Project Management Institute

Pushing the Limits

Transforming Project Management With GenAI Innovation

Project Management Institute.

Contents

Foreword

The impact of generative artificial intelligence (GenAI) and its reshaping of the project management profession is a topic that we approach with a high sense of urgency and responsibility at the Project Management Institute (PMI). In a series of thought leadership reports, proprietary research, guides, and e-learning offerings, we have explored GenAI's impact on the profession and defined actionable insights with our global community subject matter experts.

In our latest report, ***Pushing the Limits: Transforming Project Management with GenAI Innovation***, we dive deeper into the various ways that project professionals are using GenAI to both efficiently run projects and, even more importantly, to increase the likelihood that those projects deliver real value.

The insights tell a fascinating story. It's the story of a disruptive technology that is quickly becoming a necessary tool to complete successful projects, and of a profession that is becoming more comfortable using that tool to perform more ambitious, complex tasks. It illustrates the potential that GenAI has to transform the way projects are managed, and to improve the quality and accuracy of the work done by project professionals.

However, this tale also shows that challenges remain. On one hand, individual mastery of GenAI is critical to leveraging the tool to its fullest potential, while organizational acceptance is also necessary but, in some cases, lagging behind.

For project professionals, the message is clear: the time is now to begin leveraging GenAI in your work. Learn the tools. Experiment. Start small by using GenAI to automate simple tasks, but then get more ambitious. Use GenAI to make your job more efficient and to improve the quality of your outputs. This will require a deep understanding of GenAI, how it works, and how you can apply it to your unique circumstances.

However, always remember that your insight and experience, your creativity and acumen, cannot be replicated by a machine. Ultimately, you are accountable for generating value for your stakeholders, be they your customers, your colleagues, or your organization's C-suite. You, the project professional, are accountable for delivering your project successfully.

Pierre Le Manh, PMP
President & CEO
Project Management Institute

1 Introduction

Generative artificial intelligence (GenAI) technology has proven to be more than just a passing trend or the latest hype from Silicon Valley. GenAI is advancing at an unprecedented speed, outpacing the development of many other technologies. Recent developments have showcased the potential of GenAI models to create games, animations and videos with simple prompting instructions, demonstrating their versatile applications and transformative capabilities across various industries.

High adopters are gaining an edge by using GenAI for more projects and in a variety of tasks in their projects, leading to increased productivity, problem-solving, creativity and direct contributions to organizational transformation.

As GenAI models have advanced, becoming capable of performing more complex tasks across various contexts, project professionals and organizations are experiencing profound transformations in their processes and operations. A study[1] published by Boston Consulting Group earlier this year revealed that 89% of the executives interviewed ranked AI and GenAI as a top-three technology priority for 2024. However, the study also showed that 66% of these executives were ambivalent about or dissatisfied with their organizations' progress on AI/GenAI adoption.

A study by Microsoft and LinkedIn[2] indicated that 76% of survey participants agreed on the necessity of adopting AI to remain competitive. Additionally, 66% of leaders stated they would not hire someone without AI skills, and 71% expressed a preference for hiring less-experienced candidates with AI skills over more experienced ones without them. The study also highlighted that project managers, product managers and program managers are among the top professionals rapidly upskilling in AI.

Our PMI proprietary research, First Movers' Advantage — The Immediate Benefits of Adopting Generative AI for Project Management, confirms some of these findings and supports the urgent need for organizations and project professionals to experiment and adopt GenAI at scale. This study also identified a big gap between high adopters (designated as "Trailblazers") and those in the early stages of learning and experimenting with GenAI (designated as "Explorers"). High adopters are gaining an edge by using GenAI for more projects and in a variety of tasks in their projects, leading to increased productivity, problem-solving, creativity and direct contributions to organizational transformation.

This gap is reflected in the different ways organizations are proceeding with GenAI. While some don't know where to start, others are enabling and supporting more comprehensive experimentation and advanced use cases. As we look at these approaches, we can now see more clearly the potential of GenAI to transform not only the project management profession, but how project professionals can create greater value and play a key role in helping transform their organizations.

About This Research

Between March and April of 2024, PMI conducted the second global study encompassing 500 project professionals, each representing their organization, collecting data from 18 industry sectors in 12 countries. This study is the second in a series of global research projects designed to understand the state of the art of GenAI in the project management profession. The first study, with the same scope and geographic base, was conducted in December 2023 and January 2024.

As we were interested in GenAI usage trends and applications, using the technology for at least some of their project work was a prerequisite for participating in the study. To account for differences in daily job functions and industries, we asked respondents what overall percentage of projects they use GenAI for, rather than the total number of individual tasks. For a full breakdown of industries, countries and other demographic data, please see the Appendix.

For analysis, participants were categorized according to their responses to the following question: During the last six months, on approximately what percentage of your projects have you used GenAI for managing project work (on a scale of 1%–100%)? We then focused on those who used GenAI 1%–15% of the time (Explorers) and over 50% of the time (Trailblazers). Collectively, these groups comprise 56% of those we surveyed.

In our first report, we focused on the differences between Explorers and Trailblazers. In this report, we aimed to understand the impact GenAI had on developing skills and the role organizations can play in encouraging this growth.

In addition to the survey, we also interviewed 19 subject matter experts on GenAI and project management across 12 countries and five continents. Their experience and perspectives helped guide our key takeaways from the research.

In this report, we delve into:

- The most common tasks GenAI is used for and the associated impact
- The skills professionals are advancing as they adopt GenAI for complex work
- What is next for those users pushing the limits of GenAI adoption in project management

2 Rapid Growth of GenAI Use in Project Management — Key Drivers and Highlights

This section of the report addresses the evolving tension surrounding the disparity between the rapid adoption of GenAI by project managers and the slower organizational readiness to support its transformative impact at the enterprise level.

As GenAI becomes increasingly prevalent in project management, with new tools democratizing access to AI, many organizations struggle to keep pace with its rapid adoption. This disconnect highlights the need for better alignment between individual usage and organizational strategy to leverage this powerful tool effectively across the entire enterprise.

In the three months between the first and second waves of our study on GenAI in project management, Trailblazers — those using GenAI for 50% or more of their projects — increased by 86% (see the *About This Research* box on the previous page and Figure 1 on next page). Specifically, the percentage of Trailblazers rose from 20% to 37% of the total sample. Additionally, the adoption of GenAI tools to support task execution at the project level has increased significantly, with 43% of respondents using the technology for more than 50% of project task execution. ***In other words, of the project professionals we surveyed who utilize GenAI, two of every five use it in more than half of their project work.***

Key Insights

As project professionals master GenAI, they focus more on complex tasks, such as risk management and project planning, showcasing its capability to drive exploration into advanced applications.

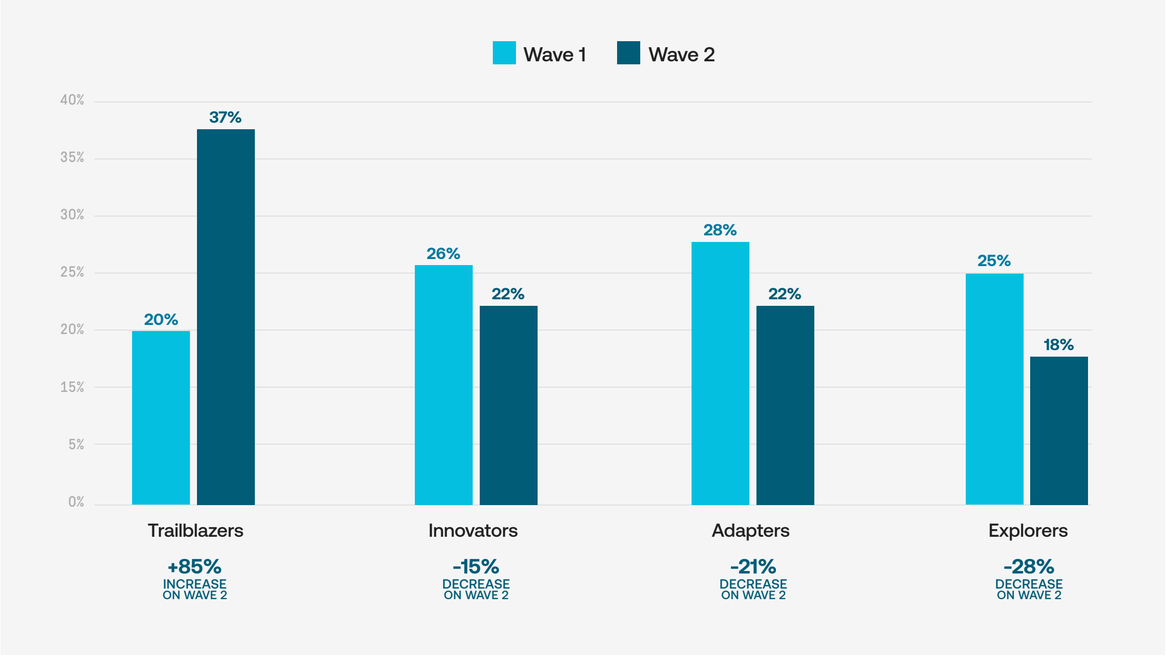
GenAI has transformative potential for operational processes, but organizational adoption lags behind that of individual project professionals.

