Tomorrow's Trends

AI Project Implementation:
The Skills You Need to Succeed

May 5, 2025

Dave Davis

PMIGAI, PMP, PgMP, PBA, ACP, DASSM, HAPP CDAI, CSM, PMI-ATP

Project Management Thought Leader

dldavispmp@gmail.com

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Story May 11, 2016 at 11:29 a.m. EDT

- Ashok Goel, a computer science professor, at Georgia Tech hired Jill Watson, a teaching assistant unlike any other in the world.

- Throughout the semester, she answered questions online for students, relieving the professor's overworked teaching staff.

- Goel and his 9 teaching assistants (TA) receive more than 10,000 questions a semester from students on the course's online forum.

- "I feel like I am part of history because of Jill and this class!" wrote one in the class's online forum. "I want to nominate Jill Watson as an outstanding TA".

- But, in fact, Jill Watson was an artificial intelligence bot.

- Goel developed his TA with IBM Watson as the AI Engine.

- "What a beautiful way of teaching artificial intelligence."

AI Project Implementation Skills Flow

- Complexity
- Aligning Skills with the PMI Talent Triangle
  - Ways of Working
  - Power Skills
  - Business Acumen
- Bias and how it is a factor in AI
- Parting Thoughts

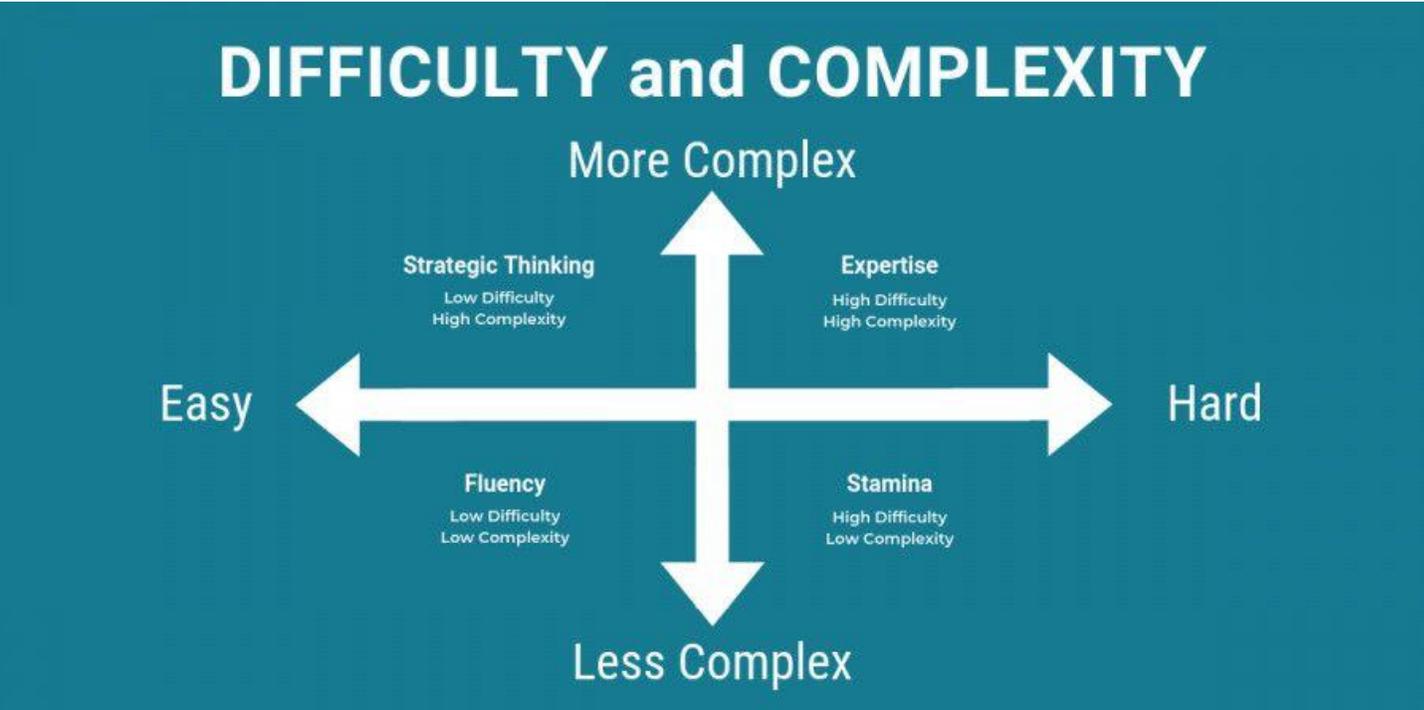May 5, 2025   Graphic generated by ChatGPT

