

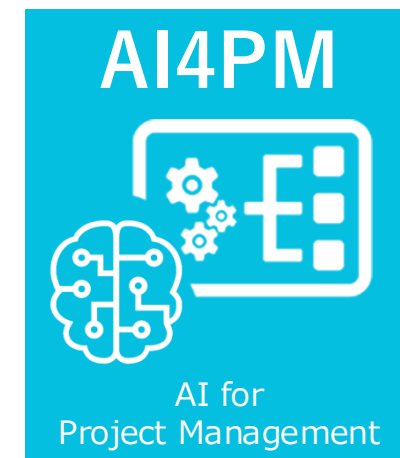
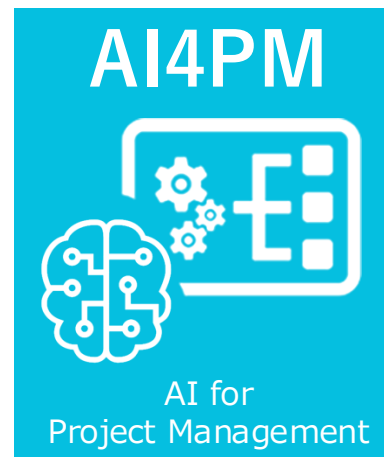
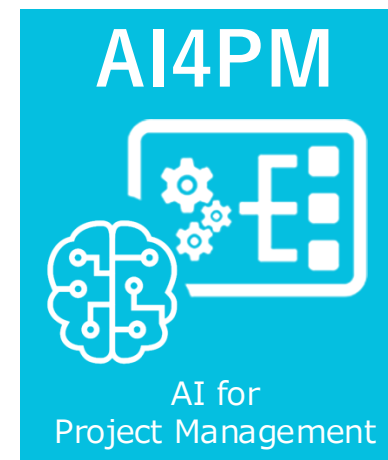
PMI日本支部法人スポンサー連絡会

PMI Next, PM × AI の現在地 ~PMI Global Summit 2024 Feedback

2024年12月16日

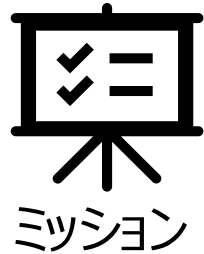
PMI日本支部 AI@Work

代表 武上弥尋





2020年1月にキックオフ、PMI日本支部のCoP (Community of Practice)



社会や経済に新たな影響力をもつAI、
その適用・活用をプロジェクトマネジメントの視点で捉え、
あるべき姿や進め方を探究・共有する



PM×AI領域を一貫して探求

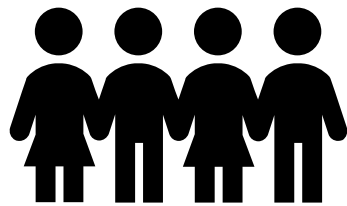
255人

40-80人

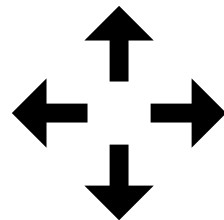
Slack weekly active members

3,278ファイル

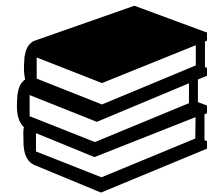
box file のみ



メンバー



アクティブ・メンバー



検討資料・成果物



Web会議

“PM×AI”といった話はほぼない時代…

2019年6月21日
AI@Work 最初の1日

起点

- AIの利活用をめざすプロジェクトは、
今までのITプロジェクトとは異なる工夫がいる…
- プロジェクトマネジメントにも
AIを活用できないか…
- AIの技術や考え方などについて
PMとして何を知っておくべきか…?
- 日進月歩が著しく、1人では追いきれない…
最先端の経験、専門家の意見、他事例…

広く情報を得る、相談できる場、が欲しい！

よっし、創ってしまおう！



武上 弥尋さんは Tsunefumi Watanabe さんと一緒にいます。

2019年6月21日・👥

令和元年夏至。NEDO 渡邊さまと AI プロジェクトマネジメント研究会を発足。4 時間休憩なしで議論の後、30 分で燃料補給@新橋の図。

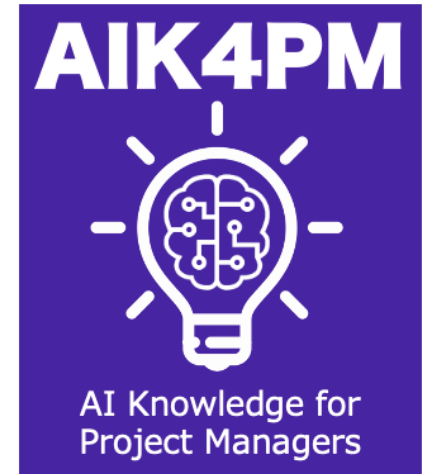
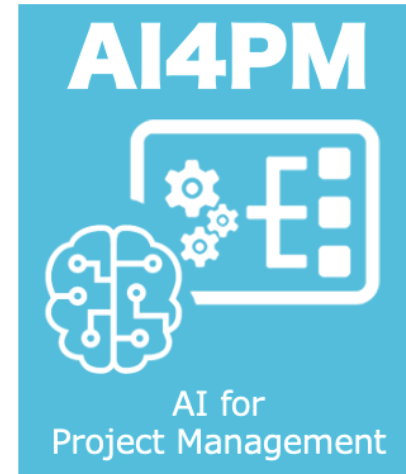
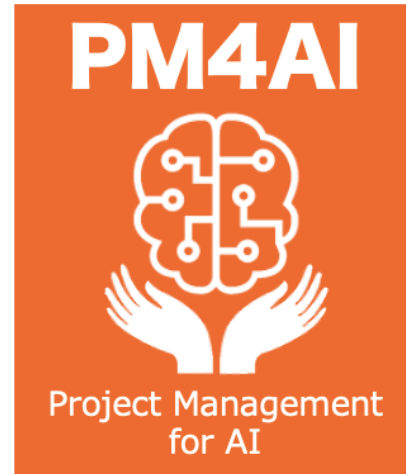


PM×AI 領域での3つの視点

PM4AI AI活用プロジェクトをいかにして成功させるか？
Project Management for AI - **WG1**

AI4PM プロジェクトをより良くマネジメントするためにAIを活用できないか？
AI for Project Management - **WG2**

AIK4PM プロジェクト専門家*として、AIについてどんなスキルが必要か？
AI Knowledge for Project Managers - **WG3**



* プロジェクト専門家 (Project Professionals) :
Project Manager, Program Manager, Portfolio Managerを総称

PMI Global Summit 2024

@Los Angeles



**「Three Key Perspectives of AI in Project Management:
Learned From the AI@Work Community of Practice」
(Session441)**

すべての評点で平均以上の評価を獲得

Please rate this activity overall.
Did the title, description and learning objective of this activity accurately reflect the content delivered?
Will you be able to apply the learnings or key takeaways from this activity to your job or professional development?
Was the presenter(s) engaging?

Presentation Average	Event Average
4.43	4.32
4.57	4.39
4.29	4.16
4.57	4.31

[Rating scale is 1-5, with 5 being the highest rating]

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1. What is PMI? and Next? (PMIの最新動向と展望)

2. PM×AI and PMI×AI (PM×AI領域の動向と取り組み)

3. PM×AI×CoP (AI ReadyなPMへの第一歩)



What is PMI?

1969 PMI 発足
1984 PMP® 誕生

全世界

PMI認定資格者 160万人超

PMI会員 73万人超

PMI支部 303

認定資格

PMP®

PgMP®

PfMP®

CAPM®

PMI-CP™

PMO-CPT™

PMI-ACP®

PMI-RMP®

PMI-PBA®

PMI Disciplined
Agile

DASM®

DASSM®

DAC®

DAVSC®

+

Cognilytica

CPMAI™



Happy 40th
Birthday
PMP®!



PMI Community Numbers

August 2024



GLOBAL COUNT

August 2024 Count

- Chartered Chapters: 303*
- Potential Chapters: 4*
- Chapter Members: 319,579
- PMI Members: 735,942**
- Student Members: 57,681
- Certification Holders: 1,614,508

12-mo Rolling Sum

(1 Sept 2023 – 31 Aug 2024)

- Volunteers: 12,268***
- Active Online Community
Members: 473,850



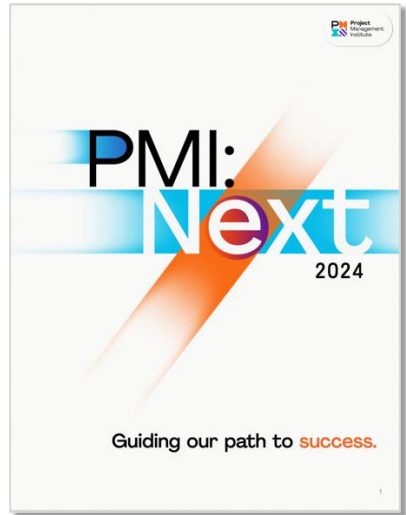
* Chapter count includes 2 chartered chapters and 1 potential chapter which are currently on pause

