

**Enabling Project Management
Transformation With GenAI:**

The Need for Organizational Support





Previous research in the PMIxAI series includes:

- ▶ [First Movers' Advantage: The Immediate Benefits of Adopting Generative AI For Project Management](#)
- ▶ [Pushing the Limits: Transforming Project Management with Generative AI Innovation](#)
- ▶ [The Project Professional's GenAI Journey: From Quick Wins to Leading the Transformation](#)

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Introduction

Generative artificial intelligence (GenAI) has rapidly become a top priority for executive leaders. GenAI is now the most frequently deployed AI solution in organizations, and 89%¹ of executives rank it among their top three technology priorities, according to McKinsey. Yet only 1%² of organizations believe they have reached GenAI maturity, revealing a stark mismatch between ambition and readiness.

Much of the current adoption is driven by efficiency goals. For example, 45% of firms using GenAI are doing so to cut staffing costs.³ But this mindset risks narrowing the lens of possibility. GenAI's real value lies not in marginal savings but in its potential to fundamentally reimagine how work is planned, executed and delivered at scale. **And project management is no exception. Organizations seeking to unlock GenAI's full potential must include project management in organization-wide transformation efforts.**

Our companion report, [The Project Professional's GenAI Journey](#), reveals that while project professionals are rapidly adopting GenAI tools, applying them to everything from meeting summaries to complex planning and risk management, their potential impact is stifled when organizational policies, infrastructure and culture fail to support them.

Only 1%
of organizations
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45%
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GenAI are doing
so to cut staffing
costs.

This article:



Makes the case for why organizations must invest purposefully in the infrastructure, culture and support mechanisms needed to empower project professionals to transform processes and practices and harness GenAI effectively, and



Provides guidance on how to do it.

About This Article

This article synthesizes insights from the PMI comprehensive multiyear research initiative on GenAI transformation in project management, offering strategic insights and practical guidance for organizations seeking to maximize GenAI's benefits. Our approach combines quantitative survey data from thousands of project professionals with qualitative insights from industry experts and practitioners. It provides both evidence-based findings and real-world implementation guidance for organizations navigating GenAI-enabled project management transformation.

Foundation for the Article

Our latest findings come from Wave 3 (July–September 2024) of the Generative AI in Project Management Survey, incorporating the experiences of 2,000 project professionals across 18 industries in 12 countries. This builds on previous research conducted in Wave 2 (March–April 2024) and Wave 1 (December 2023–January 2024) of the survey, allowing us to identify evolving trends and persistent challenges in GenAI adoption.

Expert Perspectives

To bring depth and context to our survey findings, we conducted additional in-depth interviews with thought leaders and industry experts representing diverse perspectives on GenAI's organizational impact. These 9 leaders add their insights to the more than 40 experts who shared their knowledge in our previous GenAI research waves. These conversations explored real-world implementation challenges, strategic considerations and the human dimensions of GenAI adoption not easily captured in quantitative data.



Kathleen Walch

Director, AI Engagement
and Community, PMI

“The rapid evolution of GenAI is redefining how organizations approach project management, moving from traditional methods toward more adaptive, intelligent and data-informed practices. As project professionals begin to explore the possibilities GenAI offers, the challenge is no longer just about understanding the technology, but about building the right environment to support its effective and sustainable use. Successful transformation isn’t just about the tools but about creating a culture where innovation is encouraged, outcomes are measurable and collaboration is embedded into the process.”

KEY TERMS IN THIS RESEARCH

USER CATEGORIES

Trailblazers: Advanced users leveraging GenAI for over 50% of their projects, adopting it for a wide range of different tasks, including complex tasks like risk management and planning.

Explorers: Project professionals using GenAI for a limited 1%-15% of their projects, typically for basic tasks like communication and content summarization.

ORGANIZATION CATEGORIES

Peak Organizations: Organizations with mature GenAI adoption support, featuring comprehensive support systems, governance frameworks and strategic integration focused on project management processes.

Foundational Organizations: Organizations in early adoption stages with minimal support infrastructure and limited formal policies, and a lack of clearly defined strategy or goals.

MEASURING IMPACT

Initial Gains (2x-3x): These represent increases of 100%-200% in adoption or productivity.

Advanced Gains (3x+): These represent increases that exceed 200% in adoption or productivity.

Adoption increase refers to frequency and extent of GenAI usage compared to six months prior, while productivity increase measures efficiency improvements in work completion time or output quality.

2

How Organizations Can Enable Project Professionals to Move From Individual Experimentation to Systematic Transformation

Martin Fleming, research scientist at MIT FutureTech and former chief economist at IBM (USA), observes that most organizations remain stuck in the early stages of GenAI adoption, something he calls “the adoption funnel.” “Most firms today are still at experimentation, not yet driving real economic impact,” he notes.

This creates a strategic imperative. When organizations commit to supporting GenAI adoption, the initiative goes beyond doing the same with less. More than simply enabling project professionals to do existing tasks more efficiently, well-supported GenAI implementation enhances the fundamental capabilities of project professionals. As Matt Sigelman, president of the Burning Glass Institute and senior advisor at Harvard University’s Project on Workforce (USA) argues, this “makes project professionals more valuable by increasing the numerator in the productivity equation, not just reducing the denominator.”

How do organizations achieve this transformation?

Our research shows that **organizational preparedness** and **initiative** are critical to unlocking the full transformative value of GenAI in the context of project management processes, workflows, techniques and tools. Together, these two factors define the conditions under which GenAI can deliver not just quick wins but sustained, enterprise-wide project management advantage.



Figure 1: Organizational Preparedness and Initiative

Beyond Cost Reduction: Expert Insights on GenAI's True Value in Project Management

While many organizations continue to assess GenAI initiatives primarily in terms of cost savings, some experts suggest this narrow focus may cause them to miss significant opportunities in project work.

