AI and the State of Project Management – Are You Ready?

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Introductions

Kristina Wells

Program Leader, Edward Jones

- Project Management Professional (PMP)
- Cognitive PM for AI (CPMAI)
- Scrum Master (SM)
- Product Manager (POPM)
- Enterprise Portfolio Management

Lacey Bochantin

NA ANZ Digital Target State Lead, Bayer Crop Science

- Master of Management
- ProSci Change Management Certified
- Qualtrics XM Advocate
- CX Advisory Board Member for Minnesota State University

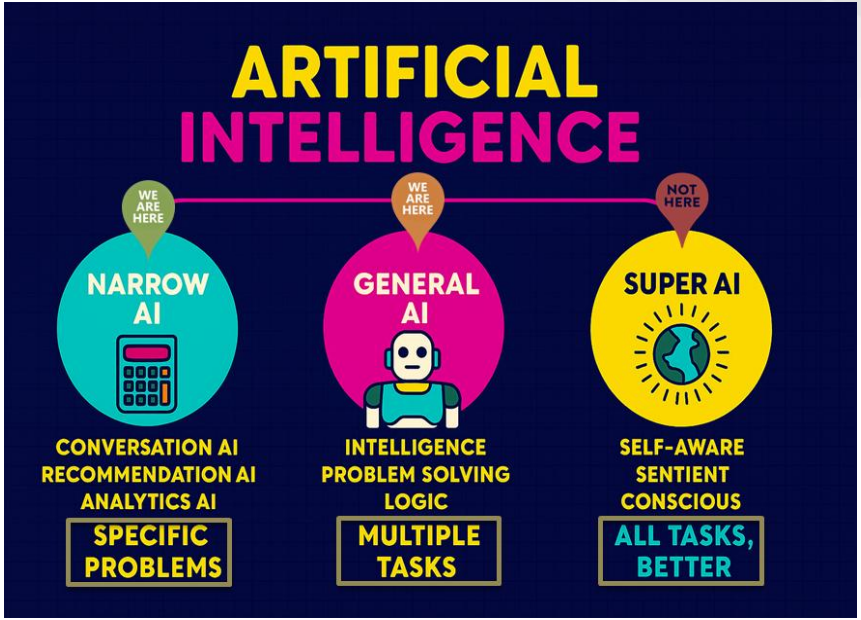
Kurt Rolland

Principal AI Architect

- PMI-CPMAI, PMI-PMP
- Microsoft MVP, MCT
- AI Foundry and Copilot Agentic Architectures

AI – Where We Are and Are Not

- ANI (Artificial Narrow Intelligence)
  - Conversation AI (e.g., chatbots)
  - Recommendation AI (e.g., Netflix suggestions)
  - Analytics AI (e.g., fraud detection, facial recognition)
- AGI (Artificial General Intelligence)
  - Intelligence (learning and adapting)
  - Problem solving (multi-domain reasoning)
  - Logic (decision-making across tasks)
- ASI (Artificial Superintelligence)
  - Self-aware (understands its own existence)
  - Sentient (experiences emotions)
  - Conscious (makes autonomous decisions)



*The classification of AI types divided into three main sections **ANI** (Artificial Narrow Intelligence, **AGI** (Artificial General Intelligence), and **ASI** (Artificial Superintelligence).*