These developments correspond with other global studies. A report by Microsoft and LinkedIn[3] found that use of GenAI has doubled in six months, with 75% of global knowledge workers now using it in some fashion. Likewise, it is very likely that GenAI use will continue to grow for at least the short term. GenAI is an emerging and evolving technology, becoming more sophisticated and adding more features.

As GenAI becomes increasingly prevalent in project management, with new tools democratizing access to AI, many organizations struggle to keep pace with its rapid adoption.

This constant development expands its potential user base and exposes it to more industries. As project professionals and other users become more familiar with GenAI, its usage in the project management profession should continue to increase organically.

FIGURE 1. Comparison of GenAI usage in percentage of projects from Wave 1 to Wave 2



Q: During the last six months, on approximately what percentage of your projects have you used GenAI for managing project work? (n=500, confidence level = 95%)

Note: Definitions of Explorers and Trailblazers in "About This Research." For more definitions, please see the report from Wave 1.
Source: PMI — Generative AI in Project Management Survey: Wave 2, n = 500

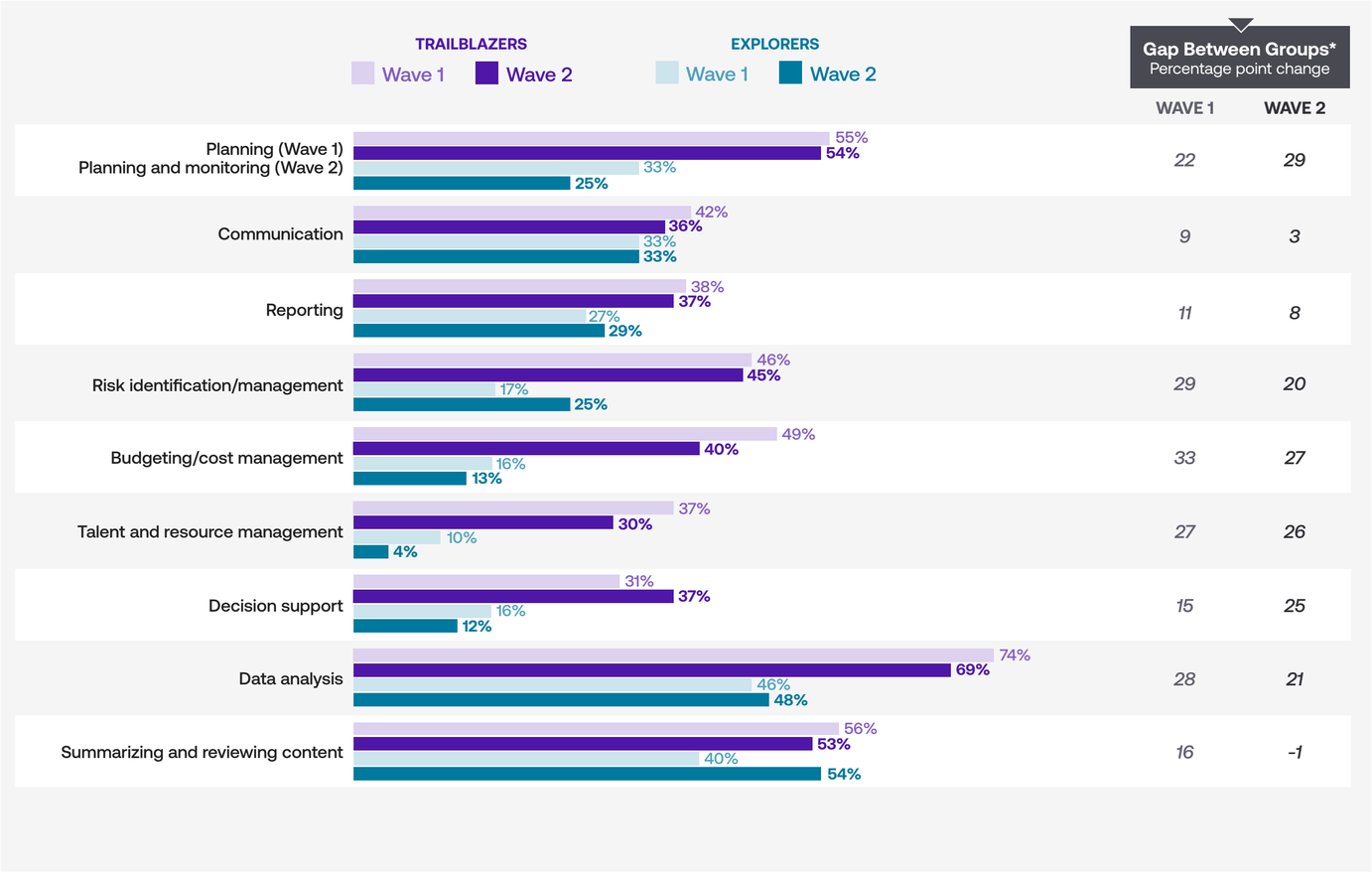
2.1 Proficiency in GenAI Promotes More Complex Use Cases

In our previous research on GenAI adoption in project management, First Movers' Advantage, we took a top-down analysis approach to understand how organizations were implementing GenAI. In this report, our focus shifts to how project professionals are driving adoption, especially at the task level. We found that not only are more users becoming comfortable with GenAI, but they are also finding novel ways to tackle increasingly complex tasks. This development highlights that it is not enough to simply use GenAI; rather, the key with GenAI is the value it helps the user create.

Our research reveals a significant divergence between Explorers and Trailblazers in how they use the technology. Initially, Explorers and Trailblazers showed similar uptake in introductory tasks such as communication and reporting (see Figure 2). As Explorers have embraced GenAI, they have narrowed the gap in many areas; however, Trailblazers are still applying GenAI far more often in complex areas like planning, budget/cost management, talent and resource management, and decision support.

While Explorers continue to utilize GenAI for introductory tasks, such as communication and content summarization, they are still far behind Trailblazers in more advanced applications. This pattern suggests that as users become more proficient with GenAI, they are exploring advanced applications, creating opportunities for innovative project management practices in their organizations.

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

As Lenka Pincot, chief of staff to the CEO, PMI, emphasizes, “Embracing technology for true transformation in an organization means more than just applying it to existing processes — it requires a complete rethink of how we approach our work and how we create value.”

As professionals become proficient with GenAI, they progress beyond automating routine tasks to augmenting their project management skills. This evolution allows them to tackle increasingly intricate challenges and innovate in their roles. Wellinghton Barboza, energy project manager at Gerente Division Electromecanica, Honduras, illustrates this augmentation potential with an example: “In the energy sector, where projects are inherently complex, GenAI has revolutionized our risk management practices. By developing tailored AI models for each project and feeding them detailed data, we've empowered these models to act as senior project management assistants. They analyze project contexts, identify risks and leverage insights from past projects.”[4]

Furthermore, the widening gap between Explorers and Trailblazers underscores that realizing the full potential of GenAI for complex project management tasks requires more than just adopting the technology — it demands the effective integration of project management skills and advanced knowledge in using GenAI.[5]

Who Are the Trailblazers?

Trailblazers are individuals who are at the forefront of GenAI adoption, pioneering new and innovative ways to leverage the technology and using it in more than 50% of their recent projects. We first detailed Trailblazers in our report, First Movers’ Advantage.

Unsurprisingly, Trailblazers are most likely to be found in IT, where technological innovation tends to be adopted more quickly (see **Figure 3**). Interestingly, Trailblazers are also more likely to adopt hybrid approaches to project management, highlighting the need for flexibility and potential opportunities for tailoring ways of working when using GenAI (see **Figure 4**).

“In the energy sector, where projects are inherently complex, GenAI has revolutionized our risk management practices.”

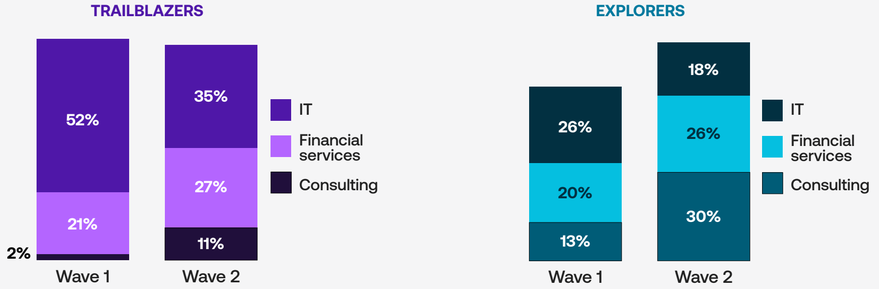
Wellinghton Barboza, energy project manager at Gerente Division Electromecanica, Honduras

Our research highlights that while applying technology to existing processes boosts efficiency — a discovery primarily made by Explorers — true transformation and innovation arise when professionals possess a deep understanding of GenAI and strategically apply it to generate new value. As articulated in our report, Talking to The Machine, mastering GenAI is a skill that necessitates continuous training and practice.

True transformation and innovation arise when professionals possess a deep understanding of GenAI and strategically apply it to generate new value.

