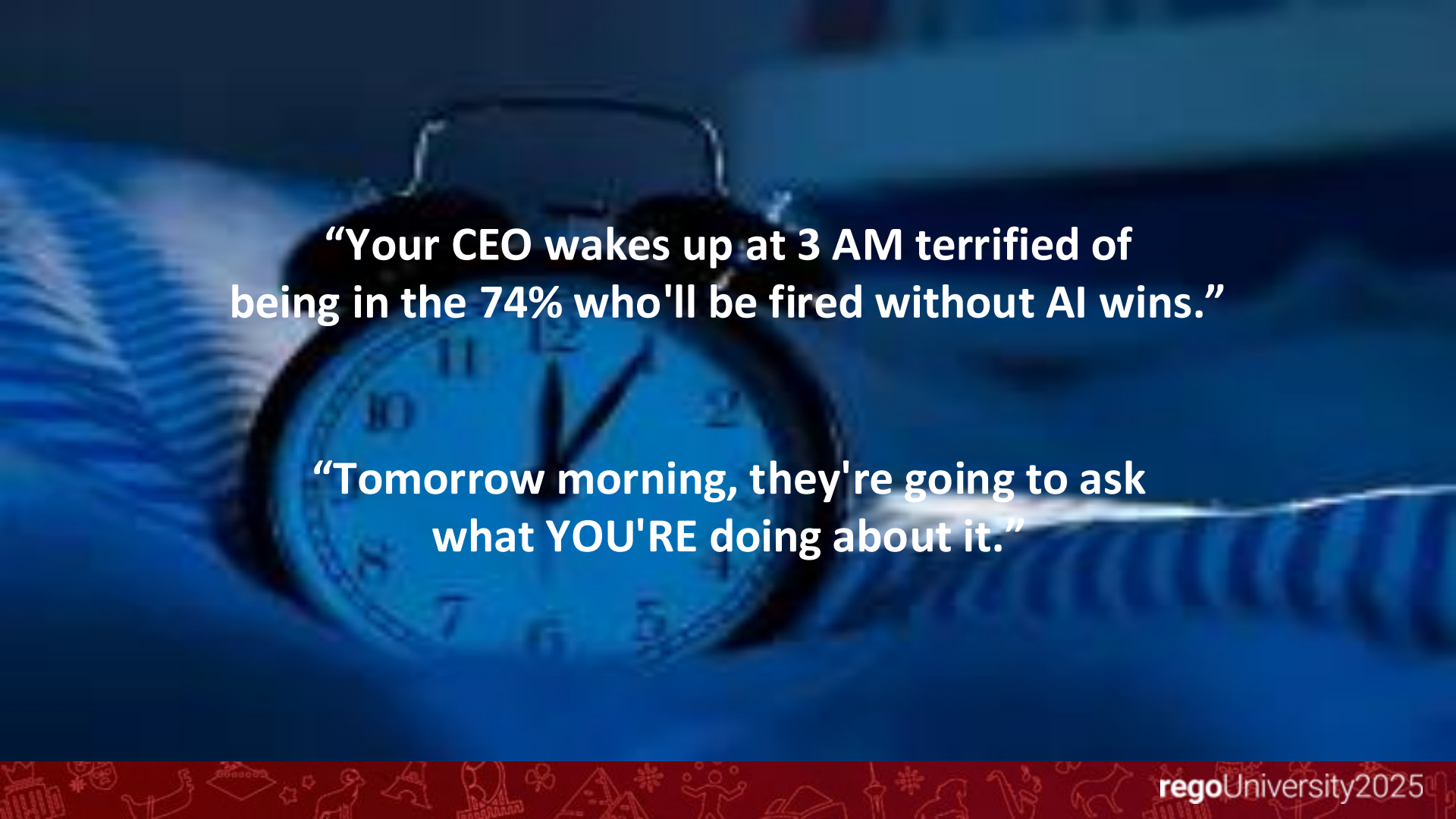




Will AI Replace Your PMO? Not if You Use it Right

Lance Knight
Lisamarie Manso

September, 2025



“Your CEO wakes up at 3 AM terrified of being in the 74% who'll be fired without AI wins.”

“Tomorrow morning, they're going to ask what YOU'RE doing about it.”



