



AI Progression: Capabilities, Limits, and What's Next

Your Guides:
Peter Hughes & Luis Palacios

Sponsored by

ValueOps™
by Broadcom

Clarity™
by Broadcom

Rally®
by Broadcom

ConnectALL
by Broadcom

Insights
by Broadcom

LAST YEAR:

Is AI real, or overhyped?

THIS YEAR:

**How do we turn AI progress
into reliable business value?**



Compared with last year, how has your organization's view of AI changed

The Slido app must be installed on every computer you're presenting from

slido

How the AI Conversation Is Changing

The focus is shifting from accessing AI to operationalizing AI.

12–18 MONTHS AGO

Which model should we use?

Can AI answer this?

Let's run an experiment build a pilot.

How intelligent is the model?

What does AI cost?



NOW

Which workflow should we improve?

Can AI reliably complete this?

How do we scale processes?

How do we make AI compliant and govern it?

Is the outcome worth the cost?

AI access is becoming easy. **Turning it into governed, repeatable work is the hard part.**

Three Questions We Will Answer Today



01

Capabilities

What can AI
now do?



02

Limits

What still stops
us from trusting
it?



03

What's Next

What does the
future PMO
look like, and how
do we prepare?

Capabilities

How is AI progressing?

A THOUGHT EXPERIMENT

Imagine the most capable new hire you've ever had.

Brilliant. Fast. Endlessly willing.

And on day one, they know nothing about your organization.



Understand: Learning How You Work

1. Understand

2. Reason

3. Act

4. Operate

WEEK ONE

Before new employees can help, they must learn how your organization works.

Company terminology

Processes

Roles

Data definitions

Priorities

Exceptions

Raw intelligence

+

Your context

=

Useful Output

Reason: Turning Context Into Insight

1. Understand

2. Reason

3. Act

4. Operate

MONTH ONE

Now they can help you make sense of what is happening.



Compare
options



Spot
patterns



Flag
issues



Explain
trade-offs



Suggest
next steps

*Which five investments need leadership attention this week **and why?***

Act: Working Inside Your Systems

1. Understand

2. Reason

3. Act

4. Operate

MONTH THREE

Eventually you give them access — and the focus changes.

WHAT THEY CAN DO NOW

- Update records
- Draft communications
- Request missing information
- Prepare actions for approval

WHAT YOU MUST CONTROL NOW

- Access
- Permissions
- Review
- Audit trails
- Human gates

Operate: Owning Bounded Pieces of Work

1. Understand

2. Reason

3. Act

4. Operate

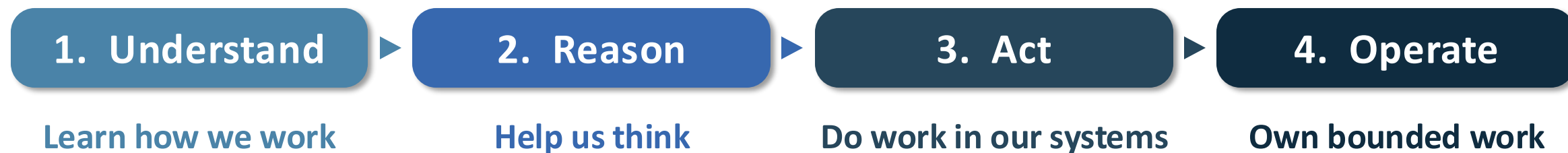
MONTH FOUR

You stop assigning tasks and start assigning responsibility.

