li>• Which employees are the most important “owners” and champions of this change?</li><li>• What is their personal investment?</li><li>• Align and integrate multiple teams</li></ul>
05	Make AI Transformation a Personal Transformation	<ul style="list-style-type: none"><li>• How involved do employees need to be in defining the change?</li><li>• Help them define their aspiration?</li><li>• Help them develop a personal transformation plan</li></ul>

# New Skills on Demand

Using GenAI to automate, assist, and augment your project management capabilities requires new skills and a new mindset toward project work.



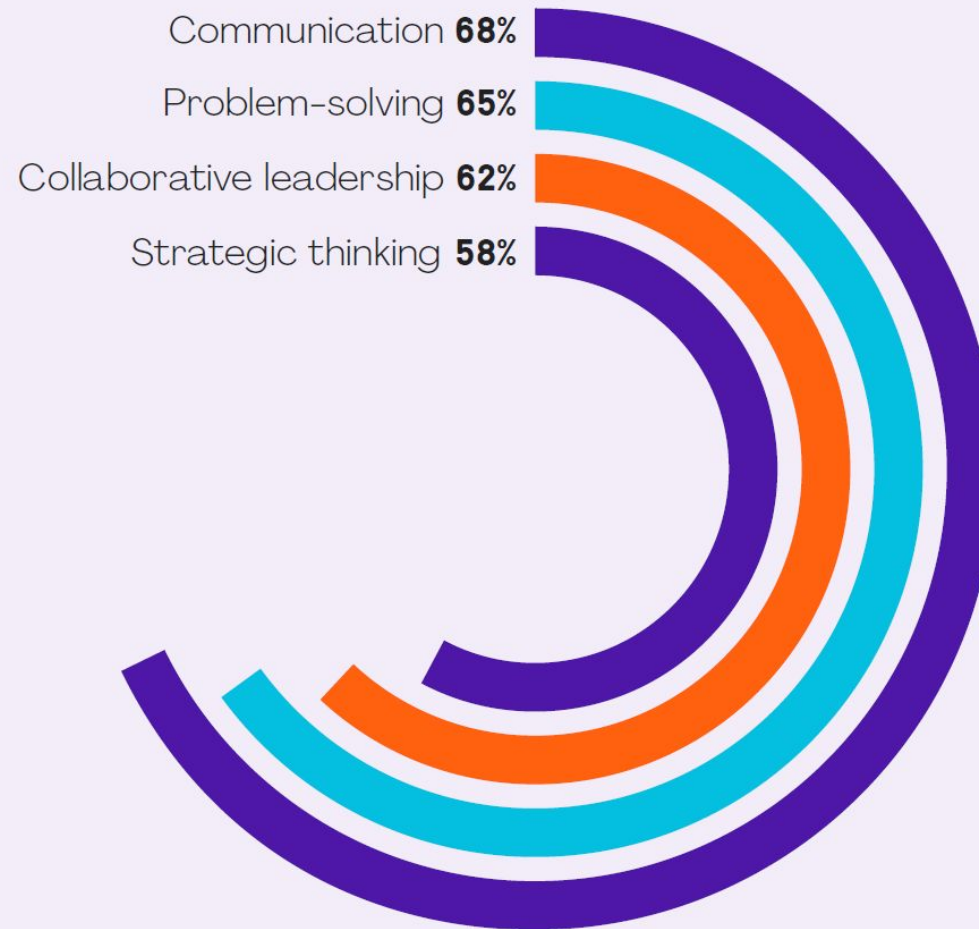


# Which Skills Will Deliver a Career Advantage?

Fine-tuning power skills — or soft skills — can elevate leadership abilities and boost career opportunities. These behaviors are the most critical to develop, according to project professionals:



Source: [Pulse of the Profession® 2023](#), 14th Edition



PMI  
Research:

Importance  
of  
PowerSkills  
while  
handling  
uncertainty

# New Skills on Demand

**25%**  
of necessary job  
skills have changed  
since 2016

**65%**  
will change by 2030




According to Dan Roth, LinkedIn, Editor-in-Chief  
**The most in-demand job skills :**

The 2024  
**Most  
In-Demand  
Skills**

1. Communication	6. Analytics
2. Customer service	7. Teamwork
3. Leadership	8. Sales
4. Project management	9. Problem-solving
5. Management	10. Research

Top skill of the moment:

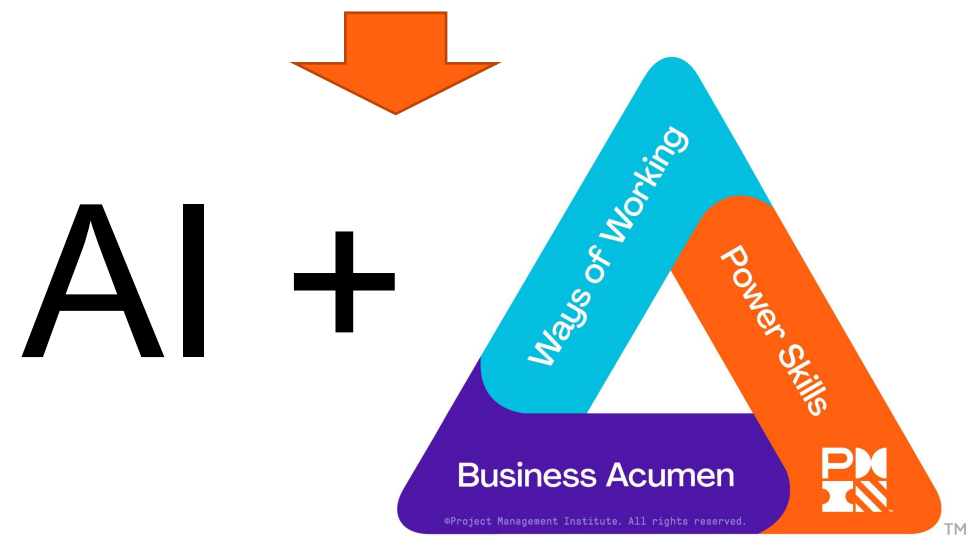
LinkedIn Learning



AI can augment our capabilities  
to let us focus on what matters

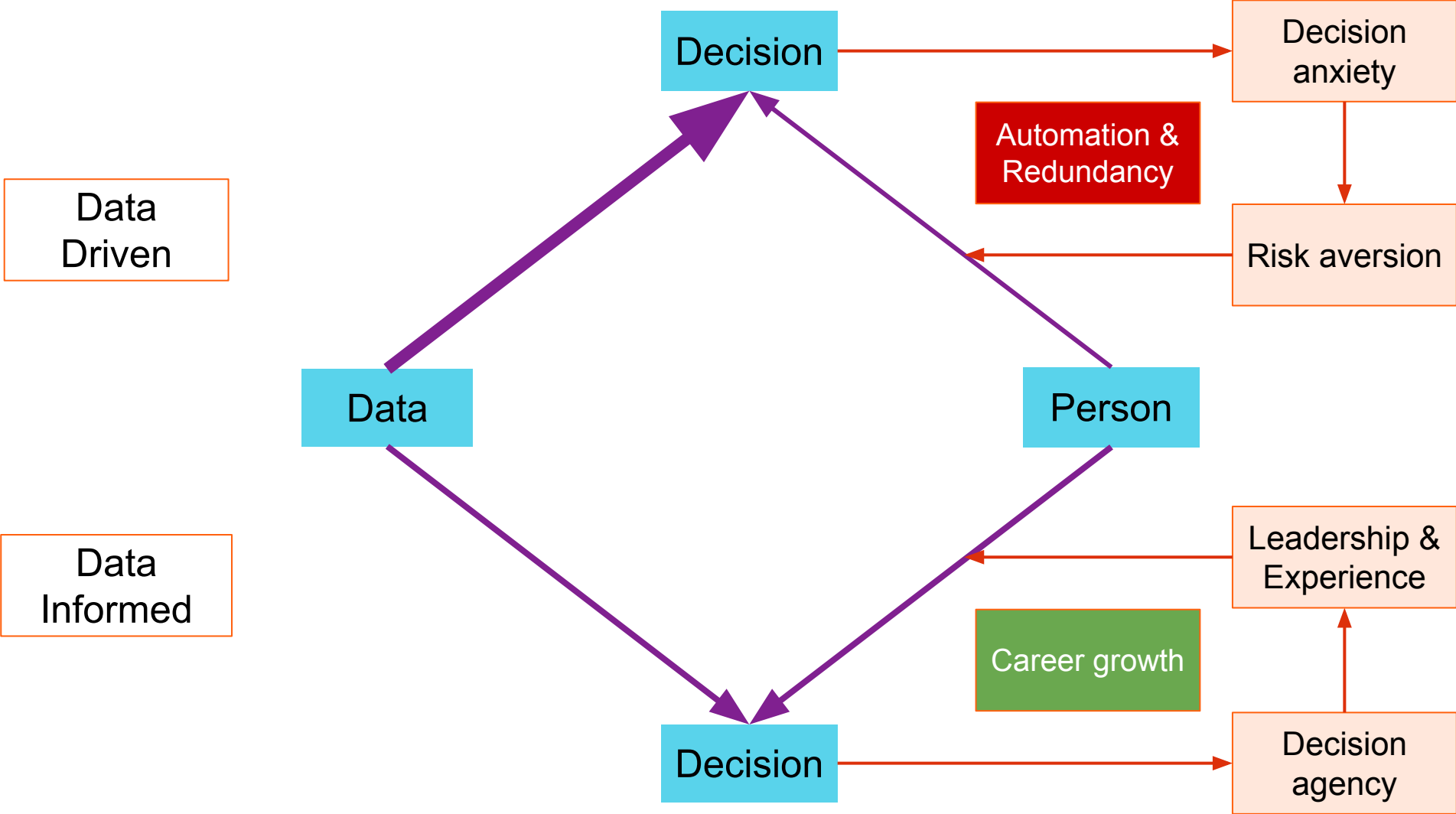
## Using decades of research of human factors that lead to project failure:

- Lack of Leadership / Sponsorship
- Poor Engagement with Stakeholders
- Unrealistic Expectations
- Resistance to Change
- Poor Communication
- Inadequate Vision/Goal for Project