My PMI Journey with AI

- Decades of work experience
- PMP Certified in 20th Century
- Strategic decision on PMI Business Analysis Practice Guide 2024 Edition.
- Part of a PMI research project on managing AI projects.
- PMI Micro-certification on Generative AI.
- Curiosity / Continuous Learning
  - PMI By AI
  - Beta tester for some AI applications
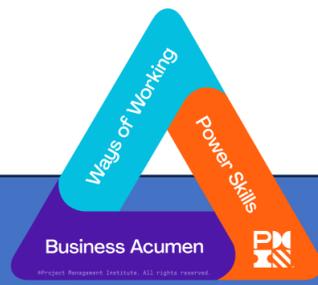- Studied at Fulton School in AI, Ohio

Understanding complexity leads to better definition of expectations and communicating factors that can impact success. It helps stakeholders gauge how difficult the work effort can be and it also leads to an effective input for risk assessment.

DIFFICULTY and COMPLEXITY

More Complex

Strategic Thinking
Low Difficulty
High Complexity

Expertise
High Difficulty
High Complexity

Easy ← → Hard

Fluency
Low Difficulty
Low Complexity

Stamina
High Difficulty
Low Complexity

Less Complex

PMI Talent Triangle

Align to Talent Triangle

Cultural Mindset

Ways of Working
- Pause, Reflect, Report, Plan
- Capacity Management
- Journeys

Power Skills
- Influence (Will, Hill, Skill)
- Brainstorming
- Navigating Work

Business Acumen
- Benefits Identification
- Journeys
- Technical Influencers

Project Status Analysis / Planning, AI Impact: Transforming the Future of Projects, Complexity Analysis, Organizational Change Management, Skills Projected to be Impacted by AI , Continuous Growth
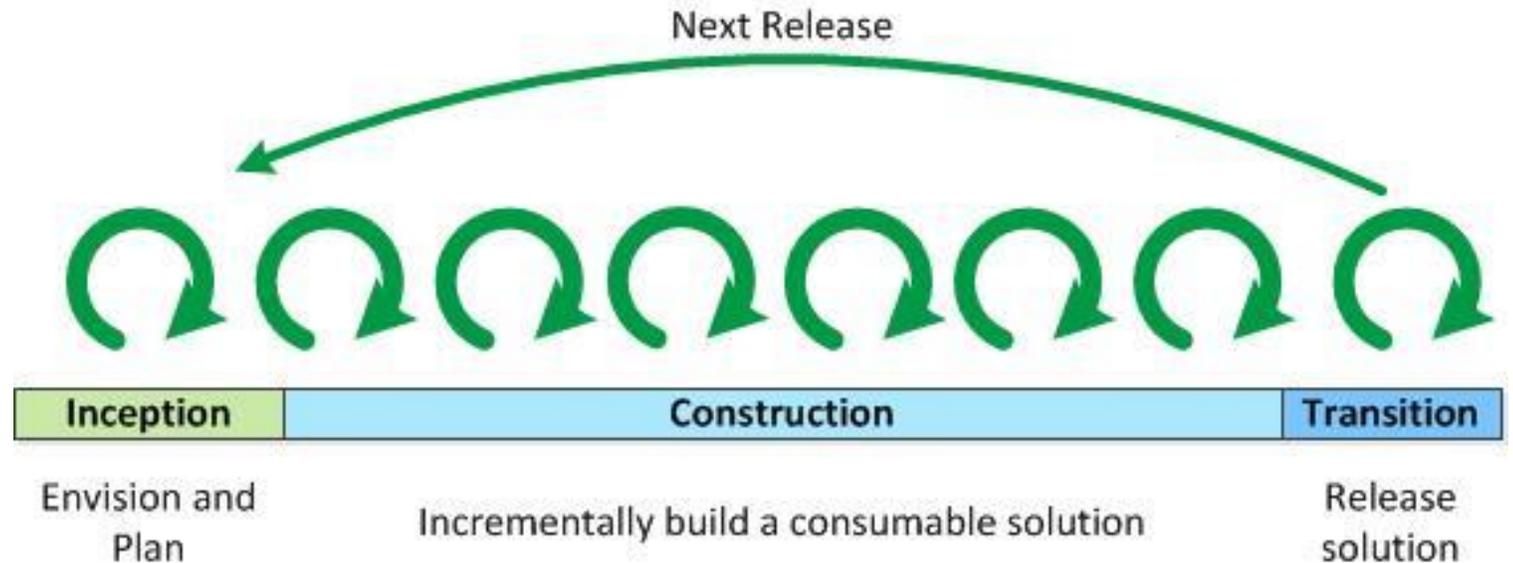
Ways of Working (Technical Skills)

- PMs today must be nimble and resourceful to keep pace and create impact

- Work gets done more than one way – predictive, agile, design thinking, new practices

- Apply the right technique at the right time

You Pause, Reflect, Report, Plan?