Daniel Karlsson, co-founder and AI advisor at TOKSTARK (Sweden), notes that “companies can focus heavily on efficiency and cost savings in the short term, but this approach risks missing intangible benefits like lower stress levels, higher employee retention, easier recruitment and increased innovation potential over time.” The challenge, he explains, is that “while strategic benefits like innovation, agility and talent retention are acknowledged, they often require strong quantitative backing to be seen as justifiable.” A demand for hard numbers may prevent organizations from realizing these very benefits that are difficult to quantify up front.

This creates a paradox: by insisting on measurable ROI before investing in GenAI's transformative potential, organizations may forfeit the opportunity to achieve the substantial but less tangible returns that could drive long-term competitive advantage.

Matt Sigelman also encourages a more expansive view. He observes that “the most successful organizations view GenAI not as a cost-cutting tool but as a catalyst that stimulates demand for more projects by fundamentally changing project economics.”

In his view, the potential return “isn't just about cost. Employee retention improves as professionals are upskilled. Organizational expertise deepens as employees develop ‘lived’ knowledge of the organization's dynamics — critical for effective risk management.” Financial benefits, he suggests, may emerge through “the ability to execute more projects with the same or fewer resources, expanding the organization's capacity for transformation.”

These perspectives suggest an emerging shift — one that positions GenAI not only as a lever for efficiency but also as a potential enabler of long-term value and greater project ambition.



2.1 Organizational Preparedness: Strengthening the Infrastructure and Culture

The path to GenAI-driven transformation of project management begins with preparing the organization. Our research reveals that mastering two foundational elements — a strong technology and data foundation, and a culture of innovation — is crucial for success. Understanding these critical success factors helps organizations assess their preparedness and systematically address gaps, whether they are just beginning their project management GenAI journey or seeking to scale existing implementations across their project portfolios.

Laying the Foundation With Data, Technology and Governance Infrastructure

In our report, [First Mover's Advantage](#),⁴ we found that 89% of Peak organizations have “many mandates” for GenAI usage, compared to just 10% of Foundational organizations. This gap in organizational enablement and support translates into measurable outcomes: Peak organizations are five times more likely than Foundational organizations to achieve advanced adoption and nine times more likely to achieve advanced productivity gains with GenAI.

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advanced adoption ...

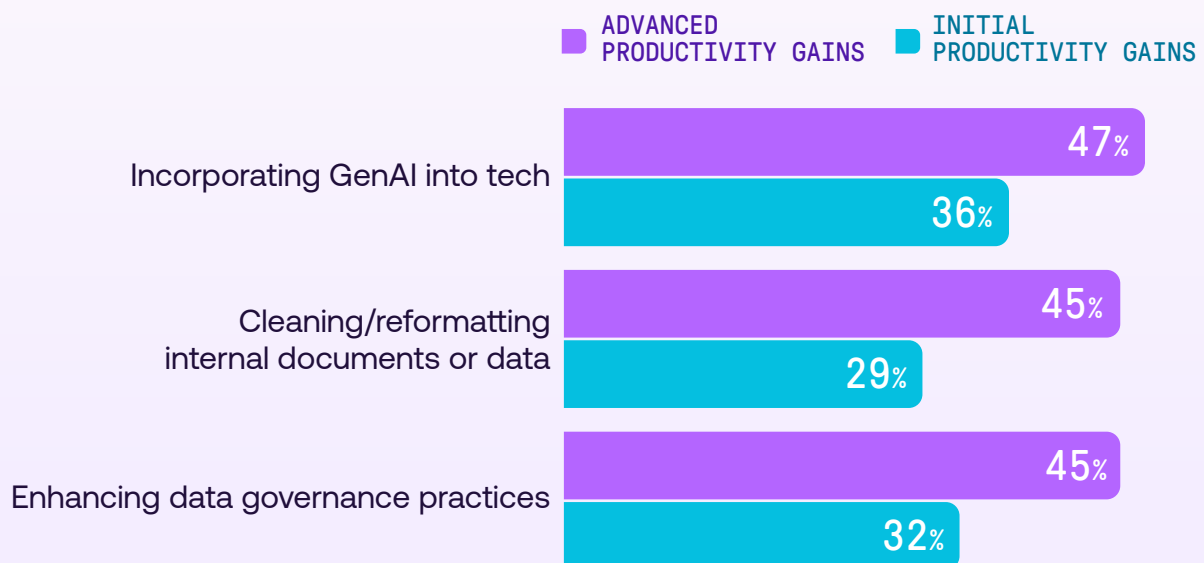
... and
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What accounts for this dramatic difference in GenAI-driven transformation within project management? Much of it comes down to how organizations invest in three critical infrastructure pillars: technology integration, data readiness and governance. Those seeing advanced gains tend to show a stronger, more deliberate commitment across all three (see Figure 2):

1. **Technology Integration:** Forty-seven percent of organizations with advanced productivity gains integrate GenAI directly into their technology stack, compared to only 36% of those seeing initial gains.
2. **Project Data Quality:** Forty-five percent of organizations achieving advanced productivity gains in project management prioritize cleaning and reformatting internal project data, versus just 29% of those seeing initial gains.
3. **Project Data Governance:** Forty-five percent of organizations with advanced productivity gains enhance their data governance practices, compared to 32% of those only seeing initial gains.



Figure 2: The Role of Data, Infrastructure and Governance In Driving GenAI Productivity Gains



Q. In which of the following ways, if any, has your organization supported your use of GenAI for managing projects? (Select all that apply.)

Q. Using the slider below, please indicate how much your use of GenAI has increased your productivity when managing projects.