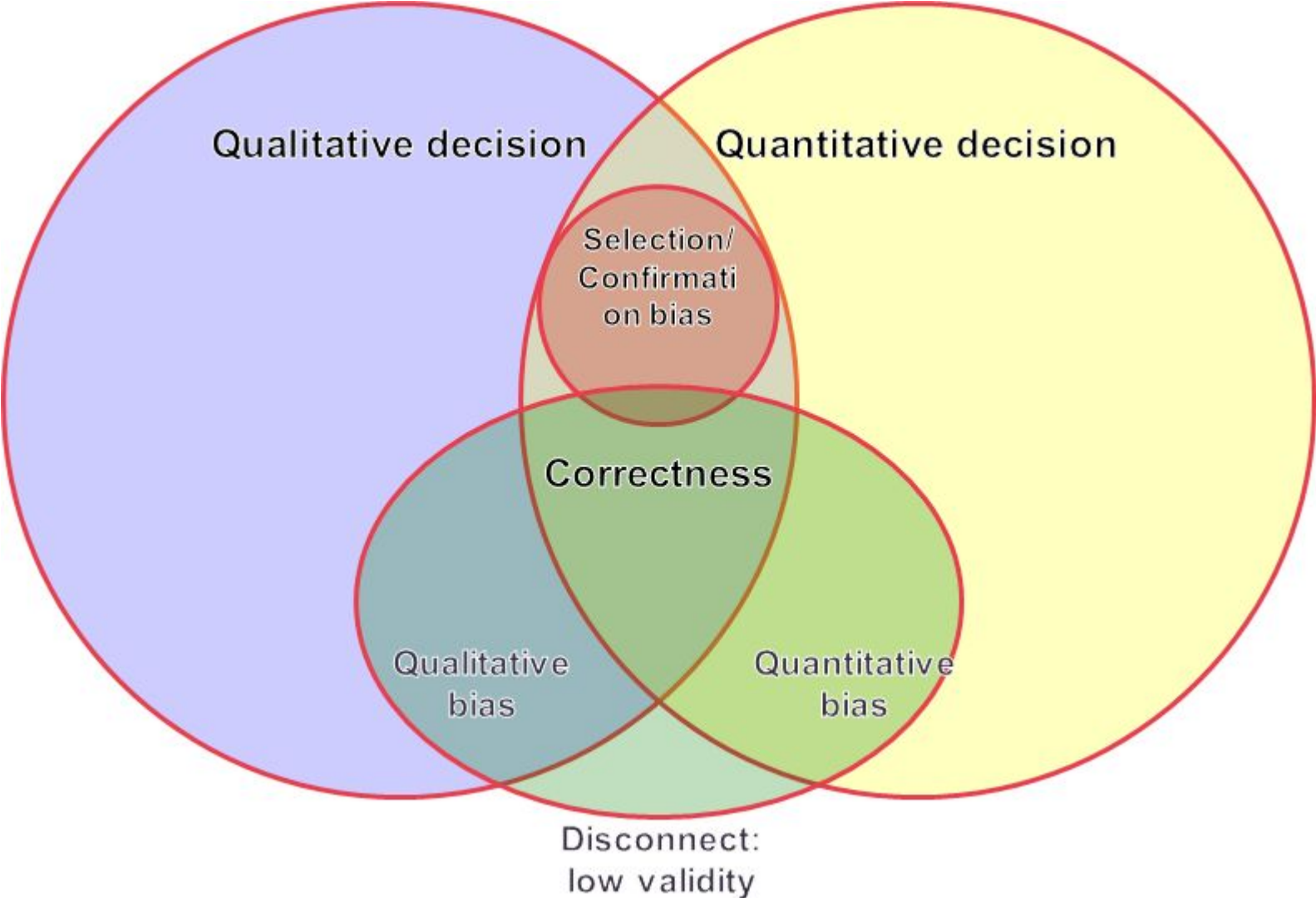


**Re-imagined profession**

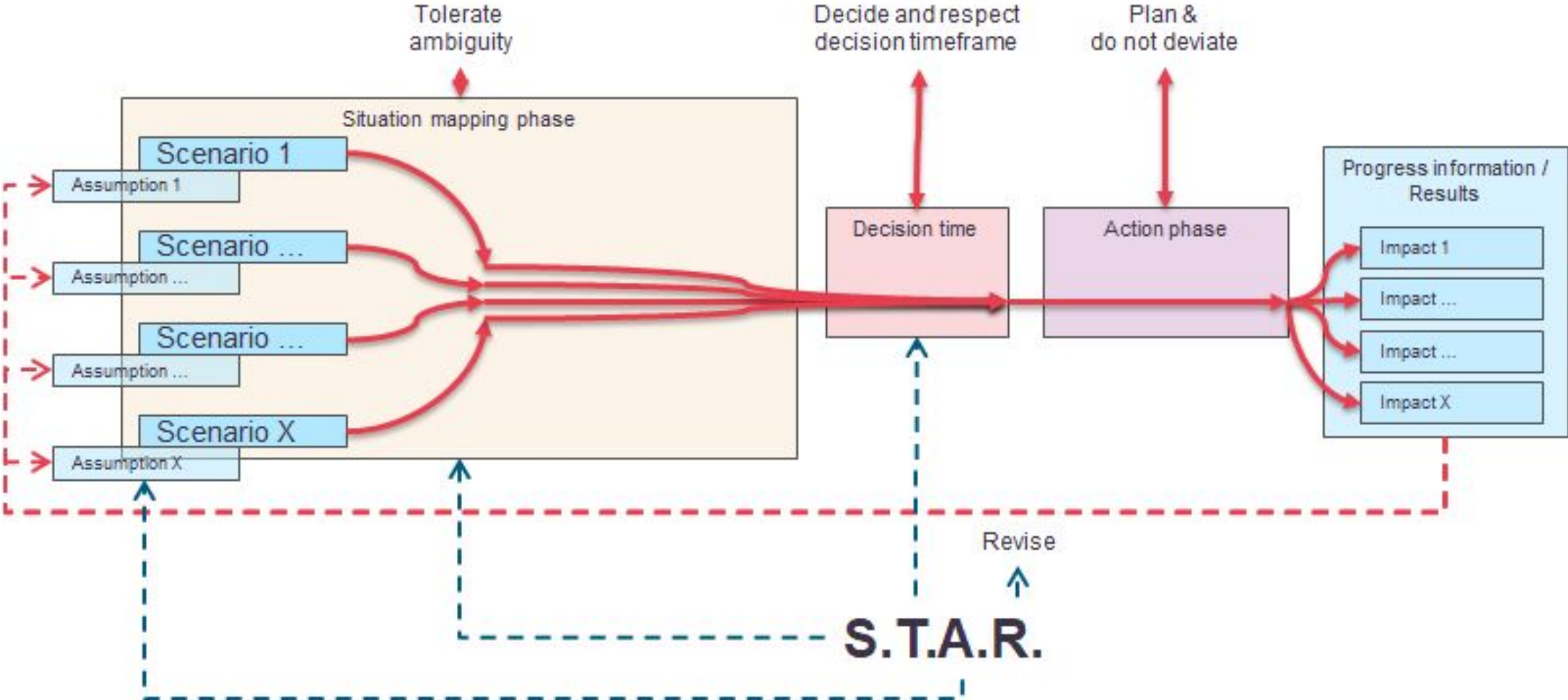
# New Skills on Demand - Decision leadership



# Decision Leadership & Data



# Decision system



<https://www.goodreads.com/en/book/show/56587411>  
Decision Time, Laurence Alison & Neil Shortland