- Timebox
- Rolling Wave Planning
- Sprint
- Iteration
- Phase Gates

Next Release

| Inception | Construction | Transition |

Envision and Plan

Incrementally build a consumable solution

Release solution

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Project Status Analysis / Planning

- The ability to come up with effective plans in line with an iteration objectives within a particular project.

- Per Inc. Magazine, 6 traits of strategic thinkers:
  - Anticipate
  - Think Critically
  - Interpret
  - Decide
  - Align
  - Learn

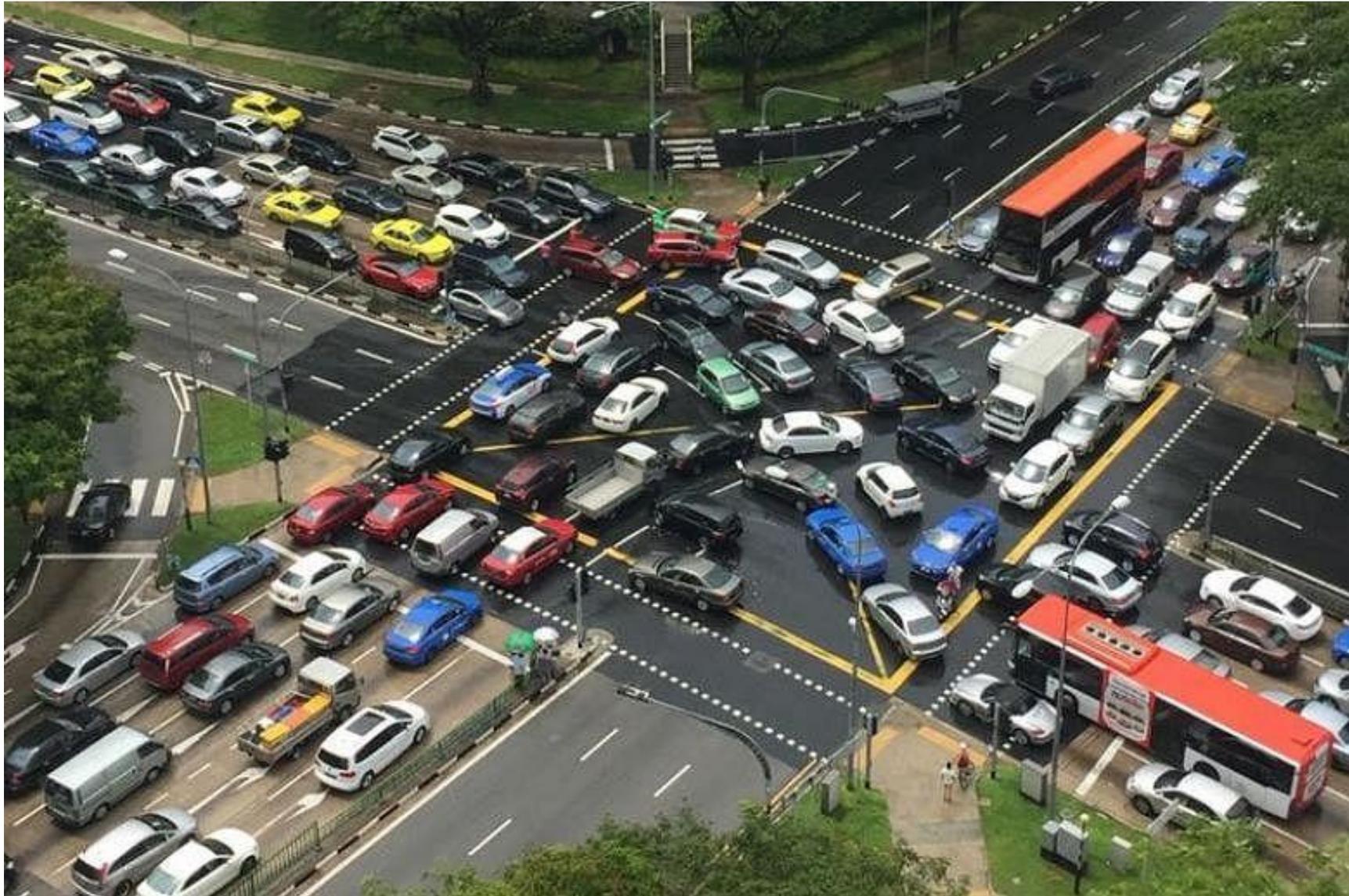- It's Project Analysis, not just status
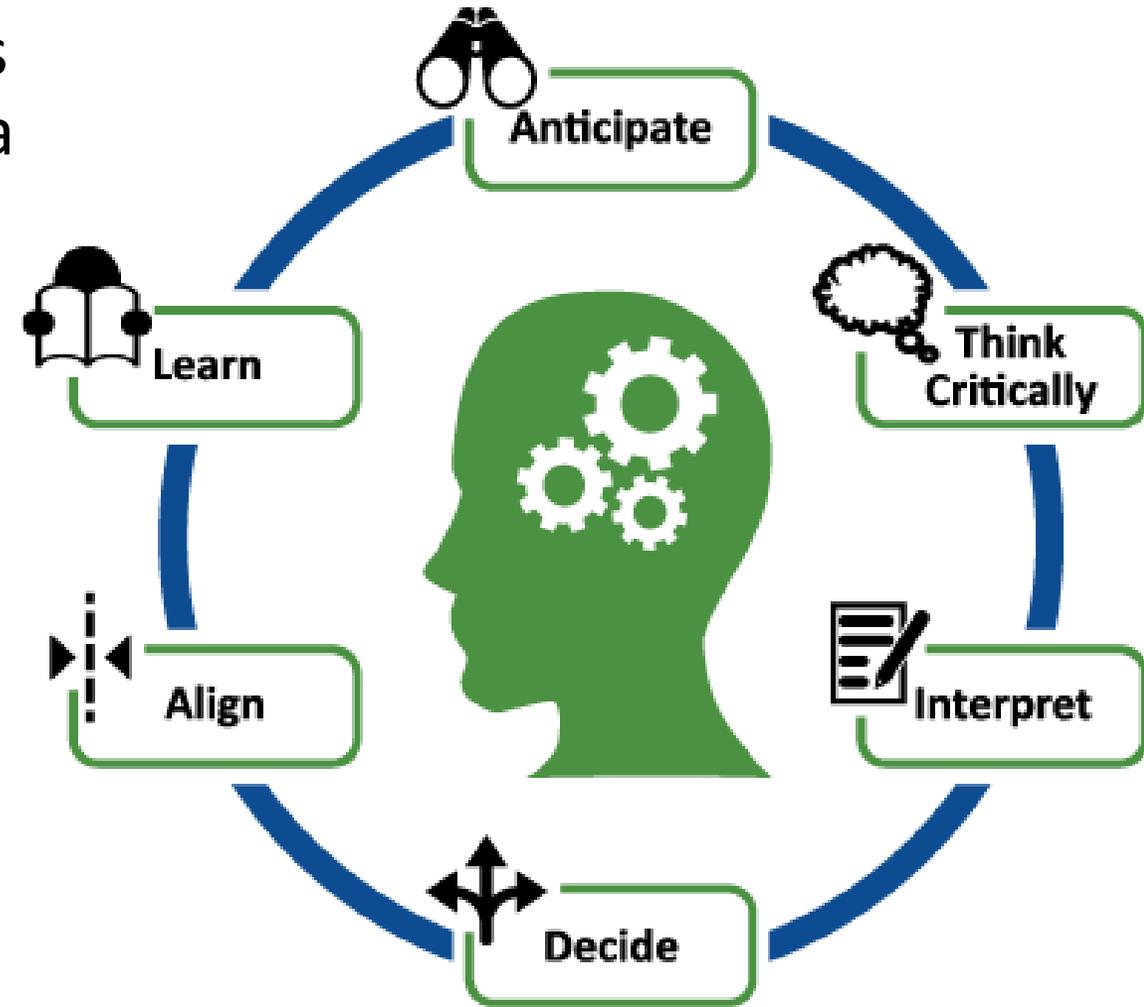
Goal of the Next Iteration.