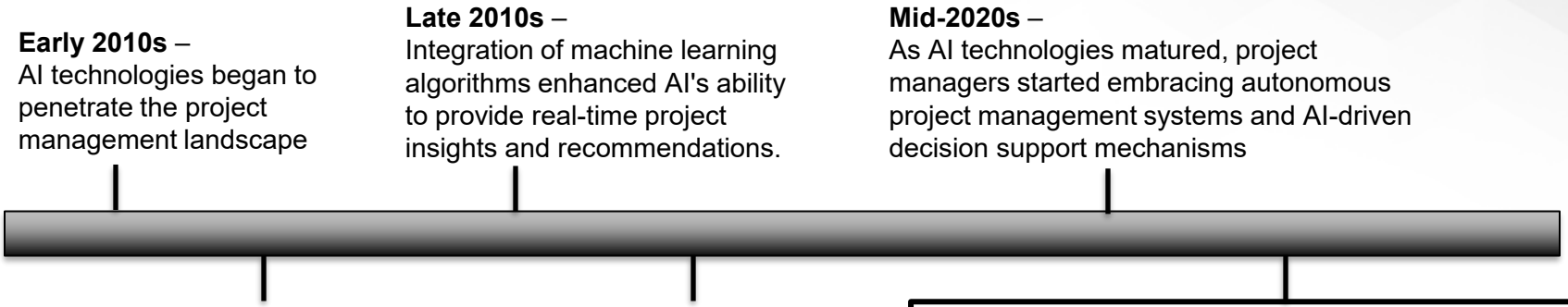
Guess what decade I’m from

I am a vintage Moroccan rotary phone from the

60’s

That means that I am **YOUNGER** than AI

AI's Summer in Project Management



How AI is Transforming Core PM Functions

Planning & Scheduling

AI-driven forecasting, smart scheduling, and workload balancing.

Risk & Issue Management

Predictive models for early risk detection.

Decision-Making

Data-driven recommendations and scenario modeling.

Communication & Reporting

Natural language tools that generate reports, dashboards, and summaries.

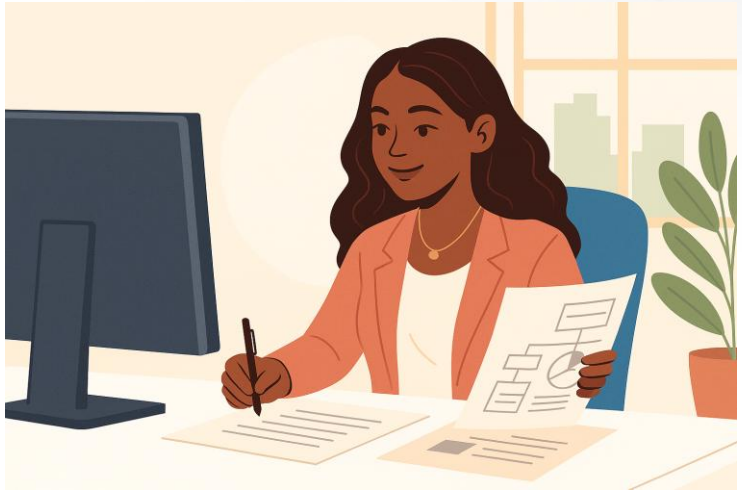
Day in the Life of a Project Manager with AI

Morning – Status Reports
- Copilot used to draft weekly status report from dashboards & notes.
- Jordan edits for accuracy, removes sensitive data, adds context.
  - Data-loss-prevention check, PII removed.

Midday – Risk Tracking
- Copilot used to analyze risk register housed in Jira, flags vendor delays & bottlenecks.
- Jordan validates risks, adds organizational nuance, prioritizes.
  - Restricted channel, audit trail logged.

Afternoon – Stakeholder Communication
- Copilot used draft stakeholder emails and visuals.
- Jordan fine-tunes tone, timing, and ensures alignment and redacts internal code names, routes through secure approvals.

Afternoon – Governance Meeting
- Copilot prepares draft agenda with unresolved issues & priorities.
- Jordan finalizes agenda, adds strategic priorities, leads meeting.
  - Role-based access, data classification tags, compliance logging.



Use Cases - Planning

- Portfolio Prioritization & Scenario Modeling
  - AI evaluates project proposals using historical performance, cost, risk, and strategic alignment.
- Demand Intake + Automated Business Case Drafting
  - AI pre-populates business case inputs (scope, expected benefits, resource needs) from past projects.
- Predictive Project Scheduling
  - AI creates draft schedules, identifies dependencies, and predicts schedule risks.
- Predictive Resource Forecasting
  - AI forecasts capacity gaps by role, skill, and project type.

Use Cases – Quality

- Automated Compliance Checks & Quality Reviews
  - AI analyzes project artifacts against PMO standards and identifies missing elements in charters, plans, schedules, RAID logs.
- Predictive PMO Health & Benefits Realization Tracking
  - AI calculates leading indicators of project health and estimates whether benefits will be realized (and flags risk to target KPIs).

High Value Areas of AI for PMs

- Automated status reporting & meeting summarization
- Predictive scheduling & estimation
- AI-driven risk prediction & mitigation
- Portfolio scenario modeling & prioritization
- Backlog generation + Agile sprint forecasting

Are PMs prepared for the Changes Coming?