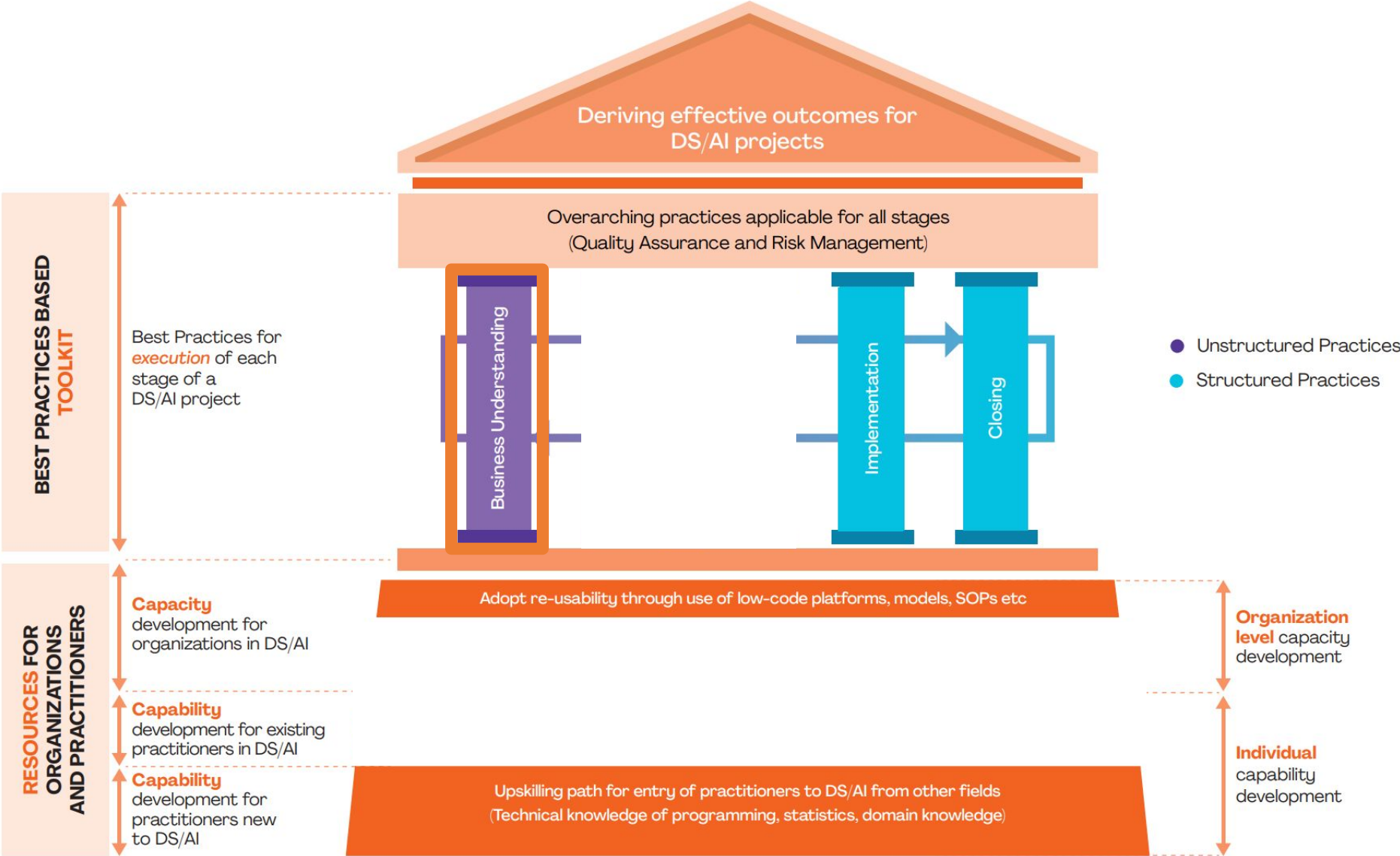
# PMI Guide to AI Development

<https://www.pmi.org/learning/library/playbook-data-science-artificial-intelligence-projects-13322>