** Global total includes null managed regions

*** No longer includes non-VEP volunteers

PMI: Next

2024年に発表、PMIの目的・存在意義、戦略、文化などを改めて定義、PMI×AIも重要施策の1つ



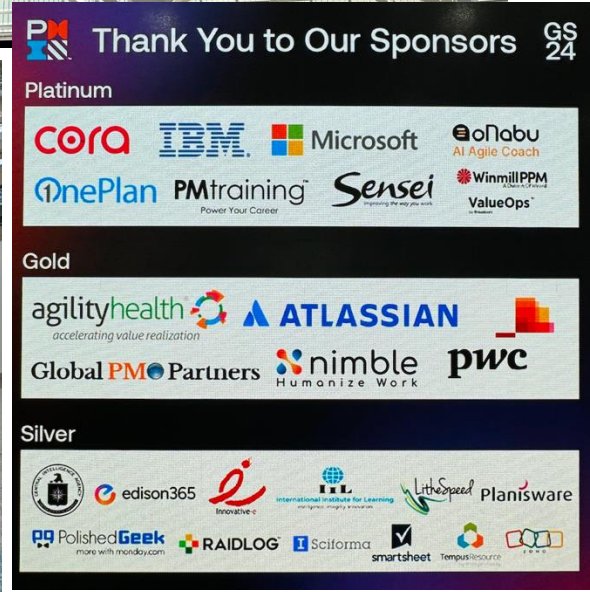
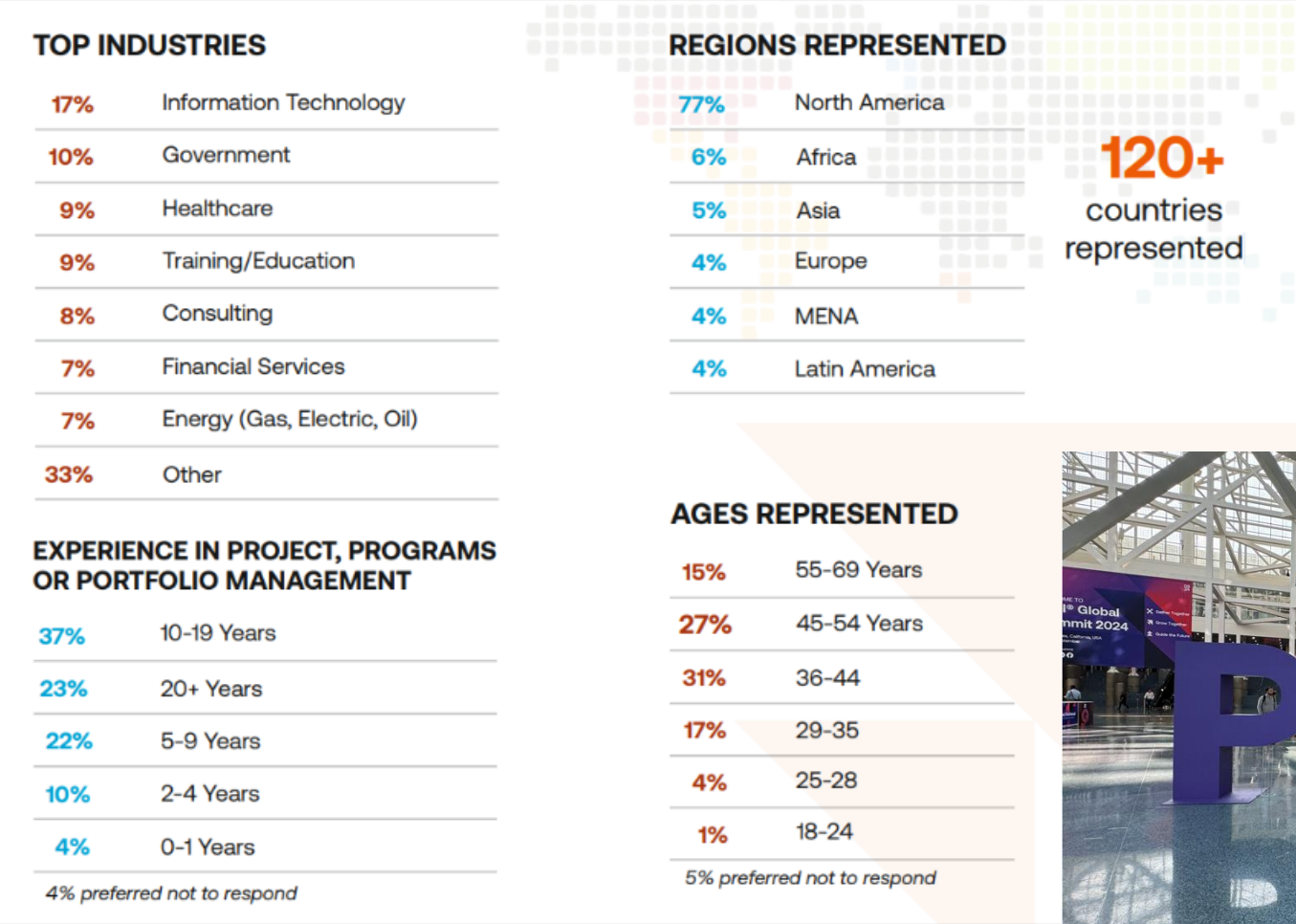
PURPOSE : Why We Exist		We maximize project success to elevate our world				
STRATEGY : What We Do to Deliver	WHERE We Play	Community Generated Knowledge Platforms & Resources	Career Long Learning & Development	Most Trusted “Gold Standard” Professional Certifications		
	WHO We Serve	Current and aspiring project professionals				
	HOW We Operate	FOCUS ON THE PROFESSION	ACTIVATION MODEL	INTERNAL CAPABILITY BUILDING		
		Leading Authority for Project Success	Innovate 70 / 20 / 10 Resource Allocation	Data Driven Decision Making		
		PMIxAI	Expand Globally Leverage growth of PMP, U.S. and China to support global expansion	Scalable Product Development		
Employers’ Support and Advocacy		Amplify Across the PMI flywheel	Sustainable Chapters and Volunteer Support System			
Unique and Enhanced Membership Value		Unified Digital Experience				
Expanded Awareness		Marketing Effectiveness				
CULTURE : How We Behave		Make it Easy	Aim Higher	Be Welcoming	Embrace Curiosity	Together We Can



PMI Global Summit 2024

9/18-21 @Los Angeles

参加者 4,000人、総セッション数 118 (うちAI関連39)
2025/1/31までオンデマンド参加可能 (\$550 USD)



Big Announcements at PMI Global Summit 2024!

by [Pierre Le Manh](#) President and CEO, PMI 2024/9/18

✓ “Project Success”の再定義

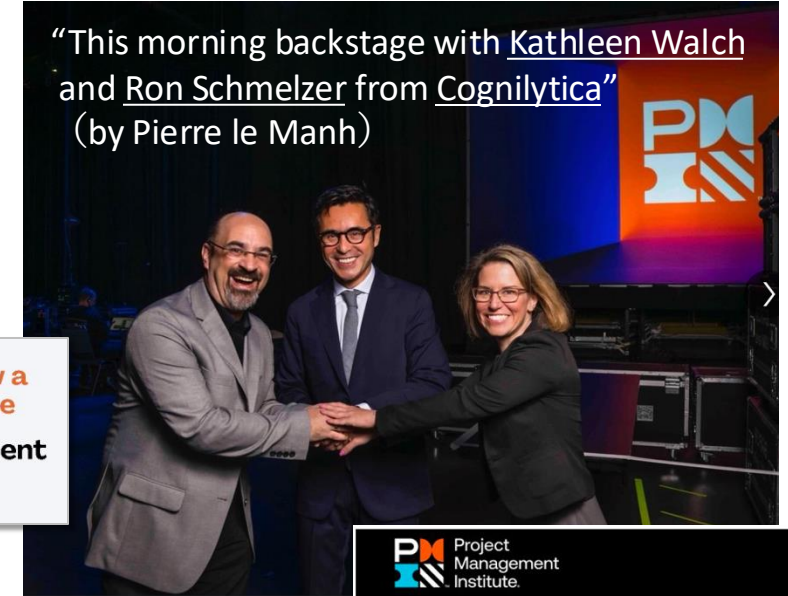
WWでの調査結果に基づき、Project Professionalの役割と説明責任を再構築

Value > Effort + Expense

努力と費用に見合う価値を提供されたと利害関係者が了解できること

✓ [Cognilytica](#) の買収

AIと機械学習のベストプラクティス、認定、学習のリーダーであるCognilyticaを買収



✓ [PMI Infinity 2.0](#) のローンチ

AI搭載アシスタントを大幅にアップグレード、ChatGPT 4oで動作、プロジェクトの専門家がリードプロジェクトマネジメントに関する学習・実践・実シナリオの適用等を実現

✓ [AI Essentials for Project Professionals](#) のリリース

プロジェクトマネジャーをAI主導での変革のマネジメントの最前線に位置付けることが目標

✓ PMI-ACP認定の更新

11月に更新された認定を開始、複数のアジャイル方法論やプロダクトマネジメントをカバーし、PMI認定が引き続き業界の最高水準を満たすことを保証



目次

1. What is PMI? and Next?

(PMIの最新動向と展望)

2. PM×AI and PMI×AI


(PM×AI領域の動向と取り組み)

3. PM×AI×CoP

(AI ReadyなPMへの第一歩)




Cognitive Project Management for AI (CPMAI)™ Certification




Cognitive Project Management for AI (CPMAI)

Vendor neutral, best practice methodology for Artificial Intelligence (AI), Machine Learning (ML), advanced data analytics, intelligent automation, and cognitive projects of any size





CPMAI Methodology

- Extends the well known **CRISP DM methodology** that was first released in 1999 with **AI/ML specific**:
 - Documents
 - Processes
 - Tasks



CPMAI Methodology

- Incorporates the latest practices in **Agile methodologies** and adds **additional data ops activities** that aim to make **CPMAI**:
 - Data first
 - AI relevant
 - Highly iterative
 - Focused on the right tasks for operational success
 - Composed of 6 phases



CPMAI	Enroll
Get Certified! Comprehensive AI & ML Project Management Training	
Includes: AI Fundamentals, AI Applications, Managing Data for AI, Data Preparation for AI, ML Algorithms, Generative AI, CPMAI Methodology, and Trustworthy AI	\$995


CPMAI+ PLUS	Enroll
Greater Depth: Enhances CPMAI with RPA, Big Data, Data Science	
Includes: All CPMAI Training Content, including AI & ML Fundamentals, CPMAI Methodology, <i>plus</i> Fundamentals of Big Data, Big Data platforms, Foundations of Data Science, Foundations & Applications of Robotic Process Automation (RPA), Big Data Engineering, Security & Governance, and more!	\$1195

CPMAI+E	Enroll
Most Comprehensive: Adds Ethical & Trustworthy AI to CPMAI+	
Includes: All CPMAI+ Plus Training Content, Ethical AI Concepts, Responsible AI Concepts, Transparent AI Concepts, Governed AI Concepts, Explainable AI Concepts, The Trustworthy AI Framework, Putting Trustworthy AI into Practice	\$1395

WHY CPMAI IS NEEDED

CRISP DM	Agile
Data-centric, but not agile	Provides a general approach but not specific to AI projects
Has some requirements for data projects but doesn't specify anything with AI	Doesn't provide enough detail on how to iterate AI Projects

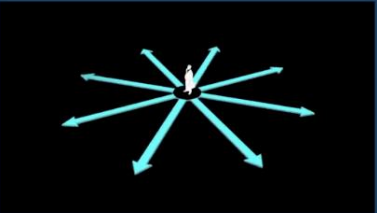
Cognilytica is now part of PMI!