Becoming a Trailblazer in this new era of project management entails not only increasing GenAI usage but also engaging in ongoing iteration and experimentation to uncover its nuances and maximize its potential for innovation.

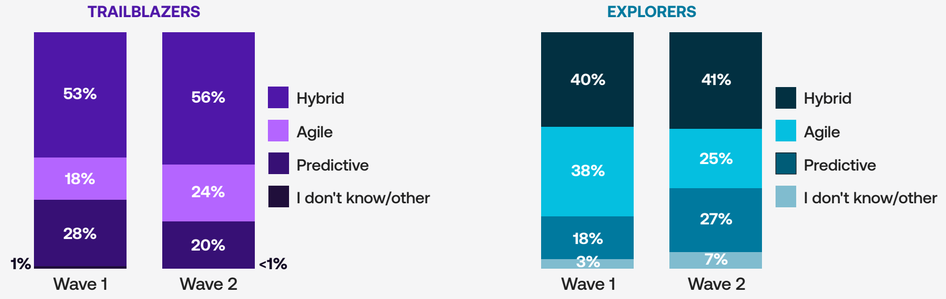
FIGURE 3. Breakdown of Trailblazers and Explorers by top industry



Note: After evaluating more than 18 industries, we focused on these specific ones because our data showed they are the leading sectors for employing GenAI in project management. A decreasing number from Wave 1 to Wave 2 can be explained by a better distribution of Explorers and Trailblazers across industries, and not necessarily a reduction in the total number of Explorers or Trailblazers.

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

FIGURE 4. Breakdown of Trailblazers and Explorers by project management approach



Note: Percentages may not total 100 due to rounding.
Source: PMI — Generative AI in Project Management Survey: Wave 1, n = 500, and Wave 2, n = 500

2.2 Urgent Need for Greater Organizational Support

Although Trailblazers have positioned themselves to transform their project management work with GenAI, they require organizational support to fully unlock the technology's potential. However, the uncertainty surrounding quantifying productivity gains from using GenAI has led organizations to proceed at a slower pace than trailblazing project professionals. Despite significant user growth, organizational support for GenAI deployment has lagged (see Figure 5).

This siloed approach prevents Trailblazers from creating novel, GenAI-driven solutions that can transform business processes and operations.

According to our GenAI enablement rating, the number of Peak organizations effectively supporting the use of GenAI in project management has actually slightly decreased since our first report. One reason for this drop could be that as project professionals become more familiar with GenAI and grasp the depth of organizational commitment required, their expectations for what qualifies as a Peak organization have risen. These considerable disparities pose a substantial obstacle to fully leveraging the transformative possibilities of GenAI.

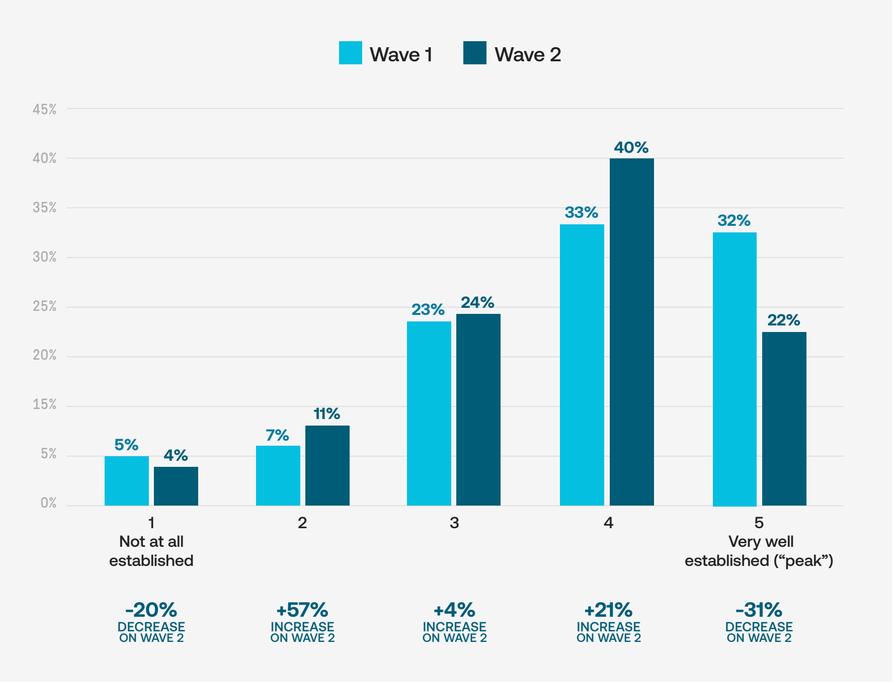
Many organizations continue to struggle with implementing GenAI across various business processes.

According to a recent Microsoft and LinkedIn study,[6] 60% of leaders expressed concern that their organization's leadership lacks a clear plan and vision for implementing GenAI applications. As a result, many top organizations are unable to engage in the kind of development that could usher in system-wide evolution.

As a Harvard Business Review and AWS survey[7] among chief data officers at leading companies revealed, nearly one-third of executives are focused on individual-level experimentation rather than developing enterprise-wide use cases. This siloed approach prevents Trailblazers from creating novel, GenAI-driven solutions that can transform business processes and operations.

While there are some positive signs of organizational progress, a significant gap persists between formal organizational adoption and support and the individual usage of GenAI in project management. This highlights that many project professionals are innovating and experimenting with GenAI at a faster pace than their organizations can establish formal policies and practices.

FIGURE 5. Change in organizational GenAI enablement



Note: Change is represented in percentage change (and not percentage point) between Waves 1 and 2. Respondents were asked to rate their organization's overall adoption level and commitment to utilizing GenAI on a five-point scale. Companies were then grouped from Foundational (score of 1 or 2), Intermediate (3), Advanced (4) or Peak (5). For more information on our organizational GenAI rating, see our first report. In the first iteration of the survey, we scored GenAI organizational maturity as a composite from three questions. In our most recent survey, we measured organizational maturity based on one consolidated question.

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

While companies are grappling with how best to implement GenAI in project management from policy and technological standpoints, project professionals are already embracing and using the technology more often and in increasingly sophisticated ways. However, individual project professionals cannot lead the GenAI transformation charge on their own. Organizations play a crucial role in facilitating employee adoption of GenAI and guiding them toward tasks that can be developed over time.

Moreover, the widening disparity between organizational enablement and individual adoption hinders the full realization of GenAI's potential. As shown in Figure 6, the gap between Foundational and Peak organizations mirrors that between Explorers and Trailblazers. Foundational organizations primarily employ GenAI for tasks such as communication, planning and content summarization, rather than more advanced tasks like talent and resource management and decision support.

Even Trailblazers in Foundational organizations are less likely to be using GenAI in a way that could be potentially as transformative as their peers in Peak organizations.

The next section of this report will detail how project professionals are applying GenAI across various tasks and the key skills they are developing. Section 4 delves into how organizational integration is pivotal in unlocking impactful tasks that enhance the skills of project professionals.

"It's crucial for organizations to integrate GenAI into project frameworks to help professionals achieve their best results. Without organizational commitment and strategic support for GenAI adoption, professionals might struggle to maximize efficiency and innovation."

Gongqi Lin, senior algorithm engineer and director of the Intelligent Digital Human Engineering Technology Center at Chengdu Mingtu Technology Company, China

FIGURE 6. **Task type by level of organizational enablement**

	Organizational Facilitation Level	
Task Type	**Peak** (n = 108)	**Foundational** (n = 71)
Planning and monitoring	58%	32%
Communication	38%	35%
Reporting	35%	38%
Risk identification and management	46%	21%
Budget and cost management	42%	14%
Talent and resource management	33%	7%
Decision support	36%	17%
Data analysis	68%	48%
Summarizing and reviewing content	46%	56%