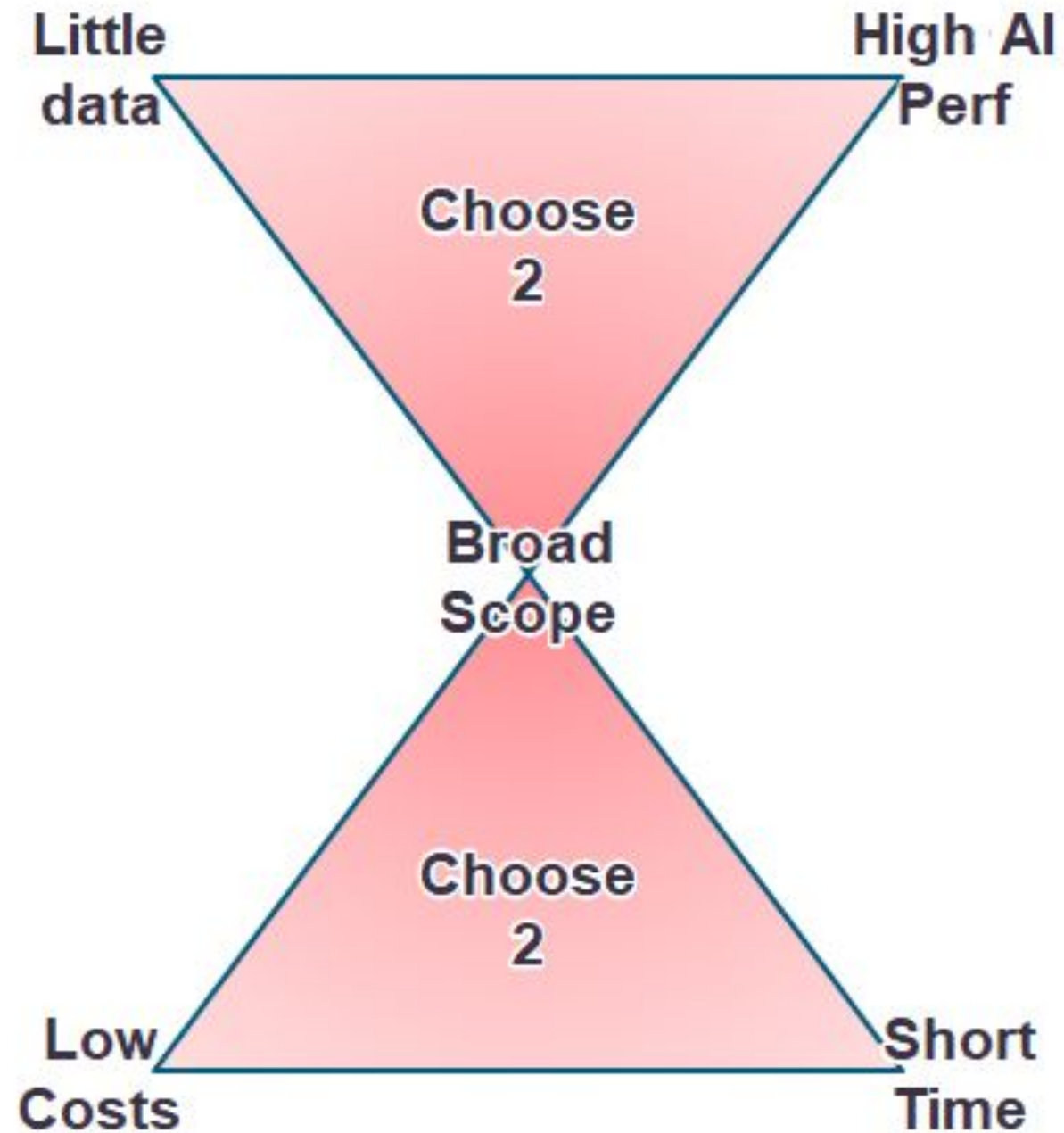
# Summary

## Resources and best-practices-based toolkit for DS/AI projects





# AI Compromise



# Prompt engineering

The art of asking the right questions.

# Prompt engineering (and an Analogy)

<https://www.pmi.org/learning/thought-leadership/prompt-engineering>

AI is like a junior that needs guidance.  
They have talent (structure).



They need guidance in:  
what to learn (performance),  
how to learn (training),  
where to learn (data).

And much like a computer, they only do what they are told.

# Key elements of Prompt engineering

Make it play a role.

Provide it Context/Inputs/Outputs.

Provide it feedback.

Challenge it.

Ask it for feedback.

Ask for a challenge.

Be S.M.A.R.T.

Fact check.

# PMI x AI

- PMI Digital Community
- Thought Leadership
- AI Online Courses
- PMI Infinity



# PMIxAI: AI Community and Events

Project Management.com

Join the Conversation on Artificial Intelligence

Home > Topics > Artificial Intelligence

Artificial Intelligence 9,270 subscribers

Subscribe to this topic

Just Released: Community-Led AI and Project Management Report

Utilize PMI Infinity - PMI's AI platform! Use this co-pilot to help you optimize and reach project success.

3 Principles for Applying Change Management to the AI Revolution

Say 'Hello' to PMI Infinity!

CONVERSATIONS IN ARTIFICIAL INTELLIGENCE

Ask a Question SUBMIT

Need Help?