- Yes, if you are:
  - Building your AI literacy which is the ability to interpret outputs and design tasks for AI
  - Navigating frameworks for integrating AI responsibly into PM practices (governance, validation, transparency).
  - Identifying where upskilling and certifications are beneficial work that you are doing: PMI's "AI in PM" resources, CPMAI, or AI ethics training.
  - Building "AI readiness" in yourself and with your teams; fostering experimentation and digital fluency.
  - Keep your finger on the pulse to help you predict what may come next like PMOs as "AI orchestration hubs" or the rise of hybrid human–AI teams.

How We Future-Proof: Upskilling & Readiness

- PMOs must integrate AI in governance, not just tools.
- Identify and intergrade the right frameworks: CPMAI methodology, PMI's PMBOK + AI extensions.
- Encourage experimentation and pilot projects around AI.
- Developing "AI maturity" in PM offices = productivity + foresight.
- Key Skills
    - AI Literacy (understanding model outputs)
    - Prompt Engineering (communicating effectively with AI tools)
    - Ethical Oversight (ensuring fairness, bias detection)
- Soft skills remain irreplaceable: stakeholder management, communication, empathy.
- "AI will handle the what; humans will focus on the why and how."

Project Management Institute Offerings

1. PMI's "AI in Project Management" Resource Hub
   - Free access for members; includes reports, webinars, and AI-readiness assessments.
   - https://www.pmi.org/learning/ai

2. PMI Citizen Developer Practitioner
   - Great for learning low-code automation and digital tool integration.

3. PMI's Generative AI Overview Course (coming soon / pilot programs)
   - Focuses on how AI supports portfolio and resource planning.

4. PMI Talent Triangle (2025 update)
   - Now includes Digital and AI Fluency as a core domain.

5. PMI Certification:
   - CPMAI® – Cognitive Project Management for AI
   - Focus: Framework for managing AI/machine learning projects.

Highlights

- AI adoption is accelerating in all industries; project management is no exception. AI capabilities: pattern recognition, predictive analytics, automation, generative insights.
- As we have experienced the incorporation of AI into project management, we have experienced how instrumental it can be in optimizing time management, enhancing risk management, and supporting more data-driven decision-making, all of which contribute to improved project outcomes.
- The AI shift is not about replacement; it is about enhancement. AI its self is not replacing PMs, it is redefining them; but PMs who use AI will replace those who do not.

Panel Discussion

Survey Methodology

- The survey was a SIUE Project Management Pre-Symposium Survey
  - Titled: "AI in Project Management"
- This survey included 10 questions with response rates between 23-39 participants per question. Questions were categorized into multiple-choice and open-ended formats.

Survey Key Findings

- 94.87% of respondents view AI as an opportunity to elevate PM skills rather than a displacement threat
- The most significant barriers identified are organizational inertia (48.3%) and trust/accuracy concerns (33.3%)
- Training and education emerged as the top priority for responsible AI adoption (33.3% of responses)
- PM professionals are most concerned about losing the human element (33.3%) when implementing AI solutions
- 56.76% believe PMs unwilling to adapt risk being left behind in the AI transformation

Survey Conclusion

- The survey results demonstrate a **predominantly positive outlook toward AI integration** in project management, with strong emphasis on viewing AI as a tool for skill elevation rather than replacement. However, **significant concerns remain regarding organizational readiness, data privacy, and maintaining human judgment** in critical decision-making processes.
- **Recommendations:**
    - Prioritize comprehensive training and education programs to support responsible AI adoption
    - Develop clear governance frameworks addressing data privacy, security, and intellectual property concerns
    - Foster change management initiatives to overcome organizational inertia and cultural resistance
    - Maintain focus on human-centered AI implementation that preserves critical thinking and stakeholder relationships
    - Update professional certifications and competency frameworks to reflect AI-augmented project management practices

Panel Engagement Prompts

- Which organizations are seeing measurable benefits (efficiency, cost savings, decision-making improvements)?
  - Who risks being left behind (slow adopters, industries with regulatory barriers, PMs unwilling to adapt)?
- How to balance the fear of job displacement vs. opportunity to elevate PM skills.
  - Cultural and organizational inertia: "We've always done it this way."
- How is AI adoption handled responsibly and inclusively.
  - What PM task would you personally trust AI to handle?
- What's the biggest fear in letting AI into your PM processes?
  - Concerns about data privacy, security, and IP when using AI tools.
- How is PMI reinventing its certifications for the AI era?
  - What does this mean for career progression in project management?

