

Win the AI race in project business with your PMO

Milla Ranta 19.9.2025

Berlin
2025

IPMA®
34th World
Congress



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1950

2020

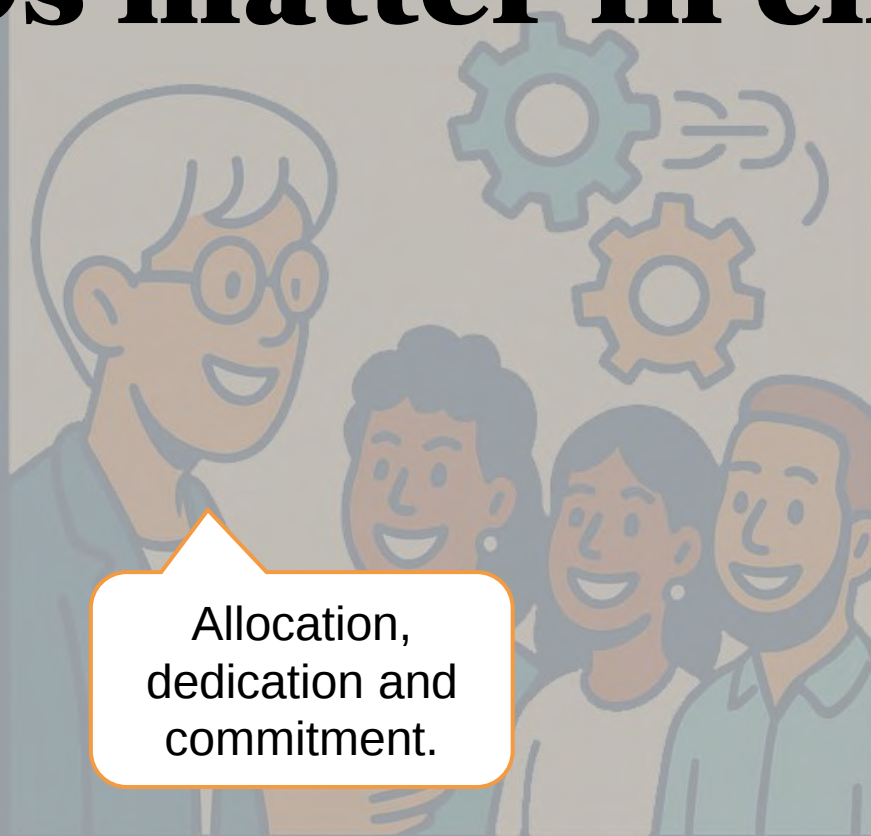
2030?

Machine intelligence,
Smart automation,
Cognitive computing,
Artificial intelligence,
Generative Artificial
Intelligence, Artificial
General Intelligence
(?)...

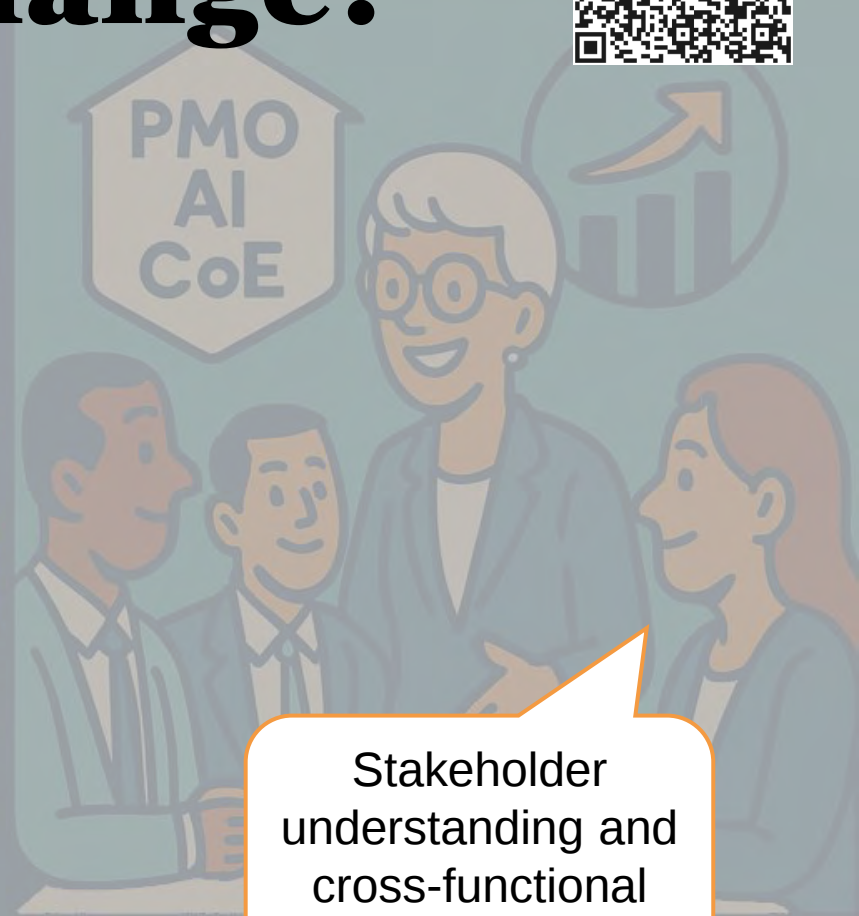
Why PMOs matter in change?



