

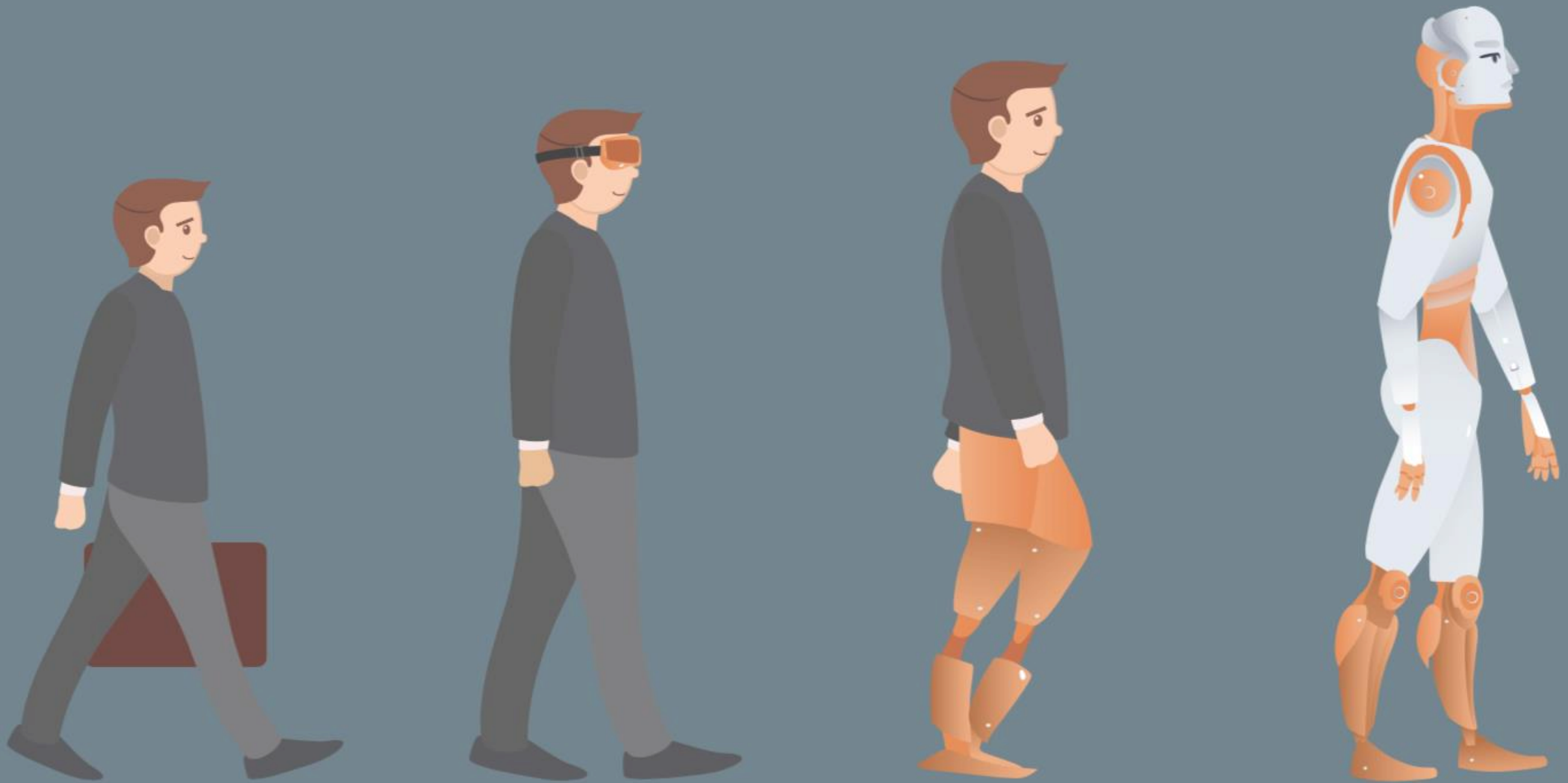


British Computer Society
The Chartered Institute for IT

Consultancy Specialist Group **Webinar**

Will AI disrupt
Project Management Consulting?
by Lloyd J. Skinner 8th September 2020





Will AI disrupt Project Management Consulting?