- Previous commitment(s)
  - Planned Training
  - Non Product Development Activity
    - Customer Acceptance
    - Change Management Awareness Session
- Resource Availability
- Balance Short Term Win vs. Long Term Success

https://deeprojectmanager.com/what-is-the-purpose-of-iteration-goals/

Capacity Management

Power Skills (Winning WITH People)

These interpersonal skills include

- Collaborative leadership
- Communication
- Innovative mindset
- For-purpose orientation
- Empathy
- Inclusion
- Ensuring teams have these skills allows them to maintain influence with a variety of stakeholders - a critical component for making change.

Value Navigator

Mindset

Technical Mastery

Continuous Growth

Data Literacy

Advise & Influence

Enterprise Coaching

Enterprise Analysis

Talent

Value Stream

Customer Intelligence

Financial Aptitude

Skills / Competencies

Culture / People

Business

Influence

A power affecting a person, thing, or course of events, especially one that operates without any direct or apparent effort.

"The key to successful leadership is influence, not authority."
— Kenneth H. Blanchard

Nine Sources of Influence

	Motivational	Success	Ability
Personal	Help the Love What they hate	Personal experience of previous endeavor.	Help them do what they can't
Social	Provide Encouragement	Vicarious story	Provide Assistance
Structural	Change Their Economy	Verbal support and analogies.	Change Their Space

Humble Inquiry

1 Invest in relationships

2 Show 'here-and-now' humility

3 Be aware of culture

4 Choose your questions carefully

5 Self-awareness & situational awareness is key

- Humble Inquiry is a communication technique developed by Edgar Schein that emphasizes the importance of asking questions with an attitude of curiosity and respect.
- It is based on the idea that we can learn more and build stronger relationships by asking open-ended questions and actively listening to the answers.
- Humble Inquiry involves being genuinely interested in the other person's perspective, rather than just trying to get information or make a point.
- Some key principles of Humble Inquiry include: asking questions to clarify and understand the other person's thoughts and feelings, showing interest and empathy, avoiding assumptions and judgments, and creating a safe and open environment for communication.
- To practice Humble Inquiry, it's important to:
  - be aware of your own assumptions and biases
  - listen actively to the other person
  - questions that are open-ended and focused on the other person's experience.

https://confluxhq.com/insight/using-ideas-from-humble-inquiry-to-ask-instead-of-tell

Business Acumen (Strategic/ Business Management)

- Professionals with business acumen understand the macro and micro influences in their organization and industry

- Have the function-specific or domain-specific knowledge to make good decisions.

- PM professionals need to cultivate effective decision-making and understand how their projects align with the big picture of broader organizational strategy and global trends.

Digital Economy Integration
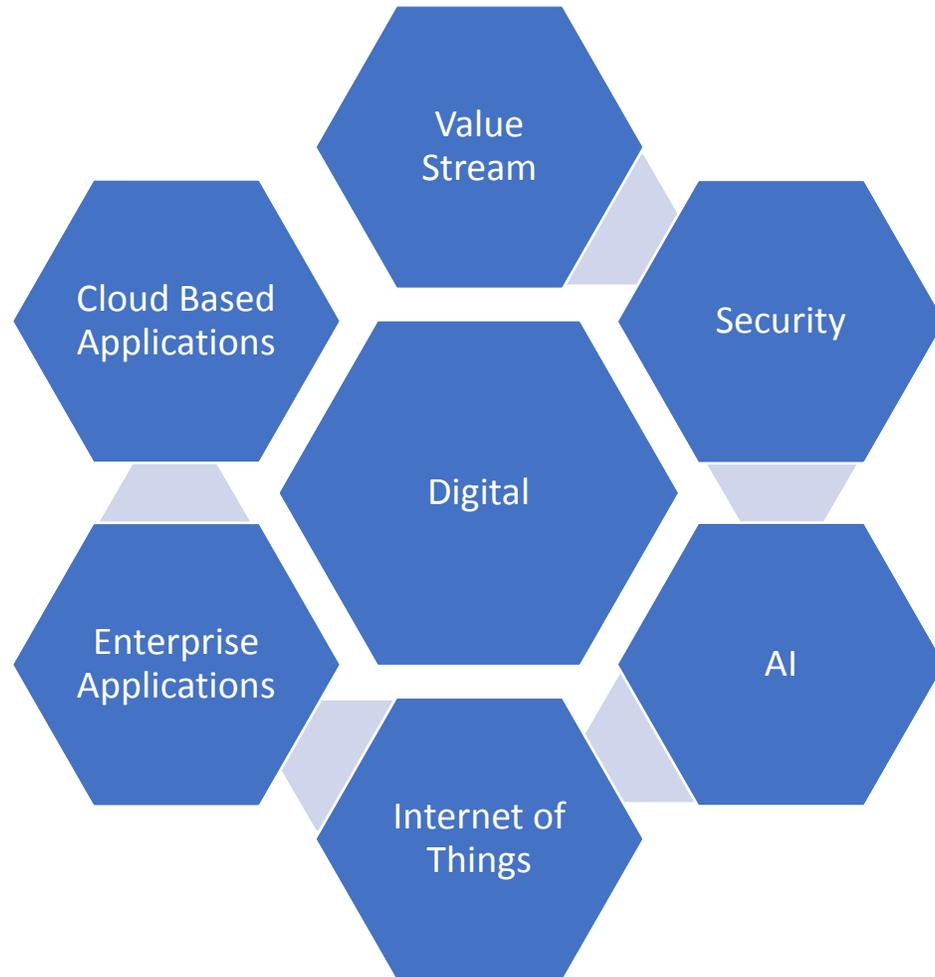
Project Manager Skills

|	Connective Tissues	Tool Capability
		Process
		People Skills

Insure Security

New currency

Customer Journey Map

The aim of the customer journey is to help you break down the customer's activities from both a front end and back end perspective. The ecological stability tries to make you aware of the environmental impact a business will generate.