Best and realistic understanding of current state, processes, tools and competencies.



Allocation, dedication and commitment.



Stakeholder understanding and cross-functional connections.

PMO perspective into AI



Strategy

Competencies

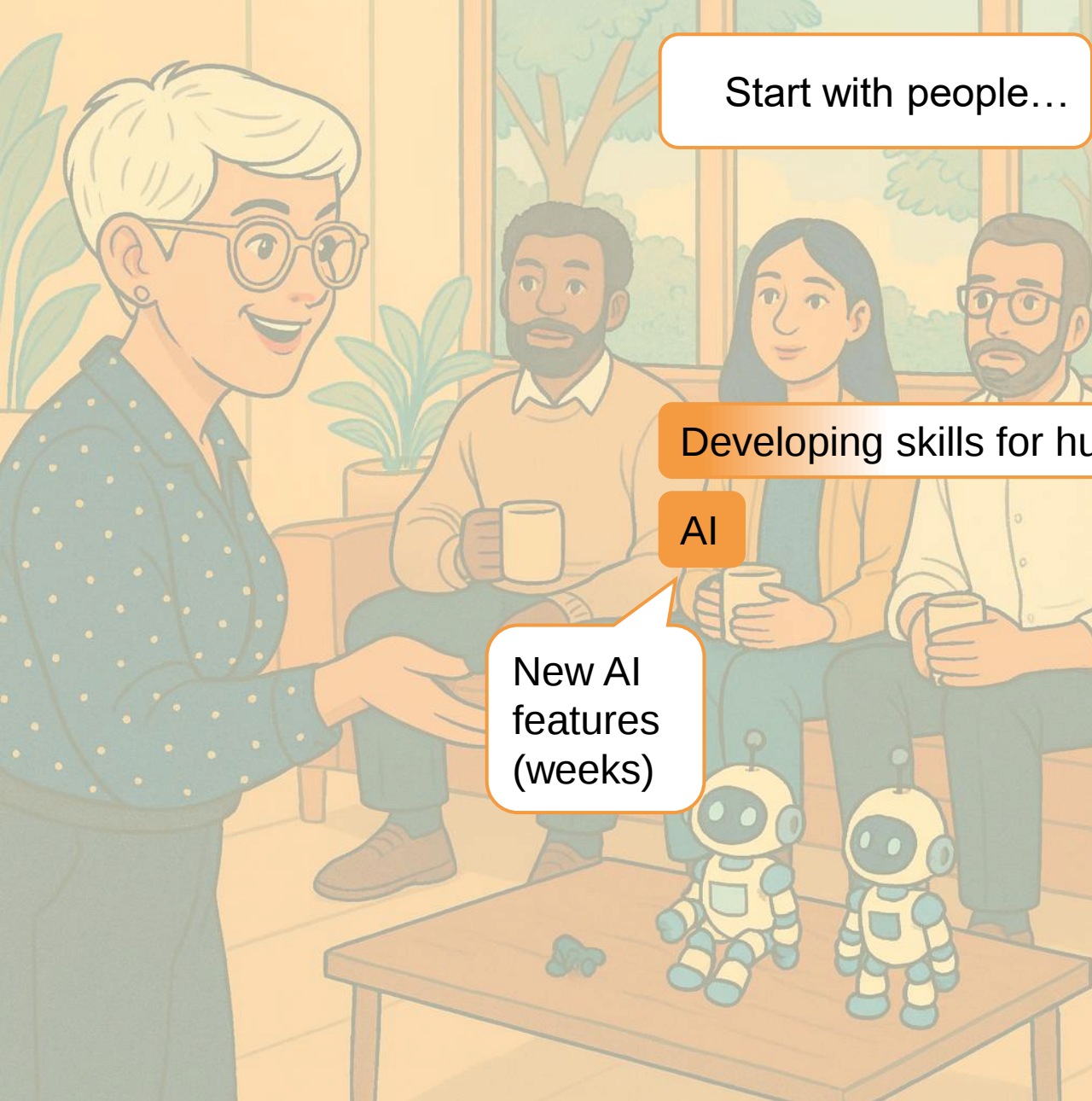
Processes

Tools

Transformation (change)

AI is a **general** term for data-based patterns, learned by machines to perform tasks, *including generative ones.*

Using AI is outsourcing your **data chores** to a machine – not your **thinking** or **responsibility.**



Start with people...