The Meeting That's Already Happening

Somewhere in your organization, right now, there's a meeting happening without you. They're discussing which functions AI will replace first. **Your PMO is on that list.**

74%

CEOs at Risk

Admit they'll lose their job within 2 years without measurable AI gains

50%

Executive Replacement

CEOs believe AI can replace 3-4 executive team members

21%

PM AI Usage

Project professionals regularly using AI (PMI 2024)

\$11.2B

Market Size

AI in PM market by 2033 (16.7% CAGR)

Lance Knight

Chief Value Stream Architect
Broadcom



Lance Knight, former CEO of ConnectALL, has held executive roles at LeadingAgile and Tasktop Technologies, where he played a role in shaping and creating the Value Stream Management market.

His commitment to VSM practices is evident through his numerous articles, whitepapers, and e-books, featured in prominent media outlets such as CIO, SDTimes, DevOps.com, Tech Beacon, and Forbes Business Council.

At Broadcom, Lance continues to drive VSM adoption with a new ebook on Mastering Chaos with Value Stream Management and Pattern Thinking.



Lisamarie Manso

Director, Executive Solutioning
Broadcom



Lisamarie Manso is a customer-focused leader of solutions consulting and service centers, with proven management experience across both world-class enterprise software organizations and high-growth start-up environments. With a strong track record of aligning technology to business outcomes, Lisamarie drives results through her passion for delivering innovative solutions that empower customers—particularly in the areas of value stream management, strategic portfolio management, and digital transformation.

As Director of Executive Solutioning, she partners closely with senior stakeholders to uncover opportunities, solve complex challenges, and build high-impact roadmaps that unlock measurable value.



The Current State Crisis

What AI Exposes About Traditional PMOs



Strategy-Execution Disconnect

67% gap between what strategy says and what teams actually do



Manual Process Dependency

Excel-based tracking and outdated workflows dominate



AI Skills Gap

Only 20% of PMs have good practical AI experience



Shadow AI Problem

94% of CEOs suspect unauthorized AI use in their organizations



Reality Check: 49% of project professionals have little to no AI understanding in PM context

PMI's Institute

Trailblazers High AI Adopters

VS

Explorers Just Beginning

93% Productivity Gains

Master prompt engineering and complex AI tasks

58% Productivity Gains

Basic AI usage for simple tasks only

Strategic AI Usage

Beyond administrative tasks to strategic applications

Administrative Focus

Limited to basic administrative applications

Enhanced Collaboration

83% strengthen power skills through AI augmentation

Limited Development

32% collaboration improvement

Which group is your PMO in?

⚠ **The Gap:** 35% performance difference = competitive advantage or disadvantage



Project Management to Value Orchestration

Old PMO

- Track activities
- Manage resources
- Report status
- Administrative overhead

New PMO

- Strategic Portfolio
- Investment optimization
- Management
- Capacity planning
- Value scoring and delivery

Value Stream Management

Identify bottlenecks and optimize flow

AI Roadmap

Strategic technology planning

Skills Development

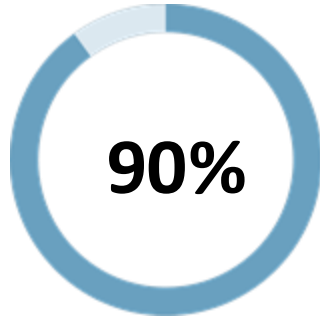
AI literacy and capability building

Strategic Portfolio Management

Command center for transformation

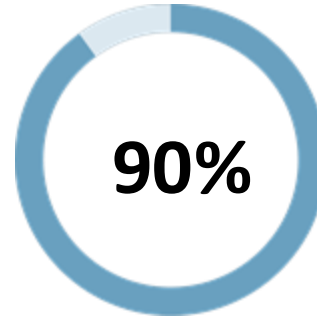
"The future of PM blends AI and human ingenuity" - PMI Vision

VSM identifies WHERE to deploy AI for maximum impact



VSM Organizations

Using AI for enhanced value delivery



Satisfaction Rate

Early AI adopters satisfied or very satisfied

Value Stream Management + AI



Predictive Analytics

47% of organizations using AI to forecast bottlenecks and optimize resource allocation