PMchallenge

PMwars

PMIxAI

Thriving AI Community of 6,000+

The 1.5 Million+ community of project professionals is here to reinforce learnings of practitioners and scale up AI learnings and adoption by connecting, engaging, asking and sharing.

- Connect with community from around the globe
- Engage with AI virtual community on ProjectManagement.com
- Ask your pressing questions on AI and Projects
- Share your experience and expertise at PMI Events

“The platform was so easy to use and the presenters were excellent.”

Virtual Experience Series 2023 Attendee

PMXP0 2024 21 MARCH

10:00 a.m. - 2:45 p.m. EDT (UTC-4)

Global Summit Series 2024 Europe

Berlin, Germany

Global Summit 2023

Atlanta, Georgia USA | 25-28 October

The Future Of Your Work.

PMIxAI

The perfect blend of human ingenuity and AI.

#PMIglobalsummit

AI content at In-person and Virtual Events

# PMIxAI: Thought Leadership



A three-part report to **guide organizations on their AI transformation journey** and five key actions to start.

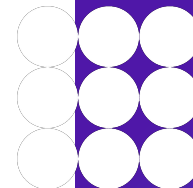


**Strategies and recommendations for Project Professionals** to start adopting GenAI in project management

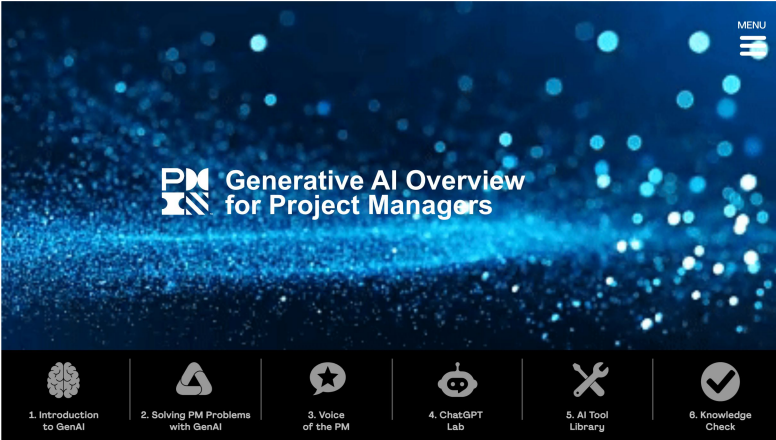
... And more in the pipeline



We've been ahead of the curve with insightful **Thought Leadership for Practitioners and Organizations** on how AI is transforming project management.



# PMIxAI: AI Online Courses



The **free interactive learning course** explores the **impact of generative AI, with community member experiences**, and a variety of AI project management tools.

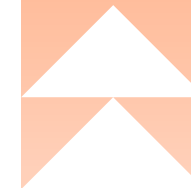


**Just launched and free for members**

... And more courses are in the pipeline



Help project managers participate in the AI revolution and position themselves as AI-enablers in their organizations by providing the knowledge, skills, and tools, to improve project success.





# PMI Infinity: A Co-Pilot for Project Managers

Smart navigation of **14,000+** pieces of **PMI content**

**Trusted and Vetted** Knowledge Base via **Peer-reviewing**

**Cites original content sources** for easy validation

**Community-generated** knowledge platform

Recommends **Prompts** for deeper exploration



# Step into the future with AI

The need for upskilling is urgent

- **Only about 20% of project managers report having extensive or good practical experience with AI tools and technologies.**
- **49% have little to no experience with or understanding of AI in the context of project management.**

Source: PMI Customer Experience (CX) research

Scan and get up to speed with the latest trends of AI in Project Management



# Nos données de contact



**Adi Muslic, PMP**

Project Management | Problem Solving |  
Business Agility



**Joachim Dehais**

PhD, PMP, TOGAF9.2, CCBA, CPSP |  
jdehais.com | Intuitive archer, leader