Cognilytica is now a proud part of the Project Management Institute


CPMAI Methodology

Vendor neutral, best practice methodology for AI, Machine Learning, advanced data analytics, intelligent automation, and cognitive projects of any size





Phases of CPMAI

- **Phase 1: Business Understanding**
 - AI business requirements
 - AI Go/No Go
 - Ethical and responsibility requirements
 - KPI's
- **Phase 2: Data Understanding**
 - Data requirements
 - Data sources
 - Data quality understanding
 - Data environment




The CPMAI methodology provides an AI project plan that guides organizations to AI project success following 6 AI project cycle stages or phases that are followed on *each* project iteration



CPMAI adds Agile and AI specifics to CRISP DM

CPMAI is iterative and can be considered to be a framework or process for AI projects



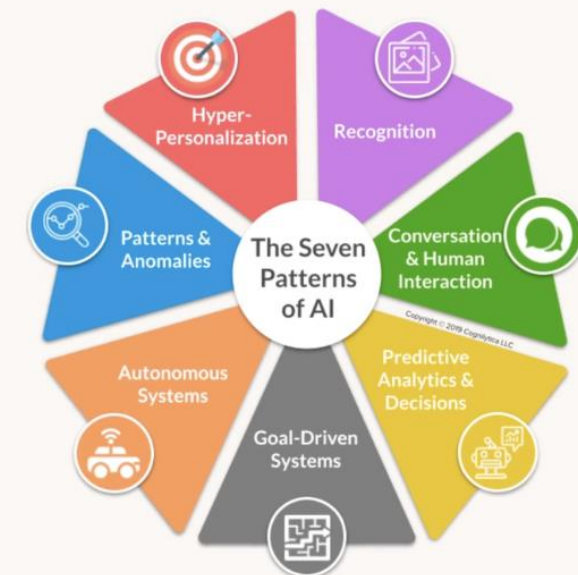
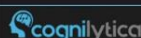
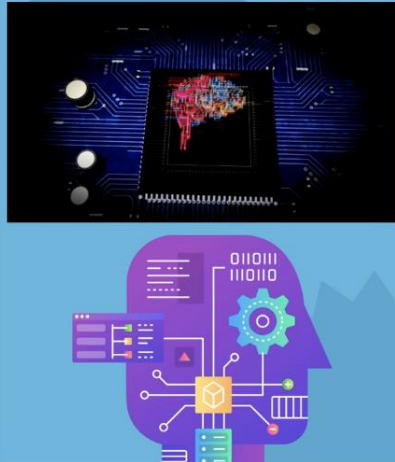
Phases of CPMAI

- **Phase 3: Data Preparation**
 - Data collection and ingestion
 - Data cleaning
 - Data preparation
 - Data labeling and annotation
- **Phase 4: Model Development**
 - Algorithm selection
 - Model training
 - Model tuning
 - Ensemble creation



Phases of CPMAI

- **Phase 5: Model Evaluation**
 - Model validation and testing
 - Checking model performance
 - Model retraining until desired level of accuracy is met
- **Phase 6: Model Operationalization**
 - Determining where the model will be used
 - Using the model in the real world
 - Continuous monitoring of model
 - Model optimization and governance



CPMAI 採用実績 および 最初的一步

メソドロジーは1999年に最初のリリース、認定制度は2017年に開始、様々なユーザー企業・コンサルティングファームで採用実績あり

([CPMAI Training & Certification](#) より抜粋)

Some of the organizations certified with CPMAI:



← HPに3分間ビデオを掲載
概要理解に有効

無料コース受講により →
研修・認定コース
10%offの
promo code発行



Introduction to the Cognitive Project Management for AI (CPMAI) Methodology

This intro course provides a comprehensive overview to the Cognitive Project Management for AI (CPMAI) Methodology, including an overview of the six CPMAI phases.

[Register Now](#)

PMI Infinity 2.0

PMI Member Price: \$0 | 会員限定サービス、30日間無料トライアル可能

プロジェクト・マネジャーのための生成AIツール

- ChatGPT4o(omni)搭載
- コミュニティとドメイン専門家によって精査された、15,000件以上のコンテンツを含むナレッジベース
- PMI独自のコンテンツのみを使用してトレーニング、入力内容は非公開に保管

PMI Infinity 2.0: Enhanced, Refined, and Continuously Evolving for the Future!

Unlock new features

Take your projects to the next level with PMI Infinity™ 2.0

Prompt Library

Level up your projects with recommended queries and helpful prompts searched and vetted by the PMI community.

Guided Experiences

Enhance your skills through real-world scenarios. Gain practical knowledge and improve daily performance with hands-on training, realistic simulations, and expert-led guidance.

Document Generation

Outsource the busy work. Input your project details, download and refine plans, and maximize your time.

Templates and Checklists

Streamline your project management tasks. Infinity understands your needs, offering smart templates and checklists to streamline planning, reporting, and task delegation for a consistent approach.

Document Upload

Upload text-based documents for more accurate and context-specific responses. PMI Infinity now extracts, summarizes, analyzes, and provides actionable insights from your project documents.

The latest version of PMI Infinity is packed with features that will take your project management practice to the next level.

PMI Infinity offers a powerful suite of enhancements to your daily project management needs, including:

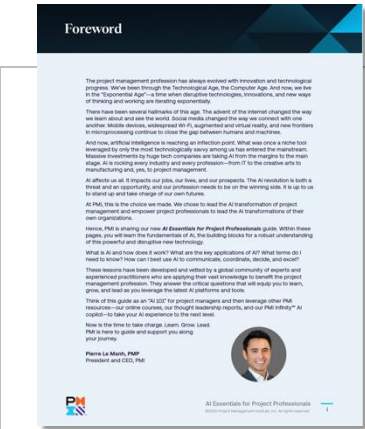
- Powered by GPT4o (omni) for next-level AI performance, offering accurate and deeper conversations.
- Leverage a knowledge base with 15,000 and growing pieces of community and domain expert vetted content.
- Trust the source with cited original content for fast and easy validation.
- Experience 'Learning' and 'Task' mode recognition to help you achieve a desired outcome.
- Keep your data safe. Our co-pilot is trained exclusively with PMI proprietary content, ensuring your inputs remain private.

Already a member? [Explore PMI Infinity](#)



AI Essentials for Project Professionals

PMI Member Price: \$0 | Full Price: \$24.95



(序文 – Pierre Le Manh, President and CEO, PMI 一部抜粋)
AIは私たち全員に影響を与えます。私たちの仕事、生活、そして将来に影響を与えます。AI革命は脅威であると同時にチャンスでもあり、私たちの職業は勝利を収める必要があります。立ち上がって自分たちの未来を担うのは私たち次第です。

PMIでは、これが私たちの選択です。私たちはプロジェクト管理のAI変革をリードし、プロジェクト プロフェッショナルが各自の組織のAI変革をリードできるようにすることを選びました。

そのため、PMI は新しいプロジェクト プロフェッショナル向け AI 基本ガイドを公開しています。このページでは、この強力で破壊的な新技術をしっかりと理解するための基礎となる AI の基礎を学びます。

AI とは何ですか。どのように機能しますか。AI の主な用途は何ですか。どのような用語を知っておく必要がありますか。コミュニケーション、調整、決定、そして卓越性のために AI を最も効果的に使用するにはどうすればよいでしょうか。


これらのレッスンは、プロジェクト管理の専門職に利益をもたらすために膨大な知識を適用している専門家と経験豊富な実務家のグローバル コミュニティによって開発され、検証されています。最新の AI プラットフォームとツールを活用しながら、学び、成長し、リードするための重要な質問に答えます。

このガイドをプロジェクト マネージャー向けの「AI 101」と考え、その他の PMI リソース (オンライン コース、ソー トリーダーシップ レポート、PMI Infinity™ AI コパイロット) を活用して、AI エクスペリエンスを次のレベルに引き上げてください。

今こそ主導権を握る時です。学び、成長し、リードしましょう。PMI は、あなたの旅をガイドし、サポートします。

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AI Essentials for Project Professionals
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Standard for Artificial Intelligence in Project, Program, and Portfolio Management

2024年2月23日 **米国規格協会 (ANSI)** は、PMI がプロジェクト、プログラム、およびポートフォリオのマネジメントにおける人工知能の標準の開発に着手していると発表 [ANSI Standard Action Vol. 55, No. 08 February 23, 2024](#)



Standard for Artificial Intelligence in Portfolio, Program, and Project Management

PMI has initiated the Development of a proposed new ANSI Standard for Artificial Intelligence in Portfolio, Program, and Project Management which will establish a framework to govern the development, deployment, and oversight of AI initiatives within an organization. This standard will ensure responsible and effective use of AI while promoting transparency, fairness, and accountability throughout the portfolio, program or project lifecycle, ultimately contributing to organizational success and societal benefit.

Dig deeper at our [AI in Project Management web page](#) to learn more about all PMI AI Initiatives.

For questions or comments, please contact the PMI Standards Team at standards.department@pmi.org.

AI in PPPM:標準の「開発」と「レビュー」のボランティアも募集

"It's our pledge to keep pushing the boundaries of the project management profession and help project professionals across the globe reach new levels of project success.