Lloyd J. Skinner – CEO

- c30 years project/programme experience
- senior programme manager who has delivered £multi-million programmes.
- programme managed teams of 1000+ people.
- experience of strategic change and transformation including building, infrastructure and operational change.
- project, programme and portfolio PMO expert.
- BBC, Centrica, Powergen, Virgin Media
- MSc (Econs) Analysis, Design & Mgt of Information Systems @ LSE



- £80m BBC Roath Lock
- TV Studios for Dr WHO, Casualty and Pobol y Cwm.
- Multi award winning building.
- Full lifecycle, initiation through implementation to close-down
- PM across all workstreams including building, broadcast and business systems, operating model, business change and PMO.



- New BBC Wales HQ
- c£400m Transformation programme of BBC Wales impacting c2000 staff
- Including selection and build of new Broadcasting House.
- PM including Target operating models, org design org Blueprint, technology, business change and PMO.

Who are Greyfly?

Project Consulting

Assure

Improve confidence and likelihood of project success

Process

Create consistent delivery with best practice process

Deliver

Expert project resources tailored to your needs

AI in PM

Discover

Assess readiness to apply AI to project delivery

Predict

Identify projects at highest risk of failure

Automate

Increase process efficiency within PM processes

- Programme, project, & PMO knowledge and delivery experts
- Multi-sector experience
- Tailored best practice & innovative technology
- Extensive research and development of AI in PM services and tools.
- Collaborating with University of Southampton for research and development
- Preferred supplier to the BBC for PM consultancy

Will the robots steal our PM consulting jobs?



How many people feel jobs will be.....?

- Taken over by Robots
- Augmented with Robots
- Not Impacted at all

We will be discussing whether Artificial Intelligence (AI) will disrupt project management consulting?

The Real Project Problem

30% of delivered benefits project

80%

terms of not or realising the if it is an IT

Our research shows the reasons for project failure are generally the same across:

- Industries
- project types
- project methods
- even scale!



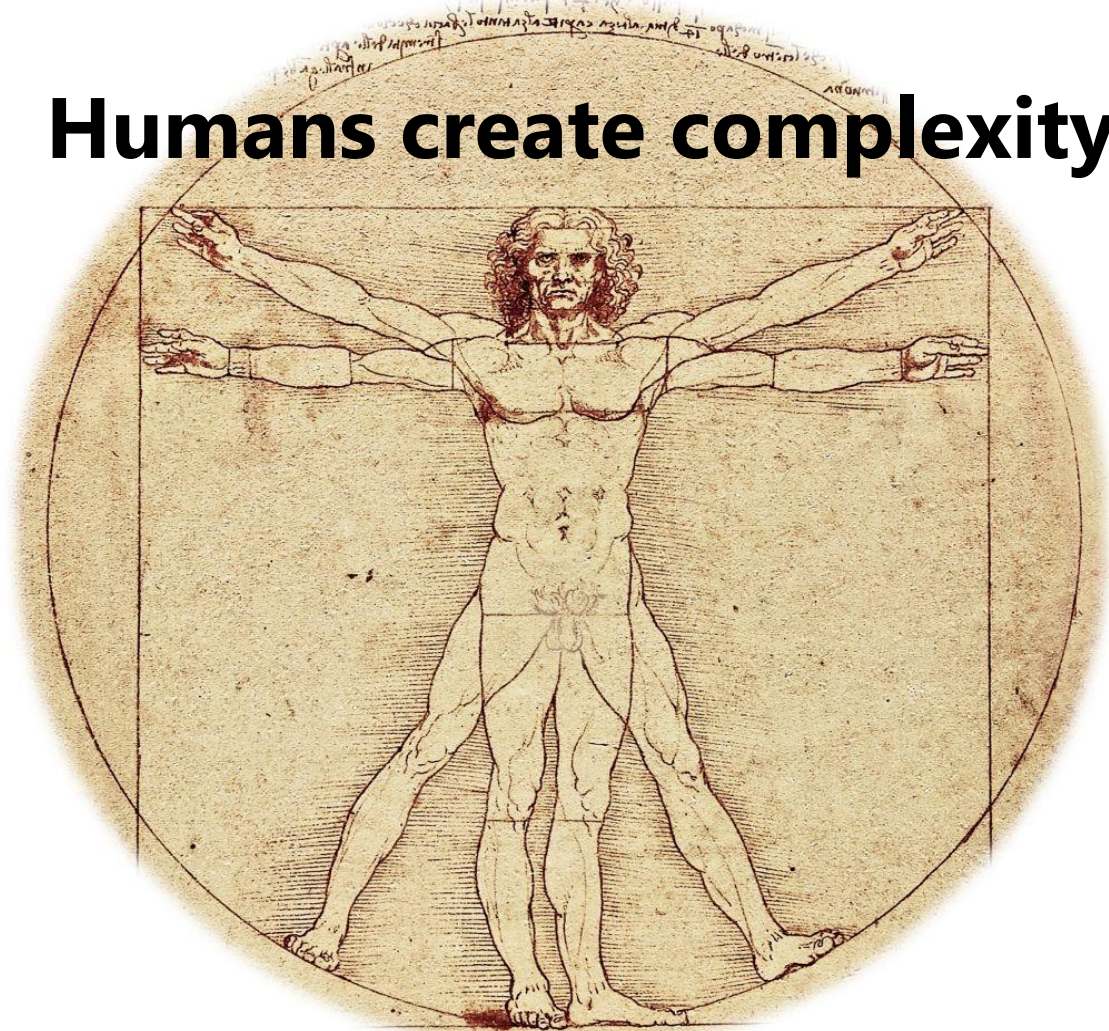
Greyfly's 7 Foundations for Project Success