The Frontier Firm

The Work Trend Index 2025 Annual Report

IDC's Global Impact of AI (April 2025 edition)

Journey to the Frontier Firm

Phase 1

Human with assistant

Every employee has an AI assistant that helps them work better and faster

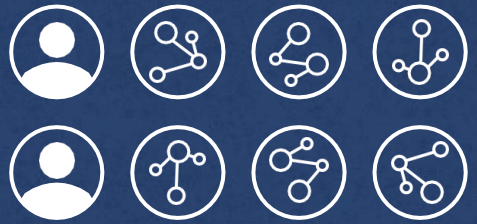
Phase 2

Human-led agents

Agents join teams as "digital colleagues," taking on specific tasks at human direction

Phase 3

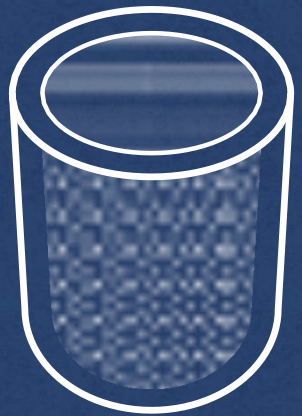
Human-led, agent-operated



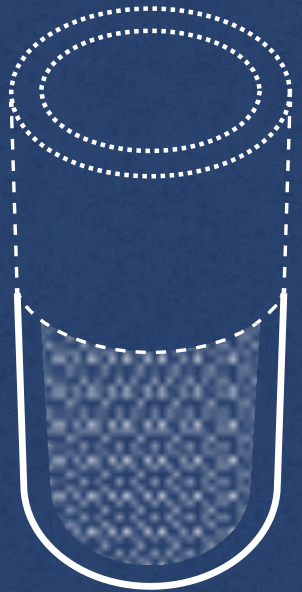
Humans set direction and agents run entire business processes and workflows, checking in as needed

Intelligence on tap will fill the Capacity Gap

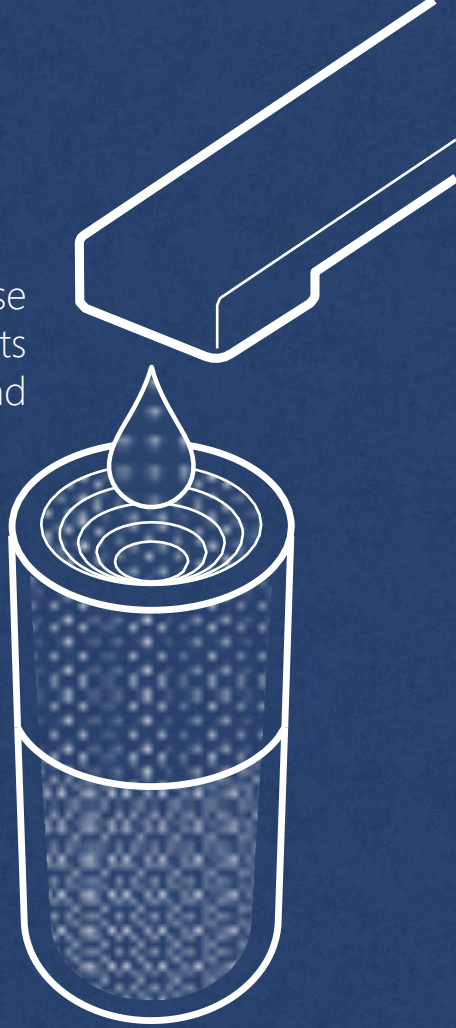
Employees are
at capacity...



