



# FUTURE OF AI IN PROJECT MANAGEMENT

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## Preparing for Tomorrow's Challenges Today?

This paper is derived from a discussion by global project management experts and explores AI's current and potential impact on project management.





**Loredana Abramo** has thirty years of experience in project management, business operations, process development, professional competency development, delivering international projects. Currently a Professor at Boston University Met College but has worked in senior PM / PMO roles at the likes of Nokia, Lucent Technologies and AT&T.



**Ricardo Sastre Martín** With over 20 years of experience in project management and PMOs across 40+ countries, Ricardo is a Principal Consultant in PM at Microsoft. He has worked with Ericsson and Telefónica and holds an MBA and multiple PMI certifications. A recognized thought leader, he speaks globally on AI in project management and has received numerous industry awards.



**Dr. Josh Ramirez** Focused on redefining project management through science, he believes that with 70% of project performance tied to human factors, there is vast potential for improvement. By integrating behavioral science, he advocates for designing project management around human cognition to minimize errors and accelerate progress. He is the CEO of the Institute for Neuro & Behavioural Project Management.



**Dr. Ricardo Vargas**, A former chair of Latam PMI, Ricardo is a global leader in project management and a pioneer in AI-driven project management. He has delivered hundreds of keynotes worldwide, with over 125,000 students in his LinkedIn courses. His "5 Minutes Podcast" has 14 million views. A PMI Fellow Award recipient, he also led UNOPS Infrastructure and Project Management Group, continuously advancing AI in project management.

## Introduction

AI is rapidly transforming Project Management (PM), for example, offering advancements in automation, risk assessment, and decision-making. greyfly.ai hosted a panel discussion of global PM experts which explored AI's potential while addressing key challenges such as cognitive biases, ethical concerns, and over-reliance on AI-generated insights. Experts emphasized that while AI can streamline processes, human skills—critical thinking, adaptability, and ethical oversight—remain essential. The discussion highlighted the need for a balanced approach, integrating AI strategically while ensuring project managers evolve alongside technology. This document explores key insights from the panel and the imperative for project professionals to adapt in an increasingly AI-driven landscape.

## Current State of AI in PM

The panel highlighted both opportunities and challenges for implementing AI in project management. Ricardo S. highlighted AI's potential but noted project management lags in adoption. He outlined AI's evolution from automation to agentic AI while Loredana Abramo emphasized AI's role in risk assessment and structured data importance.

Ricardo Vargas highlighted AI's ability to streamline processes such as resource allocation and procurement but warned of privacy concerns. He saw agentic AI as transformative, capable of functioning as an

Agentic AI autonomously navigates environments, making independent decisions using internal models and learning algorithms, unlike traditional AI that relies on human intervention. (*Harvard Business Review*)



additional project manager. Meanwhile, Josh Ramirez was more sceptical, arguing that current AI lacks cognitive maturity and often presents raw data without optimizing it for human decision-making. He cautioned against blind reliance on AI, underscoring the importance of critical thinking in interpreting AI-generated insights.

### Adoption vs Blind Trust

The panellists offered insightful perspectives on the integration of AI in project management, particularly in large global organizations struggling with outdated processes. Loredana stressed the inevitability of AI, urging companies to integrate it into structured processes while addressing ethical, legal, and data privacy concerns. She argued that "AI is here," and rather than resisting it, companies should proactively incorporate it into their workflows.



Ricardo Vargas reinforced this point, noting that while AI is transformative, large companies must adopt a phased approach. He cautioned against attempting a full-scale AI overhaul, instead suggesting that organizations "pick an area, pick a group, a type of project, and start applying AI," gradually expanding from there. Ricardo S. emphasized the importance of starting with business needs rather than technology, stating that "probably AI is not going to be the first one" that companies should implement, especially if foundational data preparation is lacking.

Josh Ramirez again took a more cautious stance, pointing out that while AI has potential, its current state lacks cognitive maturity. He warned "Just data, dry data in and of itself is not enough to improve project management." A live poll taking part during the online seminar confirmed that most participants believed AI would significantly impact project management. However, Vargas issued a stark warning: if project managers fail to

“Redefine their roles beyond traditional tasks like scheduling, AI might eventually take over their jobs.”

### AI's Role & Human Adaptation

Ricardo Vargas also took a forward-thinking stance, suggesting that AI would take over operational tasks project managers currently perform, such as updating risk registers, scheduling, and assigning tasks. However, he warned that project managers must redefine their roles beyond administrative functions. "I don't believe that the future will be great for those who think that project management is only about these tasks," he cautioned, urging professionals to focus on higher-level skills like conflict resolution and emotional intelligence.

However, Josh Ramirez again highlighted a more sceptical view, arguing that AI's current design is not centred around human decision-making. He warned of a scenario where AI accelerates data analysis without improving critical thinking. "We're just going to end up in the same place we were, only faster," he remarked, emphasizing the need for

“AI designed with human cognitive processes in mind to truly enhance decision-making.”

Loredana Abramo challenged past scepticism about AI's role in estimation, asserting that AI could significantly improve project forecasting by leveraging historical data. She highlighted AI's potential to counter human optimism bias: "No schedule ever is respected... AI will tell us, no, in the past, it's taken three months, not three weeks."