1) Awareness : How does the customer become aware of your activities, what channels do they use, are they physical or digital
2) Consideration : What triggers the customer to consider your product or service, are they comparing it with other alternatives in the market
3) Decision : What concrete choices does the customer make at this point
4) Delivery and Use: How does the customer finally receive the product or service
5) Loyalty: Does the customer engage with you service again and become a repeat customer?
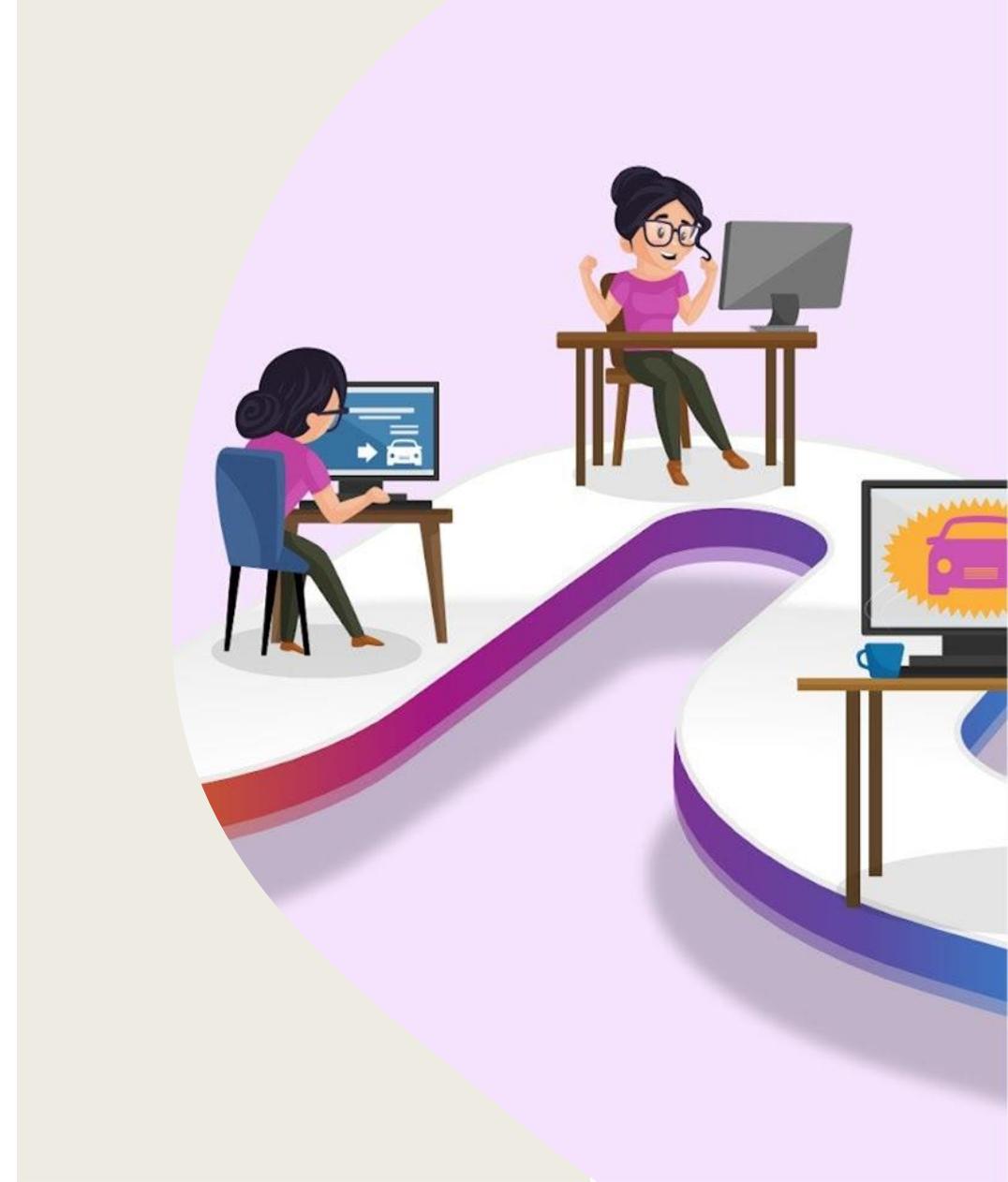
Uses of A Map