...not the tools.



Developing skills for humans takes 0,5-2 years

AI

New AI
features
(weeks)

The people make the change



AI competencies

General understanding of AI

Security and compliance

Basic AI skills

Expert AI skills

Change enablers

Resilience and Well-being

Leadership & Self-leadership

Communication & Collaboration

Substance (PM) skills (!)

Cumulative load



Making
decisions...

Self-leadership
and leadership...

Social
interactions...

All **changes**,
whether *perceived*
positive or negative,
use your limited
energy.

Emotions and
conflicts...

Daily tasks...

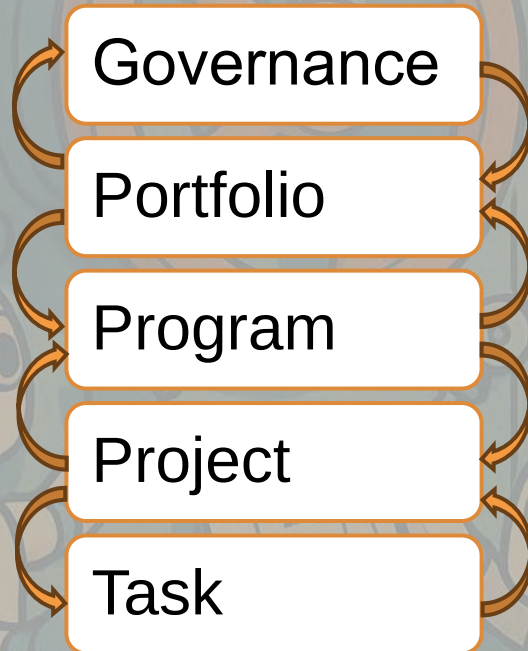
Learning and
unlearning ...

Your **recovery**
strategy,
methods and
priority?

Your capacity 99 % used...

f

Processes and tools



Data
quality and
flow

The **digital
maturity** of
your project
operations?

Strategy



Link to organisational level (long term) priorities

Document and communicate AI strategy

Prioritize and allocate resources accordingly

Pitfalls



✗ No sponsor

✗ No data owners

✗ No stop rule

✗ No Change Management Plan

✗ No Clear Success Metrics

✗ Tool first

✗ Siloed Implementation

✗ Overreliance on Vendors

✗ Ignoring Ethical & Governance

✗ Underestimating Data Readiness

Risk management tips



Clear rules and guardrails (for both AI and human)

Regular and in-built risk & compliance assessments (security, regulation)

Document and manage your AI inventory

Define and manage AI lifecycle

The change – practical tips



Agree on **ownership** and put **professionals in charge**

Purposeful **diversity** as a criteria to the teams

Utilize **hybrid** (combining predictive & adaptive) methods

Change leadership **inside** the scope

Budget and allocate (much more) for **inclusion**

The **cultural maturity** of your organisation from **change perspective**?

Use cases for PMOs

Forecast portfolios more reliably 🌟

Optimize team resource allocation 👥

Provide 24/7 stakeholder support 🕒

Automate quality assurance checks ✅

Analyze portfolio risks & impact ➕

Unlock lessons learned insights 📊

Checklist



✅ Step 1: Start training All Teams in AI Literacy 🤖

✅ Step 2: Start building Change Capabilities and Resilience 💪

✅ Step 3: Define Your AI Strategy for Project Operations 📁

✅ Step 4: AI Skills Based on Roles 👤 🎓

✅ Step 5: Audit PM Processes, Software & Data 📊

✅ Step 6: Select the Right AI Project Management Tools 🛠️

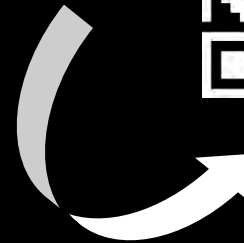
✅ Step 7: Run Pilot Projects & Ensure Buy-In 🍇

✅ Step 8: Scale Gradually & Monitor ROI 💰



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