



Our Future is Digital: Unleashing the Power of Transformation PMOs in AI Transformation

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Speaker's Profile



Harris Apostolopoulos,
PhD, EMBA, PfMP

- 20+ years of diverse industry exposure, in international and multicultural business environments in the field of Strategy & Transformation | PMO | Project Portfolio | Program & Project Management.
- Advisory Member and PMO Global Alliance Fellow
- Led and directed a plethora of large scale, complex project portfolios and programs (20 countries, up to \$1.65 billion value and benefits of \$178 million).
- Industry Experience: Government, Airlines / Aviation, Smart Cities, Banking, Supply Chain / Logistics, IT / Telecoms, Renewable Energy and Education.
- Results-oriented, being capable to lead Business & Digital transformations and PMOs
- Awarded for outstanding performance in the world's largest government transformation program, the Saudi Vision 2030.
- Being motivated by what others believe as complex and impossible to achieve



- PMI's guides and standards contributor & reviewer | PMI Journal reviewer
- Exclusive member of the PMI's Thought Leadership Inner Circle
- PMOGA - Hackathon, 1st and 2nd place winner: Change Management for COVID-19 Crisis & A Framework for Remote Working during Crisis.
- Chair of the PMOGA Artificial Intelligence Conference
- Author of the ebook Digital Transformation, FLEKS Hybrid Model



In simple words: Putting the pieces together, towards corporate excellence and sustainability!

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Meet your new colleagues...



Matt, CEO



Susan, HR Director



**Mustafa, Operations
Manager**



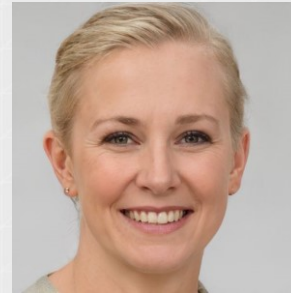
**Lilian, Administration
Manager**



Jonathan, CFO



**Katie,
Project Manager**



**Mary,
Marketing Expert**



**Ahmed, Safety
Engineer**

Source: <https://generated.photos/>

PMOs act as a driving force for Digitalization, allowing them to perceive the broader context and implement the Digital Transformation strategy, thus paving the path towards a sustainable Digital future.

Transformations are strategic and structured processes for transitioning individuals, teams or organizations from a current state to a desired future sustainable state.

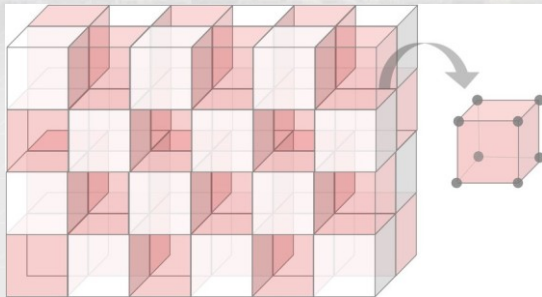
The utilization of AI has the potential to significantly enhance project delivery methods. Conversely, the implementation of such technology presents considerable challenges and is of utmost importance. Nonetheless, numerous opportunities are emerging as PMOs are required to transform themselves, adjusting to intricate demands in a Disruptive AI World!

- The fourth industrial revolution is here! ...nanotechnology, space, robotics, IoT, blockchain, cybersecurity and many other technologies and digital trends, they set a challenging future for the modern society and humanity.
- One of the greatest challenges regarding the implementation a successful PMO, is being able to deal with continuous change(s) especially in the Digital field.
- Undoubtedly, AI can affect the development and execution of strategy in organizations enhancing their associated digital capabilities.
- It seems that, the more digital an organization becomes, the greater the new value will be created in the economy, as there is a trend for the adoption of digitally enabled business models.

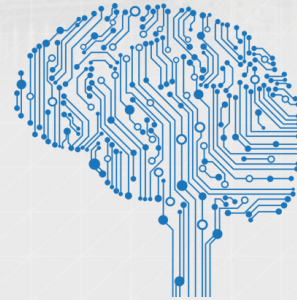
...but what is AI?



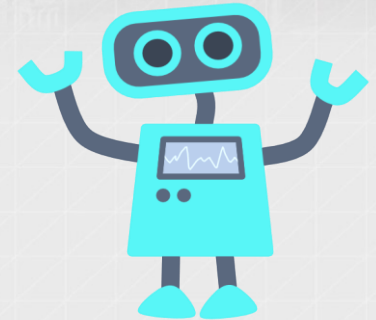
Algorithms



Modelling Representations



Intelligent
Thinking



Constraint Action(s)

Artificial intelligence is actually the simulation of human intelligence....