- Customer experience
- Identify functionality
- Unknows / Risks
- Assumptions
- Other??
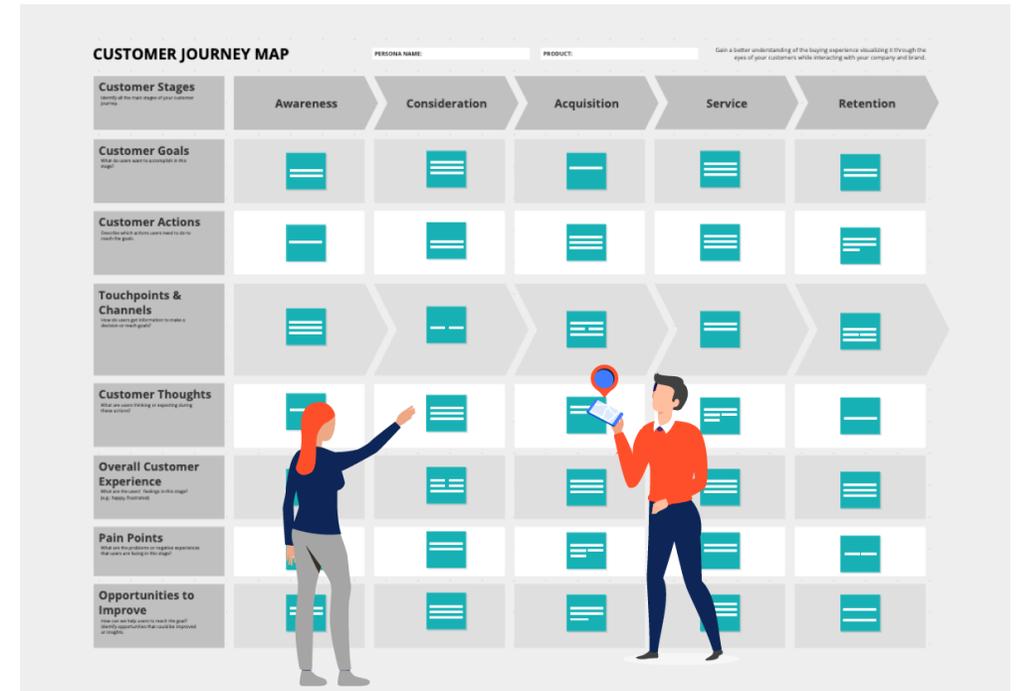
Benefits Analysis

Helps ensure that the promised value is achieved as benefits are delivered. The resulting benefits review requires analysis of the planned versus actual benefits across a wide range of factors, including the key performance indicators. In particular, the following aspects should be analyzed and assessed during the Benefits Delivery phase.

Benefits Identification

Start with the End in Mind

What is the result being measured?

What tracks the result?

Who owns the results

What influences the result?

BIAS

- A recent article on "The Impact of Artificial Intelligence on Stakeholder Relations Management Practices" stated that a benefit of AI is that it eliminates Bias. That is a dangerous assumption.

- Bias is the presence of systematic and unfair discrimination or favoritism in the data, algorithms, or decision-making processes of AI systems. It manifests itself in several ways.

- Bias in AI can have significant ethical, social, and legal implications.

Data Bias
- Data bias refers to the presence of skewed or unrepresentative data in AI training datasets.
- Biased data can result from historical prejudices, underrepresentation, or sampling errors.
- Can lead to unfair and discriminatory outcomes.
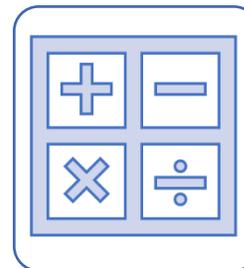
Algorithmic Bias
- Algorithmic bias refers to unfair or discriminatory outcomes produced by AI algorithms.
- It can occur due to biased data, flawed model design, or unintended consequences.
- Algorithms may inadvertently learn and reinforce existing biases.
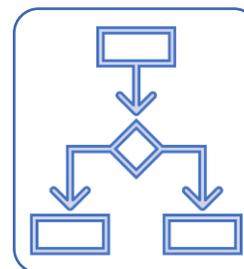
Outcome Bias
- Outcome bias refers to biased results or consequences generated by AI systems in real-world applications.
- It can occur even when the AI model itself is not inherently biased, but external factors or system interactions introduce bias.
- Human interventions, decisions, and interpretations of AI recommendations can also influence biased outcomes

Example of Bias

"There is no way that you can know the taste of water unless you drink it or unless it has rained on you or unless you jump in the river."

https://quotefancy.com/charles-manson-quotes/page/2
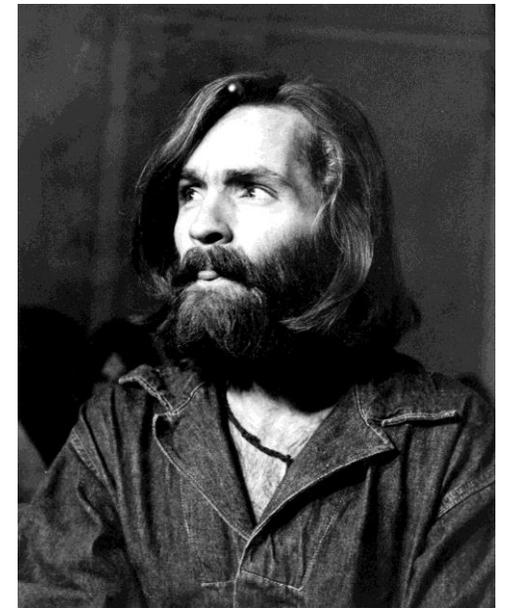
Encourage Team Members

