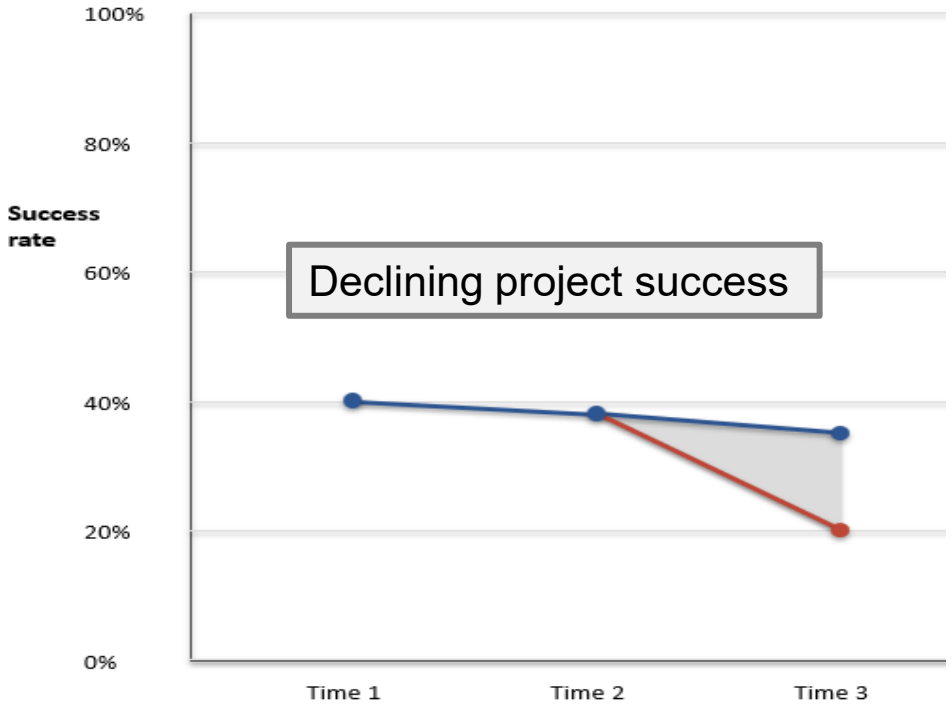
Leading Projects in the Age of AI

Paul Boudreau DBA PMP

Nov, 2026

What is Happening in Projects?

- Increased complexity
- More technology
- Global impact
- Focus on sustainability
- Rising stakeholder expectations
- Value-driven





Use Technology to Improve Project Outcomes

Three Most Common Uses of AI in Project Management

1. Validate the accuracy of planning documents



- Accuracy = Good start

2. Apply AI to decision-making



- Reduce or eliminate optimism bias
- Make decisions based on data

3. Use AI for ongoing risk management and project changes



- Minimize variances
- Discover “unknown unknowns”

Deploying AI in Project Management

Strategy or Objective for Applying AI
Cost / Schedule / Priority / Value

Data
- Scope
- Structure
- Accessible
- Wrangling
- Feature Eng'g

Analysis

Methods	*Tools*
Machine Learning	Python
Gen AI	SPSS
Agents	GPT
NLP	LLM
Sentiment analysis	SLM
Genetic algorithms	RAG
Gen AI (Vibe coding)	

Outcomes & Interpretation
- Metrics
- Decisions
- Doc. updates
- Process updates

Governance and Ethics
Develop and manage the process / Provide oversight / Deliver training

A 5 Step Process

The Secret to Project Success



How Big Things Get Done
Prof. Bent Flyvbjerg



Applying AI to Projects
Prof. Paul Boudreau

Project success tips

1. Get off to a good start
2. Find project uniqueness
3. Make it modular
4. Minimize optimism bias
5. Apply good project governance

Apply AI

1. Verify/Validate project artifacts
2. Use AI to validate commonality
3. Classify project components using AI
4. Make decisions based on data (AI)
5. Actively manage AI processes

My Assessment of AI Risks, Opportunities, Responsibility

Risks

- Poor implementation
- Resistance
- Misinterpretation/misuse
- Loss of trust

Opportunities

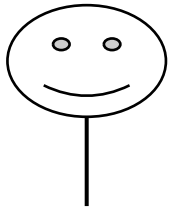
- Deliver scope, on time, within budget
- Provide proactive response to issues
- Minimize project variances
- Make decisions based on data

Responsibilities

- Encourage AI process adherence
- Promote transparency and knowledge sharing
- Ensure change management oversight
- Focus on outcomes that are facilitated by AI (Don’t get discouraged)

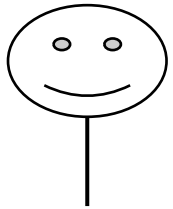
Help! Everyone on my Project Team is Using AI