Source: PMI. Generative AI in Project Management Survey: Wave 3. n = 2,000.

A resilient digital backbone underpins GenAI success in project management. Nourhène Mhennaoui, project manager at TotalEnergies (Tunisia), notes that organizations need “scalable systems that can handle increasing data volumes and processing requirements, often through cloud-based solutions and modern distributed computing architectures.”

But infrastructure alone is not enough. “The preparedness checklist must include data quality,” says Aditya Kumar, senior associate vice president at EXL (India). “If the organization does not have that, it is difficult to achieve GenAI goals.” Clean data, which includes instituting universal formatting for unstructured sources like project notes and communications, is essential for effective model performance.

Kumar also emphasizes the importance of governance: “Data exposure is a major concern, making regulatory aspects essential to infrastructure readiness.” Organizations must work with compliance teams to establish clear policies on privacy, security and ethical GenAI use, especially when dealing with sensitive project information. Without this foundation, risks increase, adoption slows and potential remains untapped.

While individual project professionals may achieve isolated gains, organization-wide transformation requires intentional investment in systems, data and governance. Those that move early are already seeing compounding returns. Others risk falling behind as the GenAI learning curve accelerates.

KEY ACTIONS FOR ORGANIZATIONS

1

Conduct a comprehensive infrastructure audit of your current technology stacks and governance practices specifically for project management GenAI readiness, benchmarking against industry leaders where possible.

2

Establish comprehensive GenAI usage policies for project contexts that balance individual initiative with organizational support, including clear guidelines for appropriate project use cases, project data-handling protocols and risk management procedures.

3

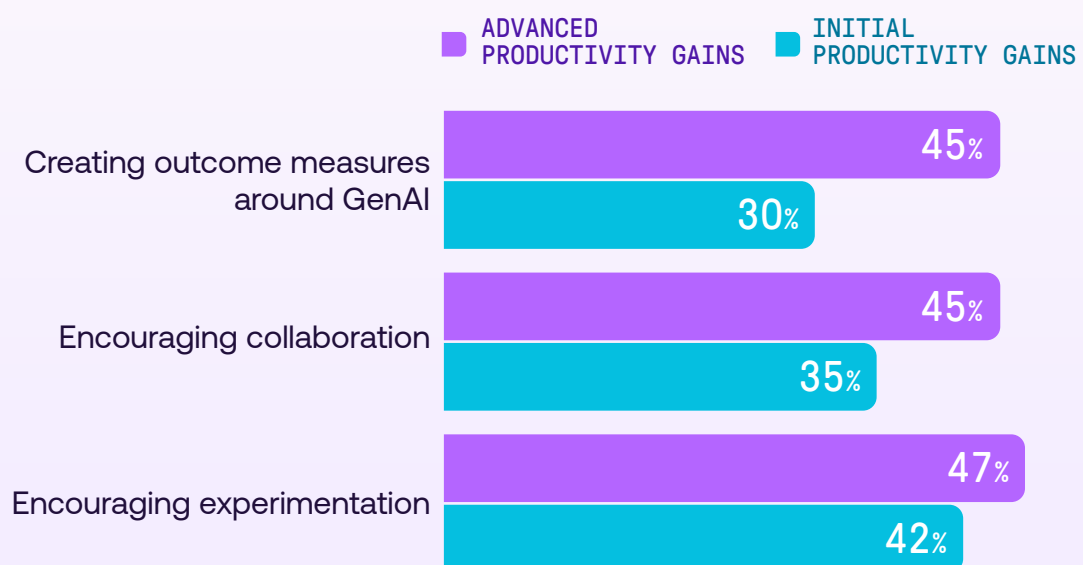
Enhance project data quality systematically by identifying inconsistencies in project information, cleaning and standardizing both structured and unstructured project data and ensuring optimization for project management GenAI applications.

Fostering a Culture of Innovation, Collaboration and Experimentation

Beyond systems and infrastructure, an organization's culture plays a critical role in shaping the success of GenAI adoption in project management. Our research shows that organizations achieving advanced productivity gains consistently engage in three key cultural practices (see Figure 3):

- 1. Outcome-driven mindset:** These organizations are more likely to define and track clear success metrics for GenAI adoption — 45% do so, compared to 30% of those with only initial gains. Establishing outcome measures for GenAI use helps build accountability and makes the value of GenAI more tangible within project environments.
- 2. Collaboration as a core practice:** Forty-five percent of organizations with advanced gains foster active collaboration versus 35% of those at initial stages. This includes communities of practice and cross-functional teams. These are spaces where project professionals can exchange ideas, share lessons and solve for success.
- 3. Purposeful experimentation:** A culture of experimentation is more common in organizations achieving advanced gains, exceeding those with initial gains by 5 percentage points. Crucially, this experimentation is structured and aligned with business goals, thereby avoiding the pitfalls of scattered trial-and-error approaches, as McKinsey's⁵ research cautions.

Figure 3: The Influence of Organizational Culture and Leadership on GenAI-Driven Productivity Gains



Q. In which of the following ways, if any, has your organization supported your use of GenAI for managing projects? (Select all that apply.)

Q. Using the slider below, please indicate how much your use of GenAI has increased your productivity when managing projects.

Source: PMI. Generative AI in Project Management Survey: Wave 3. n = 2,000.

Leading organizations demonstrate these cultural elements through concrete actions that drive measurable results. For example, Pan Jiping's organization, the Overseas Research Institute (China) tracks specific key performance indicators related to efficiency gains. These include time saved in report generation and reduction in errors during project planning, and measuring ROI not just in productivity improvements but also in increased employee engagement and satisfaction.