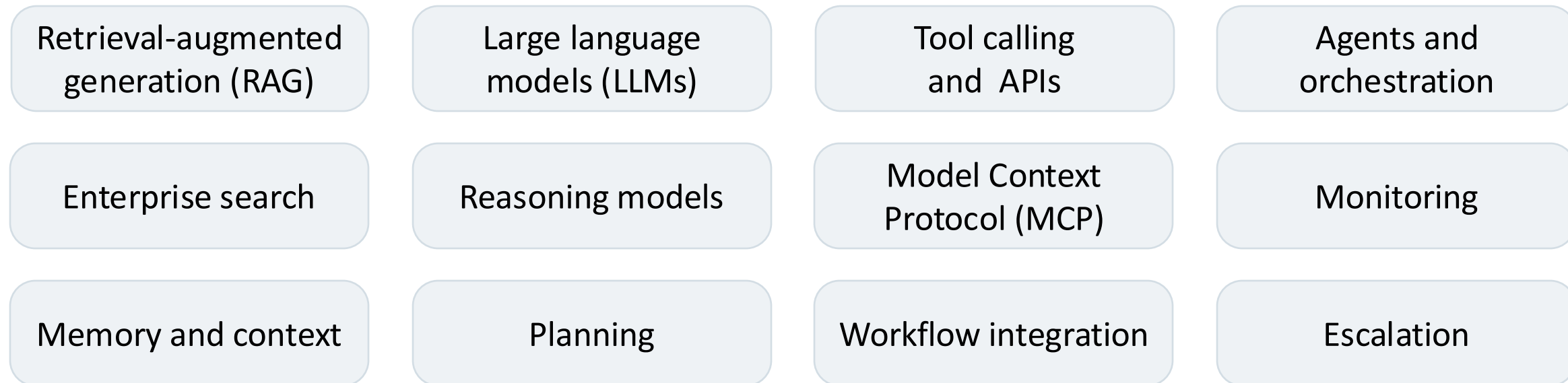


Now Replace the New Hire with AI

Same four stages. Same order. Same dependency on context.



WHAT MAKES EACH STAGE WORK



Limits

Where AI Still Struggles – and How We Make It Harder

AI Is Powerful, but Capability Is Still Uneven

Some limitations belong to the technology. Others result from how we deploy it.

THE TECHNOLOGY'S LIMITS

- 1 Reliability**
Capable, but not consistent
- 2 Self-knowledge**
It cannot tell when it is wrong
- 3 Compounding**
Small errors multiply across steps

This is improving quickly.

THE LIMITS WE CREATE

- Context
- Data quality
- Permissions
- Integration
- Governance

This is entirely ours to fix.

Intelligence Does Not Equal Reliability

TECHNOLOGY LIMITS · 1 OF 3

AI can be remarkably capable and still fail unpredictably.

“Summarize portfolio risk for the steering committee.”

Strong answer

Exactly what you needed.

Weaker answer

Same question, thinner result.

Brittle

Good on one dataset, poor on a variation.

Plausibly wrong

Convincing, complete, incorrect.

AI Does Not Naturally Know When It Is Wrong

TECHNOLOGY LIMITS • 2 OF 3

Confidence and accuracy are not the same thing.

	WRONG	RIGHT
HIGH CONFIDENCE	Confidently wrong	Genuinely useful
LOW CONFIDENCE	Usually caught	Under-trusted

AI CAN MISLEAD WITHOUT WARNING

- ▲ Invent missing information
- ▲ Misinterpret ambiguous context
- ▲ Make assumptions without surfacing those assumptions
- ▲ Explain an incorrect conclusion convincingly

The Longer the Job, the More Chances for Errors

TECHNOLOGY LIMITS · 3 OF 3

Multi-step work can compound errors.

1. Understand

2. Reason

3. Act

4. Operate

▶ A misunderstanding quietly distorts the reasoning.

▶ Flawed reasoning drives the wrong action.

▶ The wrong action feeds every later decision.

Then There Are the Limitations We Create

THE LIMITS WE CREATE

AI is only ever as useful as the environment we give it.



Context

AI does not know
how we work.



Data quality

The record does
not match reality.



Permissions

It cannot reach
what it needs.



Integration

It sits outside
the workflow.



Governance

No agreed-upon
rules.

Some AI problems are model problems. **Most are data, process, and governance problems.**

Audience Poll

THE LIMITS WE CREATE

What is actually slowing you down?

A**Data quality**

The record does not match reality.

B**Fragmented tooling**

The work is spread across too many systems.

C**Skills and confidence**

We do not yet know how to use it well.

D**Adoption**

People will not change how they work.

E**Proving value**

We cannot build a case that survives scrutiny.

F**Governance**

Nobody has agreed on the rules yet.





What is actually slowing you down?