Don't miss out on forthcoming updates on guides and standards. Join us in this thrilling journey as we continue to shape the future of project management."

プロジェクトマネジメント専門職の限界を押し広げ、世界中のプロジェクト専門家が新たなレベルのプロジェクト成功に到達できるよう支援することが私たちの誓約です。ガイドと規格に関する今後の最新情報をお見逃しなく。プロジェクトマネジメントの未来を形成し続けるこのスリリングな旅に参加してください。

PMI (Organization) (Project Management Institute)

Lorna Scheel <lorna.scheel@pmi.org> | 18 Campus Boulevard, Suite 150 | Newtown Square, PA 19073 www.pmi.org

New Standard

BSR/PMI 2X-007-202X, The Standard for Artificial Intelligence in Project, Program, and Portfolio Management (new standard)

Stakeholders: Anyone interested in the adoption of AI within project management or their organization such as: project managers, program managers, members of project management offices, senior executives, functional managers with employees assigned to project teams, researchers analyzing AI governance in project management, educators and trainers teaching project management related subjects, consultants, other specialists in project management and related fields, and other interested parties.

Project Need: The emergence of artificial intelligence continues to have a profound impact on project managers, organizations, and the work they perform. Guidance is needed in both the practical and ethical domains so that they can efficiently and effectively navigate using AI in portfolio, program, and project management.

Interest Categories: Academic/Training, Consultant, and Organization/Professional

The standard for AI in project, program, and portfolio management establishes a framework to govern the development, deployment, and oversight of AI initiatives within an organization. This standard serves to ensure responsible and effective use of AI while promoting transparency, fairness, and accountability throughout the project, program, and portfolio lifecycle, ultimately contributing to organizational success and societal benefit.

PMIXAI e-learning center

現在3コース、5 PDU+オープンバッジ発行、PMI会員は無料、非会員は\$19 USD

eLearning

Free



Generative AI Overview for Project Managers

Gain a basic understanding of Generative AI (GenAI) in project management. Explore different tools and its applications for enhanced project outcomes.

プロジェクトマネジメント領域での生成AIに関する基本的知識

eLearning

Free for Members



Data Landscape of GenAI for Project Managers

Explore data characteristics, governance, ethical considerations, and risks with GenAI, and how to implement GenAI within your organization.

データ、ガバナンス、倫理、リスク等生成AIに関する考慮点を解説

eLearning

Free for Members

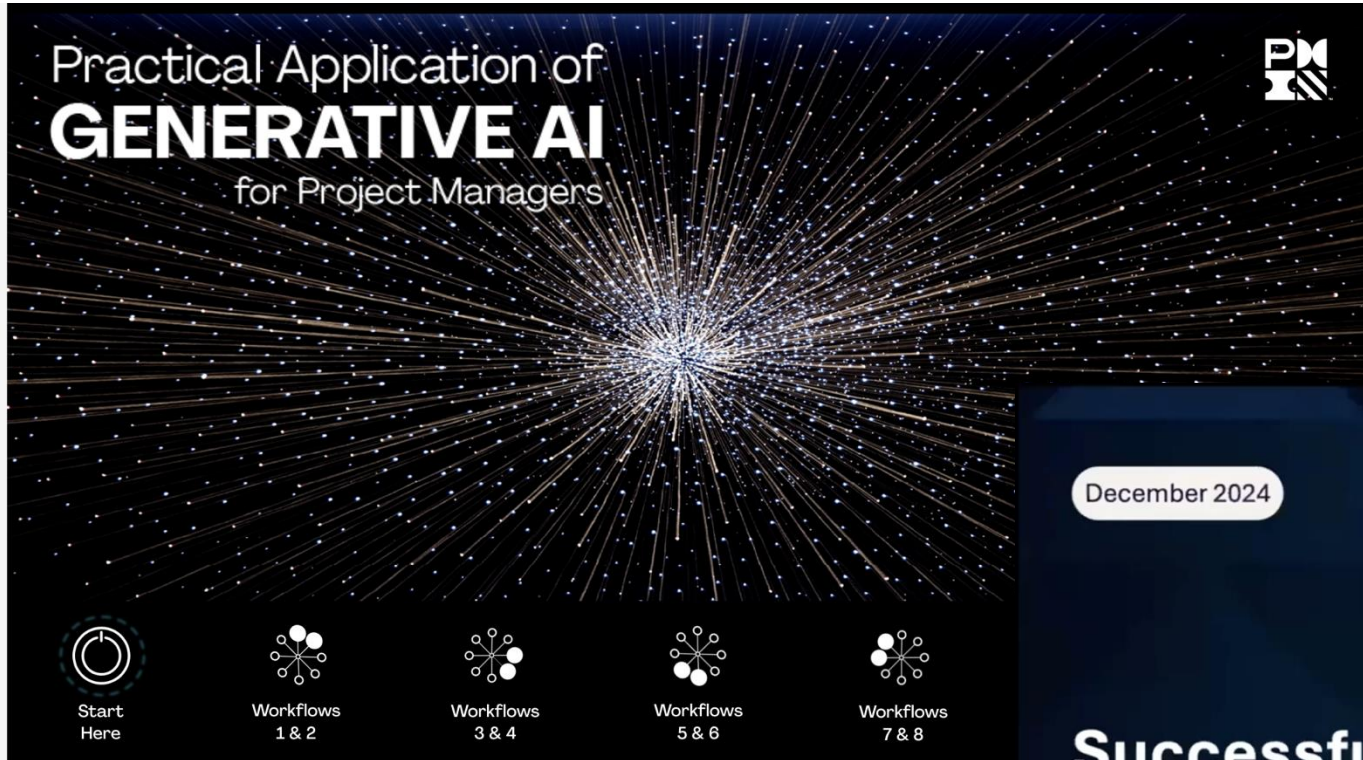


Talking to AI: Prompt Engineering for Project Managers

Get the knowledge and skills to talk with Large Language Models (LLMs) such as ChatGPT effectively. Generate the most valuable, customized, and insightful responses.

LLMを効果的に活用するためのプロンプト・エンジニアリング解説

2024年12月発表 GenAI関連 最新Webinar



↑ PMI×AI領域で4件目の研修

[Practical Application of Generative AI for Project Managers](#)

Projectmanagement.comでWebinar提供
Cognilyticaのリーダー2名

Ron & Kathleen が直接解説

[Successful Approaches to Running AI Projects – Avoiding the Top Reasons Why AI Project s Fail](#)



PMI×AI: AI関連報告書

- PMI Thought Leadership Series - Community-Led Survey & Research

プロジェクトマネジメントの現在および将来動向に関するPMIの最新調査と洞察

プロジェクトマネジメントにおける生成AI活用
生成AIを積極的に導入している「先駆者」
導入を始めたばかりの「探検者」

ギャップは拡大

- ・先駆者：より複雑なアプリケーションに適用
- ・探検者：基本的なGenAI機能に重点

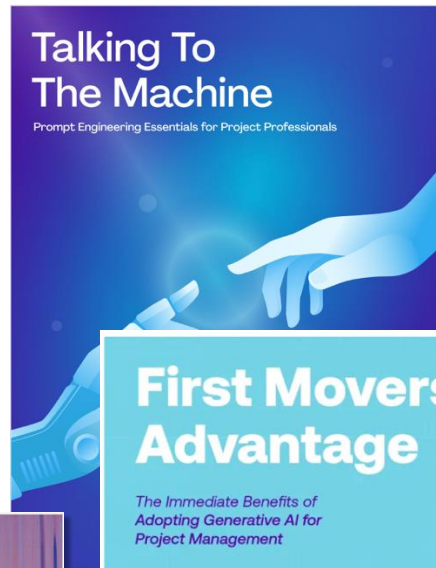
生成AIの活用は、生産性の向上だけでなく、
創造性・問題解決・全体的な有効性など
個人のパフォーマンスやスキル向上にも影響有



2024/10 発行

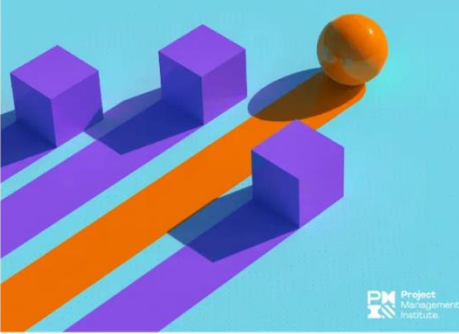
日本より IBM Japan が取材・協力

2024/4 発行



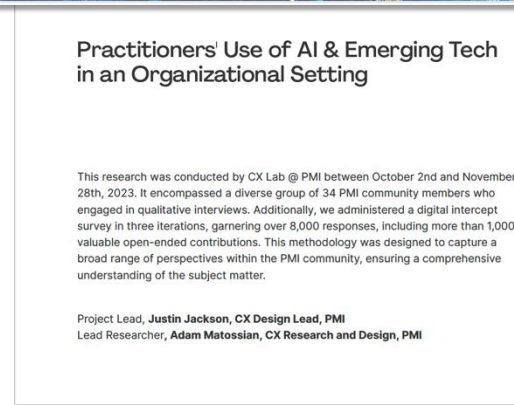
First Movers' Advantage

The Immediate Benefits of Adopting Generative AI for Project Management

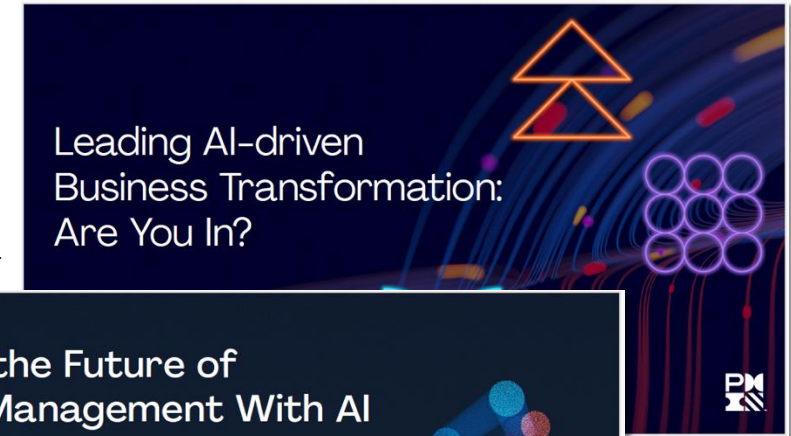


2024/6 発行

2024/2 発行



2024/3 発行



2023/10 発行

2024/3 発行



Webinars

Templates

Communities

Knowledge & Tools

Events

More

Talk to AI to get more in less time

by Wojciech Dymowski, Tomasz Grochowski

October 03, 2024 | 63:11 | Views: 3,574 | PDUs: 1.00 | Rating: 4.54 / 5

How can AI assistants make your work smarter? Discover the art of asking good questions to AI. Let's discuss foundational techniques for prompting. Discover prompt optimization pro tips and powerful concepts like meta prompts.