Fact & Figures

The Need for New Skills*

44%

of workers' skills will be disrupted in the next five years.

60%

of workers will require training in new skills by 2027.

42%

of companies will prioritize skills in utilizing AI and big data.

45%

of companies view government-funded skills training as an effective way to connect talent to employment.

Green Skills**

Job postings requiring green skills have grown by

15%

1 in 8

workers has green skills. (LinkedIn defines green skills as those that enable the environmental sustainability of economic activities.)

Artificial Intelligence Skills†

Postings for AI jobs have grown

3.5x

faster than the average.

Required skills change

25%

faster in AI-exposed occupations than roles less exposed to AI.

Wage premium up to

25%

can be found for jobs that require AI skills.

Power Skills‡

According to LinkedIn, these power skills are among the most in-demand skills for 2024 (numbered in ranking order).

#1

Communication

#2

Leadership

#7

Teamwork

#9

Problem-solving

Top skill of the moment:

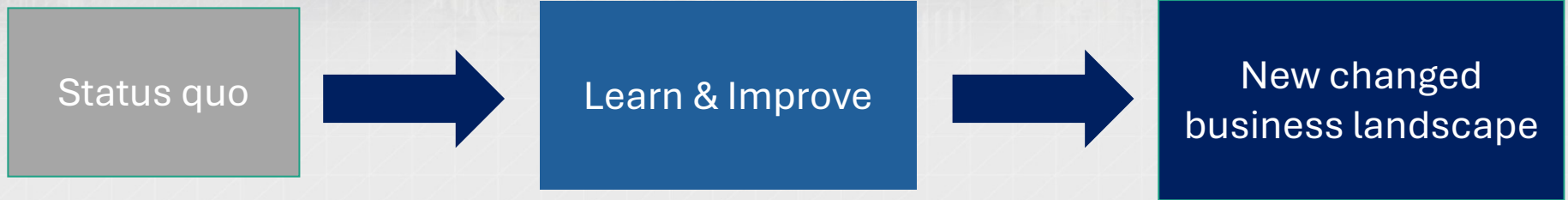
Adaptability

(According to LinkedIn's measure of the difference in demand of a given skill in the current six months versus in the same six months from the year before.)

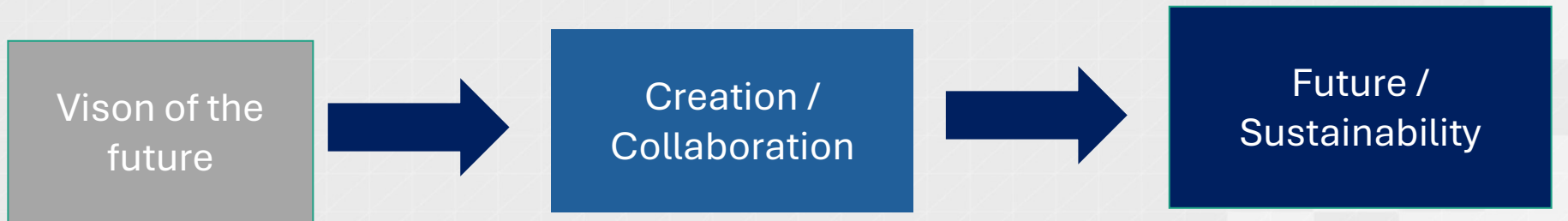
Source: Global Megatrends 2024: People, Planet and Innovation, Project Management Institute, PMI, Though Leadership Series

Change vs. Transformation

The past is the fundamental reference point. **Change:** learn from the past and improve