Automated Workflows

46% implementing AI-driven process automation to eliminate manual handoffs



Enhanced Decision-Making

44% leveraging AI insights for faster, data-driven strategic decisions

Key metrics: Lead time, flow efficiency, value delivered



Success Story: 30-day approval process reduced to 2 hours with AI-enhanced value stream optimization

Technology Roadmapping Framework

✓ Digital Transformation

Benefit
Capital Cost
Operating Cost

\$640K
\$1.3M
\$1.5M

Trending Assist
\$25K \$116.7K \$106.7K

Commercial Credit Analysis
\$110K \$110K \$100K

Digital Loan App Content
\$75K \$368.4K \$225.1K

Economic pattern analytic engi...
\$120K \$238K \$118.3K

Product Listings
\$35K \$15K \$12K

Real-Time Data Analytics and R...
\$45K \$113.1K \$792.6K

API Performance
\$50K \$30K \$10K

Digital Financing
\$80K \$35K \$30K

Digital Banking User Experi...
\$100K \$275.9K \$151.3K

Advanced AI integration and capability expansion

1-2 Years

Immediate AI implementations and quick wins

1

2

3-5 Years

5+ Years

Transformative AI-native operations

3

Creating Line-of-Sight to Value

Market Needs

Customer requirements and business objectives

Product Capabilities

Solutions and services to meet needs

Technologies

AI and digital tools to enable capabilities

ROI Impact: Organizations using both roadmapping and SPM see 2.5x higher ROI

Your AI initiatives are a portfolio requiring governance. SPM manages the portfolio, while the roadmap provides strategic direction.

The AI Skills Crisis

PMI's Urgent Warning

20%

AI-Ready PMs

Have good practical AI experience

27%

Leadership Gap

Between leaders (67%) and employees (40%) in AI familiarity

70%

Skills Evolution

Of job skills will change by 2030

The Reality

- AI literacy is now the #1 in-demand skill of 2025
- PMI calls AI fluency "non-negotiable for PMs"
- Skills gap creates dangerous vulnerability
- Without closing this gap, technology means nothing

"Fluency in AI basics is non-negotiable for PMs" - PMI



Resources for Success

Tools to Accelerate Your Journey

SPM Platform Guide

Gartner Magic Quadrant leaders
evaluation framework

"Agent Boss" Training

Complete curriculum for AI
management skills

AI Skills Assessment

Comprehensive templates for
capability evaluation

Integration Blueprints

Technical architecture for AI-PMO
integration



Complete Package: ROI calculator shows 6-month payback -
email us for everything

Strategic Portfolio Management as Command Center

The Digital Foundation for AI-Enabled PMOs



Modern SPM Platforms

Clarity, ServiceNow SPM, Planview consolidate 500+ projects into single strategic view



AI Integration Points

Predictive resource allocation, risk scoring, scenario planning, automated governance



Market Adoption

44% of organizations now using integrated SPM (up from 7%)

Key AI Integration Capabilities:

Predictive Resource Allocation: AI forecasts capacity needs and optimizes assignments