Mastering the GenAI Shift: PMI Insights on Leveraging Generative AI in Project Management

by Edvandro Conforto, Jill Diffendal, Rafsan Huseynov, Rupal Bhandari, Bassel Hassan, Kyela Bishop

October 01, 2024 | 59:54 | Views: 5,281 | PDUs: 1.00 | Rating: 4.59 / 5

In this webinar, PMI Thought Leadership Content Specialist, Rupal Bhandari, will share insights from the latest PMI report on

AI: The Great Equalizer, Promises and Perils of AI for D&EI

by Priya Patra, Megan Speight, Patricia Dominguez Marin

September 26, 2024 | 58:51 | Views: 2,634 | PDUs: 1.00 | Rating: 3.88 / 5

Embark on a journey across continents- Asia and Europe as we explore the complex interplay between Artificial Intelligence equity and inclusion, including gender, generational, and specially-abled communities. Dive deep into the realities: Positive impacts: Examine how AI can empower and disempower diverse communities, from perpetuating bias to creating new oppo

AI for Project Managers

by Martin Bradley

September 11, 2024 | 60:41 | Views: 5,032 | PDUs: 1.00 | Rating: 4.46 / 5

Welcome to the realm of AI for Project Management. The AI Foundations for Project Managers webinar is designed to help you and utilize AI effectively. It's about getting started with AI, mastering the basics, and discovering how to leverage AI tools to productivity.

Transforming Business by Using Artificial Intelligence (AI)

by Devesh Manglik

August 22, 2024 | 61:32 | Views: 7,285 | PDUs: 1.00 | Rating: 4.38 / 5

This session offers an introduction to AI. It delves into the creation of a portfolio of programs aimed at enabling organizations successful business transformation through AI. Additionally, it discusses the advantages and diverse use cases of AI that provide benefits to organizations.

Prompt Engineering: Mastering the Art of Strategic Questioning in AI-Driven Project Management

by Kellie Swart

July 30, 2024 | 47:49 | Views: 14,917 | PDUs: 1.00 | Rating: 4.50 / 5

Join PMI's NextGen Outreach Team members, Kellie Brits, Consultant at Flexible Means and Jose Eduardo Duran, Automation Manager at ScotiaBank, for an insightful and practical discussion on leveraging AI to enhance your project management toolkit.

Leveraging AI for Project Management Delivery

by James Turchick, Alex Gbaguidi, Grace Johnson

July 30, 2024 | 63:41 | Views: 17,384 | PDUs: 1.00 | Rating: 4.61 / 5

In this PMI webinar, explore how Artificial Intelligence is transforming project delivery. Discover how AI can automate tasks, predict risks, and optimize resource allocation, empowering you to achieve higher project success rates. Join us and learn how to leverage AI to become a future-proofed project manager.

Generative AI in the Enterprise: Strategic Enabler for Transformation Projects

by Aditya Kumar

July 30, 2024 | 53:56 | Views: 14,195 | PDUs: 1.00 | Rating: 4.52 / 5

Whether you're a business leader, strategist, project manager or technologist, this presentation will equip you with the knowledge and tools to harness AI effectively, especially from a Transformation Projects perspective. Join Aditya Kumar, SAVP Transformation Center of Excellence at EXL Digital, as he shares actionable insights and strategic perspectives on leveraging Generative AI for your enterprise's transformation journey.

Using Generative AI Responsibly in Project Management

by Jill Diffendal, Nathan Rischling, Heba Al Shehhi

July 30, 2024 | 60:57 | Views: 14,311 | PDUs: 1.00 | Rating: 4.65 / 5

Generative AI can help project professionals boost their performance, but they must understand how to avoid its pitfalls. This webinar will provide both research and practical recommendations on using generative AI responsibly for project management.

Will AI Replace the Project Manager's Role?

by Karina Singh, Ben Royce, Jim Boland

July 30, 2024 | 60:19 | Views: 16,986 | PDUs: 1.00 | Rating: 4.70 / 5

Industry leaders will share their thoughts on organizational and team preparedness, governance, and the impact AI is having on the way their organizations manage projects.

On-demand で受講可能な Webinar (ごく一部)、AI関連も続々登場

©2024 AI@Work - PMI Japan Chapter. All Rights Reserved. 21

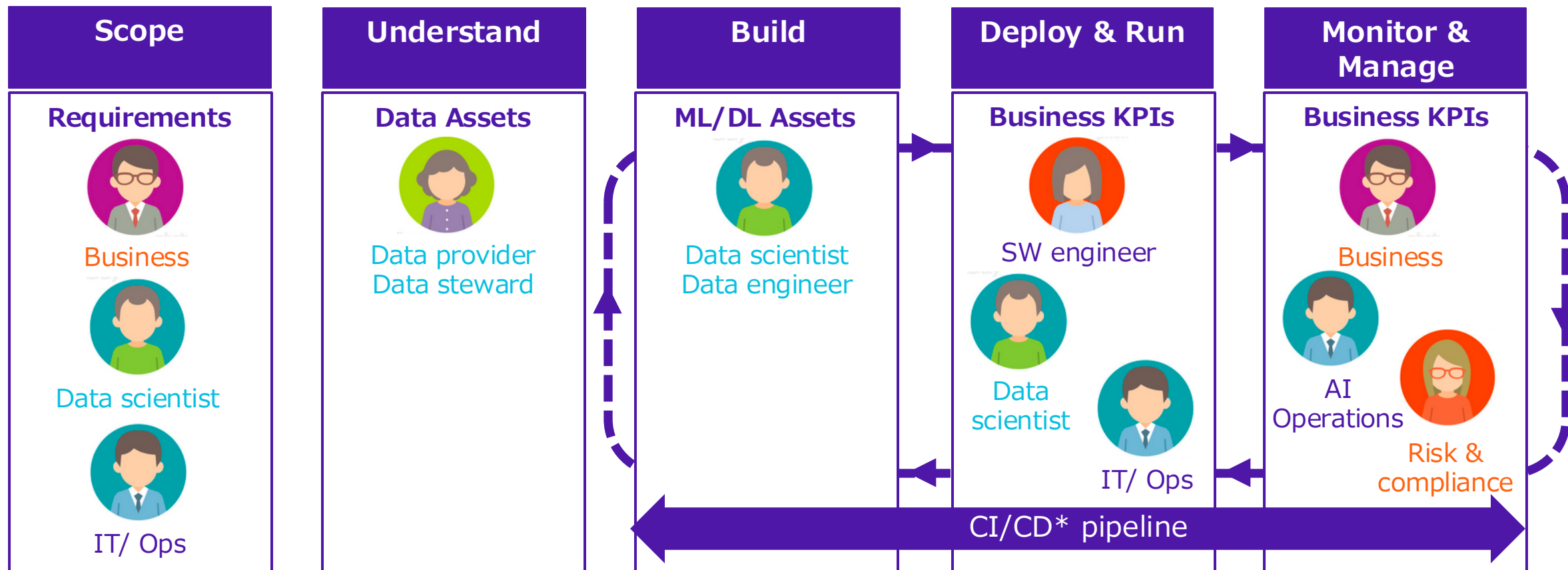
PM4AI Blend of Approaches × Collaboration

"Capability to Blend"



- Use different approaches depending on the situation and the phase (Waterfall, Agile, CRISP-DM, etc.)
- Bringing together a variety of expertise to make a feasible and valuable project

Data Science & AI Lifecycle



*CI/CD: Continuous Integration/Continuous

Quotes and additions from "AI Factory: Operationalize Data Science & AI", IBM, 2021

AI4PM Common understanding through level definitions



By defining automation levels for the use of AI in project management, we can foster a common understanding and provide guidelines for development.

PMBOK® 6th Edition
10 Knowledge Areas

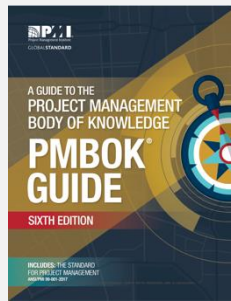


Automation Levels of
AI-based Project Management



AI@Work AI4PM
AI Level Definition

Matrix of
10 Knowledge Area ×
5 Automation Levels



- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Cost Management
- Project Quality Management
- Project Human Resource Management
- Project Communications Management
- Project Risk Management
- Project Procurement Management
- Project Stakeholder Management

- | | |
|---------|---|
| Level 0 | Only managing information, no special control |
| Level 1 | Operates with a simple control algorithm |
| Level 2 | Select settings according to the situation |
| Level 3 | User specifies learning method, and the number of response patterns increases |
| Level 4 | Verify hypotheses from acquired data, and repeat learning to increase the number of response patterns |



Definitions for
levels of
driving automation

CURRENT **REVISED** 2021-04-30

Taxonomy and Definitions for Terms Related to Driving Automation Systems for On-Road Motor Vehicles J3016_202104

This document describes [motor] vehicle driving automation systems that perform part or all of the dynamic driving task (DDT) on a sustained basis. It provides a taxonomy with detailed definitions for six levels of driving automation, ranging from no driving automation (Level 0) to full driving automation (Level 5), in the context of [motor] vehicles (hereafter also referred to as "vehicle" or "vehicles") and their operation on roadways:

1. Level 0: No Driving Automation
2. Level 1: Driver Assistance
3. Level 2: Partial Driving Automation
4. Level 3: Conditional Driving Automation
5. Level 4: High Driving Automation
6. Level 5: Full Driving Automation

AIK4PM Considerations for the Generative AI Platform



What should companies pay attention to when building their own GenAI for differentiation?