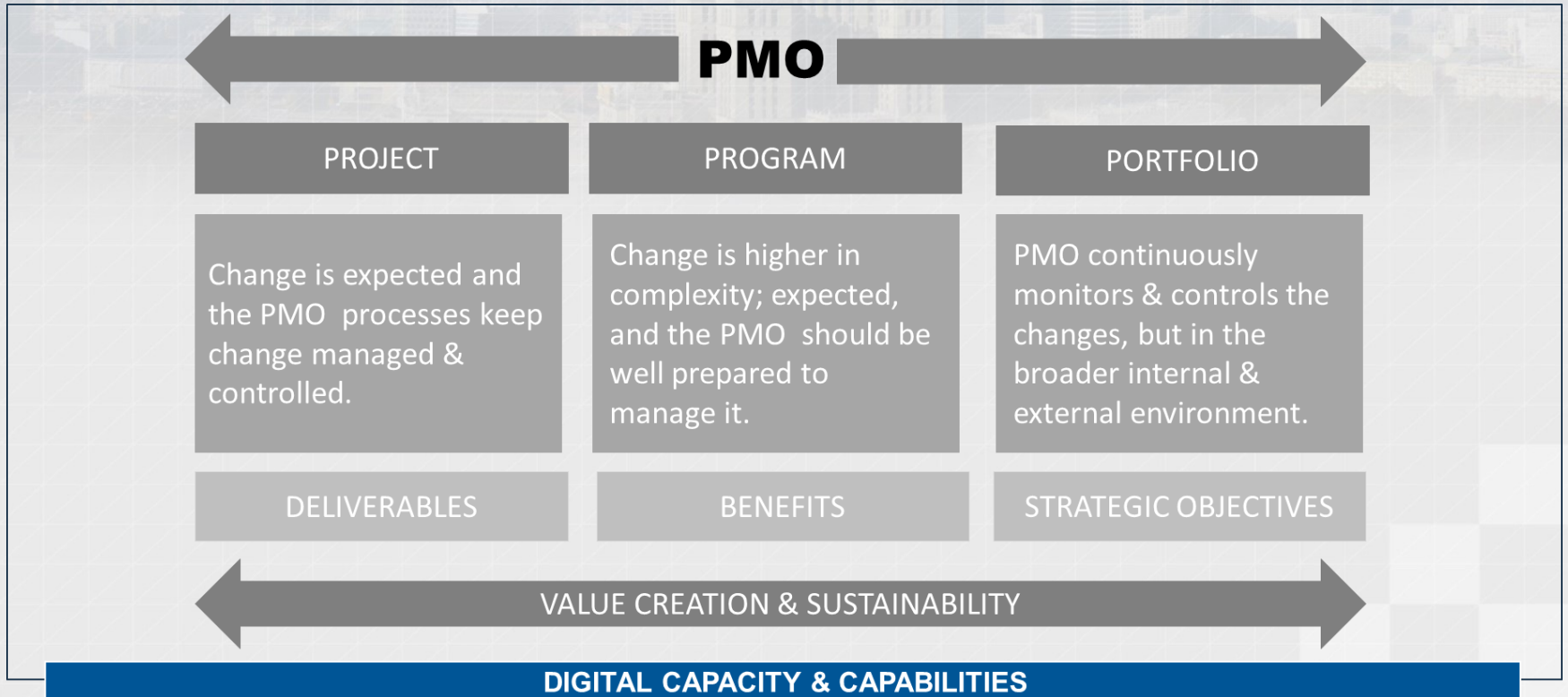
Transformation: Create the future.



Digital Transformation(Definitions)

Organisation	Definition of digital transformation
Microsoft	Digital transformation is about reimagining how you bring together people, data, and processes . A digital transformation strategy that focuses on these three pillars will help you to create value for your customers and maintain in competitive advantage in a digital-first world
Gartner	Digital business transformation is the process of exploiting digital technologies and supporting capabilities to create a robust new digital business model .
Salesforce	DT is the process of using digital technologies to create new –or modify existing- business processes, culture, and customer experience to meet changing business and market requirements. This reimagining of business in the digital age is digital transformation
Forrester	DT is not just about technology; it is about reimagining your company. It is necessary but challenging journey of operating digital- first with the speed and introduce new products and experiences rapidly , exploit technology to create lean operations, and free people to do more complex tasks that create value.
Bain & Company	DT integrate digital technologies into an organisation's strategy and operations . Focusing the entire organisation on opportunities to merge the best of both digital and physical worlds, digital transformations examine each link in the customer experience chain, explore new technology links that can bolster the base business, and weave them into holistic systems that create superior customer experiences. The process aims to profoundly extend competitive advantage and accelerate profitable growth .