Ricardo Martín added a new point and stressed the importance of change management, arguing that business needs and proper data governance must drive AI adoption. "Organizations are not ready because there are steps, we have to take before applying AI," he noted

**The need for structured implementation.**

## Challenges & Ethical Concerns

The panellists explored AI's current limitations, ethical concerns, and its impact on decision-making. Josh Ramirez argued that AI has not yet designed with human cognition in mind, warning that tools like ChatGPT often provide raw data dumps that cause "mental discomfort," leading decision-makers to dismiss risks. He advocated for AI to align with human thought processes, reframing risks as challenges rather than threats. Ricardo Vargas addressed the balance between internal and external AI models, initially favouring industry leaders like Microsoft and OpenAI due to the cost of proprietary development. However, he acknowledged a breakthrough in AI training efficiency, stating, "If this truly becomes real, this is a massive game changer," potentially making in-house models more viable. Ricardo S. reinforced the practicality of integrating external AI tools securely, cautioning that developing internal models requires specialized expertise. Loredana Abramo echoed this, urging organizations to develop a

strategic roadmap to keep pace with AI advancements.



Beyond AI's technical challenges, again the discussion turned more broadly to its effect on human skills. Ricardo S. voiced concerns over AI's impact on critical thinking, particularly in education, arguing, "It's mandatory to use GenAI, but that does not mean that whatever they copy, and paste is the right answer." Loredana stressed the importance of AI literacy, warning that blind reliance leads to incoherent results: "Yes, AI is fundamental, but we need to train our workforce to be proficient in its use." Ethics also emerged as a key concern.

Josh highlighted cognitive biases, stating, "We are addressing social biases, but not the cognitive biases that impact us just as much." Meanwhile, Loredana cautioned about AI's legal ambiguity, emphasizing, "There are no laws at this point. AI is not legally liable for anything." The panel concluded that while AI presents transformative opportunities

**AI integration must be strategic, ethical, and human-centred.**

## Adaptability & Skill Threshold

Ricardo Vargas framed the conversation around the PMI Talent Triangle, emphasizing the increasing role of AI in ways of working and business acumen. He predicted that AI will



soon manage project estimations and determine management approaches, making

**Power skills such as critical thinking and a growth mindset essential.**

"What you know in the morning is not valid anymore in the afternoon," he warned, underlining the rapid pace of change.

Loredana Abramo reinforced the importance of adaptability, asserting that project managers must embrace constant learning and research. "You need to be curious... If you wait, you will fall behind," she stressed, advocating for a pro-active approach to technological advancements. This sentiment was supported by Ricardo Vargas, who encouraged project managers to leverage existing training and resources, citing LinkedIn and industry podcasts as valuable tools for staying informed. Josh Ramirez highlighted the risk of project managers becoming "jack of all trades, master of none." He argued that companies must take responsibility in guiding their workforce toward relevant tools and skills, rather than expecting individuals to master every emerging technology. Ricardo S. supported this by emphasizing the necessity of focus, stating, "You cannot know it all, but you can learn it all."



The discussion concluded with Ricardo Vargas's insights on AI agents, advising organizations to start small with pilots and leverage existing platforms.

He issued an example crucial warning: "If there is a hallucination, the hallucination will transform into action," urging some caution in deploying AI-driven decision-making. The panel's consensus reinforced that while AI is reshaping project management, human skills

**Critical thinking, adaptability, and curiosity remain indispensable.**

## Conclusion

The panellists delivered a compelling discussion on the urgency of adapting to AI in project management. Loredana emphasized the need for pro-active engagement, stating, "If we stand still, we're going to be wiped out. We need to start the dance." Ricardo S. reinforced this by highlighting the rapid evolution of AI and the necessity for critical thinking, referencing experts like Mustafa Suleyman who predict AI will surpass human capabilities. Josh deepened the conversation by linking AI adoption to decision science, explaining that as automation takes over tasks, human focus must shift to decision-making and cognitive adaptability. "At the centre of all that is the thinking component," he stressed. Ricardo V. closed with a call to action, acknowledging the learning curve but urging action: "Even if you do not know exactly how to dance, just stand up and do your best." The panel collectively agreed

**Critical Thinking Will Define Future Success.**

## Author & Panel Host



**Lloyd Skinner MSc(Econs)**

*CEO, greyfly.ai*

Lloyd has 25+ years' experience in programme management and has led award winning, full life cycle, multi-year, multi £millions transformation projects. For 7 years he and his team have been investigating the use of AI in project management and developing a suite of Intelligent Project Predictions (IPP) tools. IPP won both the Technology and Innovation categories for APM 2024 project of the year.

greyfly.ai was founded by two LSE alumni reuniting after 25 years. Historically, we have delivered multi-million-pound transformation projects, our mission now is to leverage AI in Project Management to reduce costs and enhance success. Our Intelligent Project Prediction (IPP) platform provides AI-driven executive insights, improving decision-making and project outcomes as well as reducing costs. The Association of Project Management (APM) awarded us Project of the Year 2024 in both Innovation and Technology categories.



Innovation &  
Technology  
Project of the  
Year Awards

**Winner**