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

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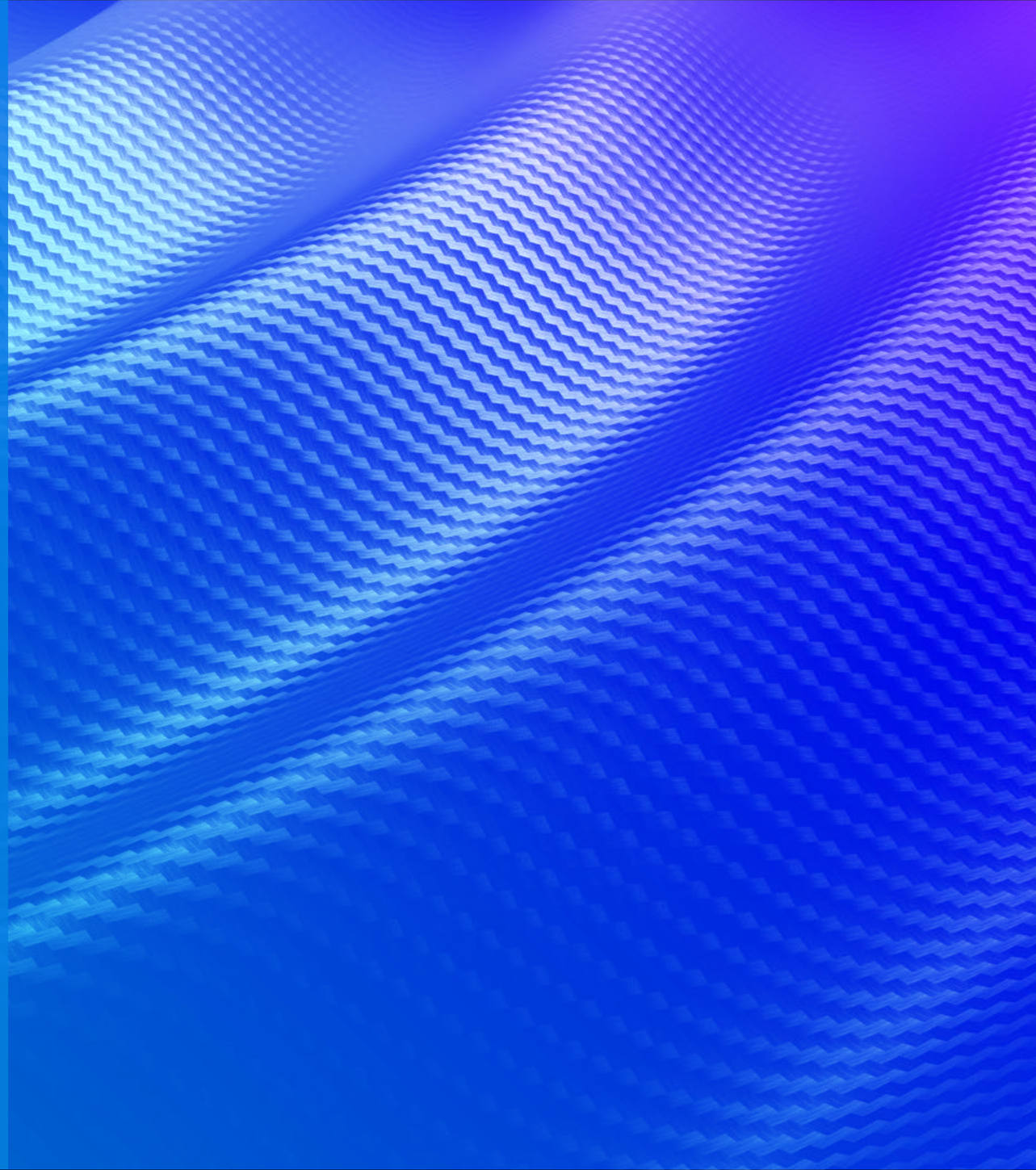
Key Takeaways

- GenAI goes beyond adoption; its true value lies in enabling users to create significant outcomes and transform project management tasks effectively.
- Effective GenAI use cases demand individual mastery and significant organizational investment in removing barriers.



3 How Trailblazers Use GenAI to Reshape Project Management: A Deep Dive

In this section, we delve into how GenAI is changing the project profession. We explore how project professionals are adopting GenAI, achieving performance improvements in key skills, focusing on value creation and leveraging automation for tasks. We also analyze the widespread adoption and impact of various activities.

GenAI is profoundly impacting everyday project management practices, demonstrating its versatility and potential. Currently, GenAI and large language models (LLMs) are predominantly adopted on an individual level to aid task execution or, to some extent, automation. Looking forward, as GenAI becomes ubiquitous and enterprise platforms become more accessible, project management tasks could undergo a complete transformation.

GenAI serves as a powerful tool for automating, assisting and augmenting project management tasks. By automating routine, time-consuming tasks, it frees up time and empowers project professionals to focus on strategic decision-making and enhances creativity and problem-solving capabilities. GenAI has already reshaped tasks like meeting notes and document summarization, with more transformations anticipated. As GenAI continues to integrate further into project management, professionals and organizations must strategically embrace it to unlock its full potential.

Key Insights

Project management tasks involving data analysis with high automation potential are easily attainable.

Embracing GenAI effectively allows project professionals to increase productivity and efficiency, freeing mental bandwidth for innovation and value delivery.

GenAI serves as a critical safeguard against human errors and communication pitfalls, essential for sustaining project momentum.

3.1 Tasks With High Automation Represent Low-Hanging Fruit

Our research underscores the transformative impact of GenAI on project management practices, revealing how project professionals are leveraging this technology for high-impact tasks. Among the top nine tasks identified for their impact and usage, data analysis emerges as pivotal. Activities such as collecting, extracting and cleaning data for analysis, as well as using data to uncover trends and patterns, lead the way. These tasks are critical due to the inherent complexity and time-consuming nature of handling project-related data spread across various systems and documents. In particular, the capability of LLMs to process unstructured data like project documentation makes GenAI especially impactful with analytical activities.

For project management, this capability is crucial, enabling professionals to gain insights and make data-driven decisions efficiently, thereby reallocating time toward more strategic, human-centric tasks.

Data analysis has long been a cornerstone of AI applications, as Tao Chun Liu, senior business consultant at Qware Systems Inc., Taiwan, points out: “Data analysis is not new for AI. We've been integrating AI into data analysis for decades.” For project management, this capability is crucial, enabling professionals to gain insights and make data-driven decisions efficiently, thereby reallocating time toward more strategic, human-centric tasks.

FIGURE 7. **High-impact, high-net-usage tasks for GenAI in project management**

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

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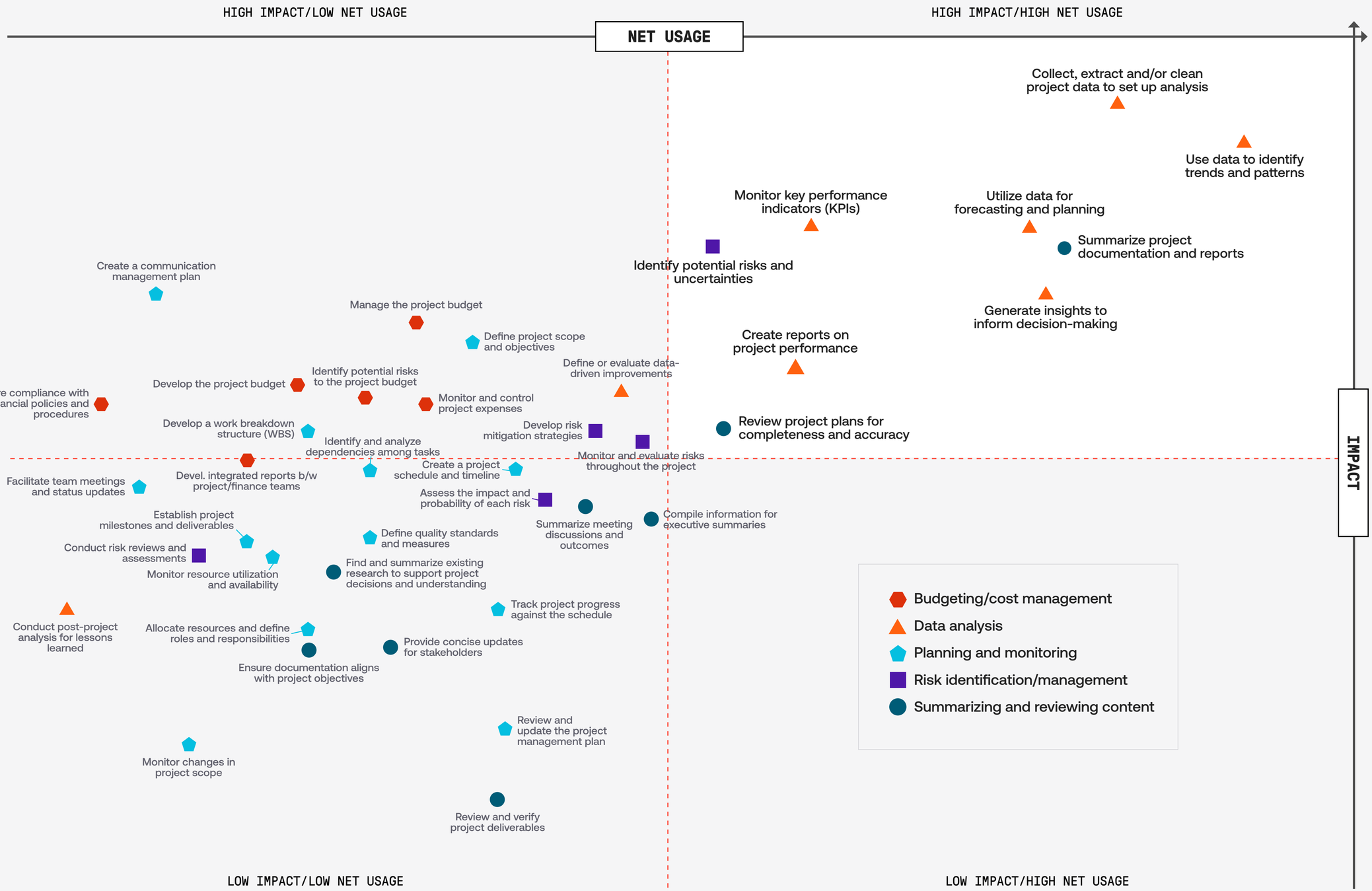
FIGURE 7. **High-impact, high-net-usage tasks for GenAI in project management**



Source: PMI – Generative AI in Project Management Survey: Wave 2, n = 500

Similarly impactful is GenAI's role in summarizing and reviewing content. Project professionals use GenAI extensively for tasks such as summarizing project documentation and reports, reviewing project plans, compiling executive summaries and distilling meeting discussions. By automating these routine tasks, GenAI minimizes human error and enhances alignment among stakeholders.