Dealing with Change



Key Digital Transformation Pillars

1

CULTURE

Values
Beliefs
Norms
Identity

2

STRATEGY

Vision & Mission
Products
Markets
Finances
Initiatives / Projects
Tactics
Partnerships

3

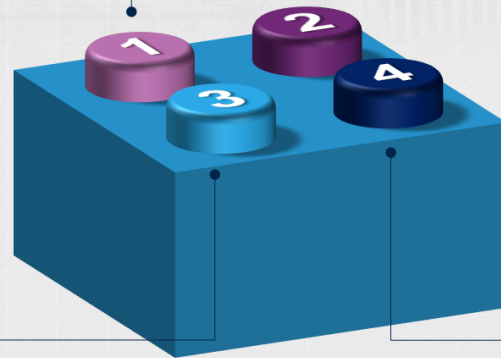
SKILLS

Leadership
Digital
Capacity & Capability
Competencies

4

STRUCTURE

Governance
Decision Making
Organizational Design
Information Systems
OKRs
KPIs



Source: Apostolopoulos, C. (2021). Digital Transformation, Transforming while Performing in the Digital Era, FLEKS eBook Series

AI Applications Transforming the Digital World!



Facial recognition: Storage of an image of a face or a set of its characteristics and identifying or verifying the identity of an individual using their face.

Robotic process automation: software users create software robots, or “bots”, that can learn, mimic, and execute rules-based business processes.

Virtual agents: Animated, human-like chatbot embedded with predefined scripts and responses; give relevant advice and sustain an informative conversation with consumers.

Machine learning: computer algorithms that provides systems the ability to automatically learn and improve from experience.

Voice assistant: A software agent that performs tasks based on specific verbal commands (can make calls, send text messages, look things up online, provide directions, open apps, set appointments on our calendars).

Decision management: Set of rules and logic for AI systems making valid decisions by providing up-to-date and relevant information and performing analytic functions.

A bit more statistics on AI...

Get Smart

AI is streamlining—and improving—project work. Here are the top technologies that project leaders say are boosting project management productivity and the quality of work, according to *Pulse* research:

AI technologies that increase productivity

1. Robotic process automation (74%)
2. Reinforcement learning (64%)
3. Machine learning (61%)

AI technologies that increase quality

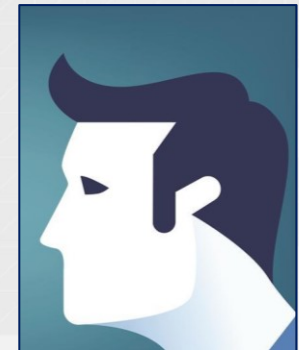
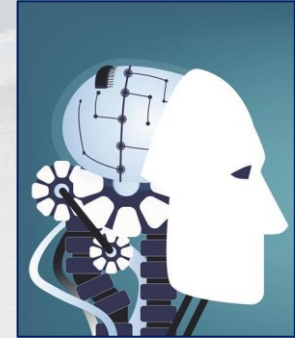
1. Anti-bias solutions (68%)
2. Expert systems (61%)
3. Knowledge-based systems (59%)

There's no denying that AI is transforming a wide swath of industries. By 2030, for example, AI could replace up to 20 million manufacturing jobs worldwide, according to a 2019 report by Oxford Economics.

Source: PMIs, Pulse of the Profession In-depth report, AI @ Work, New Projects | New Thinking, 2019
How Robots Change the World, Oxford Economics

Why AI is getting imperative?

- In principle AI can eliminate inconsistencies. Once you identify the areas you think AI would have the most impact on your business, it's then time to apply it consistently.
- Machines don't have bad days or make mistakes.
- By applying AI to all aspects of the project's journey, from planning to benefits realization, you are able to take that information and apply actionable insights for future projects.
- The whole picture is important including, the what, when, how, etc.
 - AI can give you that picture with real data analysis to optimize your project performance with greater confidence.



AI Opportunities

- AI could help people with improved health care, safer cars and other transport systems, tailored, cheaper and longer-lasting products and services.
- AI can enable the development of a new generation of products and services.
- Boost sales, improve machine maintenance, increase production output and quality, improve customer service, as well as save energy.
- AI is predicted to be used more in crime prevention and the criminal justice system, as massive data sets could be processed faster...

AI is not about recreating the human brain. It is about building a system that acts like a human.




Stephen Hawking has said, “The development of full artificial intelligence could spell the end of the human race.” Elon Musk claims that AI is humanity’s “biggest existential threat.”

- Overuse can also be problematic: investing in AI applications that prove not to be useful or applying AI to tasks for which it is not suited, (e.g. complex societal or political issues).
- AI could severely affect the right to privacy and data protection. (e.g. face recognition, online tracking, profiling of individuals).
- Use of AI in the workplace is expected to result in the elimination of a large number of jobs.