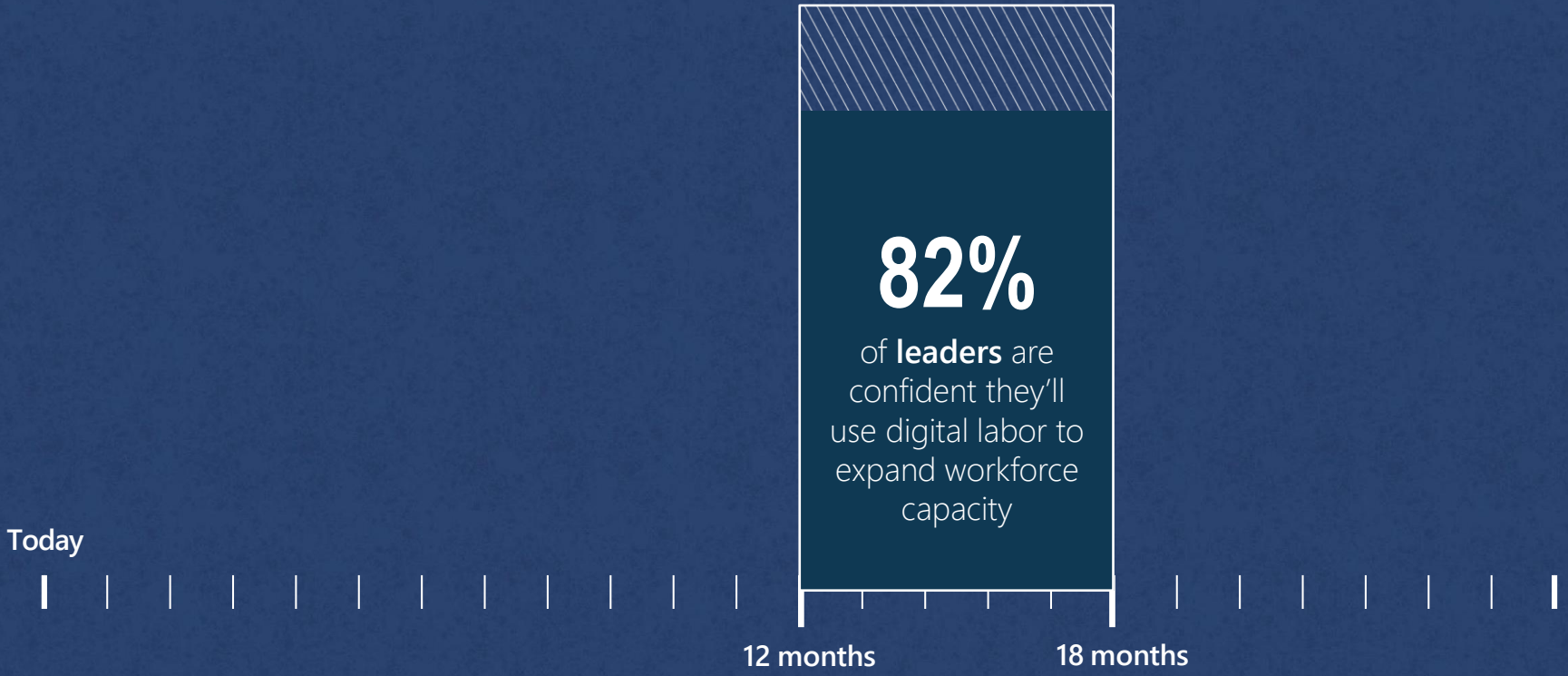
but leaders need
to deliver more...