Deeksha Singh, head of Vitality PMO at Discovery Limited, South Africa, elaborates: “Our focus has been on automating tasks like meeting minutes to streamline daily operations and unlock more time for value-added work.” However, Singh notes the importance of applying human expertise in refining AI-generated summaries to ensure relevance and alignment with organizational needs.

In planning and monitoring, GenAI aids in defining project scope, setting objectives, creating schedules and developing timelines. Tao Chun Liu explains, “GenAI significantly enhances project management tasks such as creating work breakdown structures. By analyzing project data and requirements, it facilitates hierarchical task organization, deliverable definition and resource estimation.”

How did we measure high impact and high usage/net usage?

We defined “net usage” as the percentage of respondents who utilize GenAI for specific tasks out of the total surveyed (n=500). “Impact” is measured by the percentage of these users who report that GenAI has the most positive effect on each task. “Net impact” is then calculated as the product of net usage and impact, representing the proportion of the total survey population that finds GenAI most beneficial for the task.

For example, consider the task of using GenAI to identify trends and patterns in data. According to our data, 38% of the respondents use GenAI for this purpose. Among these users, 53% believe that GenAI has the most positive impact on this task. This means that 20% of the entire survey population perceives GenAI as having the most positive impact on this task, demonstrating its significant influence.

Key definitions to keep in mind

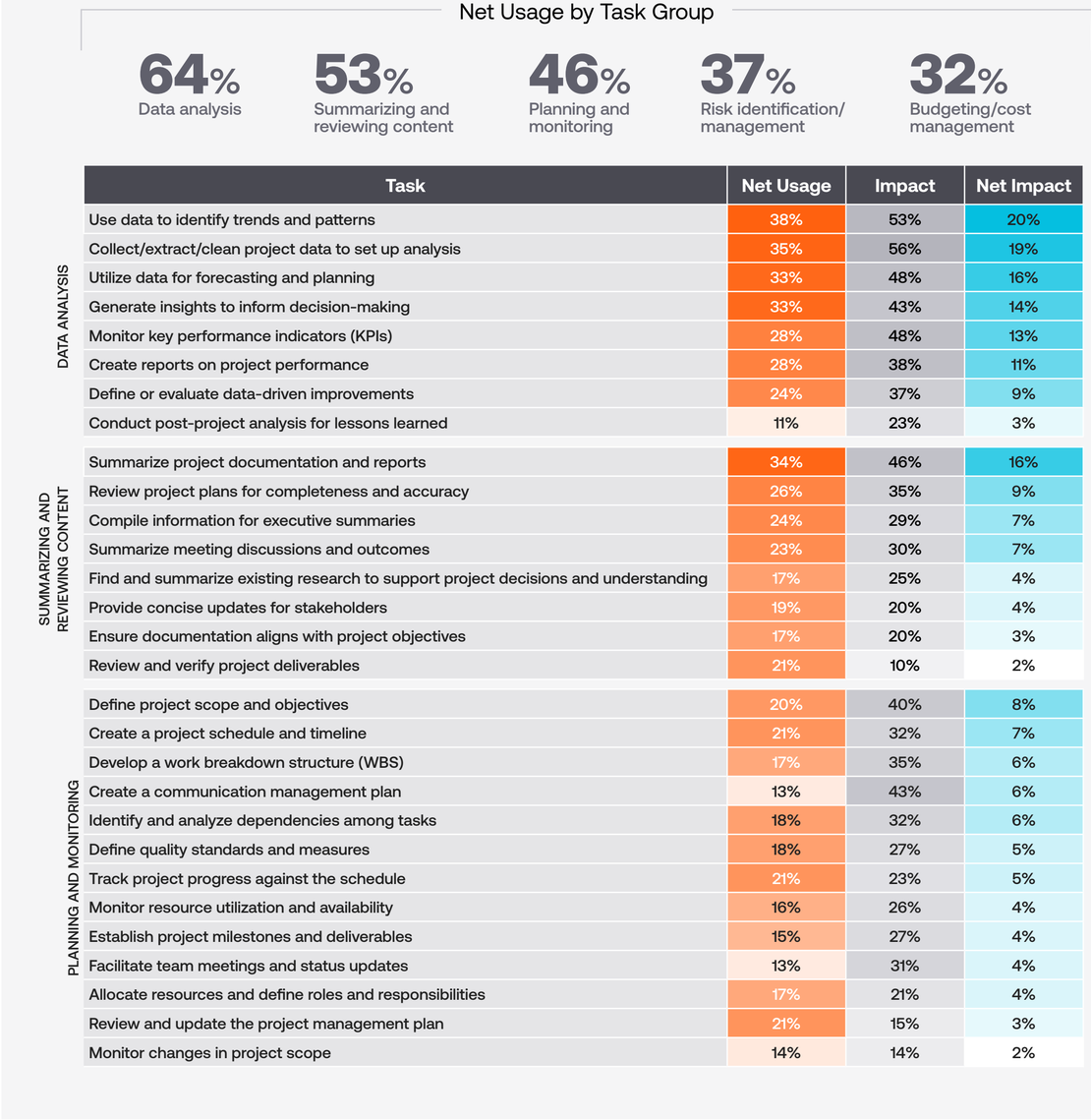
TASK AREA: A related group of project tasks such as data analysis, budgeting and cost management, risk identification and management, planning and monitoring, and summarizing and reviewing content.

PROJECT TASK: Each task area is broken down into several discrete project tasks that GenAI can be used for. A task is a specific activity or work that needs to be completed to achieve a project goal. For example, within the task area of data analysis, there are eight tasks, including the use of data to identify trends and patterns, and collecting and cleaning data for analysis.

Despite these advancements, significant potential remains untapped. Many high-impact tasks are underutilized by project professionals, as detailed in Section 4 of this report. This gap highlights both the progress made and the opportunities for further integration and optimization of GenAI in project management practices.

For project managers, the takeaway is clear: Leverage GenAI to automate routine tasks, enhance decision-making with data insights and allocate more time to strategic initiatives. By embracing GenAI effectively, project management can evolve toward greater efficiency, innovation and value delivery.

FIGURE 8. GenAI usage and impact across project management tasks



	Task	Net Usage	Impact	Net Impact
DATA ANALYSIS	Use data to identify trends and patterns	38%	53%	20%
	Collect/extract/clean project data to set up analysis	35%	56%	19%
	Utilize data for forecasting and planning	33%	48%	16%
	Generate insights to inform decision-making	33%	43%	14%
	Monitor key performance indicators (KPIs)	28%	48%	13%
	Create reports on project performance	28%	38%	11%
	Define or evaluate data-driven improvements	24%	37%	9%
	Conduct post-project analysis for lessons learned	11%	23%	3%
SUMMARIZING AND REVIEWING CONTENT	Summarize project documentation and reports	34%	46%	16%
	Review project plans for completeness and accuracy	26%	35%	9%
	Compile information for executive summaries	24%	29%	7%
	Summarize meeting discussions and outcomes	23%	30%	7%
	Find and summarize existing research to support project decisions and understanding	17%	25%	4%
	Provide concise updates for stakeholders	19%	20%	4%
	Ensure documentation aligns with project objectives	17%	20%	3%
	Review and verify project deliverables	21%	10%	2%
PLANNING AND MONITORING	Define project scope and objectives	20%	40%	8%
	Create a project schedule and timeline	21%	32%	7%
	Develop a work breakdown structure (WBS)	17%	35%	6%
	Create a communication management plan	13%	43%	6%
	Identify and analyze dependencies among tasks	18%	32%	6%
	Define quality standards and measures	18%	27%	5%
	Track project progress against the schedule	21%	23%	5%
	Monitor resource utilization and availability	16%	26%	4%
	Establish project milestones and deliverables	15%	27%	4%
	Facilitate team meetings and status updates	13%	31%	4%
	Allocate resources and define roles and responsibilities	17%	21%	4%
	Review and update the project management plan	21%	15%	3%
	Monitor changes in project scope	14%	14%	2%

Note: The tasks and impact generated for risk identification/management and budgeting/cost management task groups are covered in Figures 11 and 12 in Section 4 of the report.

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

Use Cases

Exploring GenAI Adoption: Automation, Assistance and Augmentation

We conducted interviews with numerous project professionals regarding their adoption of GenAI and collected examples from their experiences. We then evaluated these examples based on the complexity levels defined in our 3A Framework for AI Adoption (Automating, Assisting, Augmenting), as elaborated in the previous reports, Shaping the Future of Project Management With AI and First Movers' Advantage. Here are some examples.

Automation

Formatting meeting notes

"I have found GenAI incredibly helpful for summarizing meeting notes and outcomes. It effortlessly transforms my real-time notes into perfectly formatted and readable meeting minutes, freeing me from worrying about grammar and correctness. Recently, I have even started using GenAI to standardize my note-taking format, ensuring consistency across all my documents with a predefined template."