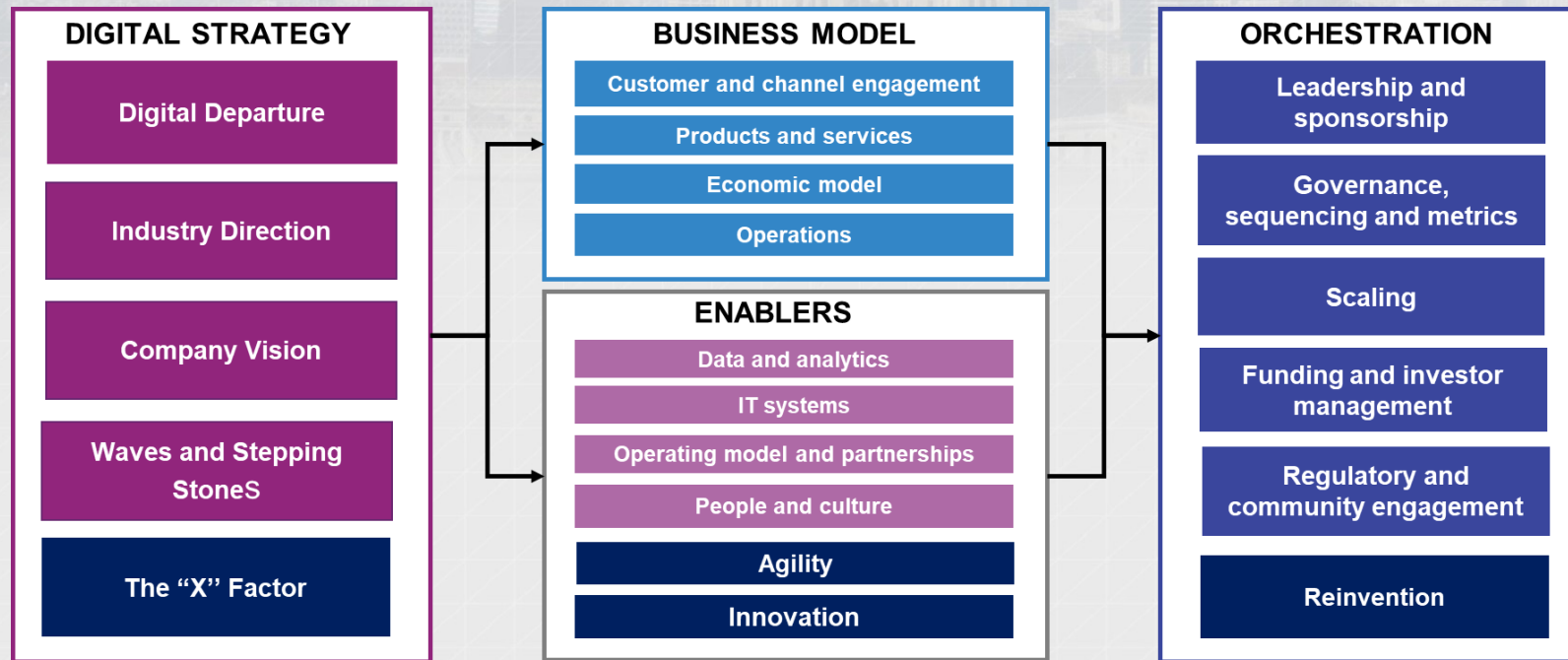


Ethics in AI is essentially questioning, constantly investigating, and never taking for granted the technologies that are being rapidly imposed upon human life.



AI is not about recreating the human brain.
It is about building a system that acts like
a human...

Enhanced Digital Transformation Model



Source: Apostolopoulos, C. (2021). Digital Transformation, Transforming while Performing in the Digital Era, FLEKS eBook Series

Model originally developed by: Åshild Hanne Larsen, Ouriel Lancry, and Mehran Gul (WEF, 2018); enhancements refer to the dark blue boxes and associated components

PMOs as a Catalyst Towards Digitalization

- Lead the integrated strategic / digital portfolio plan and associated interdependencies.
- Develop and maintain processes and procedures for gathering and reporting consolidated charters and digital program data & schedules.
- Assume an active role in risk management including assessing inter-related risks from multiple charters and programs across an organization.
- Establish clear visibility on the status of the Digital Transformation journey and ensure transparent periodic reporting.
- Enhance centralized support provision for managing changes and tracking issues and risks.
- Monitor and control the journey's deliverables, removing obstacles the soonest possible and keep an eye on potential conflicts of interest.