Introduction



Projects are complex

Humans create complexity



Advances in AI / computing can potentially reduce complexity
add rigor to Project Management

What is Artificial Intelligence?

'AI is the simulation of human intelligence processes by machines, especially computer systems.

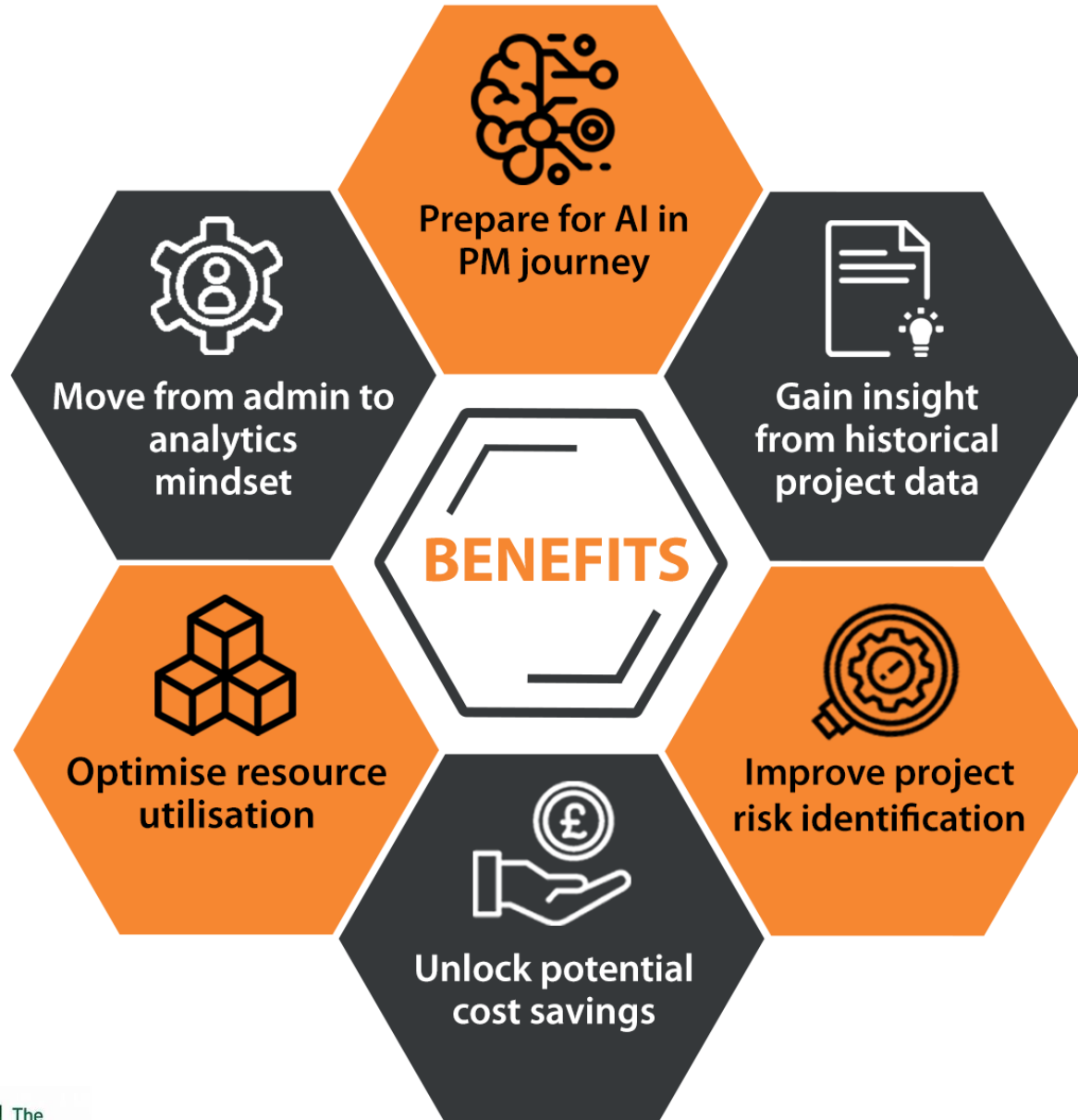
these processes include **learning** (the acquisition of information and rules for using the information), **reasoning** (using rules to reach approximate or definite conclusions), and **self-correction.**'