Davide La Valle, digital business partner, international banks division, risk and compliance, Intesa Sanpaolo, Italy

RACI matrix to allocate project responsibilities

"GenAI was instrumental in closing and handing over a long-running project in the public sector. It helped create a RACI (responsible, accountable, consulted, informed) matrix to allocate responsibilities and tasks effectively. By researching standard procedures, the tool helped us outline a comprehensive plan for the handover process, addressing all necessary tasks beforehand. GenAI's assistance proved invaluable in facilitating a well-structured and efficient handover plan, despite the sensitive nature of the project details."

Bassel Hassan, PMO lead/senior project manager, Beirut Governorate, Lebanon

Assistance

Data-driven improvements in resource allocation and project planning

"In my role, I leverage Copilot for Microsoft 365 alongside Excel to gain valuable project insights and optimize resource allocation. By inputting project data into Excel and collaborating with Copilot, I can ask Copilot to create a burndown chart to compare the actual work completion rate versus the ideal completion rate. I can iterate my prompt by adding team member availability, dependencies from other teams, etc., and Copilot will generate more accurate outputs, helping me analyze task completion rates and team member contributions more effectively. Copilot's assistance in interpreting the data ensures that I make informed decisions and allocate resources efficiently, ultimately enhancing project planning and outcomes."

Rafsan Huseynov, Senior IT program manager, Caterpillar Inc., USA.

Ensuring smooth documentation on projects

"Incorporating GenAI into our project documentation process has completely transformed our approach. While we still utilize templates from past projects, GenAI seamlessly tailors them to our current needs by suggesting adjustments and integrating relevant data. While manual review remains crucial, GenAI slashes our drafting time from hours to minutes. It allows us to focus on refinement and innovation, elevating our project documentation management."

Wellinghton Pereira Barboza, energy project manager, Gerente Division Electromecanica, Honduras

Augmentation

Predicting issues in the delivery process

"Using GenAI has been instrumental in our risk management efforts, particularly in continuous development, integration, delivery and on-demand release activities. We use GenAI to reinvent the enterprise, driven by responsible AI principles."

Sergio Luis Conte, scrum master manager, Global IT, management CIO, Accenture, Argentina

Conducting post-project analysis for lessons learned

"An intriguing GenAI application we have explored is post-project analysis for extracting invaluable lessons learned. We upload meeting recordings and session notes into GenAI tools to extract not only bottlenecks and issues but also key themes, tones and sentiments. This innovative method goes beyond surface observations, delving deep to uncover nuanced insights that might have otherwise been missed."

Deeksha Singh, head of Vitality PMO, Discovery Limited, South Africa

3.2 Biggest Benefits Lie in Individual Performance and Skill Enhancement

Our recent findings uncover a transformative trend: GenAI is revolutionizing project management by significantly boosting productivity and enhancing key performance metrics. As Section 3.1 highlights, tasks such as data cleaning, initial insights generation, and content summarization are experiencing substantial improvements, freeing up valuable time and resources for project professionals.

The productivity gains reported in our research are similar to the productivity gains shared by Olivia Montgomery, associate principal analyst, Capterra, USA, in her recent research:[8] —63% of project managers report increased productivity and efficiency as a top benefit of AI.

Beyond productivity gains, our research unveils a profound impact on individual performance factors, such as creativity, problem-solving, and overall effectiveness, enabling project professionals to sharpen vital power skills. Figure 9 illustrates the comprehensive net-usage scores and individual performance impact percentages across different activities like data analysis, planning and monitoring.

While GenAI's influence on creativity is commonly associated with content generation, our findings highlight its application in critical areas such as budget management and risk identification. As noted by Robert Gordon, professor at the Dr. Wallace E. Boston School of Business, American Public University System, USA, "GenAI jump-starts brainstorming sessions, catalyzing innovation by introducing new ideas into team collaboration."

GenAI also significantly enhances problem-solving capabilities, particularly in complex tasks such as risk assessment and budget management. A BCG study[9] looking into the impact of GenAI on creative problem-solving mentioned that, while GenAI may enhance individual performance, there could be a trade-off with reduced collective creativity, as users may become overly reliant on technology. However, Vered Holzmann, professor, The Academic College of Tel Aviv-Yaffo, Israel, explains, "GenAI significantly enhances the quality of team outputs by providing diverse perspectives and innovative insights. This, in turn, makes teams more effective in their work as they can leverage these new ideas and viewpoints to produce better results."

FIGURE 9. Individual performance factors improved with GenAI usage

Activity	Net Usage	Individual Performance Aspects Improved by GenAI			
		Productivity	Creativity	Problem-Solving	Effectiveness
Data analysis	64%	69%	54%	65%	47%
Summarizing and reviewing content	53%	62%	50%	44%	61%
Planning and monitoring	46%	62%	50%	59%	48%
Risk identification/management	37%	64%	48%	66%	51%
Budgeting/cost management	32%	61%	61%	66%	41%

Note: We asked respondents for which activities they utilized GenAI. For each task area they identified, we then asked which performance areas were improved with the use of GenAI for that task area: productivity, creativity, problem-solving and/or effectiveness. This means that individual performance factors can score higher than net usage. For example, 53% of respondents, overall, report using GenAI for summarizing and reviewing content; of those who use GenAI for summarizing and reviewing content, 62% say that it has improved their productivity.

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

"GenAI facilitates fresh perspectives and innovative solutions, providing a wealth of previously untapped knowledge. It's like having a vast repository of experience at your fingertips, allowing you to leapfrog your thinking and foster creativity and problem-solving."

Deeksha Singh, head of Vitality PMO, Discovery Limited, South Africa

Further, to precisely address the fears of reliance on technology, Vijay Kanabar, director of project management programs at Boston University, USA, underscores an AI education policy at his institution: “We do not want you to be editors. We want you to be the creators.” This approach encourages integrating GenAI into creative processes after initial human brainstorming to refine ideas effectively. This balance is crucial across all domains, including research and administration, as organizations navigate the integration of GenAI while preserving and enhancing human creativity.

However, despite these advancements, there remains untapped potential in several high-impact tasks within project management, detailed further in Section 4 of this report. Figure 10 correlates tasks with the highest net usage and impact on productivity, creativity, problem-solving and effectiveness. This data is invaluable for organizations and professionals alike, providing insights to prioritize GenAI use cases and measure their impact effectively.

The tasks that project managers report as having the most significant impact on effectiveness are not only those aimed at increasing the manager’s efficiency. They also include those focused on ensuring alignment regarding project goals and changes. For advanced users, GenAI serves as a tool to mitigate human oversights and prevent miscommunication that could otherwise jeopardize project progress.

FIGURE 10. Top project management tasks that see gains with GenAI usage

	Activity	Task	Net Usage	Net Impact	Impact on IPF*
PRODUCTIVITY	Data analysis	Collect/extract/clean project data to set up analysis	35%	19%	81%
		Utilize data for forecasting and planning	33%	16%	71%
		Use data to identify trends and patterns	38%	20%	70%
	Planning and monitoring	Define project scope and objectives	20%	8%	80%
	Summarization and reviewing content	Summarize project documentation and reports	34%	16%	67%
CREATIVITY	Data analysis	Define or evaluate data-driven improvements	24%	9%	66%
		Generate insights to inform decision-making	33%	14%	60%
	Summarizing and reviewing content	Review project plans for completeness and accuracy	26%	9%	64%
	Budgeting/cost management	Manage the project budget	19%	8%	60%
PROBLEM-SOLVING	Data analysis	Collect/extract/clean project data to set up analysis	35%	19%	74%
		Use data to identify trends and patterns	38%	20%	71%
		Utilize data for forecasting and planning	33%	16%	71%
	Risk identification/management	Identify potential risks and uncertainties	26%	12%	72%
		Develop risk mitigation strategies	23%	8%	70%
	Budgeting/cost management	Manage the project budget	19%	8%	70%
EFFECTIVENESS	Summarizing and reviewing content	Summarize meeting discussions and outcomes	23%	7%	65%
		Review project plans for completeness and accuracy	26%	9%	62%
	Budgeting/cost management	Develop the project budget	17%	6%	65%
	Risk identification/management	Identify potential risks and uncertainties	26%	12%	58%

***IPF** = individual performance factor. We categorize productivity, creativity, problem-solving and effectiveness as IPFs. The impact on IPFs represents the extent to which each task affects the corresponding IPFs, as shown in the table.

Note: This list offers guidance but is not exhaustive. Other project management tasks may yield greater productivity gains for certain project professionals and business contexts. This list is not intended to be entirely representative of all tasks benefiting from GenAI usage.

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

The upcoming generation of project professionals has the potential to greatly enhance their performance in key areas such as productivity, creativity, problem-solving and overall effectiveness. Other studies have corroborated the benefits and impact of GenAI in many different sectors and job roles. In a recent Microsoft and LinkedIn study,[10] participants say AI helps them save time (90%), focus on their most important work (85%), be more creative (84%) and enjoy their work more (83%). In the study, the heaviest Microsoft Teams users (the top 5%) summarized eight hours of meetings using Copilot in the month of March, the equivalent of an entire workday.

The upcoming generation of project professionals has the potential to greatly enhance their performance in key areas such as productivity, creativity, problem-solving and overall effectiveness.