Collaboration takes many forms across successful organizations. Devesh Mothilall at the City of Johannesburg (South Africa) notes, "We have forums where we bring in outside communities of practice ... where they get to show the members what the market is doing, what training opportunities are there, what support can be offered." Internal AI groups are also established where employees share experiences and challenges.

For experimentation, Aditya Kumar at EXL advocates for "creating safe spaces where employees feel safe to experiment without fear of failure or immediate productivity expectations" and launching "pilot programs to test AI applications and build confidence before scaling to larger projects." These examples illustrate how successful organizations create structured yet flexible environments that encourage both individual growth and collective learning in GenAI adoption.

KEY ACTIONS FOR ORGANIZATIONS

1

Define and track clear success metrics for GenAI initiatives to demonstrate value and maintain accountability.

2

Foster collaboration through multiple channels, from peer learning groups to cross-functional teams, to accelerate GenAI adoption.

3

Encourage purposeful experimentation with GenAI while ensuring alignment with business objectives to scale adoption.

What Are Common Challenges With Organizational Preparedness?

Drawing from our interviews with project professionals, here are examples of how insufficient organizational readiness can hinder effective GenAI adoption in project management:

Data Security and Governance

“The main concern from a cybersecurity and governance perspective is data classification. With thousands of employees, it is not an easy task to classify each piece of information, whether it is email, text documents, electronic spreadsheet files ... That is why we had to make conscious decisions saying we cannot open this up widely. We are not prepared as an organization and neither are our end users.”

Limited Access to Tools

“A common limitation is the lack of access to the different applications, which limits your level of complexity in what you can do with AI. There are many things that I would like to try out, but I do not have the license to do it and the tool is not open source.”

Cultural Resistance

“An employee used GenAI to streamline tasks and shared the results with their boss, only to be met with a dismissive response: ‘Oh, so you’re not working anymore?’ Such reactions can quickly dampen enthusiasm for GenAI adoption, creating the impression that using GenAI equates to cutting corners. This mindset discourages innovation and can hinder the productivity benefits that GenAI offers.”

Learning Investment

“The time and dedication it takes to learn GenAI also causes a lot of apprehension with organizations, because even if somebody may become an expert, they may be working outside their core responsibilities, or it just takes time away from daily operations.”

Strategic Vision

“The biggest hurdle was getting leadership to see AI as more than just a technical tool; it is a business enabler. Without that mindset, adoption was slow and implementation was fragmented. We needed extensive planning to shift leadership perspectives so they could fully leverage AI as part of their business framework, rather than seeing it as a stand-alone technology.”



2.2 **Organizational Initiative: Facilitating Learning and Industry Adaptation for Project Professionals to Succeed**

Initiative from the organization — the active, ongoing effort to drive GenAI adoption in project management — is just as vital as infrastructure and culture in enabling meaningful transformation. While preparedness lays the foundation, sustained success depends on strategic investments, targeted learning programs and comprehensive support systems that directly enhance project delivery.

Leading organizations do not just make GenAI adoption possible; they push it forward. They allocate resources, build capabilities and form partnerships that accelerate adoption well beyond what individual project professionals could achieve alone.

Industry context also plays a role. Some sectors are naturally better positioned to adopt GenAI due to existing tech maturity, while others must take initiative to overcome existing technical limitations, or regulatory or operational hurdles unique to their environments.

This section explores how forward-thinking organizations are translating initiative into action, where gaps in support still exist and what it takes to create conditions where project teams can succeed with GenAI across diverse industries and project types.



“Organizations must invest in resources and support experimentation. Provide employees with training, tools and incentives to help them develop their GenAI skills.”

Nourhène Mhennaoui

Project manager at TotalEnergies,
Tunisia

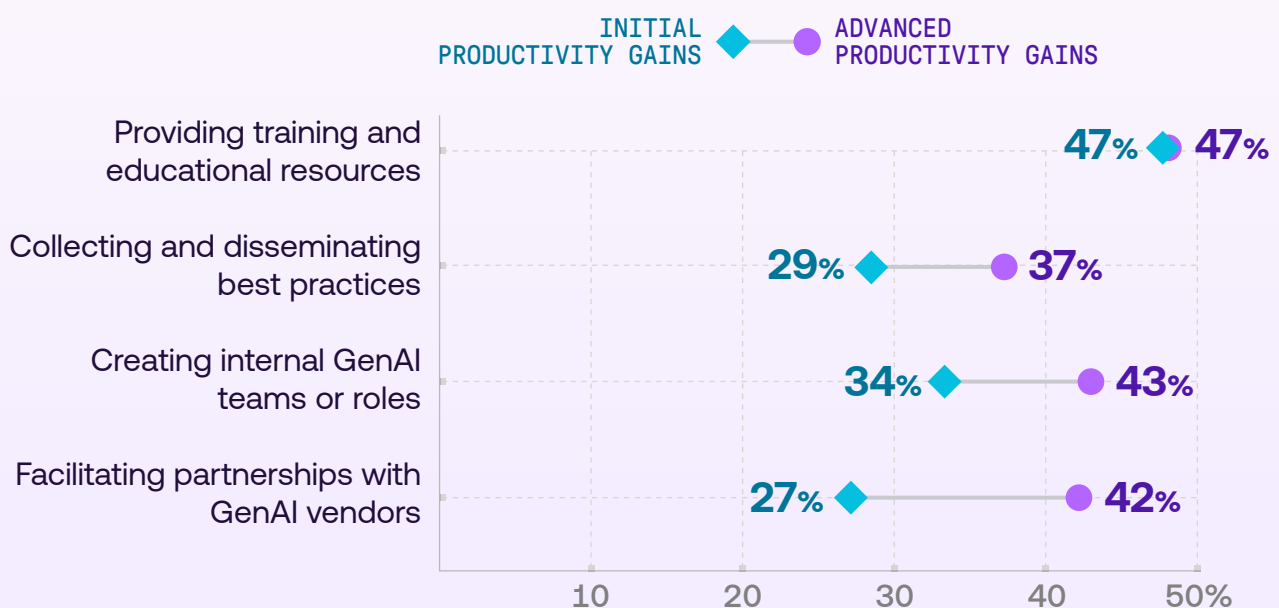
Facilitating Project Professional's Learning Through Active Support and Investment

Initiative from the organization is most visible in the form of structured support and targeted investment in GenAI capabilities for project professionals. While self-directed learning offers a foundation, organizations must go further, creating incentives and strategic resources aligned with project delivery outcomes to fully unlock GenAI's potential at the enterprise level.