Source: Apostolopoulos, C. (2021). Digital Transformation, Transforming while Performing in the Digital Era, FLEKS eBook Series

A well established PMO is a Catalyst for Success

- PMOs can introduce innovative ideas, or a process which can affect significantly the current way of doing or thinking in an organisation.
- PMOs can have the capacity and capability and to see something others stakeholders don't.
- A PMO can have the power to transform the accepted rules, processes, strategy and associated corporate governance.
- Support the organizational change work, therefore can make the change management process much easier and effective for the stakeholders.
- Lead the stakeholders towards a common vision / mission in the same direction.
- Keep up with the challenges and align them with the corporate strategy and vision.
- Effectively, leading the change as a game changer!

Quick Leadership Guides

- Set clear priorities
- Communicate the priorities and expectations in a simple and effective way.
- Continuously assess the initiatives via robust assessment methods and tools.
- Allocate resources wisely
- Build trust and focus on delivering value
- Re-evaluate the project portfolio as needed
- Focus both on Leadership and Digital capabilities





An ebook destined for those willing to extend their comprehension on the essentials of Digital Transformations in a plain non-technical language and irrespective of professional background or knowledge.

- *Digital Transformations are rather notoriously difficult and complex, more so when linked to terms such as ‘digital disruption’.*
- *Digital Transformations are not purely technological ones rather part of the wider Business Transformation ecosystem; with culture forming one of the most important pillars of success.*

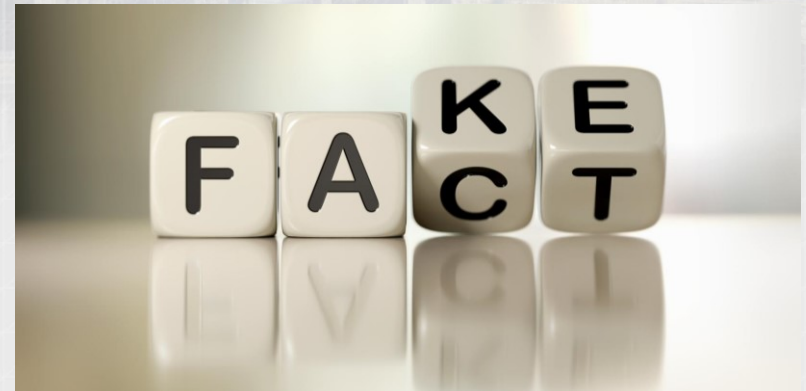
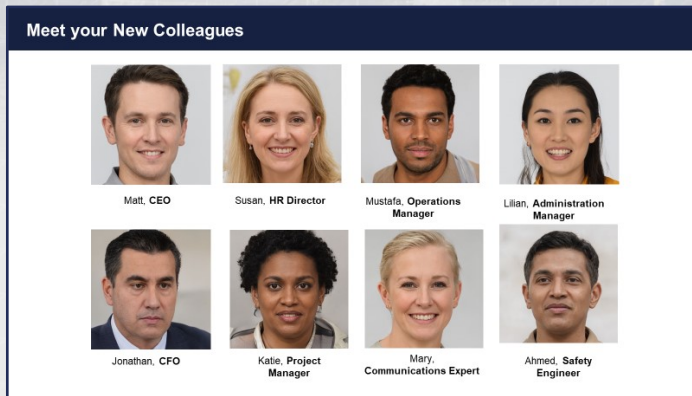


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“We can live our digital present at its fullest, but our future looks more Digital than ever before!”



Remember your new colleagues?



All the photos shown were generated completely by **AI** software!

Source: <https://generated.photos/>

Key Takeaways



01

A NEW DIGITAL | AI WORLD

Using AI can fundamentally change the way projects get delivered for the better. Successful transformations require a rigorous and strategic confrontation of reality.

03

MOVING FORWARD - PMO

A PMO with enhanced Digital Capabilities can act as a role model, creating value, embracing strategic goals, build performance-sustaining capabilities that empower an organization.

02

AI IN THE PM/PMO DOMAIN

Digital transformations are not purely Digital ones but part of a larger and more complex Business transformation ecosystem... AI can give you that picture with real data analysis, eliminating inconsistencies.

04

Digital Transformations are an ongoing, external phenomenon of global impact. Focus both on Leadership and Digital capabilities.

Dziękuję

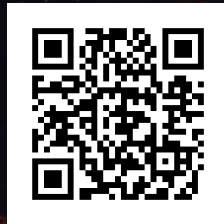
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**Business & Digital Transformation | PMO |
Project Portfolio | Program Management**



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We're not
scientists,
but we totally
got space.