"When discussing productivity and creativity, GenAI can enhance both, but also introduces distractions and potential pitfalls," cautioned Vijay Kanabar, director of project management programs at Boston University, USA.

"However, in our experiments, groups using GenAI consistently showed shorter project times and delivered more thorough outcomes, nearly achieving a 50% improvement in productivity compared to non-AI groups. This reinforces AI's role as a capable assistant despite its occasional clumsiness, says Kanabar."

Another BCG study[11] also mentioned similar caution but highlighted that GenAI can be a powerful lever of performance. The study showed that participants using OpenAI's GPT-4 for creative product innovation outperformed those not using by 40%. However, this 40% boost is not just a function of high performers; participants with lower baseline proficiency, when given access to GenAI, ended up nearly matching those with higher baseline proficiency.

For project professionals aiming to harness GenAI's transformative capabilities, adopting a strategic approach is paramount. Begin by prioritizing data analysis tasks to enhance efficiency and glean valuable insights. For those seeking advancement, exploring GenAI's potential in areas like budgeting and cost management can deliver significant benefits, facilitating innovative strategies and superior outcomes.

As GenAI tools continue to evolve, their proficiency in handling diverse data types — from text and numerical data to images — opens new avenues for creativity and exploration. Yet, the willingness of project professionals to fully embrace these capabilities remains crucial in realizing GenAI's maximum potential across various tasks and contexts.

"GenAI's ability to process vast amounts of data and create connections opens doors to creativity. It visualizes insights, sparking new ideas and perspectives. Moreover, by frequent use, it trains us to think creatively, to see beyond boundaries and to innovate effortlessly. It's a silent mentor, nurturing our creativity without us even realizing it."

Vered Holzmann, professor, The Academic College of Tel Aviv-Yaffo, Israel

Use Cases

Fostering Creativity and Problem-Solving: The Impact of GenAI on Project Management

Ideating potential project risks

“GenAI can help project managers identify risks, catalog and categorize [risks], and support in mitigation-action identification. It can also be useful to brainstorm during risk analysis because it can support the team with several ideas about potential risks. I have used GenAI several times in this way, sometimes to start reasoning from a premade list of risks, other times to revise a list and to improve it by adding information, refinements and descriptions. I observed positive impacts with a shorter time to reach the final goal and to have a formatted output with less manual work.”

Davide La Valle, digital business partner, international banks division, risk and compliance, Intesa Sanpaolo, Italy

Performing business analysis to create developmental roadmaps

“In a recent project, I leveraged an enterprise-grade GenAI to securely define the requirements for an app we were developing for a client. I crafted a prompt outlining the app's goals, and the GenAI tool effectively broke down the requirements into user stories, generating clear development roadmaps and acceptance criteria. These insights were customized to align with the client’s needs and were seamlessly integrated into our project management tool, all while maintaining the highest standards of data security. This GenAI not only enhanced our team's capabilities but also enriched our problem-solving approach, demonstrating its vital role in project management—all while keeping our approach secure and compliant by selecting the right tool.”

Bassel Hassan, PMO lead/senior project manager, Beirut Governorate, Lebanon

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Key Takeaways

- For project professionals leveraging GenAI's transformative capabilities, strategic adoption is key. Prioritize data analysis tasks to boost efficiency and gain valuable insights.
- Explore GenAI's potential in areas such as budgeting and cost management for innovative strategies and superior outcomes.

4 What's Next for Maximizing Benefits?

GenAI has shown tremendous potential in enhancing project professionals' productivity, creativity, problem-solving skills and overall effectiveness. Despite these benefits, the true potential of GenAI cannot be fully realized without significant organizational investment and direct support from leadership.

However, project professionals cannot afford to wait for organizations to provide the necessary infrastructure and frameworks for GenAI adoption in project management. They must proactively identify hidden opportunities and equip themselves to address challenges associated with self-directed use of GenAI. We explore both issues — broadening the impact of GenAI use by individuals and the importance of organizational support — in this section.

By integrating GenAI into core activities, such as data analysis, budget management and risk identification, professionals can leverage its capabilities to bolster productivity and refine essential skills like creativity and problem-solving. While organizations catch up, project professionals should take ownership of their careers by upskilling to fully capitalize on the benefits offered by this emerging technology.

Key Insights

GenAI is largely underutilized for high-impact tasks, presenting substantial opportunities for project professionals to maximize its benefits in these areas.

Despite enthusiastic adoption by individual project professionals, an overreliance on personal initiative poses challenges in data security, governance and other critical areas.

4.1 Hidden Opportunity Lies in High-Impact, Low-Usage Tasks

GenAI's substantial potential in project management remains largely underutilized for numerous high-impact tasks, unveiling a significant opportunity for project professionals seeking to optimize their GenAI usage and extract maximum benefits. Figure 11 shows that tasks related to budgeting and cost management are prime examples.

According to our data, these tasks have low overall usage but score high in their impact. Specifically, more than one-third of project professionals in our survey who use GenAI for budgeting and cost management report that these tasks are the most positively impacted by the technology. This high impact suggests significant potential for improvement if usage rates can be increased.

The low usage rates in certain task areas likely stem from the sophistication required for completing the task, rather than a lack of GenAI value. These tasks demand users to craft precise prompts, a skill that many may not yet possess. Tao Chun Liu, senior business consultant and practitioner, Qware Systems Inc., Taiwan, highlights an inherent trade-off in GenAI between speed and accuracy. He notes, "It's not really designed for giving you the right answer. It gives you the answer you really want to hear" based on your prompt. This distinction is crucial when conducting complex analysis like budgeting or cost management. The nature of GenAI, therefore, can present challenges for inexperienced users in high-impact task areas, emphasizing the need for targeted training and expertise development.

Similarly, risk identification and management are another underutilized task area. For example, 47% of those who used GenAI to identify potential risks and uncertainties indicated that these tasks are most positively impacted by GenAI (see Figure 12). This highlights the potential benefits of using GenAI to expand the scope of identified risks and enhance planning strategies, ensuring a more comprehensive approach to risk management.

Mei Lin, lead program manager at University of Texas Arlington, USA, highlights that GenAI significantly enhances brainstorming and expands the consideration of potential risks beyond typical expertise boundaries. She explains, "Previously, identifying risks involved consulting subject matter experts and conducting extensive research. Now, with GenAI providing a lot of information up front,

FIGURE 11. Budgeting/cost management tasks by net usage, impact and net impact

Overall GenAI usage: **32%**

Task	Net Usage	Impact	Net Impact
Manage the project budget	19%	42%	8%
Monitor and control project expenses	19%	36%	7%
Identify potential risks to the project budget	18%	37%	7%
Develop the project budget	17%	37%	6%
Develop integrated reports between project/finance teams	15%	32%	5%
Ensure compliance with financial policies and procedures	12%	36%	4%

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

FIGURE 12. Risk identification/management tasks by net usage, impact and net impact

Overall GenAI usage: **46%**

Task	Net Usage	Impact	Net Impact
Identify potential risks and uncertainties	26%	47%	12%
Monitor and evaluate risks throughout the project	24%	34%	8%
Develop risk mitigation strategies	23%	34%	8%
Assess the impact and probability of each risk	22%	30%	7%
Conduct risk reviews and assessments	14%	26%	4%

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

users can build upon this foundation and engage in iterative discussions to refine their risk management plans efficiently, saving time and improving accuracy."

However, being able to know how to ask a GenAI tool to generate an initial risk list, identify its potential inaccuracies and engage in an in-depth discussion to fully flesh out a risk management plan are difficult to execute without support and guidance from the organization.

When exploring why project professionals are not fully utilizing these applications of GenAI, our research and insights from industry leaders uncover key barriers: task complexity, unclear application strategies, inadequate governance, data limitations and insufficient training. This multifaceted challenge demands swift organizational action to fully leverage GenAI's capabilities.

The argument is clear: Peak organizations tend to have more Trailblazers, as mentioned in our report First Movers' Advantage. Without cohesive direction on optimal GenAI usage, organizations risk falling behind as Peak organizations and early adopters gain substantial efficiency and innovation advantages.

Organizations must act decisively to integrate GenAI effectively or face potential competitive setbacks in the rapidly evolving project management landscape.

As organizations prepare, project professionals must continue to trailblaze and take initiative in adopting GenAI for their project management tasks. They should learn to progress from automating simpler tasks to assisting with more complex ones, ultimately moving toward augmenting their capabilities. Seeking out resources independently, they can develop these skills to enhance their expertise and leverage existing resources more effectively, thereby creating greater value in their roles and making themselves irreplaceable to the organizations they work for.

Resource highlight

While PMI continues research to understand exactly what project professionals can do to go from being Explorers to Trailblazers, our existing research provides many insights already.

How should we gain knowledge and get started?

- Read Talking to The Machine to understand how to create prompts for GenAI tools as a project professional and get some plug-and-play examples.
- Check out First Movers' Advantage to understand what immediate benefits project professionals experience with GenAI usage and what organizations can do to support project professionals on this journey.
- PMI Infinity™ Tool

For more resources, consult our PMI AI Hub.