<https://searchenterpriseai.techtarget.com/definition/AI-Artificial-Intelligence>

Adoption of AI is beginning to make its mark:

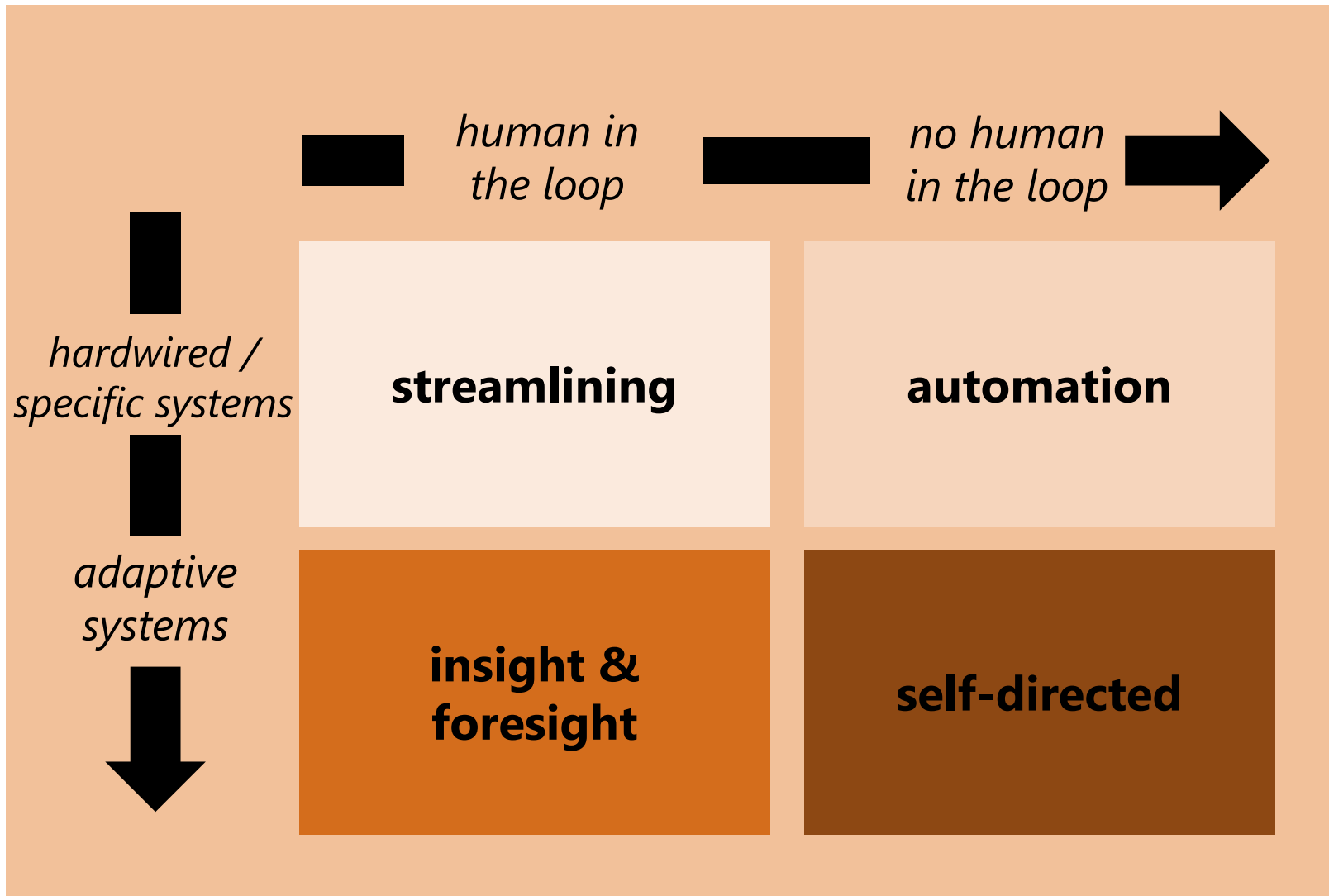
Gartner's latest CIO survey of 3,160 CIOs from 98 countries found that 25% of CIOs are already piloting AI initiatives or have short-term plans for them. another 21% have medium or long-term plans.