Risk Scoring and Mitigation: Automated risk assessment with recommended actions

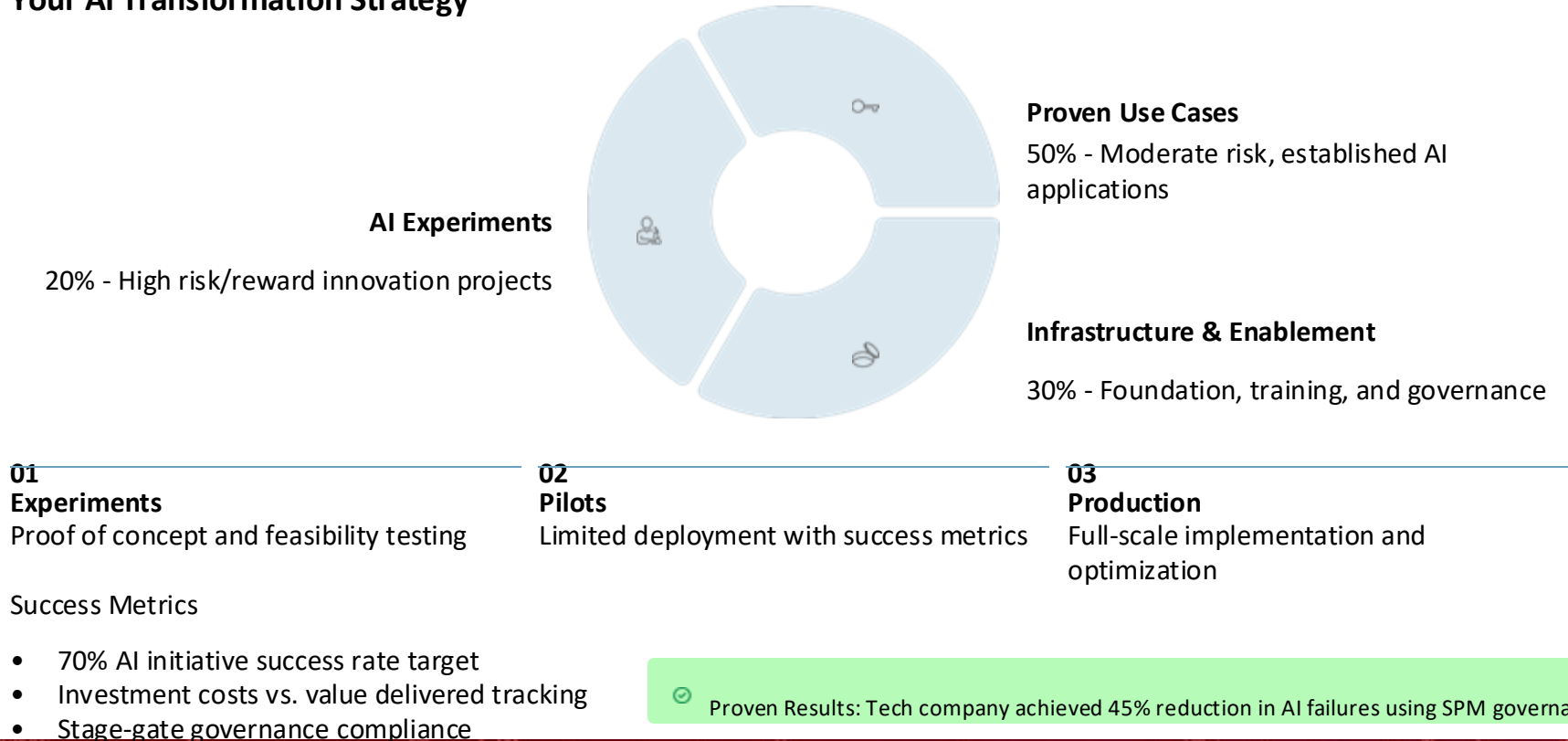
What-if Scenario Planning: Model different portfolio configurations instantly

Automated Governance Workflows: Stage-gate processes with AI-powered decision support

"You can't manage modern portfolios in Excel. SPM is your mission control for AI transformation."

Managing AI as a Portfolio

Your AI Transformation Strategy



Real-World Success Story

Global Retailer's AI-PPM

Challenge

200+ disconnected AI experiments, massive skills gap, no PPM discipline

Solution

Clarity SPM for portfolio governance, PMI-based AI literacy program for 5,000 employees

Results

200 → 47 strategic programs, 3x improvement in success rate, \$50M reallocation

Implementation Approach (Aligned to SPM Survey Best Practices):

Customer Value Focus: Top PPM priority alignment

Cross-functional Visibility: 8 departments integrated

Skills Development: Comprehensive AI literacy program

Portfolio Discipline: Stage-gate governance implementation



Key Achievement: 55% efficiency gain - exactly matching SPM Survey predictions



"PPM/SPM gave us the discipline AI transformation requires" - Transformation Leader



The Five Roles of the AI-Era PMO

Your New Value Proposition (PMI-Aligned)



Value Orchestrator

Optimize end-to-end value delivery across the entire organization



Data Integrator

Break down silos and enable seamless information flow



Strategic Advisor

Guide AI investment decisions with portfolio intelligence



Change Enabler

Lead cultural transformation and capability development



Performance Optimizer

Continuously improve outcomes through AI-enhanced insights



PMI Guidance: "PMOs must be embedded, not parallel to the organization"

Notice what's missing? Administrative overhead. You become indispensable by enabling, not controlling.