The Slido app must be installed on every computer you're presenting from

slido

What's Next for AI

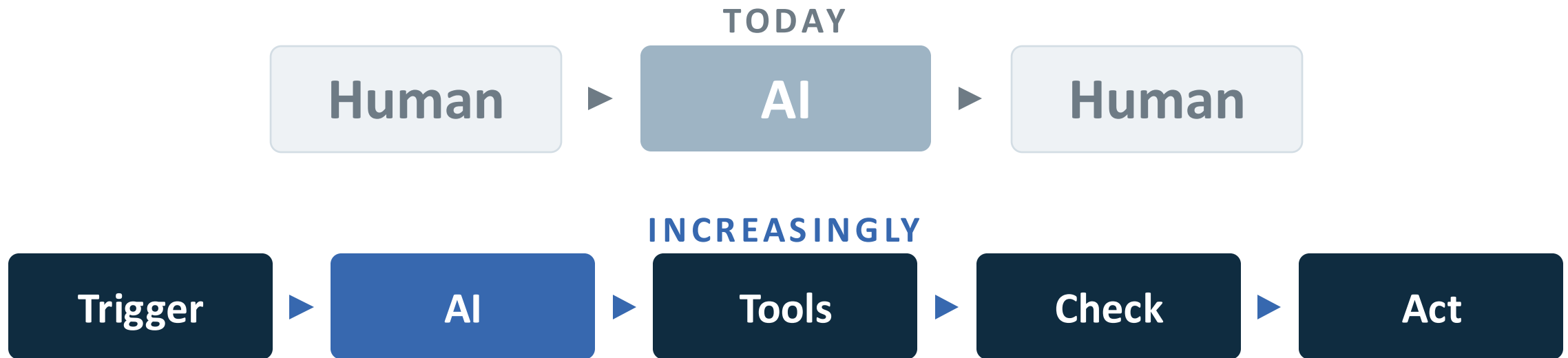
AI progress will not happen as one big event.

It will show up as a set of shifts in how work gets done, how systems are connected, and how organizations decide what to trust.

Shift 1: From Assistance to Execution

SHIFT 1 OF 4

AI moves from helping people do work – to performing parts of the work.

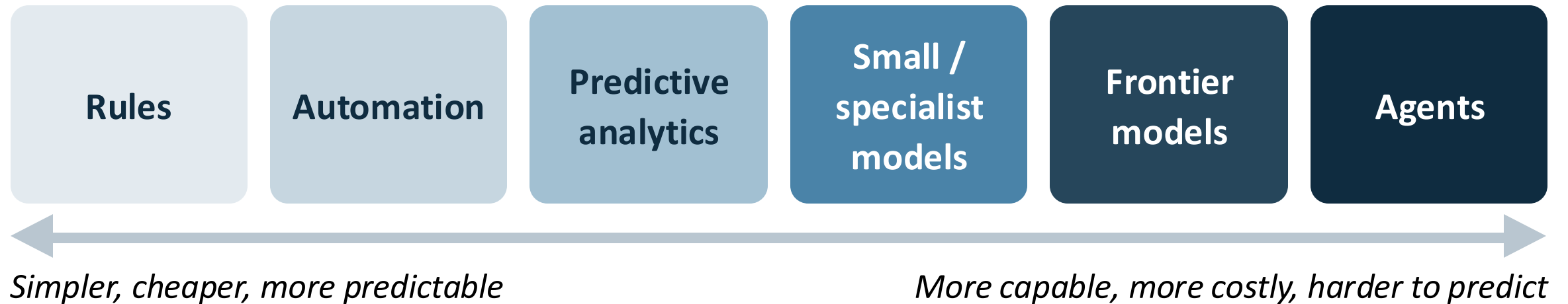


The next wave is not better answers.
It is AI inside the workflow.

Shift 2: From One AI Model to a System of Intelligence

SHIFT 2 OF 4

No organization will use one model for everything.



Nothing on this spectrum is a prize.
**The right choice is whatever reliably produces an outcome
at an acceptable latency, cost, and risk.**

Shift 3: From Experiments to an Operating Model

SHIFT 3 OF 4

AI adoption stops being a project and becomes an organizational capability.



The winners will not simply have better AI tools.
They will have a better way of adopting them.

Shift 4: From AI Projects to an AI Portfolio

SHIFT 4 OF 4

Opportunities will grow faster than the capacity to deliver them.

DO NOW

Clear value, and
the data is ready.

EXPERIMENT

Promising, but
still unproven.

FIX FIRST

Blocked by data
or process, not
by AI.

DECLINE

Too risky, or too
little value.

STOP

Already running,
and should not
be.

Every AI opportunity must land in one of these five categories. The hardest one is stop.

AI becomes a portfolio management problem —
which is a familiar problem for PMOs.