and plan to use
agents
to meet the demand



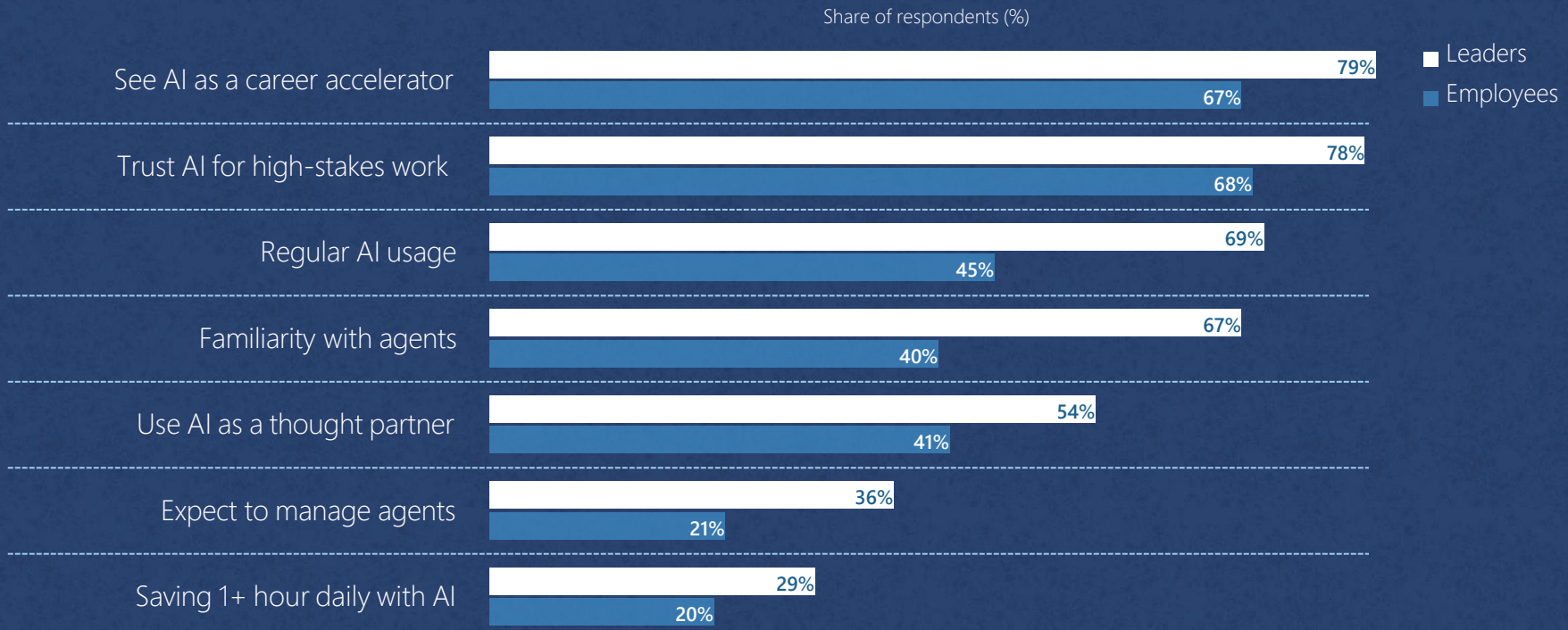
Most leaders see agents as the way to scale



Source: Microsoft Work Trend Index Survey 2025 (n = 8,051).

Leaders are becoming agent bosses, but everyone needs to shift

7 indicators to identify who has an agent boss mindset



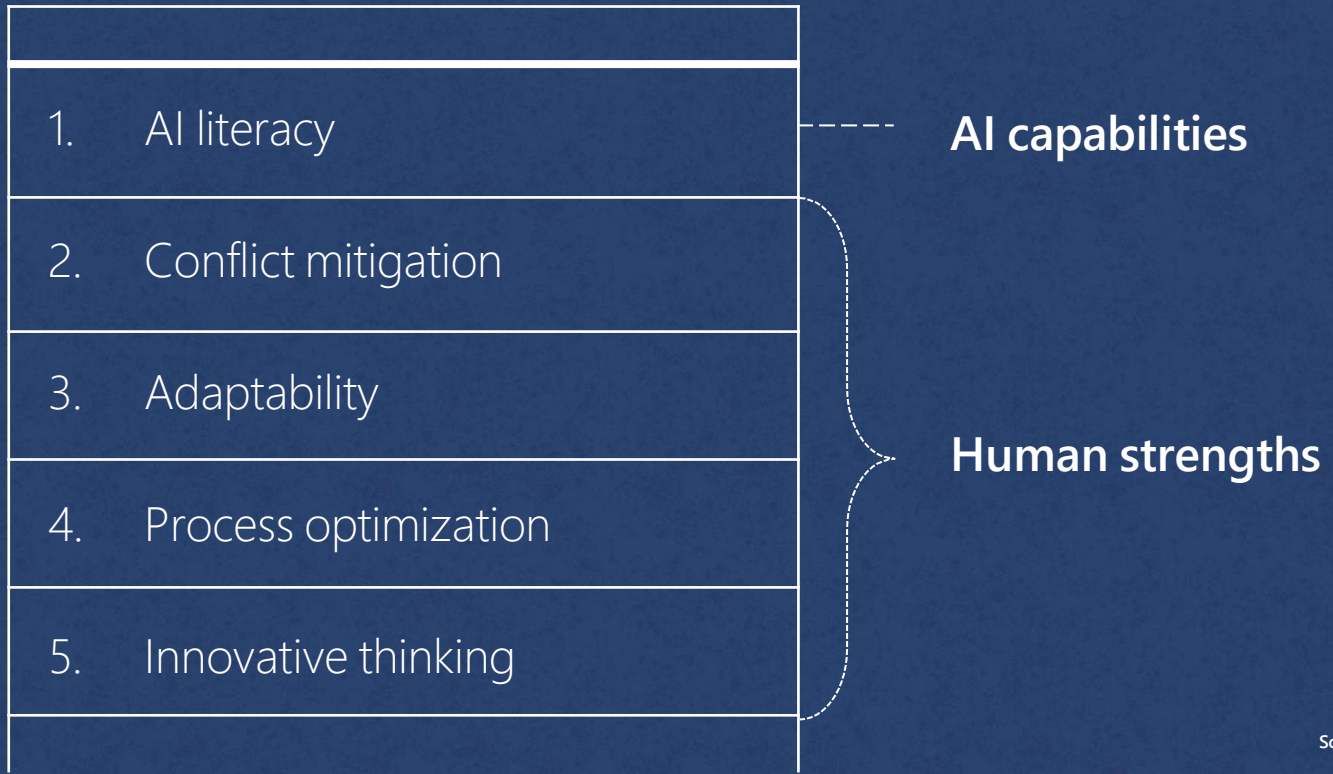
Source: Microsoft Work Trend Index Survey 2025 (n = 31,000, except for AI usage n = 25,975, time savings n = 26,269). Findings referenced in report.