How was it trained?

- Garbage in → Garbage out
- The training material needs to be huge and comprehensive but must also be curated

Can it detect & minimize bias & hallucinations?

- How does the platform detect and correct bias?
- How can it prevent hallucination (providing random and untrue answers with absolute aplomb and convictions)?

Is it transparent?

- Open vs black-box
- How to audit and explain the model, and the answers it generates?
- Does the model track drift and bias? And how does it address them?

Does it support regulatory compliance?

- How do foundation models and their usage comply with privacy and government regulations?
- What are the guardrails?
- Who is responsible for an inadvertently exposed PII or a “wrong answer”?

Is it safe?

- Who has control over the model, input data, and output data?
- How to ensure that confidential information is not given out?
- How is it monitored?
- What safety features and guardrails are in place?

Can it be customized?

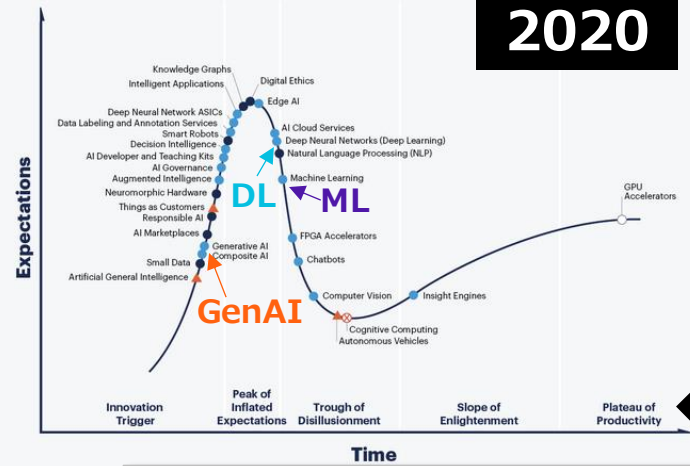
- Can the model be fine-tuned with clients' data?
- How can clients update, and extend the model to make it more suitable for their use cases?
- How to integrate with applications? What APIs are in place?

Quotes and additions from “watsonx.ai” IBM, 2024

AIK4PM Explosive evolution and change

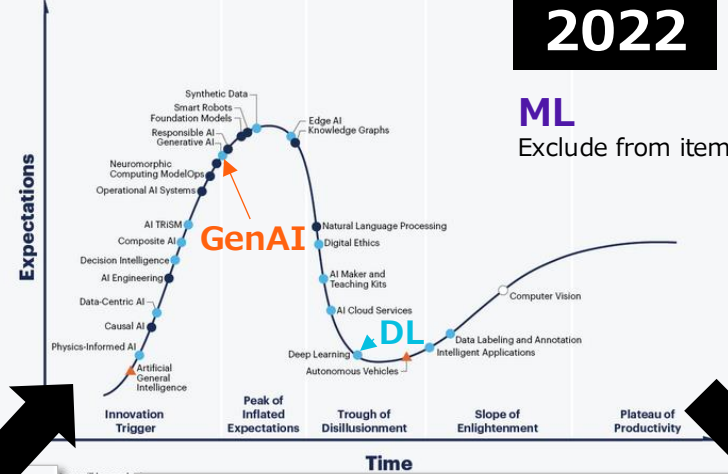
Hype Cycle for Artificial Intelligence, 2020

2020



Hype Cycle for Artificial Intelligence, 2022

2022



Gartner Hype Cycle

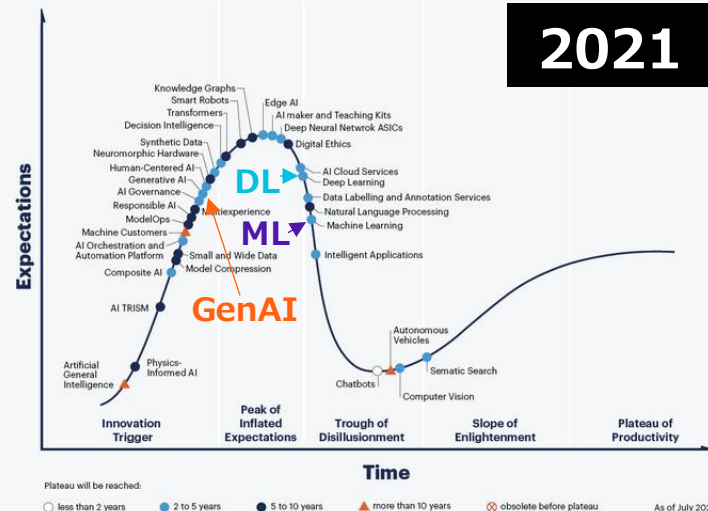
AI technology maturity
and application is
rapidly changing

and

Many challenges with
AI/Gen AI

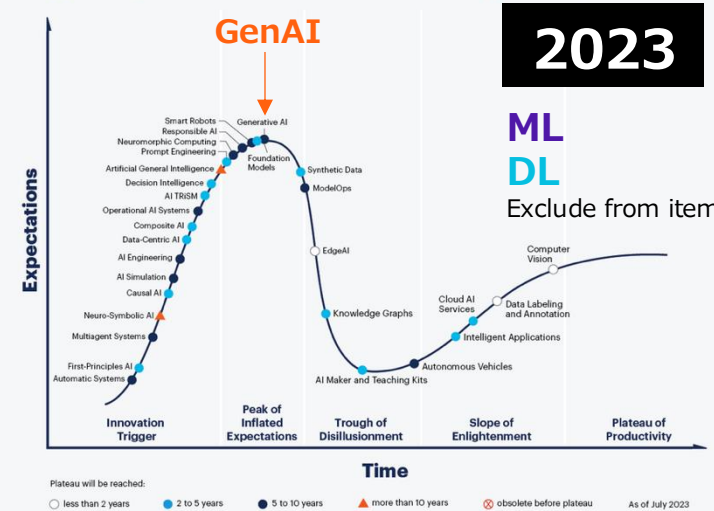
Hype Cycle for Artificial Intelligence, 2021

2021



Hype Cycle for Artificial Intelligence, 2023

2023



... Can you explore
everything on your
own ... ?



PM×AI まとめ

✓ AI ReadyなPMになるために必要な知財は、今や潤沢 一歩踏み出し、自らのものとするのが課題

- 多種多様な情報発信が短サイクルで進み、追いかけていけない量
- PM×AI領域での研修、オープンバッジ、認定制度も整備が進行中
- Agile や Product Management の領域でも、続々とAI研修が整備
(例: AI for Scrum Master, AI for Product Management, etc.)
- 複雑なユースケースに挑む「先駆者(Trailblazer)」となるのか？
基本的な生成AI機能に重点を置く「探検者(Explorer)」でいるのか？

調査のWave1, Wave2の間に、先駆者はより複雑なアプリケーションに着手
(リスクマネジメント、データ分析、予算編成など)

2者のギャップは拡大

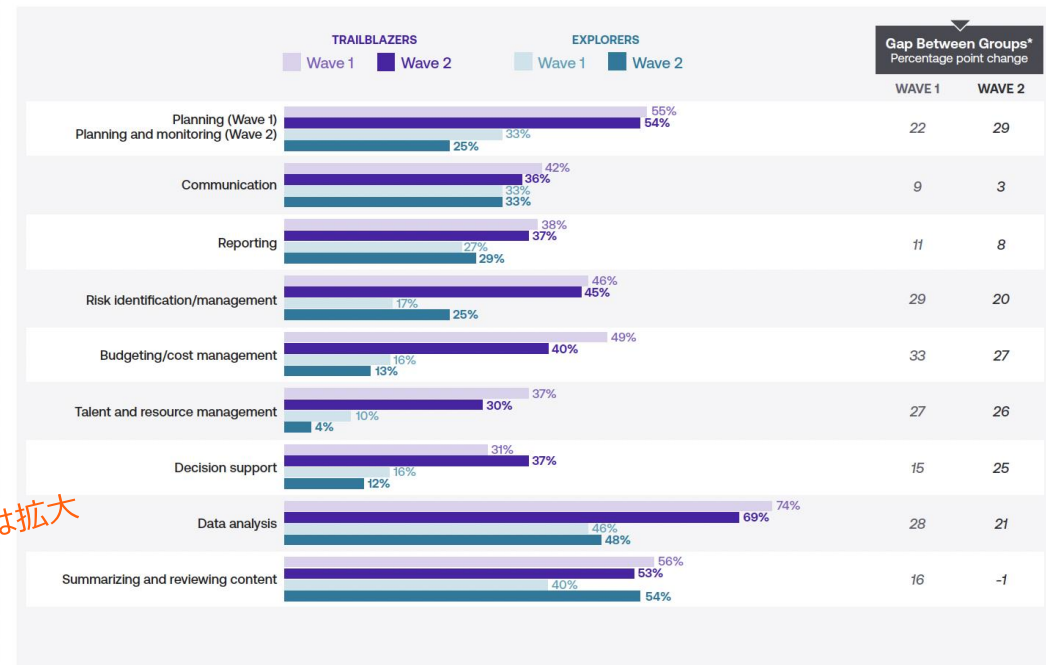
✓ AIはPMのCo-pilot、より価値を高めるために活用

- 「AIは仕事を置き換えることはないが、仕事の本質を変えるだろう」
“AI will not replace jobs, but it will change the nature of work.” — Kai-Fu Lee
- 「これを人工知能と呼ぶ人もいますが、現実にはこの技術は私たちを強化するものです。
ですから、人工知能ではなく、私たちの知能を増強することになると思います。」
“Some people call this artificial intelligence, but the reality is this technology will enhance us.
So instead of artificial intelligence, I think we'll augment our intelligence.” — Ginni Rometty

✓ 爆発的に進化・変化を遂げる知識領域において、CoP(Community of Practice)は有効な解決策

- AI技術の成熟度・採用度は急速に遷移、かつAI/生成AIには課題も山積、ひとりで追いかけていきますか？

FIGURE 2. Comparison of GenAI usage between Explorers and Trailblazers from Wave 1 to Wave 2



* The gap between groups is represented in percentage point change.