4.2 Need to Prepare for Challenges of Self-Directed GenAI Usage

While individual project professionals have enthusiastically adopted GenAI, relying heavily on personal initiative has its drawbacks. A BCG study[12] highlights the lack of AI and GenAI literacy in nontech roles (such as that of project professionals) as the top challenge for maximizing GenAI's potential in the workplace. It is precisely this lack of GenAI literacy that leaves project professionals vulnerable to the limitations and associated risks of using GenAI in the workplace.

While comprehensive solutions require organizational support, project professionals can implement immediate stopgap measures.

This section explores the limitations and risks associated with self-directed GenAI usage, as revealed by our research. While comprehensive solutions require organizational support, project professionals can implement immediate stopgap measures. These interim actions serve as temporary safeguards while organizations develop more robust, long-term strategies to address the challenges of GenAI integration in project management.

CHALLENGE #1

Governance and privacy risks

Unchecked GenAI use in project management poses critical governance and privacy risks. Without oversight, professionals may inadvertently violate data regulations or expose sensitive information via unvetted AI tools. A lack of governance frameworks leads to inconsistent data handling, heightening security and compliance risks.

What can project professionals do?

Project professionals should exercise caution with data in GenAI tools and seek organizational guidance and training while organizations work to implement robust governance and privacy measures.

CHALLENGE #2

Misinformation and hallucinations

Project professionals must remember that GenAI, like human assistants, requires ongoing oversight due to potential biases and errors. Jason Wong, IT portfolio manager, Boston Medical Center, USA, notes that while GenAI offers valuable insights, it can produce misinformation, complicating the distinction between accurate and fabricated data. A lack of proper training and oversight in GenAI usage can result in scope creep, misaligned objectives and factual inaccuracies.

Richard Maltzman, master lecturer at Boston University, USA, who creates useful generative pretrained transformers (GPTs) for administrative and academic use, shares a similar perspective: "I use two words to describe [GenAI]. It's a clumsy assistant. It cannot be considered 100% trustworthy. There must be human oversight — a human in the loop. Imagine it helping you in a chemical lab. The clumsy assistant may come up with brilliant ideas, but sometimes it knocks over all your test tubes."

What can project professionals do?

Experts stress that project professionals must leverage their domain expertise to verify GenAI outputs. This serves as an interim solution while organizations develop comprehensive training programs to equip employees with effective fact-checking skills.

CHALLENGE #3

The Wild West of GenAI tools

The proliferation of GenAI tools presents a challenging landscape for individual project professionals. Robert Gordon, professor at the Dr. Wallace E. Boston School of Business, American Public University System, USA, describes the current situation as a "little Wild West for AI" due to the explosion of tools and models without incentives for interoperability. This abundance makes it increasingly difficult for individuals to evaluate all available options or implement the necessary integrations for advanced AI-augmented tasks. The lack of standardization and overwhelming choice underscores the need for organizational guidance in navigating and leveraging the diverse GenAI ecosystem effectively.

Further, experts emphasize that integrating multiple GenAI tools is key to maximizing productivity, presenting both opportunities and challenges for project professionals and organizations. A single tool often falls short for comprehensive project management needs, creating a strategic imperative for leaders to address which GenAI tools to invest in and how to effectively train employees on multiple platforms.

What can project professionals do?

Experts suggest project professionals bridge this gap by sharing tool knowledge through formal and informal channels such as communities of practice or discussion forums. This approach helps identify optimal tool combinations for specific roles while organizations develop comprehensive strategies.

Despite these challenges, experts agree that with proper oversight, the benefits of GenAI can be maximized while mitigating its risks. Further, as research[13] has shown, the more users engage with GenAI, the better they can adapt to these limitations. Frequent use increases their confidence in the technology, allowing them to leverage its strengths while mitigating its weaknesses.

"ChatGPT is an intermediate tool. You have to learn the final tool, how it works, and then you apply ChatGPT to use it correctly."

Ernar Makishev, CEO, Iowa Solutions

Project Management Institute.

Key Takeaways

Organizations should steer project professionals toward underutilized high-impact areas, supporting them in maximizing benefits. They should also establish robust data security and governance frameworks. Meanwhile, project professionals can implement temporary safeguards until long-term GenAI integration strategies are developed.

5 The Bottom Line

Truly transformational use of GenAI requires both individual mastery from trailblazing project professionals and substantial organizational support to eliminate barriers. Organizations must commit to long-term GenAI investment for sustained competitiveness. Developing a comprehensive strategy involves setting clear goals aligned with business objectives, addressing challenges such as data privacy and security, and preparing for future advancements. This strategic approach will ensure sustainable and scalable adoption of GenAI.

However, organizational delays in preparing processes and policies for GenAI risk stifling its transformative potential. While organizations catch up, project professionals can take steps to mitigate these issues and further capitalize on the technology's hidden opportunities.

Project professionals should proactively experiment and adopt GenAI to advance their careers. This involves not only mastering GenAI tools but also understanding how they integrate with project management tasks and progressing from automating to assisting and augmenting tasks with GenAI.

They must develop GenAI skills and recognize that while integrating technology enhances efficiency, genuine transformation and innovation occur when project professionals deeply understand GenAI and strategically apply it to create new value. Successful usage of GenAI involves not only automating tasks to free up time, but also finding innovative applications combining human ingenuity and creativity to deal with more complex scenarios and challenges.

By focusing on continuous learning, strategic planning and ongoing communication with their organizations, project professionals can overcome the challenges of self-directed GenAI use, harness its greater potential, and maintain a competitive edge in their industry. Those who navigate GenAI challenges successfully and refine best practices will emerge as leaders in project management.

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- **Jason Wong**, IT portfolio manager, Boston Medical Center, USA
- **Robert Gordon**, professor at the Dr. Wallace E. Boston School of Business, American Public University System, USA

7 Appendix

7.1 Demographic Breakdown of the Research

Roles:

61%
Project managers

39%
Project professionals for whom managing a project is a major part of their work but not their profession

Countries:

United States	30%
India	10%
Canada	8%
United Kingdom	8%
Germany	8%
Australia	6%
Japan	6%
United Arab Emirates	6%
Nigeria/South Africa	6%
Brazil	6%
Mexico	6%

Gender:

Female	57%
Male	43%
Nonbinary	<1%

Organization size:

Less than 100 employees	17%
100 to 999	39%
1,000 to 4,999	23%
5,000 to 19,999	12%
More than 20,000	9%

Industries:

Information technology	28%
Financial services	27%
Consulting	16%
Retail	6%
Manufacturing	5%
Healthcare	4%
Construction	2%
Training/education	2%
Telecommunications	2%
Food and beverage	2%
Transportation/logistics/distribution	1%
Energy (gas, electric, oil, renewables)	1%
Government	1%
Automotive	1%
Pharmaceutical	1%
Legal	<1%
Aerospace	<1%
Mining	<1%
Other	1%

7.2 Factors Impacting GenAI Adoption

FIGURE 13. High adopters of GenAI are often found in organizations with more GenAI adoption mandates

	Explorers		Trailblazers	
Organizational Facilitation Level	**WAVE 1**	**WAVE 2**	**WAVE 1**	**WAVE 2**
Foundational	54%	38% ↓	5%	4% ↓
Intermediate	24%	38% ↑	12%	14% ↑
Advanced	11%	15% ↑	24%	46% ↑
Peak	7%	8% ↑	49%	36% ↓

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

FIGURE 14. Explorers and Trailblazers by organization size

	Explorers		Trailblazers	
Size	**WAVE 1**	**WAVE 2**	**WAVE 1**	**WAVE 2**
1-99 employees	21%	29% ↑	12%	12%
100-999 employees	29%	29%	32%	42% ↑
1000-4999 employees	21%	**14% ↓**	37%	**30% ↓**
5000+ employees	29%	**28% ↓**	19%	17% ↓

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

FIGURE 15. What tools are Explorers and Trailblazers using?

	Explorers		Trailblazers	
GenAI Tools Used	**WAVE 1**	**WAVE 2**	**WAVE 1**	**WAVE 2**
ChatGPT	66%	55% ↓	67%	56% ↓
Bard/Gemini	7%	9% ↑	14%	22% ↑
Copilot	15%	21% ↑	8%	15% ↑
Internally developed tools	11%	14% ↑	6%	7% ↑
Others	1%	1%	5%	1% ↓

Note: With Explorers and Trailblazers alike, in the increasing usage of Bard/Gemini, Copilot and internally developed tools, versus decreasing usage of ChatGPT, one would conclude that people are gaining better knowledge and moving beyond the immediate ChatGPT.

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

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4 More examples like this have been included throughout this report. However, to better get a bird's-eye view of which project management tasks have experienced the more usage and impact from GenAI, refer to Section 3.1 of this report.

5 However, how this evolution happens and how project professionals go from being Explorers to Trailblazers is something that we are still studying and will explore in upcoming reports.

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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 and prominent authorities, we build and sustain a community-generated knowledge platform. Thought Leadership is dedicated to offering cutting-edge perspectives, 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 to drive individual growth, performance and continuous learning.
- State of the Profession – Inform project professionals of the latest trends and practices to improve project management effectiveness and success as well as to advance the profession.
- Enterprise & Innovation – Inspire and provide strategic direction to senior executive leaders to help transform their organizations for long-term growth.

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

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