What This Means for PMO and Clarity Owners

What does an AI-Enabled PMO look like?



The AI-Enabled Project Management Office

The same four stages, applied to your current portfolio.



The future PMO is not simply AI-assisted.
Parts of it become AI-operated.

Automate the Coordination Tax

Consider where PMO effort is spent today.

THE COORDINATION TAX

- Chasing people
- Checking completeness
- Reconciling mismatches
- Building packs
- Rekeying between tools
- Recurring reports
- Following up on actions
- Keeping data up to date



WHERE FOCUS SHOULD BE

Judgment

Prioritization

Intervention

Agents are unusually good at coordination work.
It is the fastest, lowest-risk win a PMO has available.

From Reporting the Past to Predicting the Future

The questions the PMO can answer are about to change.

TODAY MOST PMOS ASK

What happened?

Is our status red, amber, or green?

Are we over budget?

Which milestones slipped?

A FORWARD-LOOKING PMO ASKS

Which projects will turn red?

Where will resource constraints appear?

Which investments will miss their value?

Which risks are becoming more likely?

Where should leadership intervene now?

The biggest prize is not automating the report.

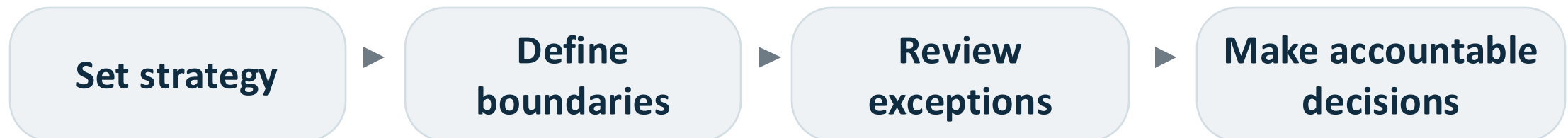
It is no longer having to wait for one.

What Could an Agentic PMO Look Like?

Not one assistant. Instead, a team of specialists, and one that reports upward.



AND THE HUMAN ROLE



What Should Leaders Do Now?

Get the Foundations Right

ACTION 1 OF 5

AI will expose every weakness in your data and your operating model.

ESTABLISH

Data quality

Fields are populated and current.

Shared definitions

Red means the same thing everywhere.

Reliable integrations

Data arrives without human intervention.

Defined roles

Who updates, who approves, who escalates.

Governance

Rules established before deployment, not after.

Skills and judgment

Identify the people who flag faulty outputs.

If Clarity data is not trusted today,
AI will not fix that for you — it will simply repeat inaccuracies faster.

Make Clarity AI-Ready

ACTION 2 OF 5

Six things you can start without buying anything.



Audit data currency

Status, actuals, allocations, and risks.



Publish a data dictionary

Every field and value, in business language.



Document the real processes

Gates and approvals as they actually run.



Retire dead configuration

Dead attributes will mislead a model.



Fix the history, not just today

Prediction needs baselines and snapshots.



Review the access model

AI inherits whatever permissions you give it.

YOU ARE DONE WHEN YOU CAN ANSWER THIS

Could AI look at your portfolio today and determine what “healthy” means?

Standardize Before You Automate

ACTION 3 OF 5

AI works far better when the process is already clear.

A WORKFLOW IS READY WHEN IT IS

Repeatable

Well
understood

Data-backed

Measurable

Governed

Messy process

+

AI

=

Faster mess

Automation does not tidy a process.
It runs whatever you already have, faster and more often.

Decide Where AI Can Assist, Act, or Operate

ACTION 4 OF 5

Not every workflow needs – or deserves – the same level of autonomy.

Every step up the ladder needs more control than the step below it.