Benefits of AI in Project Delivery



AI potentially provides large benefits to project management but what are they and how do you unlock them?

Classification of AI in PM



- Develop AI tools to automate processes
- Predict the future by applying predictive analytics
- Over time reduce human intervention
- Current tools fall mainly in streamlining and some in automation
- Very few Insight & foresight but that is appearing
- Self-directed tools are likely to take longer to appear.

Application of AI in PM is in its infancy

AI in Project Delivery

streamlining

improving existing processes through better integration and collaboration.

- **300+ project tools:** scheduling, issues, portfolio mgmt., resource mgmt., team collaboration.
- many organisations use **multiple tools**.
- **efficiency benefits:** calendar mgmt., timesheet reminders, sprint reminders, info/status review, generate status reports.
- chatbots now being used to **streamline workflows** e.g. integrate project tools messaging tools.

automation

computer replacing human in aspects of the project delivery process i.e. performing simple repetitive tasks.

- bots perform tasks that are both simple and structurally repetitive, at a much higher rate than would be possible for a human.
- **automatic issue creation** based on instant messages between project team members – reduces likelihood of issues being overlooked or ignored.
- auto-check for **data consistency** and completeness e.g. mitigating the reliance on humans to comply.
- auto-check **performance** by collecting data to determine where productivity can be improved.

AI in Project Delivery cont..

insight & foresight

The computer assimilates project data and provides insights/recs to predict outcomes and enhance decision-making.

- **expert systems**
 - existed in 1970's, proliferated in 1980's
 - Replicating programmed decision-making
 - main disadvantage is lack of creative response
- **machine learning**
 - uses statistical techniques to enable computers to 'learn' without re-programming
 - by "training" algorithms predictions improve as more data becomes available

self-directed

the computer is autonomous; making project decisions and even remediating project issues that occur.

- no current large scale use cases – closest thing outside project management domain is perhaps self driving cars or auto-pilot
- envisioned the role of the human project manager to focus less on repetitive administrative tasks and more on strategic aspects
- increased decision-making by computers
- Initially smaller, repetitive projects?