Source: PMI — Generative AI in Project Management Survey: Wave 1, n = 500, and Wave 2, n = 500

『Pushing the Limits』 2024.10 PMI



目次

1. What is PMI? and Next?

(PMIの最新動向と展望)

2. PM×AI and PMI×AI

(PM×AI領域の動向と取り組み)

3. PM×AI×CoP

(AI ReadyなPMへの第一歩)

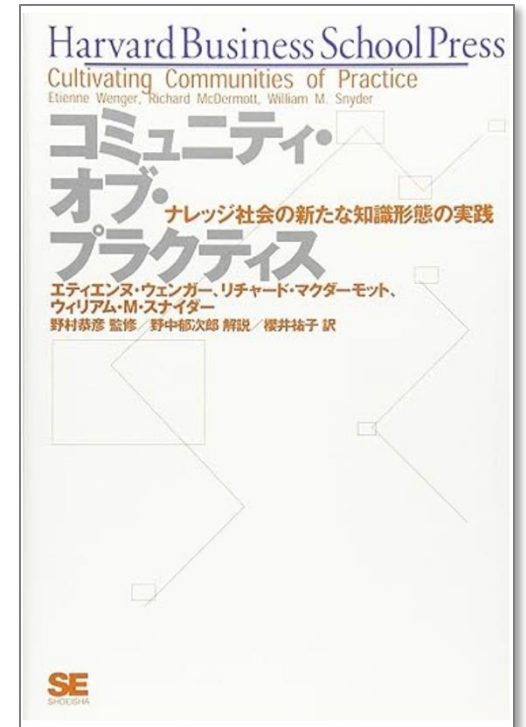
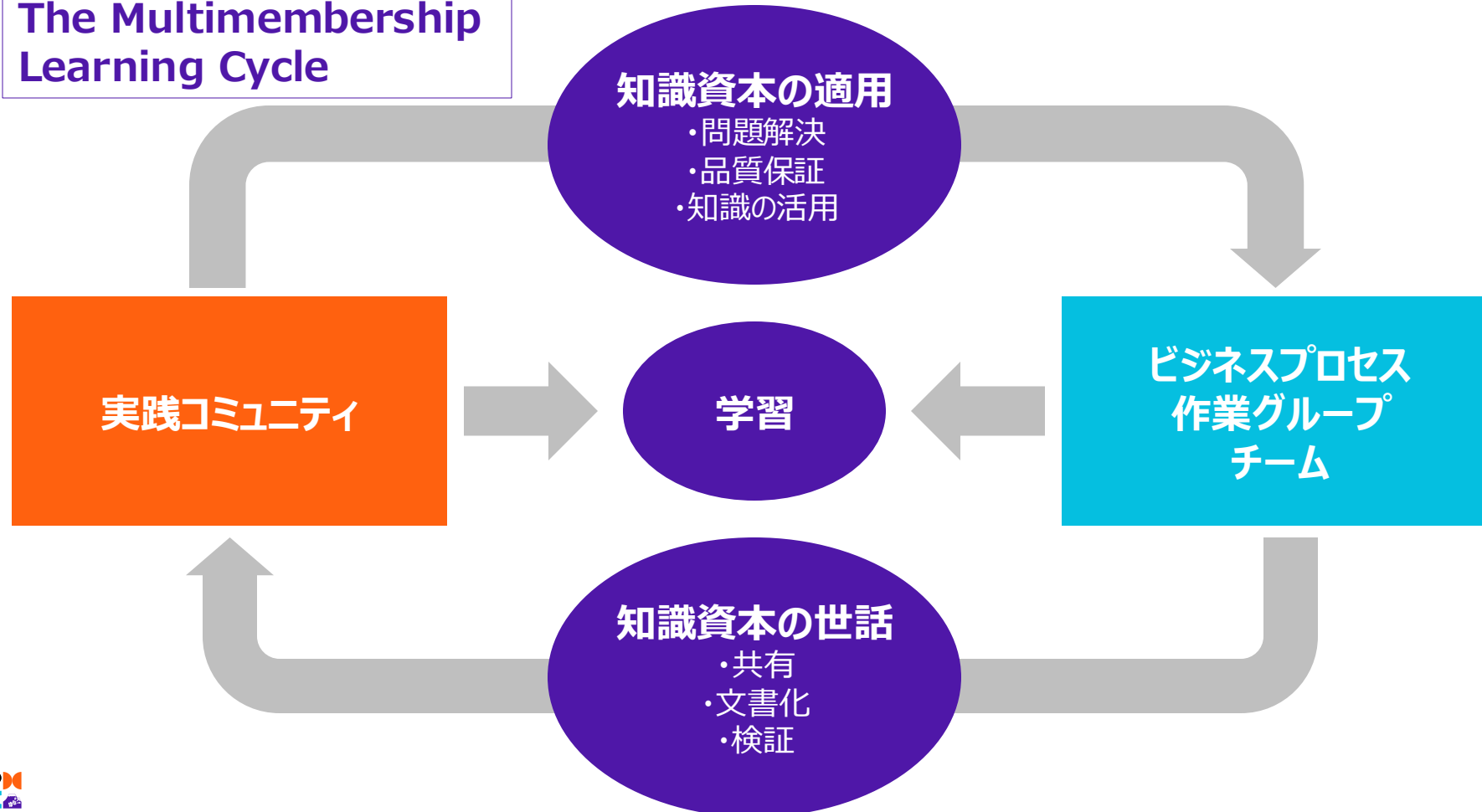


AI@Workは「CoP」のコンセプトに基づき活動

CoP: Community of Practice、実践共同体 とは…

「あるテーマに関する関心や問題、熱意などを共有し、その分野の知識や技能を持続的な相互交流を通じて深めていく
学習のためのコミュニティ活動」

The Multimembership Learning Cycle



エティエンヌ・ウエンガー 他
『コミュニティ・オブ・プラクティス』 2002,
多重成員性の学習サイクル,
P.53, ISBN978-4798103433

AI@Work : 2020年1月 設立時のコンセプト

Before

枠を超えた自由な発想で、新しい運営やそのあり方に挑み、研究グループ本来の価値を高めていく

前提とするコンセプト

Small Start

小さく始め大きく育てる

- PoC (概念検証)
- PDCAサイクル

Virtual

- 場所の制約からの解放
時間の有効活用（首都圏外からも同条件で活動可能）
- IT Toolの有効活用
(Web会議、Slack等)

Physical

- Face to Face Meetingでの新たなアイデアの創出
- 地域・WG・サブテーマ等でのNetworking

推進上の考慮点

Diversity

- 多様な実務経験・世代・立場・役割での意見共有や議論の機会創出
- 多様な視点がもたらす新たな気づき

New Generation

- 研究活動を軸としたDigital Native世代との協業
- PPPM (Project/Program/Portfolio Manager) や PMI会員 以外の参加

Open Collaboration

- 各WGの活動、参考情報等は常に相互共有(Slack等)
- 外部の研究成果も積極的に活用（必要に応じて今後協業等も検討）

AI@Work: キックオフ直後に気づいたこと

大人数かつ多様な人々が、**気軽**にかつ**安心して**参加・議論できる場作りが重要

Small Start

小さく始め大きく育てる

- PoC (概念検証)
- PDCAサイクル

Big is great

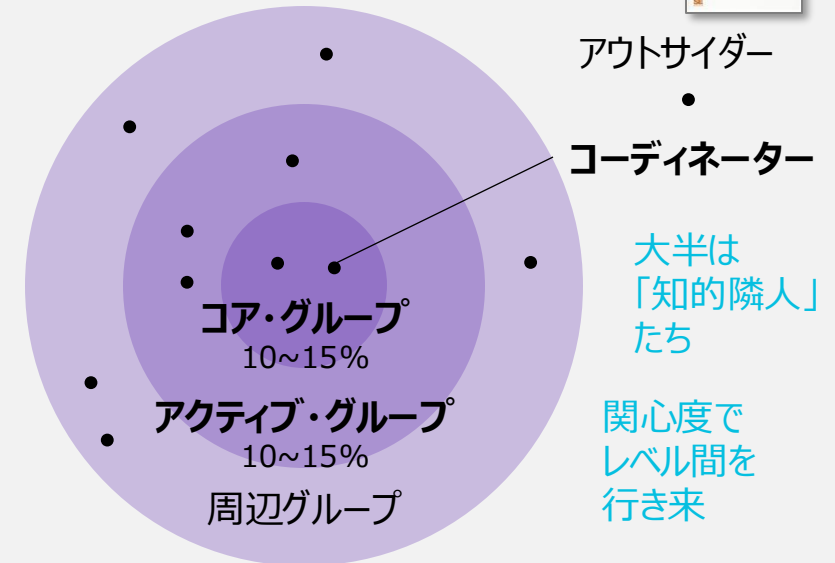
- 探求すべき/したい領域が多岐にわたるのがAI
- 大人数だからこそできることもある