The answer is 5



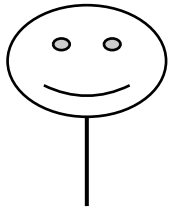
Claude

The answer is 12



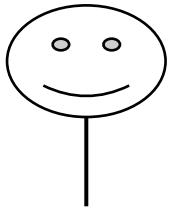
CoPilot

The answer is 8.5



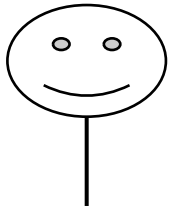
Gemini

The answer is 6



ChatGPT

The answer is 21



Grok



Response: Establish AI Usage Protocol

- ❑ Require AI-generated conclusions to state their data sources and assumptions
- ❑ Identify the project data considered authoritative
- ❑ Compare conflicting AI outputs rather than automatically choosing one
- ❑ Have different AI LLMs critique each other
- ❑ Clarify who has authority to make the final decision
- ❑ Record significant decisions and the information used to make them
- ❑ Ensure accountability with the person responsible for the decision (not the AI that produced the recommendation)

Governance and Ethics

Three Pillars

Governance

- Define policy for use
- Implement audits
- Embed usage details in project reviews
- Use checklists

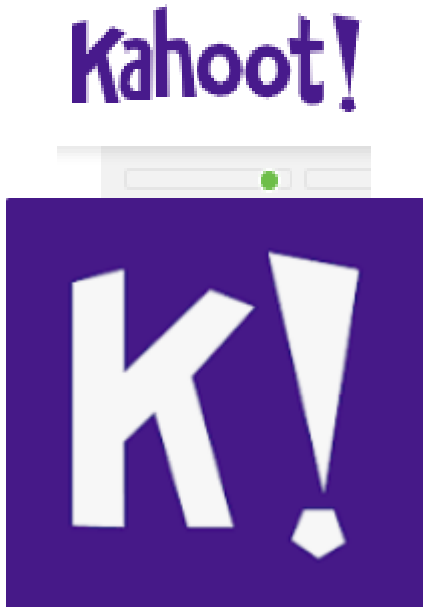
Training

- Explain ethical use/prompts
- Respect attribution
- Understand limits
- Verify output (sources)

Data Management

- Define user privileges
- Identify data sources (internal or external)
- Evaluate/Ensure data credibility

QUIZ TIME !