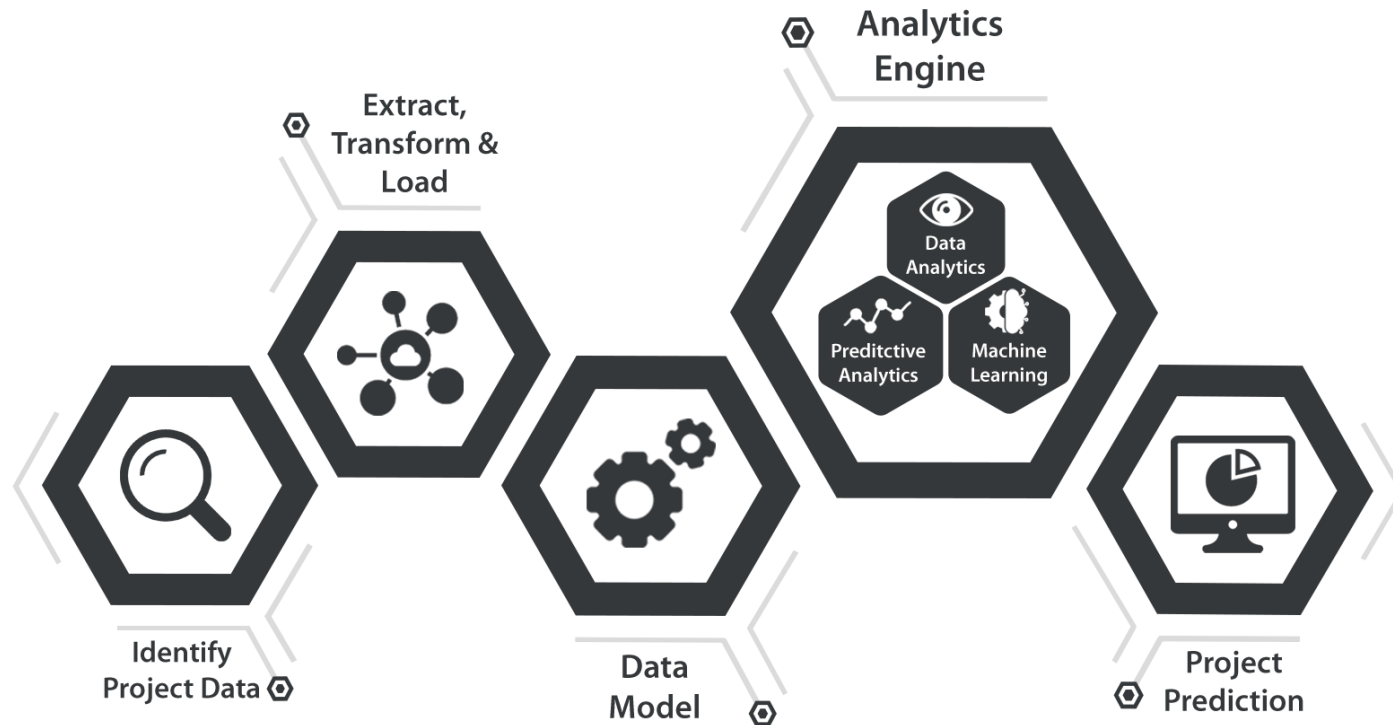
How do you implement AI in PM?



- Gartner analytics continuum can be used for an AI in PM journey.
- Analysis of historical project data (e.g. plan, finance, and team) will identify where overruns occur and enable rapid assessment of why they happened.
- This set of insights is then used to predict whether a project will succeed/fail and ultimately determine how we can ensure success.