Notably, our research reveals that standard training and educational resources alone do not differentiate high-performing organizations; both those achieving initial gains and advanced gains provide these at similar rates. Instead, our research identifies three specialized support mechanisms strongly correlated with achieving advanced productivity gains in project management (see Figure 4):

- Partnering with GenAI vendors and experts
- Creating dedicated GenAI teams or specialized roles focused on project applications
- Collecting and sharing good practices across teams and portfolios

Figure 4: Comparing Organizational GenAI Support Mechanisms for Productivity



Q. In which of the following ways, if any, has your organization supported your use of GenAI for managing projects? (Select all that apply.)

Q. Using the slider below, please indicate how much your use of GenAI has increased your productivity when managing projects.

Source: PMI. Generative AI in Project Management Survey: Wave 3. n = 2,000.

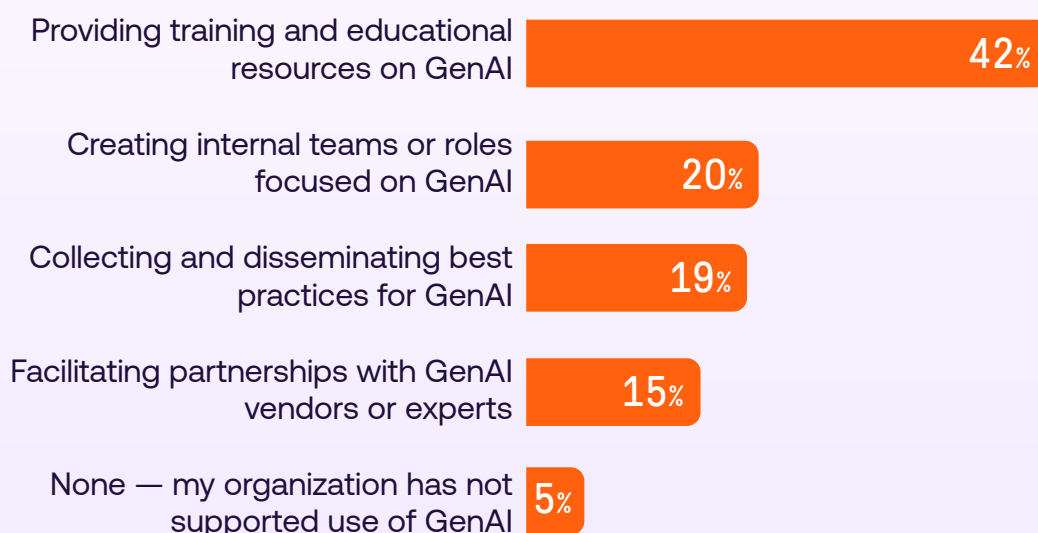
This finding suggests that while basic training provides essential groundwork, organizations achieving transformational results invest in more strategic, targeted support mechanisms that go beyond conventional learning approaches.

External partnerships offer expert guidance, implementation insights and exposure to emerging tools that accelerate learning curves and improve the application of GenAI across diverse project types. Dedicated teams or roles help embed GenAI into project workflows by focusing on integration, training and use-case development. Meanwhile, systematically capturing and sharing good practices ensure that lessons learned are not siloed but scaled, enabling continuous improvement and cross-team learning. Yet, few organizations have adopted them.

Despite the proven link between these support mechanisms and productivity gains, organizations are falling short (see Figure 5):

- Just 20% have created dedicated teams or roles focused on GenAI in project management.
- Only 19% systematically capture and share good practices.
- Only 15% of organizations facilitate partnerships with GenAI vendors or experts.

Figure 5: Key Organizational Support Mechanisms for GenAI Adoption



Q. In which of the following ways, if any, has your organization supported your use of GenAI for managing projects? (Select all that apply.)

Q. Using the slider below, please indicate how much your use of GenAI has increased your productivity when managing projects.

Source: PMI. Generative AI in Project Management Survey: Wave 3. n = 2,000.

This gap between what works and what is implemented presents a major barrier to scaling GenAI adoption in project environments. Although direct data on project managers is not yet available, external research highlights the divide: McKinsey and BCG find that while 91%⁶ of employees report using GenAI at work, only 13% of companies have deployed multiple use cases. Just 6%⁷ have trained more than a quarter of their workforce.

The disparity is even more stark across organizational levels. Only 28%⁸ of frontline employees, as most project professionals are traditionally classified, have received training compared to 50% of leaders. This imbalance risks undermining enterprise-wide transformation.

Ultimately, limited organizational support leaves project professionals navigating complex GenAI landscapes on their own. As our data shows, in Foundational organizations — those with little or no support for GenAI adoption — only 8% reported advanced GenAI usage and just 5% saw advanced productivity gains. In contrast, Peak organizations — those that provide great support — saw 41% of respondents reporting advanced increase in GenAI usage and 46% achieving advanced productivity gains. This stark difference demonstrates that lack of organizational support not only slows progress toward advanced productivity gains but may widen the competitive gap between organizations that strategically invest in GenAI for project management and those that lag behind.