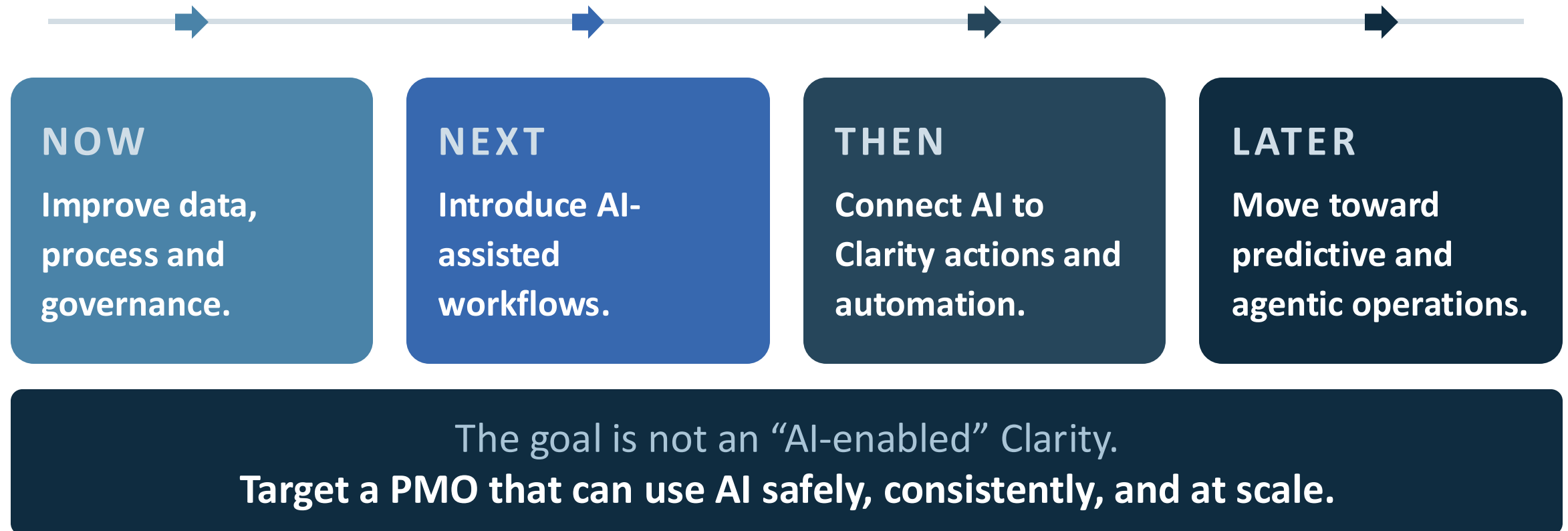


INCREASING AUTONOMY — AND INCREASING OBLIGATION

Build an AI Roadmap for the PMO

ACTION 5 OF 5

Think in stages, not in one big transformation.



Do not chase AI. Build the capability to absorb it.

AI will keep improving.

The organizations that benefit most will be the ones
able to turn that progress into:

**Trusted
workflows**

**Better
decisions**

**Measurable
value**

Understand AI capabilities and limits:

**Grounded
Knowledge and
Data**

**Clear Access and
Action
Boundaries**

**Feedback Loops
and Continuous
Evaluation**

Questions?



Survey



Please take a few moments to fill out the class survey.

Your feedback helps us improve future events.



Earn Rego University Certifications and Professional Specializations

Your participation in this class may count toward Rego University certification progress.

Certifications

Build recognized Clarity expertise.
Complete 10 eligible learning units
within a certification track.



**Best Practice
Clarity Administrator**



**Best Practice
Clarity Lead**

Professional Specializations

Deepen your skills in focused topic areas.
Complete 4 eligible learning units within a selected
specialization, with the option to earn multiple specializations.



**Artificial
Intelligence (AI)**



**Reporting &
Analytics**



Technical



Important: Complete the class survey in the app after each session so your credits can be tracked.

More info: <https://regouniversity.com/certificates>

Earn PMI credit

Eligible Rego University sessions qualify for Professional Development Units (PDUs)

- Access your account at pmi.org
- Click on **Certifications**
- Click on **Maintain My Certification**
- Click on **Visit CCR's** button under the **Report PDU's**
- Click on **Report PDU's**
- Click on **Course or Training**
- Class Provider = **Rego Consulting**
- Class Name = **Rego University**
- Course **Description**
- Date Started = **Today's Date**
- Date Completed = **Today's Date**
- Hours Completed = **1 PDU per hour of class time**
- Training classes = **Technical**
- Click on **I agree** and **Submit**



Let us know how we can improve!
Remember to fill out the class survey.



Phone

888.813.0444



Email

info@regoconsulting.com



Website

<https://regouniversity.com/pmi-credits/>

Continue to Get Resources and Stay Connected

- 1 Use RegoXchange.com for instructions and how-to guides.
- 2 Talk with your account managers and your Rego consultants.
- 3 Sign up for webinars and join in-person Rego groups near you at RegoConsulting.com
- 4 Join us for the next [Rego University](#)!