PMI's PMO Success Factors

What Makes PMOs Indispensable

- ☐ **Executive Sponsorship**
Non-negotiable for success - leadership commitment drives adoption
- ☐ **Embed, Don't Parallel**
Integrate into organizational fabric rather than operating separately
- ☐ **Clear "Why"**
Communicate AI benefits as job evolution, not replacement
- ☐ **Address Fears Directly**
AI augments human capability rather than replacing people
- ☐ **Build Internal Capability**
Don't rely only on consultants - develop internal expertise



PMI's research is crystal clear: executive sponsorship isn't optional, and addressing fears head-on is essential for transformation success.



PMI Infinity: AI assistant trained on PM best practices to help PMs work with AI

Measuring What Matters

Portfolio Health

- AI initiative success rate
- Time to production deployment
- ROI by business unit

Strategic Alignment

- % initiatives mapped to objectives
- Value stream coverage
- AI maturity progression

Skills & Governance

- Training completion rates
- Skills gap closure rate
- Compliance gate passage

Real-time view of 83 AI initiatives across enterprise

This becomes your daily command center - every metric ties to value or risk, with skills tracked alongside projects for complete visibility.



Control Center: Track skills alongside projects for complete transformation visibility



Common Pitfalls to Avoid

Learn from Others' Mistakes

Technology-First Approach

Starting with technology instead of value identification kills 60% of initiatives

Ignoring Skills Gap

The massive AI skills gap is the biggest transformation killer

Old Activity Metrics

Maintaining traditional activity-based measurements instead of value metrics

Working in

Isolation without executive support leads to inevitable failure

Hiring Strategy Fallacy

Assuming you can hire your way to AI capability instead of building internally

Shadow AI Problem

Ungoverned experimentation creates risk and waste



Critical Insight: Shadow AI is already in your organization - you cannot hire your way out, you must build capability internally

Gartner AI Roadmap at a Glance



SELF-ASSESSMENT											DISCOVERY											FOUNDATION											SCALING											OPTIMIZATION											TRANSFORMATION											EVOLUTION											INNOVATION											PROOFPOINTS																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
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Your 30-60-90 Day Quick Start

Accelerate Your AI-PMO Journey

Days 1-30: Discovery

- Inventory all AI initiatives
- Conduct comprehensive skills assessment
- Create AI roadmap (Now/Next/Future)

1

2

3

Days 61-90: Scale

- Scale to top 10 AI initiatives
- Roll out "agent boss" training
- Report first ROI metrics

Days 31-60: Foundation

- Select and implement SPM platform
- Launch PMO AI literacy program
- Implement stage-gate governance

This is your practical roadmap. Start with discovery and assessment in month one, establish governance and training in month two, and by day 90, you'll have concrete proof points.



Expected Results: 40% reduction in overlap, 30% improvement in readiness - ROI pays for everything

One Year Later - Two Futures

December 2025: Your PMO's Obituary or Victory

THE OBITUARY (80% probability)

"PMO dissolved after failing to show AI value"

- Functions absorbed by AI-enabled departments
- Team scattered, careers derailed
- Company loses 40% on failed projects
- Reputation permanently damaged

THE VICTORY (20% probability)

"PMO leads \$15M in AI-driven savings"

- 60% faster project delivery
- CEO: "PMO is our strategic weapon"
- Team leading industry
- Career advancement and recognition

The ONLY difference: Starting TODAY vs. next month



Q&A

Let's Explore Your Challenges

Discussion Topics

- Your specific AI transformation challenges
- Implementation roadmap questions
- Skills development strategies
- Platform selection guidance
- Executive sponsorship approaches

Connect With Us

- LinkedIn/social media connections
- Resource download links
- Follow-up consultation offers
- PMI community introductions

We have time for your specific challenges and will stay after for individual conversations.



Download all resources and tools at our dedicated resource portal

ValueOps[®]
by Broadcom

PMI's AI Certification Path

Building Your Credentials



Foundation

Generative AI overview for PMs - Essential basics and terminology



Application

Practical Application of GenAI - Hands-on implementation skills



Advanced

Cognitive Project Management in AI (CPMAI)™ - Gold standard certification



Organizational

Leading AI Transformation Guide - Enterprise-level leadership

Available Resources:

- PMI Infinity AI assistant
- Global practitioner community
- Talent Triangle® AI integration
- 1 million professionals transforming PM