KEY ACTIONS FOR ORGANIZATIONS

1

Allocate dedicated budgets for project management GenAI initiatives and comprehensive training programs, treating these as strategic investments in project delivery capabilities rather than operational expenses.

2

Democratize training access by ensuring GenAI education for project management reaches all organizational levels, from project team members to PMO leaders, to prevent skill gaps that constrain project delivery improvements.

3

Establish strategic partnerships with GenAI vendors and industry experts specializing in project management applications to provide hands-on learning opportunities and accelerate project capability development.

4

Create specialized roles such as dedicated project management GenAI teams or GenAI champions within PMOs to drive adoption and provide internal expertise and support for project teams.

5

Foster systematic knowledge sharing through communities of practice where project professionals can exchange good practices and learn from each other's GenAI experiences in project planning, execution and delivery.

Organizational Initiative in Action

Organizations that successfully drive GenAI adoption in project management demonstrate a multifaceted approach to support and enablement. From structured training programs and financial support to knowledge-sharing forums and strategic partnerships, these examples showcase how leading organizations are creating environments where project teams can leverage GenAI to enhance project delivery and outcomes.

“Our organization encourages us to use AI tools to improve project efficiency. If we discover a useful tool that enhances our project management capabilities, we can apply for funding to upgrade memberships. Plus, we have access to both internal and external training to stay updated with AI advancements.”

Chen Meiyi

Founder, Zhiweijie (Chengdu) Technology Co., Ltd., China

“We have set up forums where we invite external communities of practice, including PMI, to showcase how GenAI is being applied in project management across industries, what market trends are emerging and what training opportunities are available for project professionals. In at least three recent forums, we have brought in these outside voices to help our project teams see the potential of GenAI for improving project outcomes and understand the support available. This approach is about encouraging GenAI adoption specifically within our project management practices and helping our teams maximize the benefits it offers.”

Devesh Mothilall

Advisor on AI, City of Johannesburg, South Africa

Addressing Industry-Specific Challenges to GenAI Adoption

Industry context shapes how GenAI is adopted, but it does not have to limit an organization's potential for project management transformation. Research⁹ from *Harvard Business Review* suggests that 44% of work hours across sectors could be impacted by large language models, highlighting broad opportunity regardless of industry.

Our data shows that industries such as IT (32%), financial services (31%) and consulting (23%) lead in achieving advanced productivity gains in project work (see Figure 6).

As Ati Ngubevana, group executive at Vodacom (South Africa), explains: “Industries that have the digital transformation strategies, investment in people and have technical capabilities already in place are seeing bigger leaps in adoption and productivity gains than others.” However, these capabilities are not exclusive; they represent attainable goals for any organization investing in GenAI.