AI skilling and digital labor are top workforce strategies

Source: Microsoft Work Trend Index Survey 2025 (n = 8,622).

In-demand skills for the new era of work

Top skills for 2025 according to LinkedIn



Source: LinkedIn Work Change Report 2025.

Section 1 2 3 4 5

The AI divide: What distinguishes AI innovators

Across industries, leaders are asking: How can AI not only boost productivity, but fundamentally transform our business? Frontier firms provide insights.

IDC categorized respondents from the survey into one of three levels of AI maturity (Frontier firms, laggards, and neutral) based on:

- Organizations widely using GenAI
- A greater number of organizational impact areas (product, customer engagement, etc.) from GenAI initiatives
- Organizations currently monetizing GenAI
- Organizations widely using agentic AI
- A greater number of organizational impact areas (product, customer engagement, etc.) from agentic AI initiatives
- Greater responsible AI (RAI) usage

GenAI matures: Beyond individual productivity to strategic use cases

Early GenAI adoption centers on automating tasks and improving efficiency, but these gains are now considered table stakes as innovation becomes the primary way in which organizations are realizing value across different lines of business.

As GenAI matures, organizations are beginning to prioritize more **strategic AI implementations.** New functional and industry-specific applications unlock differentiated value and fuel innovation, defining what it means to be truly AI-driven.

Frontier firms have already adopted functional and industry use cases almost twice as much as their peers.

Productivity use cases: Individual employee productivity and efficiency, such as reducing time spent analyzing or completing tasks

Functional use cases: Business functions, such as marketing, sales, IT, and supply logistics

Industry use cases: New business models, products, or services for specific industries, such as retail or manufacturing

More organizations are planning to use agentic AI

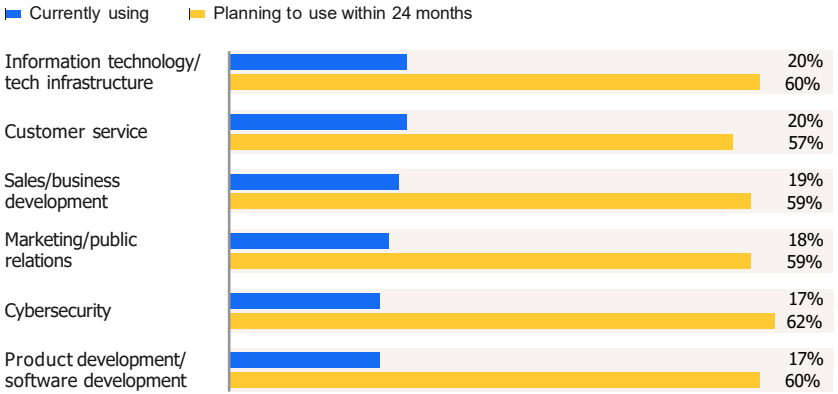
Today, business functions have modest use of agentic AI technologies, but over the next two years, almost three times as many respondents plan to use agentic AI within those lines of business.