Follow best practice to highlight actions for projects success

Project Prediction



1. Identify client *project data sources* and undertake data mapping against a pre existing data model
2. *Extract, transform and load* data within a repeatable structure
3. Compare data to the data model
4. Carry out analytics and machine learning to provide insights using the *data repository*
5. Provide *project prediction* and risk rating of current projects using an interactive console

Identify current and future projects at risk

Workflow Automation

Administrative tasks eat 54% of an executive-level and middle-level manager's time that will change to 25% after AI will start doing most of the administrative work. project-management.com

Examples

- Group wide communications such as personal reminders for completion of timesheets, RAID logs and / or project status reports
- Automate issue creation based on instant messages between project team members
- Automatically generate and consolidate project status reports
- Track submissions and/or approvals
- Chatbots that integrate issue and project tracking software



Reduce human effort and increase efficiency within your PM processes

Typical PM Consulting Functions

Strategy

Transformation

Change Mgt

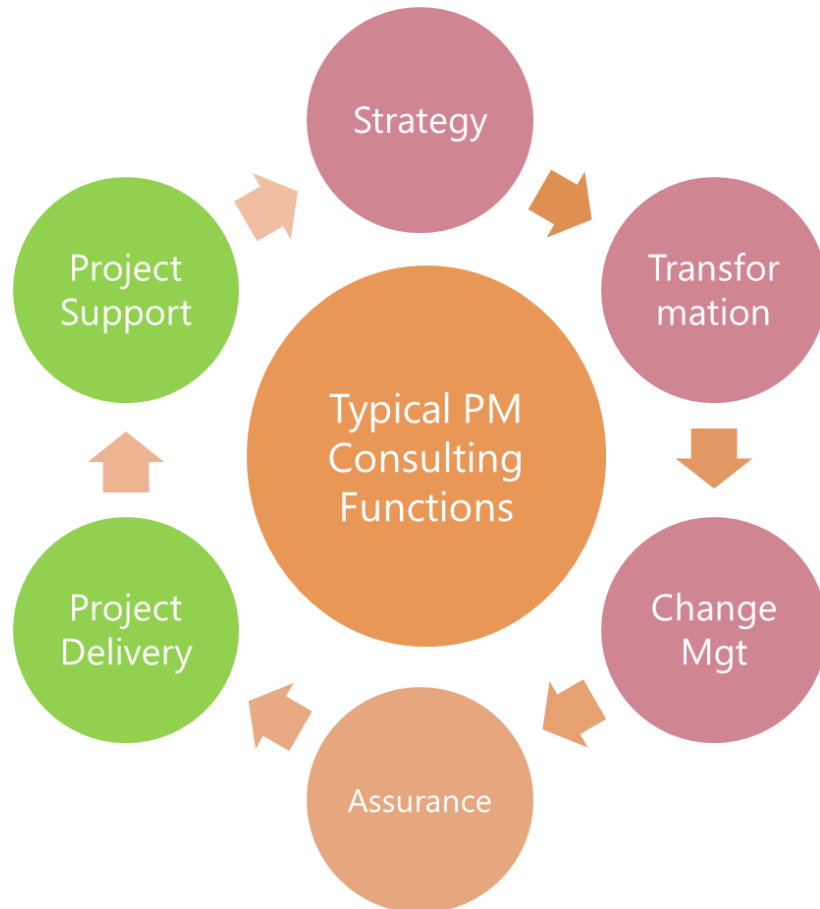
Assurance

Project Delivery

Project Support

1. **Strategy:** Determine the best approach and general direction to achieve change goals
2. **Transformation:** establish to produce a step function increase in organizational performance and to develop new capabilities.
3. **Change Mgt:** a collective term for approaches to prepare, support, and help individuals, teams, and organizations in making organizational change
4. **Assurance:** provides an independent and objective oversight of the likely future performance of projects to those responsible
5. **Project Delivery:** provision of external effort to lead and deliver projects, typically PDs, PMs, BAs
6. **Project Support:** provision of external effort to support projects, typically in the PMO

AI and Project Management Consulting



Level of Impact?



Driven by the benefits of predicting project outcomes and reducing admin

Areas to be transformed:

- Data gather and analysis
- Communications, planning and reporting
- Streamlining and automation
- Insight and foresight

Accelerated due to COVID / recession, doing more for less?

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Conclusion

AI is increasingly powering a new way of Project Management

- Realise extensive and significant benefits
- Follow a fix, transform and develop parallel approach
- It is a People, Process and System journey
- Instil a mind-set and culture of transformation
- Effective AI thinking is driven by data
- Emphasis on experimentation to reach foresight