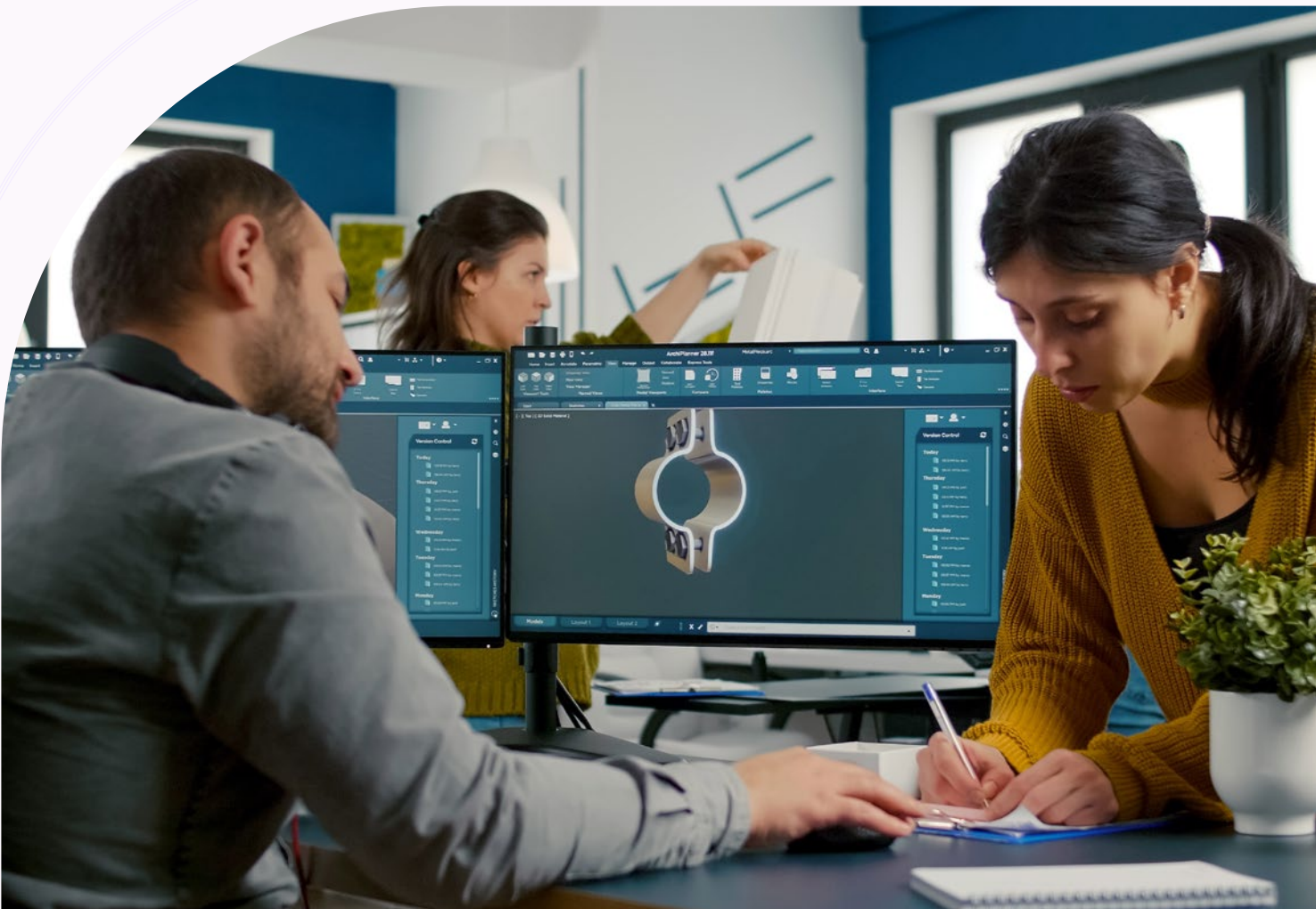
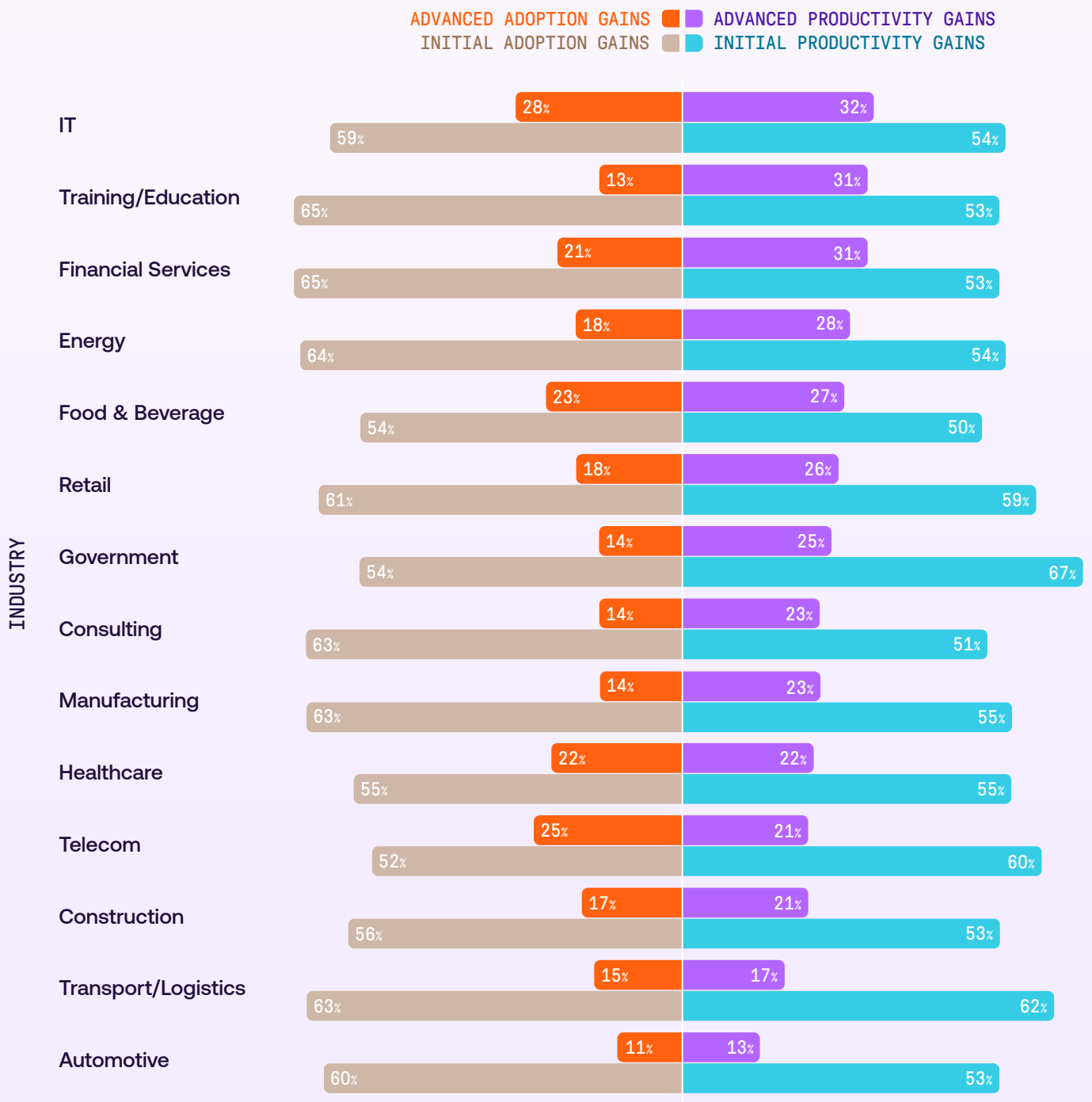


Figure 6: Comparing Project Management GenAI Adoption and Productivity Gains Across Key Industries



Q. What is the primary focus of your organization? [industry]

Q. Using the slider below, please indicate how much your use of GenAI for managing projects has increased compared to six months ago.

Q. Using the slider below, please indicate how much your use of GenAI has increased your productivity when managing projects.

Source: PMI. Generative AI in Project Management Survey: Wave 3. n = 2,000.

Note: Figure does not include reported gains below 2x.

Transformation in project management practices is ultimately driven by competitive necessity. As Martin Fleming notes, “The competitive pressures have to be intense enough in a growing market to feel like business leaders are forced into a position to fundamentally transform.” These pressures are intensifying across industries as early adopters demonstrate not just incremental efficiency gains in project delivery, but also a possibility of fundamental reimagination of how projects can be planned, executed and delivered.