Frontier firms are currently using agentic AI at a greater rate:

- 44% Customer service
- 43% Product development
- 44% IT
- 40% Sales
- 44% Cybersecurity
- 38% Marketing/PR

Organizations currently using or planning to use agentic AI technologies within 24 months

See the figure data in an accessible table format.



n = 2,321; Source: IDC's *Business Opportunity of AI Survey*, August 2025

IDC

Conclusion

1. **AI is no longer experimental. It's essential.** Organizations must move decisively from planning to execution to stay competitive.

2. **Frontier firms are setting the pace.** They are demonstrating that strategic investment, scaling across business functions, governance, and customized deployment drive superior ROI and innovation.

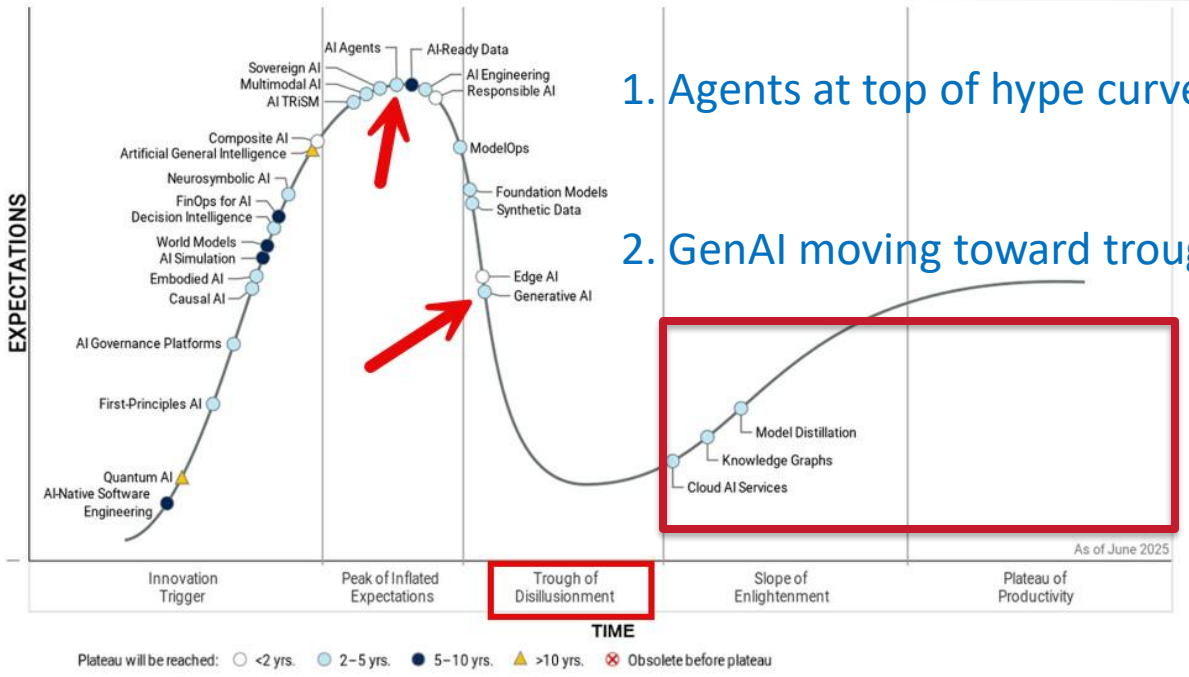
3. **The AI divide is real and significant.** Laggards risk falling behind in brand differentiation, customer experience, cost efficiency, and growth.

4. **Success requires more than technology**— it demands organizational readiness, responsible oversight, and a clear road map that aligns with business goals.

5. **The time to act is now.** Accelerate generative and agentic AI adoption within redesigned workflows and business operations to unlock differentiated value across your enterprise.

IDC

2025 AI Gartner Hype Curve – Poised for Maturity



1. Agents at top of hype curve

2. GenAI moving toward trough

3. Get Ready! Retool for productivity


How will you adapt?

Thank You