Less

- Complaining
- Blaming
- Arguing
- Bragging
- Resenting
- Interrupting
- Taking
- Judging
- Embellishing

More

- Appreciating
- Praising
- Agreeing
- Humbling
- Accepting
- Listening
- Giving
- Understanding
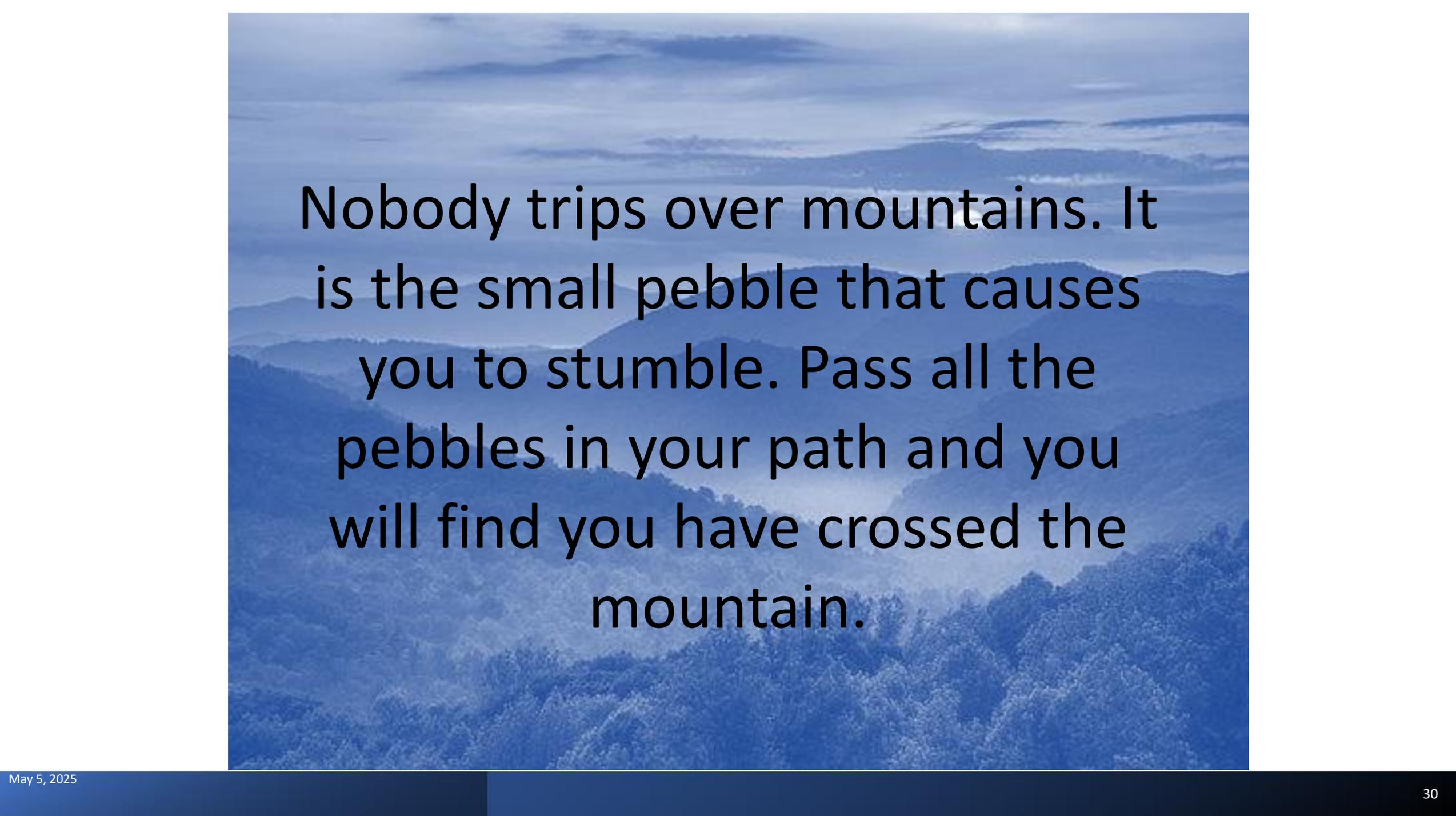- Simplifying

Intelligent Disobedience

You may disregard culture
and protocol for the better
good of the project and
the organization.

Guide Dogs

Contributors to Success

Active and visible sponsorship

Frequent and open communication

Structured approach

Greatest Contributors to Success

Associate engagement and participation

Dedicated resources and funding

Engagement with and support from middle management

Integration

Project

OCM

Nobody trips over mountains. It is the small pebble that causes you to stumble. Pass all the pebbles in your path and you will find you have crossed the mountain.

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Shu   Ha   Ri

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Questions?

Professional
Certifications

Skills &
Competencies

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