Converging Technologies

Technologies
- AI
- IoT
- Blockchain
- Digital twin
- Virtual reality

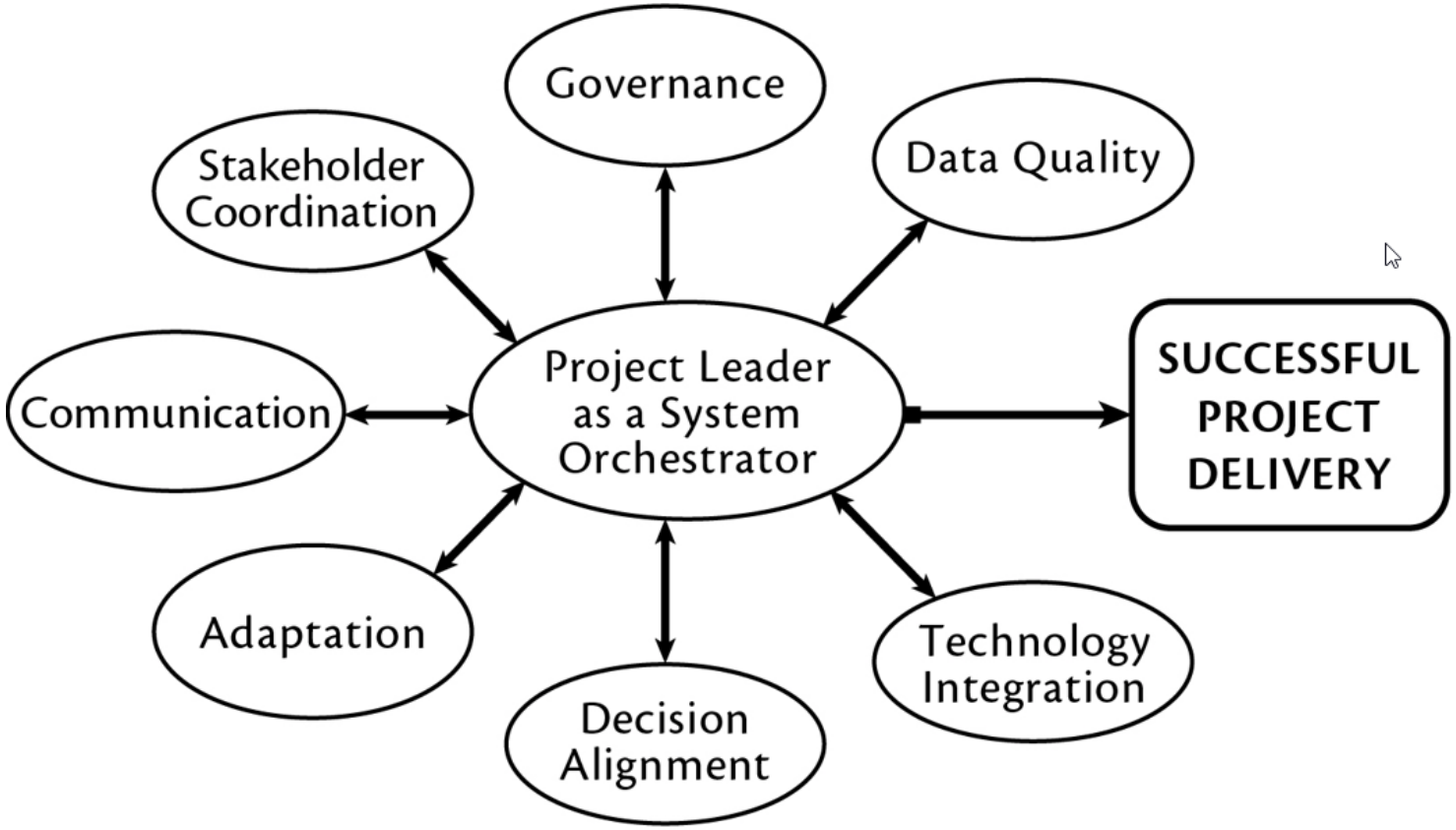


Project delivery value
- Early warning
- Predict decision results
- Enhanced communication
- Improved security

Data / Connectivity / Cloud

Project delivery with real-time sensors and analysis

The PM Role Change



The PM Role Change

Traditional Role:		New Role:
• Control	→	• Coordination
• Reporting	→	• Interpretation
• Planning	→	• Continuous adaptation
• Monitoring	→	• Insight integration
• Task management	→	• Project alignment

Key Takeaway

Technology uncertainty to an already complex project environment.

Project managers must:

- **Assess** and interpret technology-generated information
- **Adapt** as technologies change how projects are delivered
- **Advance** by developing the skills needed to lead effectively

Being Built for Chaos requires human accountability in project delivery.

Contact Information

Professor Paul Boudreau

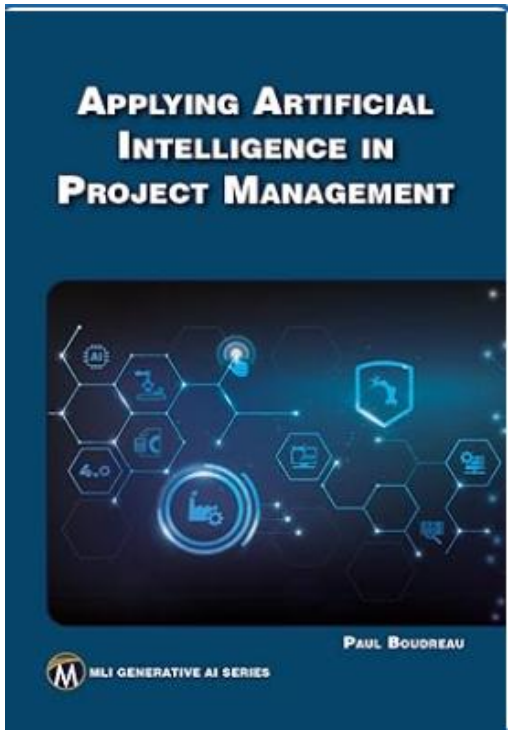
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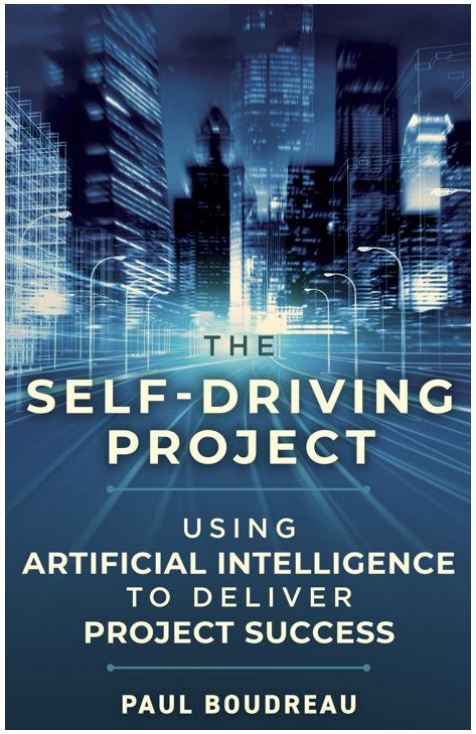
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Some Sample Questions

- How are you using AI to manage your project?
- What are your concerns with using AI?
- What results do you expect from applying AI?
- How are you complying with ethical standards for AI use?