Even as these pressures grow, barriers remain. Fleming highlights the “last mile” challenge: “Many industries lack affordable platforms and accessible applications to actually realize AI benefits at scale. Data-rich environments are the exception, not the rule.” This makes it clear why organizational initiative is essential, as individual project professionals cannot bridge systemic gaps alone.

KEY ACTIONS FOR ORGANIZATIONS

- 1** Learn from industries leading GenAI implementation while adapting approaches to your sector’s unique context.
- 2** Identify sector-specific opportunities where GenAI could provide competitive advantage.
- 3** Develop strategies to address industry-specific challenges (like compliance requirements) proactively rather than letting them become barriers.
- 4** Focus first on use cases that align with your organization’s existing data and technology capabilities while building capacity for more advanced applications.

3

The Bottom Line: Turning GenAI Potential Into Project Management Reality

The time to take the lead in GenAI-driven project management is now. As project professionals move from basic tools to advanced applications like risk management and strategic planning, organizations that delay investing in structured support risk falling behind.

To truly unlock GenAI's value, organizations must shift their focus beyond simple cost-cutting automation in project tasks. "The real opportunity," Fleming argues, "is improving project decision-making at a system-wide level. Innovation and transformation are the drivers of value creation and opportunity." GenAI's greatest potential lies in enhancing high-value activities like resource planning, risk management and strategic project alignment, where project management delivers the most impact.

Our research shows a clear divide: Peak organizations are five times more likely to achieve advanced GenAI adoption and nine times more likely to realize significant productivity gains than Foundational organizations. This gap can directly translate into a competitive edge in project delivery.

The path forward must be comprehensive and action oriented. As outlined in [*The Project Professional's GenAI Journey*](#), organizations cannot rely on isolated initiatives or wait for perfect conditions to begin. Transformation requires focused effort across two critical dimensions:

- **Preparedness:** Build a secure, nimble infrastructure; embed GenAI into project tech stacks; and foster a culture of innovation through measurable outcomes and purposeful experimentation.
- **Initiative:** Invest in training and allocate dedicated budgets; build external partnerships; and develop tailored strategies to overcome industry-specific challenges.

The stakes are high but so is the opportunity. Organizations that act decisively now to support their project professionals' GenAI journey will shape not just their own future but the future of project management itself.

Acknowledgments

We extend our sincere gratitude to the thought leaders and industry practitioners who generously shared their expertise and insights for this research:

Martin Fleming, research scientist at MIT FutureTech; former chief economist at IBM, USA

Matt Sigelman, president of the Burning Glass Institute; senior advisor at Harvard University's Project on Workforce; fellow at the Stanford Center on Longevity's Futures Project, USA

Daniel Karlsson, co-founder and AI advisor, TOKSTARK; course instructor for AI for Project Managers, Berghs School of Communication, Sweden

Devesh Mothilall, advisor on AI, City of Johannesburg, South Africa

Pan Jiping, consulting expert, Overseas Research Institute, China

Chen Meiyi, founder, Zhiweijie (Chengdu) Technology Co., Ltd., China

Nourhène Mhennaoui, project manager at TotalEnergies, Tunisia

Alonso Aguilar, industrial engineer, Kyndryl, Costa Rica

Ati Ngubevana, group executive at Vodacom, South Africa

We also extend our gratitude to all subject matter experts who have contributed to our AI research series thus far. Their invaluable insights have significantly shaped our understanding of GenAI's impact on project management and informed the recommendations in this report. A complete list of these thought leaders is available at the conclusion of each publication in this series.

Endnotes

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How to cite this article:

Project Management Institute (PMI). (2025, August). *Enabling Project Management Transformation With GenAI: The Need for Organizational Support*. PMI.

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- [The Project Professional's GenAI Journey: From Quick Wins to Leading the Transformation](#)

About PMI Thought Leadership

We are a multidisciplinary team of subject matter experts, experienced leaders and researchers dedicated to creating, retaining and disseminating innovative and thought-provoking project management research and content. Partnering with the PMI community, industry thought leaders, academia, and prominent authorities, we build and sustain a community-generated knowledge platform. Thought Leadership is dedicated to offering cutting-edge perspectives, bridging academic theory and practice, contributing meaningfully to solving problems, and providing solutions to a broad, diverse global community spanning from early career professionals to executives. We are committed to the diversity of opinions and community contributors to represent all voices of the project management profession equally.

Our work has three core areas of focus:

- ▶ **Individuals:** Equip project professionals with high quality, actionable recommendations based on practical experience and academic research to drive individual growth, performance and continuous learning.
- ▶ **State of the profession:** Inform project professionals of the latest trends, academic insights, and practices to improve project management effectiveness and success as well as to advance the profession.
- ▶ **Enterprise and innovation:** Inspire and provide strategic direction to senior executive leaders through applied insights combined with academic perspectives, to help transform their organizations for long-term growth.

Grounded in evidence-based research, analytical insights, and practical recommendations, our work empowers our community to successfully navigate dynamic business landscapes and society.

About Project Management Institute (PMI)

PMI is the leading authority in project management, committed to advancing the project management profession to positively impact project success. We empower professionals to excel in project management practices through our growing global community, knowledge sharing, and best-in-class certifications — driving positive change in organizations and communities. Since 1969, our unwavering mission has been to advocate for the profession by offering lifelong learning and connections to sharpen high-demand skills.

Today, PMI provides professionals at every stage of their career journey with the globally recognized standards, online courses, thought leadership, events, and tools they need to succeed. With more than 300 chapters around the world, PMI members can network, find mentors, access career opportunities, and learn from peers, working together to drive greater impact.

Visit us at [PMI.org](https://www.pmi.org),

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