2020/1/31 Kick Off!!! 計**129名**でのスタート



日本IBM 本社301会議室

コミュニティへの参加の度合い 『コミュニティ・オブ・プラクティス』より



「ベンチを作る」ー どのレベルの参加者も、フルメンバーのような気持ちになれるよう、コミュニティの活動を設計

AI@Work 参加者ガイドラインの設置

◆ 趣旨・背景

- ・コミュニティ制度移行にあたり、会員・非会員が共に活動を進める際のガイドラインを設置
- ・**PMI Global Executive Council のAI Knowledge Network(AIKN)でのガイドラインに準拠**
 - 先端分野を含む知見共有にあたり、安心して参加・議論できる環境作りを目的に設置
 - PMI Director により、法務含めた検討を経て、AIKN参加者へ開示されたガイドライン
- ・AI@Workコミュニティ運営に**最適なガイドラインであることを確認**

◆ 概要

Values : AIKN/AI@Workがもたらす価値

- ・Collaboration（協働）
- ・Knowledge Sharing（知識共有）
- ・Exploration（探求）
- ・Co-Creation（共創）
- ・Expertise（専門知識）
- ・Diversity（多様性）
- ・Confidentiality（機密性）
- ・Evidence-Based（証拠主義）
- ・Network-driven（AI@Work主導）
- ・Human element（人的要素）

Guidelines : 互いに敬意を払いながら活動するために本ガイドラインの有効性を理解し同意

- ・**PMI 倫理・職務規定** に熟達
- ・オープンで礼儀正しい場を維持
- ・イノベーションと創造を実現
- ・厳しい意見や対立意見も尊重し、柔軟に対応
- ・機密事項は慎重に扱い機密保持
- ・他の参加者の働きを尊重し、適切に感謝
- ・全員が貢献できる・恩恵を受けられる
- ・情報と根拠をありのままに提示
- ・他者の機密・権利に抵触する議論の回避 など

AI@Work : 5年間でふりかえっての成果や気づき

After

様々な面で、共有の奇跡 (“The more we share, the more we have” - Leonard Nimoy) を実感

前提とするコンセプト

Big is great

- ・AIは爆発的に進化・変化する領域
- ・探求すべき/したい領域は多岐にわたる
- ・大人数だからできることもある

Anywhere

- ・首都圏も地方も同条件で参加可能
- ・ITツール(Web会議、Slack等)の活用による
 - 時間の有効活用、探求・研究への転用
 - 研究活動の効率アップ
- ・誰もがフルメンバーと感じられる環境づくり

Networking

- ・F2Fからリモートへ、簡便に連携
- ・COVID-19によるインパクトはなし
- ・リモートながらも déjà vu (既視感あり)
- ・COVID-19後も強い信頼関係

推進上の考慮点

Diversity

- ・多様な実務経験・世代・立場・役割がもたらす、多様な視点とその相乗効果
- ・ユーザー企業とITベンダー
- ・安心して参加・議論できる環境づくり
「参加者ガイドライン」の設置

New Perspectives

- ・外部のAI有識者からの知見
- ・変革を起こそうとする方々 (Changemakers)
- ・PMI会員やプロジェクトの専門家ではない方々

Miracle of Sharing

- ・“The more we share, the more we have” - Leonard Nimoy
- ・多様性と新たな視点が生む共有の奇跡
- ・外部、AI専門家、PMI本部との連携

CoPが組織やメンバーにもたらす短期的および長期的価値

Why not get started by starting a CoP in your local chapter too?



短期的な価値

長期的な価値

組織にもたらす
ベネフィット

事業成果を改善する

- 問題解決のための場
- 時間や費用の節約
- 問題に対する多様な考え方
- 品質保証の強化

組織能力を開発する

- 業界他社とのベンチマーキングを行う場
- 知見に基づく提携
- 技術開発を予見する能力
- 新しい戦略上の選択肢を生み出す能力
- 新たな市場機会に乗じる能力

コミュニティ・メンバー
にとってのベネフィット

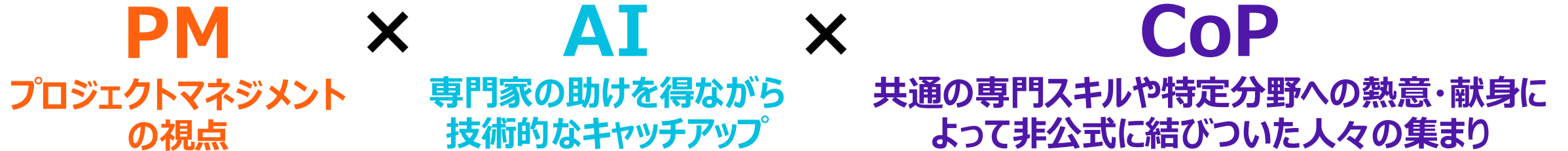
仕事のあり方を改善する

- 挑戦への支援
- 専門知識へのアクセス
- チームへのより良い貢献
- 問題のアプローチへの自信
- 仲間という楽しみ
- より有意義な参加

専門的能力の開発を促す

- スキルや専門知識を拡張するための場
- 専門分野で遅れを取らないためのネットワーク
- 自らの市場価値と雇用可能性を高める
- 専門家としての強いアイデンティティ

『コミュニティ・オブ・プラクティス』 2002, 表1-1 実践コミュニティが組織やメンバーにもたらす短期的および長期的利益 P.48, ISBN978-4798103433 より一部抜粋・改変



ボランティアの価値を決して疑ってはならない。
タイタニック号は専門家によって建造されたが、
ノアの方舟はボランティアによって造られた。

“Don't ever question the value of volunteers.
Noah's Ark was built by volunteers; the Titanic was built by professionals.”

[8 Septemer 2004 by Dave Gynn Coleman Professional Services Ohio US](#)

爆発的な進化・変化を遂げるAIの大海へ、CoPの力で漕ぎ出してみませんか？

Networking with

PMI Fellows



Walter Ginevri
Fellow, Pro Bono Project Manager

Frank Saladis
Fellow, Trainer, Consultant, etc.

Lee R. Lambert
Fellow, A Founder of the PMP

Peter Monkhouse
Fellow, Book Author of NewGenP



Joanne DeSantis
Director, Community and Volunteer Engagement @PMI

Deanna Landers
Fellow, Founder, Project Managers Without Borders (PMWB)



Al Zeitoun
Fellow, Global Leader in Strategy Execution, etc.



Yanping Chen
Fellow, President, University of Management and Technology

Dr. Prasad Kodukula
Fellow, USA Today Best-Selling Author, etc.

Networking with

PMI Senior Leaders & Managers



Jennifer Tharp
Board Chair @PMI

Dave Garrett
Senior Advisor to the CEO @PMI



SoHyun Kang
Managing Director – Asia Pacific at PMI

Lenka Pincot
Chief of Staff to the CEO at PMI



Karen Leila Micah
Director, Channel Partnerships and Programs @PMI



Roberto Toledo
CEO and Founder of Alpha Consultoria
Former Board Director @PMI



Mark Broome
Chief Product Officer @PMI



Olivier Lazar
VP for Community & Social Impact at PMI



Sierra Hampton-Simmons
VP of Certifications @PMI

Networking with

Key Persons of PMI×AI




Edivandoro Conforto
Global Leader on Business and
Technology Transformation, etc.
@PMI

Jill Diffendal
Thought Leadership
Content Manager @PMI

Mark Broome
Chief Product Officer @PMI


Thought Leadership
CPO, CIO, CDO




Think Big. Start Small. Iterate Often.

Ron Schmelzer (CPMAI) · 1st
LinkedIn Top AI Voice | #AI Best Practices | #CPMAI Certified |
Champion of innovation in the private and public sector

Top Artificial Intelligence (AI) Voice

 Project Management
Institute

 Massachusetts Institute of
Technology



Kathleen Walch
Global Head of AI Engagement and
General Manager of PMI Cognilytica



Julie Hardison
Product Manager @PMI
(Standard and Publications Dept)

AI in PPPM



Kerry Brooks
Product Manager
(Infinity Team AI)
@PMI

PMI Infinity

Claudia Alcelay
Product Manager,
AI Infinity @PMI

My AI reading list



Networking with

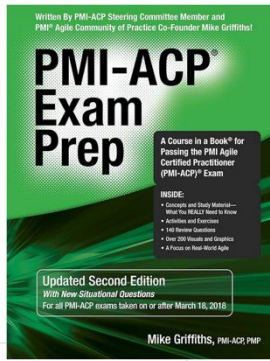
Great Speakers & Supporters



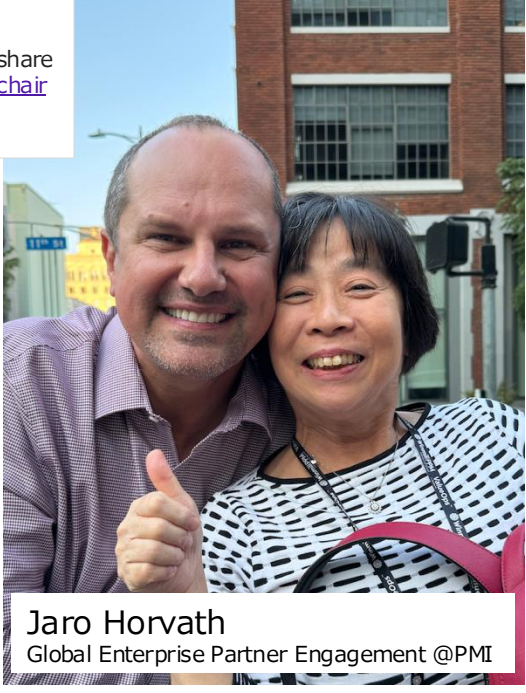
Tyler Anderson @PMI's Global Executive Council Product Innovation Manager at Delta Flight Products, will share insights from her leadership of the groundbreaking [Wheelchair Airplane Seat project](#), and her experiences across project, program and product management.



Mike Griffiths
Agile and project management consultant



Vanessa Van Edwards
@Volunteers Appreciation Session "Charismatic Communication: The Art and Science of Presence, Confidence and Trust"



Jaro Horvath
Global Enterprise Partner Engagement @PMI



Mike Griffiths & attendees from Japan



Gather Together, Grow Together, Guide the Future

PMI always cheers me up

...and **Now It's Your Turn!**

